May 9, 2008

Re: Freedom of Information Act Request #08-0126

We are furthering responding to your March 9, 2008 request for information under the Freedom of Information Act (FOIA), which was received by this office on March 14, 2008. Your request was perfected on April 14 at which time we received your April 14, 2008 e-mail clarifying the scope of your request.

Your request as presently structured, seeks “a digital/electronic copy of each issue of the publication Amtrak Ink published between January 1995 and September 2006 or whatever extent digital copies are available.” Your April 14 e-mail limited the scope of your request to records that can be located within a three hour search window.

Under cover of my May 1, 2008 letter, you were informed that Amtrak was prepared to release copies of Amtrak Ink for the time period of February 2001 through September 2006 on CD, upon payment of processing fees totaling $39. On May 8, 2008, we received check #697 for this amount. Accordingly, we are releasing the above-mentioned CD.

If you have any questions regarding the processing of this request, please feel free to contact me 202/906-3741.

Sincerely,

Sharron Hawkins
FOIA Officer

Enclosure

FI-38469
Bold new fleet plan
Drive to give employees ‘the right tools’

When Amtrak introduced its sweeping Service Standards initiative, including the unconditional Satisfaction Guarantee and other major elements, a goal was to give employees the “tools they need to provide world-class guest service.”

For on-board service employees, who are at the focal point of the guest’s experience, their “tools” are largely our passenger equipment. And, an aggressive new fleet plan promises to give them refurbished, renewed, and properly maintained cars across the system.

The highlights of the plan are these:

• Every eight years, passenger cars will also receive a total interior enhancement or redesign.
• Every four years, passenger cars are to receive a complete overhaul, with upgrading or renewal of systems and related components.
• Every eight years, passenger cars will also receive a total interior enhancement or redesign.

The plan makes maintenance and repairs a standardized and consistent regimen across the system, something that has been lacking in the past. The result will be more reliable and presentable equipment, regardless of the SBU or product line.

A key new element of the plan is the eight-year interior redesign and enhancement of the entire passenger fleet. Not only will this introduce design consistency within any one trainset—ending the current interior equivalent of the “rainbow fleet”—but also it will mandate needed modernization.

Guidelines on train ‘holds’ issued system-wide
Connections affect $130 million in revenue

Sometimes quality guest service means planning for when things don’t go the way we did plan. Good examples are the decisions we make about holding trains so guests on other, late-arriving trains can make their connections.

Because it’s such a major factor in guest satisfaction, we’re working hard with the freight carriers to improve our on-time performance. But planned connections are not always made. So, as an outgrowth of the weekly meetings that George Warrington and the SBU presidents are having on guest service and OTP, a task force was formed to recommend consistent guidelines on holds.

Those guidelines were approved and went into effect Jan. 1. They formalize decision factors and practices that have been routine, but not always consistently followed. The new guidelines empower designated field personnel to hold a train up to 60 minutes to make a connection. Any hold longer than that must be authorized by CNOC.

In accepting the guidelines, management recognized that decisions to hold a train will always be made on a case-by-case basis, but that a consistent system-wide approach in reaching those decisions must be in place. Warrington recently told the presidents, “It’s estimated that up to $130 million in revenue across the system is attributable to guests connecting from one train to others. We’re working hard (to improve OTP), but a number of important connections are still not reliable.”

A companion guest-service effort is being introduced with call center agents and ticket agents. Guests making reservations are now being informed in advance when their trip includes a connection that has not been reliable recently. That way, they can consider the options of either accepting our same-day bus link to the connecting train, or making overnight arrangements to ensure them a train connection the next day.

For instance, a pilot program is now being conducted with guests reserving space on the Texas Eagle and the Sunset Limited, who plan to connect with the Coast Starlight in Los Angeles. They are being told that these trains frequently arrive late in Los Angeles, and the different options are being explained fully.

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Congress to reintroduce High-speed Rail Investment Act

Leaders in communities and states across the country are supporting federal legislation—the High-speed Rail Investment Act (HSRIA)—that would give Amtrak $10 billion to invest in high-speed rail projects throughout America. The funds would come in the form of state- and U.S.-supported bonds.

Eleven high-speed rail corridors have already been federally designated. They include: the Gulf Coast, Southeast, Empire, Keystone, Midwest, Pacific Northwest, California, Florida, Northeast, Southwest, and Northern New England. These corridors would qualify for HSRIA funding.

Although the legislation did not pass the 106th Congress before the change of administrations, Amtrak secured a promise from the Republican and Democratic leadership that they would co-sponsor a bill in the new Congress, and work together to get it passed early in the session.

As I write this, the company is about to announce its first-quarter results for FY 2001—and, once again, the news is very good. For the period Oct. 1 through Dec. 31, our ticket revenue ($298.2 million) was up nearly 14 percent from the same period the previous year. And our ridership (nearly 6,000,000) increased 8.5 percent.

Not only did both figures beat our planned expectations, they also showed that we’ve lost no steam in coming off a record-boosting year in FY 2000. Start looking for the reasons behind this business success and you come up with our unconditional Satisfaction Guarantee, smarter pricing and revenue management, and aggressive marketing and partnerships. But the biggest reason is staring at you in the mirror.

There is not a single employee in this company who doesn’t play some role in our success. Everything counts. Whether it’s a smile and a cordial word for a guest at the end of a long and tiring run for the crew, or a better way of managing even a small part of the business—every one of you makes a difference.

So, what’s next? Now that we’ve proven that we can do it, we’re going to aim to do even better. By the time you read this, we will have released our updated Strategic Business Plan, and our Capital Plan. I want you to know about some key points of both plans.

Details of our business plan reinforce that we’re on track to meet the congressional mandate to be operationally self-sufficient by FY 2003. But, more importantly, the plan continues to prove itself as a true business strategy. Y ou’re doing a terrific job, and the proof is in the numbers.

Winning the 2000 Transportation Marketing & Communications Association “Tranny” Award for Merit in the publications category

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Amtrak to introduce standardized public announcements

Roughns given for ‘world-class’ delivery

As part of our continuing focus on improved and consistent guest service, Amtrak will soon begin giving standardized public announcements in stations and on board trains across the country.

We looked to station and on-board employees to design announcements that would be informative, welcoming and consistent. This is what our guests expect, whether they are in an Amtrak station in Los Angeles or Chicago, or on board Acela Express, the Southwest Chief, or the Coast Starlight.

The announcements have been produced both in a booklet form and a CD. Both will be distributed to all guest services employees responsible for making announcements. After that, those employees will spend time learning the short scripts and practicing delivering the new announcements. The goal is to start making them nationwide on Feb. 12.

Beginning March 12, some announcements in stations and on board trains will receive an unexpected visit from Amtrak personnel, who will observe the quality of the announcements. Employees delivering “world-class service” announcements will be rewarded. Thirty-three awards considered taxable income will be distributed to each SBU. Random drawings will be held to select the stations and trains that will be visited.

This latest step in improving our service quality is aimed at increasing guest satisfaction through every phase of the travel experience on board Amtrak.

Congress to reintroduce HSRIA

Continued from page 2

The agreement between Senate Majority Leader Trent Lott and Senate Minority Leader Tom Daschle occurred Dec. 15.

Sen. Lott said, “If you don’t have modern equipment, if you don’t have the new fast trains, if you don’t have a rapid rail system, it will not work. So I support this legislation. “When we talk about bipartisanship, transportation is an issue on which we have been able to work in a bipartisan way...We can do it again.”

Sen. Daschle responded, “We are very disappointed this provision was not included in this otherwise praiseworthy legislation. Amtrak supporters will not give up on passing it.”

Amtrak’s Government Affairs staff worked tirelessly last year to include the bill in the final spending package approved by Congress before it adjourned in December.

“We have really accomplished a great deal in the last year, and could not have gotten as far with the High-speed Rail Investment Act as we did without so much support,” said Sandy Brown, vice president of Government Affairs. “Many people deserve our thanks for their dedication to Amtrak and the future of high-speed rail service in this country.”

In addition to Lott and Daschle, many other senators have voiced their support of Amtrak and high-speed rail investment. It is encouraging that so many senators from both sides of the aisle have committed to giving Amtrak the capital funding we need to make Amtrak the safest, most efficient passenger railroad in the world, and a true business success.

Amtrak’s Hewlett-Packard Employee Purchase Program

Buy personal computer equipment and accessories

Amtrak and Hewlett-Packard have created a great opportunity for Amtrak employees to purchase new and refurbished computer equipment and accessories at discount prices.

As part of Amtrak’s new partnership with Hewlett-Packard, an Employee Purchase Program has been set up so employees can purchase new equipment (including PCs, laptops, printers, scanners, digital cameras) at 5 to 10 percent below average retail prices. Refurbished products, which carry new-item warranties, can also be purchased at discounts of up to 50 percent.

“Our agreement with HP is a great value to the company because we are directing our purchases to a primary vendor. It’s also a great opportunity to share the cost savings with our employees,” said Mike Rienzi, vice president of Procurement.

Another feature of this program enables employees to visit Hewlett-Packard’s website and browse the merchandise before making a purchase. Employees may do the comparison shopping among the wide variety of products and prices in the comfort of their homes.

Frequently asked questions and answers are provided, rebate and coupon information, and a number for technical support are also there for convenience.

In response to the article in the Employee Advisory that announced this new program, employees have been sending in their inquiries for more information on how to register. Instructions for registering can be found on the Amtrak Intranet. From the homepage, click on the How We Work icon, then on Procurement. On the Procurement page you’ll see a link to the program details.

For employees who do not have access to a computer, but wish to purchase any of the Hewlett-Packard items, may call the toll-free number (1-888-999-4747), and provide the following code: generic-epp1.
Amtrak’s outstanding achievements from the year 2000

The year 2000 was a memorable period in Amtrak’s history for many reasons. During those 12 months, records were set, new partnerships were formed, and Amtrak changed the formula for business success. This New Year will bring great challenges, but our foundation is solid. Amtrak employees are the foundation of this company and they continue to prove that they are committed to success. As with years past, Amtrak will count on the contributions from its dedicated employees to make the year 2001 even better.

The achievements from the year 2000 were many. Here are just a few of them:

- **Acela Express**, America’s first high-speed train, began revenue service in December. The new service is competitive with the airline shuttle in travel time and fares, but far exceeds the competition in amenities. Serving guests between Boston, New York and Washington, Acela Express is the answer for business travelers in search of comfort and productivity.

- For fiscal year 2000, Amtrak’s ridership (22.5 million) and total revenue ($2.1 billion) were both all-time highs, and it was the fourth consecutive year of growth for Amtrak.

- The company introduced Amtrak Guest Rewards, the travel industry’s most flexible rewards program. It is a huge success, with nearly 50,000 guests now registered. Rewarding the most loyal guests, and luring new ones, the program gives members two points for every dollar spent on Amtrak travel. Points may be redeemed nationwide for future travel and other fantastic rewards.

- **Acela Regional** made a historical debut in January by being the first fully electrified train to run between Washington and Boston. Amtrak’s Northeast Corridor employees made all-electric service possible by completing the final link of the corridor’s overhead electrification system—a 156-mile section between New Haven and Boston.

- Amtrak announced a major early this year to expand its national network. The Network Growth Strategy will eventually expand or improve service in 21 states, add service to 975 new station pairs, add 11 route segments, and grow ridership by 7 percent. It will also double the number of shipping lanes available to Mail and Express.

- Amtrak continued to maximize new business opportunities. The company is increasingly becoming a key provider of Mail and Express services. In fiscal year 2000, the company earned $122 million moving goods across America—a 24-percent boost from the previous year—and has plans to increase this to more than $200 million in the next few years.

- The new **Pacific Surfliner** service debuted along the San Diego-Los Angeles-San Luis Obispo rail corridor. The Pacific Surfliner, which has replaced the San Diegans, will feature nine modern trains by next spring, with enhanced amenities and upgraded stations along the route. By introducing all new trains throughout the entire corridor, guests can expect the same world-class service on board every train, every time.

- A redesigned Amtrak Intranet went “live” in May and now connects employees, departments and SBUs over a company-wide network. A place to find business resources, job aids, news and information, the Intranet is an evolving communications tool that can help Amtrak re-engineer how it does business on a daily basis.

- Amtrak Marketing developed several successful campaigns throughout the year to promote Amtrak products and services nationwide, and to better position the company within key markets. As a result, the prestigious Travel Industry Association honored Amtrak with two national marketing awards.
Two NEC employees receive accolades from WTS

The Philadelphia chapter of the Women’s Transportation Seminar (WTS) honored two Amtrak employees on Dec. 13 during its annual awards dinner.

Laura Ray, NEC senior director of Capital Planning and Administration, and the national president of Women’s Transportation Seminar, received the “Woman of the Year” award. Ray has been active on both the chapter and national levels of WTS. She strengthened their scholarship programs, creating a non-profit association for the WTS National Scholarship. Ray has also revised WTS policies to improve the organization’s overall financial stability.

Mary Lou Moore, NEC director of Equipment Maintenance and Standards, was also honored with the “Philadelphia Member of the Year” award. Moore received the award for her service on the scholarship committee, her recruitment efforts, and overall dedication to the organization.

Congratulations to both Ray and Moore for their outstanding contributions.

VTrans applauds Amtrak’s spirit of partnership

The following is an excerpt from a letter written to George Warrington from Charles Miller, Rail Division director for the Vermont state Agency of Transportation.

Miller wrote to congratulate Amtrak on the start of Acela Express service, and for Amtrak’s work to improve passenger service in Vermont.

“From Stan Bagley, to the train crews and reservations agents, your employees have shown a willingness to develop and maintain a true ‘partnership’ in our efforts to attract more customers, and to further develop our Amtrak service. As we move forward, I look toward maintaining and improving that relationship.”

Supplier Diversity program continues to support women, minority-owned businesses

In the year 2000, Amtrak continued to demonstrate its commitment to supplier diversity. Last year, Amtrak exceeded its corporate goal of awarding 15 percent of our contracts to minority and women-owned businesses. This is the 13th consecutive year that Amtrak has exceeded its goal.

On Feb. 5, Amtrak will host an awards ceremony in Washington, D.C., to honor five of these businesses and six Amtrak employees for their outstanding support of the Supplier Diversity program.

Auto Train employees win big

The 15th Annual International On-board Service Odyssey Awards Ceremony was held on Dec. 5, in Orlando, FL. Amtrak’s Auto Train brought home four awards.

Sponsored by the International Trade Publication for Passenger Service, the Odyssey award honors the merits and achievements of airlines, cruise ships, and railroads throughout the world.

All three industries are given awards in each of the following categories:

- Food service/catering, tableware, uniforms, on-board service, on-board safety, on-board entertainment, equipment, amenities, terminal services, and Award of Merit.

Auto Train entered four categories and won in all four:

1st place  Food service
1st place  On-board safety
1st place  Award of Merit (for new facility in Lorton, VA)
3rd place  On-board services

“We at the Auto Train have always known that we deliver world-class service to our guests. We are so proud to have our service recognized as among the best in the world,” said Sharon Mahoney, general manager, Auto Train.

On-board services at Auto Train has made significant achievements over the last couple of years. The accomplishments are a result of the commitment of the entire team; particularly the men and women who support the ticket office, Train and Engine Crews, Mechanical, Human Resources, and training departments.

“The employees at Auto Train demonstrate their commitment to consistent, quality service every day. We were up against air and water transportation and we came out on top. This award reassures us that we’re getting it right,” said Jim Mead, service manager, Auto Train.

Amtrak’s Drug and Alcohol program gets high praise from FRA

Federal Railroad Administrator Jolene Molitoris recently gave Amtrak high marks for its Drug and Alcohol abuse prevention program—saying Amtrak’s “Level of improvement is unprecedented.”

After the agency’s 1998 operational review of the program revealed areas that needed improvement, Lorraine Green, vice president of Human Resources, provided the leadership and direction, and assembled a professional management team to institute a model drug and alcohol compliance program.

Dr. Malva Reid, formerly the director of the Employee Assistance Program, was promoted to director of Health Services to provide the day-to-day direction of the restructured operation. Under the direction of Dr. Reid, five Amtrak employees spent countless hours developing new processes and restructuring the Drug and Alcohol program into a more efficient and standardized operation.

“The team did a phenomenal job,” Reid said. “But our level of commitment went far beyond satisfying the FRA. We wanted to have one of the best Drug and Alcohol programs in the industry, and we succeeded.”

The team included Bohdan Baczara, manager, Wanda McLaren, Margaret Tierney, Terry Johnson, and John Ward. On call 24-hours-a-day to assist their colleagues in the field during the transition, the team designed new training programs, brochures and information packages for federal and company testing. One of their most notable accomplishments was developing a procedures manual. The Drug and Alcohol program is now institutionalized, so the effectiveness of the program is not compromised due to personnel turnover.

“Although Amtrak had a successful operational review, we may still receive fines for specific testing events,” Baczara said. “Our continued success will depend on everyone’s cooperation.”
For the 2000/2001 national ski program, announced last September, Amtrak has teamed up with several major ski resorts, and other partners throughout the country, to promote the benefits of getting to the slopes by train.

Amtrak’s exciting marketing campaign—aimed at consumers and the travel trade—includes a national ski brochure, posters, ads in major ski magazines, banner ads on internet websites, and information on www.amtrak.com. For information on schedules, fares, and connecting rental car and shuttle services to their favorite resorts, guests can call 1-866-SKI-AMTRAK. Our reservation sales agents will refer callers to the resort call centers for lodging and lift ticket information. So far, Amtrak has received about 2,500 calls. By referencing promotion code H071 between now and April 15, guests will receive a 20-percent discount on fares to over 40 Amtrak ski destinations.

New partnership initiatives with Colorado Mountain Express shuttle service, Hertz, and Thrifty Car Rental of Vermont make it even easier to get to the resorts from Amtrak stations.

Employee Discounts

Amtrak Marketing has arranged special discounts for all 25,000 Amtrak employees at the partner ski resorts listed below. In addition, employees can find information about Hertz rental car discounts in Arrow (G/POL/CAR/P9).

<table>
<thead>
<tr>
<th>Ski Resort</th>
<th>State</th>
<th>Special Offer</th>
<th>Dates Offer Valid</th>
<th>What Employee Needs to Do</th>
<th>For More Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspen</td>
<td>Colorado</td>
<td>25 percent discount off lift tickets (Employee only)</td>
<td>Through 4/22/01</td>
<td>Bring Amtrak ID and driver's license to resort ticket window</td>
<td>1-877-701-9463, <a href="http://www.aspensnowmass.com">www.aspensnowmass.com</a></td>
</tr>
<tr>
<td>Vail</td>
<td>Colorado</td>
<td>50 percent off lift tickets at Vail, Beaver Creek, Breckenridge, or Keystone (Employee and up to 2 immediate family members)</td>
<td>Through 4/22/01</td>
<td>Contact Laurie Mooney at <a href="mailto:lmooney@vailresorts.com">lmooney@vailresorts.com</a> or 1-800-733-9188 and provide employee pass number (e-mail is best)</td>
<td>1-888-830-9409, <a href="http://www.snow.com">www.snow.com</a></td>
</tr>
<tr>
<td>Winter Park</td>
<td>Colorado</td>
<td>10 percent discount on lift tickets (Employee only)</td>
<td>Through 4/22/01</td>
<td>Bring Amtrak ID and driver's license to resort ticket window</td>
<td>1-800-977-6199, <a href="http://www.winterparkresort.com">www.winterparkresort.com</a></td>
</tr>
<tr>
<td>Big Mountain</td>
<td>Montana</td>
<td>One free all day lift ticket (Employee only) 50 percent off regular room at Rocky Mountain Lodge</td>
<td>Through 4/8/01</td>
<td>Contact Sue Schenk at Big Mountain at least 48 hours in advance (e-mail is best) <a href="mailto:sues6@bigmtn.com">sues6@bigmtn.com</a> or 1-800-234-3249</td>
<td>Resort: 1-800-859-3550, <a href="http://www.bigmtn.com">www.bigmtn.com</a> Rocky Mountain Lodge: 1-800-862-2569</td>
</tr>
<tr>
<td>Killington</td>
<td>Vermont</td>
<td>Free 1, 2, or 3 day lift tickets (Employee only) 50 percent off lift tickets for immediate family</td>
<td>Monday – Friday between March 5 – March 16, 2001 Anytime between March 19 – April 15, 2001</td>
<td>Reservations required seven days prior to arrival. Send fax to Killington at (802) 423-6118 with: Employee name, telephone number, fax number, address of Amtrak location or crew base, photocopy of Amtrak ID, first day you’d like to ski, how many days you’re staying, ages of any children, location of lodging (if applicable) Killington will fax back confirmation and other instructions</td>
<td>1-800-492-0100, <a href="http://www.killington.com">www.killington.com</a></td>
</tr>
<tr>
<td>Stowe</td>
<td>Vermont</td>
<td>&quot;Stowe Card&quot; for 25 percent off single day lift tickets (Employee only) Free ticket for every six tickets purchased with the Stowe Card</td>
<td>Through April 15, 2001 (Stowe Cards are valid Sunday through Friday, non-holiday)</td>
<td>Bring Amtrak ID to “Spruce Sesion Pass Office”</td>
<td>1-800-253-4754, <a href="http://www.stowe.com">www.stowe.com</a></td>
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Fiscal Year 2000 brings success to Amtrak Intercity

And for our guests, Amtrak made major improvements to stations throughout the system. Memphis, TN; Lake Charles, LA; Marshall and Temple, TX; Culpeper, VA; Spartanburg, SC; and the Auto Train facility in Lorton, VA, all celebrated the completion of successful renovation and construction projects. These projects have provided our guests with more amenities, more comfortable waiting areas, and more modern facilities. In addition, work has begun or continued to improve stations in Pennsylvania, North Carolina, Ohio, Virginia, and Oklahoma.

In FY2000, Amtrak announced a comprehensive strategy to expand its network over the next several years. The culmination of extensive market research, our Network Growth Strategy has resulted in added frequencies on the Texas Eagle and the introduction of two new services—the Kentucky Cardinal and Lake Country Limited. Amtrak also gained more support for the High-speed Rail Investment Act last year. Strong coalitions supporting high-speed rail are developing in the Southeast, Gulf Coast, Texas, and Midwest. A request for proposals was issued to entertain bids for new high-speed trainsets to operate in the Midwest. And in an encouraging development, the U.S. Department of Transportation designated 11 new high-speed rail corridors around the country, and numerous extensions were located primarily in Amtrak Intercity. In some of the most noteworthy achievements from FY2000, 47 exceptional Amtrak Intercity employees received President’s Safety and Service Awards; one was rewarded with a new Ford Explorer for having perfect attendance, and two other employees received one of the railroad industry’s highest honors—the Burch Award for Safety. The awards kept coming. The Amtrak-operated UPS Celebrate the Century Express Tour was honored with the U.S. Department of Transportation’s Design for Transportation 2000 Award. And Amtrak’s partnership with the Oklahoma DOT, BNSF and the Heartland Flyer Coalition received the President’s Award for Rail from the American Association of State Highway Transportation Officials. The year 2000 was filled with many accomplishments—too many to list here. Amtrak thanks all the dedicated employees in each SBU for their commitment to success.

Safety Day sparks interest among guests

On Dec. 13, the Northeast Corridor held its last quarterly Guest Safety Day of 2000. To help educate guests on how to stay safe in stations and on board our trains, volunteers distributed 45,000 pieces of safety literature at locations all along the NEC. Volunteers also handed out approximately 7,000 ice scrapers, to help prepare our guests for the winter weather, and to promote safety in all areas of their lives.

At 30th Street Station in Philadelphia, guests also received a high-voltage demonstration. The Engineering Department brought out one of four “high voltage units” to hold a demonstration on the dangers of coming in contact with Amtrak’s electrification system. Each High Voltage Unit is a model of the catenary, an engine and people, who are represented by hot dogs with pipe cleaner arms. The units generate 15,000 volts of electricity, which essentially cook the hot dog when it comes in contact with the wires. The demonstration was performed for guests in the station every half-hour, and Engineering instructor Jack Backert was present to answer questions and provide the necessary safety protection. The exhibit also included scenarios such as a downed power line in a puddle and a kite string tangled in power lines. The demonstration attracted a lot of attention, and hammered home the dangers of being on the tracks and near overhead wires.

NEC President’s Safety Committee has identified the following dates as Guest Safety Days in 2001

- March 15
- June 14
- Sept. 13
- Dec. 13

Notice: Changes for 2001 Railroad Retirement tax

The Railroad Retirement system consists of two tiers: Tier I, which is the railroad industry’s equivalent to Social Security, and Tier II, which is the employee pension benefit.

During the year, Tier I and Tier II taxes are deducted from an employee’s paycheck until the salary paid that person reaches a designated amount. Congress sets those maximum salary amounts that are subject to tax, and both amounts are increasing in 2001.

The Tier I tax rate is 6.20 percent (TX EE T1 RRTA displayed on check stub). In 2001, taxes will be deducted at that rate until the salary paid the employee reaches $80,400, which is up from $76,200 in 2000. The maximum that can be withheld for Tier I taxes this year is $4,984.80.

The Tier II tax rate is 4.90 percent (TX EE T2 RRTA displayed on check stub). In 2001, taxes will be deducted at that rate until the salary paid the employee reaches $59,700, which is up from $56,700 in 2000. The maximum that can be withheld for Tier II taxes is $2,925.30.

The Medicare Hospital Insurance tax rate is 1.45 percent (TX EE HI RRTA displayed on check stub), and there is no annual maximum for this tax.
Service Recognition Program improved

In response to recommendations made by employees, the service recognition program is being improved.

As of Jan. 1, employees celebrating service anniversaries of at least five years will receive a “Magic Box.” It will contain such items as a certificate signed by Amtrak’s president and CEO, and instructions for ordering a wider variety of gifts, depending on the years of service.

The box will also include a service recognition pin that reflects the new corporate brand identity. Pins for 10 years’ service and above will feature different gemstones for each level, from an amethyst at 10 years, to a diamond at 30 years.

Employees at the 25-year level and above will also have the option of choosing between two newly designed watches and a ring. The vendor will send all gifts to employees’ homes within six weeks of the order being placed.

Employees asked for more meaningful ways of recognizing their service, and Amtrak had to maintain a balance between those preferences and responsible cost management. Fortunately, the new service award program achieves both goals.


discontinued

EMPLOYEE MILESTONES

Continued

Amtrak Intranet February 2001

9

The Amtrak West Intranet site has arrived

The Amtrak West Intranet site has arrived and can now be accessed from the Amtrak Intranet homepage. To access the site, click on the SBU Home icon in the upper right corner and then click on Amtrak West.

In the coming months, the site will be regularly updated, so please check back for the latest information and highlights. As the Amtrak West site expands to include more from the field and various departments, it will become a more comprehensive communications tool for Amtrak West employees, and an additional information resource for employees across the company.

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Many new members will need to be meet the 107th Congress in January. “It’s important that we are prepared to return, grab a bus or cab home.”

The newlyweds, bound for the hub, switch to Amtrak traveler could board a commuter train wondering anymore. Within 10 years, a town Raleigh’s intermodal station aren’t earlier. The people designing down-taxis is such a natural, it’s a wonder

“Recipe for Adventure”
On Dec. 9, Amtrak hosted a group of travel writers on board train #90, the Silver Palm, from Ft. Lauderdale to Tampa.
The theme of the tour, “Recipe for Adventure,” was based on the variety of foods and ethnic influences found around the state. Amtrak’s Marketing department worked closely with the product line in both preparing and conducting this tour. Mike Latiff, Atlantic Coast Customer Service manager, coordinated a special “Floribbean” menu that consisted of fresh chicken and salmon. Dick Weaver and Barbara Golden, Florida Marketing managers, worked with Visit Florida, its official tourism promotion agency, to coordinate ground transportation with Hertz.

Once on board, the group was given a tour of the train, and had the opportunity to interview on-board employees about Amtrak’s service. The group was very impressed with the on-board service and the convenient connections that our Florida routes provide, proving how successful things are when Marketing and the product line work together.

Couple wed on rails
Robert Willaford and Felice Rowland said their “I do’s” on Dec. 9, before 40 guests in the dining car of Amtrak’s Silver Meteor, as it made its way from Winter Haven, FL, to Orlando. “I married in a church the first time,” said Willaford, who retired from CSX Transportation in 1999 after 42 years. His new bride said she was surprised by her husband’s idea for a wedding on the rails.

The dinner car was decorated in green and white streamers, red bows and bells. Amtrak picked up the tab for the wedding cake, refreshments and non-alcoholic champagne to celebrate the occasion.

Berlin Station celebrates 100 years
On Dec. 12, residents in Berlin, CT celebrated the station’s 100th Anniversary. Amtrak employees Bill Sample, stationmaster, Berlin; Kevin Regan, stationmaster, New Haven; John Fredericks, and some local residents were all dressed in vintage costumes for the grand occasion. The celebration looked almost like the station’s opening day 100 years ago.

“Coordination might solve transportation woes.” News & Observer, Dec. 12, 2000
“It’s important that we are prepared to meet the 107th Congress in January. Many new members will need to be educated on rail issues. It will take more than the efforts of your Washington lobbyists. Individuals in the industry will be called upon for grass roots help. Letters, telephone calls, and visits to your representatives are a must if the industry is to benefit from their deliberations.”

“Will the 107th Congress favor rail?” Railway Age, Nov. 30, 2000
“Like millions of Americans who fly a lot, one traveler says he is really ticked off. He’s angry at the way airlines treat their passengers. He’s annoyed by flight delays, and he’s frustrated about crowded airports and jammed highways. He took Amtrak from Washington to New York recently. He said the trip took about three hours, but it was surely a lot more pleasant than the air shuttle.”

“High-speed trains could ease airport congestion.” The Seattle Times Travel, Nov. 19, 2000
“To help prop up its balance sheet, Amtrak is busy building its mail and express business, which hauls letters, packages and even freight for such clients as the Postal Service and UPS. Within a few years, that too could bring in a few hundred million dollars in additional revenue.”

“Amtrak’s last train.” Time.com, Nov. 28, 2000
“It’s all aboard for Amtrak and NASCAR driver Rusty Wallace…For its alliance, Amtrak hopes to launch promotions tying its service to the race-tracks.…Sports has proved to be an effective lure for boosting ridership, [Barbara Richardson executive vice president] attributed a 30-percent increase in ridership [last] spring to the Garciaparra-Rodriguez, campaign. She hopes to reap the same benefits from NASCAR’s lengthy season, which crisscrosses the country and spans February to November.”

Safety in switching

Recognizing the hazards of railroad switching operations, the Federal Railroad Administration (FRA) formed the Switching Operations Fatalities Analysis (SOFA) Working Group in February 1998. The group reviewed fatal incidents and developed recommendations for reducing fatalities in switching operations. Assembled within this group were representatives from the FRA, Association of American Railroads, United Transportation Union, Brotherhood of Locomotive Engineers, American Short Line and Regional Railroad Association. From this review the SOFA group was able to identify trends in the cause of these incidents. They became the foundation for the analysis and recommendations in their final report. Accompanying the report was a list referred to as the “Five SOFA Lifesavers.”

In our support for safe-operating practices, Amtrak encourages the usage of the “Five SOFA Lifesavers” listed above.

FIVE SOFA LIFESAVERS

Lifesaver 1:
Discuss safety at the beginning of a job and when work changes.

Lifesaver 2:
Communicate before action is taken.

Lifesaver 3:
Protect against moving equipment.

Lifesaver 4:
Secure equipment before action is taken.

Lifesaver 5:
Mentor less experienced employees to perform service safely.

Winter weather: When others can’t get over or off the ground...

Amtrak employees get you there

Amtrak employees provide our guests with the best possible service, despite the winter weather. Before the turn of the New Year, much of the country experienced severe weather conditions. Chicago was in the midst of one of its coldest Decembers in over 100 years. And on the East Coast, New York and other northern states were hit big with snow and ice.

Amtrak Intercity President Ed Walker sent out a letter in January commending employees at every level in the SBU for having done a remarkable job in the face of extraordinary conditions.

Walker said, “I have been continuously impressed by the dedication, hard work and perseverance displayed by my colleagues here at Amtrak Intercity. You have my sincere thanks and appreciation for your extra efforts and my personal assurance of continued support from the entire management team.”

Northeast Corridor President Stan Bagley also sent a letter to corridor employees to praise the personal effort, under our control. Both Walker and Bagley have focused on contingency planning made that possible.

Looking ahead, Amtrak Intercity managers have focused on contingency plans and a series of action steps to help employees better serve our guests this winter. Those actions include: winterizing equipment and facilities; redeploying equipment; temporarily suspending some services through January to increase reliability throughout the system; rescheduling select managers to provide 24-hour management oversight and support; and providing employees with hotels and meals where necessary.

Frequent and accurate communication is essential during weather emergencies. While Amtrak Intercity stays in close contact with CNOC and the Reservation Sales Call Centers, the SBU is developing additional communication tools to ensure that employees and guests have accurate and timely information on how the weather will affect services.

Service failures due to bad weather are stressful for both employees and guests. Amtrak continues to identify ways to improve the aspects of guest service that are under our control. Both Walker and Bagley praise the personal effort, attention and care Amtrak employees provide our guests when severe weather hits.

New fleet plan

continued from page 3

ization. Superliner I cars haven’t been modernized since 1975, and the “new” Superliner II cars joined the fleet in 1979.

And, scheduled redesigns will reinforce Amtrak’s strategy of continually revitalizing the corporate brand. In the same way that we’re building a market-driven national rail network, the nature of the fleet redesign will be based on market research. If the preferences of guests read “mauve”—so it will be. And nothing is impossible, even a total reconfiguration of the car. Again, it will be based on what the market wants, and on the input of the on-board staff.

What’s more, we don’t have to wait eight years for the initial reconstruction. The first redesigns are under way for the “long-distance” fleet, including the bi-level Superliners and the single-level Viewliners. Right now, Barbara Richardson, executive vice president; Anne Hoey, vice president of Service Operations; and Ed Walker, president of Amtrak Intercity, plus senior members of their teams, are evaluating concepts proposed by leading design consultants.

Work will be scheduled to begin as part of the FY 2002 capital program. Every Superliner I and II car—about 420 cars, including sleepers and diners—will be gutted and completely rebuilt in the new design. The goal is to have the new “Superliner III” fleet refurbished within three years. The new design will debut with the introduction of the newly designated long-distance sub-brand. That new sub-brand identity should be unveiled later this year.

Is your mailing address current with the RRB?

Each year, the Railroad Retirement Board (RRB) sends you a BA-6 form that details your service months and eligible compensation earned for the last calendar year. It’s important that every employee review the information on this form for accuracy.

You can ensure that the form reaches you in a timely manner by calling the RRB office to confirm your mailing address. You can find the nearest office by looking in the telephone directory under United States Government. A change of address can also be sent to the RRB headquarters at the address shown on the back of the BA-6, or faxed to (312) 751-7190. Be sure to include your Social Security number.

Keep your address current with the RRB. It’s the best way to stay informed about your future benefits.
Promotions In Motion

A great gift for rail fans

The Amtrak wall calendar for 2001 has an overall blue background with two orange pinstripes, and features the Amtrak Promise. The image across the top has five “lifestyle” photos superimposed over a streaking Acela Express trainset. It is a fresh new look. Jane Melhorn, director, and Jim Frantz, designer, of Amtrak Design & Identity Management created the design.

The calendars are available to Amtrak employees, retirees and their families and friends, at a moderate price. The more calendars you order, the less each costs. Checks, money orders and credit cards are welcomed; taxes, handling and shipping are included. For credit card orders, please include complete number as it appears on the card. Visa, MasterCard, Discover/Novus and American Express will be accepted.

Prices:

1..................$6  
2..................$10  
3..................$14  
4..................$16  
5..................$18  
6..................$20  
26-50.....$2.25 each  
11-25.....$2.50 each  
10..........$28  
9............$26  
8............$24  
7............$22  
6....$20  
5....$18  
4....$16  
3....$14  
2....$10  
1....$6

Please send all orders and inquiries to: 
Western Folder Distributing Company, P.O. Box 7717, Itasca, IL 60143.
Make checks payable to: Amtrak Calendar. Also, for your collection, we have a limited supply of calendars from prior years. Please write us for available years and prices.

An Amtrak employee writes a short note to praise the world-class service her aunt received—from beginning to end—on a recent trip to Pittsburgh.

“My aunt’s travel experience was superb, and she is raving to anyone who will listen about the service she experienced on her trip from Paoli to Pittsburgh [Keystone Service]. The train even arrived in Pittsburgh 15 minutes early.
She said it made her feel very special and important to have the redcap meet her at trainside in Pittsburgh and take her bags to where her son was waiting for her. More important, she will willingly and enthusiastically buy another ticket to ride the train again. Please pass along to the crew and station people a sincere THANK YOU from my entire family. You all deserve many blessings for making the experience so enjoyable.”

Sincerely,

K. Ranowsky

Amtrak Law Department

GUEST LETTERS

Beware of costly ‘809’ phone scam

Don’t respond to e-mails, phone calls, or web pages that tell you to call an “809” phone number, it could cost you $24,000 or more.

How does the 809 scam work? You will receive an urgent message on your answering machine or your pager, which asks you to call a number beginning with area code 809 for more information. If you call from the U.S., you will apparently be charged $2.425 per-minute.

Why it works? The 809 area code is located in the British Virgin Islands. The 809 area code can be used as a “pay-per-call” number, similar to 900 numbers in the U.S. Since 809 is not in the US, it is not covered by U.S. regulations of 900 numbers, which require that you be notified and warned of charges and rates involved when you call a “pay-per-call” number. Further, whereas many U.S. phones have 900 number blocking to avoid these kinds of charges, 900 number blocking will not prevent calls to the 809 area code.

This scam has been identified by the National Fraud Information Center.
Amtrak unveils long-term capital plan

New business plan also released, aggressive cost management highlighted

Amtrak has publicly released its first-ever long-term capital plan to help relieve the nation’s chronic highway and airport congestion and provide more rail service for travelers. The 20-year plan, which requires $1.5 billion in federal capital each year, would continue to give us a reliable source of long-term investment funds as we eliminate our operating subsidy. It is designed to modernize and expand the passenger rail system nationwide, accelerate plans for high-speed service in 11 federally-designated corridors, and attract billions more in non-federal investment.

What does the $1.5 billion represent?
It is a down payment based on our best assessment of our needs, and it is only the federal share. We expect other significant public and private financing. Over the past four years, federal funds have represented about 53 percent of capital investment for passenger rail, while other sources combined have accounted for about 47 percent. The capital plan is the result of the most comprehensive assessment of long-term needs for intercity passenger rail ever conducted. Over the past year, Amtrak has examined the need for modernizing its existing system and fully developing those 11 corridors where population and transportation congestion are at their highest levels. The $1.5 billion in annual federal funding, together with state and private funds, would enable Amtrak to modernize equipment and improve service reliability, meet federal safety requirements, and provide a significant down payment for the development of high-speed rail corridors.

The plan argues that the potential for passenger rail has been weakened by a large “Rail Investment Gap.” Intercity rail currently receives less than 1 percent of all transportation spending.

What is the federal “Rail Investment Gap?”
The Rail Investment Gap is the historic under-investment in passenger rail capital needs. This means that we’ve received significantly less federal funding than other modes of transportation, and less than what has been authorized by the government. And, Amtrak has never enjoyed a stable source of federal funding, unlike other modes of transportation. The capital plan is part of Amtrak’s annual strategic business plan, which lays out our major business initiatives and a financial plan for achieving operational self-sufficiency by FY2003.

Amtrak honors exceptional minority and women-owned businesses

Six employees recognized for supporting supplier diversity program

Amtrak’s Business Diversity department hosted a ceremony at Washington Union Station last month to honor five businesses for their exceptional service to Amtrak.

The awards ceremony is Amtrak’s annual event to recognize minority and women-owned businesses, as well as Amtrak employees, for their outstanding contributions and commitment to Amtrak’s supplier diversity program.

“These business owners represent the best from each of the ethnic groups comprising our supplier diversity program,” said George Warrington, who was there to present the business owners with their awards. “They deliver superb supplies and services to Amtrak in a timely manner and at a very competitive price.”

The objective of Amtrak’s Supplier Diversity Office (SDO), led by director Roscoe Swann, is to maximize the use of minority and women-owned businesses. The goal is to procure at least 15 percent of the company’s services from them.

“The awardees truly encompass what Amtrak is trying to do through this program,” said Wanda Morris Hightower, vice president of Business Diversity.

Continued on page 11
You’re probably hearing a lot this month about the financial picture of Amtrak, and you may not be sure whether the picture is good—or not so good.

I can understand that, because I get these questions all the time. There’s nothing more important to me than talking honestly about this company, how we’re doing, and where we are headed. To help me, I’ve asked a group of about 70 people to reach out and, face-to-face, talk with employees about how we’re doing. Both last month and this month, these “ambassadors” have been all over the company with small groups of employees in their local work units, talking and answering questions.

How are we doing? I’ll be frank. On one hand, we’re setting new ridership and revenue records virtually every week, and every month. On the other hand, we’re facing a very serious need to manage our costs better. We have to do a better job—right now. It’s that simple.

Now I know these messages seem contradictory, but they are both very real. We are growing, but our costs have also been growing, far too quickly for the good of the company. As planned, our federal operating support will continue to decline. So, if we don’t seize control of the growth in our costs, we’re not going to be able to meet our financial obligations.

Cost management is not easy, but it is critically important. At our company-wide management conference in January, Arlene Friner, the chief financial officer, said there’s been a “lack of attention” to cost management, and that we’re now left with “no room for error.”

Don’t be misled, though. As the ambassadors will tell you in their briefing blitz, we’re on the right track. Teams of employees are working on plans for more than 40 different cost management projects. In addition, we all need to stay focused on building revenue with our Satisfaction Guarantee. And, what’s more, we’re optimistic that in 2001, Congress will provide us what we’ve lacked for 29 years—a reliable, long-term source of capital investment funds.

So there are different sides to the Amtrak picture. That’s not surprising. We’re a large and complex business. Just stay with us as we work together toward the same goals, and we can all build an Amtrak that rewrites history.

The 107th Congress reintroduces the High-Speed Rail Investment Act

Just one day before Amtrak released its new Strategic Business Plan, more than half of the Senate signaled their support for greater investment in passenger rail. Fifty-one senators have co-sponsored and reintroduced the High-Speed Rail Investment Act (HSRIA) of 2001. The legislation, which passed the House last year, but was not included in the larger final spending bill, would provide Amtrak with $12 billion in state-and federally-supported bonds over 10 years to invest in high-speed rail projects throughout America.

The HSRIA has generated incredible support throughout the country. The U.S. Conference of Mayors; the American Association of State Highway and Transportation Officials; the American Public Transportation Association; and the country’s Transportation Secretaries and Commissioners all support the HSRIA, as do unions, businesses, environmental advocates, and a host of others.

To Amtrak, the reason for such widespread and growing support for high-speed rail is simple: America is facing increasing gridlock on highways and in the air, and people are looking for a comfortable and convenient alternative. Passenger rail is an efficient way to invest federal funds. Currently, rail gets less than 1 percent of all federal transportation spending. New highway and air capacity is very expensive, and space for it is limited. By contrast, a dollar invested in rail delivers 5-10 times more capacity than a dollar invested in highways, and the rights-of-way already exist.

Major efforts are under way across the nation, including projects in 38 states, to plan and implement upgrades to existing passenger rail corridors, so that Amtrak can provide improved and faster access to the nation’s urban business centers.

“Make no mistake about it: high-speed rail isn’t just for the Northeast. It’s for every part of this country.” George Warrington

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“Make no mistake about it: high-speed rail isn’t just for the Northeast. It’s for every part of this country,” George Warrington said at the news conference to announce the new bond bill. “Everybody’s looking for relief, and they don’t have to look that far. High-speed rail is going to make a tremendous difference to the quality of life in our country. That’s why I look forward to working with the President and the new Congress to pass this critical legislation.”
Caltrain receives prestigious ISO certification:
The only passenger rail operation in Western Hemisphere to do so

The Caltrain Commuter Service has become the first passenger rail operation in the Western Hemisphere to receive ISO 9002 certification. The International Organization for Standardization (ISO) is a federation of national standards bodies from 130 countries around the world. As a non-governmental organization, ISO’s mission is to promote the development of standardized practices to facilitate the international exchange of goods and services.

Caltrain received formal certification for the management system they developed and implemented during the last five months of 2000. To receive ISO certification has been compared to receiving the “Good Housekeeping Seal of Approval.” It assures that products are produced and processes are followed by meeting well-defined standards of quality and consistency.

The ISO standards were developed to help manufacturers and service providers develop a quality-conscious approach for their research, testing, manufacturing, and support operations. Certification requires that a company set-up and document all of its procedures, including the procurement and storage of materials, the manufacture and delivery of products, employee training and customer support.

To receive certification, after developing and documenting its procedures, a company must then be audited by an ISO-certified board to ensure it is in compliance with the established standards.

“Most of what we already did fit the standard, we just didn’t know it.”

Dave Nogar, general manager, Caltrain Commuter.
ISO certification is a powerful marketing tool and an effective form of distinction from other companies. Customers have more confidence in products and services that conform to international standards.

“The ISO certification highlights that Amtrak is moving forward as a world-class organization, capable of meeting and even exceeding international standards for quality,” said Lew Wood, assistant general manager, Caltrain Commuter.

Acela Express brings NBA All-Stars to Washington in comfort and style


During the weekend of Feb. 9, downtown Washington, D.C., was jammed-packed with visiting and local sports fans. They scurried from one event to the next, hoping to get a glimpse of some of the “larger than life” stars in town for the weekend.

It was NBA All-Star Week, and at the center of all the excitement were the players visiting D.C. to compete in the All-Star Game on Feb. 11. Amtrak and the NBA teamed-up that week to bring some of the all-stars into the city on Acela Express.

NBA executives, coaching staff, and players from the New Jersey Nets, Philadelphia 76ers, and San Antonio Spurs rolled into Union Station on Feb. 9 to a large crowd of media on the platform and screaming fans inside the station.

Acela Express, carrying the Nets’ Stephon Marbury and Kenyon Martin; the 76ers’ Eric Snow; Tim Duncan of the Spurs; and All-Star coach Larry Brown, began its run in New York, making stops in Newark and Philadelphia before arriving in D.C.

Inside Union Station, Washington Mayor Anthony Williams and Abe Polin, majority owner of the Washington Wizards, joined George Warrington in welcoming the players to D.C., and to America’s first high-speed train.

“Acela Express is a train for winners, and we are pleased that more and more professional sports teams are chartering Amtrak trains to travel to games in the Northeast Corridor,” Warrington said. “Our partnership with the NBA is a terrific showcase for the competitive advantages Acela Express offers.”

In case you were wondering; yes, the players were able to sit comfortably and stretch their long legs, and there was plenty of space in the overhead compartments for them to store their luggage. Acela Express delivered the players to the nation’s capital in comfort and style.

Throughout All-Star Weekend, Amtrak was also a sponsor of the NBA Jam Session, and several other events, including the Magic Johnson Foundation’s Salute to Black Fashion, and “The Beat in the Heart of our Nation” fashion show and gala fundraiser.

“Most of what we already did fit the standard, we just didn’t know it.”

Dave Nogar, general manager, Caltrain Commuter.

Students in the classroom:

L. to R. Lew Wood, assistant general manager, Caltrain Commuter; George Warrington, majority owner of the Washington Wizards; and Dave Nogar, general manager, Caltrain Commuter.

The route to our success

Strategic Business Plan
Key Strategies
Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network
Define customer demand, using extensive research, and then match that demand with our system.

Deliver consistent quality service
Change the culture of the company to be more customer-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand
Introduce and support a new brand for Amtrak, to signal a major change to our customers.

Operate a cost-effective business
Identify specific accounts, large functional areas, policies and procedures, organizational structures and back-office costs that have potential for improved cost management.

Leverage public & private partnerships
Aggressively pursue public and commercial partnerships, through Mail and Express and other programs, which generate the highest returns from the company’s assets.

Develop corridor services
Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building the Northeast Corridor service.
New uniforms continue to evolve to best ‘serve’ employees nationwide

Employee input into the design of Amtrak’s new uniforms did not stop with the initial rollout of the pieces on the Northeast Corridor. In fact, shortly after unveiling the new uniforms last year, a sample of employees from around the country were gathered in focus groups to suggest ways Amtrak could enhance the uniforms, with respect to job function, region and climate.

Prior to these meetings, employees were surveyed and asked to identify uniform qualities most important to them.

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<tr>
<th>Employee Concerns</th>
<th>What We Did</th>
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<tbody>
<tr>
<td>1) More branding</td>
<td>1) Logo buttons &amp; patch on baggearred cap shirts</td>
</tr>
<tr>
<td>2) Breathable shirt fabrics</td>
<td>2) Introduced tencel, and a new poly-cotton</td>
</tr>
<tr>
<td>3) Belt loops on female slacks</td>
<td>3) Done</td>
</tr>
<tr>
<td>4) Embossed logo buttons on the jacket, shirts</td>
<td>4) Jackets will have logo buttons</td>
</tr>
<tr>
<td>5) Job function on hat</td>
<td>5) Will specify on name tags</td>
</tr>
<tr>
<td>6) Clip-on ties for safety purposes</td>
<td>6) Done</td>
</tr>
<tr>
<td>7) Hooded sweaters for cold weather w/logo and job function on hood</td>
<td>7) To be included in the outerwear collection</td>
</tr>
</tbody>
</table>

Across all job functions, the same issues emerged as being most important: 1) Uniform is easily identifiable as an Amtrak uniform; 2) Looks professional; 3) Clearly communicates the service he/she provides; 4) Looks approachable; and 5) Looks familiar.

The focus groups were held with employees last summer in Jacksonville, FL, Chicago, Seattle, and Los Angeles. The groups included men and women, food service and sleeping car attendants, conductors, ticket agents, baggage handlers, and red caps. Those working short- and long-distance trains were also included.

Stan Herman, the designer, or his assistants, were present at each session to listen to employees, and to evaluate the kind of adjustments needed to accommodate their needs.

In discussing their impressions of the uniforms, employees talked about how practical and functional (i.e. comfort, mobility, durability) the pieces are for particular jobs; the appeal of the new look and style; how appropriate they are for various climates; and whether the accessories complement the overall look.

Employees rated these various qualities and more specific ones on a scale of one to ten. Overall, the new uniforms were perceived to be professional and commanding authority and an improvement over existing uniforms. The station and OBS uniforms were the best received.

However, conductors expressed concerns about ensuring that their uniforms were distinguishable from other crafts. They also had reservations about how well the pieces accommodated their equipment.

Baggage handlers and red caps especially liked the cargo pants, but recommended a stronger visual link between pieces so guests can more easily identify them. A suggestion was made to use the Amtrak logo or a patch that displays the job function. And red caps will get a new style of cap that clearly identifies them.

Since the meetings were held, Herman has made changes based on the feedback he received from employees. Those changes, which included offering a different color shirt and removing the button-down collar on the female blouse, were approved and implemented by the manufacturer.

“We’ve done quite a few things based on what we heard from employees and guests,” said Dianne Ross, manager, Uniform Program. “We were able to address many of the concerns and make some really positive changes.” (See chart for examples of uniform improvements.)

Some adjustments, such as incorporating more branding, will be made immediately. Other more substantial changes to the uniforms are still under review.

Amtrak’s new uniforms are a signal of change—one visual example of the company’s brand revitalization. Along with employees’ renewed commitment to service success, the uniforms complement the new brand and convey a forward-moving company. The rollout schedule for the rest of the country will be announced soon.

Management Conference: Managers discuss new formula for success

As Amtrak enters the third year of its Strategic Business Plan, the company continues to build on its mandate to create a modern national rail system, and to make steady progress on the charge of reaching operational self-sufficiency.

Nearly 500 managers, representing every facet of Amtrak’s business, gathered in Philadelphia in January for the 2001 Management Conference. They spent two days discussing our progress and how Amtrak is changing the way it does business, while focused on two goals—managing our costs better, and reaching operational self-sufficiency by 2003.

The theme of this year’s conference was “Changing the Formula for Business.”

The conference opened with highlights of some of the many accomplishments that have brought Amtrak business success over the past year. They include the unconditioned Satisfaction Guarantee, smarter pricing and revenue management, and aggressive marketing and partnerships.

Senior managers talked about the aggressive steps they are taking to ensure continued corporate-wide success: generate additional revenue; reduce costs; improve service reliability and guest satisfaction; explore new business opportunities and strengthen existing partnerships; push for investment in passenger rail, and more.

One point that was stressed throughout the conference is Amtrak’s need to spend smart and manage costs better. To help drive home that point, some of the managers were selected to be contestants in the game, “Who Wants to be a Million-Dollar Saver.”

Modeled after the popular TV show, “Who Wants to be a Millionaire,” a Regis Philbin impersonator asked the contestants increasingly tricky questions. The questions ranged from, What’s the best way to add to the bottom line of any business? (Manage costs well) to brain teasers such as, How much cash will Amtrak have on hand at the end of FY01 if it meets all budget goals, including aggressive cost management? (Zero).

Five guest speakers shared their opinions, or talked about business practices that have brought them success.

NASCAR driver Rusty Wallace shared stories of how teamwork leads to success. Sen. Joseph Biden, a long-time champion of passenger rail, promised his continued advocacy for more investment in passenger rail nationwide. Robert Krebs, chairman of Burlington Northern Santa Fe, emphasized the value in listening to customers and empowering employees. Ted Leonsis, vice chairman, AOL, encouraged managers to think outside the box and to use technology to modernize business practices. And Jim Adamson, CEO of Advantica (Denny’s restaurants), shared some of the benefits he has experienced in diversifying his workforce.
In Philadelphia, Chief Ron Frazier applauds performers and Amtrak for saluting African Americans during Black History Month.

Other events included a Black Doll show; a fashion show and art exhibit called, “Coming to the U.S.: African Art and Fashion;” a Black Arts Festival to showcase the work of local artists; and cultural performances.

Northeast Corridor employees kicked-off their celebration with a kindergarten project; “Celebrating the Life & Times of Basketball’s African-Americans.”

In Washington, Amtrak kicked-off its celebration on Feb. 1, with a performance by the Duke Ellington Jazz Ensemble, as well as the unveiling of a limited edition stamp depicting African Americans as “American Pioneers.”

Events held to celebrate Black History Month

African Americans and their contributions to American culture were spotlighted last month in educational displays, live performances, interactive workshops, and more, at Amtrak stations across the county.

February was Black History Month and employees carried out a fantastic line-up of events that captivated guests in our stations, passersby, and the employees themselves.

In Washington, Amtrak kicked-off its celebration on Feb. 1, with a performance by the Duke Ellington Jazz Ensemble, as well as the unveiling of an exhibit: “Freedom to Play: The Life & Times of Basketball’s African-American Pioneers.”

Black Business Expo, featuring both local vendors, and some from as far as Australia.

Members of the Tilden Middle School Show Choir treated the crowd to a performance of their original song, “Acela.” The song encourages railroad safety, and was inspired by Philadelphia Officer Doug Paige and his outreach to the school children.

A tasty “Just Desserts” contest for employees was held. And a sweet ending to the month-long celebration were performances by R&B and Jazz musicians Roy Ayers, Rochelle Ferrell, and Billy Paul.

Amtrak Intercity got a jump-start on its spring travel season with a Theme Day. The theme of the inspired piece was, “Sowing the Seeds—How Passenger Rail Transported African-American Culture.”

In a Feb. 14 event called “A Valentine to Chicago,” Amtrak chief of On-board services and poet, Glenn White, paid tribute to the late Pulitzer Prize winning poet Gwendolyn Brooks by reading from his work and sharing his memories of Brooks, whom he met while working on the LakeShore Limited. Special valentines were also distributed featuring a quote from Brooks’ poem, “To be in love.”

A day-long Cultural Fair featured interactive activities and several exhibitors celebrating history and issues important to Amtrak’s African-American employees and their community at large. Amtrak Safety and Mechanical participated by showcasing safety and railroad inventions developed by African Americans.

Miami employees held their first-ever Black History exhibit. Their creative displays helped to tell the story of many African-American achievers. The exhibits also featured artifacts, photographs and clothing from African countries.

Amtrak West welcomed visitors on Feb. 1 to a national traveling exhibit honoring African Americans in U.S. labor history.

The exhibit salutes A. Philip Randolph, founder of the Brotherhood of Sleeping Car Porters. Randolph used the power of the labor union and the unity it presented to demand significant social changes for

Employees pay tribute to African Americans

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The Satisfaction Guarantee: Becoming the core

“Just two years ago we stood here talking about the ‘wacky idea’ of an unconditional Satisfaction Guarantee—and today it’s redefining Amtrak’s brand and becoming the core of how we manage our company,” said Anne Hoey, vice president of Service Operations.

Hoey made that statement to attendees at Amtrak’s annual Management Conference in January, just before she and others on a special panel launched into the specific ways that the Satisfaction Guarantee will help guarantee real success for Amtrak. The power of the Satisfaction Guarantee is that, through our guests, we learn the weakest areas in our service.

Right and Ready
Information gathered when we issue Satisfaction Guarantee certificates will continue to fuel the improved maintenance practices that will result in Right and Ready equipment. We are not there yet, but we’re moving in the right direction.

Unsatisfactory equipment maintenance is the second-highest driver of all guarantee requests, after OTP (many OTP issues are driven by equipment failures as well.) These requests are directly related to equipment failures or shortcomings in how equipment met the guest’s needs for comfort. True Right and Ready is going to take new approaches to fleet maintenance.

The new goal is reliability, not availability. Mechanical personnel are working to develop new performance criteria, overhaul and replacement plans, and periodic maintenance schedules.

On-time Performance
Sixty-eight percent of all guarantee requests are the result of the lagging on-time performance of our trains, and how we respond to our inconvenienced guests. This is more true on our long-distance trains, where guests are eight times more likely to request a guarantee than on shorter distance services.

We need to rev-up everything we’ve ever done to improve OTP.

Product line managers and their staffs will look at the issue in a whole new way. For example, they’ll learn more about track capacity and choke points

How the process works: A Right and Ready example

1. Satisfaction Guarantee=Real-time Data
   Every morning at 5 a.m., four updated reports for the prior day, month and year-to-date are posted on the Intranet that summarize the cause and value of the guarantee certificate requests.

2. The Power of the Satisfaction Guarantee
   “The power of our Satisfaction Guarantee is not just better fire-fighting. It’s true power is in encouraging guests to tell us the weakest spots in our service. We can then fix the ‘holes in our hose.’” –Anne Hoey, vice president, Service Operations.

3. Service Delivery
   Every week, George Warrington meets with SBU presidents to focus on nothing but service delivery and to dig into solutions. The path to accountability is clear. “Do you have your arms around this?”

4. Right and Ready Equipment
   The Right and Ready condition of the fleet is one of the primary topics discussed at these meetings. The Satisfaction Guarantee has highlighted the trains and types of equipment that have chronic service failures.
across the entire national rail system; identify alternative routing or schedules; understand how incremental decisions made daily affect OTP; and focus on new reporting and communication methods.

Train Connections
Another way to improve OTP is to make better decisions about holding trains so guests on other, late-arriving trains can make their connections.

New guidelines went into effect on Jan. 1 that empower designated field personnel to hold a train up to 60 minutes to make a connection. Any hold longer than that must be authorized by CNOC. Decisions to hold a train will always be made on a case-by-case basis, but now there is a consistent system-wide approach in place to help managers reach those decisions.

Other avenues are being explored to help us understand the patterns of delays so that we can adjust our schedules accordingly. Amtrak also continues to work closely with the freights. It may be that to reliably deliver connections, we’ll have to lengthen some layovers. An exciting prospect then arises in determining how to create a station environment where guests feel they can settle in for the wait—and Amtrak can make a little money in the process. Chicago has begun designing a “connections lounge,” and Los Angeles is testing attractive overnight layover packages for guests.

Amtrak is mounting extensive efforts to solve our two most pervasive barriers to consistent, quality service—reliable equipment and OTP. Our third major goal is to keep employees—especially those on the front lines of service success—engaged in these critical elements of Amtrak’s business success.

“We need to keep talking about our business, keep the direction and goals clear, provide support and resources, and the training necessary to achieve quality performance,” Hoey said. “And above all, remember recognition. We all need to get and give credit, recognition and encouragement for the progress we’re making.”
Amtrak launches new Employee Referral Program

Rewarding employees for referring qualified job candidates

Just like Amtrak rewards its guests for frequent travel, our company is rewarding employees for their advice on filling positions. Under the new on-line Employee Referral Program, employees are rewarded for successfully referring candidates to the Human Resources Department for all open non-agreement-covered vacancies.

The Employee Referral Program enables Amtrak to attract the highest quality candidates while reducing our cost per-hire. And if your candidate is hired and completes 90 days of employment, you’ll collect points that are redeemable for Amtrak merchandise.

Some of the benefits of the new program are:

- It’s Easy to Use — It requires no additional software, hardware, or AT resources. The company benefits by having a program that is easy to manage, and employees benefit by being able to submit and track their referrals online.
- Saves Money — By increasing the number of employee referral hires, Amtrak decreases the fees associated with outside placement agencies and other hiring sources.
- Provides Constant Communication and Feedback — Employees referring candidates will have 24-hour access to their personal account and check the status of their referral at any time.
- It’s easy to refer a candidate:
  - Under the new on-line Employee Referral Program, employees are rewarded for successfully referring candidates to the Human Resources Department.
  - You may access the Employee Referral Program via the Internet, (http://www.teamrewards.net/Amtrak) or on the Amtrak Intranet. From the Intranet homepage, click on the Employees icon, then on the Employee Referral Program link.
  - Referrals will be reviewed in accordance with existing Human Resources recruitment and job posting procedures.
  - Your personal account will be automatically updated as referred candidates move through the hiring cycle. If your referred candidate is hired and completes 90 days of employment, referral points will be added to your account. These referral points are redeemable for Amtrak merchandise listed on the web site, (http://www.teamrewards.net/Amtrak) under the Rewards section.

Amtrak and Cabrini College committed to continuing education

Many of the country’s junior and four-year colleges offer continuing education courses to help working professionals keep their skill level and knowledge base current and marketable.

More adults are heading back to school in the evenings and on weekends. While a good education is worth the time and effort, many people are hampered by the excessive travel time involved in commuting to and from classes. In addition, conventional degree programs often take several years to complete—a commitment that many adults are unable to make.

Overcoming these obstacles is exactly what Cindy Cole and Jim Walls of Amtrak’s System Operations & Police Services had in mind when they initiated a partnership with Cabrini College, a liberal arts school located outside Philadelphia.

When Cole and Walls made the decision to return to school to pursue their degrees, both chose to attend Cabrini because of its accelerated degree program, great staff, and Cabrini’s innovative approach to assisting adult learners. Both Cole and Walls are graduates of Cabrini’s Bachelors program in Organizational Management, and both are currently pursuing their MBAs.

Through Cole and Walls’ efforts, Amtrak and Cabrini College have signed a contract providing on-site classes in several locations around Philadelphia. The classes satisfy the major requirements for earning a bachelor’s degree in Organizational Management. The program is aimed at adults with at least three years of work experience, and preferably some college credits. Cabrini also offers other accelerated classes, and life learning credits for students who require additional credits to complete the 123 required for a degree.

The first bachelor degree program in Amtrak history, better known as “Amtrak Alpha,” began last November, at CNOC Wilmington. The group just completed their first module, Group & Organizational Behavior.

Sue McNamee, a secretary with System Operations and Police Services, said, “The classes have not only provided me with tools to use in my work life, but they are really fun! In just 18 months I’ll have my degree—how great is that!”

Northeast Corridor President Stan Bagley talked with members from the first class at CNOC, and emphasized his commitment to the on-site program.

“One of the things that I most appreciate about this project was that Cindy and Jim presented the idea to me to elicit my support. This is the kind of initiative and commitment to employees that I value in managers,” Bagley said.

Harold Burke, a project manager who works at CNOC, is another Amtrak Alpha student. “The program offers several benefits, but I’m most excited about the travel time it is going to save me. The program is so well organized that I can finally look forward to completing my second degree,” Burke said.

A second class of 24 students was scheduled to begin at Philadelphia’s 30th Street Station in February. Plans are under way to begin a third program there this month.

Information sessions are scheduled at Amtrak’s Mid-Atlantic Call Center in Philadelphia, where there has been overwhelming interest in the program. Amtrak is also investigating similar education agreements with schools located in other cities, and exploring other means to help its dedicated employees complete their degrees.

“We see innovative learning opportunities for our employees, like online classes and distance learning,” Cole explained. “We’d like to see this program expand across the entire company.” According to Walls, “Just about anybody who really wants this bachelors’ degree can enter the program without depleting their bank accounts.”

The agreement with Cabrini provides Amtrak employees with a 20-percent discount off tuition, and the program qualifies for Amtrak’s Educational Assistance Program. Students entering this program also are eligible for federal Stafford student loans.

“I have encountered a lot of excitement from our employees who are participating in the Cabrini program,” said Ron Frazier, vice president, System Operations & Police Services. “This is an excellent opportunity for educational development, and I’m so pleased that it has received the corporation’s support.”

If you would like more information on this program, please contact either Cindy Cole at colec@amtrak.com, or Jim Walls at wallsj@amtrak.com.

Beth Carey, Cabrini’s director of graduate & professional studies, registers the first student in Amtrak’s first B.A. degree program, Sue McNamee.

Mary Ann Lorimer, manager, System Operations and Police Services
Amtrak celebrates renovation of Raleigh station

Amtrak celebrated the $884,000 restoration of one of its busiest passenger rail stations in North Carolina, and paid tribute to outgoing North Carolina Governor Jim Hunt, during a ceremony in December at the Raleigh Amtrak station.

Restoring Amtrak stations is important because they aren’t just buildings, they are Amtrak’s front door—presenting our guests with their first impression of Amtrak. The newly restored station was paid for with federal funds authorized by Congress. Its upgraded amenities are an example of Amtrak’s focus on providing excellent service and value to its guests.

George Warrington attended the ceremony, where he praised Gov. Hunt’s contributions to passenger rail service in the state, and presented him with a plaque to honor him for his dedication and service.

FRA thanks Amtrak

John V. Wells, acting administrator of the FRA, wrote a letter to George Warrington thanking Amtrak for its support and commitment to safety.

Amtrak provided two locomotive shells for use in impact tests at the Transportation Technology Center, and donated an Amfleet car shell for use in fire safety tests at the Aberdeen Proving Ground.

Wells said, “These tests with real-world equipment, such as what Amtrak has so kindly provided, are indispensable in that they allow for the calibration of the computer models used in research and development efforts. Thus, Amtrak’s donations allow us to improve the quality and timeliness of our work—to the benefit of the real passenger industry, its staff and customers, and the nation.”

Amtrak teams up with sports center for disabled

Amtrak is now an official sponsor of the National Sports Center for the Disabled (NSCD), an internationally recognized leader in therapeutic recreation. Other sponsors include United Airlines, Wells Fargo Bank, Hertz, Texaco, and Pepsi.

As a sponsor, Amtrak will enjoy regional and national exposure through a variety of events at the NSCD in Winter Park, CO. Some of the events include the Wells Fargo Bank Cup ski race in February, which features top World Disabled racers, amateur skiers, and Denver Broncos football players in three days of competitive skiing. It is the largest fundraiser of the year for the NSCD, and attracts approximately 5,000 people from around the world.

Pass-rider policy for cars on Auto Train

Effective Feb. 13, Red, White, and Blue employee discounts for cars on Auto Train stopped being tied to the discount levels for coach seats or sleepers.

ARROW has been reprogrammed so that there is now a separate “matrix” for car space. This means that the color designation for a coach seat or a sleeper won’t necessarily match the color for the car space. For example, you could get:

- Coach – blue, car – blue, van – white
- Sleeper – white, car – blue
- Coach – red, car – white

The charges that will apply for each type of accommodation, and for the car, will depend on its designated color. In many cases, this will reduce what you pay, and allow for refunds that you wouldn’t have gotten before.

For example:

- Sleeper – white, car – white. The sleeper sells out, but the car space doesn’t. You’ll get a refund for the car charge.
- Coach – red, car – blue. You’ll pay for coach, but the car space is free.
- Coach – blue, van – red. You’ll travel free in coach, but will have to pay for the van space.
Amtrak honors minority businesses

continued from page 1

“This is the 13th consecutive year that Amtrak has exceeded its goal, and we look forward to many more years of business success.”

The six employees, all from the Procurement Department, were recognized that day for their contributions to the program in the areas of outreach, administrative support and bringing minority and women-owned business to Amtrak.

“Supporting Amtrak’s SDO is an important component of the procurement function because it allows our supplier base to reflect the fabric and value of diversity inherent in the communities and guests we serve,” said Marilyn Jamison, winner of an employee award. “I truly believe in our program and its goals.”

Mike Rienzi, vice president of Procurement, was on hand to congratulate the members of his team for earning such high honors.

“It’s with great pride that I thank each of you for your support of the supplier diversity program,” Rienzi said. “I thank you for serving as effective ambassadors of the Procurement Department, which is above all dedicated to good customer service.”

Warrington thanked the leadership and members of the Supplier Diversity, Procurement and Business Diversity staffs for making a difference. “I am committed to a very strong diversity program in this company, particularly with respect to the business community and business interests with diverse backgrounds,” Warrington said.

Amindo Louro, president of LAL Construction, an award recipient said, “Amtrak is a great organization to work with. To have this award really gives us the sense that we are not alone, but part of a team that can work together to get the job done.”

It’s your Employee Broadcast System

As one of the Service Standards initiatives, improving the communications infrastructure, Amtrak implemented the Employee Broadcast System (EBS) a year ago this month.

As an employee, you are able to call a 24-hour, toll-free number (1-877-AMTRAK1) to access the EBS, which includes the Amtrak News Line and Amtrak Employee Comment Line, as well as global, regional and departmental messages. The system also includes the Amtrak Job Line, which is accessible to both employees and non-employees.

To listen to the News Line, Comment Line, or the global, regional and departmental messages, you will be asked to enter your eight-digit Employee Identification Number (EIN), which is found on the top left corner of your paycheck stub (it is not your Social Security number.)

Callers for the Amtrak Job Line do not your Social Security number. (Amtrak will be routed to the correct office to ensure that their calls are handled appropriately with the local HR office to ensure that their calls will be routed to the correct department message box.

The EBS has many features. For a list of some of its potential uses, visit the Amtrak Intranet, or send your comments and questions via e-mail to: vmsupport@amtrak.com.

You will find it most valuable in supporting your business needs—we guarantee it.

Amtrak unveils long-term capital plan

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The financial plan projects average annual growth from FY2001 to FY2005 of 4.7 percent in ridership, 8.7 percent in ticket revenue, 28.5 percent in Mail and Express, and 8.1 percent in total revenue.

After factoring in our federal operating support, and our equipment depreciation allowance, we’ll have an operating loss of $119 million this year. That’s why the business plan makes clear the need for diligent cost management practices. We need to spend smart.

While we’ll fall short of our original plan for FY2001 (largely because of the delay in Acela Express service), various cash management practices will enable us to continue on our glidepath to zero federal support for operations.

Since FY1999, Amtrak has cut federal operating support from $318 million to only $59 million this year. We will reduce that to $40 million in FY2002, and eliminate it in FY2003.
**PROMOTIONS IN MOTION**

Amtrak receives awards for advertising excellence

Five Amtrak ad campaigns awarded

Hospitality Sales and Marketing Association International has recognized Amtrak advertising campaigns for their outstanding creativity. The worldwide association honored Amtrak with five awards, including two golds.

Amtrak and E. James White Communications, the marketing agency that assists Amtrak in developing campaigns that creatively promote our products and services, were recognized for demonstrating creative advertising excellence in two categories.

In the “complete campaign” category, Amtrak received gold awards for its Satisfaction Guarantee campaign and Fall travel promotion. Amtrak also picked up a silver award in the same category for its West Coast Tour Directory.

In the “brochures category,” Amtrak won bronze awards for its Pacific Starliner launch and 2000 Travel Planner.

Amtrak promotes ‘Buy one, Get one FREE’

On Feb. 12 and Feb. 16, Amtrak ran advertising in 15 markets nationwide to promote our “Buy one, get one FREE” offer.

The objective of the advertising was to jump-start sales for long-distance travel in these selected cities. The offer is good through March, with dates designated for sales and travel.

The fare promotion will also appear on www.amtrak.com during the sales period.

**GUEST LETTERS**

The following is an excerpt from a letter sent to Mike Chandler, product line manager, Coast Starlight.

On Jan. 9, I had the privilege of being a passenger on the Coast Starlight from Los Angeles to Emeryville.

[I want] to express my appreciation and gratitude for the “first class” service and professionalism displayed throughout my trip. I stress the word ‘throughout’ as the crew and staff aboard the Coast Starlight made sure that every need and want was accounted for (at times they were thinking for me!). I was most impressed with the conductors (specifically, Cindy and Sandi, from Los Angeles to San Luis Obispo, and Scott and David from San Luis Obispo to Emeryville), as they perform a multitude of tasks with swift efficiency and thorough dedication. Their tireless dedication to train movement, safety, customer satisfaction and service cannot be understated.

All members of the staff were courteous, friendly, dedicated and thorough in their tasks. The meal service was excellent and the equipment well maintained. You should be commended on operating such a wonderful operation and should feel blessed to have dedicated people in your charge. Thank ALL of you for a most memorable ride!

Gratefully,

Mike McClendon
BNSF AEI Systems Analyst

**BENEFITS CORNER**

Keep More of What You Earn

It’s that time of year again. Tax time. If you’re looking to reduce your tax bite in the future, consider the tax advantages of retirement savings accounts.

First, there’s your Amtrak Retirement Savings Plan. It’s tax-advantaged in two ways:

- **Pre-tax savings.** Your contributions are deducted from your pay before they are taxed, so your taxable income is reduced, and you pay less in current taxes.
- **Tax-deferred growth.** You don’t pay taxes on your contributions and any earnings until you withdraw money from the plan when you retire, which could be many years from now. So your money can grow more rapidly because the whole amount is earning a return.

If you’re not in the plan, check it out. Call Vanguard at 1-800-523-1188. If you are in the plan, remember that the more you contribute—up to the IRS limit of $10,500 in 2001—the more you will save in taxes.

Second, if you’re in the plan, and you’re already contributing to the limit but want to save even more in taxes, consider an individual retirement account. You’ve got until April 16, 2001, to contribute to a 2000 IRA. Here’s a bird’s-eye view of two major types of IRAs.

**Traditional IRA.** You may be able to deduct your contributions to a traditional IRA on your federal income taxes. Subject to certain regulations, an individual may make an annual contribution of $2,000. Earnings on your contributions grow tax-deferred. Withdrawals are subject to ordinary income taxes and possibly a 10 percent federal penalty tax if you are under age 59.

**Roth IRA.** Contributions to a Roth IRA do not qualify for an up-front tax deduction. However, you can withdraw your contributions and their earnings tax-free if the account has been established for five years. If you are under age 59, and have had the IRA for less than five years, your withdrawals may be subject to a 10 percent federal penalty tax.

**Comparing Tax Benefits.** The Roth IRA is particularly attractive for investors who think their tax rate during retirement may be higher than their tax rate today. In effect, the Roth IRA allows you to “lock in” what your tax rate is today. On the other hand, if you expect your tax rate to be lower when you make withdrawals—a strong possibility in retirement—a traditional IRA could save you more both today and in the future.

You can learn more about which IRA may be right for you by calling Vanguard’s Retirement Resource Center at 1-800-669-8623, or by visiting www.vanguard.com.
Mail and Express being redefined

One of the realities of our business is that we’re about more than serving guests. Significant portions of our revenue come from other segments, such as commercial partnerships. And now one of the biggest of those segments, Mail and Express, is redefining itself.

In the past fiscal year, Mail and Express contributed $122 million to Amtrak’s business success, a 25-percent increase over the previous year. However, despite those healthy numbers, the company had projected that they would be even higher.

We will now concentrate on three basic customer groups.

Each is a “niche” market for which the freight railroads do not compete.

So, what was wrong: The nature of the business, or the projections? A little bit of both, perhaps. As a result, we’re changing our Mail and Express strategy, and being more realistic about projections.

A key change will be a more sharpened focus, and even greater collaboration with the freight railroads. We will now concentrate on three basic customer groups. Each is a “niche” market for which the freight railroads do not compete. They are: 1) Mail and periodicals, 2) Perishables (our partnership with ExpressTrak), and 3) Premium truckload customers, offering schedules and prices that are competitive with truckers using non-stop team drivers.

Amtrak revs up with NASCAR’s Rusty Wallace

Amtrak has partnered with famed racecar driver Rusty Wallace to help us enter the fastest growing spectator sport – NASCAR. There are over 10,000,000 fans, and 72 percent purchase goods and services endorsed by the race drivers. And 62 percent of this market travel around the country on vacations and to the races.

Rusty will be wearing Amtrak’s logo prominently placed on the front of his race uniform. Rusty is one of the most interviewed drivers in the NASCAR circuit, and is also a major spokesperson for NASCAR. Rusty is a proven champion.

Racecar fans can join Rusty’s “2 the Track” travel club online at www.amtrak.com or www.rustywallace.com. Enrolled members will receive a 15 percent discount on coach fares when traveling to a specific NASCAR race, and a 10 percent discount on coach fares when traveling at other times of the year. Amtrak will also be building special train promotions with Rusty within the next several months. For up-to-date activities, visit our website.

Employees ‘blitzed’ on Amtrak’s financial status, cost management actions

The blitz is on. Managers across the company are now conducting a mid-winter information blitz, briefing employees in small gatherings. It’s an opportunity to talk face-to-face with employees about Amtrak’s financial status, and the critical importance of cost management.

Employees are learning about some of the many cost management initiatives that are now being implemented, and others that are being evaluated to determine their level of cost-savings.

See pages 6-7 to get up to speed on what Amtrak is doing to manage costs.
Two new high-speed trains added to Acela Express Service
Enhancements also introduced for Metroliner Service

Last month, Amtrak gave its guests two more reasons to jump on board Acela Express.

Two new high-speed trains were added to the service. One train runs non-stop between Washington and New York in less than two and a half hours. The other train goes roundtrip between Boston and New York, supplementing the Washington-Boston roundtrip train that inaugurated the service on Dec. 11. Ridership and revenue numbers for the two new trains were not available at the time this issue of Ink went to press. But ridership aboard the original train climbed steadily through the winter, and on-time performance continues to excel.

Amtrak will phase in more Acela Express Service through the end of the summer. A total of 20 high-speed trains will be used to run 19 daily roundtrips between New York and Washington, and 10 daily roundtrips between New York and Boston.

Metroliners: Adding service and ‘quiet cars’

Also beginning last month, Amtrak increased Metroliner Service between New York and Washington, with additional trains on Saturdays and Sundays.

A fifth roundtrip train was added on Saturdays, and the Sunday schedule increased from eight to 10 roundtrips. In addition to providing more service for our guests, Amtrak expanded a new amenity introduced in February on Metroliners 106 and 107.

The Washington Post calls them “Peace Trains.” They are newly designated “quiet cars,” which give guests relief from disruptive cell phone conversations and the constant clatter of other electronics. The concept of a quiet car came from our business travelers. Many of them were complaining about the noise levels—specifically from cell phones—and wanted a designated area where

Continued on page 11
Details announced on first-ever 20-year blueprint for California rail development

On March 6, Amtrak and the state of California unveiled a 20-year improvement plan for rail passenger service. The $10.1-billion plan is a bold vision in response to the growing gridlock in California’s vast and complex transportation system. It is designed to increase mobility and to provide more choice for travelers.

“It is designed to increase mobility and to provide more choice for travelers. Amtrak can play a significant role in meeting future transportation challenges in California,” said Amtrak West President Gil Mallery. “Through phased-in improvements, bolstered by a strategic vision developed with local, regional, and state leaders, passenger rail will provide solutions for enhancing quality of life in communities while supporting economic growth.” Goals were established in the improvement plan for the states’ existing and emerging rail corridors and projects ridership growth of 300 percent over the next 20 years. It envisions:

- Hourly service between Los Angeles and San Diego, with travel time under two hours
- Increased frequencies between the Bay Area and Sacramento, and other improvements that would triple ridership over the next 20 years
- The first downtown Los Angeles to downtown San Francisco service in 30 years
- New or expanded services to Las Vegas, Palm Springs, Monterey, Reno and Redding

The plan provides a blueprint to guide future rail planning in three phases: immediate (up to 3 years), near-term (4-8 years), and long-term (9-20 years). It prioritizes specific improvement projects that would reduce congestion in the state’s four primary intercity rail corridors: San Diego to San Luis Obispo; Bakersfield to Sacramento; San Jose to Sacramento; and Los Angeles to Oakland/San Francisco.

The first three are among the five busiest passenger rail corridors in the country, and San Jose to Sacramento is the fastest growing passenger rail route in the nation. This plan is the result of a major community-based planning initiative. Four task forces reviewed existing service, defined future needs, and identified projects for improving commuter, recreational, and business travel, as well as freight rail operations. Task force members included local elected officials, California Department of Transportation, freight and commuter railroads, rail advocates, and the FRA.

Copies of the California Passenger Rail System 20-Year Improvement Plan can be obtained online, at www.amtrakwest.com/california.

Amtrak to discontinue year-old Lake Country Limited Service

The company announced last month that it will discontinue service on the year-old Lake Country Limited, effective Sept. 23. The 98-mile service, which began in April 2000, runs between Chicago and Janesville, WI.

In a letter to Amtrak Intercity employees, President Ed Walker stressed that the action was a strategic business decision, based on market response to the service. Analysis had indicated a potential for Mail and Express business on the route. But, despite some enthusiastic marketing efforts, the projected business did not materialize.

Walker said the decision is not the start of route and service slashing at Amtrak, adding, “Like any successful company, we are simply making a prudent business decision and eliminating a service that is not meeting expectations.”

While Amtrak’s analysis and reasoning were sound, predicting the success of new services is never a sure thing. Does that mean we’ll stop looking for opportunities to grow our business? Of course not. But we don’t have to keep services that do not meet business expectations.

Remember, our Network Growth Strategy is rooted in being responsive to the marketplace. And in this case, the marketplace has demonstrated that adequate Mail and Express business on this route does not exist.

Decisions like this are what Amtrak means when it says it will “operate like a business,” but it doesn’t mean we will stop looking for expansion opportunities.

The company is required by federal law to provide 180 days notice when eliminating rail passenger service. So we will continue to provide service until Sept. 23. However, from March 24 through Sept. 22, that service will be reduced to Saturday-only.

The route to our success

Strategic Business Plan

Key Strategies

Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network

Define customer demand, using extensive research, and then match that demand with our system.

Deliver consistent quality service

Change the culture of the company to be more customer-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand

Introduce and support a new brand for Amtrak, to signal a major change to our customers.

Operate a cost-effective business

Identify specific accounts, large functional areas, policies and procedures, organizational structures and back-office costs that have potential for improved cost management.

Leverage public & private partnerships

Aggressively pursue public and commercial partnerships, through Mail and Express and other programs, which generate the highest returns from the company’s assets.

Develop corridor services

Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building the Northeast Corridor service.
PREPARE training pays off
Lola Lee, train attendant on the Coast Starlight, sent a card to Human Resources consultant Pat Bell, and training instructor Jeanette Resendez, thanking them for the emergency evacuation training she received in the PREPARE 2000 class. Lee wrote: “Thank you for giving me the tools that I needed to perform my job effectively. As you know, I was in a derailment that happened on Dec. 7, 2000. A lot of the information that you gave me in class came flooding back to me. Thanks to you, I was calm, cool and prepared.”

Jordon honored as a ‘Mover and Shaker’
Cedestra Jordon, NEC general manager of Safety and Environmental Control, was honored last month as a recipient of the 2001 “Move and Shakers” Award. In recognition and celebration of Women’s History Month in March, Jordan received the award for influencing the social, political, and economic fabric of the Philadelphia Metropolitan area. “This is an exciting time to be a member of the Amtrak team. Being recognized in celebration of Women’s History Month says a lot about Amtrak’s commitment to diversity, and the impact that our commitment has on the communities we serve,” Jordan said.

Jordan’s extensive civic activities include being the director of the Women’s Transportation Seminar, an alumni board member for the Stetson School of Business and Economics, and a member of the Pennsylvania and District of Columbia Bar Associations.

Ripe of ‘world-class’ station, onboard announcements
Employee’s style grabs guests’ attention
What makes a good public announcement? You take a good script, and place it in the hands of an employee who cares about guest satisfaction. This employee will then speak slowly, pronounce the words clearly, vary the pitch, pause for effect, smile while speaking, and practice, practice, practice!” Just ask Sharon Greene.

“PUH-lease watch your step when BOARD-ing and keep ALL CHILDren well in hand. THANK you now for CHOOS-ing AM-trak, where our PROM-ise is Sat-is-FAC-shun Guar-an-TEED.

There is the distinctive, resonating voice that has echoed through the loudspeakers at Baltimore Penn Station—it belongs to usher Sharon Greene.

For guests whose commutes send them scurrying through the station on weekdays between 5 a.m. and 1:30 p.m., Greene’s train announcements were potent enough to jar travelers from their early morning haze, and to provide a jolt of mid-day energy for the later crowd.

On one day last month, Baltimore Sun news reporter Kevin Cowherd visited the station and was so impressed with Greene, he wrote a feature story on her that appeared in the Baltimore Sun.

Responding to her feature story, and the positive responses to her technique, Greene said, “I think it’s wonderful. I’ve had people call me a star and warn me not to let my head swell!” “Most of all I want people to understand me. It’s important for people coming through here, some for their first time, to know exactly where they have to be and when,” she said.

On Feb. 12, Amtrak unveiled new public address announcements. The purpose was to provide prompt and consistent station and train announcements for our guests.

Each business unit was involved in the development of the new announcements. A team of employees scripted public address messages for the 29 most frequent announcement events. Safety and service were recurring themes in each category for stations, on-board and conductors.

A recognition program was held from March 12-April 12, 2001. Qualified observers visited onboard crews and stations in each business unit. Announcers who were prompt, professional, and delivered the announcements with excellence became eligible for an award drawing on May 1. Their names and locations were also spotlighted on the Intranet. Employees selected in the drawing will receive taxable gift certificates.

To hear the new announcements, call the Employee Broadcast System, using the toll-free number, 1-877-AMTRAK1. Select option 8, then enter your 8-digit employee ID number (found on your paycheck stub under your name). Follow prompts.

Amtrak brings family together
Donesta Lay has been an Amtrak employee for more than 28 years. During that time, she has spent her career working with our guests, either on the phones or in person.

As a result of assisting a guest at the Jacksonville, FL station, Donesta’s whole life came full circle.

Donesta has described herself as a “milk-carton kid,” having been taken from her California home by her babysitter when she was 11 years old.

Donesta lived with her father after her parents separated when she was only four months old. When she was 11 years old, her father was confined to a hospital for four months, while recuperating from an injury. During that time Donesta was being cared for by a babysitter.

After he was released from the hospital, her father found that the babysitter had taken Donesta and moved across the country, by passenger train, from the Pacific Coast of California to the Atlantic Coast of Florida.

Donesta was raised by her “babysitter,” and was never permitted to ask questions. She never knew what had become of either her father, or her mother. All she did know was her father’s name, “Snowden,” and that her original home was in Los Angeles.

In April 1999, a distraught woman came to Amtrak looking for assistance in getting to Bakersfield, CA to see her ill mother. Donesta helped the woman, and immediately became intrigued when she learned that “Snowden” was the woman’s name. “I asked her if she thought we might be related,” said Donesta. But the woman said she wasn’t sure.

Last November, Donesta received a call from Carol Snowden, the woman whom Donesta had helped at the station more than a year earlier. According to Donesta, the woman’s brother, from Riverside, knew a Gaston Snowden in Bakersfield—who had a daughter, named Donesta—and the rest is history.

Donesta called her father, and this past Christmas holiday she had a meaningful reunion with him and his family. Donesta has also been in contact with her mother, and she will travel cross-country, again by train, to visit her mother on Mother’s Day.

Donesta discovered that both sides of her family had searched for her over the years, and had missed her and loved her. She also has learned that she has gained a whole new family, with a slew of aunts, uncles and half-brothers and sisters.
Right Care…Day One
On-duty Injury medical management program

“A program like Right Care…Day One was long overdue and is one of the best ways to show our employees that we really care.”

Lorraine Green, VP Human Resources

“Right Care…Day One” is an on-duty injury medical management program. A joint labor/management team began its development in 1999.

The program was designed to improve the access Amtrak employees have to quality medical care through occupational health facilities and medical case management. The pilot program was offered in the Mid-Atlantic area until May 2000, and has since been implemented throughout the country. Right Care…Day One consists of:

- 24-hour Injury Reporting Hotline: The most recent enhancement to the program, this toll-free hotline was established for supervisors to report all on-duty injuries. The Reporting Hotline is operational 24-hours-a-day, 7-days-a-week.

- Occupational health facilities: A team of management employees, with the assistance of union representatives, selected occupational health providers who are trained to help employees deal with work-related injuries.

- Medical Case Management: Amtrak has contracted with a healthcare company, Continuum, to provide medical case management to employees who are injured on the job. With medical management

there is a reduction of lost time attributed to on-duty injuries. If necessary, a case manager is assigned to work with the employee throughout his or her recovery and when ready, recommends returning the employee to work.

- Transitional Work Program: One of the most important aspects of recovery is being able to return to work as soon as medically possible. Employees who participate in Right Care…Day One are eligible to participate in the Transitional Work program, which provides opportunities for modified/restRICTed duty or alternative work assignments. Modified duty is your regular job assignment modified to accommodate your medical restrictions. Employees may be given alternative work assignments (jobs internal or external to Amtrak) until they are medically ready for modified or full duty. The alternative work assignments do not conflict with collective bargaining agreements.

The Right Care…Day One program was well received in the Mid-Atlantic area. There were a number of successes experienced, beginning with better management of employees’ care. “Employees must be assured that the company will act responsibly and provide them with the highest quality of medical care when they are injured.”

According to Darnell McNeil, a C&S employee who participated in the Transitional Work program, “It’s the best thing since managed care, very professional. They do exactly what they claim.”

Wilmington and Bear were among the first locations where Right Care…Day One was implemented. According to Vince Owens, local president for the IBEW, said “The program has a lot of merit and is very positive.” Similarly, Mike Hill, general chairman of the IAM said, “I support the program and believe it’s very good for employees.”

To continually enhance our systems, the Right Care…Day One committee recently established the 24-hour hotline for reporting injuries. This system, when fully operational, will provide tremendous benefits for early intervention and referral information for the occupational health network. Starting immediately, all supervisors are to report all injuries by calling the hotline at 1-800-505-5549. This will enable us to test the system in full operation and take care of any “bugs.”

When a supervisor calls, an injury care coordinator (ICC) will take information regarding the incident and complete the Form 260 while on the telephone with the supervisor. The ICC will fax the completed 260 back to the supervisor for his/her review and signature, along with the employee’s personal statement. At this time, the supervisor is required to fax the signed Form 260 to Central Reporting and the appropriate Claims office.

“Employees must be assured that the company will act responsibly and provide them with the highest quality of medical care when they are injured.”

Pat Clarke, regional director, Law Services

Dr. Malva Reid, director of Health Services

Pacific Northwest Amtrak service shaken up by earthquake, floods

Amtrak employees help passengers, crew on stopped trains

On Feb. 28, just before 11:00 a.m. local time, the Pacific Northwest experienced an earthquake estimated at 6.8 on the Richter scale in the Seattle-Tacoma area, with an epicenter located south of Tacoma, near Olympia, WA. As a result, all Pacific Northwest Rail Corridor service was suspended. Standard operating procedure following an earthquake, or an event of this nature, is to halt all rail traffic pending a thorough track inspection.

The earthquake affected the Cascades, Coast Starlight and Empire Builder services, leaving guests and employees on stopped trains. Amtrak dispatched management and staff to help guests and crews, and to assist with operations. They worked tirelessly to reaccommodate travelers en route from other Amtrak trains, and those who could not depart origin cities because of the canceled services. There were no injuries to employees or guests as a result of the earthquake. Amtrak equipment did not sustain any damage.

About a week following the earthquake, Southern California had several days of severe storms that brought heavy rains, flooding and high winds. Service was canceled on many Pacific Surfliner and Coast Starlight trains. The Union Pacific railroad, which owns the tracks over which those two services operate, closed the section of track between Santa Barbara to San Luis Obispo.

“All employees involved in minimizing the inconvenience to our guests during that challenging time are to be commended,” said Amtrak West President Gil Mallery “Any time service is canceled the situation is difficult. I want to thank the employees of Amtrak West for rising to this challenge.”

When severe weather changes rapidly, regular conference calls are held to monitor the status of the weather, operations and customer accommodations. At least twice daily, personnel from Amtrak West operations, all product lines, Public Affairs, Customer Relations, Mechanical and Engineering, as well as representatives from the owning railroad carriers—the Burlington Northern Santa Fe and Union Pacific—meet to assess the unfolding situation.

Amtrak West services have been affected in previous years due to severe weather, most recently during the El Niño storms of 1998 and 1999.
Cost Management

What Amtrak is doing to manage costs

Can you rank the following items according to dollars spent last year through Amtrak inventory? Start with the most costly item: A) Ni-Cad batteries for Amfleet, HEP, and Horizon equipment; B) Pantographs for AEM-7 locomotives with autodrop system; C) White bleached paper towels; D) Concrete ties.

The correct order is: C) Paper towels at $838,000; A) Batteries for Amfleet equipment was a close second at $830,000; B) Pantographs, $504,097; and D) Concrete ties, $415,000.

Tom Butler, general manager of the Bear maintenance facility, challenged employees with that quiz, which he sent by email last month. He received over 500 responses, but the first to send in the correct answer was Betty Tronco in Philadelphia.

Whether it’s with an informal quiz, or the well-organized information blitz our managers are now conducting, the goal is the same—to raise awareness of Amtrak’s continuing need to manage costs.

Is it really necessary to count paper towels?

It’s vital. Our costs have been growing far too quickly. And at the same time, our federal operating support continues to decline. We are focusing on every possible area where there is potential for cost savings—from paper towels to locomotive fuel consumption.

As a part of the information blitz, employees are learning about some of the many cost management initiatives (CMIs) that are now being implemented, and others that are being evaluated to determine their level of cost savings.

Managers are looking at scores of CMIs already—and the total grows every week. The projected cost savings from each initiative range from $100,000 to more than $6 million per year.
Cost Management

Amtrak's remittance operation is open to significant risk of lost revenue and theft. We do not have good cash controls.

**Project goal:** Generate $5 million per year in bottom-line benefit (cash generation, cost reduction, revenue improvement).

**OVERVIEW:**
There has been inadequate attention to the entire process; some elements offer disincentives to generating revenue improvement.

**SOLUTIONS:**
- Require product line managers to review or audit remittances by conductors. (Pilot audits reveal some significant shortfalls).
- Combine cash-fare ticket stock forms and on-board ticket/invoice form 713, to create accountability for credit-card stock.
- Implement standard on-board fare that includes a surcharge.

Amtrak is not planning any across-the-board workforce or service reductions.

Cost management: Here’s what we’re already doing
Amtrak is not planning any across-the-board workforce or service reductions.

We will manage staffing levels, mostly through attrition, non-filling of vacancies and furloughs.

Our cost-management actions are about digging deep into how we spend and how we generate money—finding ways to work smarter and more efficiently; reduce costs; and make money without sacrificing passenger safety or service quality.

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These two pages are quick of the nearly 40 Cost (CMIs) that are being , and then implemented. re detail, and many more here. But the company MI projects are ld save Amtrak over $50 thers 40 CMIs have been o that will begin soon.

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**CMI #33—Conductor and LSA Remittance**

**Problem:** Amtrak’s remittance operation is open to significant risk of lost revenue and theft. We do not have good cash controls.

**Project goal:** Generate $5 million per year in bottom-line benefit (cash generation, cost reduction, revenue improvement).

**OVERVIEW:**
There has been inadequate attention to the entire process; some elements offer disincentives to generating revenue improvement.

**SOLUTIONS:**
- Require product line managers to review or audit remittances by conductors. (Pilot audits reveal some significant shortfalls).
- Combine cash-fare ticket stock forms and on-board ticket/invoice form 713, to create accountability for credit-card stock.
- Implement standard on-board fare that includes a surcharge.

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**CMI #31—Food and Beverage**

**Problem:** Performance in revenue accounting, linen control, first-class meal vouchers, crew meals, and reusable equipment has been inconsistent; results in lost revenue, waste, unnecessary costs.

**Project goal:** Generate $5 million per year in bottom-line benefit (cost reduction, additional revenue) in the areas of food, beverage, related support items and operations.

**OVERVIEW:**
Some policies supporting food and beverage service are outdated and ineffective; support and enforcement has been inadequate or inconsistent.

**SOLUTIONS:**
- Standardization of lounge/café prices across system.
- New accountability procedures for linen and laundering.
- Enforceable accounting practices for reusable support items.
- Increased management attention to LSA revenue performance and remittances.

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**CMI #5—Vehicle Policies**

**Problem:** Amtrak has not updated policies relating to the acquisition and control of leased, owned and managed vehicles since 1988. Although older data is unreliable, fleet appears to have doubled since 1995.

**Project goal:** Decrease expenses associated with vehicles by $1 million per year initially. In recent weeks, Amtrak has already reduced budgets for vehicle expenses by $5.6 million.

**OVERVIEW:**
There is no standardized profile of vehicles across the corporation.

**SOLUTIONS:**
- Redefine control process, including justification for all vehicles, and purchase approval requirements.
- Return unnecessary vehicles; create motor pools at major locations.
- Reduce number of employees commuting with Amtrak vehicles.
- Deploy lower-cost GSA vehicles, instead of leased vehicles.
- Centrally manage maintenance.
Bob McGowan: 43 years of exemplary service on the railroad

Bob McGowan, former vice president, equipment and CMO, retired in February, after 43 years of railroad service. Following is an excerpt from a feature article written by Walter Przywara, a staff writer for the Wilmington Dispatch. The article chronicles McGowan’s notable career, and gives us a glimpse of a unique individual, and a truly remarkable railroader.

On Dec. 2, 1957, Robert F. McGowan left his home in Brooklyn, NY and drove two and a half hours to Harmon, NY to report for his first day of work with the New York Central Railroad (NYC). It was the start of a 43-year railroad career that would take Bob from his humble beginnings as an NYC machinist apprentice, to his retirement on Feb. 2, 2001, as an Amtrak vice president. Bob’s career path is an impressive success story of hard work and dedication, and lots of hard work paying off.

As an apprentice making $77.77 a week, Bob was soon on his way to work with management trainees in a NYC program that provided in-depth exposure to every phase of railroad activity. Through this program he worked in signal, track, finance, engineering, advertising, freight, and other departments. On the mechanical side he worked in every one of the shops, and also worked in most of the major terminals and facilities. He derived valuable first-hand knowledge and got a thorough education in how to handle the complex day-to-day freight and passenger operations of the NYC. In just a few years he gained a wealth of practical experience that has taken others decades to achieve.

The NYC sent Bob to Cleveland, OH, to work on a cost-control project. During his seven years at Cleveland, he was the driving force that led to the installation of the first computers to be used by a railroad: IBM 360/20 computers installed in the Mechanical Department. Just 28 years old, he was rapidly making a name for himself in the industry. In 1968, when the NYC and the Pennsylvania Railroad merged to form the Penn Central (PC), Bob traveled to the shops at Beech Grove, Indiana, to establish and head the Production Control Department. Following his Beech Grove assignment was a transfer to Baltimore, MD, as a master mechanic.

After transferring to the PC’s New York City and New Jersey Division in 1973, Bob had 1,440 people working for him. He was responsible for seeing that the 700 daily passenger trains operating from his territory each day were properly serviced. He was also in charge of some freight trains. With this tremendous responsibility came a salary of $19,000 a year.

Next it was on to Philadelphia to join the chief mechanical officer (CMO) staff. It was 1975, and Amtrak had just bought the General Electric E-60 Locomotives. In 1976, Bob went to work for Amtrak at Sunnyvale, NY, running the passenger operations until 1977. Then it was back to Philadelphia to again oversee the locomotive side, as well as Amtrak’s multiple unit trains.

In his next assignment, Bob was working on the redesign and rebuilding of Amtrak facilities across the country. This was followed by a brief stint as assistant general manager of the Wilmington Shops, and then on to Philadelphia again, now as assistant CMO. This involved taking over some facilities from other railroads, and running all or part of commuter operations on the East and West.

Bob returned to the Northeast Corridor as the CMO when Amtrak established the SBUs. His duties now encompassed the engineering and regulatory departments, heavy repair shops, mechanical functions plan, and instituting preventive maintenance and overhaul programs for coach cars and locomotives. The implementation of Bob’s maintenance programs resulted in dramatic improvements in equipment reliability, on-time performance, and customer satisfaction.

When asked about his retirement plans, Bob said that there are many opportunities for him to assist those seeking to upgrade or to initiate passenger rail service. Dottie, his wife of 43 years, also has some “honey-do” chores waiting for him at home.

Of his 43-year railroad odyssey, he unassumingly states, “I have really enjoyed my railroad career; it has been a wonderful experience.”

Bob McGowan
Amtrak Technologies points to the stars

Amtrak Technologies has presented four employees with engraved brass stars in recognition of their outstanding technical, business-focused and revenue-enhancing contributions to Amtrak. These “star” recipients were the first under Amtrak Technologies’ Star Achievement (ATSA) Recognition program, newly created by CIO Robert Galey.

“I’m struck by the tremendous dedication, enthusiasm and talent displayed by our staff,” Galey said. “As a corporation, it is critical that we encourage our employees and contributing partners to continue creating, developing and maintaining the numerous technologies that contribute to the dynamic IT environment here at Amtrak.”

For Tom Wiley, Eileen Donovan, Charles Gettys and Guy Hill, the bronze star also rewards validated recognition of their creativity, customer-focused work ethic, and determination to get the job done.

Wiley, HR consultant, was lauded for “pulling out all the stops” to speed up the (personnel) process to convert a large number of contractors to employee status. Donovan, Amtrak Technologies application director, received her star for displaying exemplary leadership, particularly in adapting and implementing technologies to support the Satisfaction Guarantee.

Gettys, senior programmer, was credited for his extraordinary efforts in ensuring the success of Amtrak’s disaster recovery exercises, critical to the corporation’s ability to quickly recover application systems and reduce losses that would be incurred in the event of a Data Center crisis. Hill is a systems developer who recently converted to employee status. He was the quiet force behind a number of systems and projects whose improvement or completion resulted in well over $500,000 in cost savings to Amtrak. If you would like to nominate an employee for an Amtrak Technologies award, please contact Beverly Harper, the program’s administrator, at ATS 777-4501.

Improving Amtrak’s service in the South is a good idea. The Northern states over the years have gotten the lion’s share of money from the government from motor fuel taxes. Now it’s time for us Southerners to get some money back, but not at the taxpayers’ expense. Having high-speed rail service between major metropolitan areas would make for more intercity travel in the South.


Amtrak freight customers, that includes produce suppliers, slaughterhouses, juice packers, beer producers and even ice cream manufacturers, are shifting freight from the highway to refrigerated boxcars on Amtrak trains coast-to-coast. Publishers, meanwhile, are using Amtrak to move pallets of magazines and other time-sensitive mailings to regional postal facilities. Amtrak’s scheduled mail and freight-express service turned $12 million into $122 million in revenue over the years.


Floridians say they want fast trains crossing the state, and the distant rumble being heard is apparently Amtrak barreling down the line. With Amtrak’s proven experience running bullet trains, and financing looking like it will soon be in place, the nation’s primary passenger railway appears to be a natural choice to head up the high-speed rail. Lawmakers and transportation experts say Amtrak can put its knowledge of fast trains to good use.

“Backers of trains look to Amtrak,” Key West Citizen, March 14, 2001

By 2007, officials hope another train going through Iowa City will be able to connect University of Iowa students to Chicago. This train would be part of the Midwest Rail Initiative, a project to link several Midwestern cities between Cleveland, Ohio and Omaha, Neb. The high-speed line would go up to 110 miles per hour. Officials estimate that 2,000 rail jobs and 4,000 construction jobs would be created.


Amtrak has a new offer for business travelers in the Northeast Corridor. Last year Amtrak did an experiment to see whether customers would like to be shielded from the blips and bleeps of the technology revolution. The “quiet car” concept is now popular on Amtrak, a request that came from business travelers. One traveler said the “quiet car” is long overdue. People shouldn’t be able to talk on cell phones on trains since they’re not allowed to use them on planes.


Amtrak’s Northeast Corridor trains are carrying more passengers than the top three airlines. People are tired of sitting in traffic on the freeways, and sitting in long holding patterns of airports. Imagine traveling in one hour or less from St. Louis, to Kansas City, Mo., or imagine avoiding the drive time to the airport, and arriving one hour before departure. Isn’t a high-speed rail system between cities within a 300-mile radius of another possible? It would cost money, lots of it. But if we can finance a space program, spend billions on military hardware, including a Star Wars system, couldn’t we finance a high-speed rail system?

“Americans are riding the tails again,” St. Louis Dispatch, Feb. 12, 2001

“Coordination might solve transportation woes,” News & Observer, Dec. 12, 2000

REPORT CARD

Year-to-date through February FY01

Financial Performance

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<tbody>
<tr>
<td>Budget results (millions)</td>
<td>94.5</td>
<td>95.6</td>
</tr>
<tr>
<td>Operating ratio</td>
<td>1.52</td>
<td>1.52</td>
</tr>
<tr>
<td>Ridership (millions)</td>
<td>9.31</td>
<td>9.27</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY00 Actual</th>
<th>FY00 Plan</th>
<th>Better or worse?</th>
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</thead>
<tbody>
<tr>
<td>Ridership (millions)</td>
<td>9.31</td>
<td>8.65</td>
</tr>
<tr>
<td>Customer satisfaction*</td>
<td>81</td>
<td>83</td>
</tr>
<tr>
<td>On-time performance</td>
<td>77.4%</td>
<td>80.2%</td>
</tr>
<tr>
<td>Total employee injuries*</td>
<td>537</td>
<td>518</td>
</tr>
<tr>
<td>Total guest injuries*</td>
<td>649</td>
<td>772</td>
</tr>
</tbody>
</table>

* All revenue plus federal operating funds and RTA contributions, minus cash expenses.
* This is a measure of expense against every dollar of income.
* For example, an operating ratio of 1.50 means we spend $1.50 for every $1.00 we earn.
* For the three months ended January 2001 and January 2000.
* As of March 15, 2001.
* Based on a 5-2 ratio for FY01, and a 5-0 ratio for FY00.
Time Management booklet available from HR offices

Amtrak is continuing to improve Payroll and Human Resources processes.

Amtrak’s new SAP HR/Payroll System coordinates with the Labor Collection and Labor Pricing systems. This past January, a new Time Management feature was implemented on SAP. A key function of Time Management is processing employees’ pay.

The efforts of supervisors and others in helping Amtrak ensure employees are paid the right amount on each payday are appreciated. To help assist personnel who are responsible for time and records keeping, HR has created a Time Management booklet. It was designed to be a reference tool, and contains details on forms and processes.

If you have any questions about the new SAP Time Management feature, or need more copies of the booklet, contact your local HR office.

Remember, on-time paperwork means accurate and on-time pay!

Midwest service restoration

After weeks of sustained severe winter weather Amtrak Intercity successfully restored service in Michigan and Wisconsin that had been temporarily suspended. Amtrak intercity welcomed guests back and showed our appreciation for their patience with thank you letters and posters, complimentary coffee and breakfast treats and a special “companion rides free” fare good on all Michigan routes.

Twenty years of safety trains

Amtrak carried over 4,800 students on four special trains this January and February, marking the 20th year Amtrak has operated the West Palm Beach Safety Patrol Trains.

Amtrak’s commitment to safety and service makes train travel the preferred method of travel between West Palm Beach and Washington D.C. for members of the Safety Patrol.

Texas Eagle service improved

Last month, Amtrak resumed operation of its Chicago-San Antonio Texas Eagle, on a single route through the east Texas cities of Marshall and Longview.

The Texas Eagle began providing daily service through Marshall, Longview and Mineola last May. At the same time, Amtrak was operating on two separate routes over a small section of the Texas Eagle’s route between Texarkana and Big Sandy, TX. As a result, the southbound Texas Eagle served two stations on its Marshall and Longview route via a bus connection from a nearby community.

This practice ended when Amtrak resumed operation over a single route through Marshall and Longview.

“Changes are consistent with Amtrak’s ongoing commitment to put our guests at the center of every-thing we do,” said Joy Smith, general manager of the Southwestern Business Group.”

ORB clock dedication in Raleigh

As a part of the Raleigh dedication ceremony last December, George Warrington and local RedBlock Captain, Steve Guyton, hung the first Operation RedBlock clock in the Southern region.

The clock hangs at the Administration and Crew Support facility, where Amtrak’s Raleigh-based T&E and OBS employees go to work. These employees work our Silver Star and Carolinian trains. Charlotte, Richmond and Washington employees also go on duty in turnaround service here.

The Southern region RedBlock captains and the steering committee funded the purchase of these clocks to be hung at most crew sign-up locations in the Southeast, South and Southwest. The clocks feature the 1-800-rblock mark-off number.

Transition to new identity on schedule

Last July 6, Amtrak unveiled to the world its new look, the bold corporate brand identity that would begin replacing the original “arrow.”

One of the important points made then was that the transition would be a gradual one. The estimate was that it could be the summer of 2002 before the full transition is completed. Today, nine months later, that estimate still looks good.

Many milestones have been passed, and the massive switch is on schedule. The change is being done in the most cost-effective way possible, which has become particularly important in the current era of strict cost management. Supplies are being used up before being replenished with items branded with the new identity.

These are just some of the ways in which the new image has already become part of our work environment:

- More than 20 of the 65 new P-42 diesel locomotives we’re buying, bearing the new branding, have been accepted and placed into service.

- New tickets and ticket jackets have started appearing as old supplies are exhausted, and new paychecks will start appearing late this summer.

- All Amtrak advertising is now rebranded, as is the Amtrak web site.

- Employee service awards have been redesigned with the new identity, and the President’s Service and Safety Awards will be soon.

- New-branding templates for letters, memo, and fax cover sheets are now available on the Amtrak Intranet and through the PC network.

- A redesign plan for all station signage is almost complete.

Remember, another important message from the July 6 unveiling was one of brand management. Our brand—which is really everything the public thinks of Amtrak, and not just a logo—is a valuable asset. As the visual face of that brand, our new identity must be protected. That’s the job of all of us, everyone who’s helped build the value of the Amtrak brand.

Be on the lookout for improper use of our new brand identity, and contact either Debbie Varnado (ATS 777-4662), Joyce Greene (ATS 777-4080), or Jane Melhorn (ATS 777-2651). And, to request the use of our new brand identity, register at www.brandadmin@amtrak.com.

Correction

In the February 2001 issue of Amtrak Ink, the page one story (“Bold new fleet plan”) stated incorrectly that the Superliner IIs had not been modernized since 1975. The new Superliner Is were ordered in 1975 and 1976, for delivery beginning in 1980. The story also stated incorrectly that our Superliner II cars joined our fleet in 1979. The Superliner IIs were ordered in 1991, for delivery between 1993-95. Amtrak Ink regrets the error.

In the March 2001 issue of Amtrak Ink, the page two story (“Congress reintroduces HSRIA”) incorrectly stated that the 2001 High-Speed Rail Investment Act would provide Amtrak with $12 million in state- and federally-supported bonds over 10 years to invest in HSR projects nationwide. The 2001 HSRIA would provide Amtrak with $12 billion.

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Where’s my train?

Train status information and service success

The goal is to always have the very latest available information.

Each year, Amtrak handles more than 20 million guest inquiries on train status. Providing accurate, up-to-date train status information for guests can make the difference between a returning guest and a dissatisfied traveler. Over the last few months, Amtrak’s Train Status Project Team, in collaboration with personnel from each SBU, station agents, Freight Affairs, CNOC, and Amtrak Technologies, has taken a number of steps to improve the quality and reliability of the train status information communicated to our guests.

On March 5, the NEC Safety & Environmental Control Department rolled out a new safety awareness program titled “Taking Safety on the Road.” Members of the department plan to spend more time meeting face-to-face with employees to discuss the NEC’s overall safety performance. In addition to their normal field activities, the safety staff will dedicate three days each month to “Taking Safety on the Road” — a program that will share the NEC’s safety goals with employees and help individuals identify ways to work safely.

For FY2001, the department is aiming for a 13 percent reduction in employee reportable injuries, bringing the ratio down to 3.5. The reportable injury ratio indicates how many reportable injuries occurred for every 200,000 hours worked.

On the road, Amtrak has taken a number of steps to improve on-time performance and provide up-to-date train status information to guests.

Information given to guests is based on arrival and departure times reported by station and on-board personnel. The goal is to always have the very latest available information. So, new standards have been adopted to measure the effectiveness of how train status information is reported. The objective is to:

- Report arrivals and departures within 10 minutes of these events.
- Provide an ETA/ETD for the next station each time a train will depart or arrive 20 minutes late or more.

A reportable injury is one that requires more than first aid and must be reported to the FRA. Reportable injuries include those that require lost time or restricted duty, prescription medication or injections by syringe (other than tetanus), sutures, splints, casts or other forms of immobilization, and/or subsequent visits to a medical professional for treatments. Cedesta Jordan, the department’s general manager, hopes to enlist the support of all employees in helping the NEC meet current safety challenges. “Our employees need to understand that our 3.5 reportable injury ratio goal is all about. We hope that our new slogan — Safety Drive for 3.5 — will focus everyone’s attention on meeting this year’s goal.”

‘Taking Safety On The Road’

Mail and Express

continued from page 1

This approach has led to an increased willingness among freight railroads to negotiate market-based partnerships that are focused on specific commercial opportunities. A benefit of the redefinition is that it will require no major changes to current Mail and Express operations, although they will be simplified. That, along with improved information technology for shipment scanning and tracking, will provide better service and lower internal costs.

Last fall, Mail and Express was separated from Amtrak Intercity and established as a separate strategic business unit. Its president is Lee Sargrad, who came to Amtrak after 15 years in the rail freight industry, most recently as vice president of Sales and marketing for Triple Crown Services.

continued from page 2

they could work and rest peacefully. Amtrak tested the idea last year and found it was a hit with guests. “We’ve had customer demand from both Washington and Philadelphia,” said Lynn Bowersox, NEC vice president of Communications and Public Affairs. “People who are frequent travelers need an escape. They would rather be unplugged from time to time.”

Metroliners 114 and 115 are the latest trains to add quiet cars. Northeast Direct 151 and Acela Regional 170 have them as well. There is no additional charge for guests to sit in the quiet cars. The seats are filled on a first-come, first-served basis.

high-speed trains

continued from page 1

Gerri Mason Hall has been promoted to vice president of Business Diversity and Strategic Initiatives for the company. She was most recently assistant vice president of Human Resources. Mason Hall will be responsible for building on Amtrak’s recent successes, such as our awarding 16 percent of Amtrak’s business supplier contracts to disadvantaged business enterprises, enhanced multicultural marketing efforts with partner Chisholm-Mingo Group, and sponsorship of a wide range of multicultural activities. She was honored last year as a recipient of a President’s Service and Safety Award for Business Diversity.

Richard Sarles has been named Amtrak’s vice president of Capital Programs. Sarles is responsible for implementing the high-speed rail program, overseeing the design and construction of contracts for the high-speed trainsets, and electrification of the railroad from New Haven to Boston. Before joining Amtrak in 1996, Sarles worked for the Port Authority of New York and New Jersey. His most recent position was assistant director of Interstate Transportation for Capital Programs, which included improvements to the PATH rail system and the bridges and tunnels between New Jersey and New York City.

Dale Stein has been appointed the new treasurer for Amtrak. Stein was most recently a planning manager for Mobil’s worldwide Gas and Power division. Prior to that, he served as director of Project Finance for Mobil’s Corporate Treasurer’s office. In his various positions within Mobil Oil, he directed treasury operations of subsidiaries worldwide, including debt and equity structuring, cash management, foreign and internal controls.

Amtrak Ink April 2001

O R G A N I Z A T I O N A L U P D A T E

continued from page 2
1-2-Free!
This spring, family or friends can get away for a weekend trip or a nice vacation with the Amtrak 1-2-Free special offer. Yes, 1-2-Free fares are back this spring. With this offer, the first guest pays full fare, the second guests gets 50 percent off, and the third person travels free. All Amtrak trains are included in this promotion except the Acela Express, Metroliner, Auto Train, and joint Amtrak/VIA Rail Canada service.

Amtrak guests save on VeteransAdvantage membership
Through our exclusive partnership with VeteransAdvantage Inc., the first online private-sector benefits company for military veterans and their families, veterans may enroll in the Veterans Advantage program at a 50 percent discount through May 31, 2001. The partnership between Amtrak and VeteransAdvantage, first announced last November, offers veterans a discount when traveling on Amtrak. Members receive a 10 percent discount on rail travel when making reservations through a travel agent, or by presenting their VeteransAdvantage Membership Card at any Amtrak ticket counter.

Amtrak Scenic Adventures
Amtrak’s new Scenic Adventures brochure highlights America’s beauty as only Amtrak can show you onboard 12 of our most scenic routes. The brochure invites guests to take a trip just to enjoy the great scenery along the way. The trains included in the brochure include the Adirondack, the Vermonter, the Lake Shore Limited, the Pennsylvanian, the Cardinal, the Capitol Limited, the Southwest Chief, the Texas Eagle, the California Zephyr, the Empire Builder, the Coast Starlight, and the Cascades. Revenue generated from these routes account for 20 percent of Amtrak’s total revenue.

Amtrak partners with Post Cereal
This spring, Post Cereal is introducing their value-size HONEY-COMB cereal box. Big box ... big league values. Post will be distributing 1.8 million cereal boxes across the country, beginning April 2001, in major grocery stores and WalMarts. Honeycomb is one of the “Top 10 Brands” of all sweetened cereals and appeals to both kids and adults. What does Post Cereal and Amtrak have in common? Both are official sponsors of Major League Baseball.

To leverage our sponsorship with MLB, Post invited Amtrak to participate in its Wall of Values promotion. Among other Wall of Values partners, Amtrak’s special family offer is prominently displayed on the front and back of the cereal box, with a collectible discount coupon inside for a free child fare with the purchase of one Amtrak adult fare. The coupon permits travel for the period April 1 through Dec. 15, 2001.

Amtrak receives nationwide exposure in a new distribution channel, targeting kids and promoting family travel.

North America Rail Pass
The North America Rail Pass is a product offered jointly by Amtrak and VIA Rail Canada to our guests as a flexible and adventurous way to see the country’s fastest-growing spectator sport.

The smallest race fans may also take advantage of this discount. Up to two children, ages two to 15, may travel at half price when accompanied by an adult paying the discounted adult fare. Race fans should contact Amtrak at 1-877-835-8725 for details. Fans may visit www.amtrak.com/promotions to find out how to save even more with a Rusty Wallace membership card.

In addition to radio, newspapers, television and magazine advertising, Amtrak did a direct mail promotion to 350,000 families featuring the 1-2-Free offer. The first 500 family travelers to contact Amtrak received an Amtrak Kids Fun Pack. This mail promotion included African-American and Hispanic-American families.

The 1-2-Free offer is available for sale through May 12, 2001.

Special fares for race fans
As part of Amtrak’s new partnership with NASCAR driver Rusty Wallace, race fans will be offered a 10 percent discount for travel to upcoming races across the country.

This partnership, first announced in November, marks Amtrak’s first entry into the country’s fastest-growing spectator sport.

The discount coupon for race fans is 10 percent off the best available fare. To receive a coupon, fans may visit Rusty Wallace’s merchandise trailer at the Daytona 500 and pick up the special Amtrak brochure that includes the coupon. The discount is available for future travel to designated races and locations.

In addition to radio, newspapers, television and magazine advertising, Amtrak received nationwide exposure in a new distribution channel, targeting kids and promoting family travel.

North America Rail Pass
The North America Rail Pass is a product offered jointly by Amtrak and VIA Rail Canada to our guests as a flexible and adventurous way to see the Adirondack, Amtrak created a Scenic Adventures brochure designed to promote other Amtrak scenic routes across the country.

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Officer of the Year

Amtrak ‘Police

Romano named

Chicago Amtrak Police Investigator Eric Romano has been named Amtrak’s “Police Officer of the Year” for 2000, and was also honored recently by the Cook County Crime Stoppers for “Excellence in Law Enforcement.”

Investigator Romano was honored for his courage and heroism while conducting a drug interdiction in Chicago Union Station on Dec. 12, 2000. As part of a special task force team that included a Drug Enforcement Administration agent and a Chicago Police officer, Romano was questioning two men who had just gotten off Train #49, the Lake Shore Limited. During questioning, one of the men said the bulge in his jacket pocket was money. As he opened his jacket, Romano saw a firearm in the man’s waistband and shouted, “Gun!”

The man reached for the gun immediately, and his companion also drew a firearm. During the resulting struggle and exchange of gunfire, the two suspects were shot. One died at the scene, and the other died several days later. The Chicago police officer was shot in the leg, but was treated and released.

It was learned later that the gunmen were armed with .40 caliber Glock semi-automatic weapons, carried several additional magazines, and were wearing bulletproof vests.

Position now called ‘product line supervisor’

The revised agreement-covered positions, now called product line supervisors, will create a group of employees dedicated to enhancing our service delivery capabilities.

“ARASA supervisors will continue to be a key ingredient in Amtrak’s success. They will expand the areas where we can offer support to front-line employees,” said Jay Fountain, ARASA general chairman, and a chief of on-board service. “These positions will also create new opportunities for advancement into management positions for ARASA’s diverse group of employees.”

Since the on-board service chief program was established 17 years ago, Amtrak has fundamentally changed the way it does business. “We are guest-focused and dedicated to providing the kind of high-quality service that is making a competitive difference in the marketplace. We are committed to practicing Service Success and to guaranteed satisfaction for our guests,” said Ed Walker, president of Amtrak Intercity.

Product line supervisors will provide a broad range of supervisory support for frontline employees that will include acting as liaisons with terminal, mechanical and commissary department employees wishing to enter management positions, especially in the customer services area. They will gain supervisory, policy and procedural experience and be provided performance feedback through the use of Amtrak management’s goal-setting and performance evaluation system.

Briefings will be held throughout the Amtrak system to advise employees of the ARASA agreement including rates of pay, location of jobs, bidding process, relocation and training benefits.

OBS chief positions updated to better meet guest, employee needs

Amtrak and the American Railway and Airline Supervisors Association (ARASA) have agreed to change the duties and responsibilities of the chief of on-board service position to better meet the needs of guests and employees.

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Romano named Amtrak ‘Police Officer of the Year’
First half of FY2001 shows growth in ridership, revenue nationwide

It was just after midnight on May 1, 1971, that Clocker #235 pulled out of Penn Station in New York, headed to Philadelphia. And, with that first departure, Amtrak was born.

We’ve come a long way since then—and I don’t mean just going past Philadelphia. Today, 30 years later, we’re a proven success story in the national travel industry. We offer a vital transportation option to more than 500 communities across the country. We share the joy, comfort, and productivity of train travel with millions of travelers every year. And we plan for the promise of even greater achievements in years to come.

In Amtrak News 10 years ago, a reservations agent was asked, “Where will Amtrak be in 10 years?” He said he hoped that our company would be “recognized as an innovative leader in the transportation industry,” and that he would be working in a modern call center with the latest in computer and telephone technology.

Oscar Hayes was a great fortune teller. Today we’re shaking up the industry with our unconditional Satisfaction Guarantee, and leading-edge companies are eager to talk with us about partnership opportunities.

And Oscar? He’s a team leader in the sparkling Riverside reservations center.

So let’s bring out the crystal ball ourselves—what will we be in another 30 years from now?

Imagine Amtrak as the premier high-speed rail operator in the world. Starting from the successful seed of Acela Express, we can build similar service in corridors all across the nation.

People are already putting out the welcome mat. Our High-Speed Rail Investment Act, being seriously considered now by Congress, has been endorsed by the National Governors’ Association, the National Conference of State Legislatures, the U.S. Conference of Mayors, and more than 40 other organizations.

I also think, 30 years from now, we’ll be an even more respected member of the transportation industry. That’s because America will have had that much more time to wonder how we can squeeze in more highway lanes, or where we’ll come up with the billions of dollars to expand just one airport. And public authorities will turn increasingly to passenger rail, where, for every dollar spent on expansion, they get 10 times the passenger capacity then if that dollar is spent on expanded highways.

It’s going to be an exciting journey. Thanks for bringing us this far—and get ready for a great ride.
In March 2001, Quik-Trak sales achieved a significant milestone—exceeding $19 million in monthly sales for the first time. Since the introduction of Quik-Trak Ticket Express six years ago, sales have been rising steadily. For the first six months of FY01, Quik-Trak issued more than 1.75 million tickets nationwide and generated $103 million in sales. This growth represents a 40-percent increase in ticket volume, and a 50-percent increase in sales, over the same period last year.

Many factors have contributed to the continued success of Quik-Trak:

- SBUs and several state partners provided funding to make 154 kiosks available in 64 stations, nationwide.
- Expanded Quik-Trak functionality has enabled guests to purchase multi-ride tickets, reserve travel for future times and dates, select seat assignments for Acela Express and use Amtrak Guest Rewards numbers to accumulate points for travel purchased.
- Station initiatives, such as promoting Quik-Trak on LED displays, and having station agents assist new Quik-Trak users, have also been very successful in attracting customers to the kiosks.
- Another critical element of Quik-Trak’s success is the ability of the kiosks to generate tickets for Amtrak services. “Station managers have played an integral role in ensuring the readiness and proper functionality of the kiosks,” states Chuck Simmers, who manages Quik-Trak for the Customer Relationships and Revenue Department.

The new reports highlight sales trends for the first six months of FY01, when Quik-Trak sales break monthly record with a 50-percent increase in sales, over the same period last year.

Harry Rogers, ticket office manager at New York’s Penn Station, talked about the added value Quik-Trak offers guests. “Quik-Trak has provided the ability to issue just-in-time service for our last-minute guests,” he said. “Quik-Trak allows ticket agents to spend extra time with guests who have involved itineraries and require additional time at the window.” To assist station managers in their efforts, a new monitoring tool, a web-based Kiosk Manager, will soon be released. The Kiosk Manager will enable the ability to monitor Quik-Trak hardware, software, and ticket stock status via a web-browser, accessible from any workstation. Quik-Trak operational problems will be detected instantly and maintenance requests can be filed more quickly—reducing the length of any outage.

In addition, more sophisticated Quik-Trak reports were recently developed with the assistance of Paul Gawalt, manager, Distribution Analysis, in Customer Relationships and Revenue. The new reports highlight sales trends by kiosk, enabling station managers to identify high- and low-producing kiosks, as well as locations with the greatest Quik-Trak growth. This information will help stations strategically locate kiosks to maximize their ticketing potential, and to better serve Amtrak guests.

With the current growth trends, and the introduction of new technology to assist with monitoring sales and machine readiness, Quik-Trak sales will continue to set new milestones, and provide guests with a “Quik” alternative in purchasing Amtrak services.
Joyce Greene named ‘Outstanding Woman in Marketing’

Joyce Greene, director of Brand Advertising for Amtrak, has been named one of America’s outstanding women in marketing by Ebony magazine. She was honored in April during Ebony’s second annual Outstanding Women in Marketing and Communications awards luncheon in New York City.

“This award is particularly special because it’s recognition from the industry and from my peers,” Greene said. “It also means a lot to my family to see me honored for the work I do.”

The award was created to recognize African-American women who have spearheaded changes in corporate marketing and advertising programs to reflect growing multicultural audiences. Greene was one of 12 women honored for their efforts to help companies become more aware of the need to target multicultural consumers in all aspects of their marketing.

“I think African-American women bring a certain sensibility to this industry that helps us tap not only into the African-American market, but the larger multicultural market. Women are great influencers, particularly in transportation. We are often administrators who make purchasing decisions, and we are the travel planners for our families. My knowledge of this group and my frame of reference can make all the difference in creating appeal and successful messages.”

Greene joined Amtrak in 1972. She has managed numerous Amtrak national and regional marketing programs, including multi-media advertising campaigns, major market and grass roots promotions, advertising, direct marketing, merchandising, and partnerships.

A native of Washington, D.C., Greene has won many awards for her creative and innovative marketing and advertising programs.

Joyce Greene named ‘Outstanding Woman in Marketing’

Employee honored for years of dedication to education

Joe Johnson, a conductor at the Chicago yards, received an Award of Appreciation from the Amtrak Intercity HR Development department in March. The award acknowledged his years of dedication to the New-Hire Assistant Conductor Training program.

Upon retiring from 30 years in the U.S. Army, Johnson joined the Penn Central Railroad. He served both the Penn Central, and later Conrail, as a conductor. Johnson joined the Amtrak team during the 1986 takeover of freight railroad operating crews.

Both in the military and on the railroad, Johnson has always been involved with training. With the new assistant conductors, he works on safety and car handling techniques during their field exercises.

Johnson says that Amtrak provides better training than any railroad ever did in the past. As far as the new generation of operating crews, Johnson said, “They’re a better grade of people. More astute and much more diverse.”

Vietnam veteran returns to the country with aid for the needy

Peter Birrow, equipment engineer with our MBTA Commuter Rail contract, was drafted into the Army in 1968. Stationed in the Central Highlands of South Vietnam, he was a radio operator for a rifle company commander.

Although it has been more than 30 years since he was in Vietnam, some of his memories are still fresh. Wanting to reconnect with some of the men he served with in the war, Birrow turned to the Internet three years ago. He found a veterans website for his unit, and was reunited online with a few of his comrades.

Word spread, and reunions were held in 1999 and 2000, bringing together almost 200 of the veterans. This year, nearly 300 Vietnam veterans are expected to gather in Kansas City.

From the emotional reunions, rekindled friendships, and the desire to do something good, a core group of the men decided to return to the Central Highlands of Vietnam—where they were almost 33 years ago. They would raise money for donations, gather clothes, toys and trinkets and distribute them to the poor.

Fourteen of the men organized a trip from Seattle to Seoul, Korea. From there, they would head to South Vietnam.

Political unrest caused a ban on tourist travel in the Central Highlands. So instead, the men’s journey took them to Saigon to Hue, down the East Coast to Nha Trang and back to Saigon. They visited different cities and historical sites, including the Reunification Palace and the War Crimes Museum in Saigon, and Marble Mountain and China Beach in Danang.

“We were there for 14 days and saw a country that is very much at peace with the world,” Birrow said. “In the village of Duc Pho, we distributed toys to the children, clothes to the families, and gave $300 to the school administrator for teaching supplies. In all, we distributed over 100 pounds of clothing to schools, villages, and the homeless,” he said.

“This entire experience has been incredible. From getting reacquainted with some of my former colleagues from Vietnam, to meeting face to face with the people in that country, it was a ‘twice in a lifetime’ trip.”

Silver Spoons

The following is an excerpt from an article written by Rene Dominguez, lead service attendant, Miami.

The life of an OBS employee brings new and exciting adventures. We have the luxury of traveling, meeting new people, and occasionally changing the life of one of our guests.

This was true in March, on one of our Silver Service trains from Miami to New York.

This night, a gentleman named Mike walked up to me in the lounge car with a spoon handle and asked if there was any way that I could shape it into a ring. “Excuse me?” I said.

The gentleman and his girlfriend had just spent the week in Miami, and were heading back home to Philadelphia. “I can’t think of anything that could top our vacation than to ask her to marry me…tonight! The only thing is…I don’t have a ring!” he said.

Like a newborn jeweler, my creative juices went to work. I looked behind the bar for anything that could resemble a band of love. I noticed that our Sutter Home wine bottles had both gold and silver gaps. I decided as the night went along to save one of each. I had a plan.

As soon as I had the caps I needed, I began work on my masterpiece. With scissors and some tape to cover any sharp edges, I created a ring that could have passed for maybe six or seven karats—it was huge!

I coordinated with Chief Cruickshank and Mike to make sure Silvia, his lovely bride-to-be, was sitting in her seat. Then, over the loudspeaker…“Ladies and gentleman, we have a very special moment that is about to occur here on Amtrak train #92. Take it away Mike!”

And in that instant, Mike got on one knee and said that “engagement ring” on her finger. "Will you marry me?” She said yes.

Silva screamed and a shower of tears poured from her face as Mike placed the gaudy ring on her finger. You could hear the “sighs” and “ahhs” from the other guests in the car.

We all wished a grateful Mike and Silvia a long and prosperous life together.

The Beatles song, “A Day in the Life” came to mind. It’s true, the life of an Amtrak employee brings many new and exciting adventures. And sometimes we can change lives too!
Amtrak police officer receives two prestigious awards

continued from page 1

They were later identified as fugitives who had fled Maine after a series of burglaries. Authorities had pursued them in connection with the theft of $30,000 in cash and automatic weapons. When confronted by Romano and his teammates, the two suspects were traveling under aliases and were en route from Syracuse to Tucson, AZ.

“I am extremely flattered and proud, but I am not solely responsible. My fellow officers are to be commended for their actions,” Romano said. “I truly enjoy my job. There are no doubt difficult days, but I am very grateful to be a part of the Amtrak Police Department, and to have the opportunity to work with my fellow officers.”

A long record of model performance is behind his being named the Amtrak Police Officer of the Year for 2000. He has been involved in the seizures of large quantities of drugs, handguns, and cash. Romano joined the department in 1993 as a certified tactical and field-training officer, and was assigned to the Western region, based in Chicago. In 1994 he was made a temporary sergeant, and later joined the task force of DEA, state, and local law enforcement officers.

New England Division ‘Springs into Safety’

Amtrak teamed up with Operation Lifesaver, the MBTA and the FRA in Boston South Station last month to launch a new public service announcement campaign, and to help local kids “Springs into Safety.”

A group of second, third and fourth graders from the Most Precious Blood parochial school in Hyde Park gathered in South Station to view the new campaign, and to learn about railroad safety.

The Operation Lifesaver campaign discourages life-threatening behaviors ranging from driving around crossing gates, to using the railroad as a jogging track.

“Tracks are for Trains, Not People” was the message of the day. Chief Ron Frazier, vice president System Operations and Police Services, emphasized this point when he addressed the group of children.

The children were also treated to a safety-themed magic show performed by Harry Barnes, Amtrak Police Department Community Resource Officer. Barnes enlisted some audience members and used sleight-of-hand, and other tricks to convey the anti-trespassing message.

Steve Alleman, general manager, New England Division, was on hand to welcome the children to South Station. Cedestra Jordan, general manager NEC Safety and Environmental Control, emceed the event.

The Operation Lifesaver campaign discourages life-threatening behaviors ranging from driving around crossing gates, to using the railroad as a jogging track.

Northeast Corridor President, Stan Bagley said, “Amtrak’s goal is that someday, the idea of crossing tracks and littering along the railroad will be as taboo in our communities as the casual stroll across the Massachusetts Turnpike.”

New York celebrates Black History Month

New York Penn Station’s Black History Month display has been a popular event in the past. As a result, this year Mike Gallager, superintendent of Customer Services, asked the organizers to move the display from the Customer Service and Ticket Office area into the station to share the festivities with Amtrak guests.

To prepare for this, Phillip Rudolph, B&B foreman, also a contributing Black History Month artist, arranged for portable walls to be built that would display the artwork and information.

The main rotunda of the station became center stage for many national and local musicians, artists, celebrities and vendors.

Amtrak recognizes National Operation RedBlock Day

The month of April was Drug and Alcohol Awareness month.

In recognition of this, April 25 was designated as National Operation RedBlock Day. On this day, team members representing over 128 active workplace communities across the country engaged in activities to inform, educate, and promote awareness of the Operation RedBlock program.

Operation RedBlock takes a humanistic approach to dealing with drug and alcohol abuse in the workplace. Workers with drug or alcohol problems are confronted confidentially by their peers and rehabilitated—instead of punished, fired, and forgotten. It combines the traditional values of union fraternality with progressive management, enabling people to help people.

On April 25, Amtrak colleagues across the system were united in supporting their fellow co-workers in need of assistance. Employees also heard a voicemail broadcast from George Warrington, who commenced the ORB volunteers for their commitment to a safe workplace.

A newsletter has been posted on the Operation RedBlock website (www.RedBlock.com) that contains important messages from Warrington, the SBU presidents, and other Amtrak senior executives. It also features letters of support from top union officials representing the TCU, TWU, UTU, BLE, and ARASA. The newsletter is also available via the Amtrak Intranet. Click on the Staying Safe icon, then on Office of System Safety. Follow the Operation RedBlock links from there.

For more information, contact a local team member, union representative, or the ORB office at ATS 728-2822.
Amtrak at 30—Celebrating our dedication to you!

Happy anniversary Amtrak! On May 1, Amtrak turned 30 years old…Time flies when you’re building a successful national passenger railroad.

Twenty-seven current employees scattered across the system came onboard with Amtrak in 1971. Some of them could probably share a few stories about what observers and skeptics had to say in the ’70s about the newly-created passenger railroad called “Amtrak.” After all, trains were hopeless relics of the past, they said, and Amtrak was little more than a concept on paper.

Amtrak owned no track and didn’t have any operating employees. Although it had acquired ownership of a considerable number of old railroad cars and locomotives, the trains continued to be both operated and maintained by the same private railroad employees who had done so before Amtrak took over.

From its meager beginnings, Amtrak was expected to grow into a successful passenger railroad, one that would connect people and cities over a national network.

Fast-forward to a brand new century and a more modern Amtrak. A passenger railroad with record-breaking ridership and revenue; an unconditional Satisfaction Guarantee, Acela Express—America’s first high-speed train—the emerging High-Speed Rail Investment Act; and a growing list of partners and supporters. Not bad for a company that wasn’t expected to last more than a year or two!

It’s clear that Amtrak has done more than just “last;” we’ve prospered. More and more, we’re becoming the transportation mode of choice. Ironically, it is the expansion of the passenger train’s rival, the airplane, that has helped bring about a renewed interest in passenger trains.

Growing increasingly tired of crowded airports and cancelled flights, and of the country’s grid-locked highways, frustrated travelers have turned to Amtrak. With us they find relief, and a more comfortable, relaxing way to travel.

From our call center agents, to station and onboard personnel committed to Service Success, to Amtrak’s backshop employees ensuring our trains are Right and Ready for our guests, Amtrak is making it easy for guests to come back again and again.
guaranteed satisfaction for every guest

Amtrak moved quickly in the 1970s, despite the challenges, to build a promising future.

The foundation created then has resulted in the Amtrak we’ve become today. Enjoy a quick glance back to the ’70s and see where they have brought us today.

While making market-based decisions, developing high-speed corridors, and practicing smart revenue management are all important in building our business, keeping the guest at the center of everything we do—every train, every day—is essential.

Guest-focused service is the catalyst for growing ridership and revenue and building a loyal customer base—these are the things that will help us secure at least another 30 years as the nation’s passenger railroad.

As we celebrate Amtrak’s 30th birthday, it is fitting to offer a special word of thanks to Amtrak employees – both past and present. When nearly the whole world said that passenger rail in the U.S. was finished, the men and women of Amtrak never gave up and never gave in. They kept the faith—and our railroad—in tact. That is still the case today.

We continue to count on the contributions from the Amtrak workforce—the foundation of this company—to help us work through the challenges ahead, and to achieve even greater success.

So, happy 30th birthday Amtrak. And thanks to all of you who have been instrumental in helping Amtrak reach this milestone.

Congratulations to the following employees who will celebrate 30 years with Amtrak in the year 2001. These employees have helped to create history, thanks to their dedication, support and loyalty.

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<thead>
<tr>
<th>Name</th>
<th>Location</th>
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<td>Corp. Secretary</td>
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<td>Wish, Anne</td>
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CMI #26—Locomotive Fuel Consumption

With the goal of saving Amtrak more than $3 million per year in operating costs, this team has identified four procedural changes that would reduce the dollars spent on locomotive fuel.

Our locomotives often idle at stations and burn diesel fuel for several hours. As a result, more money is being spent on locomotive fuel than necessary.

Amtrak’s existing policy requires that locomotives be shut down if they will be out of service for four hours. This is not achieving the intended results because the time frame is too long, and the requirements are broad and often misunderstood.

Amtrak could generate more than $3 million in annual cost savings, and 3.45 million gallons of fuel per year, by doing four things:

- Shutting down trailing locomotives no later than 15 minutes after arriving at the final terminal (in accordance with the revised Standard Maintenance Procedure).
- Requiring shut down of all locomotives if they will not be used within the hour (except in accordance with exceptions in the revised SMP).
- Assigning locomotives to each dispatched train based on the train’s makeup, e.g., horsepower and trailing tonnage.
- Requiring isolation or shut down of locomotives not required on certain trip segments, e.g., “tow” the shutdown and unused locomotives to where they are needed (except in accordance with exceptions in the revised SMP).

“We realize that other factors such as on-time performance may affect the potential for savings. But we also know that Amtrak can achieve significant cost savings with 100 percent compliance from our locomotive engineers and mechanical personnel,” said team leader, Travis Hinton.

CMI #2 Credit Card Efficiencies

To achieve its goal of saving the company $1 million per year, the CMI #2 team is targeting two main problem issues—interchange fees and credit card fraud. Here, we'll address fraud.

Amtrak loses about $2.5 million to credit card fraud every year. We do not have the ability to analyze this fraud by sales channels (Quik-Trak, ticket window, Internet, call center), due to the way the data is transmitted by those systems.

What we can do is address fraud in advance payments—or when people use a credit card to book a reservation.

“With the advance payment option, we have seen the different ways Amtrak is vulnerable to fraud,” said Jim Hatzold, director of Sales Support. “We’ve come up with some procedures that will make it very difficult for people to book reservations using someone else’s credit card.”

One of those procedures requires people to provide our sales agents with a card identification number, in addition to the account number, to book a reservation. It is a three or four-digit number printed on credit cards. Unlike the account number, this number is not embossed, so it isn’t transferred to receipts. A person will no longer be able to book a reservation using only an account number found on a receipt. They will need to have the card in hand to provide the identification number.

CMI #6: Bus Contracts

The team of managers assigned to CMI #6—Bus Contracts—was given the goal of saving $1 million a year on our bus contracts. Their first discovery was that, of our total annual bus costs of $19.3 million, all but $2.4 million is either reimbursed under state rail service contracts, or limited to the amount of bus fares actually collected. In either case, there is no net cost to Amtrak.

But that would make the target of $1 million in savings very difficult to reach. Then they discovered that our costs for the current fiscal year were headed to be almost double the budgeted $2.4 million, or $4.6 million.

Although there were several reasons, the principal culprit was a 35-percent contractual fee increase by one of our major bus vendors, for connections with Silver Service trains in Florida. So the team started analyzing every bus route with a profit-and-loss comb. They also looked for contracts that could be re-bid for better terms.

The bottom line was they found bus routes that were coming nowhere near to supporting themselves, and fee agreements that were no longer competitive. The team moved quickly to eliminate some poorly used services, get better terms on contracts, and make pointed recommendations for better oversight of our bus system in the future.

As a result, our net bus costs, on an annualized basis, are being reduced by $1.6 million—from $4.6 million to $3 million. True, that’s still $600,000 more than what we planned and budgeted. But it’s a lot better than $2.2 million more.
Congratulations to All of You!

20 Years
April 2001
ABNER, KEVIN
Mid-Atlantic District
BRAZZALE, ANGELA
Chicago Metro District
DICKS, TIMOTHY
Atlanta District

15 Years
April 2001
AGAR, ANGELO
New England Division
SEARS, MARCA
Seattle District
SLUGOSKI, RICHARD
New England Division
STANEK, MARY
Mid-Atlantic Division
THOMPSON, EVELYN
Mid-Atlantic Division
TRINCA, FRANCIS
Mid-Atlantic Division
WALKER, MARGO
Metropolitan Division
WARD, GEORGE
Chicago Metro District
WHITE, EDWARD
Mid-Atlantic Division
WILLIAMS, SANDRA
Mid-Atlantic Division
WILLIAMSON, JAMES
New Orleans District
WIMSHER, LINDA
New England Division
WONG, NOOK
Seattle District
ZARRILLO, BARBARA
Mid-Atlantic Division

Retirement
March 2001
AGRETTI, JOHN
New England Division
BANKS, ELLIS
Los Angeles District
COLELLA, CHRISTINE
Mid-Atlantic Division
DITEL, D
Chicago Metro District
JOHNSTON JR, JOSEPH
Miami District
KRAH, HELMUTH
New England Division
LENSKY, RANDOLPH
Mid-Atlantic Division
MICKAY, CARY
New England Division
RANNIE, JOHN
Wichita District
SALZBERG, STEPHEN
Mid-Atlantic Division
WARNER, ROBERT
Salt Lake City District

Correction: The September 2000 Issue of Amtrak Ink neglected to include the following retire- ment. We apologize for the error.

Retirement June 2001
KORTFIGHT, EDDIE
New York District
A repeat performance

Every Amtrak guest is special, some are just more well-known than others. Such is the case with S. Epatha Merkerson. Even if they don’t know her name, millions would recognize her as the tough and intelligent homicide lieutenant, Anita Van Buren, on NBC’s Emmy-winning television series, “Law and Order.” But quite a few Amtrak employees also know the actress as a recurring guest on the Washington-New York run. Merkerson has been commuting from her home in Maryland to her job on the set in New York for seven and a half years.

She loves riding Amtrak, and usually travels about once a week depending on how her episodes are scheduled. Even though her commute from Maryland to New York is lengthy, she relishes the much-needed relaxation. “I really look forward to it because it gives me personal time,” she says. “I think that it’s really cool that Amtrak has started Quiet Cars.” In her opinion, Amtrak employees and stations are just as terrific. “The conductors, the service folks and the reservation agents are great. It’s really an excellent ride.”

Trip of a lifetime

Amtrak hosted some very special young people in March, when 12 members of the Boys and Girls Club of Greater Knoxville traveled from New York Penn Station to Washington, DC, on Metroliner #115. It was all part of a special trip for some underprivileged teenagers from Tennessee, made possible by generous contributions from Amtrak, Marriott, Kraft Foods, Delta Airlines, Continental Airlines and others.

Lynn Duncan, vice president of Development for the Boys and Girls Club of Greater Knoxville, escorted the group on their trip. The children earned the trip by doing well in school and being involved in community and school activities.

“I want to encourage them, to let them know that they can be anything they strive to be, and that there is a life for them outside a housing project,” Duncan said.

Oliver Childs, manager of Charter Train Operations, arranged to provide the 9800 car to the group for the Amtrak leg of the journey. They had the entire car, including the conference room, TV and video. He made sure there were beverages and snacks on board.

For most of them, they had never been outside Tennessee before. It was the first time away from home, the first time on a plane, in a hotel, in a taxi, a ferry or a bus, or on a train,” said Ed Mruk, assistant general manager for the Acela product line.

“Sugar on Snow”

Riding Amtrak is always a treat, but guests riding on the Vermonter enjoyed an even sweeter ride on March 24 and 31, when Amtrak held “Sugar on Snow” parties onboard.

The sugary soirees, organized by Kevin Chittenden, product manager for the Acela product line, celebrate a Vermont tradition of pouring maple syrup on shaved ice. This sweet treat is accompanied by doughnuts and—for adventurous eaters only—sour pickles.

National Park Service volunteers also hop on board to promote the “Trails and Rails” program, and to talk about Vermont’s history. Chittenden and representatives from Vermont’s tourism office were on hand to serve up the treats.

To sweeten the pot even more, guests riding from any Vermont location into Burlington will enjoy fresh, healthy menu selections, which feature local wines and microbrews.

The Pacific Surfliner corridor extends through 32 cities and six counties from San Diego to San Luis Obispo. There are 11 daily round-trips between San Diego-Los Angeles, with four daily round-trips continuing north to Santa Barbara, with one round-trip extending to San Luis Obispo.

Capitals increase daily frequency

Amtrak’s popular Capitol service, connecting the San Francisco Bay area with Sacramento and Silicon Valley, is now offering even more trains.

Effective with the April 29, National Timetable change, daily roundtrips between Sacramento/Auburn and Oakland increased from seven to nine. Additional weekend and holiday service between Oakland and San Jose has also been added.

The four round trips between Oakland and San Jose Monday thru Friday have increased to six round trips on Saturday, Sundays and holidays.

The Capitols represent the fastest growing corridor in the nation. In Fiscal Year 2000, the Capitols led the West with ridership increases of more than 40 percent, serving a total of 767,756 guests.

San Francisco Amtrak station relocates to historic Agricultural Building

In April, the San Francisco Amtrak station relocated from the Ferry Building to the historic Agricultural Building on San Francisco’s waterfront.

The Agricultural Building was constructed in 1915, and was the first centralized postal facility for San Francisco. The building has housed an office of the U.S. Department of Agriculture since 1925, and was listed on the National Register of Historic Places in 1978.

In addition to providing Thruway Motocoach connections to the Capitols and San Joaquins, the San Francisco station is an important embarkation point for guests boarding the Coast Starlight and California Zephyr across the bay in Emeryville, CA.
Dear Amtrak:

I am writing to commend one of your employees for fulfilling Amtrak’s “Promise: Satisfaction Guaranteed.”

I was a guest on #19 from New York to New Orleans on March 5th. Upon waking up about 4:00 a.m., “Paul” was coming out of the cafe car. “Could I get a cup of boiling water?” I asked. He beckoned me to follow him; gave me the water and a set of utensils. I thought to myself that he might have been just going off duty and locked up the cafe car; instead, he decided to take the time to assist me.

This single act of courtesy exemplifies Amtrak’s “Promise: Satisfaction Guaranteed.” Thank you.

Amtrak Guest

Dear Amtrak:

I had the pleasure of riding the new Acela Express from Boston to New York… From the moment of arrival at South Station’s delightful First Class Lounge until arrival in New York, the service and personnel were superb. The on-board crew was sincerely attentive, and made every effort to make our travel experience a memorable one. The staff in the First Class car was solicitous, courteous and downright pleasant, a far cry from some other recent Amtrak experiences.

The car was visually stunning, comfortable, and amazingly quiet! On-board service was splendid, with instant requests for cocktails, followed by a very good meal, excellent wine, and a tasty dessert. Most remarkably, not long after we had finished, we were pulling into Penn Station, on time.

I have been riding Amtrak since your inception 30 years ago, and have watched Amtrak progress in fits and starts, offering some of my finest and worst travel experiences. The progress has been slow, but noticeable over the years, and I believe you may finally have gotten it right.

In talking to fellow passengers, I heard nothing but kudos and amazement (most were first-time riders), with many saying their shuttling days were over.

Best wishes to you in your continued efforts to provide us all with a new and vital rebirth of rail passenger service in the United States. We’re counting on you.

Amtrak Guest

Dear Amtrak:

On March 17, 2001, at about 11:30 p.m. I was on Amtrak Train No.5 heading to visit my son for a couple of days before heading home. We derailed when we were close to a town called Nodaway in Iowa.

I’m writing this letter to say “Thank You” to the locals, Amtrak, the E.M.T.’s, police, ambulance, Red Cross, Salvation Army, the hospitals, hotels, and restaurants. The staff at the Clarion Hotel and Restaurant was wonderful. They were very patient and kind. Thanks a MILLION! You’ll never know how much I appreciate what you all did for me.

I also want Amtrak to know that I finished my trip back home on Amtrak. People should know that I would certainly travel on Amtrak in the future.

I would like to add that on our last stop, just before the derailment, we picked up several young people on their spring break who were going skiing. At the accident I saw them helping out the older people and also helping out people with children. I would give those young people all a Big Beautiful Star if I could for what they did to help out. Thanks a lot. You young people don’t get enough recognition, for the good you do.

A Thankful Friend Forever.

Dear Amtrak:

I would like to bring to your attention the honorable and admirable actions of two of your employees on Friday, April 13. I accidentally left my wallet, checkbook and medicines on the floor of the train I arrived on from Trenton, NJ. When I realized it, I contacted Mr. Walker, who took quite a bit of time with us to help us find the right train (which of course was being cleaned and turned around).

When we found the right car, Ms. A. Nicholson was just finishing cleaning it. She gave us back everything intact. It was wonderful to have someone of so much honesty and integrity. I think you should know what good employees you have. Thank you.

Amtrak Guest

The problem with travel is getting there. Long check-in lines, cramped gate areas and delayed departures conspire to make flying a first-class hassle, not something to enjoy. Although not the fastest way to get there, and not always the cheapest either, traveling by train has its benefits. Amtrak... ...seems determined to clean up its sullied past image.

“Kick back, take the train on your next trip.” Free Lance-Star, Fredericksburg, VA, March 3, 2001

Having been an avid train buff for many years, I was delighted to see the article about Amtrak testing the tracks from Wilmington, DE to New York… From the moment of arrival at South Station’s delightful First Class Lounge until arrival in New York, the service and personnel were superb. The on-board crew was sincerely attentive, and made every effort to make our travel experience a memorable one. The staff in the First Class car was solicitous, courteous and downright pleasant, a far cry from some other recent Amtrak experiences.

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March 4, 2001

Dear Amtrak:

On March 17, 2001, at about 11:30 p.m. I was on Amtrak Train No.5 heading to visit my son for a couple of days before heading home. We derailed when we were close to a town called Nodaway in Iowa.

I’m writing this letter to say “Thank You” to the locals, Amtrak, the E.M.T.’s, police, ambulance, Red Cross, Salvation Army, the hospitals, hotels, and restaurants. The staff at the Clarion Hotel and Restaurant was wonderful. They were very patient and kind. Thanks a MILLION! You’ll never know how much I appreciate what you all did for me.

I also want Amtrak to know that I finished my trip back home on Amtrak. People should know that I would certainly travel on Amtrak in the future.

I would like to add that on our last stop, just before the derailment, we picked up several young people on their spring break who were going skiing. At the accident I saw them helping out the older people and also helping out people with children. I would give those young people all a Big Beautiful Star if I could for what they did to help out. Thanks a lot. You young people don’t get enough recognition, for the good you do.

A Thankful Friend Forever.

Dear Amtrak:

I would like to bring to your attention the honorable and admirable actions of two of your employees on Friday, April 13. I accidentally left my wallet, checkbook and medicines on the floor of the train I arrived on from Trenton, NJ. When I realized it, I contacted Ms. A. Nicholson, who took quite a bit of time with us to help us find the right train (which of course was being cleaned and turned around).

When we found the right car, Ms. A. Nicholson was just finishing cleaning it. She gave us back everything intact. It was wonderful to have someone of so much honesty and integrity. I think you should know what good employees you have. Thank you.

Amtrak Guest

Major capital funding for Amtrak is overdue. The American public needs Amtrak, especially in the Northeast. Taxpayers can travel from Washington to Boston with ease. Amtrak employees are not allowed to go on strike. They have been told that they would crumble the nation. However, every year the government says it will not continue to fund Amtrak. It’s hard to understand why the government funds airlines, buses and highways yet Amtrak cannot be funded.

“Amtrak is well worth government support.” News Journal, Wilmington, DE, March 2, 2001

Passenger rail service is missing from the Treasure Coast transportation menu. It’s great that Amtrak—which Congress is weaning from nearly 30 years of subsidies—is making such plans for Florida. Knowledgeable people evidently believe this market has potential; let us hope it becomes a reality.


When we see the overcrowded airports, the overcrowded highways, there’s just no question that we need to keep the rail passenger capabilities to have an overall transportation system in our country. If we lose the rail system, we will never be able to regain it, because if we lose the railroad tracks or they deteriorate, we will not be able to buy the right of way to ever bring back rail.

“Railroad backers want modernization funds,” Business & Society Transportation, March 17, 2001

Members of the National Conference of Black Mayors and other officials said that high-speed passenger rail service is an option that must be considered to make transportation convenient and accessible for all areas nationwide. The Mayors endorsed the High-Speed Rail Investment Act of 2001, which would provide $12 billion in financing for the construction of rail service in America’s cities. The legislation would enable Amtrak to partner with states and use bonds to build new high-speed tracks, upgrade existing routes and purchase new locomotives and coaches.

“Mayors Support High-Speed Rail,” Atlanta Inquirer, Atlanta, GA, March 17, 2001

Amtrak is doing no better or worse in its use of tax dollars, but the argument goes to the fact that the United States needs a transportation policy that includes Amtrak passenger rail in the mix. Removing Amtrak, or any passenger rail conveyance, from the current transportation mix would only incur greater travel risk and congestion. Amtrak is the seventh largest carrier of passengers in the United States, ranking behind United, American Delta and TWA airlines.

“Amtrak should get same help as nation’s airlines, highways,” Post-Tribune, Gary, IN, March 30, 2001
Market timing rarely works

Investment notes from Vanguard...

When the stock market goes south, or threatens to, it’s always tempting to move your Amtrak Retirement Savings Plan assets from stock fund investments into more conservative vehicles like money market and bond funds. Shifting money from stock funds to cash or bond investments when you anticipate a market downturn is called market timing.

Market timing rarely works, because you have to sell before prices drop, then buy back in right before the market rallies and prices rise. Like it or not, market swings can be dramatic and they’re impossible to predict.

By staying invested, you will hit rough patches from time to time. But you should also benefit from the market’s historic long-term positive trend.

The chart shows how $1,000 would have grown over 10 years under three scenarios. Those are if the investor had stayed in stocks for the best 10 months of market performance; the best five months; or just stayed in stocks the whole 10 years.

By moving your money out of stocks during down times, you run the risk of missing out on short- and long-term rallies.

Growth of $1,000 in the Standard & Poor’s 500 Index
(12/31/1990 to 12/31/2000)

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 best months returns</td>
<td>$2,356.50</td>
</tr>
<tr>
<td>Five best months returns</td>
<td>$3,253.35</td>
</tr>
<tr>
<td>Staying invested in the S&amp;P 500 Index</td>
<td>$5,016.24</td>
</tr>
</tbody>
</table>

Source: The Vanguard Group

Dollar-cost averaging—a better strategy

Investing the same amount of money on a regular basis—without regard to market movements—is known as dollar-cost averaging. By participating in your plan, you practice dollar-cost averaging automatically via payroll deductions. This approach ensures you buy more shares when the price is low and fewer shares when the price is high. As a result, your average cost per share will always be lower than the average market price of the shares.

‘Tourism Works for America’

The 18th Annual Celebration of National Tourism Week is scheduled May 6-12. Sponsored by TIA (Travel Industry Association of America), Tourism Week was designed by the U.S. Congress in 1983 to draw public attention to the importance and benefits of the U.S. travel and tourism industry. This year, the push is to create tourism awareness at the grassroots level.

On May 9, the 18 million tourism industry’s employees are asked to “Wear Red” to signify that tourism provides one of every eight people in the U.S. with jobs. This effort will help to communicate with people that our diverse and dynamic industry provides varied career opportunities for people.

According to a TIA news release, there is a widespread perception that hospitality and tourism industry can only support low-paying, low-skilled jobs, with little opportunity for growth or advancement. But, in fact, last year alone, travelers spent $582 billion in communities across the United States. And that funds a lot of excellent jobs!

Learn more about tourism at the TIA Website, www.tia.org

Amtrak’s award-winning marketing and communications

Amtrak has won 10 national marketing and communications awards. The Transportation Marketing and Communications Association will formally present the awards in June.

The Amtrak award winners were selected from among 170 contest entries. The highest honor in each category is the Award of Excellence, followed by Merit Awards. Following are the projects and programs that have been recognized, along with the team leaders of those efforts.

Awards of Excellence

Acela Express launch—Lynn Bowersox
Arrive Magazine—Maryanne Roberts
Student Advantage—Linda Park
Fall Advertising campaign —Carmen Walsh, Joyce Greene

Awards of Merit

Ski Program—Michael Weinberg
Thomas and the Magic Railroad—Linda Park
AARP promotion—Linda Park
Travel Planner—Linda Park
Pacific Surfliner launch—Cindy Darlington
Amtrak Ink—Dave Narsavage, Leslie Beers and Meeka Jackson
Congressional support grows for Amtrak and high-speed rail

On June 26, the U.S. House of Representatives passed the federal transportation spending bill, which includes Amtrak’s FY2002 funding. The legislation funds numerous needs throughout the country, from highway construction to air traffic control improvements. It would provide $251 million to Amtrak starting Oct. 1, 2001, for capital investment projects and other priorities.

Federal support for Amtrak falls mostly under two categories: capital infrastructure projects, such as new track, facilities and rail cars, and operating costs, such as most salaries and day-to-day service expenses.

In FY 2002, Amtrak is scheduled to receive $40 million in federal funds to support operating costs. This continues a significant reduction in our dependence on federal operating assistance. In 1999, for example, Amtrak used $318 million in federal operating assistance. By 2003, operating support will be eliminated completely.

The money from the FY2002 transportation bill, combined with some remaining FY2001 capital funds, would enable Amtrak to invest approximately $600 million in infrastructure improvements next year.

After passing the House, the transportation bill then went to the Senate for consideration sometime after the Fourth of July congressional recess.

In a second important legislative development this summer, supporters of high-speed rail development welcomed the introduction of the High-Speed Rail Investment Act (HSRIA) by 125 members of the House of Representatives on June 27.

The HSRIA was co-authored by Reps. Amo Houghton (R-NY) and James Oberstar (D-MN), and is designed to help ease traffic gridlock, as well as create jobs and economic opportunities in many communities throughout the U.S.

If passed by Congress and signed into law, it would authorize Amtrak to issue bonds of up to $12 billion over 10 years, with the proceeds

Amtrak takes fans to the NASCAR races

Amtrak partner and NASCAR favorite Rusty Wallace took to the rails in May to make a big announcement—Amtrak’s Monster Mile Express would carry race fans to the June 3 Winston Cup Series Race at the Dover Downs Speedway in Delaware.

Wallace made the announcement during a news conference onboard the Carolinian. He talked with guests, signed autographs, and jumped from one media interview to another to talk about our special train.

But race fans who missed this Monster Mile Express aren’t out of luck. Amtrak will run a second Monster Mile Express train to Dover Downs on Sept. 23. Our regular trains will take fans to 32 of this year’s 36 Winston Cup Races.

Amtrak’s Monster Mile Express carried nearly 300 pumped-up NASCAR fans to the June race. The special train originated in New York, with stops in Newark, Trenton, Philadelphia, and Wilmington.

Unlike the drivers in the actual “Monster Mile,” our guests enjoyed a relaxing and stress-free trip, and they raved about the on-board service. It was such a clear choice for getting to the races that many said they’ll look into booking for future races.

In addition to satisfying our guests, the Monster Mile Express attracted positive media coverage. The CBS local affiliate in Salisbury, MD, showed up to greet the train in

Onboard the Carolinian, Rusty Wallace autographs a helmet for a race fan.

Wyoming, DE, on the day of the race. The Dover Downs event and Amtrak’s special train also made the front page of the Wilmington News Journal.

Amtrak’s partnership with NASCAR began with our recent sponsorship of Rusty Wallace, one of the circuit’s leading drivers. The “Rusty 2 the Track Travel Club” offers race fans a 15-percent discount on Amtrak travel to the races, and a 10-percent discount on travel at other times.

Amtrak thanks all of the employees who helped with this special move,
Several weeks ago, I was pleased to have the opportunity to address the National Press Club in Washington. This is a prestigious forum, and in the days leading up to the speech I gave a lot of thought to what I wanted to say, because it has been a time of both great opportunity and great challenges for all of us. I wanted to be sure that the audience—reporters, business leaders, public officials and others—understood our dedication to the highest quality of service, yet the often conflicting nature of our mission to serve a national need and become operationally self-sufficient.

I was proud to not only share some of the success stories reflecting the fundamental changes going on in the company, but to also credit the employees who’ve worked so hard. As I said, our success is owed to the 25,000 hard-working men and women here who are making it all come together.

Just recently we saw some of those champions being honored as President’s Service & Safety Awards recipients. Being able to represent dedicated colleagues like that was why I was so proud to share our story at the National Press Club.

While we still face many challenges ahead, I think we will in fact meet our goals. But it will take a very strong effort. As I’ve said recently, the delay in getting passenger rail in the United States will take a very strong effort to meet all employees have helped transform this company by putting the guest at the center of everything we do has positioned us to be successful in the long run. At a time of national frustration with travel options, our Satisfac- tion Guaranteed service has allowed us to stand out from the pack.

Let me again thank you for your commitment and hard work, and your efforts as we move ahead.

Amtrak formalizes relationship with the American Red Cross

Amtrak has signed a Statement of Understanding with the American Red Cross (ARC), formalizing a relationship of cooperation in times of emergency. The two organizations are committed to work together on passenger rail disaster planning, preparedness, and response.

Amtrak and the ARC have worked together before, but it was the derailment of the City of New Orleans at Bourbonnais, IL, in March 1999, that led to formalizing our working relationship. Employees from both organizations were able to save lives because they had been trained in emergency response. In addition to the ARC workers who rushed to the scene, more than 100 Amtrak employees from across the country did the same. They all acted with courage and professionalism in leading our guests and each other to safety.

A few months after the accident, Anne Hoey, vice president of Service Operations, met with the head of disaster services for the ARC. He had heard how well employees from both organizations had worked together during that accident. He wanted to discuss what lessons had been learned, and how to provide the best care during any future incidents.
On June 6, Angela Smart, a 25-year-old sales manager for Hotel DeAnza in San Jose, became the one-millionth guest on Amtrak’s Capitol Corridor trains. The event marked the first time that ridership on the Capitol Corridor hit one million in 12 months. Smart commutes daily from her home in Sacramento on the 5:25 a.m. train to her job in San Jose, a three-hour trip.

At a ceremony in the San Jose Diridon station, Smart said, “The train’s safer than driving. You can just relax.” Smart says she spends the first hour of her trip sleeping.

Jay Commer, general manager of the California Corridor, escorted Smart off the train front in numerous television cameras. “The Capitol Corridor is not even 10-years-old and the ridership is exploding,” said Commer. “With the freeways congested and travelers frustrated, we have nowhere to go but up.”

Smart was presented with tickets to an Oakland Raiders home game and a getaway trip to San Francisco on the train, with accommodations for two nights at the Holiday Inn. The Capitols, which operate between Sacramento, Oakland/San Francisco and San Jose, is the fastest growing service in the country, with a 41 percent increase in ridership in 2000, and over 50 percent in 2001.

Great announcements have something in common. They are delivered to contented people who are prepared, committed, and take pride in their work. They grab your attention because of the sincerity and pride they exude. Our guests benefit greatly from our employees’ professionalism. From all the employees at Amtrak, our very special thanks go to all the announcers who use their talents to keep our guests well-informed, and who further secure our reputation for high-quality service.

Employees recognized for delivering announcements with excellence

More than 160 employees have been honored with certificates of recognition for excellence in public announcements in stations and on board trains. Earlier this year, a company-wide initiative was launched to improve the quality and consistency of our announcements to guests at all of our facilities. Providing them with up-to-the-minute and accurate information is one of our most important services, and certainly a critical factor in the way our overall service is judged.

So to judge just how well we’re doing, qualified supervisors visited stations and onboard crews across the country this spring to observe the quality of newly designed announcements on four characteristics: content, clarity, timeliness and warmth. The supervisors frequently commended announcers on the spot, made recommendations where improvement was needed, and reported their findings at the end of the survey for later formal recognition.

The names of all the announcers were posted at various work locations, on the Amtrak Intranet, and the Employee Broadcast System.

The route to our success

Amtrak ink June/July 2001

Key Strategies

Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network

Define customer demand, using extensive research, and then match our system with that demand.

Deliver consistent quality service

Change the culture of the company to be more guest-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand

Introduce and support a new brand for Amtrak, to signal a major change to our guests.

Operate a cost-effective business

Identify specific functional areas, policies, organizational structures, and back-office costs that have potential for improved cost management.

Maximize public and private partnerships

Pursue public and commercial partnerships aggressively, through Mail and Express and other programs that generate the highest returns for the company.

Develop corridor services

Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building Northeast Corridor services.
Group effort saves $10,000

Employees, volunteers renew Orlando station

Each year, the prestigious Dr. Gary Burch Memorial Award honors a railroad employee who displays exceptional devotion to safety. Railroad workers nationwide are eligible for the recognition, and are customarily nominated by colleagues or supervisors.

This year, one of our own took home the award. Damian Garden, a track supervisor in New Haven, CT, was recognized for his outstanding work ethic and dedication to safety. He is a 26-year Track department veteran, known for his selfless attitude and love for the railroad. In New Haven, Garden is the consummate “go-to” guy.

In addition to receiving the Burch Award, Garden is also a recipient this year of a President’s Award for Sustained Excellence. He was honored, along with 45 employees and passenger rail advocates, at the President’s Awards ceremony in June.

Currently, Garden oversees inspection of all track and switches located between New Haven, CT, Boston, MA, and Springfield, MA. Henry Marcell, director of Safety-Engineering, nominated him for the Burch Award based on his “unyielding efforts to maintain our track to the highest standards.”

Garden received the Burch Award from Mrs. Bette Burch during a meeting of the National Association of Railroad Passengers in Washington, D.C.

Damian Garden receives two top honors for commitment, exceptional performance.

Employees, volunteers renew Orlando station

Group effort saves $10,000

In anticipation of the kick-off of a national travel show in Orlando, the introduction of the Florida Rail Pass, and the announcement of our partnership with Florida State Parks, all on the same day in May, PJ Sherban and Hank Koppelman of Marketing and Brand Management agreed that the Orlando station needed a little sprucing up. After all, thousands of people would be passing through it—Amtrak should look its best.

When Koppelman approached the Silver Service product line with the idea of repainting the station, their response was immediate: “We will buy the paint if you can help supply the volunteers.” Koppelman recalled, “This was an excellent cooperative effort between the Marketing and product line staff.”

John Barry Sr., manager of Customer Services, Central Florida, and Barbara Golden, Brand Marketing manager, North/Central Florida, took over from there, and coordinated the project to renew the Orlando station.

The station hadn’t been repainted in at least 10 years and the paint had begun to chip. The tile inside the station was in fair condition, but needed work. Some landscaping was also needed.

Several volunteer organizations, and others who just wanted to help, were contacted. They included “Hands on Orlando,” 23 students from Bishop Moore High School, 10 members of the “Valencia College Volunteers,” seven members of the Civilian Club, two people from American Rail Tours of Orlando, and three members from “Keep Orlando Beautiful.”

Working in between train times, in the evenings, and in alternate shifts, the employees who rolled up their sleeves to help included, Dick Weaver, Marcia Kostival, Rick Mangru, Marvin Scott, David Anderson, Marilyn Martinez, Noah Bradshaw, Nelson Lecour and Charles Cash.

After two weeks, including weekends, the project was completed, and the Spanish-style train station was revived.

The initial estimate for an outside contractor to handle the job was $15,000. But this team of workers got the job done for $5,000.

The ceilings and walls had been repainted. The tiles had been power washed, and the landscaping consisted of potted palms, trimmed trees, colorful flowers and other greenery. Thanks to the efforts of the Orlando employees, and the volunteers, visitors can appreciate the beautiful station.

By Julienne Joseph, Corp. Employee Communications intern

“This was an excellent cooperative effort between the Marketing and product line staff.”

Hank Koppelman
Marketing & Brand Management Southeast
Signage for the HSR project receives four distinctive awards

The creators of new signage developed as part of Amtrak’s high-speed rail project have been awarded four prestigious awards. These signs, representative of our new brand identity, are intended for use throughout our system as station upgrades occur. The first of the awards was a gold medal presented by the Industrial Designers Society of America. The design company of Calori & Vanden-Eynden submitted the Amtrak HSR signage project, which was judged on criteria including appropriate aesthetics, appeal, and ecological responsibility, as well as design innovation and benefit to the client and business. Their entry was included in the June 25 edition of Business Week.

That design company and Amtrak were also awarded “The American Corporate Identity 17” Award of Excellence for signage and environmental graphics, in recognition of the “The best projects can only be realized with a client who has a vision and the fortitude to pursue their goal.” Amtrak signage project. The award recognizes built environments as an extension of brand identity.

The Society of Environmental Graphic Designers (SEGD) presented Amtrak with its third award, the Insight Award. Ellen Taylor, director of Station Program and Planning, accepted the award on behalf of Amtrak. The SEGD Board of Directors recognized Amtrak as a client who consistently commissioned environmental graphic design programs that have significantly enhanced or promoted opportunities for the field of EGD education. Some examples of this kind of work include identity graphics, signage, exhibit design, mapping and themed environments.

Amtrak was said to be an overwhelming choice for this award. According to one of the leading designers on the international scene, “the best projects can only be realized with a client who has a vision and the fortitude to pursue their goal.”

The fourth award was presented by The American Institute of Graphic Arts (AIGA). This honor was given again to Calori & Vanden-Eynden for the Amtrak signage project and is noted as one of the most selective statements on design excellence and innovation. A survey of these selections will be published in AIGA’s virtual gallery, and exhibited in AIGA’s New York gallery in October.

BENEFITS CORNER

Saving enough for retirement

Experts estimate that you’ll need 70 to 80 percent of your pre-retirement income to maintain a similar standard of living in retirement. Your Amtrak Retirement Savings Plan is one of the best financial tools available to help you meet your retirement needs. But it’s important to start as early as possible and to contribute as much as possible. Here’s why:

Railroad Retirement/Social Security can’t do it all. Your Railroad Retirement benefit will provide just a portion of what you’ll need in retirement.

The cost of living continues to rise. Inflation, while relatively moderate in recent years, may not remain so over the long run. Even if inflation remains at current levels, it will cut your purchasing power in retirement.

You could have a long retirement. Americans can expect to live an average of 20 to 25 years in retirement. With the trend toward early retirement and improved health care, your retirement could stretch to 30 years or more.

Maximize your savings

Your savings can snowball in the Amtrak plan because you don’t pay taxes on your earnings until you withdraw the money. But if you’re not saving the maximum allowed, you’re not giving yourself the best chance to save enough for retirement. Worried you can’t afford it? Try this approach:

Set aside an amount you’re comfortable with now. Many people find that contributing 4 percent or even more of their paychecks can be relatively painless.

Increase your contributions by 1 percent each year. (If you earn $30,000, that’s less than $6 a week.) Before you know it, you’ll have reached the maximum.

For an extra boost, consider dedicating pay increases to savings. For example, if you get a 3 percent raise, increase your contribution to the plan by 3 percent.

Plan for your future

Vanguard’s website at www.vanguard.com offers interactive calculators, worksheets, and planning tools to help determine if you’re saving enough for retirement. Select Personal Investors, then click on the Education, Planning, & Advice tab. Under Financial Planning Solutions you’ll find the following:

Vanguard Online Planner. Create a personal financial plan online. You can choose from four options: retirement planning, college planning, investment planning, and estate planning. As a registered website user, you can save and return to your data for up to 12 months.

Vanguard Navigator Plus®. If you prefer to plan offline, you can download Navigator Plus for free.

Calculators, Worksheets, and Research Tools. See how the tax advantages offered in the Amtrak Retirement Savings Plan helps you save more; take a brief quiz to test your investment risk tolerance and receive guidance on choosing funds; see how compounding makes your savings grow over time; and more.

Good news for commuters

Wouldn’t it be wonderful if we could save money coming to work?

Good news, now you can. There is a new benefit program that will enable employees to substantially cut their commuting expenses for parking, carpooling and public transportation. Even better news—you will use pre-tax dollars to do so.

Continued from page 1

High-speed rail support

Continued from page 5

going to upgrade existing rails, build new high-speed lines, purchase high-speed trains, and eliminate or improve grade crossings. To obtain funding for rail projects in their regions, states would need to match 20 percent of the project costs. More than two-thirds of the proposed investment would be spent outside the Northeast Corridor in other high-traffic corridors, including California, the Pacific Northwest, the Midwest (with Chicago as the hub), the Southeast, Florida, the Gulf Coast, and Texas.

Similar legislation was introduced in the Senate earlier this year with strong support from Senate Majority Leader Tom Daschle (D-SD), Minority Leader Trent Lott (R-MS), and 55 other co-sponsors. Amtrak, governors, mayors, local business leaders, and organized labor are actively supporting both bills. Last year, the HSRIA passed the House, but did not come up for a vote in the Senate. Backers of the bill are hopeful for passage in both houses of Congress this year and for the support of President Bush, who has not taken a position on it yet. Hearings on the bond bill are scheduled for July.

Continued on page 15
Amtrak's cost-cutters

Mike Nee, who works at the New Orleans terminal, told us he saved the company some bucks for vehicle repairs. The price for labor on one vehicle was $204, which he thought was too high. After he questioned the charges, the vendor reduced the bill to $154. Mike saved $50.

We heard from Terry Douglas and Tom Fortune in Jacksonville, who told us that a group of management and agreement-covered employees there got together for a team-building exercise. They painted the exterior of the operations building, after receiving an estimate from a contractor for $3,500 to do the job. The employees spent $500 for materials and lunch, saved $3,000, and developed some team spirit among the employees.

Stephanie Pritchard saved $439 on office supplies for her group. Instead of purchasing new supplies and print cartridges, she took a few minutes to check her inventory and found enough items in stock to fill her order.

Tim Otto from Jacksonville said an employee team made a decision to terminate a lease agreement. Some time ago, Amtrak leased several highway trailers to accommodate additional express shipments and bulky materials, but the trailers were used sporadically. The employees agreed to use our own Railroaders instead, and saved the company money.

Norel Pride in St. Louis told us how Amtrak exceeded a guest’s expectations, and at the same time saved Amtrak some cash. A guest enroute from Chicago to Los Angeles got off the train in St. Louis, went into the station, then missed the train as it departed the station. The ticket agent contacted the onboard crew, and arranged for the guest to reboard the train at a nearby location. Hotel, meals, and air travel would have exceeded $500.

Hank Pauley made a business trip to New Orleans, where he spent seven days. Rosenbluth Travel got him the lowest hotel rate, which was $109 per day. When he checked in at the hotel, he inquired about a lower rate (AARP, AAA, Amtrak business, etc.). The hotel checked their rates and found one for $99 per night. Just asking resulted in a savings of $70.

Henry Blackmon in Chicago received a vendor’s instructions to ship a cooling fan to another facility by air. He contacted the sender and asked why air shipment was needed. It wasn’t. The item was sent by ground service for the price of $205. Had the item been air shipped, it would have cost $2,206. Savings: $2,061.

Amtrak Ink shines the spotlight on some of the many employees whose efforts to save Amtrak money are paying off. More and more, employees are uncovering areas where costs can be cut or avoided. And, thanks to a special E-mail address called “WE,” set up by Amtrak Intercity Employee Communications, employees can submit their cost-cutting “pearls,” which are then shared with their colleagues. Each of these cost-savings pearls is an example of how we can all practice good cost management.

In Chicago, Diane D’Andre and Lucy Urich scrambled to cancel overtime calls originally made when vacancies were anticipated due to training. Diane heard a rumor that the training classes were being canceled. She verified that classes would not be held and with Lucy, quickly canceled the overtime. Savings: $644.

Angela Bajdan of Milwaukee found out that two Amtrak employees were traveling to Milwaukee on business. She made reservations for them at a hotel used by Amtrak T&E crews, got them the crew rate, and saved $100.

Larry Allen of Milwaukee told us how the baggage department employees there gave the 36-year-old station’s waiting room a new look. The employees recently replaced 60 seats with new cushions and back covers. Had they hired a vendor, they would have spent $10 per cushion. Instead, the employees did the work themselves and saved approximately $600.

Frank Lapp and Mike McCarthy, who work in Chicago, monitor each inbound corridor train for stock that is about to expire. They recently found more than 100 sandwiches that were about to expire. The sandwiches were sold on the next train, otherwise they would have ended up on the charity cart. Approximate savings: $300.

Jerry Bridgforth in Jacksonville received a bill for repairs made to a forklift. The bill for parts and labor totaled $475. Bridgforth thought the $245 charged for labor was high. The vendor agreed and knocked $100 off the price.

Jim Hughes says a little effort reaps big rewards. A situation came up where he needed bus transportation for guests traveling between Port Huron, MI, and Sarnia, Canada. He called Jeri Brown, the ticket agent at Port Huron, explained the situation, and asked her to get a few buses. The first company she contacted had only one bus available, but the company was willing to make two trips for the price of $416. The second company offered her two buses with a $1,200 price tag. Even though Jeri knew that using one bus would create additional work for her, she considered how much money she could save Amtrak. Because of her willingness to go the extra mile, Amtrak saved $784.

Rick Degman and members of the Crescent product line group are saving some money. The group recently moved to new offices in Meridian, MS. They searched for an affordable office cleaning service there, but the best rate they got was $225 per month to clean five offices. Instead, they’ve decided to do the vacuuming, dusting, and trash removal themselves. So, with the purchase of a refurbished vacuum cleaner and some cleaning supplies, they’ll save their product line and Amtrak over $2,400 per year.

Message from Amtrak West President Gil Mallory:

“As you know, California is in the midst of an unprecedented energy crisis, and it is uncertain when the current energy problems will be resolved. In addition to increasing consumer energy costs, the threat of rolling blackouts is expected to continue and likely worsen throughout the summer months...”

“In addition to being aware of what you should do in the event of a blackout, I am asking each of you to conserve power whenever possible without compromising safety. There are some easy tips we can all use to conserve energy, while at the same time reduce energy costs. For example, turn off all computers, monitors, printers, scanners, and ARROW monitors not being used. Use e-mail where possible instead of faxing. Turn the lights off in your office when you go to lunch or attend meetings, and close shades or blinds during the early morning or late evening hours to reduce solar heat. Set the furnace thermostat at 68 degrees or lower, and the air-conditioner thermostat at 78 degrees or higher.

“While other Amtrak West locations outside California and areas across the country are not yet directly affected by California’s energy problems, these tips, in addition to saving energy, are measures that make good sense and save money. Any savings achieved, as a result of our energy saving efforts, will certainly benefit Amtrak’s bottom line.”

Janice Schultz in Sanford has been saving money on invoices from vendors. For instance, one of her weekly invoices carries the statement: “Pay by X date and you may deduct...” It is usually $200 or more each week. That’s over $800 a month. To take advantage of the savings, she makes sure that these invoices are processed as soon as she gets them.
Amtrak West wins prestigious Labor Management Award

Amtrak West has received a 2001 Labor Management Award by the Union Label and Service Trades Department (UL&STD) of the AFL-CIO. The award, instituted by the UL&STD in 1988, recognizes an employer that has shown its commitment to two fronts. First, the employer displays a commitment to the collective bargaining process. Second, the employer is committed to producing quality, competitive, union-made products or services in an increasingly difficult market. In addition to Amtrak West, Fenton Art Glass of Williamstown, WV, also received the award.

“The companies we honor today illustrate the point that positive labor relations, consideration of worker concerns, and a commitment to excellence are not only desirable, they are also critical elements for a successful enterprise,” said Charlie Mercer, UL&STD president.

Amtrak West was nominated by the Brotherhood of Railroad Signalmen (BRS), based on the company’s consistent proactive approach to labor relations. “Amtrak West management routinely holds labor management meetings for the purpose of solving problems immediately,” said Dan Pickett, international president of the BRS. “When a problem is identified, the company initiates action to correct it.”

“The companies we honor today illustrate the point that positive labor relations... are critical elements for a successful enterprise.”

Charlie Mercer, UL&STD president

Gil Mallory, president of Amtrak West, accepted the award at the opening of the 2001 AFL-CIO Union Industries Show in Los Angeles. “The dedication of Amtrak West’s workforce is the key to the success of our product lines and their popularity and satisfaction among our guests,” Mallory said.

Amtrak West employs approximately 2,500 from various railroad unions. Some examples of Amtrak West’s proactive approach to labor relations include:

- Amtrak West is the only rail employer in California that ensures BRS members will be covered by the Railroad Retirement System for work performed under long-term intercity railroad contracts with two regional transit authorities.
- When the Bay Area Authority wanted to hire full-time signal employees to install grade-crossing warning signals, Amtrak successfully proposed a plan to temporarily transfer union-represented signal employees from elsewhere in the company to handle the job.
- Amtrak West acted as an intermediary to provide adequate pay and benefits for workers.

Most recently, when the BRS sought to ease financial strain on employees working in high-cost areas around Los Angeles and San Francisco, Amtrak arranged for an added $1,200 in monthly per-diem payments for BRS members under the terms of existing agreements. In the past such payments had been limited only to construction employees on the system.

Amtrak West safety notes

Special trains take safety seriously

Amtrak West and Operation Lifesaver participated in two successful “Officer on the Train” events in May. Citing and warning 63 motorists and pedestrians who placed themselves in danger by trying to beat the train at crossings, or by trespassing on the tracks. These events serve to educate pedestrians, drivers, police officers and the media about the dangers of trespassing on or driving across the tracks.

“These events are a great opportunity to team railroad police and operational folk with local law enforcement. It provides law enforcement the engineer’s perspective of the dangers that are observed daily by train crews,” said Captain Jim Martino, Amtrak/Caltrain Police.

PREPARE 2000 saves a life

Have you ever wondered how you would react in an emergency situation? Would you stay calm and recall everything you learned in the training course you took? Brenda Lettengarver did.

Lettengarver, manager of Operating Rules, attended PREPARE training in November 2000. And on May 29, her skills were tested.

Robin Brown, Amtrak West manager of Employee Services, was choking on a piece of candy when Lettengarver performed the Heimlich maneuver on her, dislodging the candy from her throat, and perhaps saving her life.

Brown described the experience and her appreciation: “I am extremely grateful to Brenda because it had gotten to the point that I felt as if I was losing consciousness. After the candy was dislodged, I continued to have trouble breathing,” she said.

“Brenda was able to calm me, which enabled me to breathe. In addition, she stayed with me for a time to ensure that I was in good condition. I am certain that if it wasn’t for Brenda’s fast thinking and caring attitude, I would not be able to [talk to you] today,” Lettengarver said.

Robin Brown is okay and feel fortunate I came in contact with her when I did. Thanks to Amtrak offering this course, I was able to act.”

COMTO honors Amtrak as an outstanding ‘Corporate Citizen’

The Conference of Minority Transportation Officials (COMTO) presented Amtrak with a Corporate Citizen Award during its annual conference in June. The conference theme was “Global Transportation: Bridging Multi-Modalism.”

According to Davitta B. Early, COMTO’s interim executive director, Amtrak was recognized for its consistent demonstration of commitment to COMTO by supporting its conferences, maintaining corporate sponsorship, and particularly in 2001, for sponsoring student travel to this year’s event.

Gerri Mason Hall, vice president, Business Diversity & Strategic Initiatives, accepted the award on Amtrak’s behalf.

COMTO was founded in 1971. Its original concept was to bring together senior minority transportation officials. Now, with six regional and 25 local chapters throughout the country, COMTO provides networking opportunities for small, minority, female-owned and disadvantaged businesses seeking contract opportunities within the transportation industry. It is also known for its training and education programs, scholarships and research.
Outstanding employees awarded company's highest honor

In a ceremony held June 22 at the Hyatt Regency Hotel in Washington, D.C., some of Amtrak’s most talented and dedicated employees and external partners received the company’s highest honor—a President’s Service & Safety Award.

The awards program recognized 45 individuals for accomplishments in calendar year 2000. They made outstanding contributions to the corporation, and exhibited exemplary work performance and leadership that support Amtrak’s values. The men and women honored this year were selected by the toughest judges in the industry—our own colleagues.

A committee comprised of 34 employees from each SBU and corporate headquarters received more than 724 nominations from employees across the country. After careful review and research, the committee selected the winners of this year’s awards.

During the awards ceremony, Amtrak President George Warrington expressed his admiration for the award recipients and the contributions they have made.
They are truly Champions of the Rails.

Members of the North Carolina Train Hosts Association among their favorite guests. And when trains are late, the for instance, senior citizens and the physically challenged are have been doing for 11 years—with no charge to Amtrak. They are there, nearly every day, caring for guests, just as they including the locomotives. This $6-million annual investment is community involvement, and there is no greater example than the The Malvern station has been renovated, and an Thruway Motor- the state have erected signs directing travelers to Amtrak stations. Tourism Commission, towns and cities along major highways in the state also owns the Piedmont equipment, including the locomotives. This $6-million annual investment is just one example of Governor Hunt’s advocacy for passenger rail. He has been a leading supporter of the High-Speed Rail Investment Act, and he has joined several other governors in spearheading the Southeast High-Speed Rail Corridor project. And, it was Governor Hunt who led the effort to acquire the North Carolina Railroad Company. Owing that 317-mile infrastructure, from Morehead City to Charlotte, gives the state the ability to develop future plans for intercity and commuter rail service.

Governor Hunt has sponsored initiatives to protect every grade crossing in the Raleigh-Greensboro-Charlotte corridor, and to study the separation of highway and rail traffic throughout the state. Recent improvements at nine Amtrak stations in the state were financed in part or entirely by the state, thanks to Governor Hunt’s interest in passenger rail service.

Amtrak is pleased to honor Governor Hunt as a Champion of the Rails.

North Carolina Train Hosts Association (Hosts and hostesses. Members of the North Carolina Train Hosts Association. Whether arriving in or departing from North Carolina, you will be greeted by them as your smiling hosts and hostesses. They are there, nearly every day, caring for guests, just as they have been doing for 11 years—with no charge to Amtrak. Because of their experience, they can anticipate needs, and accommodate them before anything is even said. Always cheerful and knowledgeable, they rise to a challenge. For instance, senior citizens and the physically challenged are among their favorite guests. And when trains are late, the volunteers circulate among the waiting guests and others, providing reassurance and Southern hospitality. Members of the North Carolina Train Hosts Association enhance guest satisfaction, and they have contributed immensely to the quality and safety of passenger rail service in North Carolina. They are truly Champions of the Rails.

William A. Pollard, D.D.S.
Conway, AR

Dr. William A. Pollard of Conway, AR, began his passion for passenger rail while working his way through college as a ticket clerk at the Little Rock station. Today, Dr. Pollard maintains a successful dental practice, and continues to promote Amtrak. Through his involvement with the Arkansas Tourism Commission, towns and cities along major highways in the state have erected signs directing travelers to Amtrak stations. The Malvern station has been renovated, and an Amtrak Motorcoach connection now serves Hot Springs—one of the state’s most popular resorts.

When elimination of the Texas Eagle was proposed, Dr. Pollard arranged his patient schedule to attend every hearing in Austin, Texas, helping support the service. But his boldest achievement has been as a member of a successful pilot to establish a local revenue management team for the Texas Eagle. With Dr. Pollard’s knowledge of regional demographics and economic trends, he and his fellow team members honed a record-setting pace of growth for the train. The success of the Texas Eagle is attributable to grassroots community involvement, and there is no greater example than the dedication of Dr. William Pollard—a Champion of the Rails.

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SAFETY COMMITTEE OF THE YEAR

Michigan Safety Committee

For the nearly 200 Amtrak employees who work in Michigan, there’s no question who should be the Safety Committee of the Year. And Amtrak certainly the honor goes to the Michigan Safety Committee.

The committee’s five members feel a responsibility for the safety of their colleagues at two T&E crew bases, one OBS crew base, and 26 stations. Employees report that members are “constantly” on the job, looking out for the safety of others. Monthly meetings are held at a different station every time, and members hand-deliver safety recognition items, a monthly newsletter, and other material.

That personal involvement has won them the respect of both management and front-line employees. Since the committee was restructured a couple of years ago, injuries have been reduced substantially. The committee has earned a reputation not just for talking about safety, but also for getting things done. In safety walkabouts, if they’re told about something broken that creates a hazard, it gets fixed. During safety audits and inspections, if they see anything that needs attention, it gets taken care of.

For its pursuit of a safe environment for employees and guests alike, the Michigan Safety Committee deserves recognition as the Amtrak Safety Committee of the Year.

STATE PARTNER

Governor Gray Davis
State of California

Governor Gray Davis of California is one of the nation’s leaders in recognizing the potential of passenger rail. Just within his own state, he has done more to improve passenger rail corridors than any other governor in California’s history. Governor Davis has made transportation one of his top priorities for record levels of state investment, along with education and health care. His commitment has made California one of Amtrak’s most enthusiastic state partners.

From two sets of Pacific Surfliner equipment last year to an additional $98 million of funding this year, he is expanding Californians’ travel choices in a variety of ways. And, Governor Davis has also been a vocal supporter of the High-Speed Rail Investment Act being considered by Congress. His position has helped to broaden the base of support for rail corridors throughout the country.

The leadership of Governor Gray Davis is making the vision of faster and even more convenient train service in California an ever-growing reality. Because of his leadership within the state and nationally, Amtrak is delighted to honor him with the President’s Award for State Partners.

Theresa Gren
Rail Communications Specialist, Washington State DOT

Much of the success of the highly popular Cascades service can be attributed to the early efforts of Steve and Theresa. They insisted that the new trains reflect both market and Amtrak employee preferences. Even today, Theresa and Steve still interview guests and Amtrak employees to get new ideas.

Working with Operation Lifesaver, they developed the “Schools on Train” program. It gives students a chance to experience train travel, which includes a lesson on railroad safety. The program is sold-out annually, and is now a nationwide model.

From statewide television broadcasts, to information-sharing trips to our call centers, Stan, Theresa, and their Washington colleagues are partners who deliver. Last year, Cascades ridership was more than five times its 1993 total, and revenue was more than eight times its opening total.

SAFETY ACHIEVEMENT

Dennis R. Gilbert Sr.
Maintenance of Way Repairman Foreman, Perryville, MD

Dennis Gilbert, a Maintenance of Way repairman foreman, is being honored today for an idea that increases the case and environmental safety of a common task.

That job is the removal and replacement of wooden blocks that are embedded in concrete. Dennis devised a way of doing it with no damage to the concrete, minimal stress to the track structure, and environmental sensitivity. And, the company is saving thousands of dollars.

Dennis came up with a system that uses a high-pressure water stream to shred the embedded ties into mulch. The process takes little more than two minutes.

Everything happens within a box that is attached to a vacuum truck hose. All remedial oils, grease, and crosstie are captured and disposed of properly, and not released to the environment. The previous method was time-consuming, damaging to both the concrete and the roadbed, and cost about $1,000 per tie. Now, that cost has been reduced by more than half.

Dennis Gilbert is a vigilant employee—he places Amtrak’s key corporate goals and values at the forefront of his daily work. For his ingenuity and leadership, Amtrak honors him with the President’s Award for Environmental Safety Achievement.

STATEMENT

Governor James B. Hunt Jr.
Former Governor, State of North Carolina

North Carolina is a model of how a state passenger rail program should work, and the person most responsible for that is Governor James B. Hunt Jr. The Carolinian and the Piedmont trains, both highly regarded by guests, are subsidized by the state of North Carolina. The state also owns the Piedmont equipment, including the locomotives. This $6-million annual investment is just one example of Governor Hunt’s advocacy for passenger rail.

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Amtrak is pleased to honor Governor Hunt as a Champion of the Rails.

North Carolina Train Hosts Association (Hosts and hostesses.

There’s something special about riding a train with superior service. Prime examples are the Piedmont and the Carolinian—thanks largely to the members of the North Carolina Train Hosts Association. Whether arriving in or departing from North Carolina, you will be greeted by them as your smiling hosts and hostesses. They are there, nearly every day, caring for guests, just as they have been doing for 11 years—with no charge to Amtrak. Because of their experience, they can anticipate needs, and accommodate them before anything is even said. Always cheerful and knowledgeable, they rise to a challenge. For instance, senior citizens and the physically challenged are among their favorite guests. And when trains are late, the volunteers circulate among the waiting guests and others, providing reassurance and Southern hospitality. Members of the North Carolina Train Hosts Association enhance guest satisfaction, and they have contributed immensely to the quality and safety of passenger rail service in North Carolina.

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Councilman Joe Kellejian
Solana Beach, CA

The Honorable Joe Kellejian, known to many of his constituents as “Mr. Coaster,” is a perfect example of what it takes to receive a President’s Award as a State Partner. A member of the city council of Solana Beach, he has supported the growth of both statewide and regional passenger rail for many years. In 1994, he joined the North County Transit Development Board, and spent two terms as chairman. He was pivotal in the launch of the Coaster—the successful southern California commuter service owned by the North County Transit District and operated by Amtrak.

He is also a member of the San Diego Association of Governments, and serves on its High-Speed Rail Task Force, and he chaired the North Coast Transportation Study Committee. He now serves on a special sub-committee that makes recommendations about transportation needs in the region. Mr. Kellejian has worked for years to obtain funding for various rail projects, including the east-west line between Oceanside and Escondido, and a grade separation project in his own community. Joe Kellejian’s pledge to the growth of rail service in California is praiseworthy, and Amtrak is proud to consider him an honored State Partner.

Secretary Sid Morrison
Washington State DOT

Service and leadership are hallmarks of Sid Morrison’s current. He has served his fellow state residents since 1987, both in the U.S. House of Representatives, and the Washington State Legislature.

Sid’s arrival as Secretary of Transportation eight years ago came at a crucial time for passenger rail in the Pacific Northwest. Visionary regional leaders had developed a sensible plan to gradually upgrade local Amtrak service. The concept of modern rail service was new, and funds were limited. However, through the strength of his personal credibility, Secretary Morrison brought together the necessary support for rail improvements.

His hard work and willingness to take a risk launched the Cascades service to record-setting success. With Sid’s leadership, the DOT introduced new trains, improved stations, and provided faster, more frequent Amtrak service. Ridership and revenue skyrocketed, and the Cascades quickly ranked at the top of Amtrak’s national system in passenger satisfaction.

But Sid doesn’t feel that his work is done. He continues to fight for improved passenger rail service, including support for the High-Speed Rail Investment Act, modern train control technology, and station upgrades, particularly for Seattle’s historic King Street Station. Amtrak is proud of honor Secretary Sid Morrison as a State Partner.

SUSTAINED EXCELLENCE
Carol Bowersox
Sales Agent, Mid-Atlantic Reservations Sales Call Center, Philadelphia, PA

For more than 23 years, Carol Bowersox has been the voice of Amtrak to thousands of callers, a job she loves. Her enthusiasm can even be measured—the success of Carol’s performance has exceeded every standard at the Philadelphia call center for the past five years.

Over that time, she has generated more than $1 million in reservation sales and ticketed revenue every year. Consistently, she has a passion for finding the most innovative way to meet the guest’s schedule and budget guidelines.

When asked to describe Carol, colleagues and supervisors respond without hesitation: “Nothing short of amazing...extremely contagious...impeccable manners...unbelievably kind.” Although Carol works the slower afternoon/early evening shift, her sales average $680,000 more than those of the typical agent, and she handles an average of 7,000 more calls.

Because of her pleasant personality and rich sense of humor, she’s great at handling dissatisfied callers. Some have even written Amtrak to commend Carol as a representative of the company’s image.

Carol Bowersox never seems to have a “bad day”—she just does the right thing, no matter what. That dedication makes her a natural choice for a President’s Award for Sustained Excellence.

Lisa A. Castillo
Service Attendant, Los Angeles, CA

Doug G. Wheeler
Service Attendant, Los Angeles, CA

Service attendants Lisa Castillo and Doug Wheeler have worked as a team for six years, providing superior service. As our guest on the Southwest Chief wrote, “we were served by two very professional, energetic and friendly employees.”

Colleagues say it’s a joy to see the pair work, sensing how one can help the other. Although fast and efficient in an always-busy diner, they still treat each of their guests as if they were in their own homes.

A mayor riding a special team for the numbers, Conference of Mayors wrote, “They were the best dining car workers that I’ve seen in all my years riding Amtrak.” According to the product line general manager, revenue in the dining car is always high when the Lisa/Doug team is at work.

Their strength is in tuning unhappy guests into Amtrak fans. As a colleague said, “I’ve seen their magic work many times.” Because of their special abilities, they were asked to train new-hire clerks, and have been doing that as a team since 1989.

For the entire Amtrak team, there could be no better example of Sustained Excellence than the team of Lisa Castillo and Doug Wheeler.

William L. Howell
Conductor, New York, NY

Welcome to Bill Howell’s train. He’ll do more than just collect your ticket—he’ll provide you with a memorable experience. For more than nine years, Bill has been a Northeast Corridor conductor noted for enthusiasm in providing every guest with first-class treatment.

Bill’s professionalism and positive attitude are contagious. A supervisor said if there is a service disruption, she is always “absolutely relieved” if she discovers Bill is aboard the disrupted train.

Bill was an early and enthusiastic supporter of Amtrak’s new Acela program. As one guest on the Acela noted, “he literally and figuratively.” But, he said, “below that calm sea on the surface.” But, he said, “below that world-class visual image in everything associated with Amtrak. Her design work is everywhere in the system. Whether it is a ticket or jacket, a brochure or poster, or a calendar—you’ve benefited from Jane’s abilities.

Jane is relentlessly dedicated to a world-class visual image in everything associated with Amtrak. Her design work is everywhere in the system. Whether it is a ticket or jacket, a brochure or poster, or a calendar—you’ve benefited from Jane’s abilities.

She is responsible for dozens of designs that have to meet her exacting standards each year. But, as a key member of the Brand Transition Task Force, it’s her job to protect the use of our new brand identity everywhere. There may be no item in the country reviewed by her.

Jane takes a personal interest in every project, and he’ll do whatever it takes to meet the deadline and satisfy the client.

As his clients soon realize, there is no passive connection when you work with Steve McConnell. His enthusiasm rubs off on everyone—you can’t help but be drawn in.

He may be behind the camera, cheerfully engaging the subject, or he might be locked away inside the editing suite in Wilmington, but Steve’s eye is always on a positive impression. His caring and love for Amtrak, its employees, and its guests will always come through.

One day might find him on Capitol Hill or inside an executive office; the next day he could be onboard a train or crawling through tunnels. But he’s always looking out for the people around him. To Steve, every Amtrak employee is a client.

One task means more to Steve than any other: the annual video profiles of the President’s Awards recipients. This year, Amtrak is proud to turn the camera around, and to honor Steve McConnell for Sustained Excellence.

Jane C. Melhorn
Director, Design & Identity Management, Washington, DC

After talking with Jane Melhorn’s colleagues and clients, an awards committee member said he was getting a picture of “a calm sea on the surface.” But, he said, “below that calm sea, there’s unlimited life, activity, and strength.”

Jane is relentlessly dedicated to a world-class visual image in everything associated with Amtrak. Her design work is everywhere in the system. Whether it is a ticket or jacket, a brochure or poster, or a calendar—you’ve benefited from Jane’s abilities.

She is responsible for dozens of designs that have to meet her exacting standards each year. But, as a key member of the Brand Transition Task Force, it’s her job to protect the use of our new brand identity everywhere. There may be no item in the country bearing Amtrak’s brand signature that hasn’t been either created or reviewed by her.

It’s not only employees who feel the effect of Jane’s work. Whether onboard or in stations, our guests enjoy examples of Jane’s dedication to creating a world-class image in everything associated with Amtrak.

Quiet, calm, accommodating. One of the company’s finest, Jane Melhorn has earned recognition for her Sustained Excellence.
Heureuse Polycarpe Pierre
Carmen Holger, Sunnyside, NY

Heureuse Polycarpe Pierre, called Ms. Polly by co-workers, is an excellent example of dedication and sincerity. She is a “prodigious scenes employee,” but one who plays a real role in providing quality guest service. Ms. Polly has broader responsibility than many carman helpers. She ensures that supplies are provided on time to the coach cleaners who work at Sunnyside. As important as that task is, she has chosen to do even more. She makes sure the cleaning department is running as smoothly as possible. For instance, she has drastically reduced the cost of cleaning cloths. She thought they could be washed and reused, instead of discarded after one use. She convinced her supervisor to buy a washing machine, and now the department is saving thousands of dollars.

This is just one of many ways, for the past 22 years, she has made the work of her colleagues easier, or protected company resources. Ms. Polly is a proud and caring person who takes her job seriously. She puts the guest at the center of everything she does, and she appreciates that teamwork leads to success.

Heureuse Polycarpe Pierre is a role model of Sustained Excellence.

Benedito Vila
Gang Watchman, Sunnyside, NY

Benedito Vila, known to his teammates as Benny, has been described as a quiet but busy “track bee.” His bursts of enthusiasm and great job performance have earned him the respect and admiration of colleagues and supervisors alike. His perpetual positive attitude is a boost to everyone. He is treasured for his professionalism, and his willingness to show both new and seasoned employees the skills needed to do a superb job, and still work safely.

And when it comes to safety, he practices what he preaches. In a 25-year career, he has maintained a perfect safety record. A man of many skills, he typifies what teamwork and cooperation is all about. Currently, he is a watchman for the Queensboro Bridge project in Sunnyside Yard.

Working the tracks for an entire career takes hard work, commitment, dedication, and stamina. Just weather conditions alone are enormous obstacles to good working performance. But through it all, he has done the job well, and kept a calm and mild-mannered attitude. He always exceeds expectations, and he inspires others. As his teammates say, his smile lights up Sunnyside Yard. Congratulations Benny, on your award for Sustained Excellence!

Ronald J. Walker
Trackman, Philadelphia, PA

To many, Ronald Walker is known as Ronnie. To others, he’s “Pre Wee,” a nickname that suggests a smaller man. But he was given that name affectionately by friends and coworkers who recognize him as a true giant.

Hired by Amtrak in 1976, Ronnie has worked as a trackman and a work equipment operator. He’s now in the Northeast Corridor’s Mid-Atlantic Division, working out of Philadelphia.

His coworkers describe him this way: “good-natured… a natural leader for young trackmen…and dignified.” And his supervisor calls him “what a track person should be.”

Ronnie is also a strong family man whose life revolves around his family and faith. His influence is recognized by many. A high school teacher of one of his daughters said, “You can tell what type of person he is by the way his daughters handle themselves in school.”

One coworker said, “You know that song, ‘Lean on Me,’ the one that says everyone needs someone to lean on? Well, Ronnie is that person for us all.”

There is no small praise for Ronald “Pre Wee” Walker. And that’s why he’s being honored with a President’s Award for Sustained Excellence.
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Beginning in mid-1976, through 1977, labor agreements were signed that transferred thousands of Northeast Corridor jobs from Conrail to Amtrak. For the next few months, you'll see a long list of employees celebrating their 25th anniversary—congratulations to all of you!
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**RAILWAY ROUNDPUP**

**Trails and Rails**

During the Memorial Day weekend, Amtrak extended its “Trails and Rails” program on the Vermont and Adirondack.

In partnership with the National Park Service, Trails and Rails is aimed at educating people about the natural and cultural heritage of the nation’s parks. Narrated onboard tours are designed to attract sightseers who are not traditional visitors to national parks.

Vermont passengers can take advantage of the program when traveling between Burlington Essex Junction and Amherst, as the train winds through the Green Mountains. Those on the Adirondack can enjoy the tour between Yonkers and Hudson in the Hudson Valley region and between Saratoga Springs and Westport.

The Trails and Rails program started six years ago on the Sunset Limited.

Amtrak launches aggressive safety campaign

More than 100 Philadelphia elementary school children joined Amtrak and Operation Lifesaver to announce an aggressive safety campaign on June 6.

The event included the airing of a series of new public service announcements, as well as a program presented by one of Amtrak’s Community Relations Officers. Joining Police Chief Ron Frazier, vice president of Systems Operations, was SEPTA Chief of Police Richard Evans. In addition, Larry Wilson, assistant deputy mayor for Transportation for Philadelphia, read a proclamation by Mayor John Street declaring June 6 as “Philadelphia Railroad Safety Day.”

Each year, nearly 1,000 people are killed or injured nationwide in track-related accidents while on railroad property, making it imperative to spread the railroad safety message, particularly with summer approaching and children having more free time to play outside unsupervised.

**11th Annual OL ceremony held at Washington Union Station**

On May 16, Amtrak hosted the 11th Annual Operation Lifesaver Day and Congressional Appreciation Awards ceremony at Washington Union Station. The theme of this year’s event was “Take Safety to Heart,” and this theme was showcased in the new public service announcements that were shown at the event.

The recipient of this year’s award was Rep. Martin Sabo of Minnesota. Some previous winners of the Congressional Appreciation Award include Senators Frank Lautenberg, Trent Lott, DOT Secretary Norman Mineta, and Senator Kay Bailey Hutchison, co-sponsor of the Railroad Grade-Crossing Act of 1994.

**Barbara Richardson, Amtrak executive vice president, was the featured speaker. She reiterated Amtrak’s commitment to Operation Lifesaver and grade-crossing safety.**

This year’s attendees were also able to tour eight private cars owned by several freight railroads and private citizens.

Every 115 minutes a train collides with a vehicle or a pedestrian somewhere in this country. This sobering reality is why Amtrak continues its commitment to grade-crossing safety and trespass prevention. Supporting Operation Lifesaver, along with the educational outreach of hundreds of Operation Lifesaver presenters, will save lives.

Amtrak’s Office of System Safety would like to thank all the Amtrak employees who pulled together to make this event a success.

*By: Erica Underdown*

**Corporation System Safety**

**Busy at the Midwestern RSCC**

April was a busy month for the Midwestern Reservation Sales Call Center. It included recognizing National Operation RedBlock Day, participating in Parent-Child Day, and hosting the Amtrak Historical Society.

On National Operation RedBlock Day, employees enjoyed participating in demonstrations of dancing exercises, and treadmill and lifecycle use. Participants learned how exercise could relieve tension, particularly the kind that can result from sitting for long periods in front of a computer. And, T-shirts displaying “Doing Our Best to Relieve Our Stress” were available for purchase.

The mission and purpose of Operation RedBlock was reinforced so that newer employees are aware of the important role ORB plays in our workplace. Videos were shown to illustrate the influence of alcohol and stress on individuals in any workforce.

Employees celebrated Parent-Child Day by hosting a series of events for children, including a tour of workstations to learn how they function. The best part was seeing the parents on the phone, with their sons and daughters listening with headsets to see what it’s like in the real world of reservation sales.

The center was also host to the Amtrak Historical Society for its seventh annual conference. It was an enjoyable and educational event, and we were honored to have been able to showcase the Midwestern RSCC.

All three events were a great success and an inspiration for everyone who participated.

*By: Gary Knutson, manager, and Mark B. Little, team leader*

**Correction:**

The September 2000 issue of Amtrak Ink incorrectly identified the following 25-year anniversary.

**25 Years**

**Correction:**

August 2000

COY, LOUIS M
Chicago Metra District

**25 Years**

COY, LOUIS M
Beech Grove District

**25 Years**

**Correction:**

April 2001

**Retirement**

**Correction:**

**25 Years**
Amtrak’s Dispute Resolution Office—Who We Are and What We Do

The Dispute Resolution Office of Amtrak’s Business Diversity and Strategic Initiatives Department handles the company’s internal complaint process for addressing claims of discrimination, harassment, and retaliation. In addition to filing an internal complaint with the Dispute Resolution Office, employees have the right to file complaints of discrimination, harassment, and retaliation with federal, state, and/or local government agencies authorized to handle such complaints.

The Dispute Resolution Office is:
- A neutral evaluator of workplace issues and disputes
- Responsible for addressing and resolving internal complaints of discrimination, harassment (including sexual harassment), retaliation, and unfair treatment on the basis of race, sex, color, religion, national origin, age, disability, veteran status, sexual orientation, or other personal characteristics protected by law
- Authorized and committed to taking appropriate corrective actions (including disciplinary action, up to and including termination when misconduct and/or violation of company policy are found)

Dispute Resolution Offices are located in Chicago, Illinois; Los Angeles, California; New York, New York; Philadelphia, Pennsylvania; and Washington, DC.

How You Can File a Complaint?
You may file a complaint with the Dispute Resolution Office if:
- You are a current, former, or retired Amtrak employee
- You applied for a position with Amtrak
- Your complaint is filed with the Dispute Resolution Office within one year after the date of the alleged discrimination, harassment (including sexual harassment), retaliation, or unfair treatment

Complaints may be filed with the Dispute Resolution Office:
- By visiting the nearest office in person and completing a formal complaint form
- By telephone or e-mail
- By writing the Dispute Resolution Office

If you believe that you have been discriminated against, harassed, or retaliated against, you have the right to file a complaint with the EEOC. You may also apply for a position with Amtrak and request to work with a complaint with the EEOC or with the Dispute Resolution Office. However, if you prefer to file your complaint with the EEOC, you must file your complaint with the EEOC within 180 days after the alleged discriminatory conduct occurred. Therefore, complaints filed with the EEOC must be filed within 180 days after the alleged discriminatory conduct occurred. In order for a complaint to be timely filed with the EEOC, those time limits must not even occur if an employee files a complaint with Amtrak’s Dispute Resolution Office.

Dispute Resolution Offices are located in Chicago, Illinois; Los Angeles, California; New York, New York; Philadelphia, Pennsylvania; and Washington, DC.

Complaints can be filed by calling toll-free to the Dispute Resolution Office hotline: 1-877-351-8338

GUEST LETTERS

This letter was submitted by Neyna Johnson to June Norfleet, service manager, Midwest Corridor (IL/OMO), to commend Dale Chapman, a ticket agent at the Amtrak station in Springfield, Illinois.

Dear Ms. Norfleet:

On the evening of April 8, I rushed to the train station to pick up my ticket to travel to Chicago the next morning. After joking with Dale at the ticket counter, (I ride frequently) I proceeded to respond to one of his questions and choked on the piece of hard candy in my mouth. The candy was lodged in my windpipe and I was unable to dislodge the candy. Dale recognized that I was still having difficulty and ran out of the ticket office to begin performing the Heimlich maneuver on me. After several attempts, the candy was finally dislodged and I was able to breathe again.

He [Dale] is truly my hero, and although I did not take the time to put my incident in the local newspaper, praise, honor, and recognition should be given to Dale. I would not have lived to tell my story had Dale not come forth to my aid. Although I am tardy in giving this to you, my gratefulness is no less sincere. Amtrak should be very proud to have someone like Dale as an employee.

Sincerely,
Neyna Johnson, M. S.
State Long Term Care Ombudsman

Dear Amtrak:

It’s my pleasure to send this letter to Amtrak thanking you for correcting what could have been a disastrous experience.

I had paid for my VISA card the previous week.

I arrived at the station, flipped my credit card through the machine and the reservation came up as nonexistent... A secretary told me the reservation had been cancelled out because it hadn’t been paid. I only had 15 minutes to catch the train so I was going to be late. He sent me to a supervisor who worked with me until we fixed the problem. It seems there was a duplicate reservation under my name that was paid, so he issued the tickets, just in time.

Yesterday, in every instance, if there was a way to make my trip better, it was done. I am extremely impressed with Amtrak’s new focus and I hope all companies, my own included, use this story as an example of how going the extra mile promotes good and good word of mouth.

Thank you for this example that service guaranteed isn’t always about refunds; it’s about service.

Sincerely,
F. Feldman

Dear Amtrak:

Yesterday, in every instance, if there was a way to make my trip better, it was done. I am extremely impressed with Amtrak’s new focus and I hope all companies, my own included, use this story as an example of how going the extra mile promotes good and good word of mouth.

Thank you for this example that service guaranteed isn’t always about refunds; it’s about service.

Sincerely,
F. Feldman

Dear Amtrak:

Recently I returned from a trip that included the Texas Eagle, Lake Shore Limited, Acela Express, and the Cardinal.

I would like to single out train chief Harry Kabel, and the train crew working this service for their courtesy, professionalism, and detail to service. I can truly tell you that their efforts made my trip on the Cardinal exciting, pleasant, and a joy for me.

Sincerely,
Coppinger

Arlington, TX

Dear Amtrak:

I just wanted to drop you a note of thanks. My wife and I just completed a lifelong dream—a cross-country journey via rail. We spent a lot of time planning, and we felt it would be fun, but it was beyond our expectations.

I have been marketing merchandising all of my life, and have felt that the attitude of a company’s employees reflects the tone set by management. This being the case, you and your team are doing an excellent job.

Unfortunately we didn’t get the names of the persons who made our almost 8,000 mile trip so memorable. [But] the car attendants, dining car personnel, the conductors and chefs that we came in contact with were extremely nice and always concerned about our comfort and well being.

We have sung, and will continue to sing your praises to everyone who is willing to listen. And if you need an advocate for Amtrak, we are only a phone call away.

Sincerely,
Mr. & Mrs. Morgan

Dear Amtrak:

This is a letter commending the quick-thinking and compassion of action of one of your employees aboard the Coast Starlight on April 22. He is Chris Baruxes, a dining car [attendant].

Unfortunately, I choked on a piece of fish, which completely stopped my breathing. Mr. Baruxes was immediately at my side and took charge calling for the conductor, as he applied the Heimlich maneuver consistently until my throat was cleared and breathing restored. I am eternally grateful to him for I feel he saved my life.

Also, your other employees, from the conductor on down the line, kept their eyes on me for the rest of the journey expressing their concern for my wellfare. Thank you so much Amtrak officials for your wonderful crew!

Most sincerely yours,
Mrs. E. Rees
Beaverton, OR

Dear Amtrak:

I am an elderly person. My age is 100. I recently went on several trips to Washington, New York, and Boston. I take these trips either on or after my birthday in January. I was supposed to go to Washington, D.C. to meet the president (then it was Clinton); however, things got kind of mixed up (the election results, Clinton leaving, Bush taking over, etc.)

I booked passage on #30. The train crew took very good care of me, even seeing that I was put on #66 for Boston. When I returned, everyone seemed to want to help me on and off the various trains in all the cities involved. I ended my trip by taking #30 from New York City... All concerned in assisting me on my trip were a big help to me. I missed my appointment in Washington, but I was told that I would be remembered in 2002. So I write to you thanking you for all my pleasant trips.

Sincerely,
W. Bender
Amtrak West introduces innovative entrees

Amtrak West is giving San Joaquin and Cascades guests another tempting reason to ride the rails. Exciting new menus are delighting guests, making their travel experience even more memorable. Erik Robinson, director of Food and Beverage, and Gay Banks Olson, Cascades service manager, worked with the states of California and Washington to select the tasty menu items.

The San Joaquin regionalized its dining and lounge car entrees to better meet the tastes of its expanding ridership. In addition to revamping the menu, the San Joaquin has repositioned the dining car to the center of the train to allow easy access and increased visibility. Guest response to these changes has been positive, as increased food service revenues reflect.

Further north, the Cascades service between Seattle and Vancouver, B.C., offers appetizing menu items designed by nationally recognized chef Kathy Casey. Onboard since April, the menu is receiving fabulous reviews from our guests. Casey is an acclaimed chef, columnist and author of numerous cookbooks. She was hailed by Craig Claiborne in the New York Times as an “inventor of dishes that dazzle the eye and the palate.”

Continued from page 5

Under the Commuter Reimbursement Benefit program, there are two types of commuter reimbursement accounts. The first is the Transportation Reimbursement Account, which helps cover mass transit expenses (e.g., farecards, tokens), or carpooling expenses. The second account is the Parking Reimbursement Account. This account will help employees pay for parking expenses (e.g., parking at or near Amtrak work locations, or near a location where you carpool or take mass transit).

These accounts will work similarly to other spending accounts enjoyed by Amtrak employees. The employee contributes money to the account from his/her paycheck before federal, state (except New Jersey and Pennsylvania residents), and railroad retirement taxes are withheld. So, you are paying for eligible expenses with pre-tax dollars. That’s a big cost savings!

In any given month, commuting expenses can be reimbursed from your own account—up to $65 for mass transit and carpooling expenses and $180 for parking. For employees who currently park at Washington, D.C. Union Station, or the Kansas City station, your deductions will automatically be made pre-tax. You don’t have to enroll in this benefit.

If you don’t use all the money in your account, you may roll the money over to the next month, and even the next year. And, you can check your account balance via the Internet, at www.shs.net. Reimbursements will come quickly through direct deposit, or by check.

For more information, agreement covered

Amtrak and Icelandair to offer first joint rail/air trips to Europe

Amtrak has teamed up with Icelandair to provide a unique travel experience, introducing the first joint rail/air trips between the U.S. and Europe. Beginning May 31, domestic and international travelers can now purchase a ticket from Icelandair for travel between Washington, D.C., or Philadelphia, to destinations in Scandinavia, the United Kingdom, and Continental Europe. Guests will travel on Amtrak from Washington or Philadelphia, connecting to Icelandair’s daily flights at Baltimore/Washington International (BWI) Airport.

Under this “codeshare” arrangement, a first for travel in the U.S., travelers simply make one reservation for both rail and air travel. The train portion of the ticket will show an Icelandair flight number.

Our partnership with Icelandair is another way Amtrak is developing strategic partnerships to create an inter-modal travel experience that is convenient and cost effective for our guests.

Amtrak, MBNA introduce Amtrak Guest Rewards credit card

In May, Amtrak and MBNA America Bank announced their agreement to offer a co-branded credit card. It’s a move that will that will provide added benefits for our loyal guests.

Beginning this summer, cardholders will earn points with every purchase that they make—whether they are buying a ticket for travel on Amtrak or buying dinner at a favorite restaurant.

The Amtrak Guest Rewards credit card will offer a low interest rate and no annual fee, making it easily the card of choice for program members. The card will essentially replace the Amtrak 2Amtrak Rewards card introduced about two years ago. Card applications will be available this summer in many Amtrak stations and over the Internet.

Amtrak sees increase in ridership among seniors, guests with disabilities

Ridership among seniors increased almost 8 percent, and nearly 6 percent among our guests with disabilities last year, following successful group-targeted marketing campaigns.

During 2000, 1.8 million seniors traveled on Amtrak trains, an increase of almost 8 percent over 1999’s 1.7 million travelers. The most popular routes traveled by seniors included the NortheastDirect, Pacific Surfliner, Empire Builder, Coast Starlight, and San Joaquins.

Last year, 184,000 disabled guests took advantage of discount fares to travel on Amtrak trains, an increase of nearly 6 percent over 1999’s

...
Florida’s East Coast closer to rail service

With the arrival of summer, more than the weather is getting hot in Florida. The development of both high-speed and intercity rail service has moved to the front burner through the combined efforts of Amtrak, the state, private partners and freight railroads.

Amtrak Intercity and FEC Railway signed an agreement in June to restore passenger service to Florida’s East Coast after a 30-year absence, providing two new daily roundtrips between Jacksonville, West Palm Beach and Miami. New Amtrak station stops would be added in St. Augustine, Daytona Beach, Titusville, Cocoa/Port Canaveral, Melbourne, Vero Beach, Fort Pierce and Stuart.

The FEC agreement is key to Amtrak’s plan to double Florida service from three roundtrips daily to six. Amtrak and FEC Railway are working with the Florida Department of Transportation and local communities to secure funding for track, signal and siding work, as well as station development.

Service would begin phasing in a year after the start of construction. Amtrak service from Jacksonville would ultimately include three roundtrips to Miami—two down the coast and a third via Orlando; and three roundtrips to Tampa—two via Orlando and a third via Ocala and Dade City.

Meanwhile, Gov. Jeb Bush has signed legislation creating a Florida High-Speed Rail Authority, the first step toward meeting a Constitutional Amendment approved by state voters last fall mandating a statewide high-speed rail system. Amtrak’s Capital Programs Department has been working with the Florida DOT in planning the first leg of the route between Tampa and Orlando down the median of I-4. The system ultimately would extend to Miami, Jacksonville and Naples.

Amtrak worked closely with Coast-to-Coast Rail, a coalition of 34 major central Florida employers, to gain an endorsement of the High Speed Rail Investment Act. Coalition members include SunTrust, Disney, Universal Studios and Verizon. The organizers of Tampa/Orlando’s bid to host the 2012 Olympic Games will cite the prospect of high-speed rail service as part of their bid.

Product line supervisor training held in six cities

A training course was held in six cities across the country to ready 155 former OBS chiefs for their new responsibilities as product line supervisors.

The chief positions were changed to better meet the needs of guests and to provide more consistent support for front-line employees. Because those in the new product line supervisor role will provide a broad range of support, training in several areas was necessary.

Dolores Frich, manager, Human Resources Development, and Jeff Kocar, Human Resources consultant, developed the two-day training course, and were the primary presenters at sessions held in Los Angeles, Seattle, Chicago, Miami, Wilmington, and Washington, D.C. The training course included rules overview, leadership skills, team-building, safety, cost management, job responsibilities, and auditing.

“The sessions were very positive. We learned that the supervisors wanted to focus on the leadership, coaching, and team-building aspects of the position,” Kocar said.

The duties of each product line supervisor will vary, but they all received the same training so they would be prepared to fill in for others if necessary.

Some will have more administrative duties and be responsible for food and beverage audits and linen inventory, for example. Others will spend most of their time onboard trains to be a resource for train crews, while others will work the train platform and in stations.

Dear Amtrak:

On March 20, 2001, you wrote to me as a result of my problem in arriving in New York by Amtrak three hours late on Saturday, Dec. 23.

I am pleased to report your automated credit came through in my March Visa statement, a copy of which is enclosed. You can be assured of my appreciation for the way you handled this matter.

You can see the credit was issued March 21, and, the very next item under this credit is a charge of $2,789.39. You will be pleased to know this is for an Amtrak trip later this summer.

We are proud to have Amtrak continuing to serve us for our future travel needs.

Thank you for your consideration.

Sincerely,

(A satisfied guest)
Amtrak improves commitment to environmental protection

Amtrak provides environmentally efficient service in some of the nation’s most densely populated and congested corridors. Passenger rail service generates less air pollution and uses less energy per passenger mile than either highway or airplane travel. However, there’s always room for improvement.

Nearly two years ago Amtrak launched the Environmental Management System. An aggressive, three-year program, it was created to identify environmental impacts and risks, enhance our planning efforts, measure and reward superior performance, and promote environmental awareness among our employees and our partners.

In addition, local field environmental specialists (FESSs), responsible for day-to-day environmental compliance, work with SBU environmental managers to provide facility management support. The corporate environmental department also provides services such as training and procedure development; regulatory agency interface; and technical support.

As part of meeting everyday compliance obligations, the department has undertaken a series of 51 annual facility audits, designed to quickly identify and correct any deficiencies. It is expected that 69 large and medium facility audits will be completed over the next three years.

The department has also begun developing an improved database that tracks environmental permitting, and it has increased Amtrak’s recycling programs.

“I want to commend the many people within the company who for the past two years have worked very hard to improve our environmental practices,” said George Warrington.

A year ago, Amtrak’s top executives signed an environmental policy that will help further our commitment to be an industry leader in environmental protection. This policy commits us to three important principals: environmental leadership, stewardship, and compliance.

continued on page 12
Bush to appoint Mineta to Amtrak board

President Bush has announced his plans to appoint U.S. Secretary of Transportation Norman Mineta to the Amtrak Board of Directors for a five-year term.

Mineta’s appointment fills the vacancy created when Secretary Tommy Thompson resigned in May. Thompson’s resignation followed his appointment to Bush’s cabinet as secretary of Health and Human Services. He had served as Amtrak’s board chairman since his appointment by President Clinton in 1998.

Traditionally, the secretary of transportation has served on the board, and by law, only one federal employee may serve on the panel. So Thompson’s resignation was required in order for Mineta to be appointed.

Prior to joining the Bush administration, Mineta served as Secretary of Commerce under President Clinton. He is also a former member of the House of Representatives. As a member of Congress, Mineta championed increased investment in the transportation infrastructure.

The other five members of our board include vice chairman, Gov. Michael Dukakis, Sylvia de Leon, Linwood Holton, Amy Rosen, and Mayor John Robert Smith. One vacancy remains to be filled.

CMS, Delaware to develop computer-based training for dispatchers

More computer-based instruction is on the horizon for the Amtrak workforce.

Helping to set the standard for this modern approach to training, Amtrak’s Workforce Development department has teamed up with Crew Management Services and a consulting firm called Alternative Learning Solutions (ALS) to produce five comprehensive computer-based training (CBT) courses. All five courses are currently being offered to new-hire dispatchers at CNOC in Wilmington.

The courses have been designed for the dual purpose of training new crew dispatchers, and as a refresher resource for experienced dispatchers.

“This CBT program will significantly reduce the costs and time associated with classroom training,” said Mike Kates, general manager, Crew Management Services. “Additional CBT development is planned for FY02 to provide consistent inter-active training for CMS assignment clerks.”

Glen Stickler, senior manager of Human Resources Development, said, “Since CBT is more interactive than book or classroom instruction, it’s more likely that dispatchers will retain the information because they are a participant in the instructional process.”

Amtrak has produced CBT before but not to this magnitude or complexity. The new CBT includes full motion video, simulators, and advance technology that makes the instructional process more enjoyable for trainees.

“We are really excited about this project and the possibilities for technologically advanced training for our employees,” said Boyd Crouse, project manager, CBT development. “Computer-based instruction is the way to go because it enables you to work at your own pace, and you get immediate feedback as you work through the exercises.”

The project team developed the programs in-house, with ALS providing programming support, for about $150,000. Sol Carey of Employee Service Support, and Meeka Jackson from Corporate Communications, provided the voiceover and on-camera talent.

Frank Hogan and Ed Flexer of Crew Management Services had the challenging task of creating the detailed script of instructions that guides users through the courses. Retaining outside contractors to do the work at the same level of quality would have cost between $500,000-$700,000.

In support of employee development, the Delaware Economic Development Office provided grant money to develop the CBT program. That money was part of the original agreement for Amtrak to build the CNOC facility in Delaware.

Penn Station emergency drill a success

There’s a report of a disabled train and smoke in the East River Tunnel leading into New York Penn Station—what should we do?

Stay calm, for one. It takes only one frantic person to escalate the situation and endanger hundreds of people. That was one of the key messages of the latest in a series of inter-agency emergency preparedness drills held by the Metropolitan Division.

The emergency scenario was realistically staged and then safely resolved by responders from Amtrak, the Long Island Rail Road, NJ Transit, New York fire, police, and emergency medical services, and the FRA. The drill demonstrated the necessity of close coordination between all the agencies involved.

“Coordination and communication is key in the handling of an emergency of this potential magnitude,” said John Fiumano, the division’s fire safety manager. Before the drill, Amtrak’s safety professionals held many planning sessions to ensure that everyone was aware of their roles.

Fortunately, Penn Station’s rescue procedures are not often implemented. But drills like this ensure that the correct responses stay so ingrained that they become second nature for all front-line supervisors.

When the code “500” was sounded, everyone snapped into action. All the needed notifications were made, and appropriate personnel were dispatched. On-board crew members on the “disabled” LIRR train communicated with passengers and shut down the air conditioning to prevent smoke from being drawn into the train. At the same time, all emergency responders were hurrying to their pre-determined locations.

The cooperative nature of the exercise was emphasized when an Amtrak locomotive rescued the LIRR train, with crews from both railroads following special coupling procedures. Once safely in the station, “injured” passengers were treated by the city’s emergency medical technicians.

Evaluators and observers were stationed at every critical location, to assess achievement of the goal of “safety for all participants.” This drill was also the first opportunity to practice the new conference feature of the way-side telephones in the East River Tunnel.

Drills such as this enable Amtrak, other railroads, and New York City’s “bravest and finest” to be ready for any emergency.

The route to our success

Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network
Defining customer demand, using extensive research, and then match our system with that demand.

Deliver consistent quality service
Change the culture of the company to be more guest-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand
Introduce and support a new brand for Amtrak, to signal a major change to our guests.

Operate a cost-effective business
Identify specific functional areas, policies, organizational structures, and back-office costs that have potential for improved cost management.

Maximize public and private partnerships
Pursue public and commercial partnerships aggressively, through Mail and Express and other programs that generate the highest returns for the company.

Develop corridor services
Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building Northeast Corridor services.
Amtrak Intercity holds its annual Recycling Slogan Contest

Did you know that in fiscal year 2000, almost 660 tons of the waste (about 24 percent of the company’s total) from Chicago Union Station was recycled? The cost savings was about $25,000.

Chicago recycling program also saved more than 11,000 trees, over 4,600,000 gallons of water, nearly 20 tons of air pollution, more than 2,700,000 kilowatt-hours of energy, and almost 200 cubic yards of landfill space.

In recognition of these efforts, and in honor of Earth Day, Amtrak Intercity held its annual Recycling Slogan Contest in April. The inventor of the catchiest recycling slogan was rewarded with a $500 savings bond.

The contest was open to Amtrak employees throughout the business unit. The contest was open to Amtrak Intercity employees only, but they were allowed to collaborate with family and friends. More than 200 entries were received. Becky Johnson of the Engineering Department submitted the winning entry. Her slogan: “Train your self to recycle.”

Johnson didn’t spend a long time tossing around slogan ideas. “I just came up with one,” she said. “I am adamant about recycling.”

Amtrak video judged ‘Platinum Best of Show’

The Aurora Awards, an independent film and video competition, has recognized the achievement of two Amtrak employees for their creative video production called, “Getting To Know Us.”

Eileen Magee, project manager, Engineering, and Steve McConnell, senior producer, Corporate Communication’s Multi-Media department, put their expertise and talents together to complete the informative video. It was created to showcase Amtrak’s modern CNOC building in Wilmington, and the various services provided by Crew Management Services, where Magee was a manager at that time.

McConnell’s passion for the technical aspects associated with production, combined with Eileen’s flare for writing and producing, resulted in an exceptional product that was distributed to Train & Engine and On-board Services crew bases throughout the country, and various Amtrak training centers.

The video was judged “Platinum Best of Show” in its category by The Aurora Awards organization. It was entered against projects from private and corporate production groups, advertising agencies and television stations in the U.S. and Europe. The competition included entries from Fox Movie Channel, the History Channel, Lifetime Television, and the Learning Channel.

Employee treats Seattle Area students to train ride to Portland

Elementary school students from the Federal Way School District in Washington state who show promise to be good students and citizens were treated to a train ride on the Cascades, courtesy of Amtrak employee Eugene Montgomery.

As part of Project KOSS (Keep Our Schools Safe), a program founded by McConnell and his wife Myla to support students who are positive role models, Montgomery worked with the school to choose the students and organize a train trip from Seattle to Portland. Montgomery, a sleeping car attendant on the Empire Builder, split the costs of the trip with Amtrak.

Eugene Montgomery leads kids from the Federal Way School off a Cascades train.

“The only way I know how to do that is take all the money I can muster and spend time with these kids.” He took out a loan to cover additional expenses, such as T-shirts and trophies for the 24 lucky students.

Montgomery hopes to expand the project next year. “Eugene is a gentleman who is always a pleasure to work with,” said Rich Mason, product line manager, Pacific Northwest Corridor. Mason worked with McConnell to implement the program. For more information about Project KOSS, or to donate, call 253-661-0880.

Renewal comes to Merced station

Amtrak’s Merced station is the gateway to one of North America’s greatest natural wonders—Yosemite National Park. It’s also one of the busiest on the California Corridor product line.

The station was originally a Santa Fe station that was built around the end of World War I. But by the late 1990s, it was in need of some major repair. That’s when an enterprising group of people got together to renovate the facility.

Amtrak Intercity President Ed Walker says he loves Merced’s new station. He incorporated changes when an enterprising group of people got together to renovate the facility.

The lobby of the newly remodeled Merced Amtrak station features a lamppost from the original station, built by the Santa Fe railroad near the end of WWII.

The ticket counter, besides being accessible to our disabled guests, is very open and guest friendly.

Beginning in 1995, Michael Albanese, of the Amtrak West Engineering Department, started working with CalTrans, the city of Merced, and Carol Grimes, the Amtrak agent in Merced, to plan and design a new station. He incorporated changes into the new station that not only made it look better, but also made it more functional.

The new ticketing area was designed so that the agent had an unobstructed view of the waiting room, the bathroom entrances and the public phones. To improve guest safety and security, a surveillance system was installed that would monitor the outside of the station. This, combined with an electronic locking door system, made the Merced station one of the most secure in the Amtrak system.

The baggage room was greatly expanded, and an easy to use system of roll-up doors leading trackside made the baggage process much smoother.

Albanese designed the baggage room so that a conveyor belt can be easily installed when the station becomes even busier. The ticket counter, besides being accessible to our disabled guests, is very open and guest friendly, but can be secured by a sliding window.

Besides modernizing the station, Albanese worked hard to retain the charm and Spanish Colonial Revival style of the original station. Hand-cut wooden corbels from the original station along with the original Santa Fe Merced station sign were incorporated into the northern facade of the new building.

An original lamppost from the Santa Fe station was also put on display in the lobby of the new station.

Using funds from Amtrak, the city and the state, the project was completed under budget.

By Curt Bormann
Manager, Training
Los Angeles, CA

Eugene Montgomery leads kids from the Federal Way School off a Cascades train.

“I need to help stop the violence,” said Montgomery. “The only way I know how to do that is take all the money I can muster and spend time with these kids.” He took out a loan to cover additional expenses, such as T-shirts and trophies for the 24 lucky students.

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The Aurora Awards, an independent film and video competition, has recognized the achievement of two Amtrak employees for their creative video production called, “Getting To Know Us.”

Eileen Magee and Steve McConnell hold the awards they received in recognition of their artistic achievement.

L. to R. Ellen Jurczak of Chicago Safety and Environmental, slogan winner Becky Johnson, and Amtrak Intercity President Ed Walker show the $500 savings bond Johnson received for submitting the winning slogan entry.

Eileen Magee, project manager, Engineering, and Steve McConnell, senior producer, Corporate Communication’s Multi-Media department, put their expertise and talents together to complete the informative video. It was created to showcase Amtrak’s modern CNOC building in Wilmington, and the various services provided by Crew Management Services, where Magee was a manager at that time.

McConnell’s passion for the technical aspects associated with production, combined with Eileen’s flare for writing and producing, resulted in an exceptional product that was distributed to Train & Engine and On-board Services crew bases throughout the country, and various Amtrak training centers.

The video was judged “Platinum Best of Show” in its category by The Aurora Awards organization. It was entered against projects from private and corporate production groups, advertising agencies and television stations in the U.S. and Europe. The competition included entries from Fox Movie Channel, the History Channel, Lifetime Television, and the Learning Channel.

Employee treats Seattle Area students to train ride to Portland

Elementary school students from the Federal Way School District in Washington state who show promise to be good students and citizens were treated to a train ride on the Cascades, courtesy of Amtrak employee Eugene Montgomery.

As part of Project KOSS (Keep Our Schools Safe), a program founded by McConnell and his wife Myla to support students who are positive role models, Montgomery worked with the school to choose the students and organize a train trip from Seattle to Portland. Montgomery, a sleeping car attendant on the Empire Builder, split the costs of the trip with Amtrak.

Eugene Montgomery leads kids from the Federal Way School off a Cascades train.

“I need to help stop the violence,” said Montgomery. “The only way I know how to do that is take all the money I can muster and spend time with these kids.” He took out a loan to cover additional expenses, such as T-shirts and trophies for the 24 lucky students.

Montgomery hopes to expand the project next year. “Eugene is a gentleman who is always a pleasure to work with,” said Rich Mason, product line manager, Pacific Northwest Corridor. Mason worked with McConnell to implement the program. For more information about Project KOSS, or to donate, call 253-661-0880.
Good is the enemy of great!

Behaviorist Neil Dempster, of Clearview Performance Systems, delivered a clear and simple message—packed with a punch. His presentation to the call center staff included a basic, but intriguing idea: Good is the enemy of great.

In other words, if we come to work every day thinking “good” is good enough; we have no motivation to do better. To extend our potential, we must commit to working more effectively and efficiently.

In other words, if we come to work every day thinking “good” is good enough, we have no motivation to do better.

While at a conference for call center executives, Jay Lawrence, senior director, Reservation Sales, first heard Dempster’s message. The message, Lawrence felt, was neither job nor industry specific, and it was clear to him that his call center managers and supervisors would benefit from this concept—indeed, everyone could benefit.

The basic message is that the most important job function is to be incrementally better tomorrow than we are today.

The EffortSteps™ is a model that Neil uses and describes in his presentation. It is designed to help supervisors more effectively coach employees toward incremental performance improvements through small reinforcements. His message also underscores the importance of employees being self-managed. The EffortSteps™ model is now part of the team leader evaluation process at all the call centers.

Gene Price, the Riverside call center’s director, knows that the effectiveness of any training program is enhanced if it is properly followed up. So the Soaring Eagle Award was created to keep the concepts learned in class fresh in the minds of the team leaders.

Every month, a team leader in Riverside is voted Soaring Eagle of the month by his or her peers. Team leaders work together closely, sharing ideas that boost employee morale and productivity. Using the EffortSteps™ process makes supervisors eligible to be voted Soaring Eagle of the month. When Sue White was voted the first Soaring Eagle, her sales team had tipped more calls to our partner Hertz than 37 other teams in the desert call center.

Individuals who commit to learning something new every day are more effective in their work lives, as well as their personal lives. What have you learned today?

By Susan A. White, Riverside, CA
(Winner of the first Soaring Eagle Award.)

Amtrak carries some special guests aboard the ‘Freedom Express’

Editor’s note: Amtrak is prominently featured in the February 2001 issue of families magazine, which is published by the New Jersey Developmental Disabilities Council. Following is an excerpt from an article titled, “The Freedom Express.” It highlights the experiences of some of our guests who rode Amtrak’s special ADA charter.

Nearly 200 guests, most of them people with disabilities riding with their families, boarded the Freedom Express to Washington, D.C., last October, headed to the “March for Justice” on Capitol Hill.

In preparation for the event, Amtrak removed seats from the train to accommodate guests using wheelchairs and scooters, and accessible restrooms were available on each car.

At 6:00 a.m., the train boarded guests in New York City, making stops in Newark, Metro Park, Trenton and Philadelphia, on the way to the rally scheduled for noon that day.

Amtrak employees are committed to providing guests with exceptional service. The reactions of the guests onboard the Freedom Express proves that their efforts are not going unnoticed.

Brenda Klauditz boarded the train with her husband Ed, and her two sons Daniel and Andrew. Daniel, 17, has cerebral palsy, dyslexia and is unable to speak; however, that wasn’t enough to keep him from traveling to the Capitol.

“If Amtrak and the Council [Americans with Disabilities Act Council] hadn’t gotten this [the accommodations] together, many people would never have gone,” Klauditz said.

Anita Claverling documented her experiences on the special train. She wrote, “I met a wonderful gentleman named David Nelson, who works for Amtrak as a disability/advocacy specialist. David made sure that all of us were accommodated wonderfully, and he was just so very cordial to all of us.” She went on to say, “The entire Amtrak staff, both boarding and on the train, was indeed very accommodating, which made our trip both ways fully enjoyable.”

Hopefully, the guests’ experience on the Freedom Express helped them feel a little closer to the goal that they were marching for that October afternoon—equality and justice.

A gradual transition to the new brand identity

It’s been just over one year since we unveiled our new brand identity.

Slowly but surely, product lines are depleting supplies and merchandise that show the original arrow or their individual uses and describes in his presentation.

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(Winner of the first Soaring Eagle Award.)
Many guests would like the experience of traveling long distance. And, the Amtrak Marketing department’s Long-Distance Train Brand Organization (LDTBO) has been busy developing promotions and programs that tout these benefits to potential customers. The LDTBO, consists of 41 individuals, but the department’s achievements over the past year were made possible by the collaborative efforts of many more employees, and our long-distance train crews.

The team has pulled together to find solutions to the preferences and requests presented to us by our long-distance guests. Following the “Satisfaction Guarantee” mantra, the LDTBO has done just that. The Amtrak Ambassador Program targets seniors, retired citizens, and individuals who just love to travel. These “ambassadors” are volunteers who assist with Amtrak events and help promote Amtrak to people in their areas. They are rewarded with free travel for their efforts.

Another example is the “Florida Rail Pass” promotion, which was offered to permanent residents of Florida in May. Guests who purchase the special pass between May 10, 2001-May 10, 2002, are allowed unlimited travel within the state of Florida for one year. In the last year, the LDTBO has participated in more than 100 promotions, including partnerships, marketing strategies, NASCAR endorsements, product lines and travel agency promotions—just to name a few.

The organization has executed 84 radio and television promotions worth $1.6 million, at a cost to us of $116,000, plus trade-out tickets.

For example, we sponsored a give-away with Philadelphia radio station WALT to promote a game between the 76ers and the Orlando Magic. We donated five trips from Philadelphia to Orlando, each for two guests, in exchange for on-the-air exposure of Amtrak service. The prize included accommodations at the Orlando Marriott, rental car from Hertz, and tickets to the Philadelphia vs. Orlando basketball game. This promotion alone generated $30,000 for Amtrak.

The LDTBO has many more promotions planned. For example, Amtrak is teaming up with the New York Lottery to create the “In the Lottery” promotion. This will give Amtrak exposure in over 10,000 locations in the New York area.

It has also created a promotion with the Albany Law School Institute of Legal Services. Lawyers looking for continuing education credits can earn them while riding the train. With this promotion, Amtrak received exposure to over 10,000 law firms.

The great effort of the LDTBO and the train crews has provided Amtrak with definite results. The organization is proud of what they have accomplished, and will remain committed to doing “whatever it takes” to provide our guests with great service. Any questions concerning the LDTBO and its promotions should be directed to Patrick Little, at (202) 906-4077.

By Julienne Joseph, intern, Corporate Employee Communications
Supervisor training held

continued from page 1

Their goal is to help maintain high-quality service, which will involve being a liaison with terminal, mechanical and commissary departments and service managers. They will be stationed at locations throughout the Amtrak system, including areas originating and terminating points, as well as en route points.

“These supervisors will enable Amtrak to create a much needed balance between front-line employees and management so that we can stay on top of what is working onboard the trains and what isn’t,” said Fritch. “There is a real commitment from our senior executives and ARASA (American Railway and Airline Supervisors Association) to this new position and our goal of enhancing service delivery.”

The supervisor position will provide a clearer path for employees wishing to enter management positions, especially in the guest services area. They will gain supervisory, policy and procedural experience, and be given feedback on their performance using the same goal-setting and performance evaluation system for management employees.

In the next four to six months, service managers will meet with supervisors to discuss their progress and set goals for fiscal year 2002.

They will gain supervisory, policy and procedural experience.

“This is an evolving position, and I think there was some apprehension at first. But the training gave them a sense of what’s expected of them,” Kocar said. “This is a great opportunity for the first group of supervisors. They are the pioneers and can help shape this position.”

The first training course was held on June 4 in Chicago, and all of the supervisors have been trained. Kocar will be holding conductor remittance classes, and the supervisors will also need to be operating rules qualified. Planning is ongoing for the second phase of training scheduled for this fall.

A June 15 graduation ceremony was held for the six associates. A June 15 graduation ceremony was held for the six associates: Carla Johnson, Ruga Eskender, Frank Vaida, Smita Varaghese, Kerry Engelhardt, and Nayer Mirnasiri. Alison Conway-Smith, NEC vice president, Engineering.

Amtrak’s Engineering Department has passed another milestone, with the graduation of six employees from its Management Associate Program.

The program is not a new one, but it has been enhanced to better meet today’s business needs for qualified managers in the field of engineering.

Personnel from Engineering’s Organizational Effectiveness Department recruited the associates at job fairs, campus interviews, and conferences. They are all recent college graduates with engineering degrees.

Through a rotation process, the year-long training allowed the associates to explore various disciplines in Engineering, both in the field with “hands-on” experience, and in the office with various projects.

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Engineering Management Associate Program

Continued on page 12
CMI 76: Fleet Maintenance Supplies

Amtrak spends more than $2 million a year on the supplies we use to keep our trains clean. The team assigned to CMI 76 has identified current practices that could be improved for the most cost-effective means of purchasing supplies. Several items on Amtrak’s list of 55 fleet maintenance supplies are defined as “single source.” This means we purchase the products from one vendor. Additional vendors could be approved for a bidding process, possibly leading to a better pricing arrangement.

In the past, similar items have not been grouped together in bid packages. This has resulted in lower volumes and lower price discounts per order. The team recommends centralizing the procurement of these items and creating bid packages. We could take advantage of larger discounts and bulk purchase opportunities.

The team is also investigating shifting to generic brand supplies where appropriate. For example, Amtrak spends $180,000 a year on a popular name-brand cleaner. As consumers, we know that there is a price mark-up for brand name items. But buying a generic brand item does not necessarily mean you’ve substituted quality for savings.

“Approval of multiple vendors, grouping similar items in bid packages and shifting to generic brands are expected to reduce costs by about $200,000 annually,” said David Herendeen, team leader, and director of NEC Maintenance and Equipment.

CMI 27: Optimizing Locomotive Fleet, Cash Generation

The goal of CMI 27 is cash generation.

The team assigned to this two-part CMI is charged with a) implementing a plan that optimizes the use of Amtrak’s locomotive fleet, and b) getting the greatest value from our surplus F-40s.

During the last year we started delivery of 87 new P-42 locomotives from General Electric. These more sophisticated and efficient locomotives have three-year warranties that will reduce our maintenance costs. They also create a surplus of locomotive power. That could allow us to retire the F-40s, which are less efficient and require high-cost maintenance. We could generate cash by having them all stored, leased or sold by the end of this year.

Second, when Amtrak split into three strategic business units in the 1990s, a once centralized process of making fleet allocation decisions became less efficient. The team is now optimizing our resources by looking at the “highest and best use” of locomotives from the company perspective, not just the business unit level.

The short-term solution to the fleet allocation problem is to replace all F-40s with better utilization and a mix of the P40s and P42s. A committee of the chief mechanical officers has agreed on a schedule to accomplish this. They will standardize maintenance as much as possible so there are fewer parts and tasks required.

The team’s long-term solution is to develop a model that will consider route, consist size, tonnage, running time and mileage in determining the appropriate motive power necessary to run our service. The model would constantly reevaluate our locomotive utilization and performance across the company.

Meanwhile, another element of the CMI 27 team is exploring the best way to market and sell the surplus F-40 fleet and parts to generate cash for the company.
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**Financial Performance**

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<th>Better or worse?</th>
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<td>195.4</td>
<td>401.7 worse</td>
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**Operating Performance**

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<td>18.03</td>
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<tr>
<td>1.41</td>
<td>1.45</td>
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*All revenue plus federal operating funds and MTA contributions, minus cash expenses. This is a five-year, rolling average of actual expenses. For example, an operating ratio of 1.50 means we spend $1.50 for every $1.00 we earn. For the three-months ended February 28th and February 2000. As of July 13, 2001. *Based on a 0.5% ratio for FY01, and a 0.5% ratio for FY00. As of May 2001.
New Purcell Depot
A crowd of about 200 gathered in June to witness the official dedication of the new Amtrak depot in Purcell, OK. The Oklahoma DOT supplied the grant for the $240,000 building. On the day of the dedication, many in attendance showed their pride in the new depot by wearing T-shirts that said, “I helped build it.”

Amtrak’s Heartland Flyer visits the stop, which is unstaffed, twice a day. However, the depot opens for a short time before the trains arrive so guests can enjoy the memorabilia, keepsakes and souvenirs on display inside the new facility.

Purcell has a railroad history. It was named for E.B. Purcell, a dispatcher for the Atchison Topeka and Santa Fe railroads, and the tracks of what is now the Burlington Northern Santa Fe follow the South Canadian River through Purcell.

Amtrak represents innovation and change at conference
Amtrak was highlighted as an example of successful innovation and change at the recent “Change 2001 Conference & Expo” in San Francisco. The annual conference aims to help companies “maximize organizational effectiveness, innovation, and sustainability.”

This year, Richard Phelps, vice president of Service Standards, and Yvette Delemos Robinson of the consulting firm Pricewaterhouse-Coopers, represented Amtrak as presenters. The theme of their segment was, “All Aboard: Using training as a lever for organizational change.”

Phelps and Robinson discussed how Amtrak has used Service Success training to help transform the company into a more guest-focused organization, and as a forum to improve the communication between management and front-line employees.

Describing the reaction the pair received after their presentation, Phelps said, “The comments we received were all positive, both about the way Amtrak accomplished the training within a very tight timeframe, and about the demonstrated improvement in service delivery. It was a really awesome experience. We were being compared to Bank of America, Nortel, 3M, Continental Airlines, and Hewlett-Packard.”

Tukwila – New Amtrak Cascades stop for Seattle suburb
On June 1, Amtrak and the state of Washington announced a new Amtrak Cascades station stop in Tukwila, a suburb of Seattle.

The station is located just a few miles from the Seattle-Tacoma International Airport. Currently, local cab and bus service provide transportation between the Tukwila station and the airport.

The Tukwila station is also served by the Sounder commuter service. The new stop for Amtrak will allow for connections with the Cascades service and Sounder commuter stops.

Amtrak and the California Arts Council
Amtrak West and the California Arts Council will sponsor more than 500 arts and cultural events around the state throughout this summer. From the Sacramento Jazz Jubilee, to the Napa Valley Wine Auction, to the California Strawberry Festival in Oxnard, Amtrak and the Arts Council are partnering to bring visitors to the events on the train or Thruway bus.

Amtrak has chosen one event a month to highlight Amtrak’s role in sponsoring the community events. In June, Vernae Graham, director of Public Affairs and Media Relations for Amtrak West, joined with a parade participant dressed up as a colorful “Alien Eyeball” to promote taking the Pacific Surfliner to the Santa Barbara Summer Solstice festival at the Santa Barbara train station.

In July, Amtrak joined with the International Mariachi Conference and Festival in San Jose to promote travel on the Capitols.

In August, Amtrak will promote taking the Pacific Surfliner to San Diego’s City Fest and in September, to the Los Angeles Mexican Independence Celebration.

A timely decision
New York Penn Station is always busy with on-the-go commuters and eager tourists, so it’s especially important to keep things running on schedule. Walter Ernst, general manager, Metropolitan Division, assembled an expert panel to address the issue of on-time performance.

Joan McDonnell, manager, Business and Marketing Analysis, facilitates the weekly panel meetings. “Things have gotten off to a terrific start,” she says. “We’re always looking for ways to maintain and improve our Customer Satisfaction Index (CSI) ratings, and this is a step in the right direction.”

The panel focuses on creative and effective ways to enhance on-time performance. “We want to encourage more communication with front-line employees. It’s important to keep them in-the-know about what’s happening throughout the station,” Joan explains. “Recently, we handed out a weekend advisory listing all events in New York that could cause potential delays. It was very well-received.” Employees were able to gear up for events like the Puerto Rican Day Parade and Belmont Stakes without skipping a beat.

The customer-savvy group includes Howard Carter, assistant general manager, Customer Service; Steve Falkenstein, deputy division engineer; Mike Gallagher, superintendent, Customer Service; Don Herman, assistant general manager, Acela Product Line; Larry Lobman, mechanical superintendent, Rensselaer and Gary Vidano, assistant general manager, Terminal Services, Sunnyside Yard. They’ll meet through the summer to keep Penn Station running like clockwork.

A treasure on the move
Amtrak had a very special “guest” in July, when a rare copy of the declaration of Independence traveled to Philadelphia. Hollywood producer Norman Lear, owner of the copy, and his guests were traveling to take part in the city’s Independence Day Festivities.

Lear’s copy of the Declaration of Independence is one of only 20 that still exist, and one of four that are privately owned. It was discovered in an old frame that had been purchased at a rummage sale. There were 200 copies printed for the Colonies immediately after the original was signed in 1776. Over the years, most of the copies were lost, or destroyed. Only these few copies remain. The original Declaration of Independence is at the National Archives in Washington, D.C. However, it has been placed in storage for the next year while its display case is being renovated. Being of considerable value, Lear’s copy was delivered to Washington’s Union Station under tight security, it was closely guarded through to its destination.

Lear’s guests included actor Rob Reiner and actor Morgan Freeman. Many Amtrak employees in Washington and Philadelphia contributed to the success of this high-profile move.
Visit the Amtrak Intranet from home

New technology now allows employees with home computers and Internet access to visit and browse through the Amtrak Intranet. The connection is called the Amtrak Remote Access Intranet Link, or RAIL.

Here’s how to get to RAIL from your home PC. Open up your Web browser and go to this Internet site: www.rail.amtrak.com. Then follow the directions to download and install the necessary software. The whole process should take 15-30 minutes, depending on the speed of your modem and Internet connection. You must be operating with Windows 95, 98, or 2000; have 4 MB of free disk space; and have a browser version that is at least as recent as Internet Explorer 5.0. Our Intranet is set up to be the most compatible with Internet Explorer. You can use other browsers, such as Netscape 4.5, but some reports on the Intranet are formatted in a way that they’re only viewable with Internet Explorer.

As part of the installation process, you’ll have to register for authorization, which is just the system’s way of confirming that you’re an active Amtrak employee. So you will need the eight-digit employee ID number that’s on the front of your paycheck. If you have any problems completing the download and installation process, call this special toll-free number for RAIL: 1-866-AMTRAK5, or (866) 268-7255.

If you’re in the market for a new home PC, Amtrak employees can get discounts offered by our provider, Hewlett Packard, on new or reconditioned computer equipment. On the Intranet homepage, click on the How We Work icon, then Procurement, and finally HP Employee Purchase Program.

And, if you’re looking for an Internet service provider, Microsoft is going to offer an attractive deal to Amtrak employees. Details about this offer will be made available soon.

Management Associate Program

continued from page 7

The attendees, many of whom were the associates’ mentors and sponsors, applauded their achievements.

Joe Guzzi, senior program director, Track Maintenance and a sponsor to Varghese, encouraged the associates to “Be a sponge and absorb from others.”

Several of the guests who attended the ceremony, including Conway-Smith, are former graduates of a management associates program with other railroads, and spoke highly of the valuable educational experience it provides.

Each graduate was presented with a certificate of completion, an engraved Acela desk clock, and best wishes for a successful Amtrak career from the proud Engineering Department.

By Eileen Magee, project manager, Engineering

Commitment to environmental protection

continued from page 2

And this June, Amtrak reached an agreement with the U.S. Environmental Protection Agency. The EPA agreement settles storm water permitting, monitoring, and record-keeping issues from 1996 and 1997.

As part of the agreement, we will pay a $500,000 fine and complete two environmental improvement projects at a cost of about $900,000.

Roy Deitchman, Amtrak’s assistant vice president of Environmental Services, said, “We want to do a better job with respect to environmental compliance, and we’re working hard to improve our practices. Our goal is to become a railroad industry leader in environmental compliance and stewardship.”

EPA Administrator Christine Todd Whitman said, “I commend Amtrak for its cooperation in this settlement and for the aggressive steps it has taken to correct the environmental deficiencies in its operations.”

President’s Safety Contest winners

Each year, during the President’s Service & Safety Awards ceremony, the President’s Safety Contest winners are recognized. The awards are presented to the commuter operation, mechanical shop, SBU and call center that have the best employee reportable injury ratio per 200,000 work hours.

For the fiscal year 2000, the winners are the Coaster Commuter Service, the Wilmington Mechanical Shops, the Midwestern Reservation Sales Call Center, and the Northeast Corridor SBU.

Congratulations to the employees of these organizations for their contributions to providing a safe working environment for themselves, their co-workers, and our guests.
Mail & Express:
The Amtrak advantage

The Southwest Chief is now too big to fit the station platform in Kansas City. High-revenue Mail & Express business has expanded it to over 30 cars. That’s good—but it creates a challenge, which symbolizes the ongoing balancing act that is M&E.

Over the past five years, M&E revenue grew from $60 million in 1995 to $122 million in 2000—more than double. But we suffered some growing pains. Scarce Amtrak resources were stretched too far, and a reassessment of strategy was needed.

A new expansion plan

To enable clearer performance measurement, M&E separated from Amtrak InterCity as a separate business unit under president Lee Sargrad. Then a multi-departmental strategic design team came up with a new business plan focused on controlled growth.

Under that plan, M&E is being integrated into passenger operations to minimize disruptions through close coordination with all Amtrak departments, labor, and freight railroads.

‘Catch the next wave in travel’

Visit the all-new amtrak.com

If you have yet to visit our all-new website at amtrak.com, you’re bound to be impressed.

Amtrak Marketing & Brand Management launched the enhanced website in July. The first impression is that it is sleek, cool, and inviting. It has taken on a whole new look.

But the look isn’t the only thing that has changed. Amtrak.com reflects suggestions made by our guests and integrates the new and improved reservation system that we announced in June. Here are some of the new features and exciting changes our guests will discover:

- Ability to search for stations, destinations, trains and promotions by region
- Quick and easy access to schedules and fares, no user IDs and passwords required
- Secure member profile speeds guests through booking process
- Guests receive an automatic E-mail confirmation

Amtrak.com is expected to generate more than $100 million in ticket sales this year. More than three million people visit the site each month, and more than 800,000 tickets will be purchased online this year. These statistics make amtrak.com one of the top travel websites.

Attention is paid to costs, with M&E offering customers services that are both deliverable and cost-effective. A key to the new plan is long-haul traffic. That business not only commands the highest prices, but also minimizes effects on on-time performance. “In the past, we tried to be all things to all people,” said David Arganbright, senior director of M&E planning. “Now we’re going to target our efforts and exploit our competitive advantage.”

New pass privileges announced

Dramatic changes to our pass rider policies were announced last month by Stan Bagley, executive vice president of Operations. Increased privileges include Acela Express and certain reserved trains in the Northeast, the Midwest, North Carolina, and West Coast corridors.

Effective Aug. 30, the changes now make it easier for you to ride. Plus, as Maryann Piento Vilas, a Philadelphia ticket accounting clerk, put it, “Employees will know what we are all about, and it will be easier for us to promote our service.”

Acela Express

For Acela Express, employees can now enjoy the same personal pass and business travel privileges in Business class as they currently have on Metroliner Service. As the Metroliner Service phases out, the new policy allows more schedule options to employees traveling on Amtrak business.

First class service for personal travel (after paying the fare upgrade) will be available soon, after ARROW programming changes are completed.
I want to talk about safety. On the railroad, most of us start our day with a focus on safety. With regular briefings we strive to ensure that our workplace is safe, all the time. It’s a subject that must always be our top concern.

In July and August we had three serious safety incidents involving our co-workers. Two of them were critically injured and another was fatally injured while on duty at the Maintenance of Way facility in Wilmington.

It’s also at times like these that each of us—especially our colleagues in the shops, in the yards and along the tracks—should check ourselves. Is safety our first priority? Over the past couple of months, managers throughout the system have accelerated the push for safe work practices by all employees.

For example, our systemswide safety program includes a range of activities, such as fire and rescue training onboard our equipment, guest safety awareness blitzes, and safety stand downs for our shop and field employees.

All safety programs conducted in the field and systemswide, along with the ongoing efforts of our safety personnel, are intended to remind us all to devote our full attention to guest, employee and operating safety.

But what about you? How do you think about safety? Do you have a positive attitude? What do you do to promote a safe work environment— not only for yourself, but for your colleagues as well?

Over the past couple of months, managers throughout the system have accelerated the push for safe work practices by all employees.

We know the safety basics—wearing protective gear and following specific protocols. Those are the essentials. You can also commit yourself daily to plan each day’s activities, and to think about the possible risks. As part of that planning, identify solutions, and then re-evaluate those decisions. Yes, there’s work to be done and often times is short, but there’s always time to ensure a safe environment for everyone.

California, PNW states approve over $200 million to fund Amtrak service, capital work

California, Washington and Oregon have approved over $200 million to fund Amtrak service and finance capital improvements.

California Gov. Davis has signed the state’s FY01-02 budget, authorizing $91 million of new capital funding for rail projects and $67 million for continued operation of the Pacific Surfliner, San Joaquin and Capitol Corridor Services.

The legislature approved the governor’s request for the appropriations from the state’s general funds, demonstrating strong support for growing passenger rail service in the state.

The projects were chosen from the California Passenger Rail System 20-Year Improvement Plan, a study Amtrak funded and managed in cooperation with the state, the Federal Railroad Administration, local elected officials, commuter and freight railroads. They include:

- Triple track between Los Angeles and Fullerton on the Pacific Surfliner route
- Double-track between Pittsburg, CA and Oakley on the San Joaquin route
- Double track the Yolo Causeway between Davis and Sacramento on the Capitol Corridor route

Amtrak West operates 50 trains daily on these three state-supported routes. The 20-year plan calls for additional trains, faster trip times, greater rail capacity and more frequent service throughout the state.

In more good funding news, the Washington state legislature has approved $30.65 million for operation of the Cascades service for FY 02-03. Amtrak West operates 11 trains daily for the Cascades.

In addition, Seattle’s King Street station construction and other infrastructure projects will receive capital funding of $20.5 million. Approximately $1 million was allotted for the Washington Fruit Express program, which would haul produce on the Empire Builder.

Oregon adopted a new state budget for FY02-03 that includes $10 million for two years of operations of the Oregon segment of the Cascades.
Amtrak, MBNA introduce the Amtrak Guest RewardsSM Credit Card

The summer may be winding down, but Amtrak is just getting warmed up – to give our guests even more appealing reasons to travel on Amtrak.

Amtrak and partner MBNA American Bank (NA) have introduced the new Amtrak Guest Rewards MasterCardSM credit card.

As part of our guest loyalty program, which is growing faster than expected, the credit card enables guests one more way to earn valuable points toward their Amtrak Guest Rewards account.

We’ve highlighted just a few of the benefits of the Amtrak Guest Rewards credit card from MBNA. They are:

- 500 Amtrak Guest Rewards bonus points after you make first qualifying transaction(s) with the card.
- Earn points for every retail purchase dollar spent and additional points for Amtrak travel purchases.
- No annual fee and a 1.7 percent introductory Annual Percentage Rate (APR) for balance transfers and cash advance checks.
- 24-hour MBNA Customer service to help guarantee your satisfaction.
- Purchase protection and extended warranty coverage, plus a credit line of up to $100,000 with the Platinum PlusSM card.

Remember, this special program is available to employees too! Informational brochures and enrollment forms will soon be available in many stations. Or, to obtain more information, employees and guests can consult amtrak.com.

* Participation in the Amtrak Guest Rewards program is subject to the terms appearing in the Member’s Guide, or at amtrak.com. Annual point earnings obtained with the use of the credit card are capped. Preferred credit card customers may earn up to 50,000 points and Platinum Plus cardholders earn up to 100,000 points. Balance transfers and cash advance transactions will not earn points. Complete details will be provided with the credit card. This credit card program is issued and administered by MBNA America Bank, N.A. All credit decisions are the sole responsibility of MBNA. Platinum PlusSM is a service mark of MBNA America Bank, N.A.
Amtrak bringing rail service to downtown Louisville, KY

New Mail & Express facility in Jeffersonville debuts

With shovels in hand, Louisville Mayor David Armstrong, other local officials, and Amtrak representatives, had an Aug. 2 groundbreaking for track construction that will bring the Kentucky Cardinal into the city’s renovated Union Station.

As part of the ceremony, the group then boarded a special train that took them across the Ohio River to Jeffersonville, IN, to inaugurate Amtrak’s newest Mail & Express facility.

They were greeted by Jeffersonville Mayor Tom Gallagan at the new facility that will offer a transfer dock with 4,000 square feet of covered space. It is equipped with 10 truck docks, and will permit simultaneous loading of six Amtrak express boxcars.

The new terminal also includes an electronic truck scale and track that can accommodate 10 Roadrailer units. Mail & Express shipping is provided by Amtrak’s Kentucky Cardinal, which travels daily between Jeffersonville and Chicago.

“Our Mail & Express program is designed to provide service that is complementary to the current shipping industry,” said Lee Sargrad, president of Amtrak Mail & Express. “By continuing to upgrade our facilities in key markets like Louisville, we can expand on our ability to provide local shippers with expedited service and connection on a national network.”

“Our Mail & Express program is designed to provide service that is complementary to the current shipping industry,” said Lee Sargrad, president of Amtrak Mail & Express.

“We are pleased to be part of a healthy and effective partnership between Amtrak and the nation’s freight railroads,” said Peter Gilbertson, chairman of the Louisville and Indiana Railroad, which will provide switching services for the new facility. “Local businesses taking advantage of Amtrak’s Mail & Express services will be pleased with the capabilities and efficiencies of the new facility in Jeffersonville.”

Introducing On-board Fares: A new policy for on-board ticket sales

Amtrak has introduced a new On-Board fare system to simplify on-board ticket sales for guests and train crews.

On-board Fares (OBF) has replaced our previous policy that imposed a $7 “penalty” when guests boarding at open staffed stations purchased tickets onboard.

Amtrak’s new policy, part of CMI 38, eliminates the reference to a penalty, and requires guests to pay an on-board fare—or an “at-the-door” price for travel.

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Through various forms of communication, we are advising our guests that tickets are less expensive when purchased in advance, and that for a premium, tickets are available onboard the train.

The previous policy was inconsistently applied, and guests were often frustrated when “penalized.” Conduators frequently waived the surcharge as a form of service recovery. (Historically, the penalty had been applied to less than one-fifth of on-board sales).

The OBF is not intended to be a revenue generator for Amtrak, but instead to encourage people to purchase tickets before they board the train.

Unlike the previous $7 surcharge, the OBF is non-negotiable. However, if a guest has reserved a seat at a lower price than the basic fare, that reservation will appear on the conductor’s manifest and will be honored. This eliminates situations where unticketed guests told conductors what fare they had been quoted by a call center agent.

Introducing the OBF also provides an opportunity to achieve:

- Greater consistency in on-board ticket sales

The OBF is not intended to be a revenue generator for Amtrak, but instead to encourage people to purchase tickets before they board the train.

- An incentive for guests to purchase travel through less costly channels
- Fewer distractions for our crews
- The elimination of the unfriendly terms “penalty” and “surcharge”

There are rare instances when the OBF may be waived, such as when the reservations and ticketing system has failed. In that case, the agent will notify the conductor at a boarding station that they were unable to ticket guests in advance.

Amtrak Technologies announces ‘e-learning’

Amtrak and Element K, a web-based training provider, are delivering computer training to you—right to your work PC or home computer if you have an internet connection.

The “e-learning” program became available in June and is designed to make it easy and convenient to learn new computer skills or refresh old ones. You can even explore new topics. And, doing it online means that your education fits into your schedule—at the office, at home, or on the road.

Learn software packages including Microsoft Office, Word, Excel, PowerPoint, Project, Outlook, Microsoft Windows, Lotus Smart Suite, Front Page and more.

Two course libraries are available to Amtrak employees: Office Productivity (English only) Library and Computer Professional Library, and two types of courses: self-study and instructor-led. To preview the courses available, visit the Element K web site at www.elementk.com (e-learning/Catalog).
Creative cost management praised

**Lew Wood**, general manager of the Beech Grove Facility, has written personal letters to several of his employees, commending them for using their imagination and resources in managing costs and generating revenue. These employees not only provide examples of good cost management practices, they are also a reminder of why Amtrak employees are the company’s most valuable assets:

Mike Milburn has built a Viewliner coffee station light at a cost of $150, versus a vendor cost of $1,100. The savings from the installation of his high-quality product could total $47,500.

Jim Liddle, Ken Fletcher, Harvey McCann, and Dan Roberts devised a way to generate $2,700 per year for Amtrak. The four analyzed our current practice of selling worn carbide tips as scrap, and found we could make more by selling them as used carbide. Our recovered costs will rise from $56 per year to just over $2,700 annually.

**Amtrak conductor extraordinaire celebrates 60 years on the railroad**

For longtime Amtrak employees, working on the railroad is more than just a job—it’s a way of life. Conductor extraordinaire Dennis Corsale is a prime example.

Since his teen years, Corsale has spent almost every day pursuing his passion for trains. This July marked his 60th year on the rails, so his pals chuckled. “So it was just the natural thing to do.”

When Amtrak assumed responsibility for train operations on the Empire Corridor, we were lucky to inherit Corsale. He’s been a part of the Amtrak team since 1986 and the transition was one of the high points of his storied career.

“Working with Amtrak has been a terrific experience,” he said “I always enjoy myself.” Most days, you could catch a glimpse of his smiling face on the Adirondack between Albany-Rensselaer and New York City, the same route he’s traveled since the 1940s. But after 60 years on the job, doesn’t he want to spend some time brushing up on his golf swing or lounging by the pool? The answer is an emphatic no. “I am definitely not retiring,” he chuckles. “People ask me that all the time. But this is my life. I love Amtrak and I love people.”

On-board employees working Superliner cars: Help is on the way! The long-standing challenge of odorous and blocked toilets appears to be solved.

A team at the Beech Grove maintenance facility has applied a new coating within pipes and completed the installation of a “constant vacuum” system in more than 20 Superliner II sleepers and transverse dorms, with the rest of the fleet to come.

The work, led by project manager Vyn Sonn, involves two elements. First, eroded pipes are repaired and coated internally with a new substance used successfully by the Navy in submarines. Second, the toilets are converted from an “on demand system,” in which a blower is engaged by the flush button, to a constant vacuum system.

The new system maintains a constant vacuum in the piping, with the motor restarting whenever the vacuum falls below a preset level. The two-pronged conversion has proven itself effective in eliminating odorous leaks, and in improving the effectiveness of the evacuation system. Superliner I equipment is already equipped with the constant vacuum system, and is service proven.

“Our goal is to convert the entire Superliner II fleet,” said Vince Nesci, chief mechanical officer. “Forty cars will be completed by the end of this fiscal year, and Amtrak has committed to funding the conversion of the remaining sleepers, dorms, and lounge cars next year.

Installation of the more efficient toilet system costs Amtrak about $60,000 per car. It should bring an end to most guest complaints about toilets—and make the lives of many on-board employees more pleasant.

**Amtrak initially employed about 172 T&Es, and today, about 50 of those remain. Each day, the crew dispatchers ensure that the terminal operation is adequately staffed so that the T&E crews, along with the K-tower and control center employees, and the trainmasters can safely execute about 700 car moves for the nearly 200 trains that come through Union Station. There are 12-yard diesels used to perform these switching movements, but only one of the engines, Engine #738, still bears the colors and markings of the WTC.**

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**Superliner II restrooms get system upgrade**

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**Spotlight on the Washington Terminal**

The Washington Terminal Company (WTC) first began operations in the early 1900s. That’s when President Theodore Roosevelt signed a law “to provide for a Union Station in the District of Columbia” — a terminal that would service the multiple railroad companies that came into the capital.

The WTC provided switching service for station owners and tenants at Washington Union Station, serviced rail passenger equipment, and operated the station. In 1981, Amtrak purchased a piece of the WTC operation, and by 1985 absorbed about 1,800 management and agreement-covered employees into Amtrak’s organization. In order to merge the WTC with Amtrak, 10 separate labor agreements had to be negotiated.

In 1984, Stan Bagley, now executive vice president of Operations, was assigned to merge the WTC and Amtrak, and was instrumental in keeping the “pride in the past” by maintaining the WTC colors on Engine #738. And Daryl Pesce, current general manager of the Washington Terminal, has continued the tradition. For the Amtrak employees who started out working for the WTC, this engine is a visible reminder of the origins of this tight-knit group, a group that has a lot of pride in its past and in the work its members do today.

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**Amtrak Ink September 2001 5**

Dennis Corsale, a 60-year railroader.
Highlighting achievements:
Department of Business Diversity marks its second year

Recognizing the need to put in place a formal structure to reflect Amtrak’s core value of diversity, Amtrak President and CEO, Hugh B. Price, president & CEO, National Urban League; Gerri Mason Hall, vice president, Business Diversity & Strategic Initiatives; and Stan Bagley, executive vice president, Operations, met briefly with National Urban League President Stan Bagley, executive vice president, Operations, to establish Amtrak’s Department of Business Diversity & Strategic Initiatives. In the summer of 1999, the first staff members settled in and charted a course for change.

Since its inception, the department has created and maintained an atmosphere of inclusion. During this calendar year, a special emphasis was placed on ensuring that Amtrak functions as a responsive and responsible corporate citizen — both to our guests, and in the communities we serve.

Under the leadership of Vice President Gerri Mason Hall, the department has been the primary force behind several programs and events. These programs include sponsoring an intern from the Ronald H. Brown Foundation, assisting in bringing about a new corporate travel partnership with the National Urban League, sponsoring the NAACP’s ACT-SO Awards program, and hosting nearly 100 girls between the ages of seven and 17 at Washington Union Station for “Take Our Daughters to Work Day.”

The Ronald H. Brown Foundation Inc.
The Foundation was formed in 1996 to carry on the vision of the late Secretary of Commerce, Ronald H. Brown. Its mission includes the establishment of the Center for Politics and Commercial Diplomacy. The center aims to train present and future leaders by providing a unique opportunity for students and executives to learn valuable skills in the areas of nonpartisan political development and commercial diplomacy. The Brown Center program combines classroom and practical experience through internship placements at key Washington organizations. Business Diversity was pleased this summer to host one of the Foundation’s interns, Middlebury College senior Michael Luke.

The NAACP ACT-SO Awards
Amtrak was a Silver Sponsor of the NAACP’s ACT-SO awards program held at its 92nd Annual Convention in New Orleans this past July. The ACT-SO (“Afro-Academic, Cultural, Technological and Scientific Olympics”) program, often referred to as the “Olympics of the Mind,” recognizes the achievements of young people in the areas of science, humanities, business, and in the visual and performing arts. These young people participate in local and regional competitions, and then compete on a national level at each year’s convention.

The Amtrak brand was prominently displayed in the awards program, the conference booklet, and on screens during the awards presentation. The awards ceremony was videotaped (it will be shown on various networks throughout the coming year) and web cast. During the ceremony, Mason Hall had the opportunity to make remarks concerning Amtrak’s commitment to “helping students reach not just their destinations, but their destinies, as well.”

The National Urban League
On July 1, Amtrak and the National Urban League entered into a new corporate travel partnership. Because of Amtrak’s desire to build diversity not only in the workforce, but also in our customer base, we welcomed the opportunity to work with a partner of the stature of the National Urban League.

Through this partnership, Amtrak will provide a discount on rail transportation for league employees, and its subsidiaries, on Acela Express and Metroliner Services on the Northeast Corridor. League employees will receive a 15 percent discount in Business class travel.

In addition to the partnership, Amtrak was also pleased to sponsor of this year’s National Urban League Conference, held at the Washington Convention Center from July 28 to Aug. 1. The Acela display was in a booth during the conference’s four-day Exhibit Showcase. Amtrak also provided transportation for league staff traveling to Washington and hosted a pre-gala reception where Gerri Mason Hall and Stan Bagley, executive vice president of Operations, met briefly with National Urban League President & CEO, Hugh Price.

‘Take Our Daughters to Work Day’
In April, Business Diversity sponsored Amtrak’s “Take Our Daughters to Work Day” at Union Station in Washington, D.C. The day’s theme was “Girl Power! — What Girls Want — What Girls Need.”

Nearly 100 young ladies joined their parents, neighbors, mentors and friends for a day of activities designed to increase the awareness and interest of these young women about careers in transportation and the railroad industry. Washington Post columnist Donna Brit served as the morning program’s Mistress of Ceremonies.

The young ladies were exposed to “Messages of Power from Amtrak’s Women of Power,” including Barbara Richardson, executive vice president; Pamela Montgomery, project manager, Service Operations; Officer Hazel Alfred, Amtrak Police; and Lorraine Green, vice president of Human Resources.

Moving forward
As we move forward, we need to credit the contribution provided by Wanda Morris Hightower, who led the department’s efforts when it was first established. She contributed greatly to its success during her tenure as vice president.

The Department of Business Diversity plans several new partnerships and sponsorships of events designed to continue to raise diversity awareness, both internally and externally.

Planned for the coming months are sponsorship roles with: the Congressional Hispanic Caucus, the Congressional Black Caucus, the U.S. Small Business Administration’s Minority Enterprise Development Program (“MED Week”), and the National Minority Supplier Development Council.

Mason Hall and the Business Diversity team are confident that supporting these multicultural organizations is not only the right thing to do, but also will lead to increased ridership as we share the Amtrak experience. And at the end of the day, that’s great business!
APD, Caltrain launch right-of-way safety blitz

To help reduce the number of fatalities and injuries along Caltrain’s property, Amtrak and the commuter service engaged in “Operation Safe Tracks,” an aggressive zero-tolerance safety blitz along the 77-mile rail corridor. With the combined force of local law enforcement, sheriff’s agencies and our own Amtrak Police Department, the four-day blitz resulted in a total of 246 citations and four arrests for trespasser and highway rail violations.

“This is the largest operation I’ve been involved in here at Amtrak,” Jim Martino, captain, San Jose APD said. “The awareness we’re bringing to the community and to local law enforcement agencies should go a long way in reducing trespasser incidents.”

The launch received wide coverage throughout the U.S. The contest also received widely accepted enforcement and education.

Susan Manheimer committed to Frazier, and San Mateo Police Chief Ronald Frazier backed up a commitment made to the community and to local law enforcement.

Seventeen fatalities occurred last year along the Caltrain corridor spanning from Gilroy to San Francisco, one of the highest incident rates in the country.

Atkinson estimates that the unstoppable group began their safety streak way back in ‘92. “I can’t even remember when it all began,” he mused. “Safety is just a way of life for us, whether we’re out in the field or behind a desk.”

Of course, this injury-free streak didn’t happen by accident. “The employees come to work each day and make a conscientious effort to keep safety first. “It isn’t just about management. It’s an effort on the part of each and every employee,” said Jim Smith, interim Communications supervisor.

Thumbs up to technicians James Bodnar, Robert Provus, Bob Sampson, Joe Santere, Jim Langan, Craig Pedro and Charles Haskins, Jim Smith and former Communications Department Supervisor Bill Boland, for this jaw-dropping achievement.

Denver, Kansas City achieve impressive injury-free milestones

Employees of the Kansas City Mechanical department have gone four and a half years without an injury. To what do they attribute their success? They say looking out for one another and taking pride and satisfaction in working as a team.

Denver Union Station employees have recently celebrated three years of working injury free. The Denver Safety Committee, along with safety Chicago instructors John Falarts and David Pryor, honored the employees with a three-day breakfast and luncheon cookout at the Denver Terminal.

Western Business Group managers Phil Larson, Shannon Davis and Leonard Sandoval were on hand to cook up breakfast burritos and grill burgers and brats for the safety conscious group.

We salute the following Denver Union Station employees: Terry Ferregut, Maria Chaidetz, Ron Sherley, Denise Nels, Arzela Borne, Clif Sims, Noval Jackson, Kris Malone, John Burrell, Greg Fondon, Gay Cavey, Harold McDowell, Ross Winslow, Bill Strichers, Eugene Cornish, Kim Davis, Frank Graham, Jeff Holmes, Laura Jensen, Mike Markle, Jimmy Means, Ted Wang, and Louise Rivas.
Amtrak’s cost-cutters

Joyce Brown in Chicago received two credit card payments for tickets with missing credit card numbers. She did an ARROW search, located the passenger’s name, departure date and confirmed the missing number. A total savings of $68.

Chuck Cooke who works in Chicago told us that the UP Railroad now requires the engine crew on all trains using the Moffat Tunnel to have access to self-contained breathing apparatus, in case of emergency. Provisions requirement include routine inspections of these respirators. Amtrak contacted a vendor whose monthly service checks for 12 respirators would amount to $21,252. Instead, Hank Panley trained the Denver Safety Committee to do the inspections, saving Amtrak $21,252 annually.

Mery Elyn Baron-Pocius in Chicago saved us $100. She reviewed an invoice for payment and discovered a late payment charge of 1.5 percent hidden in the “other charges and credits.”

Vincent Rosa in New Orleans received two invoices for the same job. A service technician and a trainee came to his facility to do some maintenance repairs and submitted a bill for $954. When Rosa questioned the cost, the company told him they were billing Amtrak for services of two technicians—one who did the job and a trainee. Rosa disputed the matter, received an apology from the company, and was reimbursed $477.

Elaine Barnett in New Orleans received an invoice from a company with an outstanding balance of $2,276. After checking her records, she recovered $1,460 in payments already made. A big savings for Amtrak.

Patrick Keough from San Antonio told us the folks there saved Amtrak $2,100. The lighting conditions outside the station needed work and a contractor charged them $2,500 to do the job. The safety improvement team did the work themselves for $400. A big difference!

Mary Jennings from Chicago worked with Senator Herbert to amend legislation in Oklahoma to reduce the cost for a liquor license on the Heartland Flyer from $1,000 per year to $100. Legislation passed, saving Amtrak $900 per year.

Bill Kolacze from Beech Grove told us that New Orleans needed two emergency brake valves for their P-42 locomotives. These valves were irreparable and the cost to replace each valve would run $1,000 each. Instead, he suggested doing a MOD 9644 to reduce repair costs. The mod repairs came up to $138 for each valve, saving the company $1724.

Below are mini-profiles on just two of the dozens of Cost Management Initiatives (CMI) the company is looking at that might help us reduce costs, build revenue, or both.

CMI 79: Channel Management

So far in fiscal year 2001, sales booked via our interactive channels (Internet, Quik-Trak, and VRU) have grown by more than $50 million. However, despite this strong growth, interactive channels are only projected to handle 18 percent of Amtrak’s total FY01 sales.

These interactive channels complement our distribution system by handling information inquiries and simple reservation transactions in a cost efficient manner. By shifting more of these transactions to the interactive channels, our call center and station agents can focus on improving sales and problem resolution. The CMI 79 team plans to increase the use of the interactive channels by heightening the public’s awareness of these options, and improving their functionality and performance. A marketing/communications plan will be developed to encourage their use. Technical enhancements are under way to enable guests to purchase Amtrak’s promotional fares using our interactive channels—something that can’t be done today. And, exciting improvements are also in progress for each of the channels.

Speech recognition for the VRU will enable callers to obtain assistance by speaking to the automated system. A new booking engine and content management system for our all-new amtrak.com—launched in July—will make the website easier and faster to use. And more options will be available on Quik-Trak, including AAA discounts.

CMI 5: Vehicle Policy & Procedures

The team assigned to CMI 5 is charged with identifying ways to decrease the overall expense associated with vehicle leasing, maintenance, fuel and associated expenditures. The team members determined that Amtrak has not uniformly managed the deployment or standardization of its fleet across the system. Vehicle fleet size has grown over the years due to an increase in projects and funding sources. And when projects were completed, surplus vehicles might have been retained.

So, in an effort to rationalize our fleet, a justification by user managers has been incorporated into our new policies. An overall reduction in vehicle costs has been given a top priority. The CMI team developed new policies and procedures that require routine reviews of operating and inspection expenses, and for managing vehicle maintenance schedules.

To facilitate this, the Engineering department has been providing key continues on page 10
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Kids learn rail history, safety, boost ridership in Amtrak West

Since its inception last year, the “Schools on Trains” program has enabled over 31,000 kids to travel Amtrak while learning rail history and safety.

The students visit state capitols, museums, historical sites, aquariums, and other educational destinations aboard the Cascades, Pacific Surfliner, and San Joaquin services. Operation Lifesaver (OL) presentations are offered to all groups to drive home the message of staying safe around trains and railroad tracks. The OL message to “Look…Listen … and …Live” is one the children share with their parents.

The Schools on Trains program offers significant reduced midweek promotions to school groups to increase ridership during non-peak travel times. Amtrak Sales Manager Tom Spansler, Caltrans Marketing Manager Dennis Winger and Washington State DOT employee Theresa Grem are the masterminds of the program.

“What a great way to expose youth to the benefits of train travel, while providing schools an economical and educational field trip,” said Cyndi Darlington, senior director, Amtrak West Sales and Marketing.

According to research done by Yesawich, Pepperdine & Brown, kids have a strong influence in family vacation choices, so Amtrak is interested in exposing this important group to the benefits of train travel.

Amtrak, in partnership with Washington, Oregon and California, offers this program through website book-ings and direct mail advertising to schools. The program is continually being enhanced; with California currently developing teacher lesson plans to accompany the real-life experience of their train trip.

Next Stop, Vegas

Chances of hitting it big with the lottery are one in a million, but a few lucky gamblers still managed to strike it rich.

Amtrak guests in the New York area sent their non-winning scratch tickets to the New York Lottery in the hopes of hitting a different kind of jackpot — the chance to enjoy a free train ride to Saratoga Springs and an action-packed weekend of horseracing, entertainment and yes—betting.

The stakes were high — over 25,000 losing lottery tickets were mailed in and 50 were selected in the lottery’s “second chance” drawing.

On July 28, the lucky winners hopped aboard the Adirondack from New York City to Saratoga Springs. Joining by New York Lottery TV hostess Yolanda Vega, the guests enjoyed a ride complete with an authentic Mummers Parade Banjo Player, thanks to Tom Pyle, Empire Service general manager and Todd Garafano, Empire Service marketing manager.

When they arrived in Saratoga Springs, the winners were treated to a day at the Saratoga Race Track’s Paddock Tent courtesy of the New York Racing Association and they pocketed a cool $100 in spending cash courtesy of the lottery. After a busy day at the track, guests explored downtown and then lounged in luxury at the Saratoga Hilton Garden Inn.

“All of them had a fantastic time,” said Garafano. “This was a terrific way for guests to unwind and enjoy the fun side of Amtrak.”

Special thanks to LSA Mickey Darby, Metropolitan Division Terminal Services, and the Empire Service product line for making our guests feel like a million bucks!

Richmond intermodal station offers convenient connections for Amtrak guests

Over 150 elected officials, representatives of California state and regional agencies, Amtrak guests, local residents and rail advocates turned out to celebrate the Richmond Intermodal Station grand opening on July 19.

After a $1.9 million renovation, including a new center-loading passenger platform, Richmond is the only station in the San Francisco Bay Area with connections between Amtrak, Bay Area Rapid Transit (BART), and AC Transit. The work was funded by state and local partners.

“Nearly 100,000 guests traveled through the Richmond Station this year, compared to 66,000 last year—an increase of nearly 50 percent,” said Jay Commer, general manager of the California Corridor. “Amtrak is proud to be a part of a broad coalition of organizations and agencies that support the future of passenger rail in this community.”

Twenty-six Capitol Corridor and San Joaquin trains serve Richmond each day. And, BART carries 5,300 commuters to and from Richmond daily.

The new facility is expected to provide major growth for Amtrak and added convenience for East Bay passengers. The station is a centerpiece of the new and innovative Richmond Transit Village, where housing, commercial businesses and complete Amtrak station are planned.

Jeff Morales, director of the California DOT, said the connection is a much-needed state improvement.

“This is the kind of investment we should be making in California,” Morales said.

Cost Management

continued from page 8

performance measurement tools on a monthly basis to all SBU fleet managers and senior management.

The team has also redefined purchasing approval requirements, and now policy requires annual re-justification of vehicles.

Since the beginning of their effort, team leader Bill Aune, director NEC Audit and Finance, and John Parola, chief engineer, Track department, report that the vehicle group has received justification on 75 percent (as of 8/13) of the current fleet. Additionally for FY01, 304 vehicles have been returned as of July 25.

While the remaining 25 percent of the fleet may not necessarily be “unjustified”—and in fact many of these are covered by contract service operating agreements—this points to the need for responsible managers to turn in their overdue fleet reports, the team tells us.

“We’re still looking at other ways to better manage our costs, and the fleet in general,” Parola said. “A few of the areas that have been targeted are the accuracy of mileage reporting, maintenance costs, the routine completion of logbooks and trip sheets, and more timely accident reporting.”
Mid-Atlantic RSCC embraces a ‘celebration of cultures’

Employees at the Philadelphia call center have been presented with a unique way to recognize and celebrate the diverse cultures within our office. Agents have been encouraged to let managers know about our ethnic or cultural backgrounds, and how we can all celebrate diversity in the workplace.

A centrally located display case has been designated to feature the artwork, souvenirs, relics and other precious items on loan from employees.

So far, three cultures have been recognized. Black History Day was celebrated in February. Employees were encouraged to come to work in African garb, and black art, literature, and many other cultural items were displayed throughout the office. In March, employees celebrated Irish culture on St. Patrick’s Day with shamrocks, balloons, and “the wearing of the green.”

A Native American display in May featured Native American head-dresses, a beaver skin rug, pottery, woven baskets, and dolls.

There’s more to come. In the coming months the center’s celebrations will include a Latin American festival, a German festival, and an Italian American day.

Everyone’s encouraged to participate. Having a greater understanding of the diverse backgrounds in the call center has enhanced employee relations, stimulated morale, and introduced a greater sense of appreciation of our colleagues.

Carmen Crayne, team leader, Mid-Atlantic RSCC.

Racking up awards for excellence

Amtrak was honored with 10 marketing and communications awards recently at the Tranny awards ceremony held July 20, four of which were Awards of Excellence.

The Tranny Awards Program was designed by the Transportation Marketing and Communication Association to recognize organizations and programs within the transportation industry that create innovative solutions to transportation issues. Over 100 groups participated in this year’s competition, and Amtrak was one of 15 winners.

In the category of Publications, Amtrak took top honors for the new Arrive magazine. Amtrak saw the opportunity to reinforce its new Acela brand with a colorfully designed, 36-page, glossy, bi-monthly magazine, Arrive. The magazine reflects many of the Acela color and design elements, and provides the mix of information, features and events Amtrak’s ridership seeks and deserves. Arrive is distributed in seatbacks of all trains traveling in the Northeast, including the new high-speed Acela Express.

The second top award was presented in the category of Special Events. To promote the launch of America’s first-ever high-speed rail service, Amtrak created a spectacular, daylong, launch event on November 16, 2000. With events scheduled from morning to night, from Washington to New York to Boston, this was an opportunity for Amtrak to celebrate this milestone and launch a new product.

Amtrak also received an Award of Excellence for the media and marketing partnership formed with Student Advantage. Because of the overwhelming success of the partnership, the team received the Award of Excellence.

We also received awards for the Fall 2000 advertising and promotions campaign, and for Amtrak Ink.

If gasoline continues to increase in price, there must come a time when the public will realize how much better it would be if we could have at least once-a-day service on all Amtrak routes and some new routes.

“Amtrak is a vital service.” Florida Times-Union June 2001

The demand for high-speed rail service is being driven at the grassroots level, not only to relieve congested roads and airports, but also to drive economic prosperity. However, it cannot be accomplished without a stronger federal role.

Between New York and Washington, Amtrak already commands nearly 50 percent of the rail-air market. With the introduction of premium service north of New York, Amtrak aims to capture significant portion of that market as well.


Not only in quality of movement, but in quality of the environment, such improved rail could beat the skies and surface roads. As concerns about energy and global warming grow, trains could serve to reduce US greenhouse gas emissions - 33 percent of which come from motor vehicles.

Likewise, increased rail use could shrink the mounting airplane emissions in the upper atmosphere. “Being back the trains, fast” The Christian Science Monitor, July 2001

América faces a transportation crunch. Airports are overcrowded and highways are strained. Amtrak should be viewed not as a perennial problem but as a potential solution.


While large investment in highway and aviation infrastructure must continue in order to adequately maintain our systems, further expansion in these modes on our nation’s congested corridors is increasingly expensive and difficult. However, vital improvements in rail capacity can provide a viable alternative for intercity travelers who face rising congestion.

“Amtrak: Shaping a new transportation vision with rail,” Rail, Spring 2001

The federal government continues to impose restrictions and demands on Amtrak that does not apply to other modes of transportation. With the ever-greater highway and airport congestion, and increasing concerns about pollution, we should be building up train service, not tearing it down. The central problem in providing support for Amtrak has been the ridiculous assertion that it must run as a for-profit business, while highways and airports don’t have to…No wonder Amtrak can’t compete.

The treatment of Amtrak is very bad public policy, and gets worse and worse as America gets worse and worse as America gets worse and worse.

What do passenger and freight have in common? We both relieve highway congestion, save energy, and save lives. We share infrastructure. Together we should push hard to carefully design a new federal investment strategy that will end capacity constraints that currently exist, clearing the way for passenger and freight users to better co-exist. That can only be done with a massive federal investment that rivals the current commitment to highways.

“The industry should speak with one voice,” Railway Age, July 2001.

Not so long ago, passenger trains were dying in California. Now business is so good that Amtrak and the City College of San Francisco are offering a free course in how to be a railroad assistant conductor. The conductor training class is a pilot program, a first for both the passenger railroad and City College.

There’s no college credit for the course, no tuition, no guarantees of having a job after the course, just a job interview.

“Amtrak offers students chance to get on track,” San Francisco Chronicle, June 2001

Even critics of Amtrak—and there are many—believe that quality high-speed rail passenger service can help address growing congestion on the nation’s highways and in the air. But expecting it to be achieved without federal subsidies isn’t reasonable. The uncertainty, stress and lack of long-term commitment to rail passenger service by Congress can only undermine Amtrak’s capacity to deliver a quality and reliable service.

Dear Valued Employees:

We are in the midst of a restructuring here at Amtrak. The focus will be to consolidate various functions, which will encourage all employees to work together as we strive to become better organized and more efficient.

I was watching C-SPAN one evening when they were airing an Amtrak hearing that had been held a few days before. I was so impressed with the congressmen who testified on our behalf. I received great hope from the experts who spoke about the need for a sound national passenger railroad system that will relieve congestion on highways and freeways, and ease pollution woes.

One speaker said that President Warrington must have one of the hardest jobs in America, adding “George is a nice guy, but he is not a miracle worker.” And he called on Congress to fund us to the level we deserve and needs. Most called for a global, futuristic vision for Amtrak. And many congressmen, Republicans and Democratic alike, used the French high-speed rail system, the TGV, as a model that we should be working toward.

I was surprised, and pleased by the knowledge, commitment and passionate support we have in Congress. There is a true sense of urgency, and your hard work has not been in vain. The chairman twice said, “You get what you pay for.” Despite declining financial support from Congress, remarkably we have still survived.

We are now in the political limelight and we have great friends, as well as people who misunderstand our position. There is a real sense of urgency about how to save our national system, and bring us to the 21st-century level of service that the citizens of Japan and France enjoy.

I urge everyone to stay informed, read newspaper articles, and listen to the great debates about our future—watch the next wave of Amtrak history unfold.

And most important, remember that a sound defense is a stellar performance. Your great work is being recognized and applauded in high places.

Let’s stay strong and focused.

Sincerely,

Team Leader, Susan A. White
Riverside, Ca. 7/29/01

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**New pass privileges**

Continued from page 1

**National Corridors**

A new “flash pass” option has been added for employee pass travel on a number of corridor services. By showing their pass, employees can ride on a stand-by, unreserved basis in reserved coach service on designated trains. The process will be similar to what is already permitted for unreserved coach travel. No reservations are made, and no tickets are issued. (Dependent children without their own passes need open tickets, as they currently do for all trains, including those that are unreserved.)

As in all stand-by travel, employees may relinquish seats to revenue guests when there are standees. In addition, employees can still utilize Red, White & Blue policies. They all remain in effect. Employees may elect to reserve space, and pay the same fares (on Red and White trains) as before. Employees who have paid a fare are not required to relinquish their seats. But, guests would certainly appreciate that voluntary gesture of courtesy.

Details on the new pass policies can be found on the Intranet and in ARROW. You can also contact the Amtrak Pass Bureau or Travel Services.

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**Annual benefits enrollment period**

All Amtrak employees will soon be able to make elections for 2002 benefits.

**Agreement-covered employees - Oct. 1 through Oct. 23**

If you are an agreement-covered employee, the open enrollment period for 2002 benefits begins on Oct. 1 and runs through Oct. 23.

If you are not making changes to your benefits, you do not have to do anything during open enrollment!

However, you must enroll if you:
- Are switching from the Comprehensive Medical Plan to the Network Plan or vice versa; or
- Wish to participate in a health care spending account or dependent day care spending account in 2001 (even if you are a current participant).

Sometime after September 22, you will receive an enrollment package that contains an enrollment form and workbook. To enroll or make a benefits change, call the AmPlan Helpline at 1-800-481-4887 anytime during Open Enrollment. The system will lead you through the enrollment menus.

**Management Employees - Oct. 29-Nov. 16**

Management employees who want to make a change to any of their benefit options need to do so during the enrollment period that will begin on Oct. 29 and runs through Nov. 16.

If you do not want to make changes to the benefits you have now, you do not have to do anything.

However, if you wish to participate in one of the following benefit plans for 2002, you must enroll (even if you are a current participant) for the following benefits:
- Spending accounts (health care and/or dependent day care);
- Prepaid legal services; or
- Personal financial planning services.

Enrollment kits for management employees will be mailed on Oct. 22. To enroll or make a benefits change, call the ChoicePlus Helpline at 1-800-704-7987. The enrollment system is available 24 hours a day during the open enrollment period.
Amtrak responds to national tragedy:
Employees step up to the challenge

New York City and Washington, D.C.
Whether you were in a station or facility that morning, on board a train, or out in the field, Amtrak employees everywhere were doing their part in running the railroad. Then air traffic, and briefly our own operations, came to a halt.

U.S. Transportation Secretary Norman Mineta grounded all commercial flights and closed the major airports in the Northeast. Amtrak stopped all service on the Northeast Corridor for several hours. Once the safety of our operations could be reasonably assured, service was quickly resumed. Amtrak’s response that day, and in the days that followed, was unprecedented.

Whether policing our facilities, inspecting tunnels and walking tracks to ensure their security, moving equipment and resources to where they were needed, or handling the thousands of calls that flooded our reservation center, employees jumped into gear. And that was just the first day.

For three days following the attack, Amtrak was the only transportation service available connecting New York to the rest of the country. With the continued disruption of the nation’s aviation system, we filled the transportation gap by adding cars and trains in the Northeast, on the West Coast, and on long-distance trains so that people could get to their destinations and loved ones. We also reached out to the airlines, accepting airline tickets from travelers for about week.

In addition, Amtrak provided free transportation for victims’ relatives, military personnel, Red Cross workers, other emergency services workers, and airline personnel. For instance, emergency workers aiding in the recovery efforts only had to display their badges for free passage in the Northeast Corridor.

In another unprecedented move in the following week, Amtrak brought a group of 37 U.S. Senators from Washington, D.C., asst. vice president of Marketing, Sales, and Brand Management. The department reporting to Richardson are Marketing, and Brand Management, Marketing Research, Customer Relationships, and Revenue, and Corporate Communications.

Restructuring program promotes management accountability
Positioning our company for future growth is the key objective of the corporate restructuring first announced in July. While the tragic events last month have had an enormous impact on our company, it is important to move ahead with these plans to ensure stable leadership and to respond to new business opportunities.

At its foundation, restructuring means giving managers more responsibility and accountability for their actions, streamlining our decision-making, and reducing overall management costs.

The restructuring creates four executive vice president positions, forming the core operational leadership of the corporation. Barbara Richardson will continue in her position as executive vice president, Marketing, Sales, and Brand Management. The departments reporting to Richardson are Marketing and Brand Management, Marketing Research, Customer Relationships, and Revenue, and Corporate Communications.

Stan Bagley is executive vice president of Operations, a position he assumed in July. Business unit and department heads will report directly to Bagley, allowing for clearer communication, more effective decision-making, and a more responsive organization.

Internet access offer from Microsoft
If you don’t have access to the Internet from your home computer and you’re looking for a deal, here’s an offer you may want to consider. In the August issue of Amtrak Ink, we mentioned that Microsoft was going to offer an opportunity to Amtrak employees.

Here’s the deal: Employees can register for the MSN Internet Access plan and try it free for 90 days. Those who wish to retain the service at the

A Monthly Newspaper for and by Amtrak Employees

Volume 6, Issue 8, October 2001

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LETTER TO THE EDITOR
2002 Amtrak Calendar
Emotionally, many of us are still recovering from the tragedy that struck our country last month. But you need to know how much your professional dedication has meant — and will continue mean — to our nation’s recovery.

Like Americans everywhere, the Amtrak family did its part to those most in need in the terrible moments that followed the morning of September 11. I deeply appreciate the long hours — around-the-clock service — that many of you worked. I am extremely proud of each and every one of you, and of our company. Just when needed the most, we rose to the call.

Working with the American Red Cross, we rushed tons of supplies to the rescue and recovery teams in New York. We were proud and privileged to carry firefighters, police, and emergency medical service personnel to and from New York. We carried family and friends of the victims, particularly between Washington and New York City. Stories came back to me of how caring and sensitive our crews were with these saddened guests. We helped our airline colleagues, providing transportation for their crew members. With mail banned from the holds of passenger jets, we put all available resources at the disposal of the U.S. Postal Service, and in just the first week after the tragedy, we carried 237 extra carloads of mail. We even teamed up with our partner, ExpressTrak, to bring a carload of 220,000 donated apples and pears from the state of Washington to the New York rescue workers. Taped to the boxes were cards and pictures from local children, growers, and packinghouse employees.

Our response was witnessed and appreciated by millions of people across America. “We needed the railroad before, and we need it now more than ever,” said New York Senator Charles Schumer. “Amtrak is the backbone of our transportation system,” said American Red Cross President Dr. Bernadine Healy in a letter to me. And let me say it in my own way: I have never been more proud of the Amtrak family than I am today.

As I am sure you’re aware, many things are different now at Amtrak because of September 11th’s attack. Most noticeably, we have stepped up our security measures. I ask not just for your cooperation with the Amtrak Police Department, but for an added sense of vigilance to help them do their job. We all need to work together and make it our personal responsibility to protect the safety of our colleagues and guests, and the security of our operations.

Your tireless efforts in responding to this national tragedy did not go unnoticed, either by me, or by the media and our guests — many of whom were new to us. Your relentless resolve and spirit of volunteerism in the face of unexpected challenges was an inspiration. And your compassion with troubled or grieving guests was simply extraordinary.

Again, I am enormously proud to be a part of the Amtrak family. Thank you for all that you did.

Restructuring update

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system operations have been united under his office, along with standards and policies for Service Delivery, Engineering, Transportation, Environmental, and Maintenance of Equipment. He is also responsible for the newly formed System Safety and Security organization, as well as a newly formed Employee Development organization, which is a consolidation of most of the training functions throughout the company.

Chief Financial Officer Arlene Friner is executive vice president and chief financial officer. Now consolidated under a re-engineered CFO organization are all resources for financial planning, budgeting, and forecasting, as well as Procurement, Materials Management, and the administration of freight railroad contracts. The Law and Real Estate department, along with the office of the Corporate Secretary, has been consolidated under the Law Department, led by Executive Vice President and General Counsel Jim Lloyd.

Some organizational changes have also been made within the Human Resources, Labor Relations, Business Diversity and Strategic Initiatives, and Government Affairs departments. All will continue to report to George Warrington, president and CEO.

People within the strategic business units continue to report to their respective SBU’s, focusing on the delivery of our products and services, and the forging of new local-communitivility, state and private partnerships. Restructuring reviews of three remaining departments (Capital Programs, Northeast Corridor Engineering, and High-Speed Rail Mechanical) are continuing.

While the majority of those in management employee positions will not be affected by restructuring, about 500 positions have been redeployed or eliminated, with the greater share of these being redefinitions. Because of vacancies and other factors, it is impossible to calculate how many jobs will be eliminated at this time. However, in addition to providing a stronger management structure, this part of overall restructuring is expected to result in annual savings of approximately $28 million.
Satisfaction Guarantee: A year of success

It’s been just over a year since Amtrak changed the face of travel by offering the industry’s first unconditional satisfaction guarantee. What’s the verdict? And what have we learned?

The evidence is overwhelming that the program has been a success. Ticket sales have risen dramatically, with guaranteed service surely a key factor in that increase. And guests coming back to use guarantee vouchers are booking even more travel than they originally bought.

Plus, thanks to the new customer service database used to fulfill voucher requests, we now have an enormous amount of information about where we need improvement. It’s what Anne Hoey, vice president of Service Operations, first described as “turning up the pressure in the hose, so we can see where the leaks are.”

In a Presidents’ Meeting, Ed Walker, president of Amtrak Intercity, said, “This data is absolutely the best tool we’ve ever had to work with in improving the quality of our service.”

But there have been disappointments, too. On-time performance is still a challenge, as are consistently “Right and Ready” trains. And the “Service Success” goal needed to trigger incentives for all employees has yet to be reached—although we remain close.

Successful sales

During this first year of the program, we issued just over $6 million in guarantee vouchers. But ticket sales increased by $120 million. Incremental revenue. When guests redeemed vouchers, they bought 46 percent more travel. For instance, a $100 voucher would be applied toward $146 in second-trip fares.

No abuse. The computer database will identify anyone who is obviously abusing the program, claiming repeated dissatisfaction. But there have been no such cases.

Presidents’ Meeting. This weekly event places the focus on guest service within the highest executive level of the company—something that’s never happened routinely before.

Data. Product line general managers are now getting detailed, specific, real-time information about their products and staffs—and they’re acting on it.

OTP focus. Because on-time performance is the single largest factor in guarantee voucher requests, the heat has been turned up more than ever on “what can we do?”

Disappointments

OTP results. We still need to apply the same culture of creativity and imagination on on-time performance as with guest service.

Ticket sales have risen dramatically, with guaranteed service surely a key factor in that increase.

We need more investment in equipment, more partnering with freights, and more managing in ways we haven’t come to yet.

Right and Ready. There’s been tremendous improvement, but this has proved to be far more than an “overnight” fix. A good deal of that is due to funding restraints. But Superliner cars are being overhauled, toilets are being fixed—and everything associated with Right and Ready will continue to show improvement.

Incentives. We set the right goal for financial incentives—only one dissatisfied guest out of every 1,000—a standard that our guests deserve. But we need to find a way to recognize improvement while we work toward that goal.

What have we learned?

We’ve learned that we can be a leader within the travel industry. Companies are starting to point us to as a best-practice model. We can now ask ourselves, “Is there anything the guarantee has caused us to do that we wouldn’t want to do anyway, in order to be a true world-class customer service company?” And we know the answer.

Where we go from here was summarized by Anne Hoey: “Don’t take the employees for granted—they’re the key to continued success. Managers have to support service recovery efforts. We can’t backslide to the Amtrak of old when employees were afraid to show initiative and creativity.”

Redondo Junction flyover: An engineering marvel

Over 200 dignitaries, railroad and agency officials joined U.S. Secretary of Transportation Norman Mineta at Redondo Junction late this summer to celebrate a spectacular achievement in railroad engineering.

An Amtrak Pacific Surfliner train and Metrolink commuter train traversed the Redondo Junction flyover in opposing directions, while a joint Union Pacific and Burlington Northern Santa Fe stack train passed beneath it, marking a milestone many believed would never occur.

Mineta called the $47 million bridge an “engineering marvel.” Stretching more than half a mile, it eliminates the delays often caused by passing passenger trains, freight trains and street traffic, and reduces travel time on Amtrak and Metrolink trains.

“Relieving congestion on shared intercity, commuter and freight rail corridors is a critical priority for both Amtrak and the state of California.”

Gil Mallery, president of Amtrak West

The flyover is part of the Alameda Corridor Project, a 20-mile long rail cargo expressway that links the ports of Long Beach and Los Angeles to the transcontinental rail yards near downtown Los Angeles. The $2.4 billion project includes funding from multiple federal, state and local sources, as well as private investment by the railroads and others.
Amtrak responds to tragedy

continued from page 1

Revenue were just two of the 40 volunteers in Washington. “Most of the questions I handled were about our schedules,” Porter said. “Others were more specific, such as, ‘Can I trade my airline ticket for a rail ticket?’ or ‘Can I exchange this train ticket for another?’”

In Boston, Kevin Scullin, ass’t. general manager of South Station, said he got an immediate response from volunteers from the Rules, Safety, Engineering, and Sales departments, and others.

Mark Rose, ass’t. general manager for the Washington, Baltimore, and BWI stations, said in a “thank you” e-mail to volunteers after the rush subsided, “You helped make a positive, lasting impression on these travelers. Each of you made a difference by being here with us, and I thank you for your dedication and support.”

Just in case the tragic and unaccustomed circumstances were troubling to any of the volunteers, the

Dr. Bernadine Healy puts on a dust mask. It was one of thousands sent to New York via Amtrak, along with other critical supplies.

A special Amtrak train dubbed the Clara Barton Express left Washington Union Station on Sept. 13, bound for New York City. The consist of mostly Mail & Express cars carried 30,000 Red Cross comfort and cleanup kits; pallets of beverages; Visine eye cleaner; and dust masks donated by both Lowes Home Improvement Centers and Home Depot.

Washington state growers and shippers also donated more than 2,200 boxes of apples and pears and hundreds of cases of apple juice to the

American Red Cross. ExpressTrak, a partner company that ships freight behind Amtrak passenger trains, donated the refrigerated railcar for the shipment and Amtrak provided a free cross-country trip to New York.

New security measures for employees and guests

As a result of the Sept. 11 attacks, Amtrak has established several new security measures that affect all employees and our guests.

Both management and agreement-covered employees are now required to wear their company photo identification cards (“flash pass”) at all times while on Amtrak property.

Employees without visible identification may be asked by Amtrak Police officers to provide proof of identity.

Amtrak provided free transportation for victims’ relatives, military personnel, Red Cross workers, other emergency services workers, and airline personnel

If you don’t have an Amtrak employee photo identification card, please contact your local Human Resources representative.

For the added protection of guests, Amtrak ticket agents will now ask for photo identification from guests 18 years and older when selling tickets or checking baggage. Passengers using automated ticketing terminals in stations will not have to produce photo identification, as credit card information may be used for internal security purposes.

Amtrak has also produced a bomb threat card that was distributed to all employees with their paycheck stubs. The card provides tips on how to handle a bomb threat received over the telephone. Employees are asked to keep this card near their work telephone.

As we move forward in this new security environment, other measures will be put in place. In addition to our own measures, we are working closely with other law enforcement agencies, and coordinating with their security procedures.

Amtrak in demand

“We needed the railroad before, and we need it now more than ever,” said U.S. Senator Charles Schumer (D-NY).

Schumer was part of a bipartisan group of 16 senators who immediately supported Amtrak’s request for $3 billion in emergency federal funds. The senators sent a letter to President Bush and Secretary Mineta, urging them to support the package of funding for safety, security and capacity needs. More than half of the money would be used to improve the railroads’ capacity, reliability, infrastructure and equipment.

“Considering the uncertainty facing our airline industry, it is of fundamental importance that Amtrak is provided with the tools to continue to handle additional capacity in a safe and efficient manner during this crisis period,” the letter said.

When the airplanes were grounded, Amtrak immediately demonstrated its value as a key element in a national intermodal transportation system. Within days after Sept. 11, we had double-digit ridership increases. Although some of that has naturally diminished, several factors are likely to cause a sustained increase in ridership. They include permanent cutbacks in airline service, and new FAA security requirements that are adding as much as an hour to the total airport and flight experience.

A tribute

To the employees who have lost family or friends in the horrible tragedy, the staff of Amtrak Ink sends its deepest sympathies. And to all the employees who went above and beyond to ensure that Amtrak operated smoothly and safely in the midst of chaos, we thank you.

Health Services offers tips to help employees cope

In the aftermath of the terrorist attacks, employees have asked about tips for handling the various emotions they are experiencing. Amtrak’s Health Services office wants you to know that feelings of shock, anger, anxiety, fear, or sadness are normal reactions to such a tragedy.

People who have experienced, or have witnessed a traumatic event may have difficulty in concentrating or making decisions. Some even experience physical symptoms like headaches, stomachaches, and tiredness. Even thoughts of the event can trigger emotions from previous trauma.

It’s when these reactions begin to interfere with your daily activities and your ability to function that you should consider seeking the help of a professional.

Health Services has compiled the following information that may help you and your family to cope with these unsettling feelings:

Avoid using substances (alcohol, drugs, medication) to handle your emotions. These substances only give you a temporary feeling of relief. You still need to deal with the underlying emotions.

Limit your exposure to news coverage. Overexposing yourself to news coverage and pictures of the attack can increase the time it will take to get back to normal. Plus, images of the disaster can be extremely frightening to children. Let your child be more dependent on you. During this difficult period, children need comforting and frequent reassurance that they’re safe – make sure they get it.

If your child seems to be exhibiting feelings that concern you, seek advice and guidance from your child’s physician. Your physician can provide age-appropriate information for coping with disasters. He or she also has resources if your child needs to be referred to a specialist in dealing with children’s fears.

Get support from people you love and trust. Talking about the event can help you process it and feel more in control.

Get support from people you love and trust. Talking about the event can help you process it and feel more in control.
Here's another example of how employees put the guest at the center of everything they do:

On Saturday, Aug. 18, a guest on the Pacific Surfliner mistakenly took the wrong luggage off the train at Glendale. The bag contained important medication belonging to another guest who was getting off in Oceanside.

Keith Porter has a guest-focused work ethic. When the guest with the bag reported the mistake, Keith Porter took the call here at the call center. Knowing that Glendale is an unstaffed station, Keith took it upon himself to travel there and retrieve the missing luggage. He then took it to the Los Angeles station and put it on the next train to Oceanside. Finally, he called the guest in Oceanside to tell her which train was returning her bag and medication.

Keith's action was a prime example of "going the extra mile." He may have saved the company time and money, but most important, he satisfied two guests by not only meeting, but exceeding their expectations.

By: Flo Cohen, team leader Riverside RSCC

Amtrak Intercity, Midwestern RSCC
employees volunteer for Jerry Lewis MDA Telethon

While Americans nationwide celebrated Labor Day with picnics, barbecues, and other festive events, Amtrak employees and their friends and family helped the Jerry Lewis Muscular Dystrophy Association raise $56,780,603 to benefit people affected by neuromuscular diseases.

Amtrak Intercity machinist Jim Pitts has been an MDA Telethon volunteer for 30 years. Last year, he asked his fellow Amtrak employees to join him in answering phones and providing support to the annual telethon. They readily agreed.

Employee volunteers included: Romanda Davis, Bonnie Schwartz, David Pryor, Josie Harper, Sharon Slaton, Julie Jordan, Derrick Douglas, Cynthia Rogers, Josephine Gudea, Colleen Dickerson, Sharon Odom, Mike Turner, Tim O'Leary, and Anne Yang.

Thank you to all the employees and other participants for taking time to make a difference.

By: Sharon Slaton, Amtrak Intercity employee and telethon participant

Looking out for each other in a crisis

Things were on schedule that morning. Managers' pay checks had been processed the day before, and now Carol Wolfe, senior director of Payroll, and her Washington staff had begun work on the checks for approximately 23,000 agreement-covered employees.

It was Tuesday, Sept. 11, and everything was on track for the Friday payday. Until the urgent calls came down the hall: "Evacuate the building—now!"

A payday hung in the balance. As soon as she reached her home PC and phoning Jamie Sanford of her team. The two spent the next seven hours setting up electronic links with Payroll, and with Chase Manhattan Bank in Florida. By 7:00 p.m., the approximately 16,000 employees who have direct-deposit of their pay were taken care of.

Carol Wolfe describes how a group effort from her staff insured employees' paychecks were processed.

Now, how to get printed checks to the 7,000 employees who choose that option. Early Wednesday morning, Wolfe and her staff were back in the office, working out the logistics. Because of the national air traffic stoppage, FedEx and other shippers were not options. Rail came through again.

"We were confident we could reach the East and the Midwest by Friday. But the real challenge was about 1,200 checks for Amtrak West," Wolfe said. "So, for the first time in the history of Amtrak, we shipped checks to the West Coast by train. And thanks to a lot of people along the way, we did OK."

Employees observe day of prayer, remembrance

President George W. Bush declared Friday, Sept. 14 a day of national prayer and remembrance. Stan Bagley, executive vice president of Operations asked that employees observe a moment of silence around noon on that day. He also ordered all tower horns, locomotive horns and watchman horns sounded at 12:05 EST, in tribute to the fallen and missing in New York, Washington and Pennsylvania.

After hundreds of employees and station guests observed a moment of silence, Tom Kane, supervisor of Customer Services at Philadelphia’s 30th Street Station, played “Taps” on a trumpet, and then led the crowd in singing “God Bless America.”

Images of Heroism

As Amtrak transported firefighters and emergency personnel into New York City, there were many poignant moments as employees and guests responded to images of heroism.

In New York, a group of firefighters in full gear were waiting to board train #79. As the announcement was made, and they rose to leave, the entire waiting room rose with them, and gave the firefighters a standing ovation. In New Haven, 30 firefighters in full gear arrived on a densely populated platform to board train #95 to New York. Among the guests on the platform was a priest, and the firefighters stopped to ask for a blessing. The priest conveyed his blessing over their bowed heads, then shook their hands as the waiting guests broke into applause.

APD Officers are TOP COPS!

Three Amtrak Police officers have received Honorable Mention in the annual TOP COPS Awards presented by the National Association of Police Organizations.

Sgt. George Reutter, Investigator Maureen Powers, and Officer Anthony Kisielius were recognized for their extraordinary contributions as an anti-graffiti and illegal dumping unit, making 133 arrests in 2000. Disposition of those cases resulted in nearly $20,000 in restitution.

TOP COPS are nominated by fellow officers and selected from hundreds of nominations by an independent awards committee.

Congratulations to Amtrak’s TOP COPS!

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Dear Amtrak:

Editor’s note: We received dozens of letters from guests across the country, thanking Amtrak for coming through for them in the days following Sept. 11. Below are excerpts from a few of them.

“I wanted to take this opportunity to call to your attention an outstanding experience I had while recently traveling on Amtrak. Last week, I took the train from Chicago to Emeryville, Calif., due to the tragic situation in New York. I had sleeper accommodations and my attendant from Portland to Emeryville was Mr. Ronald Harris. I was so impressed by his professionalism that I wanted to make sure that Amtrak is aware of the superior service that Ron is providing to your customers. Obviously, the week of September 11 was difficult for all Americans. Added to the stress was the task of those who were stranded by the airlines to quickly make other arrangements to travel. I chose Amtrak and will be eternally grateful that I did. From Portland to Emeryville I had a sleeper and the distinct pleasure of having Ron Harris as my sleeping car attendant. He was so positive, professional and kind that I was overwhelmed. He not only made my stay on Amtrak a truly unforgettable pleasant experience, but he also put me at total ease with the current situation in America. I have shared my wonderful experience while riding Amtrak with everyone I know and will continue to do so. I travel a great deal for business and pleasure and have decided to make Amtrak my preferred method of transportation. I owe it all to Ron! He is the greatest, and I hope that Amtrak knows just how lucky they are to have someone like Ron on their staff. Thanks again for the great trip.”

“I was one of the many folks trying to get out of New York City on Wednesday, September 12. My two colleagues and I arrived at New York Penn Station at about 9:30 a.m., to find what certainly must have been holiday travel volume. All of Amtrak staff at Penn Station and on board our southbound Acela train provided the highest level of customer service I can ever recall experiencing in the many years I’ve enjoyed rail travel. Everyone in New York was under a great deal of stress, and your team maintained composure and helped us all to get home to our loved ones. Thank you! As far as I am concerned Amtrak employees are a few of the many heroes we have in America.”

“On behalf of the Board of Governors, I want to join Dr. Healy [president and CEO, American Red Cross] in thanking you and your associates for the generous provision that you made to the Red Cross last week. Providing a relief train to transport supplies and Red Cross personnel to New York was a humanitarian act for which we are most grateful. While the extensive loss of life and destruction is numbing, the spirit of volunteerism that was spontaneously forthcoming from the American public was truly inspirational. Again, our gratitude to you and to Amtrak.”

“Thanks for getting me home safely. I know you are very busy, but I felt it important to let you know that I have spoken with two of your representatives in the last two days, and both were absolutely wonderful, and helped in every way they could. I imagine they must be under terrible stress. The busy signals and long wait on hold indicate they are getting an enormous number of calls, but you would never know it by their voices and attitude. They were a pleasure to work with. Thanks to all of you and God bless America.”

“An Amtrak guest told us that in spite of all the chaos last Tuesday, folks at the station in Chicago, on board Train #3, Southwest Chief to Kansas City, and the entire staff I was involved with, they were a credit to your operation. I had not been on the train for a few years, but after this excellent experience at such a difficult time, I will be back more often. You have a great operation, and everyone there certainly stepped it up to meet the incredible demands put on you by the unfortunate events of the week. Thanks for getting me home safely.”

“Please thank your Amtrak customer service employees for me. I appreciate your help and your services during this difficult time. I think your company is doing a great service for all of us.”

“It is with great thanks to Amtrak that I write this e-mail. My 70-year-old in-laws, visiting from Ireland, were traveling on Amtrak on that terrible Tuesday. Coming from New Haven and headed for us in Washington, their train was held just outside New York as the chaos began. Throughout the day, my husband and I kept calling 1-800-USA-RAIL, and people there kept us abreast of the status of the train. We knew about every movement of the train. They even contacted Washington Union Station for us, and assured us that the station—which was previously closed—would be open.

When my in-laws arrived safe and sound, they were thrilled at the service they received from the Amtrak crew. They said they were treated very well and felt secure, even when they had to evacuate New York’s Penn Station. When we picked them up, I expected them to be frightened and tired. But they were calm and well fed—thanks to Amtrak.

Thank you very much for all that you do.”

Thank you so very much, we are so grateful to you and your service. God Bless and keep you all safe.”
"It's 3 a.m., Thursday, Sept. 13, 2001. We're rolling northbound through the night on Amtrak Train #92-The Silver Star-somewhere south of Hamlet, North Carolina. I awoke from my slumber just a few minutes ago, almost moved to tears at the thought of being home later today. I am still shell-shocked by the horrors I saw on CNN and CBS last night in my Florida hotel room. The images of the World Trade Center and our Pentagon under attack are still hot in my mind, unbearable to consider in their enormity. The Hoboken, just across the Hudson from the World Trade Center disaster, my wife awaits my safe return. I miss her terribly tonight. Flying home was a practical and emotional impossibility for me. Not a white-knuckle flyer by any stretch of the imagination—I'm a private pilot—I could not bear to board a plane under the developing circumstances. Upon hearing the awful news that fateful Tuesday morning, I immediately booked myself onto Amtrak for my long ride home back to New Jersey. Although sleepers were unavailable and I did not relish the thought of a 27-hour ride in coach, I knew that Amtrak would be the fastest way for me to return home during the crisis. Fifteen-and-a-half hours into the trip, we are rolling through the Carolina night, nearly 300 passengers, many of us infrequent, if not reluctant Amtrak customers. The train is overbooked tonight, but unlike a flight, we are able to take extra people by seating them in the lounge. Despite additional time at stops to handle the crowds, we're less than an hour late. No one is complaining. We're not complaining because we will all be at our destinations by afternoon today. We stopped for red signals, slow for speed restrictions, the seats could be more comfortable, but we are happy. We are moving, progressing, and on a night like tonight, it's almost miraculous. Except for an exhausting drive up I-95, there is no way to get home. Amtrak is an essential service. In times of national crisis or weather emergencies these trains are a vital lifeline for business travelers like me. Sure, I love trains, but I'm also practical. Time is precious to me, so trips of over 500 miles are always via air. But when weather or air traffic control problems interfere, you'll find me on the train. Survey my fellow travelers and most of them will tell you the same thing. We must continue to fund Amtrak, to ensure that America does not stop when crisis hits. Without Amtrak's regional and long-distance service, we cannot ensure the continued safe and reliable arrival of passengers and mail in times of national emergency. Thank you Amtrak, thank you for bringing us home. No planes are flying, the roads at home are blocked, but the train carries on. The tortoise is beating the hare tonight. We are grateful, all of us grateful to be home later today.

"I want to thank you for your help. I contacted Amtrak letting them know that my husband left Wenatchee, Washington on Train #8-Empire Builder-headed to Chicago. Due to the disaster situation and under the circumstances he was traveling, I was very concerned because of his health problems. I contacted Amtrak and they informed me that the train was running 90 minutes late. Your assistance in informing me that train was O.K. and it was on its way was comforting. Please let your managers know that your Customer Service employees are very prompt and courteous, and I really do appreciate it."

"I was on the Crescent returning from a business trip on Tuesday, September 11. I'm writing to compliment everyone on the crew that day. I was traveling from Charlotte, North Carolina to New York City. Martin on my sleeping car knows how to treat his passengers very well. The main compliment is that everyone was concerned with our well being during the tremendous tragedy in Washington, D.C., and also in New York. Thank you."

"I wanted to thank you and your outstanding crew in regards to the handling and service that my co-worker and I received on board the train on September 11 from St. Paul, Minneapolis, to Seattle, Washington during the terrible tragedies in New York and Washington, DC. I was to fly out of Minneapolis on September 12, but knew I couldn't fly out for some time, so my co-worker and I booked our fare on Amtrak to return home. I was on Train #7-Empire Builder-and the crew was working so hard due to extra slew of travelers who had been stranded due to the closure of airports. The crew was courteous and friendly, made sure everyone was comfortable, and prepared meals that were outstanding. My co-worker and I were relieved to get back to Seattle. Our families were happy to know that were safe and sound and on our way home via the train. Thank you and your awesome crew during this sad and scary time."

"I just wanted to say thank you for running the extra trains on Tuesday September 11. I work downtown San Diego and was able to get home to my children on that horrendous day. Thanks to your special 1:00 p.m. train. I've been riding since the very first day of operation. I knew the Coaster would be special from the beginning but the NCTD has gone above and beyond its duty on numerous occasions. Thank you so much."

"I'm writing to tell you how wonderful all of your people were during this crisis. We were stranded in New York, and your employees at Penn Station could not have done more. There were thousands of people panicking and striving for transportation. Your people were kind, helpful and worked incredibly diligently to help everyone get home. The attendants on the train were the same. Some of them worked more than a 24-hour shift. We really appreciated it. Again, please thank all of your employees for us in some way."

"Amtrak’s response to the national emergency is more than welcome. Hopefully, additional funding on an emergency basis can be sought and received to repair any and all equipment currently at Amtrak’s Beech Grove and other locations, and put into service all the Heritage cars and locomotives that are in storage. Commuter equipment otherwise not in service on weekends should be used in high density corridors to accommodate those who be unable to travel due to lack of equipment. Thanks again for your prompt response in a time of need."
Where is my new uniform?

No, the rollout of Amtrak’s new uniforms did not stop with the first distribution on the Northeast Corridor.

Shortly after unveiling the new uniforms last year, a sample of employees from across the country were gathered in focus groups to suggest ways Amtrak could enhance the uniforms, with respect to job function, region and climate.

We told you earlier this year in Amtrak Ink about some of the design changes that were made to the uniforms based on your feedback.

A schedule had been developed for fitting employees in Amtrak Intercity and Amtrak West.

But Amtrak’s primary focus this year has been on cost management. We’re dedicated to managing our costs better and spending more wisely. So, due to budgetary reasons, the continued distribution of new uniforms has been put on hold.

We’ll keep you updated.

Restructuring update

Employees whose positions were directly affected by consolidation, redefinition or elimination were personally notified the first week of October and given information about their options, including applying for the redefined positions. Beginning Oct. 4, the Human Resources Department began daily postings of the new positions and the hiring process began.

Through Oct. 31, the Voluntary Early Retirement Plan is being offered to approximately 350 eligible management employees. Informational meetings are being held around the country for eligible employees with questions about the plan.

All employees are strongly urged to speak with Human Resources representatives about job postings and the hiring process. Employees are also encouraged to check bulletin boards and e-mails for additional Employee Advisories, and monitor the Amtrak Intranet site for more information.

Amtrak’s voice response unit now has a ‘human’ quality

Our guests will rave about it—satisfaction will increase—and they’ll come back to Amtrak again and again.

Many guests can now experience one of the most exciting enhancements to Amtrak’s automated reservations system—speech recognition.

Since last year, Amtrak’s Telephony Team has been working with a company called Speech Works to enhance our automated system. “The team has made significant technology enhancements to the system, which is commonly referred to as the VRU or Voice Response Unit,” said senior director Robert Hackman. “Our goal is to replace the entire touch-tone VRU with speech recognition technology by February 2002.

Many guests can now experience one of the most exciting enhancements to Amtrak’s automated reservations system—speech recognition.

The first part of this multi-phase project, focusing on train status, has been launched successfully. As of Oct. 1, most callers to 1-800-USA-RAIL who choose the automated option for train arrival and departure status are greeted by a friendly voice that walks them through the process of getting the information.

Callers say the details needed, and then the VRU responds with the actual or estimated arrival and departure information from ARROW. The caller can even probe for more detailed information on a train’s last reported location.

The technology is so advanced that there is an exchange of dialogue between the caller and the VRU. Under the older touch-tone technology, callers frequently complained that the process of navigating menus was cumbersome and frustrating.

Many would get overwhelmed with the options and transfer to a “live” agent.

For example, prior to the speech recognition enhancement, only 40 percent of callers completed their train status inquiry in the VRU without the assistance of a sales agent. Now, 75 percent of these callers are being processed successfully through speech recognition.

Ultimately, speech recognition is expected to contribute significantly to Amtrak’s cost reduction efforts.

“This improvement in the VRU’s call-handling rate translates into a reduction in the time sales agents spend on routine arrival and departure inquiries.”

Vince Zagorski, Director of Telephony

The ease of eTrax coming soon

On those days when a “simple” administrative task turns into a huge chore, you probably wish there was an easier way.

Help is coming. Submitting or approving payment requests, travel authorizations, expense reports, and material requests for non-inventory items will be easier with eTrax. It’s e-business software that will help you perform some of those duties easier, quicker, and smarter. Amtrak will introduce eTrax over the next year, beginning with a pilot phase in November.

“This is not just a procurement project,” said Mike Rienzi, vice president of Procurement. “eTrax will change the way we run our business, the way we spend our money. Employees are going to have an easier time doing their jobs, and Amtrak is going to have an opportunity to reduce costs.”

Rienzi and eTrax team members went on the road in August and September to give employees in major locations a glimpse of the software, which is currently used at about 40 of the Fortune 100 companies. Employees saw how users of the software will be walked through the creation of various on-line documents. Once submitted, the electronic documents will be automatically routed by e-mail to the necessary “approver.”

Employee response to the new process has been favorable.

This will help reduce costs, improve the requisition-to-pay process, and standardize financial controls. Financial control policies are being reviewed and updated, and they will be built into our eTrax software.

“We need to get more financial controls in place, and this is going to help us to do business easier,” said Stephanie Audette, corporate Controller. “I’m very, very supportive of it.”

On-line transactions will be processed and recorded in eTrax—giving employees the ability to track their requests and monitor spending. With access to complete, accurate data, we’ll pinpoint areas for improvement and make adjustments.

When eTrax is fully implemented, employees will no longer complete paper-form requests or complete MRs in the AAMPS requisitioning system. However, AAMPS will still be used for inventory purchasing. Starting in November, users will be trained on the new processes and software.
Congratulations to All of You!

**EMPLOYEE MILESTONES**

- **15 Year Anniversary** September 2001
  - MUSEL, RODNEY Beech Grove District Detroit District Chicago Metro District
  - MALONEY, JANICE
  - LEAVITT, ROBERT
  - KUKLIS, DENNIS
  - KRANZ, CONNIE
  - KELLER, DONALD Atlanta District
  - RIDLEY-JONES, L.M.
  - CONOR, EDWARD
  - CHAVEZ, ROBERT
  - CONNOR, EDWARD
  - CORMAN, JEFFREY Beech Grove District
  - CRICK, LOUIS Jacksonville District
  - DACE JR, EDWARD Chicago Metro District
  - DAVIES, JOHN Mid-Atlantic Division
  - DIGIOVANNITONIO, JAMES
  - DUNCAN, DOUGLAS Mid-Atlantic Division
  - ECKER, LINDA Mid-Atlantic Division
  - EDMISTEN, MARK Mid-Atlantic Division
  - FLOYDE, HORACE Mid-Atlantic Division
  - FORDHAM, RICHARD Jacksonville District
  - GIST, STEVE Jacksonville District
  - GRAHAM, CLINTON St. Louis District
  - GREEN, DONNA Metropolitan Division
  - GREEN, MICHELLE Mid-Atlantic Division
  - HEBEL, MICHELLE Chicago Metro District
  - HOUSE, RONKIE Jacksonville District
  - JACKSON, JOHN Metropolitan Division
  - JACOB, JAMES Metropolitan Division
  - JOHNSON, GLEN Chicago Metro District
  - RIDDLEY-JONES, L.M.
  - KELLER, DONALD Mid-Atlantic Division
  - KRANS, CONNIE Chicago Metro District
  - KUKLS, DENNIS Oakland District
  - LEAVITT, ROBERT Metropolitan Division
  - LINDSTRAND, GARY Delaware District
  - MALONEY, JANICE Chicago Metro District
  - MARRONE, ALICE Chicago Metro District
  - MC CARTNEY, TIMOTHY Chester District
  - MCALISTER, BRUCE Beech Grove District
  - MILLER, RON Mid-Atlantic Division
  - MUSSEL, ROYDEN Metropolitan Division
  - NICHOLS, GARY Mid-Atlantic Division
  - PAUL, WESLEY Metropolitan Division
  - PENDER, DALE Chicago Metro District
  - PERNELL, PATRICIA Chicago Metro District
  - PERRY, JAMES Metropolitan Division
  - PIERRE, CHANTAL Metropolitan Division
  - PILUSKI SR, GEORGE Beech Grove District
  - RIGGIN, JASON Mid-Atlantic Division
  - ROGERS, BILLY
  - ROGERS, WILLIAM Mid-Atlantic Division
  - RONSTANT, RONALD Chicago Metro District
  - SCHARF, PHILLIP Jacksonsville District
  - SCHER, ELLEN Chicago Metro District
  - SCHUELER, KIMBERLY Chicago Metro District
  - SEALE, JAMES Jacksonsville District
  - SMITH, MONROE, PATRICIA Chicago Metro District
  - SPINDE, JR, JOHN New England Division
  - SWHARDT, CARL Detriot District
  - THOMAS JR, RUDGE Robert New England Division
  - TIMMONS, MARGA Los Angeles District
  - VARGAS, REGGIE Los Angeles District
  - WAGNER, RONALD Detroit District
  - WILKINS, ROY Mid-Atlantic Division
  - WILLEM, PAUL Chicago Metro District

- **20 Year Anniversary** September 2001
  - EASTERWOOD, D.R. Atlanta District
  - FOSTER, WILLIAM Mid-Atlantic Division
  - HAINS, BRIAN Metropolitan Division
  - BASARA, THOMAS Mid-Atlantic Division
  - BEATTY, JEFFREY Mid-Atlantic Division
  - BESSLER, ALBERT Chicago District
  - BETTERSON, C.E. Atlanta District
  - BEYFSS, PAUL New England Division
  - BLACKBURN, DOUGLAS Mid-Atlantic Division
  - BOCHOLT, JOAN New England Division
  - BOYCE, BRIAN Metropolitan Division
  - BRANDT, HARRY Mid-Atlantic Division
  - BRENNINGER, RAYMOND HELEN Chicago Metro District
  - BRENNINGER, ANGELA Chicago Metro District
  - BROWNING, ROBERT Mid-Atlantic Division
  - BULLIS, GERALD Mid-Atlantic Division
  - BUINO, ANTHONY Metropolitan Division
  - CARBONARO, NITTI Mid-Atlantic Division
  - CAVALIER, CHRISTINE Mid-Atlantic Division
  - CHESTNUT, MURDRED Mid-Atlantic Division
  - CLAISON, RONALD New England Division
  - CLARK, MYRNA Mid-Atlantic Division
  - COATES, THOMAS Mid-Atlantic Division
  - COLEMAN-STEWART, DENISE Mid-Atlantic Division
  - COULSON, TERRY Mid-Atlantic Division
  - DALESANDRO, JOSEP Metropolitan Division
  - DANIELLE III, ANTHONY Metropolitan Division
  - DAVIS, SHANNON Salt Lake City District
  - DEVITO, EZIO Metropolitan Division
  - DIETRICH, STEPHEN Mid-Atlantic Division
  - DODARO, EUGENE Chicago Metro District
  - DOYLE, JEFFREY Mid-Atlantic Division
  - DREW, BOYD New England Division
  - DRIZMAHA, PETER Metropolitan Division
  - EADSON, RONALD Mid-Atlantic Division
  - EDWARDS, ROBERT Chicago Metro District
  - EPPICCO, FREDERICK Mid-Atlantic Division
  - ESCHENBACH, JOHN Los Angeles District
  - FLOHR III, JESSE Mid-Atlantic Division
  - FLORE, NICK Chicago Metro District
  - FOULK, JOHN Metropolitan Division
  - GAWARZEWSKI, JOSEPH Mid-Atlantic Division
  - GIRON, ANNABEL Mid-Atlantic Division
  - GRADY JR, FRANCIS New England Division
  - GRAHAM, ROY Mid-Atlantic Division
  - GRANGER JR, RAYMOND Mid-Atlantic Division
  - GREGORY, MICHAEL Mid-Atlantic Division
  - GUILD, ALEXANDRA New England Division
  - HA, LANG Mid-Atlantic Division
  - HALL JR, LUTHER Chicago Metro District
  - HANINTER, MAXIMO New Orleans District
  - HENDERSON, ALONA Twin Cities District
  - HUGGINS, PATRICIA Twin Cities District
  - HURFORD, ROBERT Mid-Atlantic Division
  - JEBBY, VERNE Metropolitan Division
  - JOHNSON, GLORIA Mid-Atlantic Division
  - JONES, MARTIN Mid-Atlantic Division
  - JONES, RICHARD New England Division
  - KAWACIN, NICHOLAS Chicago Mid-Atlantic Division
  - KEENAN, BARRY New England Division
  - KERSHAW III, CHARLES Mid-Atlantic Division
  - KLEIN, ANNI Mid-Atlantic Division
  - KLEIN, ROBERT Mid-Atlantic Division
  - LACEY, DONALD New England Division
  - LEAHY, PAUL New England Division
  - LEE, WARREN Washington, DC, Headquarters
  - LEPRE, JOSEPH New England Division
  - LETTS, THERAL CHOLAS Mid-Atlantic Division
  - LEWIS, JOHN Mid-Atlantic Division
  - MAJSTRIK III, ANDREW Mid-Atlantic Division
  - MALAVE, HECTOR Metropolitan Division
  - MARTIN, MILAGROSA Mid-Atlantic Division
  - MARK, JR, JOHN Chicago Metro District
  - MCREADIE JR, EDGAR Mid-Atlantic Division
  - MCDERMOTT, THOMAS Washington, DC, Headquarters
  - MCCULL, TERRENCE New England Division
  - MCINTYRE, CHERYL Mid-Atlantic Division
  - MCMENAMIN, JOSEPH Mid-Atlantic Division
  - MELCHORRE, JOHN Metropolitan Division
  - MIOCHE, WALTER Mid-Atlantic Division
  - MILEWSKI, GARY Mid-Atlantic Division
  - MONGGLO, ANTHONY Jacksonsville District
  - MONUTEAUX, GLENN Metropolitan Division
  - MORRISEY, PAUL New England Division
  - MRODK, AURCH Mid-Atlantic Division
  - MURROWAY, THOMAS Mid-Atlantic Division
  - MURPHY, MARK Jacksonsville District
  - MURPHY, STEPHEN Metropolitan Division
  - MURTER, JOSER Mid-Atlantic Division
  - O'CONNELL, JOHN Mid-Atlantic Division
  - QUAO, MAXIMO New Orleans District
  - PALMER, HENRY Mid-Atlantic Division
  - PAUL, JEFFREY Mid-Atlantic Division
  - PEREZ, DANIEL Chicago Metro District
  - PETERS, TARRANT Mid-Atlantic Division
  - POLK, EDWARD Metropolitan Division
  - PRESCOTT, GARY New England Division
  - REILLY, MICHAEL Metropolitan Division
  - REPPASS JR, DOUGLAS Chicago Mid-Atlantic Division
  - RICKERT, JOHN Mid-Atlantic Division
  - ROBINSON, JAMES Beech Grove District
  - ROBINSON, MACKAY Metropolitan Division
  - ROE, CAROLYN Mid-Atlantic Division
  - ROMANO, DONALD Mid-Atlantic Division
  - SANDEY, JAY Mid-Atlantic Division
  - SANTOS, ALICIA Washington, DC, Headquarters
  - SCHWAZER JR, OSCAR Mid-Atlantic Division
  - SENA, KENNETH Kansas City District
  - SHARPE, MICHAEL Mid-Atlantic Division
  - SIMS, MINNETTE Metropolitan Division
  - SIVO, ANTHONY Mid-Atlantic Division
  - SKRZYPEK, JOSEPH Chicago Metro District
  - SLADCE, RICHARD New England Division
  - SLEY, JON Mid-Atlantic Division
  - SROKA JR, EDWARD Mid-Atlantic Division
  - STONE, RICHARD Metropolitan Division
  - TURNER, ROBERT Metropolitan Division
  - WALKER, JOHN Mid-Atlantic Division
  - WATTS, GREGORY Mid-Atlantic Division
  - WENZEL, KIM Mid-Atlantic Division
  - WILLIAMS, M.B. Mid-Atlantic Division
  - WILSON, FRED Metropolitan Division
  - WYSOCKI, JOHN Mid-Atlantic Division
  - ZIEMMERMANN, BEVERLY Mid-Atlantic Division
  - SULLIVAN, BRAD Chicago Metro District
  - SULLIVAN, WILLIAM L Oakland District
  - TAYLOR, WAYMAN Mid-Atlantic Division

**Benefits Corner**

Notice of breast cancer benefits

If you or a covered dependent is suffering from breast cancer and a mastectomy is performed, Amtrak medical benefits will cover:

- All stages of reconstruction of the breast in which the mastectomy has been performed
- Surgery and reconstruction of the other breast to produce a symmetrical appearance
- Prostheses and physical complications for all stages of mastectomy including lymphedemas (swelling associated with the removal of lymph nodes)

Coverage for breast reconstruction and related services is subject to the deductibles, coinsurance, and copay amounts that apply to the medical plan in which you are enrolled. The above benefits apply to both management and agreement-covered employees.

For more information about these benefits, refer to the Department of Labor notice on the Women’s Health and Cancer Rights Act of 1998. That is available at the following website:

**RAILWAY ROUNDUP**

**Bakersfield station celebrates first birthday**

On Aug. 22, Amtrak officials were joined by local residents and state and local dignitaries in celebrating the first anniversary of the Bakersfield Amtrak Station.

Bakersfield Mayor Harvey Hall received an award from Caltrans for design and construction of the new station. Over 351,000 people passed through the station in its first year. It is the seventh busiest station in Amtrak West, with ridership up 8 percent since last year.

“People from far and wide have come to see the station’s timed fountains, beautiful red rock architecture, and glass encasement,” said Bill Duggan, Amtrak West vice president of Customer Service and Operations.

The California Passenger Rail System 20-Year Improvement Plan calls for 10 new trains through Bakersfield, plus faster trip times.

**White Rock, British Columbia: Amtrak to resume service after 20 years**

Residents, public officials, and media representatives gathered at the train station in White Rock, British Columbia, on Aug. 30 to celebrate something pretty special. For the first time in 20 years, an Amtrak train stopped at the seaside town.

The northbound Cascades train stopped, and Amtrak West President Gil Mallery and White Rock Mayor Hardy Staub detrained. They were greeted by Canadian customs officials, Royal Canadian Mounted Police, officials from the Semiahmoo Nation, and others.

There was a ceremonial signing of an agreement between Amtrak and the city to resume Cascades service to this quaint Canadian town five minutes north of the U.S. border.

Mallery said, “With the support we’re seeing today and strong political support in both Canada and Washington state, I’m convinced the second-train to Vancouver will run and White Rock will be a part of that service.”

White Rock would be the second Canadian stop along the route before arriving in Vancouver, BC. Issues covered in the agreement include resolving customs and immigration issues, investment in a platform and station, and Canadian investment that will allow a second roundtrip between Seattle and Vancouver, BC.

**Amtrak Intercity Guest Safety Blitz**

Amtrak Intercity Safety Department recently launched a Guest Safety Blitz in an effort to raise awareness and reduce guest injuries.

Historically, the last week in August through Labor Day is one of the busiest travel weeks for intercity trains. So, Safety personnel throughout the Intercity took that opportunity to “blitz” each train line that week by passing out safety brochures to guests boarding trains at staffed stations.

A safety quiz was on the last page of the brochure and guests were asked to complete it and drop it in a collection box. About 15,800 guests were personally contacted during blitz week. The safety department hoped for a 10 percent response to the quiz but received well over 30 percent!

There was also a 54 percent reduction in guest injuries for that week as compared to last year’s statistics. The week also showed no injuries to any On-Board Service or operating crew.

**Employees observe day**

With many trains carrying at least two or three firefighters and rescue personnel that week, such short, yet powerful moments undoubtedly occurred in locations throughout the NEC. While the gestures may have been small, the showing of support from guests and employees were sources of comfort to many.

Schezel Pough, a station supervisor in Los Angeles, was working the swing shift at L.A. Union Station and spent the week of the tragedy handling the crush of airline passengers trying to get on our trains.

Among the scurrying passengers was movie producer/director Spike Lee, a New Yorker who was trying to get back home to his family. Pough also assisted FBI agents and FEMA nurses in getting on to sold-out trains so they could assist in the rescue efforts.

**Employee receives distinguished award**

Kevin Rossbach, manager of the Baltimore District Amtrak Claims department, has earned an Associate in Claims diploma, and the distinction of graduating with the highest cumulative grade average on the examinations in that program. And for that reason, the Insurance Institute of America will present Rossbach with a Distinguished Graduate Award.

The AIC program is a time-intensive course for claims professionals, which covers law, insurance, and practices relating to personal injury and property damage claims and litigation. Rossbach’s impressive work ethic enabled him to successfully balance course work while being involved in the implementation of the pilot program for Amtrak’s Right Care Day One. Formal recognition of his award will be published in the Oct. 22 issue of the National Underwriter magazine.

**Coming through in a crisis**


**Do not send out e-mail warnings**

Well-meaning employees sometimes transmit system-wide e-mail messages, warning of computer viruses, or rumors of other general security threats. You are urged: Please leave that task to the experts.

Unfounded warnings create unnecessary stress and concern. In the overwhelming majority of cases, e-mail messages from outside the system urging recipients to “send this to everyone you know” are hoaxes. They are designed to frighten people and clog e-mail systems.

If you get an “urgent” e-mail warning of this type, do not distribute it throughout the company. Forward it to Information Security at Amtrak Technologies: infosec@amtrak.com. They have unique resources enabling them to confirm the validity of a warning or threat. If they find the message is legitimate, they will post an advisory to the entire system immediately.
Amtrak West employees meet commuter challenges

Thousands of commuters boarded Caltrain, Coaster and Metrolink trains on Tuesday, Sept. 11, for a routine trip to work. Confusion, fear and shock soon hit everyone as word spread of the multiple attacks on America.

Eager to return home and reach their loved ones, people turned to the commuter rail providers for prompt service. And the Peninsula Corridor Joint Powers Board (Caltrain), North County Transit District (Coaster), and Southern California Regional Rail Authority (Metrolink) looked to Amtrak, as their operator, to make it happen. Our employees responded. They met constantly changing requests, expanded service where needed, and provided comfort to many.

Amtrak is extremely proud of these employees. The letters from the three agencies are testament to the caliber of service Amtrak provides its commuter partners.

Amtrak is extremely proud of these employees. The letters from the three agencies are testament to the caliber of service Amtrak provides its commuter partners.

We recently began a five-year contract to operate the Coaster service, 18 trains daily between San Diego and Oceanside. In August, Amtrak was announced as the top-ranked firm to continue operating and maintaining the Caltrain service—80 trains daily from San Jose to San Francisco. And Amtrak has operated Metrolink service since 1992, running 128 trains daily in Los Angeles and four surrounding counties.

Amtrak West celebrates Caltrain contact renewal

Amtrak Penninsula Corridor Service employees were recognized at a barbeque for their efforts toward Amtrak being recommended for the renewal of the Caltrain commuter contract. Once final, the agreement with the Joint Power Board will renew Amtrak’s contract to operate and maintain the Caltrain commuter service for the next five years.

Amtrak President George Warrington and Stan Bagley, executive vice president of Operations, attended the event in San Jose. They were joined by Gil Mallory, president of Amtrak West; William Duggan, vice president, Customer, Services and Operations; and Dave Nogar, general manager, Caltrain.

Warrington thanked the employees for their dedication and commitment, saying, “The key to us retaining this contract has been your focus on safety, guest service and other performance factors.”

The group then went north to visit the Emeryville station for an update on the Station Host Program launched by Amtrak volunteer Doras Briggs. Next stop—the Oakland Maintenance Facility.

Amtrak winning editorial support

In the wake of the Sept. 11 tragedy, increased attention is being given to the importance of federal investment in an intermodal transportation system.

As a result, Amtrak is winning positive support from the editorial boards of some of the nation’s leading newspapers. Just in one week in September, favorable editorials were featured in the New York Times, Washington Post, Philadelphia Inquirer, and the Hartford Courant.

Referring to the need for alternative modes of transportation, the Post said, “Increased Amtrak use has underscored what its supporters have said all along—that train service remains an essential part of the country’s transportation system…the long haul for Amtrak demands far more attention than it has ever won in Congress.”

The Post concluded, “During the lifetime of Amtrak, the government has put nearly 70 times more money into highways and aviation than into the train system. If Congress is serious about maintaining or increasing rail-road travel, it’s service about the virtues of riding the rails won’t do; more capital must be committed.”

The New York Times noted recent proposals for emergency funding for Amtrak, but said “Congress must also adopt a more sensible long-term strategy…(it) should now focus on investing in economically viable high-speed service in heavily traveled markets, and create a dedicated rail trust fund for Amtrak like the funds that pay for highway and aviation infrastructure projects.”

After noting that federal highway subsidies will exceed $32 billion next year, the Inquirer said, “Amtrak gets $336 million in federal operating aid. That is an unacceptable number. As they work with the airline industry to repair the damage from (the Sept. 11) calamity, President Bush and Congress need to find the time, the will and the money to enable Amtrak to play its proper role in the nation’s transportation network.”

The Hartford Courant said one positive legacy of the Sept. 11 attacks would be “a more balanced transportation policy,” adding, “The populous Northeast could be the perfect proving ground for greater emphasis on rail travel.”
Dear Editor:

As an American Muslim, I want to express to my fellow employees my horror and outright condemnation of last month’s barbaric attacks on our great nation. They have filled my heart with deep sadness and sorrow.

Islam, a religion of tolerance, expressly forbids acts of terror. Muslims worldwide hold the human soul in high esteem and consider any attack against innocent human beings a grave sin. The Holy Qur’an (5:32) says: “Whosoever saves an innocent human being, it shall be as if he has killed all mankind, and whosoever saves the life of one, it shall be as if he had saved the life of all mankind.”

As you may know, many Muslims also worked at the World Trade Center and are undoubtedly among the victims. American Muslim doctors and volunteers are among the great teams of medical, rescue, and general support personnel who are treating the injured, helping the victims’ families and friends, organizing blood drives, and raising donations.

We must avoid blind recrimination in the U.S. against Muslims, Arabs, and other minorities. That sort of hate and violence only perpetuates the terrorists’ motives of tearing apart the unity of our nation.

The strength and greatness of Amtrak and our nation is firmly built on the diversity of our people, and how we embrace each other and our guests in our varied races, languages, religions, and cultures.

I know that many of my Amtrak colleagues join me in praying that we continue to support each other in this trying time.

A.E. Serag
Engineering, Philadelphia

Internet access offer from Microsoft

To make it more convenient for those who want to try the MSN Internet service, Microsoft has provided installation disks—one is packaged with this issue of Amtrak Ink.

To accept the promotional trial period of 90 days, follow the directions on the disk. You will need to provide Microsoft with a valid credit card number, to be used in the event you continue the service at $21.95 per month. All agreements are made between you and Microsoft.

With Internet service at home, remember that you can access the Amtrak Intranet through the Amtrak Remote Access Intranet Link, or RAIL.

Here’s how to get to RAIL: Open up your Web browser and go to this Internet site: www.rail.amtrak.com. Follow the directions to download and install the necessary software.

Amtrak’s 2002 wall calendar features a striking close-up image of an Acela Express trainset. The dynamic design was created by Jane Melhorn, director, and Jim Frantz, designer, of Amtrak’s Design & Identity Management.

The calendars, which will be available later this fall, are available to Amtrak employees, retirees and their families and friends, at a moderate price. The more calendars you order, the less each costs. Checks, money orders and credit cards are welcomed; taxes, handling and shipping are included. Make checks payable to: Amtrak Calendar. For credit card orders, please include complete number, expiration date and your name as it appears on the card. Visa, MasterCard, Discover/Novus and American Express will be accepted.

Prices: 1 = $6; 2 = $10; 3 = $14; 4 = $16; 5 = $18; 6 = $20; 7 = $22; 8 = $24; 9 = $26; 10 = $28; 11-25 = $2.50 each; 26-50 = $2.25 each.

Please send all orders and inquiries to: Amtrak Marketing Distribution, P.O. Box 7717, Itasca, IL, 60143-7717. Or, call 1-800-400-1229, and have your employee ID number ready to receive a 15 percent discount.
Congress addresses Amtrak’s role

Congress is focusing with greater urgency on key policy questions concerning the future of America’s passenger rail service and many observers expect legislators may well try to tackle a variety of issues in 2002 ranging from the development of high speed rail corridors to the composition of today’s network.

Since 1971, Amtrak’s federal mandate has required it to “completely develop the potential of modern rail transportation to meet the intercity and commuter needs of the United States.” Four years ago, Congress additionally required Amtrak to maintain revenues at or above its operational costs, excluding capital investments.

Testifying before a Congressional committee in early November, Amtrak President and CEO George Warrington again urged that lawmakers eliminate these two conflicting policy mandates and instead define the role of intercity passenger rail, aligning resources in addition to its own revenue to meet operating and capital costs.

In his testimony, Warrington stated, “For the past four years, Amtrak employees have been working hard to meet the self-sufficiency deadline and hold the national system together. But the practical effect is that we must cross-subsidize the unprofitable, public-service routes with revenues from profitable routes and other commercial activities. That leaves no money for reinvestment in the existing system, and it drives up operating costs because we are unable to modernize our plant, equipment, and technology.”

Warrington went on to say, “For 30 years, Amtrak has labored under the weight of a business model that does not work. It’s time to fix the model. We must seize the opportunity to clearly and honestly define the

Cost management wrap-up for fiscal year 2001

The cost management initiative (CMI) gained momentum early in fiscal year 2001, as teams of Amtrak employees dedicated themselves to finding ways Amtrak could save money or generate revenue.

Working toward the goal of improving our financial performance and operational self-sufficiency, our cost management actions are about digging deep into how we spend and how we generate money; finding ways to work smarter and more efficiently, and making money without sacrificing safety or service quality.

What do we have to show for all the hard work? In fiscal year 2001, Amtrak achieved between 80-90 percent of its financial targets for the cost management program. Just as one example: Last year our goal was to reduce travel costs by $300,000. We closed out FY 01 having reduced travel costs by $5 million.

The CMI depends upon employees and their valuable knowledge of Amtrak’s business practices to examine how we can reduce costs, while continuing to maintain service levels. A list of potential cost saving ideas began to form and quickly

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‘Team Acela’ competes in Marathon

As a part of our Acela 2001 sports campaign, Amtrak was a proud sponsor of the 2001 New York City Marathon. We welcomed Ludmila Petrova, the defending women’s champion, aboard Acela Express after an enthusiastic send-off at Washington Union Station.

But Amtrak support “runs” even deeper. “Team Acela”—14 of our own would-be champions—were also cheered at the send-off event. Wearing Team Acela jerseys, they planned to represent Amtrak by running in the Nov. 4 marathon, joining 30,000 other runners from around the world.

Petrova finished second in the women’s 10K. And, we’re proud to announce that each member of Team Acela completed the marathon, and with some pretty impressive times. Amtrak President George Warrington sent each member a note with congratulations and praise. Congratulations to all the employees who participated in the 2001 NYC Marathon. To finish is to win!

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Looking back on this first year of the new century, I am enormously proud of the outstanding efforts of each and every Amtrak employee upholding the commitment to provide world-class service to our guests. This is especially true as our country and the people we serve have endured some difficult times in recent months.

At a time when fewer people are flying and hotels across the country are welcoming fewer guests, our system, taken as a whole, is maintaining steady ridership. We served hundreds of thousands of guests over the Thanksgiving holiday, and will be prepared to do the same during the Christmas and New Years holidays. Despite the economic recession of the past eight months, it is clear that travelers know that they can count on Amtrak for comfortable, enjoyable and satisfaction-guaranteed service.

In the course of the past year, we’ve made many improvements to our service. Our web site was recently overhauled to make it easier than ever to book travel and get information. As a result, on-line ticketing has doubled in the last 12 months. As a modern e-business, we’re better able to meet the needs of our customers and bring greater results to the bottom line.

On the operations front, Amtrak was awarded another five-year contract to operate the Caltrain commuter service. Additionally, three Pacific Northwest states approved more than $200 million to fund Amtrak service and to finance capital improvements.

This month, we are also celebrating the first anniversary of Acela Express, America’s first true high-speed train. Our guests have continued to rave about Acela Express for its comfort and speed. By the end of the year, more than one million passengers will have ridden Acela Express, a real testament to its continually growing popularity.

Speaking of a million passengers, the results are in from the fiscal year (ended September 30) and despite the recession and its impact on the leisure travel market, our ridership was up 1 million guests over the previous 12-month period. We are working very hard to market ourselves to maintain a share of leisure travelers and to continue to expand the business travel sector.

Employees everywhere are sharing in this effort, especially on the front lines, where the personal touch is our greatest asset.

In the year ahead, policymakers will renew their discussion about the role of passenger rail in this country. It’s a discussion that I’ve been advocating for months. You’ve heard me say before that it is critical that conflicting policy mandates be reconciled. Straight and honest discussion must occur about the operating and capital costs needed to support efficient, reliable passenger rail service. In the end, I hope this will result in a consensus about the role of passenger rail in our nation’s transportation system and an alignment of resources – revenue and federal and other investments – that sustain it and enable it to grow.

Regardless of the Amtrak debate in Washington, we will continue to do what we do best—operate a railroad and serve our guests.

I am grateful for the dedicated work of so many employees these past 12 months. Thank you for all you do in serving our guests and please have a warm, safe, and peaceful holiday season.

Washington’s growing interest in the future of intercity passenger rail has been raised by the looming conclusion of Amtrak’s current authorization, a five-year blueprint for capital and operating investments by the federal government. These annual appropriations have been only half the authorized levels set by Congress, resulting in lowered capital investments and decreased system reliability. With a new multi-year federal authorization necessary to be in place by October 1, 2002, the coming debate on the nation’s passenger rail system may very well chart the future for Amtrak well into the next decade.

Congrats addresses Amtrak’s role
continued from page 1
role of passenger rail, and provide the policies and financial commitments to ensure we do it right.”

It is expected that in addition to Amtrak and congressional plans, President Bush will offer his own ideas for the future of intercity passenger rail early in 2002. While officials such as new deputy Transportation Secretary Michael Jackson and Federal Railroad Administrator Alan Rutter have become increasingly involved in these policy questions, no details have surfaced from the Bush Administration at this point. Additionally, it is expected that the Amtrak Reform Council, a-presidentially-appointed panel not affiliated with Amtrak, will offer its own ideas on passenger rail reforms early next year.

Intercity passenger rail here in the United States and in other similar industrialized nations has always depended upon a combination of passenger-related and other revenues along with public monies to meet both operational costs and capital or infrastructure needs. But federal support for Amtrak, currently at $521 million annually, has been substantially lower than other federal investments such as highways ($32 billion), airports ($14 billion) and transit systems ($6 billion), as well as less than that provided to similar passenger rail systems around the world.

Congressional hearings on passenger rail reform early in 2002 will offer its own ideas for the future of intercity passenger rail.
Cost management for fiscal year 2001

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blossomed into a substantial cost reduction program.

Early this year, Amtrak managers used a company-wide mid-winter information blitz to talk face-to-face with employees about our financial progress and the critical importance of reducing costs.

Meanwhile, George Warrington and Arlene Friner, executive vice president and CFO, assigned teams to the growing number of specific initiatives that employees were identifying as potential moneymakers or money-savers for Amtrak.

“A successful CMI starts with getting the right people involved to research the cost issue and to provide creative solutions for improvement,” said Anne O’Brien, senior director, Cost Management.

There are dozens of CMIs that were successful and many people to thank for guaranteeing their success. In the process of saving or making money for Amtrak, these employees benefited in ways that have nothing to do with dollars and cents.

The teams researching various cost issues and developing new practices realized how critical colleagues in other departments were to their success. Along the way they built a network of contacts across the organization and learned about other aspects of our business. So cost management FY01 was a success in more ways than one.

Where do we stand now? How are we approaching cost management in fiscal year 2002? We focus on the critical managers in other departments were to their success. Along the way they built a network of contacts across the organization and learned about other aspects of our business. So cost management FY01 was a success in more ways than one.

So where do we stand now? How are we approaching cost management in fiscal year 2002? We focus on the critical managers in other departments were to their success. Along the way they built a network of contacts across the organization and learned about other aspects of our business. So cost management FY01 was a success in more ways than one.

Build a market-based network

Define customer demand, using extensive research, and then match our system with that demand.

Deliver consistent quality service

Change the culture of the company to be more guest-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand

Introduce and support a new brand for Amtrak, to signal a major change to our guests.

Operate a cost-effective business

Identify specific functional areas, policies, organizational structures, and back-office costs that have potential for improved cost management.

Maximize public and private partnerships

Pursue public and commercial partnerships aggressively, through Mail and Express and other programs that generate the highest returns for the company.

Develop corridor services

Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building Northeast Corridor services.

Veterans Advantage program boasts added benefit

Because overall travel has been sluggish since the Sept. 11 attacks, President Bush is urging Americans to get out and see America. To help boost interest in travel, he proclaimed the week of Nov. 11 as “Veteran’s Week,” to honor men and women serving our country.

In support of this effort, Amtrak, in conjunction with our partner Veterans Advantage, Inc. (a private-sector paid membership group that gives veterans discounts on products and services), is offering a 50-percent rail fare discount to its members. The partnership, launched in February, normally offers members a 10-percent discount. The discount will be increased to 50 percent for members traveling Nov. 11 through Feb. 28, 2002.

Amtrak announced the promotion on Nov. 11 at the annual Veterans Day Ceremony held aboard the U.S.S. Intrepid Museum, a National Historic Landmark, which is berthed on the Hudson River in New York City.

The ceremony was led by Lt. Gen. Martin R. Steele USMC (Ret.), president and CEO of the Intrepid Sea-Air-Space Museum, who read a proclamation from President Bush. Scott Higgins, chairman of Veterans Advantage, quoted George Washington, who in 1789 said, “The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional as to how they perceive the employee involvement that fuels the success of the cost management initiative. A cost management suggestion link on the Intranet homepage makes it easy for employees to submit their fresh ideas for reducing costs.

As we stay focused and continue to work toward our financial goals, the continued improvement to our bottom line will be evidence that it’s more than a fleeting program. Cost management now drives the decisions we make every day in managing our business.
Ground zero remembered

Philadelphia’s 30th Street Station was home recently to a poignant and moving tribute to the victims of the World Trade Center disaster. As employees and guests entered the North Waiting Room, they came to a structure of three twisted, steel beams, rising from a triangular base littered with concrete fragments and other debris. Six steel panels attached to the beams displayed photos taken at “ground zero.” A topon of one of the vertical beams, the American flag stood tall.

Titled “September 12,” the sculpture resulted from a trip to ground zero by Jim Audley, director of special projects, Engineering. He was a rescue volunteer there, joined by his friend of 40 years, Bill Keokosky. At the time, no photos of ground zero were publicly available. Using an inexpensive camera with what turned out to be heat-damaged film, Keokosky began snapping pictures. Amazingly, the photos came out. He and Audley wanted to share the perspective with others. After sketching a triangular structure symbolizing faith, family, and country, the two began making the design a reality.

“This came about after seeing the tragedy first-hand and knowing that everyone else has been compelled to be involved in some way,” said Audley. “It’s meant to convey what it was like; what you can’t experience from a television screen.”

Close to 50 Amtrak employees, representing all crafts and positions, plus some private donors, helped make the memorial possible. About 20 employees actually fabricated the work, using donated materials. Allegheny Iron and Metal Co. of Philadelphia contributed a ton of steel, and the rubble and debris came from the Penn Coach Yard. No materials from ground zero were used.

“I called the Iron Workers Union to volunteer to go to New York when it all happened, but they told me they had enough help,” said Frank Jaworski, engineer, track welding. “So, when I got the chance to work on this, I felt it was a good thing that allowed us to show we cared.”

Lynn Bowersox, acting senior vice president of the NEC, said, “This is yet another example of how Amtrak has stepped up to answer a need during this tragic and fragile time in our nation’s history. I’m proud to work with such thoughtful and talented individuals.”

After two weeks, the sculpture was moved to the Baltimore station, and it is currently in Washington Union Station. Thanks to all the Amtrak employees who helped make this remarkable memorial a reality.

Chicago call center unites for disaster relief

On Oct. 12, the Midwestern Reservations Sales Call Center in Chicago was proud to contribute $1,011 to the American Red Cross for the Disaster Relief Fund. The donation came through the diligent efforts of their Operation RedBlock, Safety, and Social committees.

“It is gratifying to know that in a time of need people will demonstrate their unity and compassion to support a worthy cause,” said team leader Mark Little. “Sometimes, when the unexpected is devastating, just showing you care can make a world of difference. We want to thank everyone for their support.”

“The generosity and compassion demonstrated by the employees at the call center is a source of great pride and inspiration to me,” said JoAnn Anderson, director of the call center. “I am not surprised at this gesture, for I have witnessed this spirit of generosity displayed numerous times before. The employees here have a tremendous heart and are not afraid to show it!”

By: Mark Little, team leader, Chicago RSCC

A fundraising effort similar to Chicago’s (see story left) was mounted at the Riverside call center immediately after Sept. 11. As the country gathered its thoughts, team leaders Sandi Poiriot and Mike Eisenberg thought about what could be done to help, both as individuals and as Amtrak employees.

With the help of fellow team leaders Peggy Beverage and Kay Umbarger, the group came up with the idea of collecting “pocket change” from the 800-plus employees of the Western center. Supported by Director Gene Price and Operations Manager Yolanda Mentz, the project was a huge success.

In two weeks, the Riverside call center collected $1,120 for the American Red Cross, and $1,004 for the New York City Firefighters’ Fund. Though the amounts may be small compared to large corporate donors, the feelings that contributed to these individual donations were huge—and from the heart.

By: Mike Eisenberg, team leader, Riverside RSCC

Chicago call center employees show their support for the Sept. 11 victims.

Amtrak and Red Cross still working together

Amtrak holds at least two blood drives a year, but the one on Oct. 11 held special significance. Exactly one month after the Sept. 11 tragedies, Amtrak and the American Red Cross held a blood drive in the Starlight Room at Washington Union Station. About 130 employees stepped by to give blood or make a donation. Ninety-three units of blood were collected, as well as $1,300.

The drive was such a great success that the Red Cross highlighted it in an article, “Amtrak-Red Cross relationship strengthened by blood drive,” which was posted on their website.

Joan Hughey and Judy Wilson donate blood.

“Something better to honor them than to give in this way,” said Barbara Knight, Amtrak coordinator of the blood drive. “So many of us felt helpless but wanted desperately to do something. This is it. This is what I could do.”

Dr. Jerry Squires of the Red Cross thanked Amtrak for its ongoing support. In addition to that blood drive and others we host throughout the year, we donated the use of our trains to carry critical supplies to New York after the terrorist attacks.

“We can’t do the type of work we’re here to do without partners—our partner is Amtrak,” Dr. Squires said. “Following the tragedy, Amtrak stepped up to the plate. Because of Amtrak we were back in business, and that’s pretty incredible.”

By: Mike Eisenberg, team leader, Riverside RSCC

(L. to R.) Peggy Beverage, Mike Eisenberg, Gene Price, Yolanda Mentz and Sandi Poiriot display the results of their fundraising efforts.
A new ‘leash’ on life for a dog in training

Editor’s note: A guest tells us how employees helped secure “Amtrak’s” future.

“I thought you might like to know about a wonderful experience that my wife and I had at the Amtrak station in Orlando, FL.

While waiting for the train, we noticed that several passengers were feeding and comforting a large, stray dog—his ribs were showing, and he had several sores on his body.

“The station master explained that the abandoned animal had been hanging around for nearly a week, living off the hand-outs. After a brief consultation, we decided to turn our tickets over and bring the dog home in a rental car.

“The Amtrak people were simply terrific! They helped us with a rental car … called a cab … and found a scrap of rope to use as a leash. Before we left the station, it was clear that our new dog must be named, “Amtrak.”

“Amtrak now lives a happy and healthful life in State College, PA.”

A special flag display

Before Sept. 11, Bill Sheehy, a conductor at the 8th Street Yard in Los Angeles, displayed an American flag in his car. It had just been presented to him at his father’s military funeral.

On Sept. 12, Sheehy walked into Pete DiMola’s office, flag in hand. “Could the flag be draped on Train 3 and travel across the western United States?” Sheehy asked, wanting to share his father’s spirit and patriotism with others. Realizing the flag would be destroyed on the trip, DiMola, assistant general manager of Terminal Services, suggested the flag stay at 8th Street Yard for everyone to see.

An impromptu ceremony followed. Sheehy and fellow employees proudly raised the flag, then lowered it to half-staff in remembrance of those lost on Sept. 11. During the national mourning period, employees gathered at the flag for candlelight vigils at dusk.

The pride was evident in Sheehy’s eyes. “My dad, Walter Passet, was a proud American who served in World War II. I am so pleased to share his patriotism with others—he’s spirit soars with us daily.”

Planting the seed for future travel

Matt Cahoon, manager of Guest Services for the Coast Starlight, overheard a conversation away from work in which Los Angeles redhead Robert Smith was being praised for providing exceptional service.

Cahoon stepped in and introduced himself. Four women were meeting in Los Angeles, two traveling on the MTA’s Red Line and two on Metrolink. They had a pleasant and memorable Amtrak experience by meeting Smith. He was proactive in his assistance to the women, and made promises he delivered right on time.

One of the women told Cahoon, “Bob was his name. He was the most wonderful employee. He treated us just like we were royalty.”

Smith left these guests with a fantastic impression of Amtrak, which they are already sharing with others. When these four plan to travel again, Amtrak will come to mind as a customer-friendly way to travel.

‘Old Glory’ flies at the Lancaster station

For Bill English, like many others, the events of Sept. 11 triggered a new reverence for the American flag.

English, who had been at the Lancaster, PA radio shop since 1982, could not remember a flag being displayed there. He was on a mission to raise the American flag above the station. He would learn that his colleague, Tom Garrity, B&B supervisor, had the same goal.

Within a week, English, a lead radio technician, and B&B foreman Dale Glick, took to the station roof to see what had to be done with the existing flagpole. After some rehab work to the pole, and adjustment of the station flood lights, a flag donated by Rich Esposito of the Keystone Service was raised over the station. Also participating in the project from the ET department were Rich Dengler, Ed Bogush, and Bob Manger.

“After 25 or more years; Old Glory flies from the Lancaster Amtrak station” English said. “I thank everyone involved in this project.”

Amtrak Ink November/December 2001
Dear Governor [Dukakis]:

I would like to sincerely thank you for your call to me after the horrific tragedy of September 11, 2001. ... You expressed to me the offer that Amtrak would waive the fee for our members traveling to New York City to provide assistance and to attend funerals.

I am pleased to report that our members have been travelling to New York City daily and Amtrak and your associates and employees have welcomed them with open arms. Amtrak's professionalism and courtesy has been nothing short of exemplary.

I would like to express to all the officials, directors and employees, our sincerest thanks. Amtrak is a class operation and we will be forever in your debt.

Sincerely,
Robert B. McCarthy
President

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Dear Mr. Warrington:

The terrorist attacks of September 11 have undoubtedly changed our national transportation system forever. We are writing to thank you for your strength and leadership during this time of crisis and national tragedy.

We are also writing to pledge our assistance in providing Amtrak with the resources it needs to institute more stringent security procedures. We have joined with several of our colleagues in expressing that sentiment. You have our commitment that we will support your efforts to provide a safe and secure national rail passenger system.

Sincerely,
Jack Quinn
Chairman
Subcommittee on Railroads

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Dear Mr. Lydon [General Manager, MBTA]:

On Tuesday, September 11, ... the city of Boston was faced with an unprecedented evacuation of the city. Tens of thousands of people left the city within two hours, from North and South Stations, using the commuter rail.

This evacuation was carried out in a highly professional and orderly manner through the spirited teamwork and superior performance of MBTA and Amtrak Commuter Rail employees and supervisors. ... Through the MBTA Write To The Top and the Feedback Programs, we have received numerous testimonials filled with praise and recognition.

On behalf of the MBTA, please extend our thanks to all involved for their dedicated and unselfish contribution.

Sincerely,
Anna M. Barty
Director of Railroad Operations

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Dear Governor [Dukakis]:

... Your assistance during these difficult days and your continued concern for guest safety during this difficult time: Jay Kirby; Alex Rodriguez; Ronda Altergott; Erik Lawrence; and Mike Dingess.

Sincerely,
Mark Robinson
Acting Chief Executive Officer

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Dear Amtrak:

I traveled on your train, number 164, from Boston South Station to New York Penn Station on Sept. 16... When I arrived at South Station in Boston, I was extremely touched by the help and accommodation of your staff. I hadn’t purchased a ticket, nor had the money to do so. Fortunately for me, you exchanged my airplane ticket for a train ticket and I was able to get to New York to be with my family.

I feel your company has been very accommodating during these horrible times, not just from a business point of view, but also in a compassionate way. You helped thousands of Americans reach their loved ones, and for that I am very grateful.

Sincerely,
An Amtrak Guest

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Dear Governor [Dukakis]:

I want to compliment the Amtrak organization and the crew of your train for the thorough, efficient and professional manner in which the security measures were carried out. We were kept informed concerning procedures and delays, and were updated on the events as news became available. Speaking for myself, I felt very safe knowing the security check-outs and precautions were being handled competently.

These Cascades team members are recognized for their exceptional service and concern for guest safety during this difficult time: Jay Kirby; Alex Rodriguez; Ronda Altergott; Erik Lawrence; and Mike Dingess.

Sincerely,
An Amtrak Guest

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Dear Mr. President [Bush]:

Last week's devastating attacks demonstrated the vulnerabilities of our national transportation system. I applaud your efforts to make all travel secure and pledge my full support to working with you towards this goal.

... Like the rest of our public transportation system, Amtrak will also be required to invest in additional protections to ensure the safety of its passengers.

Amtrak rose to the challenge last week and demonstrated once again that it is an indispensable part of our national transportation system and land defense as it not only carried an increased passenger load, but also cargo.

Now we must also rise to the challenge and provide Amtrak with the type of support it deserves.

Therefore, as you move forward in making decisions about helping certain segments of the transportation industry, I hope you will include our transportation system and that I hope you will support.

Very truly yours,
Joseph R. Biden, Jr.
United States Senator

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Dear Amtrak:

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Sincerely,
An Amtrak Guest
Andy Rooney speaks out on trains

Editor’s note: Following is the transcript of the commentary made by noted CBS correspondent Andy Rooney on the “60 Minutes” show of Sept. 30. It is reprinted here with the permission of CBS News.

Some people are afraid of everything. Other people aren’t afraid of anything. A lot of Americans are afraid to fly now and it’s ridiculous. You’re more likely to win the lottery than die in a plane crash.

Fear of flying is bad for the airline business—they’ve been in financial trouble for years anyway, and it got worse on September 11th.

Airlines have treated us so badly over the years, it’s hard to feel sorry for them. You feel sorry for the good people who work for airlines.

Congress has voted to give them $15 billion in emergency relief and I don’t understand that. Railroads have been in financial trouble for 50 years. Why doesn’t Congress give railroads $15 billion?

What ever happened to travel by train anyway? This country is dotted with abandoned or little-used railroad stations. Cute stores have moved in. In New York, they tore down the magnificent Pennsylvania Station. Michigan Central Station in Detroit, an architectural gem, was abandoned; its idle tracks rust away waiting to be boiled down.

There are thousands of miles of empty railroad tracks running contiguously with crowded highways. Our heavy loads should be moved on steel rails instead of rubber tires on highways where trucks play accordion with the cars.

There are 1,345,000 railway freight cars in the United States. Each one can carry several times as much cargo as the biggest truck. Using railroads would reduce our use of oil.

It takes 1,500 gallons of fuel for a plane to fly from New York to Chicago with 100 people on board. A train with 1,000 people can make the same trip on fewer than 300 gallons.

The United States is way behind in train travel, as anyone knows who’s been to Europe or Japan. Trains everywhere are better, faster and more luxurious.

There’s no greater feeling of luxury and satisfaction than being whisked 500 miles closer to your destination while you sleep on a fast-moving train. Trains are seldom delayed or cancelled. They run in sunshine or in snowstorm, oblivious to wind and water.

If the government is going to give the airlines $15 billion, it ought to run the airlines. Or maybe jump-start travel by giving taxpayers $15 billion worth of tickets to go where they wanted, how they wanted.
Secretary Tommy Thompson is honored in a dedication ceremony

“This is one of the greatest honors of my life.”

Those were the words spoken by U.S. Health and Human Services Secretary Tommy Thompson on the day Amtrak honored him for his years of service as chairman of Amtrak’s Board of Directors. His distinguished career of public service includes a strong and consistent commitment to intercity passenger rail as an engine of economic development, increased mobility, and urban revitalization. He has made countless contributions to the improvement of passenger rail service in this country. That’s why on Nov. 1, in a special ceremony at Washington Union Station, Amtrak dedicated a P42 locomotive to Thompson. That type of locomotive was selected because it represents Thompson’s connection to the Midwest. It is inscribed with his life-long title and name, “Governor Tommy G. Thompson.”

The locomotive was displayed on Track 20 at Union Station. Amtrak employees were invited to attend the special occasion hosted by Amtrak President George Warrington.

At the ceremony, Sylvia de Leon, an Amtrak board member and friend of Thompson, said best, “Amtrak is honored to have a friend like you—one with inspired vision and commitment.”

Thompson is the former chairman of Amtrak’s board of directors (and former governor of Wisconsin) and has been appointed to President Bush’s cabinet as Secretary of Health and Human Services. But we know Secretary Thompson as one of Amtrak’s most loyal supporters and vocal champions through the years.

“There’s something about the sound of a train,” Thompson said. “My passion for trains began many years ago. Our history is great, but America still needs a strong, passenger railroad. It’s important for economic growth and for linking communities and people. So we have to continue to spread that message to policy makers and citizens alike.”

Following remarks by Warrington and Thompson, the locomotive was formally dedicated and received a champagne christening. A reception in the Starlight Room followed.

Employees hit the greens for Operation RedBlock

The fall weather was gorgeous, and all participants were in generous spirits at the Operation RedBlock Coaster Golf Tournament held in Fallbrook, CA.

Fifty golfers attended the annual tournament. In support of the continued education of Amtrak employees, the players donated $600 to Operation RedBlock, Amtrak’s employee-run drug and alcohol prevention program.

“RedBlock is the best program ever implemented at Amtrak,” said Caesar Jimenez, a Maintenance of Way worker for Coaster, and newly elected RedBlock captain. “So many lives and jobs have been saved. It’s amazing how everyone opened up their wallets for this good cause.”

First place went to the foursome of Danny O’Connell, engineer; Jim Hunt, conductor; Rick Dahl, transportation manager; and Tom Merriweather, an attorney in private practice.

Conductor Dennis Brown took home the closest-to-the-pin award, and O’Connell also won for the longest drive.

In addition to Jimenez, the organizers included James Meyes, C&S department, and Angie Starr, administrative assistant. Thanks to the vendors, and product lines that donated prizes. And, of course, thanks to the charitable golfers.
Restored Gainesville depot dedicated

A report from Glenn Jones, director of the Texas Association of Railroad Passengers (TXARP).

The 15th Annual Depot Day Festival in Gainesville, TX, featured the dedication of the beautifully restored 1902 Santa Fe depot.

The first passenger train arrived at this site on Jan. 2, 1887. Today, Gainesville is the first stop of the southbound Heartland Flyer in Texas, just after crossing the Red River.

We had a great location for the TXARP booth at the festival, and I wound up being overwhelmed with visitors. So many people, they really wanted to know about the project. We had a lot of interest from the local residents and visitors alike.

I was joined by Roger Carter, a colleague from Oklahoma. Merle Hogue from the Texarkana Amtrak station brought those much-needed additional supplies.

Preparing for service to downtown Louisville

Setting the stage for the return of Amtrak to downtown Louisville in December, we have restored Superliner sleeper service to the Kentucky Cardinal, which now operates daily between Chicago and Jeffersonville, IN.

The return of sleeper service, followed by the return of intercity rail service to Louisville Union Station, should be catalysts for growth of the Kentucky Cardinal. The train had a 12.7-percent increase in ridership during the past fiscal year. In its second full year of operation, the Kentucky Cardinal served 29,201 guests during FY01.

“The Kentucky Cardinal has performed above expectations from the beginning,” said Don Saunders, acting senior vice president of Amtrak Intercity. “We expect thousands more to take advantage of our service to Chicago and beyond once the train is extended into Louisville’s downtown station.”

The Kentucky Cardinal began service between Chicago and Jeffersonville, IN, on Dec. 18, 1999, ending a 20-year absence of passenger rail service in the Louisville metropolitan area. The train also has intermediate stops in Dyer, Renoselar, Lafayette, Crawfordsville and Indianapolis, IN.

LA 8th St. Yard aces environmental audit

Employees at 8th Street Yard mechanical facility in Los Angeles were honored for outstanding environmental efforts. In August, an employee task force led by David Pirenian, foreman II, began the arduous task of cleaning up the yard. Working around the clock, Rufino Casal, Jose Flotte, Billy Holis, Armen Megрабyan, Marcel Perez, Chris Ramirez, Raul Rubio, Arcadio Santos, Victor Smith, and general foreman Ralph Sais met the challenge. They collected trash, inspected hoses and pipes, and identified and marked items such as hazardous materials, recyclable materials, and more.

Within one week, the yard sparkled. Auditors from Amtrak’s Environmental department were impressed, and presented Asst. General Manager Pete DiMola with an exceptional audit.

“We enjoyed the challenge,” said Pirenian. “Our goal was to show that 8th Street Terminal Services had the best-kept facility in the system. With that goal in mind, we worked hard to accomplish our task.” DiMola said, “The audit may be over, but the spirit of teamwork instilled in all our employees is still alive.”

Over 300 employees work in the yard, which services about 60 cars and locomotives daily.

Amtrak West wins WasteWise Award

Amtrak West won the U.S. Environmental Protection Agency’s 2000 WasteWise Award, recognized as a “Program Champion” for the solid waste reduction activities at Los Angeles Union Station, and terminal facilities at the 8th Street Yard and Redondo Junction.

Tami Calderon, employee coordinator, accepted the award on behalf of the SBU.

Amtrak is one of 39 companies recognized as a Program Champion by the EPA for promoting and implementing new ways to reduce waste. Amtrak West used revenue generated from recycling to buy promotional items from recycled materials, saved 500 pounds of materials and $3,000 by refilliing toner cartridges, and saved $33,700 through the elimination of two trash compactors.

WasteWise is a voluntary EPA program, and has been recognized company award winners since 1996.

Rediscovering the Discovery...

Amtrak kicks off a new phase in its partnership with the National Parks Service “Trails and Rails Program.”

Representatives from Amtrak, the National Parks Service and the University of Missouri at Columbia were host on Nov. 3, to over fifty guests celebrating the Lewis and Clark Corps of Discovery experience. As part of this three-year salute to the Lewis and Clark Expedition and the Western Expansion of America, Amtrak and the National Parks Service will provide on-board presentations, narrated by the NPS Trails and Rails volunteers.

“Because of our partnership with Amtrak, we can take the National Parks programs beyond the boundaries of the parks,” explained Jim Miculka coordinator of the NPS Trails and Rails program. "Anne McGinnis, Amtrak’s Midwest Marketing Manager also pointed out that the “NPS program is curriculum-based, so it can be incorporated in social science lesson plans for Missouri schools.”

Amtrak’s Empire Builder and Kansas City Mule traverse these routes of history and great natural beauty, and they provide the perfect setting for these informative presentations. Amtrak’s Empire Builder guests, can experience the programs during the summer. Amtrak’s Missouri guests, have weekend programs from late winter until fall. The program along the Missouri River changes with the seasons, from winter eagle watching to fall foliage. Missouri guests can experience the program everyday from Memorial Day until Labor Day.

The Expedition’s mission was to chart the new land, identify wildlife and create a connection between the existing communities within the land. Amtrak can play a unique role in the preserving of this national chronicle, and the effort they made to bring the people of these communities together.
Another year injury-free for El Paso

By the end of FY01, the El Paso, TX crew base completed yet another year injury-free. For the 13 years that the El Paso T&E crew base has been operating, there have only been two reportable injuries, and 11 of those years have been injury-free.

When asked Dave Morgan, service manager for the El Paso crew base and Zone 12A, why this outstanding safety record continues year after year, he says, “When you look at the employees here in El Paso, you see a group of professionals who take great pride in their safety record as well as every aspect of their jobs. All of us have the same goal, and that is to make sure each crew member goes home safely to their family every night. The employees here really do care about each other’s safety, and that means more than anything when it comes to avoiding injuries.”

Joy Smith, general manager of the Southwest Business Group, says, “El Paso’s safety record is a fantastic accomplishment. They have stayed focused as a role model for the rest of us in the Southwest Business Group, and I am proud of them all.”

Of the 30 crew base employees, 21 have worked injury-free for 12 years or more. These employees include Conductors George Arredondo, Roman Barragan, Juan Fernandez, John Marce, Norman Marestine, Jimmy Moreno, George Natividad, Oliver O’Bryant, Danny Smith and John Wylie. Engineers Robert Berroteran, Bill Herron, Nicke Keene, Karl Kinstle, Edward Kollar, Roland Napoles, Charlie Torres, Ruben Villareal and John Stutes; B&A Clerk, Lupe Medina; and Ticket Clerk Gilbert Paige.

By: Dave Morgan

service manager, El Paso Crew Base

“El Paso’s safety record is a fantastic accomplishment.”
Joy Smith, general manager Southwest Business Group

Amtrak’s international sales team courts travelers

Did you know that Amtrak serves South Africa, India, Australia and China?
No, we’re not expanding our rail service to global markets. We’re selling Amtrak to travelers from around the world.

Amtrak’s International Sales team, including sales managers Malcolm Smith and Steve Landi, and senior director Cyndi Darlington, works with travel agents and tour operators in more than 70 countries to educate them on our products and services.

International Sales attends large trade shows, hosts travel suppliers from overseas for training seminars, and works on cooperative marketing agreements with vendors to get Amtrak’s message out. And it’s working. FY01 international revenue was more than $15 million, and FY01 revenue is showing significant growth.

Another benefit is that overseas visitors are mainly interested in Amtrak’s long-distance trains, and often travel during off-peak times. This is a market that can play a big role in building our business.

So the next time you meet someone in the station or on the phone who is planning to use Amtrak during their visit to the U.S., give them a smile and thank them for choosing Amtrak.

Amtrak’s Sales team works with travel agents and tour operators in more than 70 countries to educate them on our products and services.

The critics need to understand that Amtrak provides a national benefit, and like air and highway travel it cannot survive unsubsidized. Congress should clear the way for bonds for high-speed rail.

“Face it rail needs subsidy.” Los Angeles Times, October, 2001

It’s clear now that rail travel is not just a nostalgia trip, but a crucial third leg of nation’s transportation system. It took the grounding of the airlines to demonstrate what the United States should have recognized decades ago – this nation needs a strong passenger rail system. Now it’s clear that was a mistake to heavily subsidize aviation and automobile travel, but leave passenger rail stuck in the station. The plain truth is the United States needs a national high-speed rail system, whether it makes money or not.

“Get back on track.” The Oregonian, October, 2001

Journeywoman congratulates Amtrak for the incredibly fine job they did moving travelers out of Chicago in the aftermath of the terrorist attacks. They anticipated properly and were well prepared to deal with the crush of extra travelers who weren’t able to fly home as planned. Extra staff and supervisors were brought in to service these many new customers and to keep the ticketing lines moving as quickly as possible. Despite the many demands put on Amtrak staff they remained pleasant, polite and willing to help.

“The Journeywoman.com newsletter” October 2001

Advocates say high-speed rail is a competitive alternative to planes for trips of 500 miles or less. With expected airport security delays, they figure train trips of 45 minutes to two hours can compete with the shortest plane trips or interstate drives.


The one, one of America’s oldest forms of transportation, may become a come-back mode of choice as travelers look for alternatives to airline travel. Amtrak transported medical supplies, emergency personnel and victims’ families to New York City after the tragedy, and hauled tons of extra mail across the country. And, Amtrak helped airline ticket holders by scheduling scores of additional trains.


Amtrak is not just a Northeast phenomenon. The fastest growing Amtrak services can be found in California and Washington. The Los Angeles-San Diego Pacific Surfliner route is now the second busiest in the nation after the Northeast Corridor. Three-dozen states from across the country are now actively working on plans to develop faster, more convenient rail service. The states are willing to invest their own resources in passenger rail. But they continue to look to Congress for the same type of federal funding commitment that launched our highway and aviation systems. That request has assumed new urgency.


The need for high-speed rail networks is clearer than ever, and additional funds are needed for new rail security measures and service improvements. Besides meeting new demands and responding to emergencies, there are other reasons to support rail investment. First, high-speed trains provide alternative to congested highways and runways. Second, trains are more energy-efficient. They use about half the energy per passenger mile than planes do, according to studies done by the Department of Energy. Third, train stations are centrally located, which can spur downtown development.

“America turns to rail—when will Congress.” The Sun, October 25, 2001
Amtrak ‘kicks off’ with the 49ers

Sponsoring the NFL San Francisco 49ers for the 2001 football season was the first of many sports marketing programs Amtrak West kicked off this fall.

In-field signage, radio sponsorships, and end-zone seating are just parts of the overall program. It’s the first of its kind in the west, although sports sponsorships by Amtrak have been a major fixture in the NEC for years.

In addition to the 49ers activities, Ed McCaffrey, Denver Broncos Pro-Bowl wide receiver, has recorded a special Amtrak radio ad. On home game days, “Oakland Raiders Legends” ride to the game from stations along the Capitol and San Joaquin Corridors. Lucky fans can talk with such past Raiders stars as Mervyn Fernandez, Marv Hubbard, and others.

On the college front, UCLA football is hosting Amtrak tailgate parties, and has given Amtrak title sponsorship of the UCLA Women’s Soccer Cup. Stanford is hosting an Amtrak booth at football games, and is throwing a “Big Game” party for 100 Amtrak guests.

Radio networks for Oregon State, the U. of Oregon, and the U. of Washington are also hosting promotions and Amtrak tailgate parties. At the U. of California, a special game train has been organized, and Amtrak is giving away a chance to travel to Arizona with the Cal football team.

“These partnerships allow Amtrak to ‘score’ new riders, and let our guests know Amtrak is a viable transportation choice for travel around the country,” said Cyndi Darlington, senior director of Sales and Marketing for Amtrak West.

Ammtrak sponsors Back on Track America™

Amtrak and America Online are major sponsors of Back on Track America™, a grassroots coalition of corporations, non-profit organizations and business experts. The coalition is dedicated to helping support small businesses nationwide during these challenging economic times, particularly since Sept. 11.

Back on Track America launched a six-month nationwide rail tour in November to bring information, advice and free counseling directly to small businesses. Top experts in finance, human resources, marketing, technology, and legal issues will travel from city to city aboard Amtrak.

The experts will be joined by hundreds of volunteers, best-selling authors, and well-known entrepreneurs in a series of free public events in more than a dozen cities, including New York, Boston, Chicago, Dallas, Los Angeles, and San Francisco.

“Amtrak is pleased to have the opportunity to support the efforts of Back on Track America by providing transportation for the team,” Amtrak President George Warrington said. “It is vital for all areas of business to work together to build the strength of America’s small business community. It’s these small businesses that are the economic heart of so many American communities.”

Veterans benefit

continued from page 3

Veterans of earlier wars were treated and appreciated by their country.

Higgins added, “In the context of Washington’s words, I want to take this opportunity to acknowledge Amtrak for what they are doing for veterans.”

David Lim, Amtrak’s vice president of Marketing, participated in the ceremony. He announced our support for this program, and provided details on the 50-percent discount offer.

The program ended with a moment of silence in honor of POW-MIAs, and presentation of a wreath in honor of the nation’s heroes, followed by a 21-gun salute and “Taps.”

Security, Safety Departments consolidate

Safety has always been the number one priority for Amtrak. But, we are now taking it one step further. Because the work of safety and security are often intertwined, the Amtrak Police and System Safety departments have consolidated forces. In addition to strengthening existing partnerships, this newly formed department—System Security and Safety—will boost efficiencies and prevent duplication of efforts.

Since the consolidation more than two months ago, the department has visibly stepped up security and safety measures. Here’s a quick overview of the newly implemented policies. We ask your help in enforcing them.

For Employees:

All employees must display photo IDs while on Amtrak property.

The Employee Watch Program helps target suspicious persons, objects or activities on or around trains, facilities or rights-of-way. Suspicious activity should be reported to the Amtrak police at 1-800-331-0008.

You are the eyes and ears of Amtrak, so we ask you to please continue your heightened vigilance.

For Guests:

Effective Oct. 8, guests boarding at any station between Washington and Boston are required to have a ticket prior to boarding the train. Conductors will not ticket guests on board any train between these two locations.

Photo identification is necessary to purchase tickets from conductors on board trains in other areas of the country.

All guests 18 years or older must present a valid photo ID.

Guests may be required to answer security questions when purchasing tickets or checking baggage. A parent or guardian must purchase tickets for guests under age 18. (Valid photo IDs include a driver’s license, government-issued ID or employee ID, passport, or university, college or high school ID.)

In addition, an automated computer program will continue to crosscheck ticket purchases and reservations against names on an FBI watch list. This includes transactions at Quik-Kiosk, ticket counters, and online.

Other measures:

The Amtrak Police Department will maintain a heightened presence in stations and facilities on platforms, as well as on many trains. Station entrances and exits will be patrolled and access will be restricted as necessary.

K-9 units will be on heightened patrols throughout major stations. Amtrak will continue to partner with federal, state and local law enforcement agencies in their efforts to apprehend individuals suspected of illegal activity.

The Security & Safety Information Center publishes regular “updates” regarding security and safety issues.

To offer comments and ideas you have for future topics, please e-mail us at the Security & Safety Information Center or call the employee comment line by dialing 1-877-AMTRAK1.
Amtrak’s 45-state passenger rail network grew one state larger last month, as strong, long-standing popular support and an active grass-roots campaign helped to bring about brand new service between Boston, MA and Portland, ME.

On Dec. 14, Amtrak, state and local officials gathered in Boston’s North Station to celebrate the launch of the Downeaster.

Several prominent figures were on hand to mark the beginning of Downeaster service, including Gov. Angus King of Maine, acting chairman of the Amtrak Board of Directors, Michael Dukakis; chairman of the Board for the Northern New England Passenger Rail Authority, Jonathan Carter; acting general manager for the Massachusetts Bay Transportation Authority, Mike Mulhern; President and CEO of the Greater Boston Chamber of Commerce, Paul Guzzi; and Maine Senators Olympia Snowe and Susan Collins. After their remarks, Conductor Al White, who served as conductor on the last train from Portland over 30 years ago, proudly stood next to the engine for good luck. The inaugural trip lasted over four hours as the train made a whistle-stop tour, allowing each town to welcome its guests. With that, the nearly 400 invited guests moved out to the platform and called out, “All Aboard!”

Downeaster service makes four daily round-trips between Boston and Portland, stopping at Wells in Maine, Dover, Durham and Exeter in New Hampshire, and Haverhill in Massachusetts. The service will also make a seasonal stop at Old Orchard Beach in Maine, from June through September. Plans are also in the works for a stop at Saco, ME. The Downeaster service is the only form of transit linking Portland and the other coastal stops to Boston.

Bush signs railroad bill

President Bush signed the Railroad Retirement and Survivors’ Improvement Act of 2001 into law on Dec. 21, making the holidays a bit more special for many Amtrak employees.

One of the highlights of the bill is that it restores full early retirement eligibility at age 60 for railroad employees with 30 or more years of service. From 1974 until 1983, all employees could retire at age 60, without any reduction in Tier 1 benefits, if they had 30 or more years of service. Legislation enacted in 1983 provided full retirement at age 62. If an employee age 60 or 61 retired with 30 years’ service, he or she took a 20-percent reduction in benefits.

This new legislation, more commonly referred to as the 60/30 bill, revises retirement benefits and contains financing/investment changes for railroad employees. It’s based on recommendations from rail labor organizations and freight carriers.

Capitol Corridor celebrates 10 years

Amtrak’s Capitol Corridor service is the fastest growing service in the country. In its 10 years of operation, it has grown 300 percent to 18 daily trains, and ridership has jumped more than 530 percent to over 1.1 million guests annually. That’s reason to celebrate.

To commemorate the 10-year anniversary of the Capitol Corridor service, a gala dinner was held last month at the California State Railroad Museum in Sacramento.
Liquidation plan overturned

Congress has overturned a requirement that Amtrak submit a draft liquidation plan by Feb. 7. Amtrak had been required to submit a plan to Congress after the Amtrak Reform Council, a federally appointed body established in 1997 to oversee Amtrak spending, determined last November that Amtrak would be unable to become financially independent by 2003. Amtrak and its supporters had expressed concern about the draft plan’s effect on the company’s relationship with creditors and lenders.

The measure we passed sends a clear message that there are no plans to liquidate Amtrak,” said Sen. Joe Biden of Delaware. “Congress sent a strong message saying Amtrak will not have to plan for its own liquidation—a requirement that wastes Amtrak’s time and wastes the

With the start of the New Year, I’m confident that the positive results of 2001 will prove to be a foundation for success in 2002.

As you know, it has long been our goal that Acela Express would prove itself as the model for the type of high-speed rail system that we could introduce in any of the nation’s 10 other federally designated high-speed rail corridors. And that’s exactly what’s happening.

As 2001 drew to a close, more than four out of every 10 Acela Express and Metroliner trains were sold out every day. We have stacks of favorable reviews from the media, with reporters and writers raving about the quality of the product, and the service provided by our onboard personnel. That’s a testament to our commitment to deliver service excellence.

Because of the continuing success of Acela Express and other achievements, our support from governors, mayors, and business and community leaders is getting louder and louder. There’s more and more agreement than ever among policymakers that a truly balanced and intermodal transportation system must include a larger role for passenger rail, particularly within the nation’s 11 high-speed rail corridors.

With that kind of growing support, I am increasingly optimistic about the resolution of what I call our “mission conflict,” the impractical and destructive expectation that an inadequately capitalized company is capable of providing an extensive national public service and meeting a political definition of operational self-sufficiency.

From a resolution of Amtrak’s mission and adequate funding to support it, we must start the process of developing higher-speed rail to connect major population centers, as a far more efficient alternative for the one-third of all domestic flights today that are 350 miles or less.

Fortunately, it appears that Congress is going to get engaged. Additionally, it appears that the Bush Administration may offer its vision of what U.S. passenger rail should be in the future. Debate is being driven by not only recent events, but also the expiration this fall of our current federal authorization.

So we have an exciting year ahead of us, one in which I think Amtrak will enjoy some well-deserved recognition. Your unfailing commitment to guest service and teamwork kept us ahead of every challenge last year. You have gotten fully energized in the effort to manage our costs and improve our productivity, and I urge you to maintain your resolve. We can’t reach our goals without you.

I’ll be proud to serve with you in making 2002 a milestone year for us all. Thank you for keeping faith in our product, and the power of genuine guest service.

Train of Thought

“The measure we passed sends a clear message that there are no plans to liquidate Amtrak.”

Sen. Joe Biden of Delaware

Imagined resources Amtrak has to meet the goal of self-sufficiency.

“We can not afford to ignore the lessons Sept. 11 taught us about the interdependence of our transportation system, and the vulnerability of that whole system when even one part is seriously disrupted—a lesson that the Amtrak Reform Council either failed to learn or simply chose to ignore. We in the United States Senate will not allow Amtrak to be railroaded into extinction,” Biden said.

Congress is now able to take on the task of defining the mission of our national passenger rail system, and to align financial resources to meet that mission, when considering Amtrak’s funding reauthorization next year.

The language excusing Amtrak from submitting the plan is included in the bill that Congress approved in December. In that bill, Congress also voted Amtrak an additional $100 million for 2002, that Congress approved in December.

In that bill, Congress also voted Amtrak an additional $100 million for critical fire and life safety improvements in the New York Penn Station tunnels complex. While the company welcomed the additional funding, it expressed disappointment that Congress did not fully fund a request related to increased security costs Amtrak has incurred since Sept. 11.
Amtrak signage standards online

As part of the campaign to gradually introduce the company’s new brand identity, some standards for station and office space signs are now available online.

Signage standards were originally developed in 1995, but have now been updated to reflect the new color scheme. A further update to include the new corporate identity will be made within the next several weeks. Sign standards have been incorporated into Amtrak’s brand management web site because signs represent an important component of our identity, even when those signs don’t use the new logo.

If you have one of the 1995 signage standards binders, please visit the web site for the most recent information on colors and formats. The address is: www.signage.amtrak-brandmanagement.com. Or, it can be accessed from the main brand management site. If you’re not already authorized for access, you’ll need to register online.

Within the new site, you’ll find standards for basic directional and room identification signs. Those standards should be followed in all new signs for stations and Amtrak office space. The update coming in the next several weeks will include standards for exterior station identification and ticket office graphics.

As with other applications of the logo, all design layouts with the new brand identity require approval from the Brand Management Team. Approval information is available on the web site.

Amtrak tests ticketing at the gate

An all-reserved train is minutes away from leaving one of our busiest stations at a peak travel time. With coattails and carry-on bags flying, a breathless guest rushes up and presents the gate usher with a ticket. The wrong ticket—for a later train. And the ticket desk is hundreds of yards away. How’s ticket—for a later train. And the ticket desk is hundreds of yards away. How’s it for a challenge in managing guest satisfaction?

The company has tested a high-tech way to help the usher, and to guarantee satisfaction. It’s a mobile ticketing workstation called “Mobi-Check.” With a wireless connection to ARROW, the device is a fully contained ticketing unit, including a LED message sign and public address system.

It comes from the IER Corporation, the manufacturer of the 450 ticket printers recently installed under the Station Automation project. It was just tested in Washington Union Station for about a month at essentially no cost.

Ken Koehler, senior director, Customer and Sales Support, said, “This was a deal we could not refuse.”

Mark Rose, the station’s assistant general manager, Customer Service, managed daily operation of the device. Rose said, “We wanted to test the value of having the ability to provide ARROW-related services throughout the station, not just at the usual fixed points. This technology could better position us to meet the travel demands of our fast-paced, time-sensitive guests.”

Services tested at boarding gates during the evaluation included ticketing; ticket exchanges, and upgrades; and, additional security check.

Mobi-Check earned positive responses from both ushers and the agents assigned to work the device.

The route to our success

Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network

Define customer demand, using extensive research, and then match our system with that demand.

Deliver consistent quality service

Change the culture of the company to be more guest-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand

Introduce and support a new brand for Amtrak, to signal a major change to our guests.

Operate a cost-effective business

Identify specific functional areas, policies, organizational structures, and back-office costs that have potential for improved cost management.

Maximize public and private partnerships

Pursue public and commercial partnerships aggressively, through Mail and Express and other programs that generate the highest returns for the company.

Develop corridor services

Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building Northeast Corridor services.

Designers, vendors and employees who complete a simple registration form can access the brand management web site. There has been positive response to the online format, which replaces printed manuals. It allows more flexibility in adding, correcting, and updating information, based on user responses. The format is another example of Amtrak moving into new technologies to more effectively manage our brand.
L. to R.: Conductor John Harbin, engineer Terry Chenore as Santa Claus, and assistant conductor Leroy Rushing.

“They made it a lot of fun. I usually don’t work Christmas Day, but I’m glad I did,” said Linda Latronica, lead agent, Chicago Customer Services. “They’re just the best crew. And by the end of the night on the Lake Shore Limited, nothing was stirring—not even a mouse.”

Hollywood calls
Arshell Qualls, who works as a travel clerk at Los Angeles Union Station, is making a splash in Hollywood. Qualls has a part in an episode of a TV show called “The Steve Harvey Show.” She appears in the “Lavenda’s Baby Shower” episode, which was scheduled to air early this month.

The up-and-coming actress has had small parts in a number of projects, including the feature film, “Why do Fools Fall in Love.” She was also seen in a recent Amtrak video about Service Success.

Philadelphia RSCC answers the call
Sixty years separate the events of Dec. 7, 1941, and Sept. 11, 2001. Many things changed in that time, but what remains unchanged is the ability of Americans to give selflessly. And, the folks at the Philadelphia Reservation Sales Call Center are no exception.

When the initial shock of the WTC and Pentagon bombings wore off, people began planning what they could do for the victims of these attacks. Team Leader Betty Fleming organized a bake sale, and then a chicken-wing day. Volunteers Barbara Schmidt, Sharlene Gregg, Celestine Hill, Paula Phillips-Evans, Reggie Davis and retiree Fran Genovese gave freely of their personal time to make the events a success.

Tim Walker, customer support agent, suggested that the proceeds from the vending machines, normally earmarked for gift certificates at Christmas, be donated by employees on a voluntary basis. With the approval of management, and help from team leader and employee vending committee chairman Lee Sperling, the program surged ahead. Nearly 200 employees participated.

In all, $1,900 was collected from the food sales, and $2,900 from the gift certificate donations. All proceeds were donated to the American Red Cross.

Amtrak honors America
Albany-Rensselaer is going “artsy” in honor of America’s heroes. Andrew Pellettiere, artist-in-residence (and baggage clerk), has created a patriotic mural that is a spirited addition to the station’s concourse. It’s a touching tribute to America’s pride and bravery through the years.

Foreman Ray Guzewski, as well as mechanics Don Rivers and Charlie Ertz-Berger, built the wall; lead baggage clerk Joe McCallion Jr. and baggage clerk Fred Hiller contributed to its design. All the employees share the sentiment expressed by Pellettiere’s tribute.

Employee comes to passenger’s aid
Ed Palmer, an AMT-2 instructor in the Metropolitan Division ET department, performed a life-saving service recently for a passenger onboard a New Jersey Transit train. Just as the commuter train left the Newark station, a call came over the public address system for medical assistance in the last car.

Fortunately for the ill transit passenger, Palmer, who is also an emergency medical technician, was already in the last car, sitting at the opposite end. Palmer made his way through the crowded car until he found the passenger on the floor in apparent convulsions. As he checked the man’s vital signs he found a medical identification bracelet, which identified him as a diabetic.

With his knowledge and many years of EMT experience, Palmer concluded that the convulsions were probably the result of insulin shock. He immediately asked if anyone had any orange juice. Thankfully, someone did. And, very quickly after being given the orange juice, the passenger began to come around. He later told Palmer that he had taken his insulin that morning, but had not eaten.

By the time the train rolled into New York, less than 15 minutes later, the ill passenger was fine and off to work. Palmer’s training and quick thinking averted a potentially deadly situation.

Donation helps protect K-9 officer
Thanks to the generosity of postal employee Jeff Campbell, one of Amtrak’s K-9 officers is working with some extra protection. Last month, Campbell presented Officer Mike Apostolico with a bulletproof vest for his canine partner, Cijo.

Campbell runs the annual Police Survivors Motorcycle Run, a charitable event that raises money to benefit law enforcement causes in Pennsylvania and New Jersey. This year’s run had 17,400 participants and raised $56,000. He used some of that money to purchase face shields for horses in the mounted police, and to purchase bulletproof vests for K-9 officers like Amtrak’s Cijo.

Officer Apostolico and Cijo thank Jeff Campbell for his donation.

‘Well done, Miss Matthews!’
This past month, Anitra Matthews, a network instructor at Amtrak West’s Oakland Maintenance Facility, took on responsibility for a drive to collect books for donation to the local school system. The book drive was a project of the facility’s Employee Networking Committee.

From the beginning, Matthews created posters that advertised the drive; she put together nice display bins for the different locations, (i.e. stations and administration buildings) from Sacramento to Bakersfield. She delivered the bins, picked up the books, counted them, and distributed them to three different schools in the Oakland area.

The 1st Annual Amtrak Employee Networking Committee’s Friends of the Library Book Drive was a big success, collecting almost 700 books for local schools in need. Committee members placed posters and collection bins at Amtrak stations and mechanical facilities throughout the California Corridor. The committee was created in Oakland in 1999 by a group of dedicated employees who wanted to provide Amtrak employees with a safer work environment and an atmosphere of unity.

She accomplished a lot, and this unselfish attitude is refreshing to see. It’s nice to know we have thoughtful, dedicated employees working for Amtrak.

She is very involved with the Networking Committee, which she started in our facility. The committee has held events and fundraisers to help raise money for employee functions, which help support a team spirit and morale.

I believe a “Well done, Miss Matthews!” is in order. Keep up the great work Anitra!

By: Dan Roberts, general foreman Oakland Maintenance Facility
Dukakis visits Amtrak Intercity staff in Chicago

Chicago Amtrak Intercity employees had the pleasure of meeting former Massachusetts Governor and current Acting Chairman of the Amtrak Board, Michael Dukakis, when he was in Chicago Dec. 13.

Dukakis was in town to “review the troops” and drum up support for Amtrak and high-speed rail in the Midwest.

Dukakis’s day started with a radio interview on WGN’s popular Spike O’Dell show, which was followed by his keynote speech to business, civic and political leaders at the City Club Breakfast. Many times over the course of the day, Dukakis stressed the need for Congress to earmark dedicated funds for rail, just as is currently done for airports and highways.

Dukakis stated that the amount needed would be a fraction of the $45 billion in subsidies that airports and highways receive annually (and which does not include the $15 billion bailout that airlines received shortly after the Sept. 11 attacks).

Accompanied by Senior Vice President, Government Relations Vice President Cheryl Richardson, Dukakis then went to Chicago Union Station where he was warmly greeted by Amtrak employees. He offered his commendations to everyone for their dedication and hard work, especially during the Sept. 11 crisis, and answered several questions. His next stop was a crew briefing on the Empire Builder, which was followed by a lunch with business leaders sponsored by the Chicagoland Chamber of Commerce.

Next was a meeting with Mayor Richard Daley where Dukakis pressed for support for a high-speed rail network in the Midwest with Chicago as its hub. Dukakis pointed out that a regional high-speed system that connected Chicago with Detroit, St. Louis and Madison, WI, among other cities, could be run by Amtrak and tied in with other regional high-speed rail hubs on the East and West Coasts and in the Southeast and Southwest via long-distance service. Dukakis ended his day at the Reservationist Call Center and where he met with employees and answered questions. In addition, he also put on a headset and took a guest call with one of the reservationists.

In addition to thanking all the employees for their hard work this year, he also said he would do his best to fight for the funding Amtrak needs to do a better job.

Ground Zero workers receive vacations, courtesy of Amtrak and SouthCoastUSA

In appreciation for their courageous efforts, Amtrak and SouthCoastUSA, a regional tourism partnership, have provided 50 vacation packages to rescue workers at New York’s Ground Zero. The project, called “Operation Open Arms,” is the Gulf Coast region’s way of saying thank you by offering a getaway to the men and women who are working so tirelessly on the recovery efforts.

Each of SouthCoastUSA’s convention and visitor bureaus contacted its members and area businesses to create vacation packages, which include accommodations, meals from local restaurants, tickets to local attractions, and rounds of golf. Amtrak will provide transportation, donating 200 tickets to the project.

“When SouthCoastUSA called, we embraced their plan to provide these getaways to some of our most heroic Americans,” said Barbara J. Richardson, Amtrak executive vice president. “We’re pleased to have the opportunity to show our appreciation.”

SouthCoastUSA is a coalition dedicated to promoting leisure travel to the United States’ Gulf Coast region. The coalition includes the convention and visitor’s bureaus and chambers of commerce from cities in Florida, Alabama, Mississippi, and Louisiana.

Amtrak’s partnership stems from the route of its Sunset Limited, which travels along the Gulf Coast as it makes its way from Orlando to Los Angeles. Other Amtrak product lines that travel to the Gulf Coast region include the Crescent (New York-Atlanta-New Orleans) and the City of New Orleans (Chicago-New Orleans).

President Bush signs bill into law

continued from page 1

Tier 1. The new law basically upholds the earlier provision.

The bill also eliminates a cap on monthly retirement and disability benefits, lowers the minimum service vesting requirement, and provides increased benefits for some widows and widowers.

The financing sections of the new law provide for the investment of railroad retirement funds in non-governmental assets, and make adjustments in the payroll tax rates paid by employers and employees, among other things.

Following are brief details about the bill:

Benefits: 60/30 retirement. The new law eliminates the early retirement reduction applied to the annuities of 30-year employees retiring between the ages of 60 and 62, if their annuities begin Jan. 1, 2002, or later.

Maximum provision. There is no longer a limit on the amount of combined benefit payments an employee and his/her spouse may receive on a monthly basis. The cap was intended to prevent benefits from exceeding an employee’s creditable earnings prior to retirement.

Basic service requirement. The minimum eligibility requirement for railroad retirement annuities was lowered from 10 years of completed service to five years, if performed after 1995.

Survivor benefits. The new law establishes an “initial minimum amount” that is based on the two-tier annuity amount that would have been payable to the employee at the time the widow’s or widower’s annuity is awarded. The initial minimum amount is computed for the survivor’s Tier II amount, which is equal to 100 percent of the employee’s Tier II amount. Under prior law, the survivor’s Tier II amount was equal to 50 percent of the employee’s Tier II amount; only the Tier I amount equaled 100 percent.

Financing/investment: Railroad retirement funds can be transferred from the Railroad Retirement Accounts to a new National Railroad Retirement Investment Trust, whose board of seven trustees is empowered to invest trust funds in non-governmental assets, such as equities and debt, as well as in governmental securities.

In the future, a qualified non-governmental financial institution, rather than the Treasury Department, will issue railroad retirement benefit payments. The Railroad Retirement Board would select the institution. In the meantime, retirement payments will continue to be processed through the U.S. Treasury.

Complete text of the news release issued by the Railroad Retirement Board (RRB) is available at www.rrb.gov. Employees with specific questions should contact the RRB office nearest them.
Outstanding Amtrak achievements from 2001

Amtrak employees made the year 2001 a memorable one. During the past 12 months, it was the great efforts made by employees that enabled Amtrak to establish new partnerships, sustain safe operations, expand our presence in the travel and sports markets, and give people plenty of reasons to try Amtrak again and again.

The New Year will bring great challenges, but our foundation is solid.

More than one million people have enjoyed the exceptional service and amenities onboard Acela Express during its first year on the rails.

Amtrak employees are the foundation, and they continue to prove that they are committed to success. As always, Amtrak will count on the contributions from its dedicated employees to make the New Year even better.

Here are just a few of the past year’s many achievements:

Amtrak responds to Sept. 11 tragedy: When the nation’s sense of security was shaken, Amtrak employees kept the railroad running safely so that people could unite with family and loved ones. For three days after the attacks, Amtrak virtually the only transportation service available connecting New York to the rest of the country. In the days to follow, Amtrak provided free transportation for victims’ relatives, military personnel, Red Cross workers, other emergency services workers and airline personnel. Our trains also carried thousands of emergency medical and recovery supplies to Ground Zero.

One-year anniversary of high-speed rail and Acela Express: More than one million people have enjoyed the exceptional service and amenities onboard Acela Express during its first year on the rails. Ticket revenue total nearly $100 million. Acela Express was designed to be the quietest, smoothest-riding train in America’s passenger rail service—and it is. It was also meant to boost Amtrak’s competitive edge against the airlines for travel between Washington and Boston—and it has. Acela Express widens the gap between rail and air for a quality on-board experience.

Amtrak Guest Rewards: Although Amtrak Guest Rewards was introduced late last year, 2001 has been a phenomenal development year for the program. Our guests earn points for every dollar spent on Amtrak trips. Those points can be redeemed for train trips, and other rewards such as hotel stays, rental cars, gift certificates, and more. The benefits are clear to our guests. The program now boasts 300,000 members. By making it more rewarding to travel on Amtrak, this program is helping to build a more loyal customer base and increase revenue.

Amtrak brings service to Maine: With its newest service—the Downeaster—Amtrak now makes stops in Maine, New Hampshire, and Massachusetts, and is the only form of transit linking Portland and seven other coastal towns to Boston. Service and amenities onboard the four daily roundtrip Downeasters have been designed to meet the needs of business travelers, as well as those venturing to Boston for a day of historic sightseeing, or to the coast of Maine for an enjoyable day at the beach.

Amtrak is awarded Caltrain and Coaster contracts: Beating out several tough competitors, Amtrak won contract renewals for both Caltrain and Coaster commuter services. Amtrak has operated the Coaster service since 1995, and has maintained an exceptional safety and OTP record. Celebrating the renewed Caltrain contract, Amtrak President George Warrington thanked employees for their dedication and commitment, saying, “The key to us retaining this contract has been your focus on safety, guest service and other performance factors.”

Beating out several tough competitors, Amtrak won contract renewals for both Caltrain and Coaster commuter services.

20-year blueprint for California rail development: Amtrak and the state of California released the first-ever comprehensive improvement plan for passenger rail service. The plan responds to the growing gridlock in California’s vast and complex transportation system by increasing mobility and providing more choice for travelers.

1-800-USA-RAIL gets “human” quality: Many guests can now experience one of the most exciting enhancements to Amtrak’s automated reservations system—speech recognition. Converting Train Status and Schedules and Fares to speech recognition is just the beginning of a multi-phase project to replace the entire touch-tone IVR with this modern technology. Callers to 1-800-USA-RAIL who choose these automated options are greeted by a continued on page 11

Amtrak celebrates double milestones for Acela Express

One successful year of service: One million guests served and $100 million in revenue.

Acela Express, America’s first true high-speed passenger rail service, is poised to be the model for high-speed passenger rail service throughout the country.

Amtrak employees have provided our guests with exceptional on-board service and Acela Express has provided them with a smooth, quiet ride that keeps them coming back again and again.

Dec. 11 was the one-year anniversary of Acela Express, and employees were invited to help celebrate its success and to welcome the addition of a new frequency out of Boston. The new frequency brought the total number of departures from Boston to nine, just one shy of the full schedule of 10.

The celebration was at Boston South Station, and Gov. Michael Dukakis, acting chairman of Amtrak’s Board of Directors, spoke about the importance of high-speed rail, not only in the Northeast, but also throughout the country.

By the end of 2001, Acela Express had carried more than one million people and had brought in over $100 million in revenue.

From the beginning, Amtrak’s prediction was that once at full service, the high-speed train would post annual revenues of $300 million, and net $180 million. We are still confident that will happen. All indications show that Acela Express will eventually make a net contribution of $380 million over and above what we did before the new service.

In the first few months of service, ridership and OTP presented some challenges. But by the end of December 2001, Amtrak was experiencing many sold-out trains daily in first and business class, and OTP was well into the 80 percentile.

Amtrak’s Acela Express can be the model for high-speed passenger rail service nationwide. Local and national leaders see the potential benefits that a nationwide network of high-speed corridors would have for both their regional economies and the nation.

In partnership with Amtrak, many states have already invested hundreds of millions of dollars in intercity rail projects. And moving ahead, dozens of states are working with Amtrak on the development of high-speed rail service.

Until expanded funding is available to invest in the infrastructure for high-speed rail around the country, Amtrak will stay focused on operating an exceptional service within the Northeast. Acela Express is truly a model: Employees committed to providing exceptional on-board service and to maintaining the trainsets, and guests enjoying unparalleled comfort and convenience.
Right Care…Day One

The evidence is in and the diagnosis is clear: Right Care…Day One, Amtrak’s medical care management program, is making a real contribution to the well-being of employees who have sustained job-related injuries.

Right Care…Day One is a voluntary on-duty injury disability management program. It gives injured employees prompt access to the highest quality medical care through a specially designed network of occupational health providers. Employees who join the program may also be provided with a case manager – such as a registered nurse – to help them throughout the recovery process.

Finally, the program gives employees the opportunity to return to productive employment as quickly as possible through transitional work. When able, employees are given the option to work their regular job assignment modified to meet their medical restrictions, or to be assigned an alternative-work assignment until they are ready for full duty. These alternative assignments are either internal or external to Amtrak. The alternative work assignments do not conflict with collective bargaining agreements.

Right Care…Day One is a joint labor-management project originally piloted in the Mid-Atlantic Division of the NEC in May 1999. It proved to be tremendously successful in reducing lost-time days, and was rolled out across the Amtrak system starting in October 2000.

For FY2001, its first year of corporate-wide operation, Right Care…Day One achieved a 39-percent reduction in lost-time days. Thanks to the program, the average number of lost-time days per injury has decreased from 46 to 27.

The Right Care…Day One program helps create a win-win situation for Amtrak employees and for the company. Employees receive top-of-the-line medical care from specialists, are able to choose from a wide array of medical options to aid in their recovery, and can make a gradual transition to full duty. Amtrak benefits by having a healthy, full-strength work force.

“Right Care…Day One is a great example of how labor and management, working together, can really change things for the better.” said Joe Bress, vice president of Labor Relations.

Seventeen cities receive grants from the GASF to revitalize local rail stations, economies

Seventeen cities, including several that Amtrak serves, have been honored for their efforts to preserve, restore and improve local rail stations. Honorees were selected to receive $265,000 in grant money from the Great American Station Foundation (GASF), a national non-profit corporation that promotes economic development through the revitalization of active railroad stations.

The winners were selected from 52 applications submitted by communities in 24 states. Individual grant amounts ranged from $2,500-$30,000.

“These grants provide money to support local efforts to revitalize these important public spaces and trigger additional economic development through the revitalization of active railroad stations.

The 2001 honorees include:
- Kingman, AZ
- Fresno, CA
- Grand Junction, CO
- Hollywood, FL
- 79th Street Station in Miami, FL
- Centralia, IL
- Matoon, IL
- Normal, IL
- Lawrence, KS
- Louisville, KY
- Natchitoches, LA
- Edgewood, MD
- Deming, NM
- Myrtle Beach, SC
- Wharton, TX
- Brookfield, WI

One night in October 2000, three fires in the Boston area left over 120 people homeless, including three of our coworkers and their families.

Andrea O’Connor and Luann Litif, both coach cleaners at Boston’s South Station Yard, and Michael Nee, an assistant conductor in Boston, lost everything to fire and water damage. Along with their families, the three were placed in emergency housing provided by the city of Boston.

A story in Amtrak Ink last year informed readers that an emergency fund had been established for the employees, and that donations of money or items for the families were being accepted.

Now, a little over a year later, O’Connor, Litif, and Nee want to extend their deepest appreciation to every Amtrak employee who donated, and to those who supported them in other ways during their difficult time.

“The kindness of people who I’ve never met, and probably never will, was overwhelming to me, and I think about their many kindnesses every day. God bless everyone at Amtrak. I don’t think there could be a place to work for that is more like a family than here,” O’Connor said.

The organizers of the relief fund received close to 100 calls regarding the effort. Some people sent change, others took up an office collection, and others sent personal checks. All was appreciated and went a long way.

Almost $7,000 was raised and divided between the three, as were the usable goods that were donated.

“Everyone was so helpful, with the time I needed off, and there was plenty of that, the money came in handy. Thank you to everyone, and a safe and blessed holiday to everyone at Amtrak,” Litif said.

Mechanical Department
MBTA Commuter Rail, Boston
8

January 2002

Amtrak Ink

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Congratulations to All of You!
15 Year
Anniversay
November 2001
ABRAHAM, JAMES

FLESHMAN, MICHAEL

MISIASZEK, ALAN

WALKER II, NORMAN

SANTIAGO, ROBERT

GAGLIONE, KENNETH

PRUITT JR, WILLIAM

New Orleans District

Washington, DC,
Headquarters

Los Angeles District

New York District

New York District

Philadelphia District

WEEKS, JOHN

VENEZIA, JAMES

GIRARDI, FRANCIS

RAMAND, JOHN

MOREAU, STEPHEN

Oakland District

New York District

Wilmington / Bear District

New York District

GOLDEN, MICHAEL

RIETHER, THOMAS

Chicago Metro District

New York District

GONTKOF, RONALD

ROBERTS, ROBERT

Philadelphia District

New Orleans District

FRIESEN, MONTY
Los Angeles District

FRITZ, WILLIAM

Oakland District

San Jose District

ADAIR, BRUCE

FRIZZELL, ROBERT

Oakland District

Boston District

ANDERSON, DALE

GALUSHA, KENNETH

Oakland District

Los Angeles District

BAKER, ROBERT

GARRETT, JEFFERY

Wilmington / Bear District

BALLEJOS, DAVID
Los Angeles District

BEIL, THOMAS

Oakland District

GLASS, CHARLES
Los Angeles District

GONZALES, CHARLES

Los Angeles District

Oakland District

BELLUOMINI,
RAYMOND

GOSNEY, PHILLIP

Oakland District

GREEN, RICHARD

BELYEU SR, JEROLD

New Haven District

Los Angeles District

GRISWOLD, JAMES

BOWLER, GARY

Los Angeles District

Salt Lake City District

GWIN, STEVEN

BOYD, ROBERT

Los Angeles District

Los Angeles District

HARTMAN, NANCY

BRAGG, MICHAEL

Detroit District

Oakland District

HARTSFIELD, CHARLES

BROWN, DENNIS

Los Angeles District

Los Angeles District

HENSEL, DAVID

BROWN, DENNIS

Oakland District

Beech Grove District

HICKS, LARRY

BROWN, FRANK

MBTA / Boston District

Los Angeles District

HIDALGO, PETER

BURK II, JOSEPH

Oakland District

Oakland District

HOLMES, EDWARD

BURKE, GARY

Washington Div/DC Non-HQ

Oakland District

HOLMES, FLOYD

CARBIENER, DARLAND

Los Angeles District

Los Angeles District

JACKSON, MELVIN

CARLSON, DARRELL

Oakland District

Los Angeles District

JOHNSON, HARVEY

CASE III, STEPHEN

New York District

Los Angeles District

KIRCHANSKI, JON

CASSARA, DONALD

Oakland District

New Orleans District

KISER, SHAWN

Boston District

NELSON, GARY
Los Angeles District

NERKOWSKI, PHILLIP
Kansas City District

NORWOOD, GAYLORD
Los Angeles District

OLSEN, DAVID
New York District

PARKER, CARL
St. Louis District

PAULETT, JONATHAN

WEIGLE, RICHARD
WHITTLE, ROBERT

25 Year
Anniversary

Oakland District

November 2001

Los Angeles District

WILLIAMS, NOEL

GRIFFITH, THOMAS

ROBINSON, BRIAN

Washington Div/DC Non-HQ

ALBERT, PAMELA

Philadelphia District

Philadelphia District

WONG, HARVEY

Philadelphia District

GRONERT, KENNETH

SCHUTH, PAUL

Los Angeles District

ANDERSON, ALAN

New York District

Chicago Metro District

WONG, THOMAS

Wilmington / Bear District

HAGUE, BARBARA

SEESTADT, FRED

Los Angeles District

APODACA, VIRGINIA

Washington Div/DC Non-HQ

Empire / Albany District

WRIGHT, CHARLES

Los Angeles District

ARMSTRONG, RICHARD

HARDCASTLE,
PASCHAL

SHOOP, BARRY

Los Angeles District

Chicago Metro District

New Orleans District

SLATER JR, DONALD

Washington Div/DC Non-HQ

Philadelphia District

15 Year
Anniversay

BAILEY, HARRY

HARGROVE, BARBARA

New Haven District

Los Angeles District

Philadelphia District

Philadelphia District

SMITH, MELVIN

PETERSON, ROBERT

December 2001

BAKER, MICHAEL

HARRIS, ARNOLD

Chicago Metro District

Philadelphia District

New Haven District

SMOOT, LAWRENCE

PETROSKI, GEORGE

BARR JR, ROBERT

BANNON, SHIRLEY

HEINTZ, KENNETH

Philadelphia District

Chicago Metro District

Wilmington / Bear District

Wilmington / Bear District

New York District

SPENCE, FRANCIS

PIMM, ROBERT

BECHAND, ROBERT

BARCZAK, JAMES

JOHNSON JR, ALFRED

Philadelphia District

Oakland District

Empire / Albany District

New York District

New Haven District

ST LAURENT, ROGER

PITMAN,GEORGE

BOTT, BRIAN

BARRETT, NANCY

JONES, RICHARD

Boston District

Kansas City District

Empire / Albany District

Philadelphia District

Philadelphia District

STEWART, RUMELL

PRETLOW, KEVIN

BROWN, ROBERT

BASANAVAGE, LILLIAN

LACHAPELLE, DENIS

New York District

Philadelphia District

Washington Div/DC Non-HQ

Philadelphia District

Boston District

STOLL, RONALD

PRICE, BARRY

CASENAVE, ARLENE

BEYNON, RICHARD

LANE, STANLEY

Baltimore District

Washington Div/DC Non-HQ

New York District

Philadelphia District

Philadelphia District

STONE, GREGORY

PUGH, JAMES

COOK, JULIE

BIELECKI, DENNIS

LOZANO, JOSE

Chicago Metro District

Los Angeles District

Miami District

Boston District

Los Angeles District

SULLIVAN, JOHN

PUGH, ROBERT

FARRELL, TERRANCE

BOGART, JOHN

LUCKE, STEPHEN

New York District

Los Angeles District

New Haven District

New Haven District

Boston District

TEAT, NORMA

RAY, MARVIN

FOLEY, THOMAS

BRADLEY, FREDA

MADISON, CURTIS

Philadelphia District

Oakland District

Philadelphia District

New York District

Boston District

THOMAS, NEVILLE

REDENBAUGH, ROY

HANEY, PHILLIP

BRADLEY, MICHAEL

MARTENS, GARY

New York District

Los Angeles District

Atlanta District

Baltimore District

Chicago Metro District

WALL, JOSEPH

RODRIGUEZ, DANIEL

JONES, NORMA

BRISBON, SHIRLEY

MC DANIEL, CARL

Philadelphia District

Los Angeles District

Oakland District

Philadelphia District

Chicago Metro District

WARD JR, ROBERT

RODRIGUEZ, L

KEYSER, BRENT

BROWN, DAVID

MCCLEARY, ROBERT

Philadelphia District

Los Angeles District

Philadelphia District

Baltimore District

Philadelphia District

WELSH, BARBARA

ROGERS, WILLIAM

KLEIN, EDWIN

BROWN, ROBERT

MCCONNELL, DIANE

Philadelphia District

Los Angeles District

Washington Div/DC Non-HQ

Philadelphia District

Philadelphia District

WELSH, PAUL

CASTRO, MARIO

Wilmington / Bear District

ROSS, CAMILLE

MAZOTAS, EDWARD

CAMPBELL, JOYCE

MCNAMEE, JOHN

Philadelphia District

Oakland District

KLENKE, DENNIS

New York District

Chicago Metro District

Philadelphia District

YOHLER, DOUGLAS

CLAUSEN, YOLINDA

Oakland District

Washington, DC,
Headquarters

CARLTON, JOHN

MINNIEFIELD, HELEN

Beech Grove District

KONSTANZER, GREGG

SANDERS, DARRELL

MCCOLLUM, JOHN

New York District

Philadelphia District

Wilmington / Bear District

Philadelphia District

CLEVELAND, GROVER

Chicago Metro District

MCHUGH, CHARLES

CASTILLO, ENRIQUE

MOLINO FRANK

Los Angeles District

KROLL, CYNTHIA

Chicago Metro District

New York District

Wilmington / Bear District

COOPER, GREGORY

New York District

MCKANAS, KATHLEEN

CHASEN, THOMAS

MOON, MARCUS

Oakland District

KUNZER, THOMAS

MBTA / Boston District

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New Orleans District

COTTON JR, WILLIAM

Sanford District

MOLNAR JR,

CIUPINSKI, JOHN

MORAN, JAMES

Oakland District

LAMBIRTH, MICHAEL

Detroit District

Philadelphia District

Boston District

CREGO, ROBERT

Los Angeles District

MOORE SR, KEITH

CORMIER, GENEVA

MORREALE, ANTHONY

Los Angeles District

LAPPIN, DAVID

Los Angeles District

Chicago Metro District

New York District

DAVIS, DUSTIN

Oakland District

MULLINS, GENE

CORSETTI, CLIFFORD

MUSSER, ROBERT

Los Angeles District

LAVOIE, LIONEL

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Philadelphia District

DAVIS, ZERITA

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PROCHASKA, JOSEPH

CRAIG, LEOLA

NICHOLS, BRUCE

Washington Div/DC Non-HQ

LONG, DAVID

Washington Div/DC Non-HQ

Philadelphia District

Wilmington / Bear District

DE LA ROSA, THOMAS

Oakland District

RACE SR, JEFFREY

CURRY, WILLIAM

O’KEEFE, THOMAS

Oakland District

LUCAS, ANDREW

Empire / Albany District

Philadelphia District

Boston District

DE STEUNDER,
WILBERT

Los Angeles District

RODRIGUEZ, JOEL

DA CRUZ, JORGE

O’ROURKE, JOSEPH

Oakland District

Chicago Metro District

Philadelphia District

Los Angeles District

Los Angeles District

SMITH, ANTHONY

DEEGAN, ROBERT

ONDECK, JOHN

DIKE, WILLIAM

MACFADDEN, WADE

Wilmington / Bear District

Philadelphia District

Washington Div/DC Non-HQ

Oakland District

Sanford District

TAYLOR, L’VONNE

DELANEY, THOMAS

PALUMBO, ROBERT

DIPILLA, PASQUALE

MASCHMEYER,
ROBERT

Wilmington / Bear District

New Haven District

Philadelphia District

WALLACE, CAUSA

DIAS, GERALD

PARRISH JR, ISAAC

Washington Div/DC Non-HQ

Jacksonville District

New York District

WEDDLE, SCOTT

DODD, ROBERT

PEBERDY, CATHERINE

Chicago Metro District

New Orleans District

Philadelphia District

YOUNG, DANETTE

DRAIN, BENNIE

PELILLO, FRANK

Lorton District

New Haven District

New York District

DUNFEE, HARRY

PETTIWAY, WILBERT

Philadelphia District

Philadelphia District

ECKARD, TIMOTHY

PIRELLI, AMEDEO

Philadelphia District

Philadelphia District

EZOVSKI, KENNETH

POKOISKI, JOHN

New Haven District

Wilmington / Bear District

FIKES, THOMAS

PRATT, VICKIE

Philadelphia District

Seattle District

Wilmington / Bear District

Oakland District

LUIZ, GREG

DRUMMETER III, LOUIS

Oakland District

Washington Div/DC Non-HQ

MATHEWS, RICHARD

DWYER, THOMAS

Los Angeles District

New Haven District

MCDOUGALL, THOMAS

EDSON, RICHARD

Los Angeles District

Oakland District

MCGRATH, RICHARD

ELLNER, ROBERT

Oakland District

Oakland District

MCGRIFF, SHARON

EVANS, RICHARD

Wilmington / Bear District

Los Angeles District

MEDARIS, JOHN

FERRIS, MICHAEL

Oakland District

Washington Div/DC Non-HQ

MINTO, ALLEN

FINASE, RICHARD

Oakland District

Boston District

PESCEVIC, LOUIS

Twin Cities District

Washington Div/DC Non-HQ

SANDERS, TONY
Boston District

SANDLER, BRYAN
Oakland District

SCHULTZ, ROBERT
Los Angeles District

SEELMANN, GLENN
New York District

SIMMONS, MARK
Oakland District

SLOAN, PHIL
Oakland District

SMITH, ROSEMARY
Chicago Metro District

SOUZA, TOM
San Jose District

ST CLAIR, RICHARD
Oakland District

STEELE, GLENN
Los Angeles District

STONEBERG, ERIC
Philadelphia District

STRANGE, J
Wilmington / Bear District

TANNER, CLIFFORD
Los Angeles District

TAPLIN, REGINALD
Los Angeles District

TASHLISKI, ALEXANDER

20 Year
Anniversay

Washington Div/DC Non-HQ

November 2001

THEIS, JOSEPH

GALLAGHER, TIMOTHY

Los Angeles District

Chicago Metro District

VINCENT, GORDON

MCCALL, ROBERT

Washington Div/DC Non-HQ

Boston District

FRANKLIN, KEVIN
Oakland District

25 Year
Anniversary
December 2001
ALLEN, DENNIS
Detroit District

AMICK, GARY
Beech Grove District

BARTH, EARL
New York District

BASON, RONALD
Philadelphia District

BECKETT, MARSHALL
Chicago Metro District

BLACKMON, HENRY
Chicago Metro District

BOWMAN, ELMER
Beech Grove District

CARPENTER, RONALD
Detroit District

CHU, TONG
New York District

COLOMA, MELCHOR
Chicago Metro District

COVELL, GARY
Detroit District

EBERHARDT, ALAN
Los Angeles District

FAUST, WILLIAM
Philadelphia District

FEDASH JR, EDWARD
Chicago Metro District

FLEISCHMANN,
WILLIAM
Empire / Albany District
continues on page 9


We need Amtrak … not just when we feel air travel is unsafe, but as another source of transportation. Increased train travel would reduce the crush of air travel that is overburdening airports and causing expansions to be inadequate even before they are completed. An expanded rail system would also reduce the amount of automobile travel and help improve the air we have been enjoying.

“September 11 events remind us we need Amtrak.” The Oakland Tribune, October 2001

We give $15 billion in aid to the airlines but refuse to help Amtrak, which has substantially increased its services in the last few months. Amtrak needs money to upgrade its infrastructure, which would cost much less than what is consistently paid to support air travel and highway ways.”

Foster children ride Amtrak for a day of fun
About 100 foster children got a chance to ride the Crescent to Meridian, MS, for a day of fun. Amtrak donated four one-day outings to the Rowell Foster Children’s Positive Plan (RFCPP), a non-profit corporation that supports enrichment activities for young people in foster care in New Orleans. Actress Victoria Rowell founded the organization, and the premiere of her latest project, Showtime’s “Feast of All Saints,” was a fundraiser for the group. Amtrak sponsored RFCPP at the premiere in New Orleans on Oct. 24, and followed up by donating train trips for the children.

On Dec. 1, the first group of 25 kids, along with Rowell, boarded the Crescent in New Orleans. When they arrived in Meridian, MS, the group was greeted by Amtrak board member, Mayor John Robert Smith. After a quick lunch in the historic Meridian train station, a trolley took them to various sites in the city for a day of sightseeing.

The 100 children are from the Bethlehem Children’s Treatment Center and the House of the Family School, which have long histories of caring for foster children. In addition, guides from Amtrak’s “Trails and Rails” program provided the children with historical information along the route.

“Meridian is a great place for children to live and visit. I am proud to show these kids a good time in our great city,” said Mayor Smith. “It’s a grand affair in a great city,” said Mayor Smith. “It’s a chance to experience the joy of long-distance train travel.”

Acela Express children’s video available in stores
Amtrak and Trainfans, Inc., a creator of entertainment products, have produced a children’s video/DVD featuring Acela Express. In “Kayla and Alec Ride the Acela Express,” two young friends enjoy a train journey from Boston to Washington, D.C. and learn about riding the rails. It also includes segments on the construction and maintenance of the trains. Most major book and video retailers carry the product.

A grand affair in Columbia, SC
Once again, the Amtrak team in Columbia, SC, hosted a holiday party—and 15,000 people attended.

Amtrak West enjoys Holiday Open Houses
Station agents and staff at various Amtrak West stations served refreshments, and solicited food and toys for needy families during their annual Holiday Open Houses throughout December. The food and toy drives benefited charitable organizations like the U.S. Marine Corps’ “Toys for Tots,” and “Families First.”

Station staff led the efforts to generate goodwill and thank the communities for their support all year. The stations that voluntarily participated were Bakersfield, Martinez, Van Nuys, San Luis Obispo, San Juan Capistrano, Davis, and Fresno. A special trip to Gate A in Washington Union Station was arranged for another successful Toys for Tots drive.

Alice Pinkney, from the San Diego station said “We decorated the station interior and gave out candy canes to all our guests. It made us feel good.”

Steve Keller, at the Martinez station, reported, “The station was full of people. Santa was there, along with the kids’ choir from St. Catherine’s. A lot of toys were collected, and we had plenty of food, cookies and apple juice, thanks to Salvi Spoon. And we honored our volunteer train spotter, Jim McLaughlin, with a banner in the station.”

Thanks to all of our excellent station staff for their hard work!
Capitol Corridor celebrates 10th year

continued from page 1

national route restructuring. “But thanks to the foresight of those who founded the service, who invested in the service, and who formed partnerships to continue funding, guiding, and working together – we are presiding over the fastest growing service in the nation,” he said.

Gary Burke, a popular conductor on the service, called out his usual “Gooooood Morning!” when requested by Estelle Shiroma, a representative from the CC Riders, an informal group of guests who regularly ride the Capitols. Shiroma listed the “Top Five Reasons to Ride the Capitols” at the gala.

The California Passenger Rail System 20-year Improvement Plan calls for service to grow to 36 trains a day – or hourly service – between San Jose and Sacramento, and additional service north, eventually extending to Reno. Under that scenario, ridership is expected to reach 3.1 million guests annually.

Top Five Reasons to Ride the Capitol Corridor
(by Estelle Shiroma)

1. If you take the early train, you can get to work before your co-workers. That will make you look more productive and dedicated.
2. If you fall asleep on the train, your favorite morning conductor will greet you with a wakeup call that sounds something like…”Gooooood Morning!”
3. If you think you’re a dull person, you can tell people that you take the train to work. That immediately makes you more interesting.
4. It’s the easiest way to meet hundreds of people that you can call your friends. You can get legal, medical, and financial advice from fellow riders.
5. (by Estelle Shiroma)

For the first time in over 20 years, on Dec. 4 an Amtrak train journeyed over the beautiful Ohio River with its official destination being downtown Louisville, KY.

Louisville Mayor Dave Armstrong, Amtrak Intercity Senior Vice President Don Saunders, and other dignitaries made the inaugural trip connecting Amtrak’s Kentucky Cardinal train service from Jeffersonville, IN to the historic Union Station in Louisville. A large, enthusiastic crowd and a strong contingent of news media gathered to witness an historic “Golden Spike” ceremony.

In addition to the Amtrak service, Louisville’s Union Station is the hub of the Transit Authority of River City (TARC) and provides connection with Greyhound bus service as well.

“Strategic partnerships and inter-modal connections like these are vital to the continued growth of the national passenger rail system,” said Saunders. “Amtrak has been pleased to work with the City of Louisville, TARC, and our rail partner to connect this important passenger market with the rest of the country by rail.”

Home link to Amtrak Intranet getting upgrade

Amtrak Technologies (AT) will be making a major upgrade to the software that provides access to the Amtrak Intranet from home PCs. That link is called the Remote Access Intranet Link, or RAIL. Since its introduction late this past summer, nearly 800 employees have downloaded it onto their home PCs.

The improvement will have technological benefits for AT, and it will enable authorized users to have home access to other applications, such as ARROW, the SAP database, and more.

Intranet getting upgrade

friendly voice that walks them through the process of getting the information.

‘Quiet Cars’ on the Northeast Corridor: In response to rave reviews from Amtrak guests during its pilot program, Amtrak’s wildly popular Quiet Car is now on nearly every weekday train, including Acela Express, between Washington-New York-Boston. On most trains, this designated car is the first coach car behind the locomotive. “In this society of increasing noise, it’s nice to be able to give our guests a small oasis,” said Stan Bagley, executive vice president of Operations. “With the Quiet Cars, people have a chance to unplug for a short time from the wired society we live and work in.”

The return of daily service to Louisville, KY: Daily service has returned to Louisville, KY, completing the final leg in the Kentucky Cardinal’s journey from Chicago, IL. Amtrak now provides daily service on the train with two daily departure/arrival times. The Kentucky Cardinal began its daily, overnight service from Chicago to Jeffersonville, IN, on Dec. 18, 1999, ending a 20-year absence of passenger rail service in the Louisville metropolitan area. The train has performed above expectations, and has experienced steady ridership and revenue growth.

Even though those benefits will be transparent to most users of RAIL, all current users will still have to re-register, and download the upgraded software. After a certain grace period, the current software will no longer be operational.

Our RAIL technology team apologizes for the inconvenience, but this is a necessary improvement. Users will be notified when the upgrade is ready early this year, and AT will guide everyone through the steps that must be taken.

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“Bringing this long-absent train service back into our downtown will deliver benefits to passengers and our community, and build on our efforts to make Louisville a better place to live, work and play,” said Mayor Armstrong. “Visitors will step off the train at historic Union Station and be in walking distance of several amenities and attractions in the downtown area. Additionally we have other transportation connecting at Union Station so passengers from Amtrak can connect to locations throughout the city and beyond.”

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New promotion features sweepstakes for free travel

Whether it’s a trip to the mountains to ski or an excursion to the beach for some fun in the sun, Amtrak can get you there, and guests can bring along a friend for free. Beginning in January, Amtrak is offering a buy-one-get-one-free offer on select routes from coast-to-coast and kicking it off with a free travel sweepstakes.

Amtrak’s buy-one-get-one-free winter promotion is available for purchase from Jan. 2 through Feb. 21, 2002, for travel Jan. 9 through Feb. 28, 2002. Guests can take advantage of the winter promotion and enter to win great prizes by logging onto www.amtrak.com. Through the On Track to Win sweepstakes, amtrak.com visitors can register to win fantastic prizes. The sweepstakes’ grand prize winner will receive a complete air/rail package for two to any Amtrak destination, hotel and rental car accommodations, and $500 cash. In addition to the winter promotion, families traveling together can enjoy even greater savings. Two adults may travel using the buy-one-get-one-free promotion with up to four children ages 2 to 15 traveling at half price.

Members of Veterans Advantage and Student Advantage are also eligible for even more savings as the winter promotion can be combined with these discounts. The winter promotion is available on many of Amtrak’s most popular routes. However, it is not available on Amtrak’s Acela Express, Metroliner and Auto Train services.

Laptop theft

The use of laptop computers to accommodate business travelers and remote access is growing. Unfortunately, so are the incidents of laptop thefts. Beyond the theft of the equipment, the greatest loss is often the critical information that was stored on the laptop. Laptops may contain valuable and/or proprietary information. In addition, laptops may be used to store personal information such as bank and credit account numbers and social security numbers.

One out of every 10 laptops sold this year will end up stolen; the reconstruction of stolen laptop files will cost $1.5 billion dollars in 2002; there are over 360,000 laptop thefts every year—and most of them are preventable.

In most cases, laptop theft is made easy because laptop owners fail to take precautions to prevent theft. Police, security experts and even laptop thieves themselves suggest the following precautions to prevent laptop theft:

For the office

Do not leave laptops unattended, in an open and unsecured area. When in the office, secure your laptop and place it out of sight when you’re away from your desk, or use a locking device to fasten your laptop to your desk.

For travelers

Don’t use a standard, easily identifiable carrying case.

Remove organization logos on bags or luggage tags. Don’t let your laptop use “advertise” what kind of information may be inside.

Attach an ID label or “return to owner” notice to the bottom of your laptop.

Arrivals and departures

If you have to rest the case on the floor, lean it against your leg.

For additional information about the improvements to the retirement 401(k) savings plan, contact the Amtrak Benefits department at (202) 906-3913, or Vanguard at 1-800-523-1188. You can also visit the Vanguard website at www.vanguard.com.
Amtrak announces management actions

Proposes strong federal support in FY03 budget

“Passenger rail has reached a critical crossroads, marked by a flawed policy model, requiring that Amtrak follow both public service and commercial mandates. While policymakers debate how to put passenger rail on a solid foundation for the future, we are taking action to hold the system together and stepping up to responsibly manage the company.”

With these words, Amtrak President and CEO George Warrington announced a series of business actions on Feb. 1 valued at $285 million for this year to address recent financial and political uncertainties. Warrington further urged Congress to appropriate $1.2 billion in funding in the coming fiscal year to preserve the national system.

Despite recent growth in passenger revenues and commercial lines of business, a number of key factors beyond the company’s control have had an adverse impact on Amtrak’s bottom line. The continuing economic recession is projected to cost Amtrak $120 million in less-than-anticipated revenues through the end of September. Additionally, the Amtrak Reform Council’s November opinion that the company will not become operational self-sufficient caused a loss of $52 million in financing. Amtrak also expects to pay $16.5 million in previously unanticipated security costs in connection with measures taken since Sept. 11.

Speaking at a news conference in Washington, D.C., Warrington said Amtrak will defer approximately $175 million in capital investments this fiscal year. These projects include equipment refurbishment and overhauls, capacity and reliability improvements, as well as technology, station and facility upgrades. However, the company will continue to invest in projects that address safety, environmental and reliability needs, including the fire and life-safety improvements in the New York tunnels. Operating expenses will be further cut by $110 million through several actions, including a 10-percent reduction in management and employee salaries and a 3-percent reduction in labor agreement-covered employees. This will mean a reduction of about 1,000 positions out of Amtrak’s current workforce of 24,600. In addition, the company will freeze or reduce spending in many areas such as hiring, travel, vehicles, non-essential training, marketing, advertising, computers, and materials and supplies.

Web site completes banner year

No matter how you measure it or spell it, www.amtrak.com is a winner. Our Web site is delivering improved guest service, increased sales, and reduced costs.

Just look at the numbers. In its six-year history, the site has posted either double-digit or triple-digit growth in sales every year. What does that mean for Amtrak? It means millions of satisfied guests, and millions of dollars in revenue and cost savings.

When the site debuted in 1996, Amtrak’s goal was to provide potential customers with more information about routes and schedules in a convenient, informative and effective way. But goals evolved naturally, and that led to the launch of an online reservations system. That came in February 1997, and the site took off. That’s where this success story really begins.

Having online reservations put us ahead of even the largest airlines. Amtrak was one of the first travel companies to offer that capability. In February 1997, only Alaska and Southwest Airlines had full-service online reservations systems. We were a leader in the technology then, and we remain a leader today.

But even the best things can be improved. And cost pressures meant the company had to encourage public usage of the most cost-efficient distribution channels. Technological advances, coupled with the introduction of Amtrak’s new corporate brand identity, led to the decision to rebuild www.amtrak.com from scratch.

A new mission was defined. Instead of just focusing on generating sales, the site would strive to strengthen the connection to our guests. It would do so through a sense of community, and through access to a broader range of rail-related travel information.

Approval of capital funding for a complete redesign of content came on Oct. 28, 2000, and the race was on. By November, Kathleen Gordon, AVP of E-Commerce,
The challenges Amtrak faces, as detailed in this month’s cover story, did not suddenly arise. We operate today in a climate of conflicting federal and economic policies, surrounded by uncertainty about how and when policymakers will address the future of our national passenger rail system.

Amtrak has been under-capitalized for decades, which constrains our success. Yet, we have dual mandates to develop rail transportation to meet the country’s needs, as well as to reach what is a politically-constructed standard of commercial success. These twin expectations are unique in the world: no other national passenger rail system has flourished without substantial government support for infrastructure and operating support to offset unprofitable public services, nor successfully been restructured without such support.

On top of these systemic challenges, we are also faced with a weakening national economy and other recent events beyond our control, including post-Sept. 11 security costs, and the money we lost in unrealized financial transactions because of the recent Amtrak Reform Council conclusion. The cumulative impact of these realities create financial and political uncertainty. To strengthen this company and ensure that we meet our obligations to our employees, our customers, and our creditors, I am determined to manage this company responsibly. The actions we are taking are necessary until the federal government takes responsibility for defining the scope of our passenger rail system and ensuring that we get adequate, predictable funding that supports the system’s requirements.

I’m very proud of what everyone in this company has achieved. Over the past five years, our ridership has grown nearly 20 percent and our total revenue has grown 38 percent. Our dependency on federal support for operations has declined by 80 percent. Our flagship Acela Express service now hosts 10,000 guests every weekday, and for the first time since the jet age began, more people take the train between Washington and New York than all the airlines combined. And those are just a few of the highlights I could cite for you. Frankly, despite our challenges, the strength of our service is widely and increasingly valued, and I sense a changing attitude in Washington that may itself bring change. The chair of the Senate transportation committee, Senator Hollings, underscored this change, remarking earlier this month that the way in which Amtrak performed after Sept. 11 “served as proof that we must recognize the importance of rail service and its associated infrastructure, and invest in it accordingly.” The senator went on to say that he will introduce legislation to provide a blueprint for the future of passenger rail service for America. “My proposal will fully fund existing long distance trains, provide for the development of regional corridors and address the safety and security needs of Amtrak,” he said.

In the four years that it has been my privilege to serve as Amtrak’s president and CEO, I have often been humbled by the strength and fortitude of my colleagues. Over the next few months, as the political process proceeds and Amtrak approaches a decisive crossroads, I know that each of you will continue doing your jobs safely and well. That is how you have always responded in difficult times, and that is why we will prevail today.

U.S. Conference of Mayors shows strong support for Amtrak

The U.S. Conference of Mayors came to the nation’s capital last month on a mission: to urge President Bush and Congress to support funding reauthorization for Amtrak, and to develop a national rail policy that includes expanded intercity passenger service.

Led by the conference president, New Orleans Mayor Marc Morial, nearly 300 mayors came to Washington to meet with President Bush and demonstrate their strong support for Amtrak.

“We need to make an unequivocal commitment to passenger rail in America — a commitment to Amtrak and its viability,” Morial said. “We need expanded passenger rail service not only in inner cities, but also...
Mid-Atlantic RSCC sends agents home

At the Mid-Atlantic Reservation Sales Call Center in Philadelphia, they call it “Extended Agent” — we’ll call it a good idea.

Taking the lead from a concept that became popular with businesses about 15 years ago, the center is testing the feasibility of having sales agents work from home.

The effort was first proposed about four years ago, when hundreds of employees signed petitions and presented them to the TCU and Jon-Roger Maranda, director of the center. But because the focus then was on opening a new center in Philadelphia and moving from the suburbs, the idea never took off — until last year.

With a buy-in from TCU General Chairman Tony Santoro and Local District Chairman Richard DeLuca, the project gained momentum. Maranda formed a team including Mark Haynesworth, director of Reservation Sales & Revenue; Ja’far Abdus-Samad, manager of System Support; DeLuca; and Frank Gallelo, manager of RSCC Operations.

The team established guidelines for an extended agent program, and agreed last summer to conduct a pilot.

“The union felt it would be something positive for employees; and from the Amtrak standpoint, it was something else to have in our tool-bag,” Maranda said. “If down the line we choose to make it an official program, we’ll have the research and data to justify it. That’s the whole purpose of this pilot.”

The first test group of five agents went online at home last November, with a budget of $25,000 available to set-up workstations. Funds were still available for the second group of five agents scheduled to go online this month.

Major equipment purchases weren’t

continued on page 2

Amtrak announces business actions

continued from page 1

“These are tough decisions to make, and I fully recognize the impact the actions will have on the hard-working men and women of this railroad and their families,” said Warrington.

Amtrak has recommended that Congress and the administration provide $1.2 billion in funding for the railroad next year. This level of funding is required to meet the basic needs of today’s system in fiscal year 2003. The appropriation will fund $840 million in basic and mandatory capital investments for equipment and infrastructure needs, $160 million in excess railroad retirement tax obligations and $200 million to support the long-distance train network. As a contingency in the event of insufficient federal funding next year, Warrington also said that Amtrak will issue a notice by March 29 indicating a contingency in the event of insufficient federal funding next year.

Warrington said that an “on-time” reauthorization of Amtrak in Congress is necessary to define the scope of the national system and to provide appropriate funding. “While Congress works at its own pace to determine the role passenger rail will play in our national transportation system, we will continue to manage responsibly, building on the accomplishments our employees have achieved under difficult circumstances,” he said.

Over the last five years, Amtrak has achieved record ridership and revenue growth. Ridership has risen 19 percent. Ticket revenue is up 40 percent. And overall revenue from all business lines has increased 35 percent to $2.1 billion. Amtrak employees have already achieved savings of $180 million this year, and are on target to save an additional $118 million next year through focused cost-management initiatives.

These efforts were recognized recently in a report from Department of Transportation Inspector General Kenneth Mead. “We don’t see a quick-fix solution such as ‘let’s split it up into three parts or privatize it,’” Mead said. “For what it has been charged to do, it’s amazing that Amtrak has gotten this far.” But despite the company’s focus and success on continuing to minimize expense growth, chronic underinvest

ment in passenger rail has driven up maintenance and interest expenses, as well as capital debt service.

In his remarks, Warrington urged Congress and the Bush administration to resolve the conflicting policy mandates that require Amtrak to operate many money-losing routes while also meeting the test of commercial self-sufficiency. “Resolution depends upon a real decision on the kind of passenger rail system America needs, as well as consensus on the question of public capital and operating support and how that support is provided,” Warrington said. “The answers to these questions require a fundamental change: a new federal commitment of responsibility to work with all appropriate interests so that the system’s scope and public investment are clearly defined.”

The route to our success

Strategic Business Plan

Key Strategies

Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network

Define customer demand, using extensive research, and then match our system with that demand.

Deliver consistent quality service

Change the culture of the company to be more guest-focused, and provide a world-class travel experience on every trip.

Operate a cost-effective business

Identify specific functional areas, policies, organizational structures, and back-office costs that have potential for improved cost management.

Maximize public and private partnerships

Pursue public and commercial partnerships aggressively, through Mail and Express and other programs that generate the highest returns for the company.

Develop corridor services

Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building Northeast Corridor services.

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Snacking for charity

Harrisburg, keep on snacking — the money you spend on soda is going to a good cause. In the past, funds from vending machines were used to purchase food or clothing for employees. But this year, the Harrisburg Employee Fund Committee donated their surplus to the needy.

Conductors Clarence Wrightstone and A.J. Golden were concerned by a local newspaper article that reported charitable donations had plummeted over Thanksgiving. They alerted the committee, and Deborah Rodriguez, ticket clerk; Stan Shearer, electrician; Linda Garrity, clerk; John Livingston, clerk; and Clyde Smith, conductor, put their money where their mouths were. Their unanimous vote assured that $500 would go directly to the Central Pennsylvania Food Bank and the Bethesda Mission, a local homeless shelter.

At the check presentation, Jennifer Williamson, director of communications for the Food Bank, gave everyone food for thought: just one dollar for a bag of Doritos or a soda provides $17 worth of food to the needy, thanks to bulk prices. So keep on munching!

New Haven: Driven to donate

Thanks to the hard work of Lynda Pantalena, supervisor of Customer Services, New Haven’s second annual holiday food drive was a sweet success.

Kevin Regan, manager of Customer Services, made the original suggestion of a food drive to benefit New Haven’s less fortunate residents. And Pantalena got “cooking” for the holidays, placing boxes in the station and working closely with the Connecticut Food Bank to promote the drive.

Sure enough, Amtrak employees and guests responded to the call with mountains of canned goods. This year, Pantalena estimates they collected about at least 1,200 pounds of food. “It was a terrific success,” she reported, adding that they “hope to continue the food drive each year.”

Just before Christmas, baggage employees delivered the non-perishable poundage to the food bank, where it was distributed to sick and needy New Havenites.

Philadelphia Award

Congratulations to Lynn Bowersox.

In December, while she was acting senior vice president for the North-east Corridor, she received the “Philadelphia Award” from the Philadelphia Chapter of the Women’s Transportation Seminar.

This annual award recognizes those who provide leadership by mentoring, offer a supportive environment in which employees can grow and succeed, commit themselves to excellence, and promote the transportation industry in the Philadelphia area.

Bowersox was honored at a dinner in Philadelphia.

Golden opportunities

One-hundredth of a second is the winning advantage that put speed skater J.P. Shilling into the 1,500-meter event at the Winter Olympics. Shilling made the U.S. team at the U.S. Long Track Olympic Trials, held in Kearns, UT, in December.

The stepson of Lloyd Clark, an Amtrak conductor based in Washington, D.C., Shilling has been competing in national races since he was 12. Clark, an Amtrak conductor since 1989, grew up in Lake Placid, and has been involved with speed skating nearly all his life. He’s worked closely with his stepson, helping him to reach this goal.

Shilling has competed in races around the world, including the World Cup 5,000-meter event held last month in the Netherlands.

His Olympic race, scheduled to take place Feb. 19 in Utah, will highlight Shilling’s speed-skating career. As he told Baltimore Sun, “This is everything. This is like the Super Bowl. This is the show.”

Congratulations, J.P.—and Lloyd. Go for it!

Teamwork benefits monthly guest

Bruce Hoffman, manager, Engineering Mechanical, became a saving angel to a distraught monthly commuter recently. Hoffman was heading to work one morning when he was approached by Judi Scioli, a Philadelphia-Baltimore commuter and loyal Amtrak guest. Scioli had lost her monthly ticket and was highly concerned about replacing it. Noticing Hoffman’s Amtrak ID as he walked nearby, she turned to him for help. He explained that passes weren’t his area, but he exchanged business cards with Scioli and promised to help.

When he got to work at CNOC, Hoffman talked with Pam Montgomery, project manager, Service Operations. He explained that Scioli had been commuting on Amtrak for years, and she had receipts for her ticket purchases, as well as reward points. Montgomery immediately phoned the concerned commuter for more information, and then made a few more calls to complete the replacement process.

By that afternoon, Scioli had a letter of confirmation faxed to her office, along with authorization to ride the train for the remainder of the month. Scioli was so grateful that she generously sent tins of gourmet cookies as a token of her appreciation.

With just a little teamwork and a few phone calls, Bruce and Pam were able to make a big difference for a loyal guest, and demonstrate the finest customer service Amtrak has to offer.

Secret Service honors APD hero

Amtrak Police Investigator Eric Romano was among a trio honored last month by the Former Agents (U.S. Secret Service) Association for their heroism during an incident in late 2000.

Romano, a Chicago police officer, and a Drug Enforcement Administration agent were involved in a gun battle in Chicago Union Station. The Chicago officer was being held hostage by two armed fugitives. The fugitives died in the battle, and the Chicago officer was wounded. All three officers, who were part of a drug interdiction task force, received awards from the Secret Service association.

Investigator Romano, who joined the Amtrak Police Department in 1993, was also named APD Officer of the Year in 2001, and received the President’s Service & Safety Award.

Blizzard bombards Buffalo

Over the holidays, Mother Nature’s special gift to Buffalo was a doozy — seven feet of snow. The excitement of a white Christmas dimmed as roads were blocked and cars were buried. Even some Amtrak guests were temporarily stranded, but the worthwhile weather didn’t stop our employees in Buffalo, NY, from providing “primo” customer service.

Several employees used four-wheel drive vehicles to navigate drifts in search of snacks and drinks for guests. A spacious mailroom was transformed into a makeshift lounge — quick thinking by the Mail & Express Department.

Engineers and baggage clerks toned their muscles shoveling snow. They were blocked and cars were buried. Even some Amtrak guests were concerned about replacing it. Noticing Hoffman’s Amtrak ID as he walked nearby, she turned to him for help. He explained that passes weren’t his area, but he exchanged business cards with Scioli and promised to help.

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Web site delivers

“Amtrak’s Web site will continue to change to reflect the demands of our customers ...”

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had formed a core team led by Lenetta McCampbell, director of Internet Sales:
• Cyndi Darlington, AVP, Marketing, Amtrak West

Key stats for www.amtrak.com

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<tr>
<th>Percentage</th>
<th>Description</th>
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<tbody>
<tr>
<td>80%</td>
<td>Increase in sales, FY01 vs. FY00</td>
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<tr>
<td>9/20, 11/3</td>
<td>Days when reservations reached $1 million</td>
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<tr>
<td>6,769</td>
<td>New one-day Thanksgiving on-line bookings record</td>
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<tr>
<td>80%</td>
<td>Share of reservations converted to tickets</td>
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<tr>
<td>Double</td>
<td>Customer response rate to promotional e-mail, compared to industry average</td>
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</tbody>
</table>

The ‘reviews’ from customers

I liked the site very much. I will surely give it five points. This site is providing all the necessary information, it has a very special feature called “Plan your trip.” I also liked the links “Fast Fare Finder” and “Check Train Status.” It was easy to find what I was looking for. I found this site very well managed, and the information is in the proper order.

Vivek T., 12/4/2001

It has improved a lot. I can’t believe it is the same site I used to use. It is self-explanatory, easy to navigate and full of information.

Kelly M., 12/4/2001

Schedules and fares were very neatly organized. I liked the flow structure of the site. Appropriate prominence was given to most everything.

Denis L., 12/4/02

And everything had to be completed on time, on budget. And, on July 20 — it was. Gordon said these were the secrets to success:
• Participation by people and organizations across Amtrak
• Strict adherence to a detailed project plan
• Weekly team meetings to review progress and issues
• Regular customer review of creative and functional options

The new site was launched, and suspense built. Like actors after opening night, team members waited nervously for the first reviews. The numbers spoke loudly: immediate success!

In the first month after launch, the site’s sales grew from 7.9 percent of Amtrak’s total revenue to 9.7 percent. To make a jump of that magnitude would typically need as much as six months.

Then, with the increased interest in rail travel following Sept. 11, the site reached even higher. It booked 16.4 percent of Amtrak’s total revenue during Thanksgiving, and 15.4 percent of revenue during the entire year-end holiday season.

The beat goes on for FY02:
• Revenue forecast is $176 million, up from $111 million in FY01
• Sales now at 13.2 percent of Amtrak revenue, up from 7.8 percent at this point in FY01

The team set an aggressive nine-month schedule for itself. Creative concepts had to be developed; a new navigation structure had to be defined; and the infrastructure had to be built at AT’s Manassas facility. By the end of the nine months, more than 1,200 Web pages and 700 graphics would be created, and put through hundreds of hours of testing.

The Amtrak Web site team: 0- to R. 1. Front row Judith Palfrey, manager, Internet Marketing; Kathleen Gordon; Lenetta McCampbell; Mary Cortina, director, E-Commerce; AT. Back row - Roger Seitzinger, director Web design, Marketing & Brand Management; Steve Lebo; Steve Nishiura, Tom Krotchko, director Web architecture; AT; Jim Yarnall; Carlene Hardie, AA, Marketing & Brand Management; Maurice Owens, Web developer, AT.

Amtrak Technologies
Kay Duggan, Sr. Director, E-Commerce
Mary Cortina, Director, E-Commerce
Steve Lebo, Sr. Integrated Product Developer
Maurice Owens, Web programmer
Tom Krotchko, Director, Web Architecture
Heather Planey, Project Manager
Anup Shah, ARROW Programmer
Bob Johnson, System Administration
Gary Talbott, Manager, Operations
Tony Davis, Sr. UNIX Administrator
James Wang, DBA
Victoria Cosby, UNIX Administrator

Vendors
Tribal DDB, Creative, New York, NY
Granitar, Software Integration, Boston, MA
Glowing Toad, Web Development
Washington, D.C.

Core Team
Cyndi Darlington, AVP, Amtrak West
Joyce Greene, Sr. Director, Brand Advertising & Sales Promotions
Steve Lebo, Sr. Internet Product Developer, Amtrak Technologies
Steve Nishiura, Director, Content Management
Linda Park, Director, Customer Segmentation Marketing
Karina Van Veen, Manager, Corporate Communications
Jim Yarnall, Manager, Product Development

More broadly, the entire implementation team included a wealth of experienced professionals from Marketing, Amtrak Technologies, and Procurement. In addition, 11 different internal and external “stakeholder” groups were consulted. See the “Team Roster” for the full implementation team.

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The beat goes on for FY02:
• Revenue forecast is $176 million, up from $111 million in FY01
• Sales now at 13.2 percent of Amtrak revenue, up from 7.8 percent at this point in FY01
• Site attracted 1.43 million individual customer visits in December

Amtrak’s Web site team will continue to change to reflect the demands of our customers, and to provide the quickest and most cost-efficient channel for ticket sales. Visit www.amtrak.com to learn more about Amtrak’s E-Commerce champion, and to see for yourself how technology can help to drive sales.

Team Roster
Marketing & Brand Management
Kathleen Gordon, AVP E-Commerce
Lenetta McCampbell, Director, Internet Sales
Steve Nishiura, Director, Content Management
Roger Seitzinger, Director, Web Design
Jim Yarnall, Manager, Product Development
Judith Palfrey, Manager, Internet Marketing
Carlene Hardie, Administrative Assistant

Amtrak Technologies
Kay Duggan, Sr. Director, E-Commerce
Mary Cortina, Director, E-Commerce
Steve Lebo, Sr. Integrated Product Developer
Maurice Owens, Web programmer
Tom Krotchko, Director, Web Architecture
Heather Planey, Project Manager
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Jim Yarnall, Manager, Product Development

Internal Stakeholders
Government Affairs
Human Resources
Diversity and Strategic Initiatives
Customer Service
Mail & Express
Amtrak Guest Rewards
Amtrak Store
Amtrak Vacations
Security & Safety
Corporate Communications

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Amtrak employees keep the mail moving for USPS after 9/11

President Bush encouraged the country to “get back to normal” after the Sept. 11 terrorists attacks, but day-to-day operations for Amtrak’s Mail and Express (M&E) were anything but “normal.”

In the months that followed the tragedies, some mail handlers at M&E facilities and stations were handling twice the usual amount of mail. Despite anthrax concerns in some areas, employees took safety precautions and continued to work. And, there was no time for everybody to catch a second wind before being hit by an especially busy holiday mail period.

Amtrak employees kept the mail moving. Our customers thank you, and so do Amtrak. You enabled this company to be a reliable service provider for our existing customers, and the new customers who hopped onboard in their time of need.

**Amtrak and the USPS after Sept. 11**

The United States Postal Service (USPS) is Amtrak’s biggest commercial customer. We serve a market niche, moving mail and periodicals across the country, although the service moves much of its mail by air on passenger and freight aircraft. But when planes were grounded Sept. 11, and new restrictions were put into place on passenger airlines, the USPS looked to Amtrak for help even more.

Within hours of the tragedy at the World Trade Center, George Warrington was on the phone with Postmaster General Jack Potter, offering Amtrak’s assistance. “We needed solutions quickly, so we appreciated the extra effort of the entire Amtrak team,” said Paul E. Vogel, USPS vice president, Networks Operations Management. “Amtrak is a great company to do business with, and your efforts after 9/11 were another clear example of the long-term partnership that has existed between our companies.”

On Sept. 11, operations personnel from both organizations held the first of many daily conference calls to begin organizing the massive effort to accommodate extra mail with additional equipment, and to coordinate the efforts of employees and facilities in the Northeast and Southeast.

The M&E Desk at CNOC was working to allocate extra cars, coordinate connection trucking, switching and tracking, while the Mechanical Department maintained passenger and M&E cars and kept shop counts low. Facility managers joined the sometimes twice-daily calls to report on how their facilities were handling the influx of mail. Having a direct line to the postal service

“Kevin Dant, in particular, (M&E Sales, Philadelphia) did a superb job for the entire East Coast,” Manner added. “He stayed on top of the changing needs of the USPS and worked with USPS staff, many of whom had never used Amtrak services.”

Manner also praised the work of Bruce Hueg and his team at CNOC, who were at the center of Amtrak’s systemwide operation, providing equipment planning, trucking support, station guidance, customer service and operational status reports. Many 16-hour days were required.

Systemwide, from September-December, the volume of mail Amtrak handled for the USPS increased by about 2,000 lines (car and truckloads), generating revenue of $4.7 million above the base contract.

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Three M&E locations deserved special recognition are Philadelphia, Washington, and Charlotte.

The new Charlotte facility was forced to open ahead of schedule to receive the overload of mail. Short on M&E staff, others at the Charlotte station worked overtime to meet the demand. Trainmen, engineers, ticket clerks, baggage handlers — they all worked together to make it happen. It’s a small facility with limited staff, but they did the work of dozens.

Michael Payne coordinated truck schedules and equipment supply, and maintained daily contact with CNOC to ensure that the postal service got the cars it needed. Amy Sine was another key player. Although assigned as the product line agent in Charlottesville, VA, she volunteered to work the Charlotte mail facility, becoming the lead person there. Working long hours, Sine leaned on the M.A.I.L. System and taught others how to use it.

Vinnie Roth heads up the Washington M&E team at Ivy City. His team includes Charlie Gardin, Louis Sachter, Larry Moore, Tyrone Jackson, and 12 outstanding mail handlers. Taking safety precautions, dock employees at Ivy City continued to handle mail in the midst of anthrax events nearby. Our facility tested negative for anthrax, as did those in New York and Philadelphia.

In Philadelphia, the mail count from September-December had increased to 58,000, from 37,000 pieces during the same time in 2000.

“The first week of December was an unbelievable challenge for Philadelphia, because major direct mailers dropped several weeks of mail they had been holding due to the anthrax scare — and the holiday mail was starting. Trucks even had to be diverted to Washington and Harrisburg,” M&E’s Dant said. “This was the first time Harrisburg handled carloads of mail — they normally handle only a few pieces a day.”

It’s impossible to list the names of every employee and facility that played a role in responding to 9/11 and the holiday period. Consider this article a tribute to you all, for your hard work and dedication during those challenging months. Following are a few words of praise from your colleagues.

“The M&E Desk did an excellent job managing the additional business and abnormal service after 9/11. And the group kept all our regular customers apprised of last-minute changes,” said Walter Lock, general manager of Service & Delivery at Philadelphia’s 30th Street Station. “Ben Cornelius,
The postal service’s 2001 holiday volume was actually down 20 percent from 2000, but Amtrak’s share of the work doubled from the previous year.

Mid-Atlantic rScc sends agents home

necessary because the agents are using existing equipment and software. Their workstations have a secure Windows operating system, and remote dial-in capability to allow the agents to connect to ARROW seamlessly and securely. Surprisingly, the most expensive element of the program has been for software licenses.

The project team always knew that the real question would be: Could team leaders supervise agents at home? Agents work under the most rigid structure of any other employee group at Amtrak. Performance is measured to the minute. Would this same structure still be effective outside the call center?

The answer is yes, as proven by the first pilot group’s exceptional on-phone ratings. “Their success validates our management model,” Haynesworth said. “It tells us that we can manage an agent anywhere.”

For the first reporting period in January, the initial pilot team led all the in-house teams in two categories, on-phone rate (98 percent) and attendance. The team generated an impressive revenue average of $832 per hour during the period.

Becoming a pilot group member was a competitive exercise. Those selected were top performers who had excellent attendance and RailRes proficiency. The first group included Doug and Debbie Ketels, Barb Landler, Connie Gaughan, and Paulette Stallings. In the second group are Ruth Arties, Carol Bowersox, Beth Burke, Mike McGinely, and Ramona Buchanan. Also, computer techs Alice Blount, Desiree Garnett, and Jeffrey Renson are setting up home workstations to troubleshoot any technical problems that may occur.

The Ketels were the first agents to go online. In less than two weeks they reported feeling less stress, and they were thriving in a calmer work environment. They felt more connected to the customer.

For Ruth Arties, working at home will save her a 50-mile roundtrip commute to the call center. “I’m really looking forward to that!” she said. “I know I’ll do an excellent job. I can be comfortable in what I wear, more relaxed, and have a more personable interaction with the customer.”

The testers are under the watchful eye of team leader Donis Gonnella, which they say makes them feel more connected than when they were in-house. Gonnella is always in touch, sending them messages that appear on their screens at home, plus voice mail, e-mail, pager and team pages in ARROW. Proud and protective of her team, she’s made herself available to them at any time.

From a monitor room in the call center, Gonnella can watch the real-time display to keep track of her team’s productivity, and she can listen in on their calls. She listens for courtesy words and phrases, product knowledge, the guest’s name said at least once, and a complete recap of the reservation profile, including instructions regarding photo ID, and baggage.

At the Philadelphia center, a typical in-house team is 20 agents. The hope is to expand the group of at-home agents to the same number, so that more realistic comparisons can be made.

“The other agents are asking when the program is expanding because they’re eager to jump onboard,” Gonnella said.

The team attributes their excellent attendance record to Gonnella’s advice about establishing a daily routine. Although they no longer commute, she encourages them to behave as if they were—getting up on time, dressing, allowing time for breakfast or coffee. The point, she tells them, is to log in for your shift just as if you’re sitting at your PC in the call center — refreshed, alert, and ready to interact with customers.

Team members report to the call center once a week for meetings. That’s when they can ask questions and make suggestions, receive new program or RailRes upgrades, and report any technology glitches they might be having. It’s an important time to gather data and establish a benchmark for an expanded program.

Having at-home agents is even earning Amtrak “pollution credits” that can be sold to other companies.

The center has partnered with another test program sponsored by the EPA and the National Environmental Policy Institute. This program allows companies with at-home workers to accumulate credits they can use, or sell to other companies that need them to achieve pollution standards.

For example, the Ketels had worked on different shifts, and they drove into the call center separately. In the first month they worked from home, they saved a combined 37.5 hours of commuting, and more than 56 pounds of pollutants. A formula determines the volume of pollutants that would have been emitted by a specific commuting vehicle. Thanks to the extended agents, Amtrak has already earned credits for having saved its first ton of pollutants.
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Amtrak Technologies stars shine bright

Amtrak Technologies (AT) has created the Amtrak Technologies Star Achievement program to recognize AT employees and partners who have made significant contributions to the information technology environment at Amtrak. Recipients are selected quarterly, with the most recent being saluted at a departmental meeting in December. Here’s a glance at the four “stars.”

Lawrence Leblanc has exceptional customer service skills. As a senior systems analyst for NEC Operations, his ability to provide speedy evaluations and quotes for new installations enables the client to make informed decisions that result in increased productivity.

Bob Peck, manager of Client Services in Washington, has been instrumental in reducing the time it takes to resolve LAN and e-mail problems. Currently, 96 percent of all LAN e-mail problems are solved within two business days. Many are resolved within hours.

Bob Cole, systems developer, Operations, was named a “star” for his innovative and cost-saving ideas. For instance, he played an integral role in the development of the Station Automation hardware and software, and its implementation. Present him with a challenge, and he comes up with a solution.

Stevan Lebo, senior Internet product developer, E-commerce, was instrumental in helping Amtrak reach a significant milestone last July. That’s when the company launched a completely redesigned website, www.amtrak.com.

The content management project team, led by Lebo, met an early launch date and delivered the project within budget. Then, when systems maxed out on Sept. 11 and 12, he and an operations team worked around the clock to keep the site going. A response he designed drastically reduced a bottleneck and enabled guests to access the booking engine. He kept his team focused, coordinating all AT efforts and those of outside contractors until the site was fully restored.

Auto Train excels again

The Auto Train has again been recognized for their “world class” service at the annual On-Board Service Magazine awards ceremony. This awards program offers recognition to organizations striving for excellence in the food service industry.

The 16th Annual International On-Board Service Odyssey Awards ceremony took place Jan. 11 in Orlando, FL. The black-tie event recognized airlines, cruise lines, railroads and terminal concessions for excellence in their services.

Auto Train was entered in four categories for 2002, and won in the following three categories:

- Diamond Award (first place) for On-board Service
- Diamond Award (first place) for Equipment (Auto Train Lounge Car)
- Sapphire Award (runner up) for Food Service

“I am very proud of the entire Auto Train team,” said Sharon Mahoney, general manager of the product line. In 2001, Auto Train received four Odyssey Awards, all of which are displayed in the Lorton station.

New air-rail station opens in Newark

Links between air and rail travel along the Northeast Corridor are a lot more convenient these days, thanks to a new train station — the Newark (NJ) Air-Rail Station. The station was built by a partnership including Amtrak, the Port Authority of New York and New Jersey, and New Jersey Transit.

The intermodal station is linked to Newark International Airport by AirTrain, a 1.9-mile monorail that stops at all passenger terminals. With their Amtrak ticket stubs, guests arriving at the new station can take the monorail to the airport. The cost of the monorail is included in the price of the Amtrak ticket.

The station is a key element in a new partnership between Amtrak and Continental Airlines to launch next month, the first multi-city plane and train partnership in America. With a single call to Continental Airlines or to a travel agent, guests will be able to book travel between four of our busiest East Coast gateways — Philadelphia, Wilmington, Stamford, and New Haven — and 300 cities Continental serves worldwide. They’ll connect through the new Newark Air-Rail Station.

More than 30 Amtrak trains stop at the Newark airport station every day, and service has been growing briskly since the station opened.

Don’t upgrade to XP

If you’re thinking of upgrading your office desktop PC to the new Microsoft XP operating system—please don’t.

Right now, Windows NT and 2000 are the primary operating systems approved for our PCs, along with some isolated uses of Windows 95 and 98. Neither Windows XP nor ME have been approved yet for Amtrak use, and computers upgraded to those levels cannot be maintained within our support structure.

When those operating systems are discovered, the PCs will be removed from the network and reconfigured. That process could result in an unavoidable loss of data. Plus, the cost of those services will be charged to your department.

Amtrak Technologies (AT) will continue to develop and implement the most effective and cost-effective options for our PCs at the appropriate time. They urge you to allow them to continue that process, and they thank you for your cooperation.
Amtrak and Continental announce new code share

Amtrak and Continental Airlines have created the first comprehensive plane and train partnership in America. The new code share agreement becomes effective next month.

With a single call to Continental Airlines or to a travel agent, guests will now be able to book travel between four of Amtrak’s busiest East Coast gateways — Philadelphia, Wilmington, Stamford and New Haven — and any of the 300 cities Continental serves worldwide. They’ll connect through the new Newark International Airport Rail Station.

The new rail station is key to the connection, whisking passengers between our trains and Continental’s planes in as little as 10 minutes. But there’s even more for Continental and Amtrak guests. As a brand loyalty incentive for Continental OnePass members and a revenue-generator for Amtrak, the railroad announced it would offer 1,000 Continental frequent flier miles to Acela Express passengers traveling roundtrip between New York Penn Station and either Washington D.C. or Boston. Additionally, Amtrak Guest Rewards passengers will be able to bank Continental miles to their Amtrak program accounts.

“In the list of what’s in and out for 2002, what’s out is the Delta shuttle,” said Continental President Larry Kellner, “and what’s in is Acela Express.”

Amtrak President George Warrington echoed Kellner’s observation. “Two years ago, we had a little more than a third of the New York — Washington end point to end point rail/air market — we’ve now got half the business and are continuing to grow. And, it’s not just there, but dramatically between Boston and New York as well.”

Kellner said he expects as many as 500 Continental passengers a day to pass through the rail station, between his planes and Amtrak’s trains. Amtrak also has a code share with Icelandair, which offers special travel rates for employees of both companies, and their immediate families.

Under the agreement, employees and their loved ones can travel to Europe from Philadelphia and Washington. They can ride on Amtrak to the BWI Station, take the quick shuttle bus transfer to the airport, and fly on Icelandair to any one of eight major cities in Europe.

FRA Reg. 238 effective

As of last month, a new FRA regulation, “Passenger Equipment Safety Standards (49CFR 238),” requires that any Amtrak employee or contractor responsible for performing brake tests or train inspections must be qualified as a Qualified Person (QP) or Qualified Maintenance Person (QMP). The regulation mostly affects T&E crews, mechanical employees and contractors.

Transportation managers have been holding weekly briefings with T&E employees since last August to educate them on the new FRA regulation. Managers and other employees have also been studying “bite size” portions of the new code each week.

In addition, Vince Neski, Corporate vice president and CMO, and George Binns, senior director, Standards and Compliance, established committees to each be responsible for the different areas of the regulation. The committees were headed by Mark Murphy, Karl Ginther, Harry Glembocki and Ed Schoen, and included SBU representatives.

The groups headed by Murphy and Glembocki designed the maintenance forms (SMPs and MAPs), and developed the maintenance plans and schedules. Ginther worked on linking the required employee qualification documentation to the Workforce Management System. Schoen and the air brake instruction staff developed and delivered the qualification courses.

Nearly 5,300 employees and contractors have gone through qualification and certification courses. Training was given at 65 locations, including initial terminals, 1,000-mile inspection points, and back shops.

We can be proud that Amtrak met all the requirements and made a smooth transition into the new regulation. We can also be proud that our qualifying courses were so complete, they are used by the FRA to train its inspectors, other commuter railroads and the American Public Transportation Association.

For those who will need to perform any of the affected work, but have not yet been qualified, classes are still continuing at many of the original locations. If you have any questions about these classes, contact your local training staff member.

Want to get Amtrak news electronically?

Cost management is a way of life at Amtrak now, so we at Amtrak Ink are looking at ways to reduce some distribution expenses. Your responses to these four questions could help us decide whether it’s practical to make changes.

Please mail this questionnaire to Amtrak Employee Communications, 60 Massachusetts Ave., NE, Washington DC 20002. Or, fax it to ATS 777-3306 (202-906-3306). If you’d prefer to use e-mail, send us a note at amtrakink@amtrak.com and just list your responses to the four questions (or just the first question, depending on your circumstances). We’ll figure it out. Thanks.

1. Do you have access to the Internet from a computer at home?
   - Yes (Continue to question 2)
   - No (You do not need to complete the rest of the questions. Thank you.)

2. In an effort to reduce our postage costs, we’re thinking of delivering some Amtrak-related communications to you through your personal e-mail. In order to do this, you would need to supply us with your home e-mail address. Would you agree to provide your home e-mail address so that you could receive some Amtrak communications electronically?
   - Yes
   - No

3. If you were to receive Amtrak Ink electronically, would it be OK to remove your name from the Amtrak Ink mailing list?
   - Yes
   - No

4. If you chose to receive Amtrak Ink electronically, would you rather have it e-mailed to your home e-mail address directly, or would you like to access it from the Amtrak Intranet, where Amtrak Ink is already available?
   - a. E-mail Amtrak Ink to my e-mail address
   - b. Access Amtrak Ink from the Amtrak Intranet
Expanding Acela service, doubling AGR points for guests

For the convenience of our guests, Amtrak has expanded Acela Express service between Washington, New York and Boston. And as an added benefit, we’re doubling the Amtrak Guest Rewards points for guests who book travel on Acela Express between New York and Boston, through Feb. 28, 2002.

As a member of the Amtrak Guest Rewards program, guests earn points every time they travel on Amtrak. The points may be exchanged for an exciting variety of rewards including free travel on Amtrak, hotel and car rental awards, airline miles and gift certificates from nationally known retailers.

The expanded Acela Express service includes an earlier weekday departure from Boston, six additional weekend frequencies between New York and Boston, and seven additional roundtrips between New York and Washington.

Ride the Rockingham Race Special

In a special one-day event on Feb. 24, race fans can ride the Rockingham Race Special train non-stop from Raleigh to the North Carolina Speedway for the 400 NASCAR Winston Cup Series race. Continuing our partnership with Rusty Wallace to promote the benefits of taking rail to the races, Amtrak will take guests to the tracks this year, and offer great deals on ticket packages to sweeten the ride. Even better, if our guests are members of Track Travel Club, they can get an additional 10 percent off the rail portion of their fare — and kids travel for half-price.

For the Rockingham race, fans can choose from three great fare packages that include amenities such as a pre-race pit tour, admittance to the Turn 2 Amtrak hospitality tent, and continental breakfast, BBQ lunch, and all beverages. One of the drivers they’re sure to want to see is #2 Rusty Wallace, who is on a 16-year winning streak. His final 2001 season statistics: one win, eight top-five finishes, and 14 top-10 finishes in 36 races.

Guests get connected with Amtrak and Yahoo!

Last month, Amtrak rolled out the first Internet-enabled passenger trains. With cars wrapped in Yahoo!’s signature purple and yellow colors, the interactive trains are now in service and offer guests access to Yahoo! content and services while on-the-go.

Thanks to a recent promotion agreement with the Internet service provider, Amtrak can provide guests with the ability to surf the Web, free-of-charge, as they travel for business or pleasure. Monday through Friday, for the next six months, Yahoo! and Amtrak, along with Compaq Computer Corp., will bring the Internet to three of Amtrak’s most popular services for business travelers, Acela Regional in the Northeast Corridor, the Capitol in Northern California, and the Hiawatha in the Midwest.

The award-winning Compaq iPAQ Pocket PCs with color screens put the power of a desktop PC in a to-go device. Complete with wireless modems and Internet service, the Pocket PCs are mounted in the cafe cars or coaches.

Guests are excited about the promotion and the added convenience it offers. Now, instead of waiting to get back to the office to access important emails from their Internet accounts, they can retrieve them on the way. And looking forward to some downtime after clocking out, one frequent business traveler plans some evenings by checking the online movie listings.

“Amtrak trains connect their guests-on-the-go with the nation’s top destinations, and now Yahoo! can go with them. We are thrilled to be working with Amtrak and Compaq to help millions of Yahoo! users stay on top of their business and personal lives while traveling in the comfort of a train,” said Christopher Wu, Wireless Yahoo, Yahoo! Inc. “Sept. 11 showed the weakness and disconnects in our transportation structure. But within two hours, one mode was back up serving passengers—Amtrak,” said John Robert Smith, mayor of Meridian, MS, and an Amtrak board member. “We need a balanced system, one that’s built of intercity high-speed rail corridors. It must be built with the same will, zeal, and determination as when the highway system was built.” Smith said. “If you build it, they will ride. Now is the time to act.”

Following the news conference, about 150 of the mayors demonstrated their support for Amtrak by taking Acela Express to New York for the conclusion of their annual winter meeting.

U.S. Conference of Mayors meets with Bush

Helping Amtrak kick-off its observance of Black History Month, Broadway star Savion Glover made special appearances in Washington, New York and Chicago this month. A Tony Award-winning tap dancer, Glover performed an interpretive dance that celebrates the legacy of African Americans on the railroad. See the March issue of Ink for a complete wrap-up of Glover’s dynamic performances, and other Black History Month activities.

Black History Month

AMTRAK
60 Massachusetts Avenue, N.E.
Washington, D.C. 20002
Amtrak is an Equal Employment Opportunity/ Affirmative Action Employer.
Proud to be ADA Compliant, a commitment to our.
For reservations call 1-800-USA-RAIL.
Amtrak president to lead New Jersey Transit

Amtrak Chairman Mayor John Robert Smith announced on March 7 that George Warrington would step down as president and CEO of Amtrak to become executive director of New Jersey Transit. Warrington, 49, has served as Amtrak’s chief executive since his appointment by the Board of Directors in December 1998.

In a statement and subsequent meetings with employees, Smith lauded Warrington for his strong leadership and emphasized that the board would move quickly to appoint a new president.

“Thanks to his visionary and determined leadership, Amtrak’s business performance has never been stronger and the foundation that he has built has positioned us well for the future,” said Smith. “George will continue to serve as president and CEO until an interim successor is named and I want to assure every employee of this company that we are fully committed to staying the course when it comes to Amtrak’s future.”

Warrington accepted the offer from New Jersey Gov. James McGreevey to head New Jersey Transit, the nation’s third largest transit agency. The commuter agency serves 226 million passengers annually through rail and bus systems. In naming him to head the agency, Gov. McGreevey said that Warrington was “the leading rail expert in the nation.” Smith and the board reluctantly accepted Warrington’s decision to resign, noting that the decision was a personal one by the New Jersey native to pursue a new and exciting opportunity in his home state.

“Thanks to his visionary and determined leadership, Amtrak’s business performance has never been stronger and the foundation that he has built has positioned us well for the future,”

John Robert Smith,
Amtrak Chairman Mayor

In a statement thanking Amtrak colleagues, Warrington said, “I feel I have been privileged to work alongside the hardest-working, most dedicated employees I’ve ever known. I feel indebted to all of you for the pride with which you’ve helped create a more efficient, business-focused organization.”

“In my time at Amtrak, I am proud to have made a difference,” said Warrington in a news conference with Gov. McGreevey in Washington, D.C., Amtrak’s Business Diversity & Strategic Initiatives Department kicks off Black History Month events with the first of four appearances by Broadway star Savion Glover. See page 5 for details.

Caption: (R.) Gerri Mason Hall, vice president of Business Diversity, welcomes Glover (second from left) and local radio personalities to Amtrak.

Black History Month

In Washington, D.C., Amtrak’s Business Diversity & Strategic Initiatives Department kicks off Black History Month events with the first of four appearances by Broadway star Savion Glover. See page 5 for details.

‘Apology, thanks from Amtrak late in coming’

ON THE RIGHTRAK
5
Broadway star participates in Amtrak Black History Month celebration

EMPLOYEE MILESTONES
Gaddy retires

BENEFITS CORNER

Class is in session — just watch the screen

RAILWAY ROUNDUP

Amtrak Intercity headquarters moves
Amtrak, GASF — partners in revitalizing communities

PROMOTIONS IN MOTION

GUEST COLUMN

ORGANIZATIONAL UPDATE
Board elects new leadership

continued from page 1

Gov. Dukakis nominated Mayor Smith to be chairman. “The mayor has been a superb board member and an eloquent champion of a modern, national, high-speed rail system,” said Gov. Dukakis. “He has the skills to harness the energies of our fellow board members and our dedicated employees to build the kind of first-class passenger rail system that America deserves.”

Dukakis served previously as acting chairman and vice chair of the board. Other members of the board of directors include former Virginia Gov. Linwood Holton, Sylvia de Leon, U.S. Transportation Secretary Norm Mineta, and Amy Rosen.
Philadelphia RSCC agents catch the surfers

While the majority of e-mail comes from North America, a good portion comes from countries such as Great Britain, Germany, Israel, Japan, Singapore and Australia.

James Weinstein now heads NEC
Bowerson appointed v.p. of Operations and Maintenance

On Feb. 4, Amtrak welcomed James Weinstein as the new senior vice president of the Northeast Corridor. Weinstein replaces Stan Bagley, who was promoted to executive vice president of Operations last October.

Weinstein has a solid foundation in transportation. Most recently he served as commissioner of the New Jersey Department of Transportation. Weinstein also chaired the New Jersey Transit Corporation board of directors, and from 1999 to 2001, he served on the board of the Port Authority of New York and New Jersey. Prior to this, he served as the first chairman of the Port of Philadelphia and Camden, and as commissioner of the Delaware River Port Authority.

As head of the NEC, Weinstein directs its business and operating units, including all train operations from Maine to Virginia, and the commuter contract services within Connecticut, Maryland, Massachusetts and Virginia.

“I am honored to be here,” he said, “Amtrak is a great organization, and the Northeast Corridor is a critical part of the operation. I am aware that these are difficult times, but I believe that if we focus on doing our jobs and growing our business, we will get through this period and see better times again.

Some not-so-common questions are:

• “What’s the best fare from (point A to point B)?”
• “Where can I find out about the Rail Sale bargains?”
• “What’s the stop closest to my home?”
• “Do you offer discounts for …?”

Add to this mix compliments and complaints about our services, job resumes, and advice from computer techies on how to supercharge the Web site, and you have a fairly accurate picture of a typical day.

By Chuck Shillingford, customer support representative, Mid-Atlantic RSCC

The route to our success

Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network
Define customer demand, using extensive research, and then match our system with that demand.

Deliver consistent quality service
Change the culture of the company to be more guest-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand
Introduce and support a new brand for Amtrak, to signal a major change to our guests.

Operate a cost-effective business
Identify specific functional areas, policies, organizational structures, and back-office costs that have potential for improved cost management.

Maximize public and private partnerships
Pursue public and commercial partnerships aggressively, through Mail and Express and other programs that generate the highest returns for the company.

Develop corridor services
Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building Northeast Corridor services.
Five years injury-free is worthy of recognition

“It is with great pleasure that I write this on behalf of the employees working at the Memphs, TN, Amtrak station. They have gone injury-free for five years and I want to thank them,” wrote Bonita Quinn, a product line supervisor. “From the dungeons of the old station, to the trailer they had to work from for three years, and when Mail & Express started coming through Memphs — they still operated in a safe manner.”

Quinn sent a letter to Amtrak Ink requesting that her employees be recognized for their accomplishment.

Congratulations to the following people: Barbette Jones, lead ticket agent; Connie Reynolds, ticket agent/baggage; Barbara Payne, ticket agent/baggage; Robert Rodgers, ticket agent/baggage; and Kenneth Carter, ticket agent/baggage. These employees service the City of New Orleans, train 58/59.

“This can be done with the proper working tools and safety briefings each day prior to beginning work,” Quinn said of her employees’ safety success. “I especially appreciate the respect they give one another in their daily operations of the Memphs station, while remaining guest friendly in all aspects of their jobs.”

Lucky number seven

Washington, D.C.-area Baggage-Mail & Express employees just celebrated their seventh injury-free year, and manager Vinnie Roth can’t stop praising his skilled team’s dedication.

“These employees have about 20 years of experience each performing this type of work,” Roth said. “They’re highly skilled in the operation of heavy equipment and motorized vehicles, and that’s reflected in their performance.”

Roth has the right to brag — his mail handlers account for $25 million in annual mail revenue, and his baggage agents load and unload 16 trains each day.

To honor the seven-year milestone, Daryl Pesce, general manager of the Mid-Atlantic Division, presented Roth with a plaque. Lee Sargrad, senior vice president of Mail & Express, Jon Tainow, vice president of Customer Services Operations, and Mark Rose, assistant general manager of Customer Services, also joined in the presentation.

‘Amtrak—United We Stand Moving America’

At the end of January, a rare blanket of snow in California did nothing to dampen the enthusiasm of reservation sales agents being recognized for outstanding achievement.

More than 500 agents from the Riverside call center received recognition for outstanding performance in fiscal year 2001. Categories were: Schedule Adherence — Being available to service guests a minimum of 98 percent of the time; One Million Dollar Club — Booked revenue of $1,000,000 or more, with a minimum of 40 percent ticketed; Advanced Payment — One credit for every hour on the phone; Ticketed Revenue — 5 percent or greater ticketed revenue; and Perfect Attendance — No full-day absences, late arrivals or early departures.

A special pin was designed by sales agent Judi Stone to help commemorate these special achievements. The pin’s inscription was simple but profound: Amtrak — United We Stand Moving America.

By Susan A. White, team Leader, Riverside

A keen eye for resourcefulness

Thanks go to Angie Silva, Amtrak West Bus Operations, for her excellent idea to recycle obsolete envelopes.

She had discovered 32 boxes of the green and white envelopes, or “pouches,” that are used to send train reports to accounting offices. These pouches were all pre-addressed to the Glendale Revenue Accounting Office address, which is no longer in operation. Therefore, the pouches would ordinarily have been trashed. But, Angie hated to see such waste. She reached Kate Ison, manager of Corporate Forms Programs, who confirmed that the pouches could be used again by labeling them with a correct address. She asked Silva to ship them to Western Folder, Amtrak’s distribution vendor, where they would be recycled.

Angie did just that, saving $1,700 worth of pouches from being wasted. So we join Kate Ison in saying, “Thanks, Angie—nice work!”

Railroad Retirement Benefits Fair

Got retirement questions? If so, the Railroad Retirement Benefits Fair was the place to be.

The all-day fair was held for Amtrak employees on Feb. 14, at Washington Union Station. Its purpose: to answer employees’ questions regarding retirement benefits, savings and investments, and more.

Representatives from Amtrak’s Human Resources Department, the Railroad Retirement Board (RRB), and the Vanguard Group were there to provide answers.

Representatives staffed desks and gave employees personal consultations. They provided information on RRB annuity estimates, retirement health and welfare benefits, and retirement savings plan enrollment and investment funds.

“That was great. I came prepared with my questions in mind and they were answered,” said Dianne Penn, after meeting with Robert Battle from the RRB. “I have a plan after retirement and I need to be fully aware of my options.”

Steve Fritter, legislative director for the UTU, Washington, organized the fair, with the help of conductor and legislative representative Larry Tkachenko, and others in the RRU: Roe Tana, of Amtrak’s Human Resources Department, pulled together the benefits and Vanguard portions of the fair.

“Railroad law changed as of January with the 60/30 bill. The UTU was instrumental in getting that bill through Congress,” Fritter said. “There’s good news here, and I thought this was a good time to get the information to employees—to tell them the truth about retirement.” He said the UTU would like to duplicate the fair in other Amtrak locations.

FY01 President’s Safety Contest winners announced

The President’s Safety Contest winners have been determined. Awards go to the SBU, commuter operation, shop, and call center having the best employee reportable injury ratios per 200,000 work hours during fiscal year 2001 (Oct. 1, ‘00-Sept. 30, ‘01).

Congratulations to every employee who made these honors possible. Thanks go to the award winners and all those who keep guest and employee safety a priority.

The formal presentations of these awards will take place at the 2002 President’s Service & Safety Awards ceremony.

President’s Service & Safety Awards

The winners and their ratios

| Northeast Corridor | 4.2 |
| Virginia Railway Express (VRE) | 1.9 |
| Chicago RSCC | 0.8 |
| Wilmington Mechanical Shops | 2.7 |

(Foreground) Dianne Penn gets information about her railroad retirement benefits from RRB representative Robert Battle.
Black History Month celebration

Broadway star participates in Amtrak Black History Month celebration

Were you watching last month when tap dancer extraordinary Savion Glover performed in the closing ceremony of the Winter Olympic Games? Pretty impressive.

What’s really impressive is that just days before, Glover was performing in an Amtrak station, entertaining employees and station crowds. In fact, to help Amtrak kick off its observance of Black History Month in a big way, Glover made special station appearances in Washington, New York, and Chicago in February. He performed interpretive dances that celebrate African-Americans on the railroad. They were created especially for Amtrak’s Black History Month events.

His performance at Chicago Union Station aired as a segment on the TV show “Artbeat Chicago.”

Glover's three Amtrak performances honored a unique group of African American railroad workers of the early 20th century. They used dance-like movements and chants to ease their tedious work in building the nation’s railroad.

These workers, known as Gandy Dancers, used different chants to coordinate specific tasks and to provide both physical and emotional motivation for the crews. A lead singer, or caller, used a chant to direct his crew, and each caller had his own signature chant. The workers took their name from the railroad tools they used, which were produced by the Gandy Company.

Complementing the performances was an exhibition by artist Jose Ortega. Originally from Ecuador, Ortega now lives in Toronto and New York City, and he created commissioned works for clients worldwide. Like Glover’s dances, the artwork on display at the events was created especially for Amtrak’s Black History Month celebration, and it depicted the life of a Gandy Dancer.

At each event, employees and the public learned more about the legacy of the Gandy Dancers with the presentation of a portion of the PBS documentary, “Gandy Dancer.”

Copies of the video were also provided to smaller Amtrak stations across the country so that it could be shown in guest waiting areas.

Amtrak’s Business Diversity & Strategic Initiatives Department sponsored the events. Glover won a Tony Award in 1996 for his production of “Bring in ‘da Noise, Bring in ‘da Funk.”

Pullman porters honored in black history exhibit

Amtrak and American Family Insurance welcomed visitors to a national traveling exhibit from the A. Philip Randolph Pullman Porter Museum in Chicago.

The exhibit helps promote an on-line registry to honor the living and deceased members of the Brotherhood of Sleeping Car Porters. It will ultimately be developed into a permanent commemorative exhibit at the Chicago-based museum. Both CNN and Headline News featured the museum and the exhibit in February.

“As the nation’s passenger railroad, we have a profound respect for the contributions of A. Philip Randolph and the Pullman porters,” said Larry Allen, a Milwaukee service manager. “Amtrak is proud to sponsor this exhibit and to offer Milwaukee residents the opportunity to learn more about the important role African-Americans played in developing America’s railroads.”

During the heyday of railroad travel in the 1920s, the Pullman porters worked aboard trains, attending to the needs of passengers. The Pullman Palace Car Company built, owned, and operated the majority of passenger trains during this era. In the beginning, the Pullman Company hired only African-American men for the job of porter. A. Philip Randolph used the power of the labor union and the unity it represented to demand significant social changes for African-Americans nationally.

Randolph organized and founded the Brotherhood of Sleeping Car Porters, the first African-American labor union to work under a contract with a major U.S. corporation. He later became an instrumental figure in the civil rights movement of the 1960s.

The Pullman Porters National Historic Registry is a historic registry for all African-American railroad employees from 1863 to 1969. Living porters, dining car waiters, and descendants of the railroad workers may register via the museum’s Web site at www.aphiliprandolphmuseum.org, or call 1-888-460-8123.

The Harlem Ambassadors

Also in February, Amtrak was laying the groundwork to team up with some very important ambassadors—the Harlem Ambassadors.

Amtrak joined with the Harlem Ambassadors to celebrate our country’s rich diversity and to promote the importance of staying in school and staying off drugs. The Ambassadors, a talented basketball team of five men and one woman, recently launched their nationwide tour with Amtrak as the basketball team’s official transportation provider.

For the past four years, the Harlem Ambassadors have used their fantastic feats of basketball trickery to spread their message to young people in cities, towns, and military bases throughout the U.S., Europe, and Asia. The Harlem Ambassadors Basketball Show features high-flying slam dunks, dazzling ball-handling, and hilarious comedy routines. Typically, the undefeated Ambassadors challenge a team of locally chosen stars to an action-packed game of basketball with all game proceeds going to a local non-profit community organization that benefits children.

“Amtrak is excited to partner with the Harlem Ambassadors because the corporation enthusiastically supports the team’s message of hope and tolerance,” said Gerri Mason Hall, vice president of Business Diversity and Strategic Initiatives. “The Ambassadors will share their message coast-to-coast in many of the 500 communities that Amtrak serves.”

Miami hosts young performers in Black History Month celebration

Miami employees held a Black History Month celebration on Feb. 23, inviting youth from local schools to showcase their talents in art, poetry, dance and crafts. The employees sponsored the event at the Miami station and cooked all the food that fed the dozens of kids in attendance.

Marvin Jones, University of Miami law professor, spoke to the young crowd, as did managers Mike Latiff and D.C. Stokes. There were also several vendors present. Many Amtrak employees brought their families to the celebration. Seen above serving food to some of the young performers are: Larry Williams Jr., Cassandra Oliver, Marion Shaw, Marcie Jones and Gloria Smith. Ticket agent Tony Keldo (far right) is also getting a taste.

Amtrak serves.
“It is evident that we need to re-evaluate our nation’s rail passenger policy,” said Sen. Ernest F. Hollings (D-SC).

“A strong federal role was required to establish the interstate highway system and the federal aviation network. And now, federal investment in passenger rail infrastructure is critical.”

Sen. Hollings, chairman of the Senate Committee on Commerce, Science and Transportation, introduced legislation in March that would authorize $4.6 billion a year for Amtrak. The legislation, called the National Defense Interstate Rail Act, would provide a bold vision for passenger rail by aligning the necessary level of resources with much-needed infrastructure improvements, and by making high-speed rail corridors a national priority.

Introduced on the heels of Amtrak’s funding request of $1.2 billion for fiscal year 2003, Hollings’ proposal calls for significantly more than what the federal government currently invests in passenger rail today.

Under the Hollings bill, the Northeast Corridor would get $1.3 billion annually, all for capital projects, including expected growth. Another $1.55 billion annually would go to the development of other high-speed corridors (the DOT has already designated 11 of these corridors).

Long-distance trains would receive $580 million annually, with $360 million reserved for operating expenses. State-supported routes and short-distance routes would receive $270 million annually, and $1.3 billion would be authorized for rail security, including life-safety upgrades for Baltimore and New York tunnels, plus preliminary design work for replacement of the 125-year old Baltimore tunnel.

At the end of February, Amtrak President George Warrington appeared before the House Appropriations Subcommittee on Transportation and presented a strong case to support Amtrak’s funding request of $1.2 billion for FY 2003. He made clear that while it would meet current needs, this level of appropriation would not be enough to cover capital backlog, the development of higher-speed, higher-capacity corridors, and funding for additional security measures.

Emphasizing that temporary fixes are no longer an option, Warrington also stressed the need for Congress and the administration to look beyond the next fiscal year and answer three key questions: what kind of system do we want as a nation, how much are we willing to pay for that system, and what will be the source of that funding. Amtrak commended Sen. Hollings’ proposal as the first to answer those three questions, stating that for the first time, there’s a proposal on the table that provides stable long-term funding, clearly defines a federal role in the development of rail — and importantly, high-speed passenger rail — and articulates a transition from the long-distance network to a connected network of high-speed corridors.

Strong federal leadership and funding were essential to the development of the interstate highway system and our nation’s aviation system. Since 1971, when Amtrak began service, $25 billion has been spent on passenger rail; during that same time, $750 billion has been invested in highways and aviation.

Amtrak believes Sen. Hollings has taken a strong step in the right direction, although there’s no doubt that the debate surrounding the role of passenger rail in America will continue for some time this year. But there is now new momentum and urgency to that debate.

Earlier in February, Warrington appeared before the House Subcommittee on Railroads and outlined some of the most prominent successes and challenges Amtrak has experienced in the last five years. The company has seen ridership increase 19 percent, to 23.5 million passengers, and a ticket revenue increase of 40 percent to $1.1 billion, with overall revenues up 38 percent to $2.1 billion. Amtrak has grown its profitable commuter and commercial business lines, launched America’s first high-speed service,
established pivotal partnerships, and strengthened our commitment to guest service with the Satisfaction Guarantee and Amtrak Guest Rewards, a customer loyalty program.

Amtrak’s greatest challenges stem from its dual mandate to provide a public service and to generate a commercial profit, Warrington said. No passenger railroad system in the world operates without significant capital investment.

In discussing the challenges Amtrak faces, Warrington said that:

• The operation of long-distance trains will never be profitable on a classic commercial basis
• We have been successful in generating funding through private markets, but that has increased our annual debt service payments.
• Income from financing transactions had to be applied toward the self-sufficiency goal, rather than as working capital to compensate for uncontrollable events
• Despite increased revenue generated through ventures such as our Mail & Express business, it’s insufficient to cover the costs of running a system that includes long-distance trains
• Even though ridership and revenue have grown considerably since 1996, we have instead been judged, in large part, by the self-sufficiency requirement

In short, said Warrington, after Congress presented Amtrak with a self-sufficiency mandate, the railroad has tried very seriously to make it work. While it was a critically important tool to enhance revenue and cut costs, Warrington stated, it also proved to be inappropriate, impractical and destructive.

Warrington pointed out that the national passenger rail system receives less than one percent of all federal transportation spending. He explained that there is no national rail system in the world that operates without substantial public funding for infrastructure, and many countries support train operations. And, that passenger rail is the only mode of transportation in the U.S. that does not have guaranteed appropriations and a dedicated source of capital funding.

Before concluding his testimony before the transportation subcommittee, Warrington quoted Kenneth Mead, the DOT Inspector General, who had recently stated, “For what it has been charged to do, it’s amazing that Amtrak has gotten this far.”

Mead’s comment mirrors those he made in a January interview in the Wall Street Journal: It would be possible for Amtrak … to meet the letter of the self-sufficiency law. … [But] the sacrifices made to achieve the self-sufficiency mandate would compromise the physical and financial integrity of any future passenger rail company, whether it operates as Amtrak or another entity or entities.”

Congress and the Bush administration are empowered to set Amtrak on a clear path toward success and reliability. Amtrak believes the key is in the answers to those three fundamental questions: what kind of system do we want as a nation, how much are we willing to pay for that system, and how are we going to pay for it.

Inspector General Mead echoed this position in testimony earlier this month before the Subcommittee on Transportation, Committee on Appropriations. “Amtrak’s failure to eliminate its need for operating assistance has detracted attention from the more critical issue, which is how much capital investment will be needed to sustain a system of intercity passenger rail. Any system of passenger rail—profitable or not—will require substantial and continuing capital funding. Even if Amtrak (or a successor) were to succeed in becoming operationally self-sufficient, it would still require substantial external assistance to address its capital needs.”

Mead has concluded, as he testified that, “the primary issue of funding needs to be resolved first.” Rejecting privatization as a cure, Mead stated, “These needs would not just go away by handing the system or parts of it over to another entity. What it will cost to continue and begin to expand passenger rail in the United States is not dependent upon whether Amtrak is the operator or not. The debate over whether a private company or government entity should be established solely for the purpose of administering the rail infrastructure investment program is irrelevant if there is no assurance that adequate capital funding has been secured to invest in the system.”

“In fact, privatization is not likely to be an option unless adequate funding is secured. If the Northeast Corridor were to be franchised “as is,” with its $15 billion in long-term capital investment needs, few investors would find it a good bargain.”

Mead advised the committee to focus on the real question: funding. “The question of what kind of system is best for the country is inextricably intertwined with the question of how much the country is willing to pay for such a system. The answers to both questions are most appropriately left to the administration, the citizens of the United States, and their elected representatives.”

For a full copy of George Warrington’s recent testimony, log onto www.amtrak.com and go to “press room.” Testimony by Inspector General Ken Mead can be found at www.oig.dot.gov.
Thanks for the memories

Gaddy retires

With longer job tenure than the age of most of our employees, Conway Gaddy, track foreman at the Perryville Maintenance of Way crew base, has been the model of experience. He retired at the end of February after nearly 52 years of working on the railroad.

He first hired with the Pennsylvania Railroad in April 1950 as a track worker. Gaddy made the foreman roster in 1971. And then he became the constant presence, as the railroad’s ownership changed from the PRR, to Penn Central, to Conrail, and finally to Amtrak.

Gaddy attributed his ability to serve so long to realizing early that he needed the job more than the job needed him. Or, as he told his hometown newspaper for a story at his retirement, “You have to like yourself for the job to like you.”

For the past 32 years, Gaddy has had perfect attendance, and he’s only had one injury in his entire 52-year railroad career.

“I’m not exaggerating when I tell you that he is a wonderful and generous person,” said Debbie Berenger, secretary at the Perryville crew base. “I can honestly tell you that I have never heard one single complaint from this man. Every day, for years without fail, he greeted us with a huge smile and ‘You’ve never had it so good!’”

That will stay in our hearts forever.”

Get the 411 on FMLA

The Human Resources Department wants employees to have all the facts regarding the Family Medical Leave Act (FMLA). So, HR will periodically address FMLA issues in Amtrak Ink.

Amtrak’s FMLA policy (PERS-47) was distributed to employees in March 2000. That policy and a helpful employee guide have since been published on the Amtrak Intranet.

If you have a question regarding the FMLA policy, procedures for processing requests, or any related issues, please fax your question to ATS 777-2010 (202/906-2010) in Washington, D.C., or ATS 761-3409 (213/391-3409) in Los Angeles. An HR professional will respond to you directly, or your question and our answer will be published in Amtrak Ink.

When submitting a question, be sure to include your name and a daytime phone number where you can be contacted.

Q: What is FMLA?

A:  

- The Family and Medical Leave Act (FMLA) is a federal statute. It stipulates that employers must allow eligible employees to take unpaid leave, for up to 12 weeks, 60 days, or 480 hours in a 12-month period. Under the statute, eligible employees may take FMLA leave for the following three reasons:
  - The birth of your child, or the placement of a child with you for adoption or foster care
  - To care for your own serious medical condition
  - To assist in the care of your spouse, parent, or child with a serious health condition

*Although this is the standard FMLA allowance, it may vary by state.*

Congratulations to All of You!
Class is in session — just watch the screen

Remember that ad where a bunch of business types are in a video teleconference, all looking very tightly buttoned, but one woman, joining from home, is wearing bunny slippers? When Mike DeAngelo conducts classes for 15-20 travel agents on how to book and ticket for Amtrak, he could wear bunny slippers, not that he would. But he could. His students might be gathered in the same training room in, say Los Angeles. Or they could be sitting in front of PCs scattered around the country. But DeAngelo never has to leave his Philadelphia desktop and speaker phone to lead an on-screen class. “OK, I’m going to type in that intercom at 5:53 p.m. Monday: ‘Amtrak would like to apologize for the delay in our arrival today,’” said a woman’s voice. “And we’d like to thank you for choosing Amtrak.” I looked out the window of the train in order to watch pigs fly, for that, I assumed, would surely come next.

Amtrak apologize? Amtrak express gratitude to its passengers? I’ve often taken the train from Chicago to Ann Arbor, MI, to visit my parents over the last 21 years, and this was the first time I’d ever heard words of regret or appreciation from any Amtrak employee aside from the cafe car attendants. The thanks were no big deal, really. Most merchants and service providers offer them ritually as part of the lubricant that civilizes commercial transactions. I usually offer them in return, in cant that civilizes commercial transactions. I usually offer them in return, in fact, as silly as it may sound when I thank a hot dog guy for selling me a hot dog. But the apology was huge. Thank you for choosing Amtrak.

The only announcement they made came as the train was pulling in. I cocked my ear for “thanks for your patience,” “have a pleasant trip” or some other customer-friendly grace note. After all, Amtrak’s woes had been in the papers all weekend: Operating at a $1.1 billion deficit, planning to cut employees and long-distance routes — all out of the office — to whistle through the list. More and more of that training will now be done online, in much less time, and at no cost to Amtrak.

And Mike DeAngelo won’t be wearing bunny slippers. But he could.

‘Apology, thanks from Amtrak late in coming’

The following article about Amtrak was published in The Chicago Tribune last month. It speaks to the value of superior guest service — what a difference a simple apology makes.

I felt soothed as I gathered up my belongings, newly determined to speak out not only for saving the agency, but also for improving it with high-speed service.

I felt soothed as I gathered up my belongings, newly determined to speak out not only for saving the agency, but also for improving it with high-speed service. When Mike DeAngelo explains to on-line travel agents how to interpret Amtrak data on their screen display.

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The politics are simple. Elected officials are going to save Amtrak as we know it only if the people demand it, and the people are going to demand it only if they don’t think of Amtrak as an indifferent behemoth — a Postal Service on wheels. But alas. No friendly words at the destination, and watch what happens...

The program is a feature of Sabre, a major global distribution system that many travel agents tap into when booking and ticketing for their customers. Thanks to the courtesy of Sabre, since last month Amtrak trainers like DeAngelo have been convening training classes online, leading travel agents through the intricacies of issues like our product and city codes.

During a typical two-hour class, participants are on a telephone conference call, and the Sabre screen each person is looking at is being controlled by DeAngelo. They watch him key in demonstration scenarios, and listen to his explanations. DeAngelo can give screen control to any of the travel agents, for hands-on exercises.

“It’s important for us to continue training, because there’s quite a bit of turnover among travel agents,” Conaway said. “The new ones think that working within our system is difficult, but once they get the training, they find that it’s no big deal.” As the year began, nearly 50 travel agencies were on a waiting list for Amtrak training. Without the online resource, Conaway estimated that it would take one trainer as much as six weeks — all out of the office — to whistle through the list. More and more of that training will now be done online, in much less time, and at no cost to Amtrak.

I was brooding along these lines when I heard the first sign of improvement. The train pulled off on a siding and came to a halt, as it does every so often on this trip. “We will be stopped for five minutes to allow the eastbound train to pass,” said the announcer, violating what I’d assumed was an Amtrak rule not to explain to passengers why a train isn’t moving until at least half an hour has passed. She did this at least once more during an unscheduled pause in the journey. And then, out of nowhere, as we were nearing Union Station an hour and 15 minutes behind schedule, came the apology I thought I’d never hear.

I felt soothed as I gathered up my belongings, newly determined to speak out not only for saving the agency, but also for improving it with high-speed service. Amtrak Ink March 2002

Published Feb. 7, 2002

By Eric Zorn

Courtesy of The Chicago Tribune

Amtrak Ink March 2002

March 2002 9
Amtrak gets intermodal in Ft. Worth

Enthusiasm for intercity and commuter rail passenger service in Texas was evident at the recent dedication ceremonies for the new intermodal transportation facility in downtown Fort Worth.

The Jan. 12 event attracted hundreds of rail enthusiasts in the face of some stiff competition — a major livestock show and rodeo that was in town.

Amtrak officials, community volunteers and regional leaders joined board members from the Fort Worth Transportation Authority (the “T”) and representatives from the Dallas Area Rapid Transit (DART) to formally dedicate the Ft. Worth Intermodal Transportation Center.

The day-long celebration included tours of the building, an Amtrak equipment display, entertainment, free refreshments, and lots of information about how to ride buses and trains for work and play. Event organizers served more than 10,000 hot dogs to guests before running out!

Participating were “T” Executive Committee Chairman Dave Ragan, DART Board Chairman Robert Pope, State Representative Kim Brimer, Amtrak Intercity Senior Vice President Don Saunders, and Fort Worth Mayor Kenneth Barr. John Bartosiewicz, president and executive director of the “T,” served as master of ceremonies.

“Investments in intermodal connections like we now have in Fort Worth are vital to the continued growth of passenger rail service, both regionally and nationally,” said Saunders.

“There is growing recognition that intercity passenger rail is a critical component of a city’s transportation system and economic development. Amtrak’s guests will surely benefit from the convenience and amenities of this facility.”

Business and community leaders cut the ceremonial ribbon and began to tour the new facility. It is home to DART, Amtrak, and the customer service center for the “T.” The facility features a kiss-and-ride area for commuters, and retail outlets are planned.

NBA, Amtrak treat kids like all-stars

In February, Philadelphia hosted the NBA All-Star Game. Amtrak took the opportunity to join with the NBA and give some New York City kids the ride of a lifetime.

The young fans rode Acela Express to Philadelphia along with NBA players, who included New Jersey Nets’ Kenyon Martin, and the Atlanta Hawks’ Shareef Abdur-Rahim.

In addition to a cool ride on America’s high-speed train and meeting the players, the kids received free tickets to the All-Star Jam Session. For Amtrak, it was a great opportunity to use our partnership with the NBA to showcase the advantages of rail with our young guests.

Commuter rail employees aid local police

An Amtrak track maintenance crew demonstrated the power of awareness — and a carefully timed door opening — in maintaining security for our Boston Commuter Rail customers.

While working on the tracks near Sullivan Square Station on Jan. 2, Boston Maintenance Crew Two saw a vehicle pull up near the right-of-way. A man left the vehicle and started running in their direction. Almost immediately, a local police cruiser arrived and the officers began pursuing the man on-foot. As the suspect neared the parked Amtrak vehicle, one of the crewmembers opened the truck door, knocking the man to the ground.

The man had allegedly stolen drugs from a nearby pharmacy. Because of the crew’s quick response, he was apprehended, and there was no disruption to our rail service.

Kudos to Foreman Joe Powers, asst. foreman Bob Shapoinick, welder Paul Marion, roadway machine operators Ron Dunais and Ed Olson, and truck driver Mike Flaherty, for your quick response.
Amtrak Intercity headquarters moves

It’s official: Amtrak Intercity headquarters are no longer located in the tower of Chicago Union Station. Instead, employees who once worked in those offices now occupy two floors of a building only a block away. The new address of Amtrak Intercity headquarters is 525 W. Van Buren Street, Chicago, IL 60607.

The move to a new location only involved office workers in the tower. Employees who work in the station proper (ticket clerks, baggage handlers, Amtrak police, etc.) were not affected. Although the employees who occupied the offices will miss the Union Station office location, the decision to leave the tower was based on both business and safety considerations. In addition, the relocation will reduce daily operating costs for the company, and increase the profitability of Chicago Union Station through redevelopment of the tower.

“I want to thank all the employees who made this move a success,” says Don Saunders, senior vice president of Amtrak Intercity. “They displayed a great deal of cooperation and teamwork to make this happen seamlessly.”

Meanwhile, plans are moving forward to restore and rebuild the historic station into a major development including office space, a hotel-conference center, condominiums, and retail space. The station will become the centerpiece for redevelopment of what’s known as the West Loop in the downtown area. The building is a historically significant element of Chicago’s transportation heritage, as well as the Golden Age of intercity rail travel. The redevelopment project, designed by Lucien Lagrange Architects, enlivens a building envisioned by Daniel Burnham’s 1909 Plan for Chicago.

As originally conceived and designed, Chicago Union Station was to be a high-rise structure, but was never completed. Burnham envisioned the station as one of three monumental structures facing the West Loop, along the south branch of the Chicago River. One of those buildings, the Northwestern Station, is gone. The second, the United States Post Office, was constructed just to the southeast of our station. Construction is expected to begin as early as November, with completion as early as fall 2004.

Amtrak, GASF — partners in revitalizing communities

The American public’s interest in rail and the revitalization of rail stations is greater than ever today. People are realizing that station revitalization projects can create a “front door” to their communities, expand transportation choices, leverage other investments and remake downtowns into hubs of community life.

Stations represent an enormous investment in space and infrastructure, and are often the grandest public architecture communities have. Because stations were often built to house offices, restaurants and sometimes hotels, they’re well suited for mixed-use development, and the constant foot traffic is good for both office and retail. Studies prove that revitalization projects increase Amtrak ridership by 20-30 percent. And they build new and larger constituencies for rail.

The Great American Station Foundation was funded to build partnerships around these projects, and has provided 61 grants in 34 states in the last five years. The 2002 grant cycle has just opened. The revitalization of Union Station in Grand Junction, CO, and the Santa Fe Depot in Fresno, CA, illustrate the kind of projects GASF is looking for. Both host Amtrak trains. Grand Junction received $25,000 to study how to redevelop historic Union Station as an intermodal plaza, including a newly renovated historic hotel, expanded convention center, and the winding, tree-lined Main Street, where shops, outdoor cafes and two historic theaters make it a favorite stroll.

“This is all in a walkable five-block area,” said Mesa County planner Tambra Wishart. “We’re already a major stop for Amtrak. Now we want people to get off the train and walk around. The study will help the project get into the regional transportation plan and become eligible for state and federal funding.”

Funding is already in place for renovation of the historic Santa Fe Depot in Fresno to accommodate rapidly increasing Amtrak ridership. But a $15,000 GASF grant will fund a master plan focused on creating an intermodal hub.

GASF grants range from $2,500 to $30,000, and non-profit organizations, as well as government agencies, can apply. “The key issue for a lot of communities is startup funding,” says Hank Dittmar, president of the foundation. “There are federal funds to rehab stations, but no money for planning, design, appraisal, leasing, or devising an operating plan.”

Erich Strebe of the GASF said, “We want to work with communities that see intermodal transportation as key to economic redevelopment. Amtrak employees know train stations better than anyone, and they know which communities should apply.” Applications are available at www.stationfoundation.org, and they’re due April 12. By Gloria Ohland, GASF
There’s something about a train that’s magic for my neighbor, Herb Rogge. I met Herb when I moved to Florida a couple of years ago. He spotted my Amtrak baseball cap, and we became instant buddies. I found out that Herb loves Amtrak, and has traveled most of our routes.

What’s wonderful to me is that not only does Herb travel by Amtrak, he has nothing but good things to say about our employees and our equipment. Overall, he has been very pleased with our service.

Listening to Herb and his wife talk excitedly about their trips, and their satisfaction with our service, makes me proud to be an Amtrak employee.

Herb and his lovely wife, Ilma, have traveled over 54,000 miles with us. For their 50th wedding anniversary in 1995, they took the Sunset Limited to Los Angeles, the Coast Starlight to Portland, the Empire Builder to Chicago, the Lake Shore Limited to New York, the Clocker to Newark, and the Silver Meteor back to Palatka, FL.

Last year, while on the Empire Builder, Herb fell and broke three ribs. He was taken off the train by emergency personnel and flown home. He was disappointed, because he had planned to see the famous Horseshoe Curve in Pennsylvania on a later leg of the journey. So — he and Ilma went back to complete the trip.

This time, the itinerary included the Sunset Limited, Coast Starlight, Zephyr, and the Three Rivers. He finally saw the Horseshoe Curve, taking pictures to add to ones from all his Amtrak trips and lots of other Amtrak memorabilia.

Listening to Herb and his wife talk excitedly about their trips, and their satisfaction with our service, makes me proud to be an Amtrak employee.

Herb and Ilma’s contribution. Among them was U.S. Transportation Secretary Norm Mineta. “George has performed admirably. The position of president of Amtrak has been one of the most challenging assignments in the transportation industry over the last several years.” Former Amtrak president of Amtrak has been one of

Numerous public officials praised Warrington’s contributions. Among them was U.S. Transportation Secretary Norm Mineta. “George has performed admirably. The position of president of Amtrak has been one of the most challenging assignments in the transportation industry over the last several years.” Former Amtrak president of Amtrak has been one of

Employee discount on Las Vegas rail package

Key Holidays, in conjunction with Amtrak, is sponsoring four “Las Vegas Fun Trains.”

This is not the proposed Amtrak Las Vegas service scheduled to begin operation in 2003, but it’s an opportunity for all Amtrak employees and the general public to enjoy a unique rail experience.

Amtrak employees are offered a 15-percent discount on any package. There will be four trips: April 12, 16, and May 3, 7. These special packages include:

- Roundtrip train from Los Angeles (or Riverside) to Las Vegas
- Two nights at selected hotels
- Special coupons for discounted meals, shows and attractions
- Drop/hotel transfers
- Deli lunch served on return train — Friday train also includes a light dinner
- All taxes, and more

Prices are per person (double occupancy), and range from $195 to $385, depending on the selected hotel.

Call Key Holidays for more information and a brochure at 1-800-783-0783. Identify yourself as an Amtrak employee and be prepared to provide your employee I.D. number.

Warrington resigns

continued from page 1

Trenton. “Over the last five years, we have increased Amtrak’s ridership and revenues to all-time records, launched Acela Express, North America’s first high-speed train, and raised customer service standards. We also developed high-speed train, and raised customer service standards. We also developed high-speed train, and raised customer service standards.

During George’s time at the helm, Amtrak made real improvements.”

Amtrak board Chairman Smith met with groups of employees in Washington and Philadelphia following the announcement of Warrington’s resignation and emphasized that the board is moving quickly to appoint an interim successor and conduct a nationwide search for a permanent president and CEO. “We’re very pleased with the progress we’re making and look forward to sharing some good news on this front shortly,” said Smith.

Lynn Bowersox has been appointed vice president of NEC Operations and Maintenance. James Weinstein, new senior vice president of the NEC made the announcement earlier this month. Bowersox will be a critical link for Weinstein in providing organizational continuity and decision-making. She will be responsible for day-to-day operational oversight of the NEC to assure the integration of the units responsible for train operations, infrastructure maintenance, equipment maintenance, safety, and customer services. Her focus will be on providing safe, efficient, customer-focused operations in line with our business plan goals.
Despite uncertainty, progress on federal appropriation continues

With Amtrak’s ability to run all its current services in fiscal year 2003 at stake, uncertainty about the level of federal support continues, despite several encouraging signs that have appeared on the horizon.

Most recently, the Senate Budget Committee included Amtrak’s entire $1.2 billion minimum needs request in its FY 2003 budget resolution. That resolution could be passed in April. Although, it does not carry with it the force of law, it is a blueprint of what a majority of the Senate would recommend the appropriators provide in funding for Amtrak. For us, it is a positive step toward an appropriation that is sufficient to maintain all services. This action occurred after Senate Commerce Committee Chairman Ernest Hollings, and others including Delaware Sen. Tom Carper, secured the signatures of 52 Senators in support of this funding level.

Additionally, it was reported that Rep. Jack Quinn, chair of the House Railroad Subcommittee, was preparing a one-year reauthorization of at least $1.2 billion for Amtrak next year. A spokesman for Quinn was quoted on April 6, “This is pure and simple a way to give them money to survive without cutting routes.” This legislation could be introduced as early as next week.

Another important piece of legislation making its way through Washington currently is a comprehensive funding and rail development bill — the National Defense Rail Act — sponsored by Sen. Hollings. This bill authorizes $1.3 billion in one-time costs in FY 2003 and provides for $4.6 billion annually from 2003 to 2007 for capital needs, operational support and development of high-speed rail corridors. The legislation has attracted 30 co-sponsors and its support is growing.

However, the uncertainty of the legislative process has required Amtrak to make preparations in the event of a shortfall. On April 5, outgoing president George Warrington wrote governors of the 46 states that Amtrak serves, warning that the company would be faced with difficult decisions without a sufficient federal appropriation. Warrington’s letter cautioned the governors that while 18 long-distance trains have been cited as being at high risk of being discontinued, other routes, services or programs are similarly at risk.

Warrington and Amtrak board members have made it clear that they are working very hard to secure an adequate level of federal dollars to preserve all current services, but have also acknowledged that because the appropriation is not expected until the late summer or early fall, the scope of the system in FY 2003 remains uncertain. Should this appropriation be insufficient, only at the beginning of the fiscal year in October would route structure decisions be made. Amtrak is not required to provide the usual 180 days notice to terminate service in a situation where service depends upon a sufficient level of appropriation. However, in keeping with the spirit of the law, the letter to the governors served to advise them of Amtrak’s financial circumstances and the choices which may be faced, despite the latest encouraging news.

Commenting on the situation, Sen. Carper, a former Amtrak board member, said “given the demands on every budget dollar, securing $1.2 billion for Amtrak is going to be a steep hill to climb.” Carper added, “Many of us are willing to make that climb, but supporters of passenger rail service — mayors, governors, passen-

continued on page 2
As we say our farewells to George Warrington this month, I wanted to take an opportunity to reflect on his leadership and also look to the future. First, let me say a word about George’s leadership these past four years. There’s no question that our company’s business performance is stronger than ever, thanks to George. Our ridership is strong, revenue is up and guest satisfaction has improved. The fact is, George is leaving this company in a lot better shape than it was four years ago.

Of course, that credit has to be shared with all of you who have worked so hard to deliver world class guest service. Clearly, Amtrak’s employees are the key to our success. I’m going to be moving around the system, talking with as many of you as I can. Last month, I had the privilege of meeting scores of employees as I walked through our facilities in Washington, D.C., and Philadelphia. It was an energizing experience, and I’ll be doing more of this.

What I saw time and again was the type of spirit, passion, and concern for our company that gives me such hope for the future. I didn’t have to tell anyone about the latest from Congress — I find that you are well-informed and many of you have asked how you can help. That’s involvement.

Let me tell a little bit of what I’ve been saying in my field visits. First, I didn’t have taken this post if I didn’t think we have a future together. I know you’re doing your part — putting the guest at the center of everything we do. And I can assure that we’re doing our part — putting the facts about Amtrak at the center of the debate in Washington.

Facts like record ridership and revenue — we had the best February in the history of the company — speak to our important role in a balanced national transportation system. We are also doing a better job managing our costs, in spite of things we can’t control, like the economy, post-Sept. 11 security costs, and other factors.

Congress and the Bush administration are both aware of our achievements — and they’re hearing from their constituents. I’m confident that a reasonable solution will emerge from this debate. For instance, many of you know about the bill introduced by Sen. Ernest Hollings, called the National Defense Interstate Rail Act. That bill would provide $4.6 billion a year to help us meet our capital costs and operating expenses, and it already has 30 co-sponsors.

I have to caution you, this congressional debate is a long and complicated process, and we can’t predict the result. But proposals like that of Sen. Hollings show that many members of Congress are serious about providing Amtrak with some long-sought stability. And let me tell you something — those schemes to split us up and sell us off aren’t finding much support in Washington.

The board is committed to an Amtrak that maintains and grows a national passenger rail system. And it’s committed to supporting you as you provide world-quality guest service. You’re the key to our success.

Appropriations process continues

continued from page 1

gers — are going to have to raise their voices over the coming months for the president and the Congress to hear.”

Tips on writing a member of Congress

Many employees have asked how they can write a member of Congress to urge support for Amtrak’s federal grant for fiscal year 2003.

There are two restrictions: You cannot write a letter on company time, and you can’t use company property, such as letterhead or an office PC. As with any good letter, state your opinion early, be factual, and keep it to one page.

The suggested address styles for the Senate and House are:

<table>
<thead>
<tr>
<th>Address Style</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senate</td>
<td>United States Senate Washington, D.C. 20510 Dear Senator (Fill in name here)</td>
</tr>
<tr>
<td>U.S. Secretary of Transportation The Honorable (Fill in name here) United States Department of Transportation 400 Seventh Street, SW Washington, D.C. 20590 Dear Mr. Secretary:</td>
<td></td>
</tr>
</tbody>
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Amtrak West
Employee Communications
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Winner of the 2000 and 2001 Transportation Marketing & Communications Association “Tranny” Award of Merit in the publications category
Amtrak Chairman John Robert Smith met with employees in both Washington, D.C., and Philadelphia last month, assuring them that “we’re working to protect your future,” and creating favorable impressions in the process.

Mayor Smith, who is mayor of Meridian, MS, said it was important for employees to know that the Board of Directors is working aggressively to ensure that Amtrak has the funding and leadership it needs to succeed. He repeated those messages with dozens of employees throughout Washington Union Station and Philadelphia’s 30th Street Station.

Walking casually through Washington’s ticketing area, crew base, and onboard an Acela Express train about to take on guests, Mayor Smith introduced himself to every employee he saw, and thanked them, as he put it, “for what you do to help us all succeed.”

In answer to questions, he emphasized that the board was determined to convince Congress of Amtrak’s need to be reauthorized at sufficient funding levels. He assured employees that an interim successor to George Warrington “will be onboard as soon as possible — we’ve already talked with some excellent candidates.”

A similar walkabout in Philadelphia, including a tour of the Centralized Electrification and Traffic Control facility, was well received. Having just met Mayor Smith, one employee said, “It’s so wonderful to hear such a positive attitude. It’s reassuring to see that he’s focused and really cares.”

The new chairman seemed energized after the two days of meeting with employees: “I want to do more of this. This has been great.” Plans are in the works for Smith to visit with more employees around the system.

Amtrak West employees in the Pacific Northwest met recently at the Seattle maintenance facility for an informal question and answer session with the Amtrak board vice chairman, Gov. Michael Dukakis. Many who attended left with a growing confidence in Amtrak’s future.

“I appreciate his enthusiasm for his position on the board, his positive approach for the future of Amtrak, and his struggle to keep Amtrak in the limelight” said Meredith Lesley, trainmaster. Product line Supervisor Ralph Reed added, “Gov. Dukakis made us feel Amtrak will be a viable railroad long into the 21st century.”

Diane Ruddy, staff assistant for the Empire Builder, said, “He was very informative, straightforward, personable, and he didn’t blow smoke at us.” Assistant Conductor Brad Swartzwelder added, “I agree with what Gov. Dukakis said — that Amtrak is only asking for a fraction of what the other forms of transportation already have.” Barbara Brennan, Human Resources consultant, said, “It’s nice to know that the decision makers understand what we’re up against out here in the field, and are fighting to keep a national passenger railroad. I feel more hopeful about Amtrak’s future knowing people like Gov. Dukakis are supporting our efforts.”

Amtrak and the Illinois Department of Transportation held the first “Downstate Day” in the Great Hall at Chicago Union Station on March 14. The day-long event began with a brief program honoring the victims and heroes of Sept. 11. They are memorialized by a sculpture erected in the Great Hall by Amtrak employees who volunteered at Ground Zero.

Other activities during the day focused on the critical role Amtrak played during the week of Sept. 11, and Amtrak and IDOT’s efforts to get back to the business of America — specifically tourism.

The event was held to promote travel to Illinois. Representatives from a variety of destinations and attractions were on hand to provide information about the new, easy way to buy Amtrak vacation packages to downstate Illinois. Ten drawings were held for free round-trip Amtrak tickets to anywhere in Illinois that Amtrak serves from Chicago.

The vacation packages being sold include lodging and free transportation to and from the local Amtrak stations. Some packages also offer such features as tickets to a dinner theatre, golf outings, bicycling, gaming, gourmet dining, and more. Packages are available from Butterworth Travel at 1-800-966-1333.

Downstate Day also included music provided by the Grammy-nominated Jazz Studio Orchestra from Western Illinois University, Macomb, IL.
Mason Hall named among ‘25 Influential Black Women in Business’

Amtrak’s Gerri Mason Hall, vice president of Business Diversity and Strategic Initiatives, has been honored as one of the “25 Influential Black Women in Business” by The Network Journal magazine.

Mason Hall, who is featured on the magazine’s March cover, is responsible for developing key diversity strategies, policies, and initiatives. Under her leadership, Amtrak has launched a comprehensive initiative to provide diversity training for all 25,000 employees nationwide, expanded recruitment of women and minorities, and developed an employee forum program to openly discuss issues of diversity among union and management employees.

“I have been blessed with many opportunities to work closely with prominent black women in business who served as mentors. All of these women took a leap of professional faith and gave me leadership responsibilities relatively early in my career,” said Mason Hall.

Mason Hall brings years of service and commitment to her current position. Since joining Amtrak in 1997, she has served as assistant vice president of Human Resources and senior director of Training and Development. Previously, she worked for the U.S. Commission on Civil Rights as a consumer advocate and handled employment discrimination cases for the U.S. Equal Employment Opportunity Commission.

Hall received her law degree from Howard University School of Law in Washington, D.C., and her bachelor’s degree in English from Vassar College.

Three employees save coworker’s life

On March 18, at about 7 a.m., 52-year-old Willard Ates suffered a heart attack.

Ages, an employee in Beech Grove’s Coach Shop 3, stopped breathing. Fortunately for him, and all of us who care about him, three of his coworkers rushed to action. Dean Kiggens, pipetter; Don Bossingham, carman; and Jim Troxill, manager of Coach Shop 2, began CPR, reviving Ates. But twice more he stopped breathing, so the men continued their lifesaving efforts. As Ates failed a third time, paramedics arrived and brought him back with a defibrillator, drugs and assisted breathing.

Ages was taken to a local hospital in stable condition. Medics said that his life was undoubtedly saved because of the quick and determined action of his co-workers. To rescuers Kiggens, Bossingham, and Troxill — thank you.

By Lew Wood, general manager, Beech Grove

Engineer pulls blind woman out of frigid Lake Michigan

It may have been just a lucky coincidence, but for Phil McGee it was a sign from a higher power. And for a blind woman named Consuelo, it was a new lease on life.

McGee, a locomotive engineer in Chicago, just happened to park his new car along Lake Michigan one February afternoon to thumb through the owner’s manual. As he did, a young woman ran up, desperately pleading for help. She was a 60-year-old mother who had accidentally stepped off a nearby pier, and plunged into the cold waters below.

After a frigid 15 minutes, emergency responders arrived. The woman was treated for hypothermia, and McGee was kept in the hospital for about an hour until his core temperature returned to normal.

Although coworkers now kid him and call him Superman and Aquaman, McGee doesn’t feel like a hero. “I don’t look at it in that way,” he said. “I had the capability [to save her]. For whatever reason I was in that place, I feel it was divine intervention that allowed me to be there.”

Phil was later recognized by the Chicago Police Department for his heroism. We add our congratulations for a job well done.

Big sales reap rewards in Florida

The southern Florida ticket agents pictured here are among six who sold the most Florida Rail Passes during the period of May-December 2001. (L. to R.) Theresa Rodwell, Miami; Anthony Koelho, Miami; Steve Slowik, Ft. Lauderdale; and Rick Karolyi, Miami. (Back row L. to R.) Dick Weaver, Ft. Lauderdale; Dick Cooney, Ft. Lauderdale; Marketing Department, and Barbara Golden, formerly with the Marketing Department. The two winning agents not pictured are Maureen Malone, Winter Park; and Joe Carreiro, Tampa.

For their achievements, the agents were presented with awards that included Florida State Park Annual Family Passes, an Amtrak key chain and pen set, and a Gulfport Casino Getaway Package.

“The competition was tough and close,” said Armando Arubias, Customer Services in Miami. “Agents were promoting the pass with our guests by every possible means. It is an incredible offer — a full year of unlimited travel within the state for just $249.”

Since the inception of the Florida Rail Pass Incentive Awards program in May of 2001, Florida ticket agents have sold enough passes to generate over $300,000 in revenue. “We are very excited about the continued growth in sales and have several things planned to promote the rail pass,” said Hank Koppelman, director of Marketing & Brand Management. “We have recently completed a direct mail campaign to all season ticket holders of the Florida Panthers. There will be radio advertising for the rail pass, in conjunction with Amtrak sponsorship of the Florida Marlins Major League Baseball team, and we’ll be working with all Florida Colleges and Universities to offer the pass to their students who are residents of Florida.”
Investigator Powers receives ‘Officer of the Year’ award

Amtrak is pleased to announce the selection of Investigator Maureen Powers, Mid-Atlantic Division, Philadelphia, as the Amtrak Police Department’s Officer of the Year for 2001.

Investigator Powers was chosen for this prestigious award for her outstanding performance, her overall ability, and her tenacity and team spirit. Those qualities resulted in her being named the APD’s Officer of the Month three times in 2001. She also received a National Association of Police Officers “Top Cops Award” in 2001, as well as the Citation of Merit from the city of Newark.

Because of her determination and skills, Investigator Powers was assigned to 97 investigations handled by her division during the year.

Her successes include an investigation into a series of thefts from the underground parking garage at 30th Street Station. A suspect was apprehended, and four rental vehicles were recovered. But rather than just close the cases, Powers began analyzing her investigative data. Her analysis led to a partnership with the rental companies, and the implementation of some new crime-prevention procedures.

In another case, Powers helped in the arrest of a suspect who confessed to the aggravated assault of a SEPTA conductor. She was persistent in her investigative work, including surveillances, tedious review of surveillance tapes, distribution of a wanted poster and continuous follow-up with train conductors.

In addition, immediately following Sept. 11, she stepped forward and assumed a leadership role in the efforts to enhance Amtrak’s security at 30th Street Station.

Investigator Powers also serves as an officer of the Peer Support Program, which was instrumental in developing. In this program, similar to Operation RedBlock, the American Federation of Railroad Police and the APD are committed to establishing methods for substance abuse prevention, or ways to identify and help treat officers with substance abuse or emotional problems. She has given many hours of her personal time, out of concern for her fellow officers.

Investigator Powers is being honored for her consistent and diligent effort to provide the best police work possible. She will receive her award at a Philadelphia ceremony in October.

APD partners with MTA

On March 4, Amtrak Police entered into their second cooperative agreement with an outside law enforcement agency.

The APD and the Maryland Transit Administration (MTA) police force signed a Memorandum of Understanding (MOU), which allows the two police forces to pool their resources in dealing with emergency situations. It will also help ensure officers’ safety and enhance the investigative resources and emergency response capabilities of each agency.

“Ameria’s railroad police departments have long recognized that the nature of our work demands close relationships with our partners operating in the same jurisdictions where we perform our duties. This agreement reinforces the long-standing, excellent cooperation between our respective police departments,” said Amtrak Police Chief Ron Frazier.

The newest addition to Amtrak’s Downeaster service between Boston and Maine, has received an enthusiastic welcome from New Englanders. In February, more than 25,800 passengers boarded the train, which made its inaugural run in December.

The Downeaster trains make four daily trips in each direction, and on Feb. 19, a stop at Saco, ME was added to the route. And this June, Downeaster trains will add a seasonal stop at Old Orchard Beach in Maine, as well.

Since its inception, more than 85,000 guests have taken the Maine service, generating nearly $1 million in revenue. Ridership growth has been so encouraging that the Northern New England Passenger Rail Authority and Amtrak are exploring the possibility of adding additional cars to the route’s busiest frequencies.

Downeaster service enjoys early success

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A fresh, contemporary image defines the new advertising campaign Amtrak launched in the Northeast in March to promote Acela Express.

Designed to generate even greater ridership and revenue, and to position Amtrak as the clear, popular choice for business travelers in the Northeast, the advertising features the high-speed trainset and three Amtrak employees in two TV commercials, along with newspaper and travel trade print advertising, and radio spots.

The Acela Express TV commercials speak to a progressive, on-the-move audience: “Acela. Keep Moving.” Shots of a sparkling platform and bustling station were taken at Washington Union Station. An aerial view shows the high-speed train moving down the tracks on the Northeast Corridor spine. The dynamic camera effects and edgy techno music heighten the visual appeal of the spots—fresh faces, glimpses of the train’s exterior and interior, and a mid-air look at the landscape and Susquehanna River. Overall, the pace is fluid; interchanging both fast and slow motion, the commercials convey the moving sensation of being carried along by the train.

The best of what Acela Express has to offer is expertly packaged in 30-seconds—exceptional guest service from Amtrak employees and onboard amenities, such as the Quiet Car, power outlets at every seat, and conference tables throughout the train.

With interior shots of the train showing guests engaged in different activities, in one commercial, a single word floats onto the screen with each image—either Polish, Relax, Refresh, or Connect. The same messaging technique is used in the second commercial to describe additional benefits of riding Acela—Plug in, Order up, Spread out, Sit back. The message: Acela Express gives travelers the tools to work and the comfort to relax when on the move.

Commercial production
“It doesn’t just happen in the Marketing Department. No commercial we do happens without employees,” said Joyce Greene, senior director of Brand Advertising & Promotions. “From planning to making it happen, employees are key.”

The Marketing group worked with advertising agency E. James White Communications and Flying Tiger Films to produce the commercials. Amtrak’s goal was to create a high-quality product within budget, and on an extremely tight schedule. So from concept development to filming, an extraordinary effort was required by dozens of Amtrak employees. Employees from many departments and crafts took on new and critical behind-the-scenes roles to make the production a success.

“We had the cooperation of people from Operations to the NEC product line, Legal to Risk Management, as well as Transportation, and a cast of many more. They were selfless in the their time, energy and enthusiasm, and we are tremendously grateful,” said Debbie Varnado, interim director of Acela Advertising, and director of Merchandising.

To say the least, it was major logistical challenge that required constant communication and coordination. The expertise of Amtrak employees was invaluable in everything from scouting locations, orchestrating track and station activities, coordinating food, wardrobe and other essentials, to managing people and responding to their needs.

“Employees handled every minute detail. They were right on,” Greene said. “Our people moved in concert with a high-speed production company, and all

Amtrak creates miles of smiles with its 2002 spring promotion
On the national front, Amtrak’s 2002 spring promotion, “Many Happy Returns,” is a high-energy campaign promoting Amtrak’s great service at a great price — 30-percent off adult fares on many trains, plus 50-percent off fares for kids.

The campaign was created by the renowned Chisholm-Mingo Group, which was recently chosen by Black Enterprise Magazine as advertising “Agency of the Year.” It is also the agency that Amtrak partners with for its multicultural marketing.

In addition to an African-American director, Lionel Coleman, and the agency’s female and Hispanic producer, Evelyn Badia, several African-American and Hispanic actors have key roles in the spring campaign, which includes high-energy TV commercials, radio spots, and print, Internet, and consumer magazine advertising.

To reach a diverse audience, the campaign also features Spanish-language advertising, as well as advertising in African-American and Internet sites. For example, commercials, “Escapate y Sonrisas” (Escape and Smile), is a Spanish language adaptation specifically for the Hispanic market. It includes seniors, young professionals and students among the actors and reflects the diversity among Amtrak’s riders.

Darlene Abubakar, Amtrak’s Director of Advertising & Promotion, said, “It was an extraordinary effort to work with Lionel, Evelyn and the Chisholm-Mingo team on this campaign. The diversity of thought and people who populate our offices mirrors the diversity of our riders and passengers.”

Darlene Abubakar, Amtrak’s Director of Advertising & Promotion, gets a lesson from Jam Productions Director Lionel Coleman on how to work with members of the Chisholm-Mingo Group.
that company could do was praise them. Even when modifications were made, they were flexible—just outstanding.”

Three employees go prime time

Why hire “professional talent” when you already have the talent onboard? Lead service attendant Lilia Holmes, and two conductors, Eric Toulson and Anne Coyne, were featured in the commercials. There were many other exceptional employees to choose from, of course. But these three fit the bill exactly. They represented the diversity of the company, they actually worked the positions needed for the commercials, had friendly, professional demeanors — and they weren’t camera shy!

At first unsure of how to interact with the actors and models in front of the cameras, the employees soon found their stride when they relaxed and behaved naturally, as if they were interacting with actual guests. That’s when they shined.

“Overall, it was a great experience. I enjoyed talking with the producers and director, and seeing how it all came together. I was surprised at the amount of work that’s involved in producing a commercial—I never realized how much I loved my own job,” joked Anne Coyne. “When I told my family and friends I was going to be in an Amtrak commercial, I think they all thought I was going to be this big superstar. I guess it was my big Hollywood moment,” she laughed.

The three learned that producing a commercial could be both exhilarating and grueling. The intense three-day shoot meant 12-hour days for them, and 14-hour days for the production crew. Many of those hours were spent waiting for just the right moment to film a brief action shot.

“A special note of thanks to Amtrak’s talent—Lilia, Eric, Anne, and Melissa [an extra] for their infinite patience. The ratio of actual filming to waiting is hard even for the professionals and your people were just terrific,” said Dana Cole, of E. James White Communications.

All worth it

Employees in Philadelphia were given a preview of the commercials before they aired. Their overwhelming response was that the commercials hit the mark. They felt proud to be Amtrak employees, and happy Amtrak is still going after ridership, building a loyal customer base—still competing.

Greene, who has been with Amtrak for 28 years, said, “This is one of my proudest moments. I’ve been giving agencies direction for years to cast Amtrak as contemporary, relevant, and cool. This is it. This is it.”

American publications like, one of the three onerie” (Get Away guage commercial Hispanic market. It professionals, and celebrates the director of Adver- was really great fun, and the rest of the is campaign. The ple reflected in the the campaign leadership. It truly is’s also the first official that we have fitting.” magazines such as e, USA Weekend, J Et, and on velocity.com, Yahoo m, and Bet.com.

Thank you

Dozens of Amtrak employees were instrumental in the production of the Acela Express commercials. The Marketing team extends its appreciation to all those who were on the set, behind the scenes, and in supporting roles. There are far too many people to name individually here, but you know who you are. Thank you for all your hard work, time and commitment.

Employees featured

Anne Coyne, conductor
Lilia Holmes, LSA
Melissa Rose, conductor (extra)
Eric Toulson, conductor

Amtrak production team

Tom Chawluck
Joyce Greene
Don Knaps
Denise Labencki
David Lim
Jeffrey Machalette
Fred Nardell
Daryl Pesce
Lenore Slimbock
Marlin Smith
Dan Stessel
Debbie Varnado
Manuel Vega

Amtrak departments in Philadelphia and Washington

Amtrak Police
Customer Services
High-Speed Rail
HSR Equipment/Maintenance
Legal
Mechanical
NEC Operations
Risk Management
Transportation

Agency teams

E. James White Communications
Flying Tiger Films
EMPLOYEE MILESTONES

Congratulations to All of You!

15 Year Anniversary March 2002
FRY, ROBERT
Twin Cities District
GAYTEN, WALIS
Philadelphia District
GEER, CHARLES
Chicago Metro District
GIBSON, JERRY
Los Angeles District
GIMOLDI, DAVID
Kansas City District
GROCHOWSKY, MICHAEL
Kansas City District
GUASTELLA II, ANTHONY
New Haven District
HALL, JOHN
Chicago Metro District
HAYCHON, RONALD
New Haven District
HERRING, CRAIG
St. Louis District
HESE, ROSEMARY
Philadelphia District
HILL, JACKIE
St. Louis District
HOFER, JACQ
San Antonio District
HONEYMAN, HARLAN
Chicago Metro District
HOPPER, WILLIAM
Chicago Metro District
JACOBS, RONALD
St. Louis District
JENSEN, JEFFREY
Chicago Metro District
JOHNS, GARY
Chicago Metro District
JONES, ELVERT
Chicago Metro District
JOSEPH, MARK
Kansas City District
KIDD, ROBERT
St. Louis District
KIM, MICHAEL
Chicago Metro District
KENNER, SCOTT
St. Louis District
KING, KAREN
Los Angeles District
KIPKA, JOHN
St. Louis District
KIRKLAND, JOHN
Los Angeles District
KIRKLAND, JOHN
Los Angeles District
KNIGHT, JOHN
Chicago Metro District
KOSCHIER, ARTHUR
Chicago Metro District
KOSKIS, WILLIAM
Wilmington Wash Div/DC
KRAUSE, JOHN
New York District
LAVIT, JOHN
Chicago Metro District
LEONARD, JOHN
Chicago Metro District
LEROY, LEO
Chicago Metro District
LEWIS, JAMES
St. Louis District
LUCAS, LEROY
Chicago Metro District
LUPO, GUY
Chicago Metro District
MCABEE, DONALD
Chicago Metro District
MCCLARTY, CHARLES
Chicago Metro District
MCCLARREN, ROBERT
Chicago Metro District
MCREEARY, DENNIS
Kansas City District
MCDEVITT, ROBERT
Philadelphia District
MCGRaw, VINCENT
Chicago Metro District
MESA, ROBERT
Los Angeles District
MILLER, JUDITH
Philadelphia District
MODRAK, MARK
Chicago Metro District
MOLTER, JAMES
Chicago Metro District
MORE, DENNIS
Wash., DC
MORGAN, CLIFFORD
Chicago Metro District
MORGAN, DAVID
Chicago Metro District
MORTON, FRANK
Mid-Atlantic Dv/DC Non-HQ Dist
MORRIS, TONIE
Kansas City District
MORRISON, CORA
Philadelphia District
MURRAY JR, ROBERT
Los Angeles District
NARVAEZ, ROBERT
Kansas City District
NEAL, JERRY
Kansas City District
NEAL, JERRY
Kansas City District
NEAL, JERRY
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Kansas City District
NICKOL, JOHN
Kansas City District
NOVIKOV, JUR
Kansas City District
NOVAK Jr, DONALD
Kansas City District
NOWAK, JOHN
Kansas City District
O'BRIEN, THOMAS
Boston District
O'SULLIVAN, THOMAS
Chicago Metro District
OWENS, KENNETH
Kansas City District
PATERSON, ROBERT
Kansas City District
PATTERSON, ROBERT
Kansas City District
PEARCE, KEITH
Kansas City District
PEREZ, GREG
Kansas City District
PETERSON, RICK
Kansas City District
PETERS, THOMAS
Kansas City District
PINDER, JANET
Los Angeles District
PORTER, SYLVESTER
St. Louis District
PREVETTE, HOWARD
Kansas City District
RATHMER, THOMAS
Chicago Metro District
RIGELSBARGER, CHARLES
Chicago Metro District
RILEY, JOHN
Los Angeles District
ROWLAND, JOHN
Los Angeles District
SANCHEZ EUSEBO
Los Angeles District
SANFORD, DONALD
Chicago Metro District
SCAPPACE, WILLIAM
Mid-Atlantic Dv/DC Non-HQ Dist
SCHINDLER JR, JOHN
Kansas City District
SCHULZ, JOHN
Los Angeles District
SCHNEIDER, ARTHUR
Chicago Metro District
SCHNEIDER, MARK
Kansas City District
SCHNEIDER, MARVIN
Kansas City District
SCHNITZER, CHARLES
Wash., DC
SIMMONS, CHARLES
Chicago Metro District
SMITH, JEFF
Chicago Metro District
SNOW, MICHAEL
Kansas City District
STEWARD, WILLIAM
Chicago Metro District
STEWART, ARTHUR
Chicago Metro District
STOOGEN, JOHN
Kansas City District
SUSKO, ARLETTA
Philadelphia District
TALTON, CHARLES
Seattle District
TAMAS, BRADY
Chicago Metro District
TILTON, LAWRENCE
Kansas City District
TOLLAND, CHARLES
Baltimore District
BANDS JR, J
Philadelphia District
BARKSHAW, DANIEL
Wilmington Wash Div/DC Non-HQ Dist
BASCOM, ROBERT
Philadelphia District
BEGNAUL, RICHARD
Philadelphia District
BELFORD, EDWARD
Philadelphia District
BENNETT, GLENN
Kansas City District
BERGALI, BRUCE
Kansas City District
BERRY, GEORGE
Kansas City District
BRENNER, JERRY
Kansas City District
BROOKS, THOMAS
Baltimore District
BROWN, JOHN
Chicago Metro District
BROWN, JOHN
Chicago Metro District
BROWN, JOHN
Chicago Metro District
BRITTON, JESSE
Los Angeles District
BUCKNER JR, LEWIS
Kansas City District
CAMPBELL, NOEL
Chicago Metro District
CAMPBELL, ROBERT
Chicago District
CAWLEY, PHILIP
Philadelphia District
COLEMAN, JAMES
Philadelphia District
COLEMAN, JERRY
New York District
CRAWFORD, MARK
Louis District
DANCY, CURTIS
St. Louis District
DAVIS, JOHN
Chicago Metro District
DEVORE, WULLCHLEGER
Boston District
DICKERSON, CARLEETTE
Los Angeles District
DOBRY, ROY
Chicago District
DOUGHERTY, JAMES
Wilmington Wash Div/DC Non-HQ Dist
DUDLEY, DAVID
St. Louis District
DUNN, WILLIE
Los Angeles District
EVANS JR, CHARLES
Chicago District
FEASTER, MARK
Chicago Metro District
FITZGERALD, KENT
Chicago Metro District
FORNEY, BRENT
Kansas City District
FRANKLIN, WASHINGTON D.C.

10 Year Anniversary March 2002
CHICAGO METRO DISTRICT
DUNN, WILLIE
ST. LOUIS DISTRICT
DUDLEY, DAVID
NON-HQ DIST
WILMINGTON WASH DIV/DC

BELANDER III, CHARLES
CHICAGO METRO DISTRICT
BLOCKER, RICHARD
BROOKLYN DISTRICT
BONGIOANNI, RICHARD
MBTA Wash Div/DC Non-HQ Dist
BRANDON, GERALD
KANSAS CITY DISTRICT
BRINEGAR, JACK
CHICAGO METRO DISTRICT
BROWN, JOHN
CHICAGO METRO DISTRICT
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CHICAGO METRO DISTRICT
BROWN, JOHN
CHICAGO METRO DISTRICT

8 April 2002 Amtrak Ink

RAW TEXT END

8 April 2002 Amtrak Ink
New ‘Select’ tier for Amtrak guest loyalty program

Almost a year and a half ago, Amtrak introduced one of the most flexible rewards programs in the travel industry — Amtrak Guest Rewards. Building and retaining a loyal customer base is critical to our bottom line.

Thanks to our front line personnel and call center agents, who have done a fantastic job of promoting the benefits of being a loyal Amtrak rider, more than 300,000 people have signed up to reap Amtrak Guest Rewards.

Members earn points for every dollar spent on Amtrak trips. When they’ve earned enough points, they can redeem them for free Amtrak travel, or other rewards, such as hotel stays, rental cars, retail gift certificates and airline miles.

Now, there’s even more. Amtrak has created a new Select tier for the loyalty program, offering extra rewards to members who have earned 5,000 points on Amtrak travel (excluding partner and bonus points) during a calendar year.

Select members can enjoy extra rewards, including bonus points, seating upgrades, special offers, priority service for reservations, and limited one-day passes to ClubAcela locations in the Northeast Corridor. Of course, with Acela and Metroliner passengers earning 500 points for any Washington-New York-Boston segment, Select status can be achieved with only five roundtrips in a single year.

This new tier identifies and rewards our most valued guests. We know from our research that these members spend about $4,200 per year riding Amtrak. Coming in contact with a guest carrying a Select member card or bag tag provides the perfect opportunity to go beyond good customer service, to ensuring an exceptional experience on Amtrak from start to finish.

KIRK, LEA
Wilmington/Washington DC
Helman, Robert
Twin Cities District
KOLKMAN, ROBERT
Wilmington/Washington DC
Non-HQ Dist
LACARBONARA, DANIEL
MFTA Wash/DC Non-HQ Dist
LARA, LEENE
Los Angeles District
LEMAZ, BRUCE
Twin Cities District
KRAVIL, RAYMOND
Wilmington/Washington DC
Non-HQ Dist
KRIS, THOMAS
Wilmington/Washington DC
Non-HQ Dist
LATTRELL, PETER
Twin Cities District
MCCOUGALL, JOHN
Boston District
MADDEN, THOMAS
Boston District
MAYS, KENNETH
Twin Cities District
MISUNAS, RICHARD
Twin Cities District
MOORE, JOHN
Boston District
Morris, Robert
Boston District
MULZASS, SR, KENNETH
Washington DC
N’ORLEANS, KAREN
Washington DC
PACHTECO, RICHARD
Boston District
PERRINS, THOMAS
Seattle District
PETROSKI, KAREN
Chicago Metro District
PERCE, DOROTHY
Detroit District
POST, WILLIAM
Boston District
QUINN, STEPHEN
Boston District
SILVERBERG, WILLIAM
Boston District
SIDOLWSKI, STANLEY
New York District
SMITH, CHARLES
Wilmington/Washington DC Non-HQ Dist
SWALLOW, JAMES
Boston District
TINGLEY, MARTIN
Boston District
TRESSELLER, REBECCA
Wash/DC Non-HQ Dist
VAAILLACOURT, NORMAND
Boston District
VALLEY, DAN
Chicago Metro District
WAIFE, WILLIAM
Los Angeles District
WARE, DAVID
Jacksonville District
WELCOME, RAYMOND
Twin Cities District
WILSON, TERRANCE
Chicago Metro District
WOOD, DEREK
Boston District
WOODS, STEVEN
Twin Cities District
YANDOW, ANDREW
Boston District
ZIPS, JAMES
Boston District

Travel Planner promoted in packet

The 2002 Amtrak Travel Planner, the perfect guide to help travelers create their vacation or travel getaway, was offered in a popular national direct-mail packet that went out in March. The “Treasure Chest” packet went to 375,000 qualified and seasoned travelers, with an emphasis on seniors.

Promoting the Travel Planner within the multi-travel packet generates an awareness of the Amtrak brand as another choice among other strong travel companies. The insert cross-promotes Amtrak Vacations, the North America Rail Pass and the Air Rail Program — all programs featured within the Travel Planner.

Amtrak participated in the Treasure Chest mailing last fall and received better than a 4-percent response rate, which is excellent. Amtrak also generated more response than any other participant in the fall mailing.

Employees can pick-up a copy of the Travel Planner inside stations, or order a copy online, at www.amtrak.com. Tell your friends and family about popular travel offers, such as the North American Rail Pass and Air-Rail, as well as the many programs and products that enhance the experience of traveling by train.

A partnership worth reading about

Amtrak and the Barnes & Noble Corporation recently began a joint venture in enhancing the library on the Coast Starlight’s exclusive Pacific Parlour Car, Amtrak’s first class lounge.

Sleeping car guests enjoy the reading, and Barnes & Noble enjoys the advertising and product placement. It’s an innovative arrangement fashioned by Amtrak West director of Marketing Carol Shannon, and Jerry Griffo, the Coast Starlight’s product line supervisor.

“The library has always been one of the most popular features of the Pacific Parlour Car,” said Griffo, “and this enhancement is just another way we can continue to increase the strength and visibility of the Coast Starlight brand.”

“We were buying the books before, but with the recent fiscal initiatives we simply could not afford to keep up our inventory,” said Service Manager Matt Cahoon. “Enter Carol Shannon and the marketing team who went on the hunt for a company to partner with, to supply us with books.”

“I think it’s a great idea,” said Coast Starlight General Manager Michael Chandler. “We provide our guests with a variety of interesting and informative reading material, and Barnes & Noble receives exposure and credit. I can’t think of a more widely respected partner in this venture than Barnes & Noble.”

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

NEW ‘SELECT’ TIER FOR AMTRAK GUEST LOYALTY PROGRAM

Almost a year and a half ago, Amtrak introduced one of the most flexible rewards programs in the travel industry — Amtrak Guest Rewards. Building and retaining a loyal customer base is critical to our bottom line.

Thanks to our front line personnel and call center agents, who have done a fantastic job of promoting the benefits of being a loyal Amtrak rider, more than 300,000 people have signed up to reap Amtrak Guest Rewards.

Members earn points for every dollar spent on Amtrak trips. When they’ve earned enough points, they can redeem them for free Amtrak travel, or other rewards, such as hotel stays, rental cars, retail gift certificates and airline miles.

Now, there’s even more. Amtrak has created a new Select tier for the loyalty program, offering extra rewards to members who have earned 5,000 points on Amtrak travel (excluding partner and bonus points) during a calendar year.

Select members can enjoy extra rewards, including bonus points, seating upgrades, special offers, priority service for reservations, and limited one-day passes to ClubAcela locations in the Northeast Corridor. Of course, with Acela and Metroliner passengers earning 500 points for any Washington-New York-Boston segment, Select status can be achieved with only five roundtrips in a single year.

This new tier identifies and rewards our most valued guests. We know from our research that these members spend about $4,200 per year riding Amtrak. Coming in contact with a guest carrying a Select member card or bag tag provides the perfect opportunity to go beyond good customer service, to ensuring an exceptional experience on Amtrak from start to finish.

America Rail Pass and the Air Rail Program — all programs featured within the Travel Planner.

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Figure prominently in the award and the Amtrak brand signature were Amtrak West’s in kids’ ridership on California routes everyday discount. The program increase awareness of Amtrak’s Half-Price outdoor campaign helped for the California Rail Pass launch in campaign, and a Bronze Adrian Award the California Kids Half-Price Amtrak won a Silver Adrian Award for campaigns. The Hospitality Sales and Marketing Association International (HSMAI) has The Amtrak West Marketing department for providing quality and innovative marketing products that contribute to increasing ridership and revenue. *Java Stop* opens at the Martinez Amtrak station Up for a quick jolt of java? Amtrak West is inviting travelers passing through the Martinez station to swing by the new Java Stop. While waiting for their train, guests can now enjoy a gourmet cup of coffee and a bite to eat in this quaint coffee shop located inside the station. The shop opened on Feb.12. For those early morning guests who want a little something extra to go with their java, the menu includes muffins, bagels, and salads, as well as other espresso drinks, regular coffee, smoothies, and teas.

**Circle the wagons**

This famous Western call to arms is certainly true at Amtrak’s three Reservation Sales Call Centers. Philadelphia, Chicago and Riverside Sales Agents understand how important their individual and collective performance is to our company’s future. Having to “do more with less” has not dampened the spirit of call center employees. If anything, they are more resolute in their determination to see this company succeed. Sales agents understand that every minute they spend interfacing with our guests is an opportunity to sell yet another bedroom, another seat on Acela Express or secure another credit card payment. As the revenue drivers of Amtrak, our sales agents know what is at stake. And each month their performance statistics prove to be a testimony to their high level of commitment. For example, in fiscal year 1997, the average reservation sales, per hour, was $667 per agent. In FY01, agent sales reached nearly $870 per hour. And, currently through March FY02, agent sales exceeded $900 per hour. On-phone adherence figures, (productivity time), climbed from 93.5 percent in FY97 to 97 percent in FY01.

**Español en clase?**

Steve Joyce, an Amtrak account consultant at the Travel Agent Service Center (TASC) in Philadelphia, was applauded recently for delivering the first “Amtrak in Spanish” training class for Spanish-speaking travel agents using the Sabre automated reservation system. Sabre allows subscribing travel agents to book and ticket Amtrak reservations. Myrna Choy, the Sabre training representative, said, “Joyce’s helpfulness and knowledge were a major factor in turning this class into a great success.” His contribution went beyond just the agents in the class. Choy said the class was also a learning experience for her, and she will pass along her knowledge to many other Sabre subscribers.
Quik-Trak sales continue to soar

Quik-Trak ticketing machines, located in 80 cities nationwide, are now handling 48 percent of Amtrak credit/debit card sales. In stations like New York, Philadelphia, and Washington, over 60 percent of each station’s credit sales go through Quik-Trak machines. The machines are averaging more than $25 million in sales monthly, and are Amtrak’s most cost-effective ticketing distribution channel.

Harry Rogers, manager, Customer Service in New York, says “Quik-Trak is an incredible benefit to our operation and keeps the crowds moving through our busy facility.”

Jim Hatzold, director, Station Sales Support, says because of easy use and new expanded customer features like AAA discounts, Amtrak Guest Rewards and promotional discount offers, guests are using Quik-Trak more than ever.

The NEC has recently installed several Quik-Trak machines in new locations, including the Newark International Airport Rail Station, as well as the Boston North and Portland, ME, stations in time for the start of the new Downeaster service. Machines were also installed at several Amtrak West stations, including Vancouver, Everett, and Edmonds, WA; Eugene, OR; Richmond, Sacramento, Martinez and Suisun, CA.

For a complete list of Quik-Trak ticketing locations, including a self-help demo for first time Quik-Trak users, please visit www.Amtrak.com.

Chuck Simmers, manager, Quik-Trak Sales, says that with a new web-based software tool, managers can now monitor machines under their jurisdiction from their own desktop. The software monitors the status of all machines and provides detailed information on ticket stock levels, printer and credit card device failures, etc.

This new monitoring tool, coupled with a commitment from all station management, has increased availability of machines, resulting in continued increases in sales revenues.

Chuck Simmers, manager, Quik-Trak Sales, Washington, D.C.

Chairman Smith makes a sweet recommendation

“Her cheesecakes are truly New York-style cheesecakes. They’re good, solid and rich in flavor. And she offers an array of flavors.”

Amtrak Chairman

John Robert Smith

My daughter and were booked to travel with Amtrak on Jan. 4, from Deerfield Beach, FL, to Raleigh, NC, on train 92. On our arrival in Raleigh, we found that the entire city had come to a complete stop due to snow. I was at a complete loss as to how to get home because cab companies were not running that day. We had no one to call to come pick us up, because we’re new residents and we don’t have those connections established yet.

An Amtrak employee, Darin Stoick, arrived at work around the time that we were learning that our ability to get home was about zero. Before I knew it, Mr. Stoick had pulled his car to the front door and told me that if we were to get home, he’d simply have to take us there himself.

Mr. Stoick demonstrated a wealth of patience and good humor as we made our way through a maze of exits, detours and stranded vehicles. It took him well over an hour to get us home, and maybe longer to make it back to work.

My hope is that Amtrak recognizes Mr. Stoick’s behavior as well above and beyond the call of duty. He is definitely one of those rare individuals who possess an intrinsic sense of altruism and goodness that is easily recognizable in his behavior.

A satisfied customer

An 11-year-old train fan from Ohio sent the following letter to Amtrak. It’s reprinted in its original format.

I took an Amtrak train ride to Az. It was the best trip I ever took! Me, my Grandpa and grandma went over Christmas break. It was a smooth ride and all the cooks, maids and engineers were ALL SO nice!

The food was great and I loved the Observation Car. Pretty much that’s were I spent most of my time. I watched 3 movies, played my gameboy, and looked out the window. We saw so many city! We got to see the Golden arch, Mississippi river, and the Sears tower! I would love to do it again but I herd that its going to torn down!!! Now why would they want to do that. I’m sure a lot of people agree when I say that They Can’t Tear It down!!! Now why would they want to do that. I’m sure a lot of people agree when I say that They Can’t Tear It down!!! Now why would they want to do that. I’m sure a lot of people agree when I say that They Can’t Tear It down!!! Now why would they want to do that. I’m sure a lot of people agree when I say that They Can’t Tear It down!!! Now why would they want to do that. I’m sure a lot of people agree when I say that They Can’t Tear It down!!!
Tax-free dollars

Taxes are inevitable — but some of them can be avoided.

As part of its benefits package, Amtrak offers Flexible Spending Accounts to all employees. You can enroll in any of four spending accounts that cover certain health care, day care, commuter transit, and commuter parking costs that are not already covered by other plans. Employees can place pre-tax dollars into the funds to cover those costs.

The accounts create a win-win situation. Participants use tax-free money to pay some expenses, and thus reduce the amount of their income that is subject to federal taxation. And Amtrak benefits by saving some payroll taxes.

Here’s how it works. When you enroll in a Flexible Spending Account, you specify the amount you want deducted from your pay. That amount is deducted before taxes are calculated, and then deposited into your spending account. You then use that money to pay the specified expenses.

The two commuter spending accounts, the Transit Reimbursement Account and the Parking Reimbursement Account, are open for enrollment at any time.

Enrollment in the other two accounts, for health care and day care, can only be done during your benefit plan’s open-enrollment period. For those accounts, enrollment at other times is only permitted when you have an IRS-qualified change in your family status.

Here are the major features of the commuter spending accounts, in which you can enroll at any time:

- **Transit Reimbursement Account** — Contribute up to $100 per month in 2002 on a tax-free basis to pay for qualified carpool or mass transit expenses. Can change contribution amount monthly. Can roll over leftover money to the next month.

- **Parking Reimbursement Account** — Contribute up to $185 per month in 2002 on a tax-free basis to pay for qualified parking expenses. Can change contribution amount monthly. Can roll over leftover money to the next month.

With the health care and day care spending accounts, if there is money left in either of those accounts at the end of the year, under IRS law, that money is forfeited. So you have to be careful in deciding how much to have deducted. However, this “use it or lose it” rule does not apply to the two commuter accounts.

For further information on any of the Flexible Spending Accounts, contact either your local HR benefits specialist, or your benefits provider.

Protecting your retirement investments

In the wake of the Enron bankruptcy, Amtrak Human Resources has received several questions from employees concerned with the safety of their money in the Amtrak Retirement Savings Plan.

**Q Could the misfortunes of Enron employees — who watched much of their 401(k) savings evaporate overnight — be repeated at Amtrak?**

**A** No. Because the Amtrak Retirement Savings Plan does not offer a company stock fund as an investment option, the problems of Enron cannot be repeated at Amtrak. The source of most of the losses for Enron 401(k) participants was an excessive concentration in company stock. A company stock fund is inherently riskier than other mutual funds because it is not diversified — it invests in the stock of only one company.

The Enron situation underscores the fundamental benefit of mutual funds: diversification. The typical mutual fund spreads its assets across hundreds of securities in different market sectors, affording a level of diversification that few individual investors could achieve on their own. While this broad diversification does not fully protect investors from the risk of loss from an overall decline in the financial markets, it serves to lessen the loss from a sharp decline of any single stock, as in the case of Enron.

**Q How do 401(k) regulations protect assets in the Amtrak plan?**

**A** Your contributions and any employer contributions you own through vesting are yours, and they are protected by federal regulations. The Department of Labor requires that all plan assets be separated from the company’s assets and placed in a trust, which is a legal arrangement under which a fiduciary, or trustee, holds title to the assets specifically for the benefit of plan participants.

In short, you have control over your money in the Amtrak Retirement Savings Plan. And can take it with you when you’re eligible for a distribution from the plan.

Red Cap joins bear family

Hardcore Amtrak guy cradles the little Red Cap teddy bear as the stuffed animal returns from a photo shoot.


Behold the power of a teddy bear. “They transcend age and gender,” explained Debbie Varnado, director of Merchandising, Marketing and Brand Management. “A cuddly bear brings out a good side in us — the little child that’s still in us.”

Her brood recently got bigger with the addition of the Red Cap, who is already developing an enthusiastic following. In the Amtrak merchandise family, he joins Engineer Brown Bear, Engineer Panda Bear (boy and girl), Rusty Wallace Racing Bear, and Ace the Acela Bear. They’re all available at both www.Amtrak.com, and at the Yahoo! Store Web site.

Debbie Varnado prepares the cameras-shy teddy bears for their photo op.
Board appoints David Gunn as new Amtrak president and CEO

Veteran transportation executive David L. Gunn took the reins at Amtrak May 15, becoming the railroad’s seventh President and CEO since 1971. Voted unanimously by the Amtrak board of directors on April 25, Gunn succeeds George D. Warrington, who had served as President since 1998.

In a statement, Amtrak board Chairman John Robert Smith said, “David Gunn comes aboard with exceptional experience and the leadership skills to guide Amtrak at a time of tremendous opportunity for the railroad. He brings to Amtrak an international reputation of reinvesting in better track and fleet, enhancing service, improving financial performance and planning for the future.”

Gunn has spent a great deal of his career revitalizing ailing transit systems. He spent 1984 to 1990 as head of the New York City Transit Authority, where he earned substantial credit for making vast improvements in the quality of the transit system he inherited. Subways and buses had been in poor shape and public dissatisfaction was widespread, yet Gunn quickly made a reputation for getting rid of graffiti and getting the system back on track by investing billions in much-needed capital improvements. From 1991-1994, he led the Washington, D.C., Metro system, securing major financing from Congress and local governments to complete miles of the subway network.

In his most recent role, Gunn was chief general manager of the Toronto Transit Commission. From 1995 to 1999, he increased ridership and developed a program for rebuilding the commission’s 1,500 buses. Since leaving Toronto, he has served as a transportation and government consultant.

Beginning his career at two major railroads — the Illinois Central Gulf and the Atchison, Topeka and Santa Fe — Gunn also has experience with freight railroads. And, he has played key roles at SEPTA in Philadelphia and the MBTA in Boston. Along the way, he has developed solid working relationships with labor, local communities, businesses and all levels of government.

Two partnerships will improve service quality for employees, guests

Amtrak has signed a new computer services agreement with IBM that will improve the performance of our critical business systems while saving about $85 million in related costs. The seven-year agreement with IBM replaces a contract signed with the company in 1994.

Amtrak’s computing infrastructure is critical to the service we provide our guests. Although the availability of most of our business systems, such as operations, financial and human resources systems, as well as critical distribution systems such as the Arrow reservation system, have improved in recent months, IBM is working to further enhance their performance. For example, IBM will ensure that Arrow is running properly 99.9 percent of the time. IBM is providing similar service level commitments for other information technologies that support Amtrak’s business needs, such as Quick-Trak, desktop, local area and wide area networks, voice long distance and other telephony.

“Experts in the industry have told us our deal with IBM represents outsourcing ‘best practices’ and is a ‘high value’ proposition.”

— Bob Galey, Amtrak Chief Information Officer

Over the next six months, IBM will also deploy new tools that will expand the capabilities of our Help Desk, allowing employees to get most of their desktop computing problems solved more quickly than was possible in the past. In addition, IBM will help us resolve a higher percentage of PC and printer problems the first time a technician visits employees’ work area.

IBM will continue to provide all the services they have delivered in the past, including mainframe and telecommunications operations, and Help Desk and desktop support services. Through the new agreement, IBM is bringing new technologies and service level commitments to Amtrak that will improve the performance of our computing infrastructure while reducing technology costs. IBM has agreed to pay fees if it doesn’t meet its stringent quality commitments.

The new contract is flexible enough to accommodate technology changes Amtrak may be able to benefit from in the future. We will have access to IBM’s technical and consulting talent, which we will draw on to address problems and maximize opportunities. IBM will also participate in strategic decisions where
Dear Co-worker:
The past month was one of change for all of us. First, we are welcoming a new president, David Gunn, a veteran transportation leader, who is anxious to get started. When he arrives, he will find a dedicated and committed team, which this past month proved its strength in responding to the Florida derailment. I am certain that he will also find a company with a deep-rooted and unshakable commitment to safety. Let me share some thoughts with you about these topics.

First, we are very fortunate to have Mr. Gunn come aboard, as he brings with him vast experience and keen leadership abilities. Mr. Gunn was the chief executive of the transit systems of New York City, Washington D.C., and Toronto, and played key roles at SEPTA in Philadelphia and the MBTA in Boston. He began his career in the 1960s at two major railroads — the Illinois Central Gulf and the Atchison, Topeka and Santa Fe.

Mr. Gunn has a well-known reputation for investing in track and fleet, enhancing service, improving financial performance, and planning for the future. He has developed solid working relationships with labor, local communities, businesses and all levels of government. As Mr. Gunn considered the position, he also came to appreciate the dedication, hard work and commitment of every employee at Amtrak, and the successes that we’ve enjoyed. Like all of us, he shares a commitment to a strong national passenger rail network.

As I have often said, there are certainly challenges ahead, but I am confident that Mr. Gunn is the right person at the right time to lead this company forward. He will tell you himself that he is eager to roll up his sleeves, join forces with all of you, and chart a strong course for our future. I expect that after Mr. Gunn hits the ground running on May 15, he and I will also be hitting the road to visit employees across country this spring. We look forward to Mr. Gunn having a first-hand chance to meet and listen to you.

Let me address the Auto Train derailment. I know that whenever we experience an accident, we all feel a collective concern about those involved. Frankly, my heart ached for those who suffered a loss, and for those who were injured. I am sure that all of our thoughts and prayers have been with these passengers, their families and friends.

I must say though that I am also very proud of the employees from all levels, and from many areas throughout the Amtrak system, who dropped everything to travel to the site and assist in so many ways.

It would be impossible to mention all who were involved in this tremendous effort. But let me share a few stories. Many of you already know the story of Amtrak employee Harry Gissendanner, who, even while injured, heroically helped others as much as possible before seeking medical attention himself.

So many of our on-site team members worked tirelessly to provide individual care for our displaced guests after the accident. In one case, we learned that an elderly couple was about to celebrate their 53rd wedding anniversary. Upon hearing of this momentous occasion, our team arranged for a gift basket of snacks, balloons and an anniversary card. The gifts were placed in the couple’s hotel room — which we’d arranged, ready for their drive home the next day. Of course, I cannot fail to mention Auto Train General Manager Sharon Mahoney.

continued on page 12

President Bush fills remaining vacancy on Amtrak board

President Bush named Dallas lawyer David Laney, former chairman of the Texas Transportation Commission, to the Amtrak Board of Directors on April 30.

The appointment requires Senate confirmation, and will fill the only vacancy on the seven-member board. Laney is currently a practicing attorney and partner at a Dallas law firm. He was chairman of the Texas Transportation Commission from 1995 to 2000, as well as a member of the North Texas Turnpike Authority from 1995 to 1997, and the Texas Turnpike Authority from 1998 to 1999.

He holds a bachelor’s degree from Stanford University and a law degree from Southern Methodist University. Other members of the Amtrak board include Amtrak President David Gunn, Chairman John Robert Smith, Vice chairman Michael Dukakis, Transportation Secretary Norman Mineta, Silvia de Leon, Amy Rosen, and Linwood Holton.
The wonder of Julie …
Guests say Julie makes a wonderful impression

By this summer, Julie will be able to price and sell special promotions and handle credit card payments.

Who can handle 500 customer calls simultaneously, arriving from all parts of the country, 24 hours a day? Julie can.

Who is Julie? People really want to know. “Julie” is the friendly voice of Amtrak’s new speech recognition system. She greets callers who dial into the popular 1-800-USA-RAIL automated reservations line, also called the Voice Response Unit (VRU). This technology is so advanced that there is an actual exchange of dialogue between the caller and the VRU.

With the voice quality and functionality now so much like that of a human, the Amtrak Telephony team decided to give the VRU a name. So, she is called “Julie,” after the real-life woman who provided her voice. A native of Chicago, Julie has worked in the broadcasting and voiceover industry for 18 years.

Over the last few years, 18 percent of callers have interacted with Amtrak’s touch-tone VRU, which led them through various options that could be cumbersome and confusing. But since Julie came on board last fall, that number has increased by more than 50 percent. Read what some of our guests had to say after talking to Julie:

“Kudos for Amtrak! I just heard the new voice activated system and spoke with ‘Julie.’ What a terrific idea! I loved the warm voice on the other end, the ease of making the reservation. It was much more conversational — like speaking to a travel agent. I had to smile when I heard her say “got it. Let’s see what I can find for you.” Amtrak just keeps getting better and better!”

— M. Guzman

“I’ve just used your automated arrival and departure service on the telephone and wanted to compliment Amtrak for such an impressive automated system. Having braved many automated telephone systems, I’d have to say yours is by far the best with the prompt and convenient voice activated responses.”

— J. Curtin

As we first told you last October, Amtrak’s Telephony Team has been working with SpeechWorks, a leader in speech recognition. The goal was to replace the entire touch-tone VRU system with this new user-friendly technology. In this multi-phase project, train status was made available nationwide last fall while schedule, fares and reservations is being rolled-out this spring.

Julie is an important component in Amtrak’s strategy to keep costs low by offering guests self-service options for routine inquiries. The speech recognition technology has improved the VRU’s call-handling rate, which frees up sales agents to focus more on other revenue-producing activities.

What’s on the program for this summer?

By this summer, Julie will be able to price and sell special promotions and handle credit card payments. She will also memorize all the information that the caller has provided and make it available to a sales agent if the caller needs to transfer to an agent at any time—all this to deliver a premium service to our guests.

How do they do that?

Julie’s winning performance has been two years in the making. It has required the work of a diverse cast of artists and technicians from SpeechWorks, Amtrak Technologies, and the Call Center Telephony Team.

Amtrak’s experienced sales agents provided real life call scenarios for the development team. Artists developed a dialog that would resonate with callers. And, speech scientists perfected Julie’s timing and tone — that had to be just right to provide a satisfying experience for our guests.

Julie was now ready for rehearsals and studio recordings.

In February 2001, Julie went “live” for the first time, handling train status calls from a few area codes. Her dialogue was tweaked throughout the summer, so that by November 2001, she was handling an average of 6,000 train status calls a day. The public reacted so positively that her stellar performance earned Amtrak’s Telephony Team the SpeechWorks “Best Practices Award for 2001.”

Today, Julie operates from eight studio recordings.

The team that brought Julie to life on the VRU: (l. to r.): Jason Brown, Telephony; JaFar Abdus-Samad, Technology; Jackie Singh, A.T.; Lori Brodsky, SpeechWorks; Doug Delia, testing coordinator; Luc Foisy, Customer Relations.

The route to our success

Since the 1998 launch of its new strategic direction, Amtrak has taken significant steps in rising to the challenge of reducing its reliance on federal funds to support operations. Driving Amtrak’s actions are six key strategies.

Build a market-based network

Define customer demand, using extensive research, and then match our system with that demand.

Deliver consistent quality service

Change the culture of the company to be more guest-focused, and provide a world-class travel experience on every trip.

Revitalize the Amtrak brand

Introduce and support a new brand for Amtrak, to signal a major change to our guests.

Operate a cost-effective business

Identify specific functional areas, policies, organizational structures, and back-office costs that have potential for improved cost management.

Maximize public and private partnerships

Pursue public and commercial partnerships aggressively, through Mail and Express and other programs that generate the highest returns for the company.

Develop corridor services

Work with state and other partners to create or improve rail corridors across the country, drawing from the expertise we’ve gained in building Northeast Corridor services.

The route to our success

Amtrak Ink May 2002
CNOC inspector breaks glass ceiling

Inspector Lisa Shahade has received the “Breaking the Class Ceiling” award from the National Center for Women & Policing.

Inspector Shahade was honored, among a few other high-ranking women in law enforcement, at the organization’s annual conference on April 30, in Washington, DC. The keynote speaker at the conference was Brigadier General Wilma L. Vaught, the first female general of the U.S. Air Force.

Inspector Shahade, who is based at CNOC in Wilmington, was recognized for being one of the women in the United States who has attained a high-ranking position in a law enforcement agency. Her many accomplishments within the Amtrak Police Department over her 14 years of service, make this award a well-deserved honor.

Chief Lonnie E. Bennett attended the award ceremony, representing the Amtrak Police Department. Congratulations Inspector Shahade on this noteworthy recognition.

Woodson chosen to chair Operation Lifesaver council

Linda Woodson, an Amtrak EAP counselor based in Jacksonville, FL, has been elected chair of Operation Lifesaver’s Program Development Council (PDC). Her election also makes her a member of the Operation Lifesaver Board of Directors for the duration of her two-year term. She previously held the position of chair-elect while serving as Amtrak’s manager of Passenger Safety & Operation Lifesaver.

The PDC develops highway-rail grade crossing and trespass prevention safety programs, emphasizing the Three E’s: education, engineering and enforcement. The council consists of representatives from different railroads, the FRA, FHA, railroad unions, police and safety organizations, and various transportation agencies.

Speaking about her continued involvement in Operation Lifesaver, Woodson said, “As an EAP counselor, I call crew members who are involved in critical incidents with vehicles or pedestrians. In the aftermath of these incidents, the effect on the train crews is often overlooked. We as a corporation have an obligation to remain committed to Operation Lifesaver programs, not only to help prevent collisions, injuries and loss of life at grade crossings and on railroad rights-of-way, but to do our best to eliminate the trauma they cause our fellow employees.”

Supervisors get trained in fire-rescue

Miami product line supervisors attended a class this month on Passenger Train Emergency Response with the Miami-Dade Fire Department Fire and Rescue Team.

The first part of the class was held at the Miami-Dade Fire-Rescue Headquarters in Miami. It consisted of classroom training, with educational videos and a lecture conducted by Frank Garrard, an Amtrak conductor who is also a qualified Fire-Rescue instructor. The second part of the class was held at the Amtrak Miami station, where the Miami-Dade Fire Rescue Team staged mock rescues of “victims” (product line supervisors) using a sleeper, a coach and an engine.

All of the participants received a Certificate of Achievement. Three of the product line supervisors assisted in the Auto Train derailment three days later.

Members of the Miami-Dade Fire Department Fire and Rescue Team safely rescue a “victim” (product line supervisor Jeff Cruickshank) from the cab of a train.

Live on Acela Express

On April 12th, noted baseball writer Dan Schlossberg signed copies of his book “The Baseball Almanac: Big Bon- licious Book of Base- ball” while traveling on Acela Express. He is one of several authors to be featured in the “Live on Acela Express” series, which debuted last November.

On April 15th, Acela Express took the sting out of the tax deadline with onboard massage therapy offered by the Spa at Four Seasons in Philadelphia, and New York’s Alexandra Body Care. Massage therapists gave chair massages aboard five Acela Express trains on the day of the tax deadline. And later in April, the Sonoma Wineries Association conducted a wine tasting tour of the Northeast, serving some 15 wines on trains No. 2164 and 2167.

We’ve got mail

This year, New York Penn Station will produce an additional $296,000 in mail revenue, thanks to the addition of a new mail line on train #97 to Florida. Brisk USPS business prompted Amtrak to add the extra mail line to the train in mid-March. Frank Volkar, manager of Customer Service for Mail Baggage & Express, says the increase in business is due to Amtrak’s reliability. “The continually increasing volume is partly because the USPS recognizes Amtrak’s commitment to meeting their ever-changing needs,” said Volkar.

Ann Landers says …

A letter to Ann Landers in the Portland Oregonian on April 30, 2002, spoke highly of an Amtrak West employee, Red Cap Jerry Holcombe. The following is an excerpt from the letter:

Dear Ann,

“I would like to take this opportu- nity to thank (porter) Jerry from the Portland, Oregon, Amtrak station for his wonderful help this past Friday afternoon.

My mother (age 86) and I were traveling via Amtrak train and bus service to Grant’s Pass. Our train was delayed leaving Tacoma due to a freight train that was stopped on the tracks.

Therefore, we were delayed on our arrival to Portland. Our connecting bus was waiting for us. My mother does not move very fast and we were directed to Jerry. He was so kind …

Thanks Jerry — your care and consideration of guests and their special needs brought special recogni- tion to yourself and to Amtrak!”
San Joaquin adds service between Bakersfield and Sacramento

Amtrak launched the sixth San Joaquin train between Bakersfield and Sacramento, CA, on March 18, providing additional service to the central valley, a rapidly growing region of California. This new service adds a morning departure and an evening return, which means that for the first time, central valley commuters may visit the state capital of Sacramento on the same day. This doubles the direct service between Sacramento and Bakersfield. Sacramento leisure travelers can also travel between central valley destinations more conveniently and with greater flexibility.

Kick-off celebrations for the new service began with an inaugural train ride at the southern end of the route in Bakersfield and continued at station stops along the routes all the way to Sacramento.

This inaugural service provided a special occasion for the residents of Lodi. The train pulled into the newly refurbished Lodi train station for the first time in 51 years. The Lodi station was built in 1907 and had not served passengers since 1971. Nearly 1,000 excited Lodi residents and train passengers greeted the incoming train.

Gil Mallory, sr. vice president of Amtrak West and VIP guests traveled northbound from Bakersfield to Sacramento. City and county officials, state legislators, commercial partners, representatives of the California Department of Transportation, local media, and Amtrak took part in the inaugural programs.

“Welcome to the Amtrak family for the first time in 31 years. We’re delighted to be in Lodi and we won’t let you down,” Mallory said.

Four other San Joaquin roundtrip trains operate between Bakersfield and Oakland. New Amtrak Thruway Motorcoach routes were also added to serve the additional Bakersfield to Sacramento San Joaquin trains and accommodate the increase in the country’s top corporations, including half of the Fortune 200.

Online air, car rental, and hotel reservations have become a significant and fast-growing percentage of corporations’ travel bookings. With the integration of Amtrak reservations capability, GetThere users can view rail options alongside air travel options and make a selection. Once complete, a user’s reservation will include any rail selections in the context of their complete reservation and itinerary, rather than as a separate booking.

“As Americans increasingly choose Amtrak as their travel alternative, the ability for business travelers to book their entire trip online, including rail, means an even greater number of travelers will consider Amtrak when making their business travel plans,” said Executive Vice President Barbara Richardson.

Improved service quality

continued from page 1

technology can improve the quality of service Amtrak provides its guests.

"Experts in the industry have told us our deal with IBM represents outsourcing ‘best practices’ and is a ‘high value’ proposition,” said Bob Galey, Amtrak’s chief information officer. “I’m very confident that with our new partnership costs will stay low and service quality will increase. We’re getting quite a lot more for quite a bit less,” he said.

With this agreement, Amtrak saves about $1 million each month through lower long-distance and computing fees. If, over time, prices in the marketplace decline for these services, we can take advantage of those lower prices.

“A lot has changed in the information technology world since we signed our last agreement with IBM in 1994,” said Brad Burch, senior director for Amtrak Technologies business operations. “This agreement enhances our ability to serve our guests by taking advantage of the ‘best practices’ IBM has developed through its work with other leading transportation companies.”

GetThere

Also last month, Amtrak and a company called GetThere, agreed to work together to make rail travel even more accessible to business travelers.

Under this new agreement, travelers who book their reservations on GetThere’s online corporate travel reservation system will now be able to book travel on Amtrak all in one visit, on one Web site. GetThere will integrate Amtrak reservations into its system, making rail travel available in the system used by more than 800 of the country’s top corporations, including half of the Fortune 200.

Online air, car rental, and hotel reservations have become a significant and fast-growing percentage of corporations’ travel bookings. With the integration of Amtrak reservations capability, GetThere users can view rail options alongside air travel options and make a selection. Once complete, a user’s reservation will include any rail selections in the context of their complete reservation and itinerary, rather than as a separate booking.

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Brand guidelines ensure strong public image

Branding is not just a logo placed at the top of Amtrak stationery or on the side of a train. It’s the service we provide, it’s the employee that answers the phone, the directional signage to our trains, the red cap that greets our guests, and the hot coffee in the café car. Everything a company does communicates a message about its brand. In essence, you are the brand — valuable and worthy of protection. To ensure that we stay true to our brand, please be diligent in complying with the following branding processes:

Get approvals There is a process to get approvals for use of the logo and interim wordmark. The process is outlined in the brand management handbook. “It’s Our Brand,” and online at brandadmin@amtrak.com. In addition, if there are questions about the use of the brand, those questions must be brought to the Brand Task Force for resolution before a project or work proceeds.

Allow plenty of time We are all pressed for time and managing deadlines with fewer resources. However, managing a brand takes time, and even with guidelines, answers can’t be finalized in a day. Please be sure that requests are submitted to the proper people with plenty of time for turnaround. It is imperative that you wait until you receive a response.

As we have worked through the transition period to a new brand identity, the Brand Task Force has been flexible with how the brand has been used. And still, there have been instances of improper use and work moving forward without proper approvals.

Let’s do our part to protect the Amtrak brand. Following the guidelines will help ensure a strong brand identity.
Prestigious awards honor employees for their commitment to safety

Dr. Gary Burch Memorial Award
The National Association of Railroad Passengers and the Burch Award Committee awarded Henry Marcell the 2001 Dr. Gary Burch Memorial Award. The Burch Award ceremony was held April 25, in Washington D.C. Marcell was nominated by the Connecticut Department of Transportation, and selected from a national pool of outstanding nominees for his extraordinary contributions toward passenger safety over the course of the year. He was safety director of the NEC System Safety Department in 2001, and currently works in the Engineering Training Group.

Marcell clearly met the criteria for Burch award recipients. His unyielding dedication to safety is a shining example of Amtrak’s efforts to maintain a stellar safety program.

The Burch Award honors Dr. Gary Burch, who was chief of the Ear, Nose and Throat Clinic at Eisenhower Hospital at Fort Gordon, GA. Dr. Burch was fatally injured in a passenger train derailment on July 31, 1991, while traveling on Amtrak’s Silver Star.

E. H. Hammond Award
At a May 2 ceremony attended by former Transportation Secretary Rodney Slater and new FRA Administrator Allan Rutter, Auto Train employee Dennis Overhold received a Certificate of Commendation from the Harold F. Hammond Award committee.

The commendation is awarded to railroad companies to recognize continuing improvement in employee safety over a period of at least two consecutive years, and also for specialized activity that contributed significantly to improved safety performance.

Overhold is chairman of the safety team that supports the Lorton facility and the Auto Train.

“Congratulations to Dennis for being recognized by the Hammond Award committee. He has done a great job leading the safety committee that supports Auto Train,” said Peter Hall, director of Safety, Amtrak Intercity.

“We are very proud of his achievements, and wish him well as he continues in this leadership role.”

John H. Chafee Environmental Excellence Award
Kenneth Moore was recognized as a finalist for a John H. Chafee Environmental Award, presented by the Association of American Railroads at an April 18 ceremony. Sen. Lincoln Chafee presented Moore with a plaque to honor his commitment to environmental excellence.

Moore, a craft employee who works at 30th Street Station in Philadelphia, was the winner of a 2000 Amtrak President's Award for his environmental work. He redesigned and operates a vacuum truck for the Engineering Department. The truck collects and safely disposes of waste, such as leaves and debris, sand from engines, and other material, from along the tracks.

“Mr. Moore has an outstanding record of environmental achievement, so he was our clear choice as a nominee for the Chafee award,” said Roy Deitchman, EVP Environmental Department.

Moore was joined at the ceremony by his wife; his supervisor, Dan Karczelski; Lisa Douglas, chief of staff for Stan Bagley, EVP of Operations; and Roy Deitchman.

Amtrak salutes $2.4 billion Alameda Corridor
Ceremonies honoring one of the nation’s largest public works projects, the $2.4 billion Alameda Corridor, were held April 12 in Los Angeles, CA. Reflecting the project’s major significance, more than 1,000 people, including U.S. Secretary of Transportation Norman Mineta, California Gov. Gray Davis, Los Angeles Mayor James Hahn, and Amtrak West Sr. Vice President Gil Mallory, along with many others, attended the opening ceremonies.

The Alameda Corridor is a 20-mile route that travels through eight cities. It includes a series of bridges, highway underpasses and overpasses, and street improvements that separate freight rail, passenger rail and street traffic.

The centerpiece is the Mid-Corridor Trench, a 10-mile, below-ground trainway that runs parallel to Alameda Street. By consolidating four railroad branch lines, which serve the ports of Los Angeles and Long Beach, the Alameda Corridor eliminates more than 200 at-grade crossings. By eliminating these crossings where rail and street traffic conflict, traffic congestion, and air and noise pollution are significantly reduced. Although the trench is a freight-only corridor, as a unique part of the project, Metrolink ran passenger trains through it for this one-time event.

Amtrak participated in a key component of the project, the Redondo Flyover Bridge, which was dedicated in August 2001. The $47-million bridge, which stretches more than a half mile, not only reduces rail and street traffic congestion, it also reduces travel time on both Amtrak and Metrolink trains.

Amtrak’s Pacific Surfliner daily service includes runs over the Redondo Flyover, with close to 1.5 million passengers last year.

“Relieving congestion on shared intercity, commuter and freight rail corridors is a critical priority for both Amtrak and the state of California.”

Gil Mallory, Senior Vice President of Amtrak West

Today Amtrak operates 24 trains daily over the flyover, 22 Pacific Surfliners and the Southwest Chief. With the 20-year plan projecting hourly service between San Diego and Los Angeles, the number of trains will increase to 34 daily. The growth of the nations second busiest passenger rail corridor is projected to reach 5.76 million.

To enhance visibility for safety at this prestigious event, a special Operation Lifesaver train, arranged by the Southern California Grade Crossing Safety Team, was positioned directly across the trench behind the podium where officials presented their speeches. The train — which symbolized the unique partnership between an array of companies that support Operation Lifesaver — included an Amtrak F59 locomotive, an historical locomotive from the local Pacific Harbor Line, and a locomotive each from BNSF and the Union Pacific.

Operation Lifesaver is a national non-profit public safety program dedicated to saving lives at highway-rail, grade crossing, and rights-of-way.
Acela speeds through airlines’ shuttle customer base

New York Penn Station has seen a lot of changes, but its track and switch configuration has largely remained the same for nearly a century. As passenger cars became wider, and commuter and intercity train traffic increased, Amtrak started exploring how to adapt the track and switch configurations to enhance and restore capacity.

After about five years of planning and preparation, Amtrak forces began work in April to completely redesign and reconfigure a major, multiple-switch track junction within Penn Station, known as the “JO Interlocking.” The project will reduce rail traffic congestion and facilitate future service expansion in the station.

Over the course of the project, which will take 16 months to complete, Amtrak’s track, signaling and electrical department employees will reconfigure and replace more than 17 track switches and track segments at JO Interlocking. Construction work will be performed only during weekends to minimize any disruption to rail traffic and weekday commuters.

The project will affect rail, crossties, and switches, as well as signal wiring, third rail and catenary, which will be reconfigured and tested at the conclusion of each weekend’s work. As a result, significant portions of the station’s tracks will be taken out of service each weekend during the project.

When the project is completed, the redesigned track and switch layouts will eliminate the bottlenecks and clearance limitations routinely experienced at JO Interlocking.

At Albany, no more wait for freight

Albany–Rensselaer’s Engineering Department has recently completed the construction of the much-anticipated freight bypass track at the new Albany–Rensselaer station. crews constructed the 1,100-foot track throughout the past year, and now large shipments can easily operate around the high-level platforms. This isn’t the only change in store for Albany–Rensselaer. The freight project complements ongoing improvements; including the construction of the new station and parking garage, a pedestrian bridge, high-level platforms, retail space, post office, track and signal modifications, plus three realigned passenger tracks. In addition, the Post Road Branch connection has already been relocated.

Amtrak is scheduled to move into the new station this summer. Employees are anticipating the change of venue because the new building will be much larger and have better parking facilities. The new station is owned by the Capital District Transportation Authority, and will house all Albany–Rensselaer station and transportation employees.

Empire product line General Manager Phil Larson is especially happy about the change of scenery. “Not only will the new facility be more spacious and attractive, we also think the enhancements will help increase ridership. I’m excited about the move.” Thumbs up to everyone who made these upgrades a reality!
On the evening of April 18, the northbound Auto Train derailed just after 5 p.m., in Crescent City, FL, about 44 miles north of Sanford. Within hours, Amtrak’s customer care team arrived to help in the relief efforts. There were four fatalities, none of which were employees. More than 150 were injured; and many were admitted to local hospitals, including one employee. The train was carrying 418 guests, 34 employees, and 200 vehicles at the time of the derailment. The cause of the accident has not yet been identified. The National Transportation Safety Board is leading the official investigation, which is focusing on the report of misaligned track. During the next critical 24-48 hours, families began arriving in Florida, as did more than 100 employees from different areas of the company. Employees provided aid and comfort to the families while they waited for their loved ones to be accounted for. Every effort was made to support the relatives of the passengers who died.

Working around the clock, the customer care team set up a command center at the Sleep Inn hotel in Orlando to assist both injured and uninjured guests and their families with personal needs, local hotel accommodations, food, and other essentials. In addition to the tremendous efforts of its own personnel, Amtrak received extraordinary support from local police, emergency workers and the Red Cross in the rescue and assistance efforts. Many of the passengers and crew, who themselves had been bumped and bruised, were assisting others in getting out of the overturned cars. Removing emergency windows, they pulled people to safety and distributed luggage.

Dining car Chef Harry Gissendanner, the most seriously injured among the crew, said he was preparing to serve dinner when he heard the train’s brakes squeal. Though he couldn’t recall, witnesses said Gissendanner helped some people from the train before seeking medical attention. Gissendanner suffered second-degree burns that will require attention. Gissendanner helped some people preparing to serve dinner when he heard the train’s brakes squeal. Though he couldn’t recall, witnesses said Gissendanner helped some people from the train before seeking medical attention. Gissendanner suffered second-degree burns that will require attention. Gissendanner helped some people from the train before seeking medical attention. Gissendanner suffered second-degree burns that will require attention.

“Amtrak Intercity is an enthusiastic supporter of eTrax,” said Kris Economos, Amtrak Intercity chief of staff. “Since our operations and staff are so geographically stretched, eTrax is providing us with an opportunity to expedite our procurement requirements quickly, from start to finish. We see the potential for even more benefits, such as standardized accounting, commodity and expense account reporting.”

Thanks in part to the helpful feedback from employees who participated in the eTrax pilot program, all corporate departments are online with the new software. The software implementation follows a successful “road show” last fall, during which employees who would be using it. Employees were able to test the software and identify the aspects that would be most beneficial them and their departments.

The response from employees has been favorable, and eTrax is seen as an asset to those responsible for handling payment requests, travel authorizations, and material requests for non-inventory items, for example. "The eTrax program is a valuable tool which has helped me to increase my productivity by simplifying payment requests and material requests," said Dennis Smith, an Engineering budget analyst in Philadelphia. “Two big thumbs up!”

The software automates Amtrak’s spending processes, which results in improved requisition-to-pay procedures, standardized financial controls, and reduced costs. Employees can also expect less paperwork and easier, smarter processing. Beginning in May, paper forms will no longer be accepted.
East meets west
On April 17, Boston South Station extended a warm welcome to Japanese Consulate General Tadamichi Yamamoto. Yamamoto spoke at ClubACE to an audience of Amtrak employees, as well as a gathering of Japanese Tour Operators visiting from the Far East. The group was in Boston to discuss tourism promotion strategies with other travel professionals.

The Japanese guests viewed station operations firsthand, and were treated to a tour of the bustling station. Malcolm Smith, manager of International Sales, organized the entire event. Kevin Scullin, assistant general manager of Customer Service, was especially pleased to welcome the group of international travelers. “It was a nice opportunity for them to see the station and a great way to help promote tourism,” he said.

Amtrak ticket office arrives at Stamford station
The Stamford train station is celebrating a new addition — an Amtrak ticket office that opened on March 30. In the past, Amtrak contracted with Metro North to sell our tickets at Stamford. By staffing our own ticket offices at Metro North stations in Stamford and New Haven, and installing Quik-Trak machines in other outlying locations, Amtrak was able to cut costs while increasing customer service in the busiest locations.

Lead clerk Noelle Lynch and ticket agents Roberta Johnson, David Samuels, Jose Antelo and Florence McClain now bring their flair for customer service to the station. Now, Lynch and her team are available to assist on-the-go guests in Stamford from 7 a.m. until 10:00 p.m., daily.

“Noelle’s tops,” said Harry Rogers, Customer Service manager. “She and her staff have really done a terrific job pulling this off. This is an excellent way to enhance our commitment to guests.”

Southwest Chief begins new service to Riverside, CA
Hundreds cheered the Southwest Chief as it pulled to a stop in Riverside, CA on April 29 — the first time in 27 years. The Riverside County Transportation Council (RCTC) and Amtrak hosted the event as VIPs and honored guests traveled to Riverside to inaugurate the new stop. After dignitaries detoured at trackside for the celebration, the historic train resumed its route from Los Angeles to its ultimate destination, Chicago.

Members of RCTC, guests, and a representative from Gov. Gray Davis’ office boarded the train in Fullerton to participate in this historic event. Trackside festivities were arranged for excited residents and guests as they awaited the train’s arrival. Clowns, balloons, and a troop of Native American dancers entertained the crowd. Booths from Operation Lifesaver, The Grand Canyon, and The Southern California day in Hemet, CA, accepted on behalf of the victorious Amtrak golfers raise funds for Operation RedBlock
The 10TH Annual ORB Golf Tournament was recently held on a beautiful Southern California day in Hemet, CA, at the Seven Hills Country Club. Dennis Brown, Amtrak West conductor and Operation RedBlock Captain, organized the annual Operation RedBlock event with the assistance of several Operation RedBlock team members from Amtrak West.

The tournament was a big success with over 70 players joining the competition for trophies and prizes. The players and their guests, who emptied their wallets to support the cause of promoting a drug and alcohol-free workplace at Amtrak, raised over $700.

The Annual ORB Golf Tournament creates an opportunity for management and labor to interact in a recreational setting. The tournament has become an extraordinary opportunity to meet and support the Operation RedBlock mission.

Ed Walker, senior vice president, Operations, presented the tournament trophy to Jay Fountain, general chairman, ARASA/OBS. Fountain accepted on behalf of the victorious labor team, which included Brown, train attendant Rick Fisher, Steve Schweitzer, TCU district chairman, and lead service attendant Garrett Nelson.

Amtrak West Operation RedBlock chairman and locomotive engineer Dennis Tracy commended all those who attended for supporting the efforts of the Amtrak West Operation RedBlock workplace teams. The next tournament will be held in Hemet on Dec. 1, 2002.

“Despite the late-evening hour, many people showed up at the Riverside station to celebrate the return of service by the Southwest Chief. The station was decorated with balloons, and the celebration included clowns, music and Native-American dancing.”

“Amtrak is delighted to provide Riverside with another transportation option,” said Brian Rosenwald, Amtrak’s Western Region general manager of Customer Service. “Now, the Downtown Riverside Train Station is a national train station, and The Southwest Chief will reconnect this community to our nationwide rail network system.”

Bringing Amtrak back to Riverside is also a key element of Riverside’s business development efforts, and it reiterates the city’s history of support for the railroad. The Amtrak Reservation Sales Call Center employs over 800 local individuals, and is situated about 10 miles from the downtown station. This makes Amtrak one of Riverside’s largest employers.

“I applaud Amtrak and the Riverside County Transportation Commission for providing this exciting resource. By offering local residents a convenient means of transportation and enhancing opportunities for tourism, the new stop will prove to be an invaluable asset to the Riverside community,” Gov. Gray Davis wrote in a special letter read at the ceremony.

“It’s a grand moment for Riverside and Riverside County to be reconnected with the nation on these ribbons of steel,” Riverside County Supervisor Bob Buster said.

The downtown Riverside station was built by the RCTC in 1993. The railway station is currently served by Metrolink trains that travel to Los Angeles and Orange Counties and is one of the most heavily used Metrolink stations in the region.
Amtrak employees participate in Earth Day

Amtrak is popular with Hastings College students from Colorado, who have a safe and relatively inexpensive way home. “It’s easy and cheaper than flying,” said Denae Parker, a senior from Arvada, CO.

Amtrak has been struggling financially and the California Zephyr through Hastings in south-central Nebraska is one of 18 long-distance routes it has talked about ending ... The railroad hopes to obtain more federal funding to keep its operations going.

Senior Susantha Weerasinghe of Grand Junction, CO, and sophomore Todd Nielsen of Denver use the train. “It is a really convenient way home, especially in the winter,” Weerasinghe said. Getting to Grand Junction by car in the winter can be impossible because it is hard to get over the Rocky Mountains.

Amtrak is popular among Hastings College students,” Associated Press Newservices, April 16, 2002

Why is Amtrak important? Our nation’s population is growing every day. Imagine in 20 or even 10 years how many people will be trying to get around our country. If we only have two modes of transportation we are going to be in a seriously congested and polluted mess. We need to build up our rail passenger network now. If Congress lacks the foresight and foolishly dismantles Amtrak, we as a nation will eventually pay for it dearly. The solution is for Congress to fund Amtrak — intelligently and properly — now.


Two weekends ago, friends persuaded me to ride the train to Vancouver, B.C. (I suspect they dragged me along just to beat me at Scrabble during the journey.)

But on the good side, I won one Scrabble game and made a discovery. The Amtrak Cascades service is about the best way to travel to that Canadian city. It certainly beats spending time trapped in the traffic jam at the border.

The Amtrak run, with its comfortable cars, leaves Seattle’s ugly-duckling King Street Station at 7:45 a.m. daily. (Pity that Amtrak doesn’t have the bucks to fix the place up.) Four hours later, travelers disembark at Vancouver’s swell-elegant vintage train station.

The return trip departs at 6 p.m. daily. And here’s a revelation: The border crossings are virtually painless. One-way fares range from $23 to $35. For $11 extra, there’s an upgrade to business class.

And that’s only part of the story. The train route hugs the water, offering postcard scenery. There are on-board movies, laptop plug-ins, bistro service and white-tablecloth dining.

Call me a believer.

“Making tracks to Vancouver,” Seattle Times Local News, Monday, April 15, 2002

Amtrak employees participate in Earth Day

Frank Lombardo (standing) and George Vansant work together to clean-up a creek near the Wilmington Shop.

Rosa Nesmith had her hands full the day she and many of her coworkers at the Wilmington Shop cleaned-up the facility grounds.
Employees begin using eTrax

From the start, the eTrax team has been committed to building an initiative that helps employees perform administrative tasks with ease, and helps Amtrak meet its cost reduction targets.

“We understand that eTrax represents a new way of doing business,” said Joe Sousa, senior director of Procurement & Administration. “That’s why we involved many individuals from different areas during our pilot. We wanted to make sure we had a broad perspective in redesigning processes and building this software,” he said. “We wanted to anticipate employees’ concerns and respond to them quickly.”

To learn more about eTrax, employees may access a Computer-Based Training (CBT) course on the Amtrak Intranet, under How we Work.

The eTrax team is continually interested in your feedback. If you have comments or questions, please contact the eTrax Help Desk at (728)-1466, or eTraxHelpDesk@Amtrak.com.

Train of Thought

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By coincidence, Sharon and her team of managers were on the train at the time of the derailment. Sharon, along with her team and on-board crewmembers immediately sprung into action, helping to direct our aid to both injured and uninjured passengers.

Thanks, too, for the fact that nearly all the employees had just recently completed the P.R.E.P.A.R.E. refresher training. This class prepares our employees for just this kind of emergency by training them how to stay focused on what needs to be done. One guest, who was in the dining car during the derailment, told us that just afterward he heard an employee calling out. Recently trained, she calmly and clearly gave her name and told everyone she was in control and asked if everyone was all right. He said he’d never forget that voice — it gave him incredible comfort and removed any sense of panic.

Amtrak employees were also on the scene in Southern California immediately upon hearing of the Metrolink-BNSF collision on April 23. While Amtrak doesn’t provide or service the equipment, Metrolink engineers and conductors are Amtrak employees contracted to commuter service. Our Amtrak West operations and engineering teams jumped into action as if the collision had been an Amtrak incident — a response that was deeply appreciated by Metrolink, as it had never experienced an accident of this magnitude. Amtrak’s quick and helpful response demonstrated to Metrolink that it can count on our unparalleled expertise and resources in an emergency.

Amtrak employees have a history of pulling through in times of need for our passengers and all those we serve. For these tremendous efforts, I give all who were involved my deepest appreciation and thanks.

In closing, let’s continue to stay the course on safety, keeping a safe and secure railroad as our top priority. Stan Bagley put it best last month: “Each one of us is responsible for our own safety and we also share responsibility for the safety of our guests and co-workers. We must all lead by example and stay keenly focused on our objectives.”

Sincerely,
John Robert Smith

Gunn appointed as Amtrak president

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Gunn, who will be moving to Washington, D.C., from his home in rural Nova Scotia, said that he took the job because he considered it a challenge and that Amtrak is in a critical time and needs help. “Railroading has been my life,” he said in an interview. “If I can do something to turn the momentum around, then I should.

“When we face substantial financial and physical challenges, I’m convinced that by securing adequate operational and capital funding, we will be able to rebuild our plant and equipment in an effective and efficient manner, and continue to provide a high-quality service to the traveling public,” Gunn said.

Amtrak Chairman Smith said Gunn will focus energy on vigorously pursuing an adequate level of federal support in FY 2003, and working to secure a federal reauthorization that charts a clear course for America’s passenger rail system.

Gunn has plans to visit employees across the country this spring and summer. He has already taken some preliminary steps, meeting with staff at corporate headquarters in Washington and riding Acela Express to meet with on-board employees and others earlier this month.

“No doubt there are challenges ahead, but I am confident that David is the right person at the right time to lead Amtrak forward,” said Smith. “All of us certainly look forward to working with him.”

Happy 31st Birthday
Amtrak!
Gunn makes tracks

The Pacific Division welcomed David L. Gunn, Amtrak’s president and CEO on his trip to meet with employees and to experience local service. In September, Gunn traveled to Seattle, via Chicago, on board the Capitol Limited and the Empire Builder. Upon arrival in Seattle, he was welcomed by workers eagerly waiting at trackside.

At an informal “meet-and-greet” setting, Gunn met with over 100 employees. He addressed a variety of questions that ranged from where he believes our company is going, to our on-time performance issues with the Union Pacific Railroad.

“It goes without saying Mr. Gunn’s short visit to Seattle was a breath of fresh air. I feel we are headed in the right direction to operate a passenger service that all Americans will be proud of and is here to stay,” said Elle Skyles, conductor in the Seattle yards.

She was not alone in her sentiment upon meeting Mr. Gunn.

Following the employee meeting, Gunn was given a tour of Seattle’s King Street Station, where Pacific Northwest managers Gay Banks Olson and Tom Spees provided an update on the progress of the station renovation project.

Gunn next travelled to Portland, OR, aboard the Amtrak Cascades. While on board he was joined by members of the Washington Department of Transportation to discuss the various partnerships in the region.

“He’s a real railroader,” said locomotive engineer and Operation Redblock Chairman Dennis Tracy during a Portland employee meeting. “He continued on page 6

Congress recesses without final action on Amtrak funding

The question of how much annual federal support Amtrak will receive in FY 2003 will continue unresolved 100 days into the fiscal year, as Congress recessed without taking action on transportation and other funding measures in November. (Under a temporary formula based on the actual federal cash Amtrak received in FY 2002, the government is providing funding to Amtrak at an annual rate of $1 billion, or about $2.8 million per day through Jan. 11, 2003.)

“We’re being funded by what they call a Continuing Resolution,” said Amtrak President and CEO David Gunn, “but it seems to me that’s a misnomer because it only continues the unresolved question of our federal support.”

Amtrak’s ability to make ends meet when its temporary federal support is $160-million short of what it will need for the full year is based on the company’s cash liquidity. Amtrak started fiscal year 2003 with a $160-million cushion thanks to a $205-million emergency federal appropriation this past summer, cash management and the DOT loan. Secondly, while overall revenues were weaker than expected in October due to the continued on page 4
I have just completed a 10-day trip on Amtrak. I rode the Cardinal to Chicago, the California Zephyr to Oakland, the San Joaquín to Bakersfield, the bus to Los Angeles, the Pacific Surfliner to and from San Diego; the Sunset Limited to New Orleans; and the Crescent back to Washington.

All in all, it was a great trip. I met hundreds of you. I visited the Chicago, Los Angeles and New Orleans maintenance facilities. I must say that by and large your attitude and your enthusiasm give me a real boost.

Between Los Angeles and New Orleans, I was even pressed into Red Cap service handling baggage. There was a freight derailment east of El Paso, so trains #1 and 2 had to turn back at El Paso and Alpine (which are about a four-hour drive apart). We had to bus the passengers between these two points. Everything went smoothly for the passengers, so far as I could see, but there was not enough room on the buses for the checked baggage.

We loaded an Amtrak mechanical truck with the baggage, secured the mound of bags with ropes, and Victor and I took off through the desert night. We looked like something out of “The Beverly Hillbillies,” but we found Alpine and #1, unloaded the truck and then reloaded the passengers.

Around 11 p.m., the dining car crew served dinner (and I went straight to bed). We were about five minutes late into New Orleans. The passengers were great; generally philosophical about events.

I could start naming individuals who performed in an exemplary manner, but the list would be too long, and I might forget someone. This trip has reinforced my views that improving our equipment must be a top priority. It is imperative that our shops rise to the challenge.

P.S. The food and service were great, but one does get tired of beans and carrots every night.

All in all, it was a great trip. I met hundreds of you.

I visited the Chicago, Los Angeles and New Orleans maintenance facilities. I must say that by and large your attitude and your enthusiasm give me a real boost.

Additional service slated for California Bay Area

Amtrak President and CEO David Gunn was a keynote speaker at the official groundbreaking ceremony for the $88-million construction program for track and station improvements. The improvements will support additional Capitol Corridor trains between Oakland and San Jose. The event was held on Sept. 27 at Amtrak’s Jack London Square Station in Oakland.

When the project is completed, additional passenger and freight trains will operate between Oakland and San Jose with increased reliability and reduced travel time, therefore improving the attractiveness of Capitol Corridor trains as an alternative to the congested I-880 corridor. Amtrak currently operates nine round trips on the Capitol Corridor, with an additional round trip added on Oct. 27. Other benefits include taking trucks off the highways by allowing more freight trains, improving air quality, and thus contributing to the overall improvement in quality of life for Californians in the Bay Area.

The construction project will span 45 miles and include added tracks and upgraded infrastructure along the Capitol Corridor between Oakland and San Jose, plus added parking and access improvements at the existing Fremont, Great America/Santa Clara and Emeryville stations.

In addition, this construction program includes a future Capitol Corridor station at the Oakland Coliseum, which will have an intermodal connection to Bay Area Rapid Transit (BART) trains and serve Oakland International Airport through AirBART shuttle buses and the future BART Oakland Airport Connector.

The $88-million program is financed through the Governor’s Traffic Congestion Relief Program (TCRP), California Department of Transportation (Caltrans), and funds from local cities and communities.

Maria Contreras-Sweet, secretary, California Business, Transportation & Housing Agency, Jeff Morales, director, California Department of Transportation, Jerry Brown, mayor, city of Oakland, Tom Blalock, chairman, Capitol Corridor Joint Powers Authority, and Tom Mulligan, director of Passenger Operations, Union Pacific, joined Gunn in the festivities.

For more information regarding this exciting project, please see: www.amtrakcapitols.com.
Amtrak holds 9/11 ceremonies

Whether it was in a public tribute or in a private moment of silence, Sept. 11 was a day when Amtrak employees honored the men and women who lost their lives in the tragic events of last year.

In the rotunda of New York Penn Station, people gathered in a remembrance day ceremony surrounding “September 12,” the 14-ft. tall steel sculpture created as a memorial to the victims and heroes of Sept. 11. Representatives of all three railroads operating out of the station participated.

The people who came to pay tribute heard speeches given by law enforcement officers, remarks by Amtrak officials and watched the posting of colors by the Amtrak Police Department (APD) Honor Guard.

Customers Services employees handed out seven dozen flowers to people in the crowd, along with pens that said, “Remembrance Day 9-11-01—We will never forget.” For Amtrak employees, there were lapel flowers donated by a Penn Station vendor.

Also included in the hour-long ceremony was a benediction given by a priest from St. Michael’s church in New York and the laying of flowers at the memorial display. Moments of silence were observed marking the times when the first and second airliners struck the World Trade Center Towers.

“I personally received numerous e-mails, letters and verbal compliments from passengers expressing how they were deeply touched by the ceremony,” said Mike Gallagher, superintendent of Customer Services. “With the help of my staff, APD Officer John Feehan and others in the police department, we put together a ceremony we thought would appropriately honor the memory of everyone we lost last year.”

The special New York ceremony concluded with remarks, the recovery of colors by the Honor Guard and a rendition of God Bless America by Penn Station Supervisor Barbara Ann Martin.

In Philadelphia, people gathered around the Walker-Hancock War Memorial (the Angel statue) inside 30th Street Station, and all business in the station ceased for a minute from 8:46 to 8:47. At that time, a bell was rung four times to honor those who perished aboard the four airliners. Tom Kane, manager of Customer Services, played Taps and led the crowd in a rendition of God Bless America. A wreath and sign was also placed at the base of the Angel.

In New York’s Penn Station, the Amtrak Police Department’s Pipe and Drum Corps provided a moving tribute to those lost at the World Trade Center. Many in attendance were deeply touched by their performances. Among the several selections played were ‘Going Home’ and ‘Amazing Grace.’

The Seattle Chorale and Orchestra performed Mozart’s ‘Requiem’ in Seattle’s Safeco Field on Sept. 11, 2002, with Maestro Gerard Schwarz.

In Phoenix, customers services employees handed out flowers to people in the crowd, along with pens that said, “Remembrance Day 9-11-01—We will never forget.”

The public was invited to share their thoughts on the internet by visiting the official website for the Rolling Requiem on the Internet, www.requiem911.org.

The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with materials at the Penn Station site for four days. Along with a team of volunteers, including many Amtrak employees, the sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees, the sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees. The sculpture was built with donated materials, built by the team of volunteers, including many Amtrak employees.
Amtrak Ink

ON THE RIGHTRAK

Amtrak employees were proud this employees and their families.

city and Midwestern call center

Dystrophy Association Telethon has

Day, the Jerry Lewis Muscular

Telethon

employees assist

Chicago Amtrak

employees assist

with MDA Telethon

For the past three years, on Labor Day, the Jerry Lewis Muscular Dystrophy Association Telethon has been a labor of love for Amtrak. Call center employees and their families.

Answering phones and taking pledges, Amtrak employees were proud this year to be a part of the MDA’s most successful telethon ever, raising over $58 million dollars to benefit people with neuromuscular diseases. Even the youngest volunteers, children of Amtrak employees, played a much needed role of helping to mail out the thousands of pledge cards while learning the value of giving selflessly.

Claims representative Cecil Wingo said, “I personally hope that everyone has a chance to volunteer at an event like this in their area. Once you are there in person to hear the life stories of the families who have children and spouses diagnosed with MD, you will never look at MD in the same light again.” Wingo said, “I plan to spend my next Labor Daymanning the telephone here in Chicago knowing contributions are being raised to give hope to those less fortunate than us.”

MRSCC Manager Gary Knutson said that he left with a feeling that he made a difference. Cynthia Rogers, assistant general manager, Eastern Business Group, said she feels that, “More and more people should join in and give their time to community service.” Cheryl Jones said, “It was one of the most rewarding experiences I’ve had. Seeing people affected by these diseases from eight months to 80-plus years made me appreciate how blessed I am.” Rebecca Eaton agreed, saying that "The experience of being side by side with my fellow co-workers was truly special — I can’t wait to participate next year!"

Giving a helping hand

On July 15, I noticed a woman with two large bags who just got off the Capitol Limited, she was trying to get to VRE. She tried getting a cart from the cart machines, but was having no luck. Two Amtrak off-duty yard conductors, who had both finished their shifts and were headed home, saw the woman and the problem she was experiencing. So, they helped her to the elevator, carried her bags to the VRE train and placed them on board for her. The woman was very happy for their help and offered them a tip. Both declined to take it.

This act is exactly what customer service is all about — give a hand when needed. That act will go a long way toward keeping customer loyalty. Kenneth Russell and David Livere are special — I can’t wait to participate next year!”

Chicago Amtrak employees assist with MDA Telethon

Washington Terminal Track Department goes injury free — for three years!

A group of 24 employees who make up the Washington Terminal Track Department has worked injury free since Feb. 18, 1999. This group has accumulated 1,258 days injury free as of July 31 — quite an accomplishment, considering this group is responsible for all track maintenance in Ivy City and Washington Terminal.

Assistant Division Engineer Willie Powell and Supervisor Mark Jenifer attribute the group’s success to staying focused on safety.


Amtrak begins FY2003 with cautious optimism

“We can’t run a railroad on the morning’s lunch money and we won’t. We’re making the case that Congress must act responsibly, and I am hopeful that they will.”

Amtrak President and CEO David Gunn

continued from page 1

repair of about 26 pieces of wrecked and damaged equipment that has accumulated at facilities in Indiana and Delaware.

In November, Amtrak called back almost 50 people to the Delaware car shop at Bear and 46 workers at Beech Grove, Indiana. The work at Beech Grove should put about 16 pieces of Superliner equipment back in service by the end of FY03, essentially creating two new long-distance train-sets. At the Bear facility, repair on 10 damaged single-level cars will restore badly needed equipment to our corridor operations.

Amtrak will also be making critical investments to its infrastructure, including the construction of a new maintenance facility in Oakland, California. Amtrak and Caltrans are sharing the cost of the $65-million project, and completion is expected within two years. Gunn presided over the facility’s groundbreaking in mid-November. (Look for a story in a future edition of Amtrak Ink.)

Gunn discouraged optimism that Amtrak had turned a corner this month, warning, “we’re not out of the woods yet,” and, in a recent memo, encouraged employees to ignore this month’s election results and instead focus on their jobs: “Regardless of who controls Congress, no one will support an inefficient operation, but they will support a businesslike, professional company.”
Broken and cracked yaw damper assemblies on Acela Express trains

On Aug. 11, a broken yaw damper bracket plate was found on one of Amtrak’s high-speed trainsets. This led to a temporary cancellation of all Acela Express service while the other trainsets were inspected.

There are four bracketed points and eight bracket plates on each Acela Express locomotive that attach the yaw damper to the carbody. The yaw damper absorbs lateral forces and stabilizes the rotation of the truck (wheel and axle assembly). If a significant failure occurs and it breaks free, it can cause a clearance problem or compromise the integrity of the carbody where it attaches to the trucks. In a worst-case scenario, this could potentially cause a derailment.

As inspections of the trainsets proceeded, more cracks were found. Since Amtrak’s new HHP-8 electric locomotives are of similar design, they were also inspected and similar defects were found. Cracks were also found at the point where the brackets attach to the carbody frames. Most of the cracks are invisible to the naked eye; therefore, the inspection process requires a dye penetrant used by airframe mechanics to find cracks in airliners. It looks like thin pink furiture stain and gravitates into cracks where it forms a dark visible line.

A temporary repair process has been developed by the manufacturer (a consortium of Bombardier of Canada and Alstom of France) and approved by Amtrak and the Federal Railroad Administration. It involves grinding and welding the area around the crack. The incidence of cracking has decreased significantly. Progress has therefore been made in getting both high-speed trainsets and HHP-8 locomotives back in service.

Amtrak progressively increased the number of Acela Express trainsets in service from five in late Aug. to 12 (of the 18 currently delivered) trainsets in late September. The majority of Acela Express scheduled trains are operating although a few are running with Amfleet-style equipment. The passengers are returning as service is restored although the loss of business in August cost Amtrak approximately $9 million in critically needed revenue. A full resumption in service can occur when permanent yaw damper repairs are completed, along with the more than 200 other modifications required to bring the performance of the trainsets up to requirements. Completion is expected sometime in 2003.

Historic train documentary premiers on Southwest Chief

Informing passengers of the legendary train that preceded Amtrak service from Los Angeles to Chicago, a new documentary about the Super Chief premiered aboard Amtrak’s Southwest Chief in August.

For the on-board premiere of “Super Chief: Speed, Style, Service,” documentary narrator Michael Gross, perhaps best known for his role on NBC’s “Family Ties,” and producer Richard Luckin, an award-winning documentary producer/director, introduced the film, signed autographs and discussed the storied history of passenger rail.

“The Super Chief documentary captures the great history and tradition of the showcase train of the Santa Fe Railway.”

Gregg Konstanzer, Amtrak assistant superintendent for the Southwest Division

“The Super Chief documentary captures the great history and tradition of the showcase train of the Santa Fe Railway,” said Gregg Konstanzer, Amtrak assistant superintendent for the Southwest Division.

“We were excited to premiere this documentary, which not only connects viewers with the past, but also informs them of the Amtrak service that continues to carry people between Los Angeles and Chicago.”

The documentary tells the story of the so-called “Train of the Stars” in the words of 28 individuals — from the retired president of the Santa Fe Railway to current Amtrak employees.

The Super Chief operated between Chicago and Los Angeles from 1936 to 1971. During its day, almost all major movie stars of the period rode the Super Chief because of the quality of service and cuisine on this extra fare, extra fast, all-pullman train. The program describes encounters with James Cagney, Gary Cooper, Bing Crosby, Lena Horne and Elizabeth Taylor, as well as former presidents Harry Truman and Dwight Eisenhower. The Southwest Chief is still the train of the stars, carrying well-known actors and entertainers such as Benicio Del Toro, Shirley Jones, Diane Keaton, John Madden, Cher, Michael Jackson and Melissa Gilbert.

Much of the filming for the scenery used in the documentary, and of current rail accommodations, was done on board the Southwest Chief.

For the premiere, passengers were thrilled to view the documentary on the Southwest Chief, becoming part of railroad history, as they crowded into the Sightseer Lounge each day of the trip from Los Angeles to Chicago.

After the showing, Gross and Luckin mingled with the passengers and shared stories of their colorful railroad backgrounds. They sold many VHS copies of the documentary to passengers during the premiere trip, and the videotape remains on sale in the train’s lounge car for about $22.

As a grandson and great-grandson of railroaders, Gross has been a lifelong railroad fan, particularly of the former Santa Fe Railway. Gross is an amateur railway historian, photographer, and award-winning railroad modeler. Producer Richard Luckin has been an active collector of railroad memorabilia for the last 35 years. He has authored five collector books that have become standard reference materials for collectors of china sets used on old passenger trains.

A passenger talks with Michael Gross and Richard Luckin about passenger rail.
Chicago Terminal team — movin’ the trains out on time

In September, Chicago Terminal employees achieved a 91.6-percent on-time performance record for trains departing Chicago Union Station. Just shy of their 92-percent goal, this accomplishment marks the terminal’s highest on-time performance record since October 2000. June, July and August reported on-time performance at 78 percent, 81 percent and 80 percent, respectively.

The tremendous improvement in September is due to the efforts of the dedicated employees from crafts that include coach cleaners, mechanics, carmen and ready crew.

Jim Poe, Chicago Terminal assistant superintendent, said, “Certain changes contributed significantly to September’s success. First, we adjusted our repair and cleaning routine. At one time, these jobs were performed simultaneously. Now, repairs start in the early afternoon and go through the night, and the coach cleaners begin in the morning. We’re finding problems and correcting them earlier. We have also increased hours and staffing to support a 24-hours, seven-days-a-week schedule. Most important, we have worked hard at fostering a team atmosphere where employees, along with transportation, engineering, commissary and each of our departments pulled together to reach this milestone.”

Mechanical foreman and 27-year employee, Helen Raymond said, “I’m impressed and proud of our accomplishment. It demonstrates good teamwork.” Nick Floro, a pipe fitter technician who has worked for Amtrak 28 years said, “Good communication is the key. We know what’s expected early and work to get it done.”

Congratulations Chicago team, for moving our trains out on time.

“Good communication is the key. We know what’s expected early and work to get it done.”
Nick Floro, pipe fitter technician

Amtrak and Caltrans work together to ‘Spare the Air’ in California’s Central Valley

Amtrak and Caltrans have recently created a new partnership with the San Joaquin Valley Air Pollution Control District to support the district’s Spare the Air program and other initiatives to prevent air pollution. June 6 marked the first day of the Spare the Air summer season.

This year’s Spare the Air program, a state-wide effort to reduce pollution by promoting public transportation, features support from businesses and public agencies. The Valley Air District has joined with Amtrak in promoting train travel on the San Joaquin as a means of improving air quality in the central valley. On Spare the Air days, the district asks people to cut back on driving and other activities that send pollutants into the air.

“Every person who chooses to take the train instead of their car helps to reduce harmful vehicle emissions.”
Gil Mallory, vice president, Planning & Development

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Caltrans-supported San Joaquin passenger trains have always provided an important alternative to automobiles between Bakersfield and Sacramento,” said Warren Weber, chief, Caltrans Division of Rail. “The partnership with the Valley Air District allows both agencies to be more effective in getting this message across.”

One thousand Spare the Air travel kits were distributed to children or parents riding on San Joaquin trains to kick off the season. The kits contained a toy, travel activities and information about the district’s Clean Air Kid’s Club and Spare the Air programs.

In March, Amtrak added a second round-trip train between the San Joaquin Valley and Sacramento, doubling direct service to/from Sacramento and providing more transportation options for residents of and visitors to the growing San Joaquin Valley. The San Joaquin ridership grew to over 734,000 passengers last fiscal year.

Gunn makes tracks

continued from page 1

knows his stuff and he will help us get through this difficult time,” said Tracy. UTU Local Chairman and Conductor Dirk Sampson asked Gunn about his thoughts on employee morale. “You give employees the tools to do their jobs, and morale will get better,” said Gunn in response. “That’s my management philosophy, and what I intend to do.” Employees cheered!

Gunn left Portland on board an Amtrak motorcoach for Salem, where he picked up the Coast Starlight. His overnight ride landed him in Sacramento, CA, where he was able to meet a group of employees eager to shake his hand and say thank you.

Arriving in Oakland, Gunn was greeted by a crowd of enthusiastic commuters, politicians and Amtrak employees, where he participated in a groundbreaking ceremony to kick-off the $88-million track and station improvement program that will enable the area to support additional Capitol Corridor trains between Oakland and San Jose (see story on page 2). Special speakers at the event included Jeff Morales, director, California Department of Transportation, and the Honorable Maria Contreras-Sweet, secretary, California Business, Transportation & Housing Agency.

The final stop on Gunn’s first tour of Amtrak’s Western region culminated at the Oakland Maintenance Facility where the informal meeting with employees there centered on the November groundbreaking for the new Oakland Maintenance facility.

“We are looking forward to the new facility and having the tools to keep improving on our already good performance statistics,” said Jay Commer, district superintendent for the Bay District. “This facility has been a long time coming and our team is ready.”

Gunn intends to travel more of the system, meet employees and familiarize himself first hand with all of Amtrak’s services.
In a ceremony held Oct. 10, 2002, at the Hyatt Regency Hotel in Washington, D.C., some of Amtrak’s most talented and dedicated employees and external partners received the company’s highest honor — a President’s Service & Safety Award. The awards program recognized 32 internal employees and 7 external business partners for accomplishments in calendar year 2001. Our external winners are commended for championing passenger rail service, and their positive voice for Amtrak. Employee winners met strict criteria, made outstanding contributions to the corporation, and exhibited exemplary work performance and leadership that support Amtrak’s values. The toughest judges in the industry — their own colleagues, selected the men and women honored this year.

A committee comprised of 32 craft and management employees, from all of the geographic regions, received more than 368 nominations from employees across the country. Each committee member dedicates countless hours of research for every nomination. After a thorough process, the committee selected the winners of this year’s awards.

During the awards ceremony, David Gunn expressed his admiration for the award recipients and the contributions they have made.

**ACHIEVEMENT**

**William Breaneman**
Deputy Division Engineer for Track
Perryville, MD

Bill Breaneman must have wondered, “Hmm, now that’s good, but how can I make it even better?”

A couple of years ago, a group of engineers developed what’s called a Multi-Purpose Maintenance Vehicle — or MPMV. This machine contained almost everything needed for daily track maintenance. But last year, Bill Breaneman made it a whole lot better. Even with the MPMV, a separate work train of hopper cars was dispatched whenever there was a need for ballast, along with a ground crew to manually regulate the flow of ballast to the roadbed. Bill saw the possibilities for big increases in efficiency and safety, as well as reduced locomotive wear and tear. What came off his drawing board was a redesigned, 100-ton ballast car inserted as the third unit in the MPMV, with onboard controls for hydraulically driven hopper doors. Now, the entire daily maintenance program on the Northeast Corridor is handled by a single MPMV. Among many other benefits, this eliminates the ballast train, which costs $2,500 per day, not including operating the MPMV

**Richard Gadbois**
Acela Manager, Philadelphia, PA

Picture this: you are riding an Acela Express high-speed train in the Northeast Corridor, when the train comes to a stop. The conductor comes over the PA system and announces your train is inoperable and you will have to transfer trains, but you are nowhere near a station. Normally, you would have to walk across ballast to transfer from one train to another, which is a safety hazard for employees and guests alike. Richard Gadbois was very familiar with this process, but had a better idea. He talked with his supervisor Don Knapp about his concept of a transfer bridge.

Richard set out to create a final product that satisfied the FRA, Amtrak and ADA requirements. He identified the need, and helped secure materials for a strong, flame retardant, and easy-to-handle bridge that would prevent passengers from being electrified during a train-to-train transfer.

Richard spent a lot of his own time researching and coordinating this project, and he made his idea a reality. Now, almost all trains in the Northeast Corridor are equipped with transfer bridges, allowing passengers to safely transfer to another train — what an achievement! Richard’s basic concept, ingenuity, and diligence have helped prevent passenger and employee injuries in a traditionally problematic situation.

**Wayne Parker**
Reservation Sales Agent, Philadelphia, PA

Amtrak is fortunate to have many outstanding sales agents working in its three call centers. However, this past year, one agent, Wayne Parker of the Philadelphia call center, accomplished something truly outstanding. He booked over $3 million in reservations during FY2001. What’s more, $2.2 million of the reservations he booked were purchased by guests. What a record!

Out of more than 1,000 reservation sales agents throughout the Amtrak system, Wayne is the only one to have achieved such a milestone. In fact, in the 29-year history on Amtrak’s automated reservation system, no one has ever topped the $3 million mark in bookings or exceeded 2.2 million in ticketed bookings. So how did he do it? High-pressure sales tactics? Nope. Just the opposite in fact. Wayne’s helpful, courteous manner with every potential guest, no matter how simple or complex their inquiry, are the ingredients to his success.

Wayne Parker is a self-motivated individual who clearly enjoys his job. Through the combination of winning customer service skills, effective sales techniques, and strong work ethic, Wayne’s achievement is truly one for the record books.

**BUSINESS DIVERSITY**

Southwest Marketing Group
Atlanta, GA; Charlotte, NC; Meridian, MS; Mami, FL; New Orleans, LA

The Southeast Marketing Group leaves no stone unturned in their efforts to increase Amtrak’s awareness among diverse communities. The promotional outreach efforts of Hank Koppelman, Sharon Gilbert, Dick Weaver, Bob Hardin and Jerome Trahan have yielded the dual benefit of demonstrating Amtrak’s commitment to serving diverse communities, as well as building ridership. Moreover, their bridge building within various diverse communities has helped increase Amtrak’s profile. The Southeast Marketing group embodies diversity as a core value at Amtrak.

Deborah Wetzer, general manager of the Gulf Coast Business Group, has worked with the Southeast Marketing Group for three years, and as a result, their diversity marketing has tremendously increased. For example, the Crescent route closely follows the Civil Rights Trail. The group has done several highly visible promotions in conjunction with specific events commemorating the Civil Rights Movement, promoting the Crescent as a unique way to visit points and events along the trail.

**u.s. Senator ernest F. Hollings**
State of South Carolina

Sen. Ernest “Fritz” Hollings is the chairman of the Senate Commerce, Science, and Transportation Committee, which has oversight over Amtrak, as well as the other modes of travel. The chairman has been a long-time supporter of Amtrak. He, along with last year’s award recipients Senators Joe Biden and Kay Bailey Hutchison, believe in our goal to provide this country with an efficient passenger rail system. Here are some examples of his support for Amtrak:

- He sponsored the Rail Security Act of 2001; the Railroad Advancement and Infrastructure Law for the 21st Century, and co-sponsored HR-2329, the High Speed Rail Investment Act of 2001. On March 6, 2002, he introduced the National Defense Rail Act, which would reauthorize Amtrak and provide both a policy and funding framework for building a viable national passenger rail system.
- Hollings believes safety and efficiency are essential elements to our economic growth and the quality of our lives, and the passenger rail can provide both. Today we recognize Sen. Fritz Hollings as a Champion of the Rails.

These marketers have also expanded their reach to Native American casino owners, minority-owned stations, and advertise Amtrak in minority-owned publications. The Southeast Marketing Group demonstrates that diversity is truly a business imperative and not simply an isolated program to be implemented.

**CHAMPION OF THE RAILS**

**Doras Briggs**
California Station Host Program; Emeryville, Martinez and Oakland, CA

When you’re in love with traveling by trains, but not an employee of Amtrak, what can you possibly do to enhance the quality of passenger rail service?

If you’re Doras Briggs, you create a way to get involved. More than anything, she tenaciously focuses on improving Amtrak customer service, and works closely with Amtrak employees toward that end.

Doras’ most recent project was to formulate the California Station Host Program. She envisioned a station host as being a volunteer who would interact with passengers in the busy Cali­fornia Bay Area depots. After 18 months of hard work she implemented chapter one of the California Station Hosts program in Emeryville in March of 2001.

Doras personally recruited, screened, trained and monitored the pilot group. Within six months, the effort was successful enough to be expanded to the Oakland, and Martinez stations, with more than 24 volunteer hosts. These hosts are energetic and enthusiastic about Amtrak, and the future of passenger rail service. There is no shortage of positive feedback from passen­gers and employees, and the successful model may be expanded across the Amtrak system.

Doras Briggs, an elegant, passionate, and driven — she is truly the undisputed featherweight Champion of the Rails!
Arthur L. Lloyd
Board Member, Caltrain, San Carlos, CA

“In the four decades that I have known Act Lloyd, not a single individual comes to
mind who has contributed more to the "futuring of rail passenger service," says Bruce Heard, friend, colleague, and former Amtrak manager.

Even before there was an Amtrak, America’s passenger rail services had a strong ally in Arthur L. Lloyd. Art has a decades-long history of advocacy for passenger rail in America, and now for Amtrak. He is a respected, knowledgeable
leader in driving transportation policy in support of train service, and an effective advocate in increasing invest-
ment and expanding Amtrak service in California, in the West and throughout the country.

His contributions to the railroad industry have greatly benefited contemporary and future railroading. But as a founder, director and officer of numerous railroad historical societies for over 60 years, Art continues to work toward preserving railroad history. In the late 1960s and early 1970s, Art played a key role in
assembling the outstanding collection of railroad locomotives, cars and artifacts that became the foundation for today’s Cali-
"Champion of the Rails!"

Susan Miculka
Volunteer, Trails and Rails Program
New Orleans, LA

In the year 2003 she volunteered over 900 hours and presented 150 programs to 5,000 Amtrak guests. Who’s that dedi-
cated? Susan Miculka, that’s who.

Susan began as an Amtrak volunteer in 1994, with the inception of an innovative program partnership between Amtrak and the National Park Service. This program, called Trails and Rails, provides Amtrak passengers on route entertainment in the form of educational, historical, natural history and contemporary information.

But Susan was the first to volunteer. She has participated in every aspect of the process from the initial startup, volunteer recruitment and training, volunteer scheduling, script writing and research (regarding routes, scenery, fun facts).

Joy Smith, general manager of the Southwest Business Group, said that Susan adds excitement to the trip and is good at selling Amtrak’s service. Smith said that by the time Susan boards the train and gives her presentation, the passengers are transformed into entertained and happy guests.

Trails and Rails is a program that has received its own budget from Congress, and has gone nationwide, with a volunteer pool of 300 covering 21 train routes. The program will not be where it is today without Susan’s dedication, hard work, and the 10,000 plus volunteer hours that she has donated since 1994. Her contribution to the quality of rail passenger service is extraordinary. Three cheers for this exceptional Champion of the Rails!

U.S. Representative Jack Quinn
State of New York

In his fifth term representing New York’s 30th district in the U.S. House of Repre-
sentatives, Congressman Jack Quinn does not tire in working for his home state, or in his support for Amtrak.

Quinn has a special interest in Amtrak and has been one of our most vocal advocates. He is an original co-sponsor of the High-Speed Rail Investment Act of 2001, and The Railroad Retirement and Survivor’s Improvement Act of 2001.

When the Amtrak Reform Council released it’s statement early in 2002 urging for the liquidation and restructuring of Amtrak, the congressman publicly expressed his disagreement. In response to the council’s findings he said, “I am committed to ensuring the viability of passenger rail service throughout this country, and so are many of my colleagues, both in the House and Senate.”

He has pointed out that having to cut costs and lay off workers illustrates the need for Congress to make some decisions about sufficient funding for Amtrak. In every challenge confronting Amtrak, Jack Quinn has been on his support. For that, we honor him as a Champion of the Rails.

Paul Agren
Roadway Mechanic (uppercase “M”), Providence Maintenance of Way Facility, Providence, RI

In January 2001, Paul Agren led a major cleanup effort at the Providence Mainte-
nance of Way Facility. The cleanup project began in response to an environmental audit. Paul contributed a considerable amount of off duty research time researching the issues and trying to find solutions.

Before he began managing the waste stream generated by the Providence base, their disposal costs were $1,200 per month. After finding a recycling company and organizing a recycling program for the facility’s waste material, waste disposal at the Providence facility dropped to $500 per month.

Paul also found another recycling company that would dispose of wood and concrete ties. The wood is chipped and sent to Maine, to be burned for energy, and the concrete is pulverized and used as aggregate for other products. As a result, Amtrak received a very favorable finding from the audit.

Paul’s initiative has paid off. He has found ways to reduce the facility’s disposal cost by recycling everything from wooden pallets to the rubber hoses used on ballast regulators. He is frequently seen sorting, cleaning up, and doing spot checks, and is always on the lookout for ways to improve the facility’s environmental safety practices. Paul is considered by his super-
visors and co-workers to be the driving force behind the facility’s cleanup and its ongoing recycling programs.

Paul Agren, you’re a true environmental safety champion.

Paul Santa Anna
Supervisor, Mechanical Department, Boston, MA

Amtrak’s environmental field personnel saying that the Commuter Rail Service and Service and Inspection Building in Boston, where Paul Santa Anna works as a Mechanical Department supervisor, is a model for envi-
ronmental compliance.

Paul routinely takes time to inspect and check his area for anything out of the ordinary that could be an environ-
mental or safety hazard. On many occasions Paul has taken the lead on making environmental improvements at the facility, some of which took shape as the result of his periodic inspections. For example, Paul developed a more efficient system for the proper storage of materials that the employees use on a daily basis. This system insured that any environmental hazards were eliminated, and that the materials were easily accessible to his co-workers.

In addition to the physical improvements that Paul has made at his location, he has also developed and implemented new proce-
dures for particular job functions so that the employees under his supervision are better informed and diligent about complying with environmental requirements.

Paul’s work location is periodically audited by Amtrak’s environmental field personnel say that it is the model for compliance that other areas should follow.

SAFETY COMMITTEE
Lorton Safety Committee
Lorton, VA

The entire Lorton facility, including train and engine, mechanical, onboard and station employees, was injury free in 2001. And, the Amtrak Police Department has had a 44 percent from the year before, surpassing their goal by 36 percent. These impressive statistics are the result of the diligent work of the Lorton Safety Committee: Dennis Overvold, Sandy Flournoy, Robert B. Jones, Jr., Lance O. Kendall, Sandra Thompson-Lake, Deb Mullings, and Ha-Roop.

This committee feels a personal responsibility for the safety of all the employees and passengers at the Lorton facility. Meeting on a monthly basis, the team educates employees in safe work practices, makes recommendations for improving conditions, reviews and analyzes accidents, and develops measures to prevent future injuries.

Under the leadership of Chairperson Dennis Overvold, these team members have found creative ways to promote safety. A few examples of their handy work include providing safety task lists so their co-workers can focus on particular issues and encouraging employee recognition in the area of safety improvements and achievements.

This safety team stays busy with their efforts to educate their co-workers on staying safe. Congratulations Amtrak, you’ve earned a President’s Award for Safety Achievement of the Year.
Richard E. Hutchison  
October 10, 1942 – August 16, 2001  
Repairman, Wilmington Shops, Wilmington, DE  

Hired in December, 1988. Richie was with Amtrak for more than 12 years, during which time he developed many friends among his co-workers. He was always ready to lend a hand, even financially, to those less fortunate than he was. When it came to heavy equipment Richie could operate or repair anything, and do it very well. He did it all. Landscaping or repair, dragstrips to marinas, boats or cars, it didn’t matter to Richie. His heart was in his work.  

“Quiet” is not a word that described Richie. At the maintenance facility, in his strident, caustic-once-a-world, Richie could be heard a mile away. He’d make you laugh. For Amtrak and the BMWE, Richie was a sincere friend who will not be forgotten. His friends were thankful for the opportunity to know him, and for the camaraderie he offered. With his kind of special friendship, everything else he did was just icing on the cake. His wife June, kids, and grandkids are all good people, and he was extremely proud of them. Richie Hutchinsen never would have won a Nobel Prize, nor ever had a testimonial dinner in his honor, but in the words of his long-time friend and co-worker, Brian Lee Hart, “he did teach us in ways that will never be forgotten.”

**STATE PARTNER**

**State Senator Jim Costa**  
Fresno, CA  

Sen. Jim Costa is a member of the Transportation Committee and Budget Subcommittee, which has jurisdiction over transportation. He is also the leader in the California legislature in supporting Amtrak and passenger rail in the state. In the early 1990s, Senator Costa developed voter approved statewide bond proposals to invest over $2 billion in California’s rail lines. During his tenure in the legislature, he has been responsible for billions in capital support for rail investment in the state. While he was President of the National Council of State Legislatures, he formed an intercity rail committee and authored Congressional resolutions in support of high-speed rail and Amtrak. A strong supporter of high-speed rail, he recently introduced a bill that would provide $9 billion in bonding authority for planning and construction of a high-speed train system in California. Due to term limits, Sen. Jim Costa will retire this year. But there is no doubt that this dedicated state partner will continue to be a champion for positive change for Amtrak and passenger rail across this country. Amtrak honors Senator Jim Costa today not only for his commitment to passenger rail, but also for his tremendous leadership in support of Amtrak.  

**David King**  
Deputy Secretary NCDoT, Raleigh, NC  

David King is a visionary, a dynamic and well-respected leader in the transportation field. Working with a driving force, he has been a consistent advocate for Amtrak and for building support to secure greater federal and state investment in passenger rail. During his 29-year tenure with the North Carolina Department of Transportation (NCDoT), he has been the catalyst in pushing the state’s rail passenger program into a position of national leadership. Because of his efforts, the North Carolina Railroad Division is one of the most valuable supporters Amtrak has among state rail services. He was instrumental in developing the state-sponsored Carolinian and Piedmont passenger train routes, and showed great foresight and planning as he pushed the NCDOT to implement an innovative program to make crossing safety improvements between Charlotte and Raleigh, which laid the foundation for high-speed operations. David travels to Washington frequently to testify before committees of jurisdiction and meet with individual members of Congress and the administration to underscore the need for a dedicated source of funds to support our national rail infrastructure and develop high-speed rail. David King is a very credible advocate for passenger rail, and a unique state partner for Amtrak — one who deserves recognition for the difference he has made for passenger rail service.

**SUSTAINED EXCELLENCE**

Frank Gallello  
Manager, Reservations Sales Call Center, Philadelphia, PA  

For 29 years, Frank Gallello has exemplified everything you look for in an Amtrak employee: loyalty, professionalism and vision, all combined with a tireless work ethic. His commitment to Amtrak’s success has been a tremendous benefit to the corporation. Frank is currently the manager of call center Operations in Philadelphia. But with nearly three decades at Amtrak, Frank has racked up a long list of accomplishments. Just to name a few:

- Frank was a key figure in testing the new ARROW system before it came online in 1981. Fast forward to fiscal years 2000 and 2001, Frank’s call center team achieved the best attendance rate and best on-phone rate, followed by the lowest average talk time and a second-place ranking in revenue/month hours.
- He was part of the management team that launched the first satellite call center, which paved the way to use part-time workers at the call centers. And he played a key role in the transition to a new automated call distribution system, achieving greater efficiencies in call handling and revenue generation (the average sales agent went from 65 to 90 per month).
- Today, as in years past, Frank’s focus is on greater efficiency and increasing revenue and cost savings. For his many years of sustained excellence, we say thank you.

Michael Gregg  
Machine Shop, Mechanical Department, Washington, D.C.  

Have you ever met Mike Gregg? He’s the Wheel Guy. Involved in Amtrak’s wheel truing program since 1984, he was there when the original wheel-truing machine was first installed. Since then, Mike has been involved in all aspects of wheels and machine maintenance and overhauls, including all major repairs. Mike is an expert in the area. In 1994, when Amtrak implemented a quality assurance program, Mike was placed in a leadership position so he could assist in the training of all wheel true operators in the facility under this program. Looking to enhance his skills and make even greater contributions on the job, Mike spent countless hours learning very detailed processes so that he could become certified in different areas. He is qualified as a lead quality assurance systems auditor by both the American Association of Railroads and ISO-9001 — outstanding credentials for someone in his line of work.

The President’s Service & Safety Awards Committee consists employees from across the company, representing every region, craft, and department. They are selected for their departmental knowledge and understanding of Amtrak operations, as well as their ability to be objective and respected performers in their positions. Committee members must assure that all awards recipients have performed or contributed far beyond their expected duties and responsibilities, and are well-recognized by their peers. They spend a great deal of time interviewing nominators, department heads, supervisors, and co-workers to gather information and verify all facts — and to help fully perform their regular job duties. They then prepare and give a presentation on their researched nominations to the full committee, which then votes on whether or not the nomination meets the category criteria. If so, a follow-up presentation is given, with the committee giving a final vote. To provide continuity, four committee members from the prior year are selected as group coordinators, who serve as immediate and familiar to the committee members. The chairperson monitors the nomination and presentation processes to ensure a fair and thorough research for all nominations, and also plans the logistics of the award festivities. And, the corporate president’s committee bring a level of history and continuity to the process. Those who have participated in this program find it valuable and rewarding, and a process well worth the time and investment. Amtrak’s employee is it’s most valuable resource, we salute you all and congratulate this year’s recipients of Amtrak’s President’s Service & Safety Awards.
Eugene Montgomery
Sleeping Car Attendant, Empire Builder
Seattle, WA

Mountains of letters in Eugene Montgomery’s file attest to the quality of service he consistently provides his customers. When passengers board Eugene’s Empire Builder sleeper, a professional in a clean crisp uniform with a warm smile and a confident stride, he is conscientious, accommodating and courteous—a class act.

He has set a high standard for customer service, so it’s not unusual for Eugene to go the extra mile for the comfort of his passengers. By being attentive to them, he can turn an adverse situation into a pleasurable experience. He talks with managers to offer solutions to problems so they won’t be repeated. Because of his focus on service excellence, Eugene is responsible for training coach passengers to sleeping accommodations, which increases revenue for the community.

Eugene serves as a volunteer school teacher. He has also started a program for inner-city children, which rewards them for receiving a certificate on an Amtrak trip between Seattle and Portland. Initially he covered the expenses but Amtrak saw the program’s merit and now helps with the costs.

The smile you see today on Eugene’s face is the same smile that has welcomed Amtrak passengers since his first day in 1975 on the Florida. With his admirable character, pleasant personality and sustained excellence, Eugene shines as an example for all sleeping car attendants.

H. Richard Moulder
Ticket Agent, Customer Services, Philadelphia, PA

Dick has been with Amtrak since 1985 and has more than 60 letters of commendations in his personal file. The letters are from passengers and supervisors alike. And, they all agree on his professionalism, his perseverance and his professionalism. His outstanding performance is a result of his high standards and personal values, and his many kindnesses have been noted recently.

One passenger wrote of the restoration of her faith in Amtrak when Dick assisted her after she lost her ticket to New York. Another passenger wrote, “Our train to Philadelphia from Washington was delayed. After the D.C. station staff substituted MARC train equipment and got us to Philadelphia on time, plus informed us that we were due a rebate. In Philadelphia, I almost did not apply for the rebate because I thought that it would require endless paperwork. Mr. Moulder opened up a special window and handled all the rebates for all passengers in an expedient and courteous manner.”

Letters like the above fill his personnel file. His customer service has brought recognition to Amtrak, and he has been rewarded the Bronze Star on several occasions. Dick also has been recognized for his perfect attendance and his on-time performance. Dick Moulder embodies the spirit of what sustained excellence should be.

Maureen Powers
Criminal Investigator, Amtrak Police Department, Philadelphia, PA

Since joining the Amtrak Police Department in 1994, Maureen Powers held a number of positions to include patrol, bicycle unit, anti-graffiti unit and criminal investigator. Her list of accomplishments over the past eight years is long, and her service to the community is worthy of praise.

In 2001, Maureen handled 97 investigations resulting in 22 arrests, and handled 50 percent more credit card fraud cases than the average office.

Investigating a rash of car thefts at 30th Street Station, Maureen discovered that the suspects were posing as rental car employees. After recovering four stolen cars, she created a partnership with the car agencies and a crime prevention plan for parking lot and rental company employees.

Immediately following the September 11, 2001, tragedy, Maureen was instrumental in addressing security improvements to include the development and placement of physical barriers at various Amtrak stations and in increased security measures within station interiors.

From 1999 to 2000, Maureen and the Anti-Graffiti and Illegal Dumping Unit arrested 161 graffiti bandits. She created a database that helped with the identification and arrest, and Maureen was awarded almost $20,000 dollars in restitution.

Maureen’s sustained excellence has been recognized by numerous awards, including 32 letters of commendation, the Department’s Exceptional Achievement Award, and Customer Service Award, 2001 Top Cop Award, and a Citation of Merit from the City of Newark, Delaware. Investigator Powers is also the 2001 recipient of the Amtrak Police Department’s highest honor, Officer of the Year.
Amtrak President Gunn visits Lorton station

With a calendar that's been full since May 15 with congressional hearings, budget reviews and press interviews, Amtrak President David Gunn has had precious little time to get out to see his railroad and visit with employees. However, on a rare opportunity, he did just that on August 16. An early visit to the Lorton Auto Train facility provided the chance for him to meet and visit with about 60 Auto Train employees. Scheduling that morning proved to be bittersweet. Unfortunately, the train arrived late that morning. However, the result was that more employees had the opportunity to meet Mr. Gunn.

In an informal meeting, Gunn met and spoke with employees personally, and provided them with information about major issues facing Amtrak. A special day for Service Manager Jim Mead, August 16 marked his fifth anniversary with Amtrak. Recognizing this event, Gunn and former Chief Operating Officer Stan Bagley remarked on his achievement and presented Mead with his five-year pin and “Magic Box.”

In addition to the interpretive guides script, a special 28-minute condensed version of the Ken Burns production “Lewis & Clark — Corps of Discovery” is aired in the Sightseer Lounge. Certain departure dates have also hosted special Native American storytellers and cowboy poets and musicians to add to the fun and excitement of the journey on the Empire Builder.

Over 350,000 passengers have learned something of our nation’s cultural and natural history as a result of the educational partnership between the National Park Service and Amtrak,” said Jim Mischulka, program director and liaison with Amtrak.

The Trails & Rails program allows the National Park Service to reach out to a diverse audience beyond our park boundaries, and provide educational opportunities to people who may not traditionally visit our National Parks. We look forward to working with Amtrak to develop additional programs and routes, particularly as we enter into the events commemorating the bicentennial of the Lewis & Clark expedition.”

The Trails & Rails program for 2002 began this summer, operating between Seattle, Washington, and Shelby under the direction of the Klondike NHS, Seattle, Washington, and between Minot and Williston, North Dakota, to Shelby, Montana, under the Ft. Union and Knife River NHS. The summer program ended on Sept. 7.

Environmental training course now available on Amtrak’s Intranet

Amtrak’s Environmental Department has developed a series of Environmental Awareness Training programs that identify and explain the major environmental issues regarding Amtrak’s operations and activities. And, as part of our agreement with the U.S. EPA, all Amtrak employees must be trained in Environmental Awareness.

There are four types of awareness training, which include: Environmental Awareness for Engineering employees; Environmental Awareness for Mechanical employees; Environmental Awareness for Supervisors of Engineering and Mechanical employees; and General Environmental Awareness.

The Engineering, Mechanical and Supervisor Training Programs are targeted for employees who are directly involved in the maintenance or servicing of rail cars, locomotives, track, track structures, bridges, substations, buildings, and signal systems, etc.

The General Environmental Awareness course is intended for all other Amtrak employees, and this includes train operations personnel (on-board, T&E, station, reservations), and office personnel (both management and craft) who support Amtrak functions in an indirect capacity (financial, secretarial, administrative, etc.)

To accommodate the varied needs and schedules of our employees, the training is offered in both in the classroom and on the Amtrak Intranet. It can be found under How We Work / Operations / Environmental Home. The course takes at least one hour to complete.

Although his time was limited, Gunn’s visit was appreciated. Sharon Mahoney, Auto Train general manager, said, “we really appreciated Mr. Gunn taking the time to visit our Lorton facility. The employees take great pride in their work and reputation of the Auto Train service, and we were eager to show it off.”

As Gunn’s schedule gets settled, he’ll be visiting more sites and have the opportunity to meet with more employees.

Amtrak President Gunn receives congratulations from Amtrak President David Gunn for his five years of service.

“With an all-volunteer program, this is a great perk for Amtrak passengers and easy on Amtrak’s tight pocketbook.”

Dan Engstrom, Trails & Rails—Lewis and Clark coordinator

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“The Engineering, Mechanical and Supervisor Training Programs are targeted for employees who are directly involved in the maintenance or servicing of rail cars, locomotives, track, track structures, bridges, substations, buildings, and signal systems, etc.”

As a part of the training, you will be asked to take a “knowledge check” about the information you have read. This is not a test. And, you are not required to submit your results for scoring. However, you are requested to continue reviewing the information until you can answer at least 20 of the 25 questions correctly. Upon completion of the training, Amtrak’s training records system, SAP, will be automatically updated to show that you have completed this training requirement.
A spotlight on Mr. George Burns

Despite his youthful appearance, George Burns began his railroad career in 1963, nearly forty years ago, as a food specialist with the Seaboard Coast Line railroad. He became a chef with Seaboard in 1971, and “haired out” with Amtrak in March 1974.

During his tenure, Burns has met and served many notable people. Of those, one of the most famous was U.S. Senator Howard H. Baker, Jr. In a letter to Burns, Baker stated, “You were very kind to take your time to see that we were pleased with our food, and we were grateful for the fine service and cuisine.”

Many of Burns’ co-workers and supervisors comment about his quiet demeanor. Supervisor K. D. McKinney said, “No matter what you say to him, he keeps a smile on his face.”

Burns retired on July 14, 2002. George Burns, “Here’s to you!” And, enjoy your retirement — you will truly be missed.
boarding assistance. The drivers were given the option of connecting thruway service contractor for Amtrak’s Martz/First Class, Inc. unique because it was developed by the drivers teamed up in pairs. The training event included a role-playing exercise while riding the vehicle’s lift. Bob Dasch, Martz/First Class Safety Training manager, was kept busy demonstrating the safety equipment on and off the vehicle.

After the role-playing exercise, the drivers participated in an interactive discussion with their trainers, managers and program developers. This was their opportunity to ask questions and make comments about their feelings and experiences. Many of the participants commented on the free dialogue between themselves and the presenters. “We could ask any questions we had without worrying how we asked them,” commented several drivers. “This training was very important and will make a difference in the way drivers view their passengers,” Stanley Johnson, general manager of Martz/First Class St. Petersburg operations, said after the two days of training.

One role-played the customer with a disability, and the other provided the necessary boarding assistance. The drivers were given the option of being in a wheel chair, wearing vision simulator goggles or ear covers. After being taken off the bus, they reversed roles and boarded again. Several drivers chose to experience more than one disability.

“What a ride!” said one driver as he was lowered from the bus while riding the vehicle’s lift. “What a ride!” said one driver as he was lowered from the bus while riding the vehicle’s lift. “What a ride!” said one driver as he was lowered from the bus while riding the vehicle’s lift.

continued on page 15
Mayors continue to play key advocacy role for Amtrak

New leaders were appointed to the Amtrak Mayor’s Advisory Council (MAC) at the annual meeting of the U.S. Conference of Mayors on June 20. The Amtrak Mayor’s Advisory Council was created in 1999 to develop stronger relationships between Amtrak and the nation’s mayors.

Mayor Jack Ellis of Macon, GA, and Mayor Michael Guido of Dearborn, MI, were appointed co-chairs of the MAC joining Mayor Ken Barr of Fort Worth, TX, and Joe Griffio of Rome, NY.

Cheryl Jackson, Mary Jennings and Ray Lang as well as Quentin Kelly from Government Affairs were on hand to inform the mayors of the challenges facing Amtrak and to ask for their support. The mayors voiced support for the current national system; for $1.2 billion for Amtrak in FY03; and for securing $55 million in a supplemental appropriation for repairing wreck-damaged equipment currently stored at Amtrak’s maintenance facilities.

At the end of the meeting, Mayor Patrick Hays of North Little Rock, AR, made a motion for the MAC to support Amtrak President David Gunn in his advocacy for maintaining a national system. The motion was adopted unanimously.

Amtrak MARSCC receives grant from Commonwealth of Pennsylvania

Amtrak’s Mid-Atlantic Reservation Sales Call Center has received $13,900.00 from the Pennsylvania Department of Community and Economic Development under the Guaranteed Free Training Program.

Barry Schaffer, team leader of the Training Department at the MARSCC, applied for and received the grant with the assistance of Bucks County Community College.

The program is designed to assist companies either based in or having a significant presence within the Commonwealth. It offers training to permanent, full-time employees in basic skills related to manufacturing or technology-based businesses, including biotech and environmental-tech companies. Employees must be frontline or first-level management, and be a Pennsylvania resident to qualify for the program.

Information technology training includes the teaching of a variety of high-tech skills to succeed in the workplace. Some of the training elements include applied manufacturing technology, e-business/commerce, Web site design and development, software engineering and computer programming. MARSCC funds have been earmarked for the training of personnel involved with customer assistance related to the Amtrak Web site, Customer Relations training and maintenance of the Tivoli customer database, as well as Excel training at Bucks County Community College.

WEDnetPA, the Workforce and Economic Development Network of Pennsylvania, is a partnership of 35 community colleges universities and technical education providers throughout the Commonwealth, formed to implement the Guaranteed Free Training Program and other education and training initiatives.
The ADA training project was unique because it was developed and conducted by people with disabilities.

Amtrak, Metrolink and Caltrans launch program to make travel easier

Amtrak, Metrolink and Caltrans have launched a new “Rail 2 Rail” program that gives Southern Californians more train travel options.

Under this program, Metrolink monthly pass holders who use the Orange County or Ventura County lines will be able to ride any Pacific Surfliner train or Amtrak bus within the trip limits of their pass for no additional charge. Similarly, Pacific Surfliner passengers will be able to ride any Metrolink train within the limits of their ticket at no additional charge.

In addition, where weekend service wasn’t previously available to Metrolink riders, monthly pass holders on the Orange and Ventura County lines will be able to ride Pacific Surfliner trains seven-days-a-week, within the limits of their pass.

As an extra benefit, Southwest Airlines, the premier carrier at Burbank Airport, will offer its passengers a free round-trip ride on either Amtrak or Metrolink between Burbank Airport and Union Station for free during the first 90 days of the program.

“Rail 2 Rail is about convenience. It’s about giving passengers the option to choose the train that works best with their schedule,” said Caltrans Director Jeff Morales. “But this is only the beginning. Metrolink, Amtrak, and Caltrans are working together to coordinate their schedules, their fares, and their ticketing to make the entire train experience easy, economical, and enjoyable.”

Metrolink is Southern California’s regional commuter rail service and is in its 10th year of operations. The California Department of Transportation (Caltrans) partners with Amtrak to provide service on three intercity rail corridors in California.

Amtrak takes fans to Chicago Bears Games

So, what do hundreds of football fans do when they can’t see their beloved Chicago Bears in downtown Chicago? They take to the rails, of course.

The home of the Bears is Soldier Field along Chicago’s lakefront. However, during the 2002 season, the stadium is under construction, and the Bears are playing at the University of Illinois’ Memorial Stadium in Champaign, IL.

Stepping in to assist with transportation for charter groups, Amtrak developed service plans that met the needs of fans and railroad partner, Canadian National as well.

On most game days this fall, two trains operate from Chicago Union Station to Champaign. The trains themselves could not be any different. The Champagne Train is composed of private railroad cars and is popular with groups, while the CHAMPltrain is geared for the individual fan.

Operation of these trains has really been a team effort, with input and support received from many departments within Amtrak. The work force at the 16th St. diesel shop even assigned locomotives carrying numbers that correspond to the numbers worn by Bear greats.

Bill O’Dea, manager of Terminal Services, with his encyclopedic knowledge of railroading, has personally monitored operating performance.

The fortunes of the Bears aside, the successful operation of these trains have only reinforced the notion that Amtrak is indeed a viable alternative in intercity transportation.

Women’s Health Coverage

Your medical benefits provide coverage for mastectomy-related services including reconstruction and surgery to achieve symmetry between the breasts, prostheses, and complications resulting from mastectomy (including lymphedema). This care is covered in the same manner as other medical care. In other words, deductibles, co-payments, and co-insurance may apply. Please see your 2003 benefits enrollment workbook for additional information about your benefits coverage, or call the Amtrak Benefits Service Center at 1-800-481-4887.

New Medical Claims Approval Procedures for 2003

Due to a new Department of Labor law, the amount of time a benefits administrator (such as UnitedHealthcare, Aetna, etc.) may take to approve or deny health care claims has been shortened. You will receive detailed information about the new claims approval procedures with your benefits confirmation statement.
LETTERS

I am writing to inform you of some extraordinary efforts taken by a 10-year-old boy in Littleton, CO, to save the California Zephyr. Jack Wheeler, now a fifth grader at Lois Lenski Elementary School, is passionate about trains. Jack read in the Denver Post last spring that the California Zephyr may be facing insurmountable financial difficulty. Jack, on his own, wrote a letter to his principal of his school and received permission to set up a “Save the Zephyr” table at school. He created posters and flyers asking the children to have their parents contact the legislature (with a citation to the appropriate legislative web site). Jack also has distributed these flyers at grocery stores, country clubs, other schools, as well as to friends and family.

Additionally, Jack has written letters to President Bush, Senators Wayne Allard and Ben Nighthorse Campbell imploring them to help your train. Jack’s efforts cannot fairly be summarized in this brief letter; however, I believe his efforts should be known to you. Jack has expended countless hours of energy (his letters include historical information and factual research) and I would love to share these letters/flyers with your company. I wanted you to know that in the midst of your apparent struggle, there is a little boy in the world fighting the best he can to be heard. He is doing it out of the passion he has for trains and the love he has for Amtrak.

Please contact me if you would like more information on the grassroots campaign launched by Jack. Sincerely and respectfully yours,

K. Wheeler

New calendar

Amtrak’s 2003 wall calendar features a striking visual of the Amtrak Adirondack passing by the Bouquet River in New York. Jane Mruk, director of Amtrak’s Design & Identity Management, created the dynamic design. This year there will be fewer calendars printed as part of a cost-savings initiative. With that in mind, there will not be as many calendars available to the departments. However, the calendars are available to Amtrak employees, retirees and their families and friends, at moderate prices through Amtrak’s website, www.amtrak.com/store. The more calendars you order, the less each costs.

Prices

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For additional details visit www.amtrak.com/store or send your orders and inquiries to: Amtrak Marketing Distribution, P.O. Box 7717, Itasca, IL, 60143-7717. Or, call 1-800-400-1229.

Checks, money orders and credit cards are welcomed; taxes, handling and shipping are included. Make checks payable to: Amtrak Calendar. For credit card orders, please include complete number, expiration date and your name as it appears on the card. Visa, MasterCard, Discover/Novus and American Express will be accepted. Amtrak collector calendars are available for the following years: 1980, 1981, 1983-1986, 1988-1991, 1993-2002. Please call 1-800-400-1229 for more information.

Amtrak Technologies announces updates

Virtual Private Network (VPN), Remote Intranet Access Link (RAIL) upgrade

On Oct. 15, Amtrak Technologies (AT) made a major upgrade to the software, Remote Access Intranet Link (RAIL), that provides access to the Amtrak Intranet for home and external users.

The new improvements have technological benefits for end-users and AT. The upgrade also enables authorized users to have home access to other applications, such as ARROW, the SAP database, and more.

Since its introduction last year, over 800 employees have downloaded RAIL onto their home PCs.

With the new upgrade, access now requires a Customer Service Request (CSR) submitted using eTrax. The CSR should include the applications that you need to access. Once you are approved, you will be forwarded instructions. Then, you will be allowed to download the new software and register to use RAIL. Once you have registered, your account will be activated within 24 business hours.

Problems should be reported to the Amtrak HELPDESK at 1-800-772-HELP. General questions can be emailed to VPNM@amtrak.com.

Intranet access update

To make the Amtrak corporate Intranet easier to use, and easier for Amtrak Technologies to support, the access address has been changed.

New name: http://intranet.nrpc

For example, to access news on the Intranet go to http://intranet.nrpc/news. To find employee information go to http://intranet.nrpc/employees.

One of the big advantages to the new name, in addition to being shorter and easier to remember, is that the new name will be permanent. It will stay the same even when the underlying system hardware is changed. This way Intranet addresses can now be put into documents and policies. Please be sure to update your bookmarks and any documentation you give to other people. The old addresses (http://wasint01/ and http://10.51.8.41/) will eventually stop working.

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Amtrak and the State of California broke ground in November for a new, $65-million state-of-the-art maintenance facility in Oakland, California. The new maintenance facility, replaces the current 1916-era facility and will provide superior working conditions and enable Amtrak employees to better maintain, repair, service and inspect trains, improving efficiency and allowing for the continued growth of passenger rail service in California.

“This new maintenance facility will bring more efficient service to passenger rail travelers and improve conditions for our employees,” said Amtrak President David Gunn. “Investments like this symbolize Amtrak's commitment to the future inside.

Groundbreaking ceremony held for new Oakland maintenance facility

Who do I work for?

With last summer's company-wide reorganization, the Strategic Business Units were abolished, the company was returned to a more traditional railroad operating structure and corporate functions were realigned as well. The goal of this streamlining effort has been to better increase authority and accountability for decision-making on the operations side of the business.

But who do you work for? And where exactly do you fit in on the org chart? Everyone should be able to name his or her immediate supervisor. But after that, it may get a little confusing, especially with all the recent changes.

Reorganizing a company the size of Amtrak (with 22,000 employees) does not happen overnight. It takes time. While changes to our operations must be transparent to passengers, our organizational structure needs to be visible — and understandable — to all employees. So what's the bottom line on the reorganized Amtrak? First, there are 10 major departments reporting up to President Gunn. These departments and their department heads are:

- Business Diversity & Strategic Initiatives
  Vice President Gerri Mason Hall
- Finance
  Chief Financial Officer Deno Bokas
- Government Affairs
  Vice President Joe McHugh
- Human Resources
  Vice President Lorraine Green
- Labor Relations
  Vice President Joe Bress
- Law
  General Counsel & Corporate Secretary Alicia Serfaty
- Marketing & Sales
  Vice President Barbara Richardson
- Operations
  Senior Vice President of Operations Bill Crosbie
- Planning & Business Development
  Vice President Gil Mallery
- Procurement & Materials Management
  Vice President Michael Rienzi

Operations keeps the trains running

With about 20,000 employees, the Operations Department, led by recently hired Senior Vice President Bill Crosbie, is the single largest department in the company. Chances are that if you work for Amtrak, you work in Operations.

Reporting directly to Crosbie are four major system line departments and two support departments:

- Operations, led by Vice President Ed Walker, is responsible for train movement, station operations, terminal services, mail contracts and on-board services. About 15,000 employees in seven operating divisions and four support offices report directly to Walker. The divisions and their general superintendents are New England (Mike DeCataldo), New York (Walter Ernst), Mid-Atlantic (Daryl Pesce), Southern (Joe Wall), Central (Don...
By the time you read this, the calendar page will have turned to 2003. Some years are best behind us, and that can safely be said for ‘02. I don’t have to rehash the details, but let’s move forward.

Our focus this year is to stabilize the company, rebuild our plant and equipment, and live within the budget. So far, we’ve done a pretty good job of staying on budget. The revenues haven’t been what we’ve expected, but on the other hand, we’re doing a better job on the expense side.

As you know already, our $3.4 billion budget assumes $1.2 billion in federal support. Through Jan. 11, we will have gotten about $300 million. I hope that Congress will appropriate the rest in January. I will let you know if it does. If it doesn’t, you will certainly hear from me as well.

Now let me tell you where that money is going that is different than in previous years. First, we are putting more money into infrastructure and equipment repairs, like repairing and returning to service 26 wrecked or damaged cars at the Bear and Beech Grove shops. A number of workers have been called back to do this and make other improvements.

Second, over the next two years, we are going to ask the states to make up the difference (the operating loss) on our partnership services. This will take some time, but we can no longer afford to cover losses from our state-supported services.

A third major change is that while we’ll keep moving mail, we are beginning to phase out most of our express service. The economics just don’t support continuing this line of business in the manner we have, and it has degraded our passenger service. Like I said, it will be a very lean year. Departmental budgets show it, and managers know it. However, we are making advances toward restoring stability, rebuilding our technical competency and reinforcing accountability. If we had another $100 million, it would be used for more equipment repairs and reinvestment in our plant. But we don’t, so we will simply have to make every dollar we have go as far as it can.

Now is the time to stay diligent. Our ability to show people we can responsibly manage this money and the basics of our business will have a lot to do with the future of our company.

What we really need is a reliable and predictable source of funding. Nobody likes this hand-to-mouth existence. We have worked hard to make our case in Washington, and we will continue these efforts with the new Congress. As I have said before, I’ll keep you informed of any important developments.

As I continue to ride trains and visit different locations, your spirit, tenacity, and commitment to hard work continues to give me confidence. I appreciate your determination to make this thing work.
Who do you work for?

While knowing whom you work for is important, knowing your work, doing it well, safely and efficiently is more important to your success, and the success of the company.

The Amtrak Corporate Organization including Operations Functions

President & Chief Executive Officer
David L. Grinn

Senior Vice President Operations
William Crosbie

Vice President Government Affairs
Joseph H. McHugh

Vice President Human Resources
Lorraine A. Green

Chief Financial Officer
Deno Bokas

General Counsel & Corporate Secretary
Alicia M. Serfaty

Vice President Procurement & Materials Management
Michael J. Rienzi

Vice President Planning & Business Development
Gilbert Malley

Chief Operations
John Tucker

Chief Mechanical Officer
Jonathan Klein

Chief Engineer
David Hughes

Operations Vice President
Ed Walker

Chief of Security/Safety
Ernest (Ron) Frazee

Chief Financial Officer
Deno Bokas

Senior Vice President Operations
William Crosbie

New England Division
General Superintendent
Mike DeCataldo

New York Division
General Superintendent
Walter Emrt

Mid-Atlantic Division
General Superintendent
Daryl Peace

Southern Division
General Superintendent
Joe Wall

Mail & Express
General Manager
Lee Sangrad

Pacific Division
General Superintendent
Joe Deely

Central Division
General Superintendent
Don Saunders

Southwest Division
General Superintendent
Richard Phelps

System Operations
Chief
Jon Tainow

Service Delivery
Chief
Kevin Scott

Transportation Office
Chief
Steve Strachan

Operations Vice President
Ed Walker

Chief
Kevin Scott

Corporate Secretary
Alicia M. Serfaty

Chief Financial Officer
Deno Bokas

Chief Engineer
David Hughes

Operations Vice President
Ed Walker

Chief of Security/Safety
Ernest (Ron) Frazee

Chief Financial Officer
Deno Bokas

Senior Vice President Operations
William Crosbie

New England Division
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Mike DeCataldo

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General Manager
Lee Sangrad

Pacific Division
General Superintendent
Joe Deely

Central Division
General Superintendent
Don Saunders

Southwest Division
General Superintendent
Richard Phelps

System Operations
Chief
Jon Tainow

Service Delivery
Chief
Kevin Scott

Transportation Office
Chief
Steve Strachan

stakeholders with Amtrak’s funding requests and documentation required to support federal appropriations. This includes sending an annual Legislative & Grant Request to Congress outlining Amtrak’s federal funding needs and legislative requests. The department also supports Congressional efforts to enact legislation to reauthorize funding for Amtrak.

In the Human Resources department, Vice President Lorraine Green manages Amtrak’s compensation and benefits administration; occupational health services, including drug and alcohol testing; career counseling; employment test administration; recruitment; staff planning; HR information systems; and regulatory compliance.

The Labor Relations Department is led by Vice President Joe Bress. The departmental functions include the negotiation of national and local labor agreements; contract administration; claim and grievance administration; and, jointly with HR, the administration of the union medical plan.

The Law Department provides legal representation; litigation and advice; conducts EEO investigations; and agreement-covered employee discipline hearings. It also is responsible for the management of records and information, and real estate holdings. The department is led by General Counsel and Corporate Secretary Alicia Serfaty who is also responsible for relations with the Amtrak Board of Directors.

Marketing & Sales, headed by Vice President Barbara Richardson, is responsible for all internal and external communications, marketing and promotions, sales distribution, the call centers, market research and pricing, revenue management and charter services.

The key functions of Planning & Business Development, led by Vice President Gil Mallery, include state and commuter relationships, route profitability and performance measurement, freight railroad administration, strategic and capital planning, policy and performance, and business planning and development. The department is also focused on developing consistent policies, and standards and programs that are aimed at strengthening financial performance and fostering business partnerships.

Procurement & Materials Management, headed by Vice President Michael Rienzi, oversees procurement and vendor spending; the materials management for Amtrak’s warehouses; and is the administrator of the automotive vehicle fleet, asset sales, mailrooms and WUS building services.

With a better understanding of how the corporation is structured, employees can see more clearly where and how their roles fit into the bigger picture.

However, in the end, while knowing whom you work for is important, knowing your work, doing it well, safely and efficiently is more important to your success, and the success of the company.
ON THE RIGHT RAIL

The Niles Gang. (L. to R.) Jamie Turtle, Manager Frank Hall, Pat VannZelffe, former Jim Roberts (standing), Bob Boyce, Howard Pursely, Dennis Hawrysz. Not pictured: Project Engineer Gary Coveill, Jack Smith, Dave Hagemann, Frank White and Ken Harbert.

Employees give Niles Station a spectacular look

Amtrak’s historic Niles, IL, rail passenger station is undergoing an exterior facelift. Under a federal- and state-funded grant of $540,000, Amtrak employees are replacing the old top of rail asphalt platforms with new 600-foot, ADA-compliant, concrete platforms. In addition new rail, ties and drainage for the track system were installed, and the asphalt walkways and apron around the station will be replaced with brick pavers and planters. The brickwork and landscaping will be completed in the spring by local contractors.

The station has appeared in at least three movies: “Continental Divide” with John Belushi, “Midnight Run” with Robert DeNiro, and “Only the Lonely” with John Candy. It was in the latter movie, “Only the Lonely,” that the famous station’s Christmas lights display got started. Each year Amtrak staff along with the Garden Club and the City of Niles, light up the station for the Christmas season. This is now one of the most popular events in Western Michigan and a big event in the City of Niles.

Bells and whistles on board Acela Express

Their special day, Oct. 19, 2002, began with the sound of the Acela Express train whistle, combined with another unique set of bells — wedding bells that is — that chimed during the special wedding ceremony on board train # 2250 bound for New York. Family and friends joined Amtrak employee Tom Verge and his bride Melody on their special train ride as they vowed their love to each other. “Some of our party had never experienced a train ride and they were blown away by Acela,” said Verge, an electronic technician in Washington. “Melody fell in love with Acela when she took her first ride on a short trip from Washington D.C., to the BWI station stop in Maryland after the conclusion of the 2001 Amtrak Presidential Awards ceremony. When we were discussing our wedding plans, I asked her if she would like to be married on a train. She asked me if it could be on the Acela, and from there, our plans just took off. Everything had turned out the way we had hoped for,” Verge said.

The Rev. Gilbert Edwards from the Amtrak Baltimore B&B Department officiated the ceremony while a close watch was made as the train traveled from Washington Union Station on to the state of Maryland. The ceremony had to be completed while the train traveled through Baltimore County or the marriage license would be invalidated. The ceremony officially concluded at 9:40 a.m. — a coordinated effort of timing and mileposts!

After the train passed through Philadelphia, the newlyweds were whisked off to the first-class car where a bottle of champagne awaited them.

Tom and Melody wish to thank Robert Bryan, Ed Mruk and the Amtrak crew on board Acela Express 2250, for making their special day possible.

Positive results in Illinois

Amtrak, Illinois Department of Transportation, Union Pacific Railroad, Federal Railroad Administration and Association of American Railroads demonstrated a second of its kind satellite-based technology system needed to bring high-speed rail to the Chicago-St. Louis corridor.

The Positive Train Control (PTC) system, which uses satellite technology to pinpoint train locations, and enhances safety features such as crossing gate controls and train speeds, is one element in the process to provide 110 mph train travel between Chicago and St. Louis.

Bob Kollmar, project manager for the Amtrak portion of this initiative stated, “The success of this demonstration event required a major investment by several departments including Planning and Business Development, Operations, Mechanical and Engineering. The dedication and commitment of the Amtrak team ensured the achievement of this 110 mph demonstration train.”

On October 31, Amtrak Engineer Steve Fleming operated the high-speed demonstration train. He said “This has been an ongoing project since July. Several practice runs took place in order to achieve this goal. We tested the train at various speeds starting at 90 mph, then 100 mph and finally, 110 mph.” Fleming, a 14-year Amtrak employee, began his railroad career in 1981 as a brakeman for Illinois Central Railroad. “I can’t wait until it happens for real,” Fleming said.

Conductor J. C. Butch Hayes heard a lot of “oohs” and “ahhs” from the passengers. “They were astonished because they didn’t think we could achieve these high speeds with such a smooth ride.” Hayes felt the move toward implementing high-speed rail in the Midwest is “long overdue and really beneficial.”

The test results will be reviewed and evaluated by Lockheed Martin Corporation, the prime contractor, for compliance with the scope and mission. Using satellites, future components of the PTC system will not only pinpoint a train’s location, but also will control speeds to help avoid train-to-train collisions, adhere to posted speeds, provide roadway worker-on-track protection and monitor the “health” of crossing gates and flashers.

Three Amtrak locomotives that are normally used in the Chicago to St. Louis corridor are currently equipped with the PTC equipment in preparation of the future implementation of the system. Nearly $140 million in state, federal, and private funds have been invested in upgrading the Chicago to St. Louis corridor in the past ten years. It is anticipated that trains could travel at 110 mph on this 120 mile section of track sometime in 2004, which could cut up to one hour off the travel time between Chicago and St. Louis.

“We are pleased to help demonstrate to the traveling public the incremental progress that is already being made toward high-speed rail in the Midwest,” said said Michael Franke, senior director of Planning for the Midwest.
Working toward a drug- and alcohol-free workplace

At this year’s Operation RedBlock conference held in Philadelphia, your agreement-covered representatives worked alongside all levels of management to discuss new avenues to make the workplace drug and alcohol free. This year’s theme, On the Right Track, was designed after the Operation RedBlock and Employee Assistance Program’s new Web site located on the Internet at www.redblock.com.

The annual conference has many functions. All year, team leaders throughout the country volunteer in their respective work communities promoting a drug and alcohol-free workplace. Once a year they gather at the conference for additional training and education by way of seminars, classes, meetings, fellowship and special speakers. Many Operation RedBlock leaders use their personal vacation time to attend this important event.

“The conference provides needed training and motivation,” said David Hardimon, Los Angeles carman and Operation RedBlock Captain. “Every RedBlock situation is unique, and having the tools to help our fellow employees can save a job or a life,” Hardimon said.

New York Congressman Charlie Rangel was a special guest at the conference, and he encouraged the troops in his heartfelt speech. “We need trains, and I will fight for the future of Amtrak. Keep working safe out there.”

David Gunn, Amtrak’s president and CEO was greeted with enthusiasm as he spoke to the group. “You are the leaders of this successful and innovative program. Congratulations on a job well done but this is a fight that never ends. Working safely and providing a drug and alcohol-free environment is pivotal to the success, the very survival of our company,” said Mr. Gunn.

Representatives of various unions from Northwest Airlines joined the conference to learn from the groups’ successes. Several other leaders in the travel industry have modeled their drug and alcohol prevention programs after Operation RedBlock.

Bobby Bonds, director of both programs was pleased with the outcome of this yearly gathering. “Countless volunteer hours go into making our programs a success. Behind the scenes, hundreds of volunteers who are caring and involved form a network that is committed to a drug and alcohol-free workplace. We are dedicated to saving jobs, as well as the health and well being of our fellow colleagues. We don’t advertise our successes because we remain a confidential program, confidentiality is the key,” said Bonds.

“Although ORB’s conventional role is to provide prevention, assessment, intervention, and referral services to employees and their dependents, we seek innovation through enhancing our ongoing responsibility to provide emotional, psychological and spiritual help to people in need through continuous training and partnerships with groups such as the Employee Assistance Program and the Amtrak Chaplain Program,” said Ed Adams, Labor Coordinator.

Operation RedBlock (ORB) is a labor-developed, company-adopted drug and alcohol prevention and intervention program. The program emphasizes awareness, education, and prevention committees. ORB aims to change attitudes, to reduce the tolerance of nonusers to job-related drug and alcohol use, and to encourage users to seek assistance. All inquiries remain confidential. The telephone number to reach the Operation RedBlock team for mark-offs or information is open 24 hours a day at 1-800-44R-BLOC or 1-800-447-2562.

You can also find more information on the Amtrak Intranet or go to the official Operation RedBlock website at www.redblock.com on the Internet.

New maintenance facility

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of passenger rail both in the state of California and throughout the nation.”

This investment represents another example of Amtrak’s successful partnership with the state of California to improve passenger rail services. As part of the joint capital investment, Amtrak has committed $27 million toward construction of the facility, while the state of California will invest $38 million.

“California is one of Amtrak’s strongest partners and has a deep business interest in ensuring that the maintenance of the state-owned equipment is first-rate,” said Warren Weber, manager of the California DOT Rail Program. “The state invested funds in the new Amtrak Oakland maintenance facility to protect the state’s investment in train equipment and build upon the success of passenger rail service in California.”

The new 22-acre facility will occupy former railroad property and include a main shop and a service and inspection area. It will be equipped for service, maintenance, inspection and repair and train washing. The new facility will allow improved conditions for existing and new functions. Such as:

• Preventive maintenance for 17 locomotives, previously performed in Los Angeles
• Preventive maintenance for 78 California Cars
• Daily turn around servicing for the Capitol Corridor, San Joaquin, and California Zephyr
• It will be located 1,500 feet from Amtrak’s existing maintenance facility in West Oakland.

The new Oakland Maintenance Facility will have a positive economic impact on the surrounding area by building up to approximately 200 jobs to Oakland’s job base. In addition, the facility will have the capacity to meet future demand as both the state-supported San Joaquin and Capitol Corridor services continue to grow.

“California is one of Amtrak’s strongest partners and has a deep business interest in ensuring that the maintenance of the state-owned equipment is first-rate.”

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In this story, we take an inside look at how Amtrak’s Engineering Department quickly responds to an emergency situation and resolves the crisis in less than 24 hours.

11 a.m.
On Friday, Aug. 8, a few minutes after the hour, a truck hauling a trailer and ship container, struck and damaged the Monument Street railroad bridge in Baltimore, MD. The container became wedged under track two of Amtrak’s Northeast Corridor.

Not long after the truck became wedged under the bridge, Baltimore Electrical Foreman, Jim Matthews, was on his way to another job when he spotted the container jammed under the bridge. Parking his vehicle, Matthews rushed over to the scene of the accident to view the damage and to provide his first-hand observations to structural engineers for a quick determination of what to do next.

11:30 a.m.
Seeing some distortion and tearing of the floor system, Jim called his supervisor, Paul Roddy, assistant division engineer of Structures. It was approaching 11:30 a.m., as Matthews was explaining to Roddy that the bridge had been struck and that some of the floor system members appeared to be damaged. Roddy immediately notified CETC that the Monument Street bridge, serving the Northeast Corridor’s mainline, was out of service for all tracks until an on-site inspection could be made. Roddy next called the Corporate Engineering offices and talked to Senior Director of Structures Charles Yordy and informed him of what he knew. Roddy said he was on his way to Monument Street and would provide additional details once he arrived.

11:40 a.m.
By 11:40 a.m., Yordy was in conversation with Senior Engineer Joe Lileikis who was near Perryville, MD. It was now a little before noon, and holds were placed on two of the three tracks, drastically curtailing service over the bridge. Lileikis replied that he and the Rehab gang supervisor, Steve Dietrich were on their way to Monument Street and would provide an assessment as soon as they arrived.

Noon
A little after noon, Lileikis and Dietrich arrived at the bridge. The local Track Department personnel as well as Amtrak Claims were on site. The truck was still jammed under the bridge but Lileikis was able to inspect enough of the steel to determine that track three was not in jeopardy of causing a derailment, and at 12:30 released that track for a train to operate over it at reduced speed. Meanwhile, Dietrich was making calls to his gang members to load up and head to Baltimore from their work site in Perryville.

1 p.m.
By 1:00 p.m. members of gang R 901 were arriving on site. Lileikis contacted the System Structures office where Yordy and Senior Engineer Nenita Santos had copies of the bridge floor system plans. Lileikis provided detailed information on the location and nature of the damage to the floor beam supporting track two, and proposed several repair scenarios. A replacement floor beam had been located near Baltimore station and he needed dimensions from the bridge plans for comparison purposes. Further investigation revealed that this floor beam would provide a suitable replacement for the damaged one.

3:30 p.m.
By 3:30 p.m. the jammed trailer had been dislodged from under the bridge and towed away. The common girder between tracks two and three could now be properly inspected and Lileikis determined that track three was suitable to be returned to timetable speed. The floor beam could now be inspected closely and proved to have been extensively damaged, making repair both time-consuming and a costly proposition. Lileikis determined that the best solution to the problem was to use the floor beam that was on hand to replace the damaged one.

4 p.m.
At 4 p.m., the replacement effort was organized with all involved departments.

8:50 p.m.
By 8:50 p.m. the Baltimore track department under Supervisor Ray McAllister and Assistant Division Engineer of Track Josh Lepman had stripped the track from the bridge ties, removed two panels of bridge ties and opened up a bay on either side of the damaged floor beam. In the mean time, the Rehab gang had been working below deck to remove connection bolts.

10 p.m.-10:30 p.m.
Between 10:00 and 10:30 p.m. the east and west stringers which are framed into the floor beam had been removed.
innovative program improves safety at Chicago Union Station

At Chicago Union Station, employees are responsible for 150 tons of baggage belonging to 6,000 passengers, and for 1250 tons of mail and express freight daily. This work presents numerous challenges in safety performance. These are the challenges being addressed by a new behavior-based safety initiative called EAGLES, the Employee Alliance for Great Levels of Excellence in Safety.

The Human Factors Program of the Federal Railroad Association Office of Research and Development selected Amtrak’s Chicago Union Station as the location for this pilot project. All employees in the station, as well as the Mail & Express mail dock and express dock, are included in the program. Past safety programs have focused more on creating rules of avoiding danger rather than how to do specific kinds of work safely. This new type of behavior-based safety program is designed to increase communications between employees and to reward positive safety behaviors.

The EAGLES steering committee, consisting of 10 TCU union members and two supervisors, took a four-step approach to addressing safety issues:

- Reviewing past problems
- Observing safety related work behaviors
- Providing feedback to employees
- Creating an action plan to improve worker safety

Amtrak Director of Safety, Peter Hall, credits the EAGLES initiative with having a powerful positive impact. As Hall points out, “Most people have good intentions about recognizing good performance when we see it. However, without a system for giving positive feedback, we frequently give negative feedback when we see something that worries us … Now the workforce receives continuing feedback and reinforcement for what they are doing right.”

It is a commendable achievement that a project of this magnitude be accomplished in less than a 24 hour period. Special recognition must go to Supervisor Steve Dietrich and the members of R 901 who are: Cliff Cook, Jim Coursey, Dave Settlemyre, Ray Singleton, Wayne Sutton, Jeff Thompson, Bob Willnecker and Steve Wilson. Assisting was Baltimore Division welder Hugh Devlin. Thanks to the dedication and drive of these men, the Northeast Corridor experienced many fewer delays that would otherwise have occurred.

Without the engineering expertise and guidance of Joe Lileikis, who has developed the Rehab gang into an exceptional work unit, this major project could not have been accomplished with the speed or quality shown Friday night and Saturday morning. Joe and his gang are a tribute to the finest qualities of Amtrak Engineering.

By 7:16 a.m. track 2 had been restored to service for 30 mph to observe the first train over it.

“...and by midnight the floor beam itself had been taken out. As it turned out, the new floor beam had to be modified to fit the location where the old floor beam had been removed. This was due to the fact that the length of the new floor beam was slightly greater than that of the old. Lileikis provided the technical guidance for the field forces to confirm connection hole patterns, and to make the necessary modifications to make the new beam fit.

1 a.m.-5:45 a.m.

By 1:00 a.m. the beam modifications were completed. The beam was next fitted into position and stringer attachments begun. Since the new floor beam was not an exact duplicate of the old, various on-going modifications to connections were made to facilitate installation of connection bolts. This process lasted for approximately four hours, by which time, at 5:45 a.m. Saturday morning, all the connections had been made between stringer and floor beam and girder.

The Baltimore track department then replaced the bridge track panel and connected the rails. ET removed ground stick protection and C&S began applying bond wires.

7:16 a.m.-8:22 a.m.

By 7:16 track 2 had been restored to service for 30 mph to observe the first train over it. After a northbound passed without event over the repaired structure, track 2 was restored for normal speed at 8:22 a.m.

A truck hauling a trailer and ship container strike the Monument Street railroad bridge in Baltimore, MD.
Best-selling author David Baldacci signs copies of latest novel aboard Acela Express

David Baldacci, the Washington D.C., lawyer turned best-selling novelist, signed copies of his latest book, The Christmas Train while aboard Acela Express in November.

Perhaps best known for his thrillers Absolute Power and Last Man Standing, Baldacci’s remarkable versatility is demonstrated in this uniquely entertaining new tale. The Christmas Train takes place aboard Amtrak’s Capitol Limited and Southwest Chief trains between Washington and Los Angeles.

Baldacci’s appearance was another installment of “Live on Acela Express,” a series of onboard events showcasing Amtrak’s high-speed rail service as a unique environment where business travelers on the Northeast Corridor have the opportunity to encounter exciting events and personalities en route. “Live on Acela Express” has also featured appearances by actress Bo Derek, celebrity Chef Mark Gossage, and Mike Pagliarulo.

Baldacci boarded Acela Express at 4 p.m. at Washington Union Station and signed copies of the book between Washington and New York. The book was available for sale on board the train, and the event provided an opportunity for passengers to purchase a unique holiday gift.

Take that cart and make it new

Creative Cost Savings in Seattle

The Seattle station safety committee identified both a problem and solution related to the train sets utilized on the Pacific Northwest Amtrak Cascade Service. The European design of the Talgo equipment has a baggage car floor that is several feet lower than that of conventional equipment. As a result, using standard baggage floats to deliver baggage to these train sets meant crews having to reach above their heads to take bags from the float.

To correct this potential safety hazard, the safety team at the station suggested the acquisition of “Low Boy” carts that are closer to the ground and level with the baggage car floors on the Cascade Service equipment. However, new carts were not a cost-effective choice, as they retail for more than $3,500 dollars each.

Brainstorming by the safety team brought about the question, could the catering carts (scheduled for the scrap-yard) be adapted? Safety team member and welder, Neil Thomas, without hesitation said, “Sure they could!”

True to his word, Thomas was able to secure enough parts to fabricate three “Low Boys”. He used these parts along with his own considerable skill with a torch and in very short order was able to provide new equipment perfectly suited to our task. Total cost in labor and additional parts came to less than $500 dollars for the three carts — a savings of $10,000 dollars.

Congratulations to the Seattle safety committee for your efforts not only in financial savings for Amtrak, but your innovation and teamwork led to more effective and safe baggage handling for the Pacific Northwest.

A letter from David Baldacci

To the Men and Women of Amtrak:

My love of trains started, as it did for many others, when I was a kid, and has never diminished. Now, that adoration has culminated into my new novel, The Christmas Train. The story chronicles one man’s frolicking, heartwarming, and hilarious journey across America on Amtrak’s Capitol Limited and Southwest Chief.

For me trains are the best way to travel, easily beating zipping across the skies at 500 mph or stuck in traffic on major interstates. Train travel allows you not only to see the country, but also meet your fellow Americans. As a writer there are few places that beat a train for gathering story material.

I want to thank all the people at Amtrak who shared their stories and experiences with me, while I was writing the novel. For me trains are living things, in a way, yet I know it’s the people who work them that are the heart and soul of the thing.

I hope when you read the book that you both enjoy it and find that I did you justice.

Respectfully,
David Baldacci

Equal parts hilarious, poignant, suspenseful, and thrilling, David Baldacci’s The Christmas Train is filled with memorable characters who have packed their bags with as much wisdom as mischief, and shows how we do get second chances to fulfill our deepest hopes and dreams, especially during the season of miracles.
Conductor Marisol Munoz was applauded for her unerring efforts in bringing the two locations together at this annual event. “We work hard all year, so we appreciate the time together to reflect on the past, unite in friendship and to celebrate the New Year,” said Munoz.

Angels in the outfield at Anaheim Station

Firemen and Police Officers swarmed the Anaheim station — but not for an emergency call — they joined the crowd of fans and train passengers that wanted to watch the 2002 Baseball World Series!

“It was like actually being in the outfield,” said Susie Brown, Anaheim station agent. “You wouldn’t believe how many folks just stayed to watch the game, and experience the energy,” she said. The Anaheim, CA, station is located in the parking lot of Edison Field, frequented by the Amtrak’s Pacific Surfliners and Metrolink commuter trains on the second-busiest passenger rail corridor in the nation.

New Amtrak stations open in Everett, WA

With the loud but romantic blast of the train’s horn, the Empire Builder pulled into the Everett, WA station on Tuesday, Nov. 12, 2002, commemorating the beginning of passenger rail service to the city’s new transportation facility. This first stop celebrated the city’s nine-year journey from an idea to reality and included approximately 500 people — among them Everett city officials, Amtrak employees and some surprise celebrity passengers.

Passengers onboard the special inaugural trip included “Elvis,” “Dorothy,” from the Wizard of Oz, and “Santa,” who rode the train to celebrate this momentous occasion. “Years of effort have paid off for the city of Everett and Amtrak — we are happy to be here today,” said Kurt Laird, Amtrak’s district superintendent for the Pacific Division in Seattle.

The Everett Station is a shining accomplishment, giving travelers and commuters an efficient, modern and beautiful base for train and bus service. The four-story building itself is a sight to behold, inside and out, from its red brick and copper-tiled roof to the interior.

RAILWAY ROUNDUP

Conductor Marisol Munoz and his wife Nyla enjoy the holiday ambiance.

Southern California employees celebrate the holidays

Employees in the San Diego and Los Angeles crew bases have been gathering each year to celebrate the holidays and enjoy the spirit of the season. This year’s event was held at the Town & Country Resort in San Diego. Jack Wilson, assistant superintendent, Road Operations, Southwest Division said, “this employee-organized and sponsored event is a special time that we look forward to each year.” Music, dancing, good food, and special door prizes highlighted the elegant evening. Surrounded by over one hundred employees and guests, Amtrak

Amtrak employees enjoy refreshments at the Pacific Division’s 2002 Holiday Open House.

Amtrak stations open their doors to the community for holiday cheer

Amtrak’s Portland Union Station held a holiday open house on Dec. 21, 2002, and accepted toy donations in support of the “Great Toy Drive” from local news Channel 8. Everyone donating a toy received an Amtrak Cascades free companion coupon. The public was invited to walk through a Cascades train which was on display with it’s distinctively sleek, European design. Booths and other displays included a model train and railroad safety displays from Operation LifeSaver. Santa held a drawing for a model train set, while the Tualatin High School choir provided holiday music.

Amtrak’s Edmonds Station hosted their open house on Saturday, Dec. 7 where the public was invited to exchange a new unwrapped toy or a donation of food for a “free companion fare” coupon. All toys collected will be donated to U. S. Marines “Toys for Tots” program and food collected will be donated to Northwest Second Harvest Food Drive. Guests were invited to enjoy refreshments, and visit with Santa. Displays included Operation Lifesaver, Washington State Department of Transportation, Victoria Clipper, and Great Northern Railroad Historical Society. Frank Remington, a retired telegrapher demonstrated the Morse code and Swamp Creek & Western Model Railroad Club with Santa. Displays included Opera-

New Amtrak station opens in Everett, WA

A spike is hammered by Kurt Laird, district superintendent, Pacific Division-Seattle, at the grand opening ceremony of the new station in Everett, WA.

decor that seamlessly melds cultural history with modern comforts. An inventive use of funding from state and local entities included higher education monies, which provide the upper floors of the station for college and masters-level education, a training center, and job resource programs. Amtrak operates six daily trains out of the Everett Station, joining intermodel partners, Sound Transit, Greyhound, Community and Everett Transit with transportation service from the station.

“We played the series games on our station television set, but if felt like having a front-row seat,” said Randy Salisbury, Anaheim ticket clerk. “The thunder sticks boomed right through the glass walls and you could feel the crowds’ response even before you saw it on television,” said Salisbury.

Red-shirted Angel fans joined our regular passengers in the station - as you couldn’t be in a more convenient location, even if you couldn’t get a ticket to the game.

A woman who claimed to be the widow of an Amtrak employee who perished in the Sunset Limited derailment in Mobile, AL, on Sept. 22, 1993, was convicted in Federal District Court on criminal charges related to her scheme in filing a $5 million lawsuit against Amtrak for the employee’s death.

The Amtrak Office of Inspector General/Office of Investigation conducted the investigation after receiving a tip from an unidentified source that marriage documents provided by the woman were falsified. The woman was able to perpetuate her scheme with the assistance of others who falsely claimed that the marriage had been performed.

The woman had previously received a settlement, as the deceased Amtrak employee’s wife and “lawful heir” of more than $1 million from Warrior and Gulf Navigation Company. This company is the owner of the barge that allegedly struck the CSX-owned railroad bridge, knocking the tracks out of line causing the eastbound Sunset Limited to crash into the Bayou Canot.

Office of Inspector General/Office of Investigations special agents worked closely with prosecutors from the United States Department of Justice to successfully prosecute this case. The investigation took four years to bring the case to conclusion. The week-long trial was held in Jackson, MS, where the jury convicted the defendant on three counts of mail fraud and three counts of money laundering. She was sentenced Jan. 23, 2003, to 71 months in prison and to pay $1 million restitution to the barge company.

Amtrak employee enjoys refreshments at the Pacific Division’s 2002 Holiday Open House.

Woman convicted for filing false claim against Amtrak

Amtrak employees enjoy refreshments at the Pacific Division’s 2002 Holiday Open House.

This original illustration by Michael G. Thomas, an Amtrak conductor based in Seattle, was used on the cover of the Pacific Division’s Northwest District 2002 holiday card. The illustration is of the Empire Builder 927 rolling along the Columbia River on a moonlit winter night.
Amtrak returns to historic Kansas City Union Station

After an absence of 17 years, Amtrak returned to Kansas City’s Union Station with the opening of a new $4.6-million passenger ticketing and boarding facility. Amtrak employees, government officials, civic leaders and rail enthusiasts celebrated the grand opening of the new facility with a ribbon-cutting ceremony, Dec. 17, in Union Station’s Grand Hall.

The new facility includes: a baggage check-in and ticketing counter; a 2,000 sq. ft. waiting room featuring five of the original wooden benches from the station’s north waiting room; and an elevated walkway that leads to stairs and an elevator providing access to the boarding platform. A large historic wall clock will be installed soon. Funding for the new facility came predominantly from the federal Surface Transportation Program and Amtrak.

“Investments in passenger-friendly facilities, like we once again have in Kansas City, are central to the continued vitality of regional and national passenger rail service,” said Brian Rosenwald, superintendent of Passenger Services. “We said when we left in 1985 that we would be back again. It took 17 years, but here we are.”

Serving between 400 and 1,000 passengers a day, the Kansas City station, is the 62nd busiest station that Amtrak operates nationwide. Kansas City Ticket Agent Shannon Gadson was a part of the team that helped to make this event a success. “For twelve years, passengers have told me stories of the hustle and bustle during their travels in and out of the original Union Station. Now I can share that experience. I feel like I’ve gone back in time,” Gadson said. “It’s a pleasure to come to work.”

Amtrak announces rollback in fares

New coach fares up to 25 percent less

Amtrak announced a fare rollback last week that makes rail travel a better value than ever before. The rollback in coach fares is available on many of its long distance routes from coast-to-coast. These new fares, available beginning Jan. 7, are up to 25 percent less than previous fares.

With these new, lower fares passengers have another reason to take Amtrak, whether they are traveling for business or for pleasure. “With this rollback in fares, we hope to not only stimulate interest in rail travel, but also to provide a draw for the travel industry as a whole,” said Barbara J. Richardson, Amtrak’s vice president of marketing and sales.

The fare rollback is available for coach travel on most of Amtrak’s long distance routes, such as Chicago and Los Angeles; New York and Miami; Los Angeles and Seattle; and Chicago and Washington, to name a few. In addition, on some routes, fares for sleeping accommodations may also be discounted.

But, it does not apply to travel between cities in the Northeast Corridor. Also on Jan. 7, Amtrak launched its Winter Promotion with a Free Companion Offer. With this promotion, when passengers purchase one ticket, they will receive a companion’s ticket for free. Passengers traveling alone may receive a 25 percent discount.

Combined with the fare rollback, the winter promotion offers incredibly competitive fares for travel on many of Amtrak’s routes.

These offers are available for sale through Feb. 15, 2003, for travel Jan. 10 through August 28, 2003. To take advantage of the winter promotion, passengers should log onto www.amtrak.com, call 1-800-USA-RAIL, or visit a local travel agent and mention code H255 for the free companion fare, and code H259 for the discount for single travelers. All fares are subject to availability.

Cultural Celebrations Committee created

There are a number of cultural observances that Amtrak has celebrated over the years: Black History Month, Women’s History Month, Hispanic Heritage Month, “Take Our Daughters to Work” Day, Native American Heritage Month, Asian American/Pacific Islanders Month, and National Disability Awareness Month, to name a few.

Now is your chance to participate in the planning and execution of some of these observances. Amtrak is creating a Cultural Celebrations Committee, and your involvement is needed.

The committee will be expected to provide support and assistance to Amtrak employees staging celebrations on Amtrak property. At present, the observances and dates are as follows:

February Black History Month
March Irish-American Heritage Month
March Women’s History Month
March Greek Independence Day: A National Day of Celebration of Greek and American Democracy

April 8-14 Pan American Week
April 22-29 Jewish Heritage Week
Late April Take Our Daughters to Work Day
May Older-Americans Month
May Asian/Pacific American Heritage Month
Mid-September–Mid-October Hispanic Heritage Month
Oct. 6 German American Day
October National Disability Employment Awareness Month
November National American Indian Heritage Month

You can be a part of the committee for the entire year, or for just one event, or for any number of events in between. To join the committee, or for more information, contact Rodney Ruffin at ATS 777-3929, or Bell (202) 906-3929 or via e-mail at diverseb@amtrak.com.
You wanted blue

"A good uniform makes employees feel proud to be part of a team and is a reminder that we’re here for a purpose — to serve our passengers."

Dianne Ross, uniform manager

It’s your uniform, and it’s going to change, again. Change back — to blue. Why? Because that’s what you wanted. And, after a thorough review of the Amtrak uniform program, Mr. Gunn and senior managers agree.

For years, uniformed staff — from ticket agents to conductors — were outfitted in traditional railroad blue, mirroring the threads of Amtrak’s predecessor railroads. Something of a change came in 1999, when, as part of the company’s effort to revitalize the Amtrak brand, it rolled out a more modern combination of gray and blue to be worn initially by employees working in the northeast where Acela Express was beginning service. The plan then was to gradually expand the use of the new uniforms by all staff nationwide.

Over the past three years, however, the new uniforms have come up short in ways other than the sleeves. Despite the gray uniform’s tropical blend, for comfort, fit and appearance, the older blue uniforms remained more popular, especially among on-board staff. The fabric of the traditional blue uniforms has also been proven to be somewhat more durable than the gray.

Consequently, the company has decided to make several alterations. The first change is that the gray uniforms will not expand west and south to clothe employees, but — for the time being — stay where they are. According to Amtrak uniform program manager, Dianne Ross, the company has stocked a sizeable amount of pants, jackets, shirts and accessories and it would be financially irresponsible to switch over to blue today and let the gray go to waste. “Simply put, it’s a lot of money,” said Ross, “and we can’t afford to be wasteful, especially now. In about two years’ time, the gray will phase out and we’ll all be in blue.”

Ross said nothing gets more attention among employees than uniforms, and it’s only natural. “It’s how you look in public — and that’s important. Back in the ’70s, we had a tropical weight uniform that wasn’t durable. It didn’t hold its shape, it wasn’t cool in summer and wasn’t warm in the winter. That’s when we went to the blue, the gabardine fabric blue. And that worked.”

Given the change, is there enough blue to go around the rest of the system? As it turns out, not quite. In fact, train service employees working in blue today who need to replace their uniforms will have their pick of new interim blue garments as necessary, while traditional, custom-cut gabardine uniforms are restocked in inventory. “The gabardine is an 11.5 oz. year-round fabric for conductors and that’s very popular, very comfortable and keeps its shape,” said Ross. “But because it is popular, it’ll take us about eight months to get it special-ordered, tailored and into the system.”

In the meantime, those in blue will continue to order the interim blue, and, until the stock runs out, those in gray will stay in gray. Garments that are well maintained have a longer life expectancy, so employees are encouraged to be sure their uniforms are clean and in good condition at all times. The employees who receive a uniform allowance, which is geared for this maintenance, are expected to use it accordingly.

“A good uniform makes employees feel proud to be part of a team and is a reminder that we’re here for a purpose — to serve our passengers,” said Ross. “The gray is a good uniform, but our experience has shown it hasn’t been as durable or popular as the blue. I’d like to think that a mark of good management is recognizing the facts and acting on them. That’s what we’re doing with our uniforms — giving them a performance evaluation and making changes that best suit our employees.”

You wanted blue — so there it is.

Pass Policy update

Demand for Acela Express service has returned, and this means as much space as possible must be made available for passengers.

To accommodate this demand, the informal practice of allowing employees to travel without tickets on Acela Express will no longer be permitted. All employees must present a valid ticket for the Acela Express train being ridden. In November, a message from Ed Walker, vice president of Operations, reminded employees that pass travel rules restrict employees from unticketed travel on Acela Express trains.

However, there is also a goal to maintain travel benefits for employees. So, the flash pass policy has been extended to the Northeast Corridor’s Metroliner Service, in addition to the reserved Acela Regional trains on which it is already permitted.

The Pass Policy regarding Acela Express and Metroliner Service is as follows:

- No flash pass privileges on Acela Express, and
- No commuting on Acela Express (using either flash pass or business travel privileges).
- However, the flash pass privilege has been extended to include Metroliner trains in addition to the reserved corridor trains on which it is already permitted.

A summary of the revised pass policy was distributed with Walker’s message. Please contact Employee Communications if you need a copy of the policy.
Amtrak returned two Superliner II sleeper cars to revenue service on January 30 at Amtrak’s heavy-repair shop in Beech Grove, IN. These two double-decker cars are the first to be repaired in a backlog of 105 cars that have been awaiting work at the Beech Grove Maintenance Facility and the Bear and Wilmington shops in Delaware. “The successful return to service of these cars shows what we can do when provided with adequate resources,” said Lew Wood, general manager for the facility. “We hope Congress will continue to provide the funds needed to repair more cars and we thank those who have supported Amtrak locally and in Washington,” said Wood.

Beech Grove Mayor Warner Wiley oversaw the ribbon-breaking ceremony putting the first car back into service and was joined at the podium by Indianapolis Mayor Bart Peterson. Representatives from the offices of Senator Evan Bayh and Congresswoman Julia Carson were also on hand to show their support.

In the fall of 2002, Amtrak President David Gunn reallocated resources to begin the repair of passenger cars needed to meet demand and restore Amtrak to a state of good repair. Amtrak had deferred heavy repair work since the program was re-started last fall.

Amtrak strives to stabilize railroad

Federal funding is crucial to meeting goals

After four months of uncertainty over the level of federal support for Amtrak, the Bush Administration appropriated $1.05 billion on February 20 to Amtrak for FY ’03 to support the operating and capital needs of the company’s $3.3 billion budget.

Additionally, Amtrak received a deferral on the repayment of the $100 million federal loan due this year, effectively giving the company $1.15 billion in total support. While this falls $50 million short of the $1.2 billion Amtrak sought, Amtrak President called the FY ’03 budget “probably doable.” “We are already struggling to live within our budget due to weak revenues, so we have been given an additional challenge — which is tight.”

The distribution of funds for this fiscal year will be in the form of grants from the U.S. DOT. Amtrak will be working very closely with the DOT and FRA to ensure that the distribution of funds will proceed in an orderly fashion to avoid any interruption in operations.

As it does every year, on February 18, Amtrak submitted its FY ’04 federal funding recommendation to Congress. The $1.8 billion request is aimed at continuing the company’s recent reforms, as well as addressing years of deferred maintenance on plant and equipment.

To reverse the many years of federal under-investment in capital programs, Amtrak seeks to make basic improvements to existing equipment, infrastructure and service to ensure safe and reliable passenger rail service. “We have bridges, switches, tracks and equipment that are deteriorating. If we continue at this pace, we will be facing some really tough choices,” said Gunn. Assuming Amtrak gets the funding it needs in ’04, Gunn said the company plans to go beyond barely making-do on a year-to-year basis and instead begin returning the railroad to a state of good repair.

Planning beyond ’04 is already underway. Gunn has directed the Planning and Business Development Department to create a 5-year capital plan. The plan is due to be released in April and is expected to recommend $1.8 billion to $2 billion in federal funding per year. This plan is designed to inform the reauthorization discussion on Capitol Hill, and to guide the detailed budgeting process for FY ’04–’08, which is currently underway. The plan will outline a program to return plant and equipment to a state-of-good repair, and focus on reliability and quality of existing service. It will also include measures to improve operating efficiency through continued organizational streamlining and improved service. “Amtrak’s 5-year plan will bring long-needed stability to the railroad and allow policy-makers to address broader questions about the future of passenger rail.”

David Gunn, Amtrak President and CEO

Amtrak’s 5-year plan will bring long-needed stability to the railroad and allow policy-makers to address broader questions about the future of passenger rail.

Designing an orderly return to service.

The distribution of funds for the following years will be aimed at improving the railroad to a state of good repair.

Federal funding is crucial to meeting goals.

Amtrak strives to stabilize railroad.

“Amtrak’s 5-year plan will bring long-needed stability to the railroad and allow policy-makers to address broader questions about the future of passenger rail.”

David Gunn, Amtrak President and CEO
As we enter the spring season, the two things that most often come to my mind are spring cleaning and the spring construction season. I hope that you are looking forward to getting back into high gear as much as I am now that the weather is beginning to cooperate. We’ve already made some progress in a number of areas, such as the work at Beech Grove and Bear, but there’s still a lot more we must do. Still, our budget is going to be very tight this year, and we will have to watch every penny.

Congress appropriated $1.05 billion to us for this fiscal year and deferred the $100 million federal loan we obtained last summer. In effect, we received $95 million less than we requested for our capital and operating needs. We should be able to make it to the end of the fiscal year, but as the money’s going to come to us through U.S. Department of Transportation grants, we’re going to have to work closely with the DOT to ensure that there’s no interruption in the cash — that would put us right back in the soup. At the same time, I cannot emphasize enough our need to build credibility by showing that Amtrak is not only being stabilized, but that we are reversing the chronic deterioration of our assets. We’ve implemented cost-cutting and cost-controlling mechanisms. In the first five months of the year, we’ve beaten our expenses goal by $61.1 million, but unfortunately revenues fell short by $62.9 million. This performance is good, considering the extensive shortfall in ticket revenues.

As I said, we’re getting equipment out of our back shops and into revenue service. Beech Grove has returned Superliner sleeper cars 32032 and 32053 back to service after being damaged in a derailment outside of Salt Lake City, UT in September 2001. A third car, transformer 39044, was released on February 23. At our Bear facility, four out-of-service cars have been returned to service: car 44249 has been back in service as 82520 since November; 21273 was returned as 82092 in December; car 21280 left Bear in January as 21786; and Amfleet One car 21902 was returned to service as Metroliner car 21792 in February. Two more out-of-service cars will be leaving Bear at the end of March. And speaking of spring cleaning, we are disposing of nearly 200 pieces of unusable equipment so far this year — and picked up $4 million in doing so. Whatever Congress has in store for the future of intercity passenger rail, we are going to need several years of sufficient public funding — and this will mean more support than Amtrak is used to getting. Last month, I recommended to Congress that Amtrak receive $1.8 billion in FY ’04, an amount approved by the Board of Directors. This amount of investment will enable us to go beyond making-do and to tend to badly needed improvements in plant and equipment facilities.

As you should know by now, there are no dramatic or quick fixes. We need to continue to focus on our core business, improve our on-time performance and reliability, and most importantly, run a safe railroad. Thank you for doing your part. P.S. I will be checking up on the progress of your spring cleaning.

Equipment rolls out at Beech Grove

continued from page 1

1999 due to a lack of funding, and with the FY ’03 appropriation, approximately $20 million has been budgeted for wreck repair. President Gunn had stated that Amtrak could not afford to wait to begin repairing cars, as the company would lose money by not being able to meet demand.

The Beech Grove Facility handles heavy repair for all Superliner cars, built from 1993 to 1997, it is the largest, with over 109 acres. The eight main buildings of the facility consist of over 80,000 square feet of under-roof shop space. These two passenger cars and another, car 39044, are the first results of their labor, and the beginning of a plan to repair 21 cars over the next 18 to 24 months at Beech Grove.

Both Superliner sleeper cars 32032 and 32053 had been awaiting repair after their September 11, 2001 derailment on the California Zephyr outside of Salt Lake City, UT. When the cars derailed, they remained upright; therefore the primary damage was to the bottom of the cars and to each end. Both cars sustained similar damage, and were shipped at Beech Grove on October 6, 2001.

The bottom of these cars required the replacing or repairing of five of the eight electrical undercar junction boxes, replacement of all 480-volt cable, and over 75 percent of all 27-pin conduit and wiring. The undercar covers and rock guards were repaired or replaced, and two of the four undercar draft sill gussets were replaced. Damage to the A and B ends required repairing lower collision posts, coupler carrier pockets and draft sill pockets. It was also necessary to replace the jacking pad channels.

The first of the wreck-repair rollouts, Superliner II sleeper car 32053 breaks through ribbon at the Beech Grove event.
Equipment rolls out at Beech Grove

Amtrak’s mechanical operations are performed in three back shops and nearly three dozen Service and Inspection (S&I) facilities located throughout the country. The three back shops, located in Wilmington and Bear, DE, and in Beech Grove, IN, perform the heavy repairs and overhauls on all our equipment; while the S&I facilities perform the routine and preventive maintenance, cleaning and periodic inspections. With much equipment in a wreck-status or long overdue for repair, Amtrak has stepped up its effort to repair that equipment and return it to revenue service.

To bring these cars back into full service, employees worked meticulously repairing the air brakes, renewing air conditioning units, adding new water heaters, new electric door operators, new toilets, and repairing all freeze damage. All systems were tested. The interior of the cars received new carpet, cushions, drapes, decals, and wall coverings in the deluxe bedrooms. New car-body windows were installed, and Amtrak’s new Phase VI livery was applied to the cars.

With the returning craft employees, the Beech Grove facility is now able to re-establish the process of wreck repair and effectively manage the workforce for optimal productivity.

The wreck-repair process generally begins with the repair of four to five cars simultaneously; with the assessment of the damages dictating what sequence the work is performed. All cars must be jacked to repair undercar damage and work the gear and couplers. If the car has substantial structural damage, the equipment must be repaired first. The work on five cars is spread over seven tracks, with one open track between the two jack positions and one open track for material. The open spot between the jacks is a work area for pipe fitters, electricians and carmen, where all undercar wiring, piping, and other materials are prepared to go onto the car.

In addition to the obvious repair needed for a wrecked or damaged car, there are also standard renovations that take place. “Surprise” repairs can also be discovered after the work has begun — which amounts extra repair-time. When working with materials, the “kit” system is often used. Materials are specified, collected, logged and numbered for each kit, and placed with each piece of equipment. As the work progresses, this system helps maintain efficient, organized control of individual material needs.

“As of this date, we have returned three cars to service. The third car, number 39044, was released on February 23, 2003. Our goal for this fiscal year is to return 14 cars to service, and we are confident that our terrific team will reach that goal,” said Wood.

Delaware shops work to meet challenges of modern-day railroad

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With so much of our fleet currently out of service, we have not always been able to meet ridership demands. And given the financial restraints and demands under which we’ve been operating for some time, maximizing existing resources and generating revenue is a must.

In another story in this issue, Amtrak Ink reports on the wreck-repairs currently going on at Beech Grove. However, equally important is the work being done in Wilmington and Bear to stabilize the rest of the fleet. These two shops perform the heavy repairs and overhauls that consist of major body and engine work on all of our cars and locomotives. It’s at these facilities that the rebuilding and remanufacturing occur, and the 365-day preventive maintenance programs are performed. These facilities are also responsible for all things mechanical, such as the complete general overhauls on brake valves, pantographs, air compressors, air conditioning, trucks, radiator assemblies, and all electrical components for cars and locomotives, such as circuit boards and traction motors, as well as components from wheels to seat cushions.

Wilmington Maintenance Facility

Celebrating its hundredth year in operation, this facility has seen many transformations. And recently there’s been another. With the advent of new technologies, the railroad is evolving. It’s necessary that we become more factory-like and more proficient in production. We’re becoming technologically driven, purging the old and useless from storage and yards. With these changes, some rail equipment, like the E-60 locomotives, is becoming obsolete and being dismantled and sold for scrap.

In a partnership with Alstom, the facility recently completed the remanufacture of twenty-nine AEM-7 locomotives. The program upgraded systems to micro-processor controls, increased HEP capacity, and converted to AC traction with regenerative braking. Shop craftsmen developed the electrical and mechanical interfaces between a service-proven car body and the electrical equipment using the latest technology. Currently, facility fabricators are working in conjunction with Bombardier personnel to modify HHP and HSTS side sills and yaw damper brackets to eliminate recurrence of stress cracks that disrupted Acela Express service when discovered last summer.

The facility here is also producing the heavy overhauls for the remaining fleet of twenty-two AEM-7 DC locomotives. This program includes the overhaul of all propulsion, head-end power, auxiliary locomotive power, trucks, rotating equipment, cab amenities, safety appliances, and painting of the interior and exterior car body. Additionally, employees are learning about the new HHP locomotives to be able to perform the light overhauls that will need to be done, including the setting up of test equipment for the high-speed trucks, body repairs, electronics and traction motors.

At the same time, other teams are preparing to begin a long-deferred diesel switcher overhaul program. Starting with eight locomotives in FY04 this program will take three years to complete twenty-five units and include replacement of the prime mover, main generator, air compressor, trucks, various control equipment and cosmetic upgrades.

The challenge for Wilmington employees is learning new technology. Fortunately, because Wilmington is part of the electric railroad, the feeling here is that if it’s worth knowing, it’s worth learning. This is what our employees are adept at doing; they’re technically open-minded and technically curious. Without this desire to learn new ways, there would be no moving forward in the current railroad industry. The bottom line is, as it always has been, whoever knows the railroad, owns the railroad.

Due to the consolidation of companies in the supplier industry and the resulting disarray, it has become especially challenging to work with some suppliers. In many cases, the employees at this facility must design and build their own parts or manufactured components.
Amtrak on-target for safety goals

The first quarter of fiscal year 2003 ended with good news in safety. The system-wide reportable injury ratio for each 200,000 hours worked was 3.6, results that compare favorably with our 3.8 FY '03 goal. Reportable injuries — events that require medical treatment exceeding basic first aid, prescription medication or that result in restricted work activity or days away from work — are used throughout general industry to measure workplace safety performance.

While applauding employee safety performance, Chief Ron Frazier, Amtrak’s Chief of Security and Safety, extended a challenge to all employees to maintain the trend. “It is important that we not be diverted from our number one priority — staying safe,” said Chief Frazier. “Strict adherence to safety and operating rules remains fundamental to our injury prevention efforts.”

The frequency of passenger injuries showed marked decreases compared to the first quarter of the past fiscal year. Injuries to passengers on board trains decreased 12 percent and mishaps involving passengers on platforms and in station areas decreased 10 percent. Amtrak’s goal for FY ’03 is to reduce the total number of passenger injuries by 10 percent. Our train and engine crews and station personnel deserve recognition. Their concern, vigilance and willingness to intervene helped achieve these important reductions.

If you have any questions concerning Amtrak’s safety programs, contact Chief Safety Officer Cedestra Jordan at ATS 734-2263 or Director of System Safety and Field Operations Michael Pollick at ATS 734-2039.

Let’s stay focused. After all “Safety Is Where the Heart Is.”

ON THE RIGHT K

‘Above and Beyond’

In late December, Officer Paul Machovina, of Florida’s Altamonte Springs Police Department, was at his wits’ end. He had just spent three hours with yet another transportation company trying to get two siblings returned safely to family members. Under difficult circumstances, the two children had been separated from their mother and were now stranded 800 miles away from their nearest relative, and they had no money.

His next call was to Amtrak. His luck changed when he spoke with Customer Service Specialist John Grady at the Riverside Call Center. Because the children had no money to travel, Grady called Sid Birckett into action. The Superintendent of Passenger Services in Jacksonville, FL, agreed to donate two tickets from Orlando, FL, to Huntington, WV.

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The family then made arrangements to phone a member of the man’s family from the train. Solomon was able to get enough information to phone a member of the man’s family from the train. The family then made arrangements to meet the train and receive their Christmas visitor.

Within two weeks of the incident, the Florida police department sent a special plaque to Grady with the following inscription: Thank you for going above and beyond the call of duty … you made the difference in the lives of two very frightened young people. In a letter, Chief of Police Robert Merchant, Jr. wrote, “Your compassion and desire to help these two teenagers get safely home speaks volumes about your character and about your company’s level of customer service. On behalf of the Altamonte Springs Police Department, thank you very much.”

One of the observant passengers, Mrs. Carol Robinson, was so impressed by Conductor Solomon’s actions that she contacted the Philadelphia Call Center and spoke with Team Leader Harry Denno. For Robinson and those passengers around her, this was a made-for-Christmas-TV movie happening before their eyes. And, Robinson was determined that Solomon’s kindness and efforts not go unnoticed by Amtrak.

Thanks, Larry Solomon, for your kindness. And, thanks also to Mrs. Carol Robinson and Harry Denno for passing along the word.

Amtrak Empire Builder crew saves passenger’s life

A 19-year-old woman who recently rode Amtrak’s Empire Builder and experienced a medical emergency is alive and well today, thanks to a well-trained, quick-thinking Amtrak crew.

The woman, a passenger aboard Amtrak Train # 7 on February 18, began to miscarry while the train was in a rural area between Whitefish and Libby, MT.

Crewmembers, who were veterans of Amtrak’s PREPARE classes and had been trained to handle onboard emergencies, sprang into action, according to Assistant Superintendent Timothy A. Branson, who also was aboard the train.

Conductor Joseph S. Loran, a member of UTU Local 117 in Vancouver, WA, assessed the situation and immediately called Engineer Aaron Rowe, asking him to radio for emergency assistance. Branson said. The situation was complicated by the train’s location.

Meanwhile, Loran had located on board a doctor who began tending to the woman. Loran, along with assistant conductor Phillip Q. Brown, also a member of Local 117, and Lead Service Attendant Lois Christerson brought first-aid supplies, gloves, towels and water to the doctor, who grew concerned over the passenger’s loss of blood and weakening pulse.

A well-prepared ambulance crew from Libby arrived at the meeting point, administered oxygen, started an I.V. solution, and rushed the patient to a hospital in time to save her life, said Branson.

“Forunately, the baby couldn’t be saved,” said Branson. “But the entire crew all came together and did an excellent job in the face of a life-threatening emergency. I happen to supervise that train, and I was more than impressed with what I witnessed. These people, including Steve Bushnell and Dan Gustafson, who teach the PREPARE classes locally, deserve a lot of credit for handing a critical situation quickly and correctly.”

John H. Horvath, UTU NEWS/ Public Relations, Cleveland, OH
New initiatives aim to increase ridership

The weak economy, potential terrorist threats and concerns about war are causing fewer Americans to travel long distances. Many who do travel are choosing to go short-distances, often driving to their destinations. Business travel is also down, and as many companies have cut their travel budgets, these reductions have hit the travel industry’s bottom line. Given these current trends in travel, the Marketing and Sales Department has put into action a number of initiatives designed to entice more people to leave home and come aboard. While these initiatives are offering the traveling public attractive opportunities, they are selling seats that would otherwise remain empty.

The good news is that we have benefited from travelers going short-distances and people who opt for rail travel over flying. As a result, our short-distance trains such as California's Surf liners, Capitol and San Joaquins, and the Northeast Corridor’s Regionals have done well. Because of the increase in short-distance trips, ridership for the first quarter was 2 percent over projections. However, since these tickets are lower-priced, revenues came in 9 percent lower than expected.

Short-Distance Travel

To capitalize on the short-distance travel trend, the marketing team launched several promotions to attract business and leisure passengers. For our 500,000 Amtrak Guest Rewards members, there was a Buy-Two-Get-One-Free offer promoted in print and on radio that began in December and ran through February. Amtrak Guest Rewards members who earn a certificate for free roundtrip travel on Acela Express and Metroliner Services when they purchased two roundtrips between Boston, New York and Washington. Certificates are redeemable for travel to any Acela Express destination between April 22 and August 28, 2003. Additionally, television ads continue to promote frequency and on-board amenities, and plans for a spring campaign are currently underway.

Where the Heart is campaign

Valentine’s Day, the “Safety is the number one focus. In a nationwide effort, Office of System Security and Enforcement committees and labor joined to meet with workers face-to-face on safety issues.

Employee-focused safety activities occurred throughout Amtrak’s operating divisions, and at mechanical facilities, reservation call centers and corporate headquarters. Led by senior staff, management, employee committees and labor joined to promote frequency and on-board amenities, and plans for a spring campaign are currently underway.

In the Northeast, in conjunction with the new 10th Acela Express roundtrip service between Boston and New York, which began January 27, a new Acela Express service was added on the South end. To introduce this new service, Amtrak is offering a special $59 fare that is good for business class travel and is available between January 27 and April 25. It applies only to the new 8:30 p.m. Washington-New York departure of Amtrak’s Acela Express train number 2118. “Fifty-nine dollars is the lowest price we have ever published for Acela Express travel,” said Barbara Richardson, Amtrak’s vice president of Marketing and Sales.

Acela Express tickets are typically more than twice that amount.

Long-Distance Travel

To promote long-distance travel, in early January Amtrak lowered coach fares by up to 25 percent. Additionally, on some routes, fares for sleeping accommodations were also discounted, and we increased group discounts.

At the same time, Amtrak announced the Winter Promotion. The offers included a free companion ticket for each ticket purchased, or a 25-percent fare discount for passengers traveling alone. These promotions were offered for sale from early January to mid-February for travel January 10 through August 28, 2003. Families traveling together were offered an even greater savings. Up to two children, ages two to 12 could accompany each fare-paying adult at 50 percent off. Also in February, working closely with one of our travel partners, AAA, we jointly promoted through their large network of agencies a Kids-Ride-Free-on-Amtrak offer.

E-Commerce

To leverage all available communications tools, several promotions are offered online and through other electronic means.

“Results

Following the industry trend, compared to last year, long-distance ridership was down in the twenty-nine separate work locations including New York, Albany, Philadelphia, Pittsburgh, Wilmington, Washington, Richmond, Jacksonville, Miami, Shelby, Denver, Los Angeles, San Bernardino, and Oceanside.

We appreciate the safety commitment of every Amtrak employee as we continue our journey of “Taking Safety on the Road.”

The safety of our passengers and employees continues to be our number one focus. In a nationwide effort, Office of System Security and Enforcement committees and labor joined to meet with workers face-to-face on safety issues.

Identifying ways to prevent injuries and increasing general safety awareness were our primary goals,” stated Cedestra Jordan, Amtrak’s Chief Safety Officer. Jordan also identified other beneficial outcomes including valuable employee and passenger feedback on safety issues.

Grade crossing and trespass safety were also targets for “Safety is Where the Heart is.” Alvin Richardson, Amtrak’s newly appointed Operation Lifesaver officer, partnered with Operation Lifesaver’s (OL) national headquarters to arrange for an OL presence at many Amtrak stations system-wide including Atlanta, Baltimore, Jacksonville, Miami, Birmingham, New Orleans, Los Angeles and Omaha.

Multimedia displays and an assortment of handout materials were utilized to promote highway-rail grade crossing safety and trespass prevention.

Marnie Edwards, Operation Lifesaver’s vice president of Communications, joined Amtrak representatives at Washington Union Station to share valuable safety information with passengers, guests and employees.

Operation Redblock committees utilized a variety of events across the system on February 14th to promote the combined message of “Safety is Where the Heart is” and “Redblock Has You at Heart.” Activities included candy raffles, bake sales, dessert and doughnut walkabouts, and numerous “meet and greets.” Redblock activities were conducted

Taking safety on the road

For families planning a vacation, the special online fares may be combined with Amtrak’s everyday discount for children, allowing two children, ages 2 to 15 to accompany each fare-paying adult at 50 percent off the discounted fare. The online fares may also be combined with Amtrak’s senior and Student Advantage discounts.

The special online fares are available for sale from February 21 through March 14, 2003 for travel February 26 through August 28, 2003.

“With almost 24 percent of all ticket purchases being made online, our Web site continues to grow as a popular choice for travelers,” said Richardson. “More and more of our passengers seek the convenience of booking online, and in turn, we’re providing irresistible fares to hundreds of destinations as an added incentive to log on.”

Amtrak also benefits from its relationship with its newest online partner, Hotels.com. After booking reservations through our call centers, customers can be directly transferred to a Hotels.com representative who can assist them with hotel reservations.
Passenger rail security and Amtrak’s ‘Employee Watch Program’

How you can help

Concern about security remains high among Americans, now 18 months after the terrorist attacks of September 11. While our passengers and all Americans don’t want to live in a state of fear and suspicion, it is important that Amtrak employees remain vigilant on the job. Between February 7 and February 27, the federal government held the Homeland Security Advisory System Threat level at ORANGE (High, High Risk of Terrorist Attacks). Since then, the threat level has returned to YELLOW (Elevated, Significant Risk of Terrorist Attacks). While the Amtrak Police Department responded accordingly by maintaining a high level of security, employees are being asked to do their share by being aware of their surroundings and by remaining vigilant in the workplace. As you know, non-specific threats against transportation infrastructure have been made in the past and we must recognize that the safety and security of our co-workers and passengers are our top priorities.

Amtrak’s Employee Watch Program was established to help make our stations, trains and other facilities a more secure environment. Being aware of suspicious circumstances or activity and reporting it to the Amtrak Police Department is vital to our security.

Every employee is essential to the success of the Employee Watch Program. You should know the environment and the routines — what is considered ordinary — in your work areas.

Tips to be A.L.E.R.T.

Alert employees are vital to the security of our customers and our fellow employees. Stay alert for suspicious activity and report it if it occurs. While staying alert may seem like common sense, busy people often forget to do it. Consequently, asking appropriate questions can be mind-boggling throughout the day.

Ask questions. Of course, it is always important to be polite when asking customers or others a question about what they are doing. However, if you are truly concerned about a person’s activity, it may be best not to ask — use your judgment. Remember, all employees are required to wear identification badges at all times. If someone unfamiliar to you is without an ID, don’t hesitate to ask questions. Request to see an ID, and if he or she fails to produce one, report the incident to the police.

Lock up. Make sure doors to restricted areas, including offices, station areas and gated property, are always locked. If you leave your work area for an extended period of time, lock office doors behind you and let a co-worker know of your absence.

Expertise. Know your limitations: You are not expected to be a security expert. The following questions, however, will help to train your eye to detect suspicious objects: Is the suspect package or bag in a concealed location? Does the item have any obvious characteristics does it look like a bomb? Is there any wiring or circuitry evident? Is the item...
### Handling Suspicious Packages or Bags

When it comes to suspicious packages, we often speak of how to “handle” them. But that term can be misleading. The most important rule is that suspicious objects should never be touched. A shipping box or carry-on bag may conceal an explosive device or dangerous substance, and handling such an item might fulfill the criminal’s intent by triggering an explosion or exposing people to a harmful substance.

Below are several tips which may be helpful:

- **Avoid contact with the package or bag in question.**
- **Contact the Amtrak police at (800) 331-0008.**
- **If you come in contact with the package, wash your hands thoroughly with soap and water, then cleanse your face.**
- **If possible, control the area to prevent others from entering until police arrive.**
- **Have the building or station manager shut off the ventilation system to prevent possible circulation of fumes or poisons.**
- **Make a list of witnesses should the Amtrak Police need to give a list to the proper authorities.**
- **Take no further action until police or the hazardous material team advise.**

#### Chemical and Biological Agents

Chemical and biological agents come in many forms and merely discussing them is frightening. This is exactly the reaction criminals want when using them. Fortunately, these incidents have been rare around the world and Amtrak has qualified police officers trained in bio-chem-terrorism. However, if you suspect such an attack, clear the area and contact the Amtrak police.

### Employee Watch Volunteering

Amtrak police officers cannot be in every station, yard, or maintenance facility for our security. That’s why it is so important for employees to do their part in reporting suspicious circumstances and activities. Helping to ensure a safe and secure environment starts with you. If you are interested in becoming an Employee Watch Volunteer, or if you have any questions about the Employee Watch Program, please contact the coordinator in your area.

Above is a list of Amtrak Police Department program coordinators who may have already contacted you about Employee Watch Program information.

Do your part to safeguard our passengers, employees, and the public. Follow these simple measures, stay alert, and report suspicious circumstances and activity to the Amtrak police at (800) 331-0008.

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<thead>
<tr>
<th>Coordinator Name</th>
<th>Location</th>
<th>Telephone</th>
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<tbody>
<tr>
<td>Lieutenant Wayne Moore</td>
<td>Boston</td>
<td>580-7802</td>
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<tr>
<td>Sergeant Steve McGovern</td>
<td>Boston</td>
<td>580-7805</td>
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<tr>
<td>Sergeant James Moran</td>
<td>New London</td>
<td>561-3967</td>
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<tr>
<td>Sergeant William Bessette</td>
<td>Providence</td>
<td>575-7373</td>
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<tr>
<td>Officer Cliff Tucker</td>
<td>New Haven</td>
<td>561-6000</td>
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<tr>
<td>Officer Harry Barnes</td>
<td>New York</td>
<td>521-7128</td>
</tr>
<tr>
<td>Detective Steve Ulrich</td>
<td>Albany</td>
<td>564-5723</td>
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<tr>
<td>Officer Doug Paige</td>
<td>Philadelphia</td>
<td>728-2494</td>
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<tr>
<td>Detective Charles Crandall</td>
<td>Philadelphia</td>
<td>738-5005</td>
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<tr>
<td>Officer Robin Parker</td>
<td>Wilmington</td>
<td>739-6512</td>
</tr>
<tr>
<td>Sergeant Ray Yost</td>
<td>Baltimore</td>
<td>729-4229/30</td>
</tr>
<tr>
<td>Officer Dorothy Franklin</td>
<td>Washington</td>
<td>777-2291</td>
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<tr>
<td>Detective Steve Chambers</td>
<td>Sanford</td>
<td>863-6008</td>
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<tr>
<td>Detective Frank Sullivan</td>
<td>Raleigh</td>
<td>(909) 833-7542</td>
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<tr>
<td>Detective Hugh Krasin</td>
<td>Miami</td>
<td>863-1207</td>
</tr>
<tr>
<td>Detective Leigh Cole</td>
<td>Fort Worth</td>
<td>817-332-2169</td>
</tr>
<tr>
<td>Sergeant William Miarecki</td>
<td>Chicago</td>
<td>821-2479</td>
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<tr>
<td>Sergeant John Keller</td>
<td>Beech Grove</td>
<td>825-0454</td>
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<tr>
<td>Detective Sam Bell</td>
<td>New Orleans</td>
<td>868-1672</td>
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<tr>
<td>Detective John Clayborne</td>
<td>Albuquerque</td>
<td>505-765-9088</td>
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<tr>
<td>Detective Jay Glass</td>
<td>Portland</td>
<td>768-4875</td>
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<tr>
<td>Detective Van Nuys</td>
<td>Stockton</td>
<td>764-0166</td>
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<tr>
<td>Officer Alfredo Arenivas</td>
<td>Los Angeles</td>
<td>761-6824</td>
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<tr>
<td>Detective John Mumford</td>
<td>San Jose</td>
<td>767-3546</td>
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*Several coordinators have jurisdiction outside of their stationed location. If your location is not represented, please contact the coordinator nearest your work site.*

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**Delaware shops make strides**

Continued from page 3

components by reverse-engineering what we currently own.

### Bear Shops

The Bear shops provide high-volume car overhauls and some wreck repairs. The shops are also catching up on some deferred maintenance of our Amfleet equipment. The four-year brake and truck overhaul projects have been expanded to include a light overhaul of the air conditioning, heat controls and door controls — all using components that come from the Wilmington facility.

For the most efficient production schedule, it becomes a three-part race. The first part is the Purchasing Department — how fast can they get the parts purchased and delivered. The second is the Wilmington Locomotive Shops — how fast can they overhaul the air conditioning and refrigeration, and the door operating components and control panels. And the third is Bear — can they replace these parts on the cars as fast as Wilmington can overhaul them and get them to Bear. And, can all of them do it right.

There are about 600 Amfleet I, II and cab cars in the overall fleet. Approximately one quarter of the fleet is to be light-overhauled at Bear each year, and 60 of those cars have been done already this year. And, the car upholstery must be refurbished at the same rate. Twenty to 30 food service cars will go through a real capital program such as new bathrooms and new interiors, and there are about a half-dozen wrecks, or car shells that are a mix of coach, café and lounge cars that are almost finished being reassembled.

### Similarities

Both the Wilmington and Bear operations must meet the challenge of becoming lower-cost facilities. They must also become more ingenious at industrial engineering, and get a better, more practical control of our suppliers so that we can dictate and specify our price and quality. And we must scrap the junk and repair the fleet.

All of our facilities have awakened to a new era. We’ve made tremendous strides with getting the people back on the job to do the work, and the results are beginning to roll off the production line. This is tough work, and it’s just the beginning.
Celebrities take Pacific Surfliner to Super Bowl XXXVII™ pre-game extravaganza

On January 23, a Business class car on Amtrak’s Pacific Surfliner was transformed into a celebrity car for a trip from Los Angeles Union Station to this year’s “Gridiron Glamour” fundraiser and fashion show in San Diego, CA.

More than 40 celebrity partygoers hopped on board the Gridiron Glamour Express for a Southern-style catered dinner courtesy of the HollyRod Foundation, a non-profit charity organization dedicated to providing financial, physical and emotional support to people afflicted with Parkinson’s disease. Actress Holly Robinson Peete and her husband, NFL quarterback Rodney Peete founded the organization in 1997.

As sponsors, Amtrak received headline corporate branding on all banners, press releases, brochures and magazines; brand association with the NFL and all celebrity supporters; inclusion in all press releases generated by the HollyRod Foundation about the program, as well as mention in an article in InStyle magazine. In addition, association with the HollyRod Foundation and this diverse event generated significant positive publicity from various entertainment media including “E” Entertainment Television, People and US magazines. The television program Access Hollywood covered the entire Gridiron Glamour weekend from the train ride all the way through the fashion show and featured Amtrak as a major sponsor.

Among the more than 500 people who attended the HollyRod Foundation’s Gridiron Glamour fashion show on Saturday, January 25 were Amtrak Board Chairman Mayor John Robert Smith and wife Kelly. “We were pleased to help sponsor such a worthy event, and the international exposure Amtrak received was a win-win for all of us,” said Smith.

“Gridiron Glamour” is an annual Super Bowl weekend celebrity luncheon that features a fashion show and auction. Proceeds from the event will benefit the Saik Institute for Biological Studies and Norris Comprehensive Cancer Center & Hospital at the University of Southern California. This year’s fashion show included entertainers from television and film as well as professional athletes.

Coaster commuter service breaks records for Super Bowl weekend

The Amtrak-operated Coast commuter service set new passenger records over the three-day Super Bowl weekend. Extended service was offered to allow football fans convenient access to all the activities scheduled around the big game at Qualcomm Stadium in San Diego. The record three-day passenger total included the busiest day in Coaster history with nearly 15,000 fans using the train on Saturday, January 25. Fans of all ages crowded into every available southbound Coaster train to avoid a difficult commute and tough parking situation in San Diego for this international sporting event.

“Employees rose to the occasion and did an outstanding job moving so many people in such a short time,” said Joseph Yannuzzi, superintendent Commuter Operations, of the Amtrak Coaster operation. “Great attitudes and a willingness to go above and beyond are some of the qualities of our employees here — which will all contribute to Amtrak continuing to serve NCTD in this important commuter contract,” said Yannuzzi.

Chicago Call Center to close in December

In late January, Amtrak announced the closure of the Chicago Reservation Sales Call Center by December 31, 2003. This difficult decision is the consequence of a substantial decline in call volume as more travelers use other electronic means to make reservations and buy tickets. This trend has been witnessed in all sectors of the travel industry, from car rental agencies to airlines, cruise ships and passenger rail.

At Amtrak, the number of calls to the Reservations Sales Call Centers (RSCCs) has declined sharply, from 2.1 million calls in December 2000 to 1.2 million calls in September 2002. Overall, the number of calls is down 20 percent over last year, and down 32 percent to date this fiscal year.

Amtrak has taken steps to lessen the impact of this downturn in calls. Last year, Amtrak decreased call center staffing levels through attrition. However, when attrition did not keep up with the shift in demand, Amtrak then reduced the RSCC workforce by 88 positions in late summer 2002. Since that time, Amtrak has continued to rely on attrition.

While these strategies succeeded in reducing overall staffing levels, the company continues to find itself with too much facility capacity. We are not alone in this regard, and in the last six months, others in the industry have reduced the number of their call centers as well.

Chicago is the smallest of our three call centers and roughly equal to our current excess capacity. By retaining our two larger facilities on opposite coasts, Amtrak maintains operational flexibility and coverage of a wide range of time zones.

To help lessen the impact on employees, Amtrak has provided nearly a year’s notification period so that those affected may have ample opportunity to consider their options. As the operations of the Chicago call center are phased out through this year, efforts will be made to assist those who work at the call center during the transition to work within Amtrak or outside the company.

Acela Regional Changes Name to Regional

To help customers traveling the Northeast Corridor better distinguish between our services, the Acela Regional officially became known as the Regional on March 17. We learned from our customers that confusion between the names Acela Express and Acela Regional has persisted since Acela Regional’s introduction in January 2000.

To help assist passengers with this transition, stations in the northeast received ticket stuffers describing the choices passengers have from Newport News to Boston. The mark of a good business isn’t always making the best decision out of the gate, but having the wherewithal to listen to our customers and make changes when necessary.
Long-distance trains offer new expanded menu

Amtrak will introduce new dining car menus on all of its long-distance trains (except Auto Train) in April 2003. The new spring-summer menu consists of three distinct menu cycles with additional menu selections provided on each cycle. Amtrak wants to offer an increased variety of high-quality meals for passengers traveling on long-distance trains. Under this concept, passengers will dine on one menu on their outbound trip and enjoy the dining experience of a different menu on the return trip on that same train. In most instances, passengers connecting to a different long-distance train will experience a different menu from what was offered on the previous train.

Here are a few highlights of the new menus:
- Additional items have been added to each meal period.
- A number of entrees have been reduced in price, yet portion sizes have increased on selected menu items.
- Coffee, tea, milk or juice will be included in the price of the main entree for all meals. Of course, all meals for first class passengers are covered in the price of their train ticket.
- One breakfast entree (a quiche or frittata) will also be available on the lunch menu for late risers.
- A Gardenburger (vegetarian burger) will be available on each of the three lunch menus.
- The tossed side salad previously available only at dinner will now be available with selected lunch entrees.
- The dinner rolls have been upgraded and will now be available also with selected lunch entrees.
- Six dinner entrees will also include a vegetarian selection, and an evening’s special, both priced in the $9 to $11 range.
- The evening’s special will be different on the second evening of the trip.
- Dining car patrons will have the option of ordering the dinner beef selections and the catfish selection “blackened” with Cajun seasoning.
- Three different desserts will be available on each of the three dinner menus. The fourth dessert selection (vanilla ice cream) will be available on every dinner menu.
- A selection of wines (Merlot or Cabernet Sauvignon; Chardonnay or Sauvignon Blanc) will be available with dinner at a price of $8.00 per half bottle.

Amtrak is pleased to offer a greater menu variety and more value for passengers traveling on long-distance trains. The actual spring-summer menus (all three cycles) will be available on Amtrak’s Intranet this month.

Service updates

New Amtrak Capitol Corridor timetable provides 22 trains a day

On January 6, Amtrak’s California Capitol Corridor added one round-trip to total 22 weekday trains and 19 weekend trains. These added departures increase the schedule choices we offer our customers. Included in the new timetable is an additional morning train from Sacramento to Oakland, which will enhance the overall schedule on the line between Sacramento to San Jose.

New schedules for Pennsylvanian and Keystone Service

On February 10, Amtrak restored the Pennsylvanian to its original daylight schedule between Pittsburgh and New York. Unlike its predecessor, the new Pennsylvanian will operate through to New York, eliminating the need for passengers to switch trains at 30th Street Station in Philadelphia. Since 1998, the Pennsylvanian operated between Philadelphia and Chicago to support Amtrak’s Mail and Express operation. Amtrak announced last year that it would discontinue the Express operation. Additionally, changes were made to train schedules along the Keystone line between Harrisburg and Philadelphia - offering the same number of trains, but at more convenient times.

Amtrak adds Acela Express service

In January, Amtrak added a new 10th Acela Express roundtrip between Boston and New York. This brings the total number of premium weekday departures to 19 between the two cities. Also in January, a new Acela Express service was added on the South end, from Washington to New York. The addition of train #2118, which departs Washington, D.C. at 8:30 p.m., was introduced with a special one-way fare of $59, which is valid through April 25, 2003. The new fare is available only in Business class, and only on train # 2118.

Michigan DOT changes staffing to reduce costs

When renewing their annual contract with Amtrak last fall, the Michigan Department of Transportation (MDOT) reviewed cost-saving initiatives that would reduce the operating support they would need to provide for the two state-supported Michigan trains, the Pere Marquette and the International. As a result, MDOT chose to un-staff three stations, Port Huron, East Lansing and Flint, along the route of the International, which took place in early January. Due to the fluid nature of the situation, additional changes may affect both the Pere Marquette and the International. Customers must now purchase their tickets in advance or, if traveling last minute, may be able to buy tickets from the conductor on board if seats are available. Accommodations have also been made to keep the un-staffed stations open during train service hours.

Changes to Missouri service to off-set reduced funding

Amtrak receives operating support from the state of Missouri on two daily trains that provide service between Kansas City and St. Louis — the Missouri Mules (#301/304) and the Amtrak Route (#303/304). Because the state has approved a lower level of support for those trains, the Missouri Department of Transportation and Amtrak have agreed to implement some cost-cutting measures, similar to those changes made in Michigan, designed to meet the state funding shortfall. Effective April 1, the station agent positions in Kirkwood and Jefferson City, MO, will be eliminated. Arrangements are being made to keep the stations open during the day to serve most train passengers. Because passengers will no longer be able to buy tickets in the station, and the train is reserved, they should purchase their tickets in advance through the Web site, by calling 1-888-USA-RAIL, or through a travel agency.

New initiatives aim to increase ridership

continued from page 5

first quarter by 16 percent. However, in January, the trend was up by 1 percent. And coach seat sales, which were down in the first quarter by 13 percent, also showed a positive trend upward of 3 percent. And finally, while it’s still difficult to attract travelers for overnight trips, sleeper sales also improved. While the first quarter showed a drop in sales by 24 percent, the improvement in January was a drop of 13 percent.

Overall, the ridership is increasing slightly without hurting revenues. In other words, we’re not giving it away. But revenues are still down compared to last year and our budget target.

Coming this spring

The Spring Promotion campaign, which begins in March, will continue the advertising trend with programs like the 1-2-Free offer, which will be promoted on television, radio and in print. The AAA promotion is designed to help get families on board this summer. At the same time, an Internet promotion will start. In addition to these national programs, there are local programs coming up. An example is the California 50-percent off program, which is currently running and valid for travel through March 30.

Although the future can’t be predicted, Marketing and Sales will be focusing their energy and resources into persuading travelers to take the train.
Amtrak names Fergus Award winner

In celebration of Black History Month, Amtrak’s New England Division Diversity Advisory Committee has announced that the Boston Commuter Mechanical Department has won the first annual Leroy Richardson Fergus, Jr. Diversity Award. The award is presented to the department within Amtrak’s New England Division that best exemplifies the company’s commitment to valuing and understanding diversity among its employees and passengers. This year’s award was presented to the 500 employees of Amtrak’s Commuter Mechanical Department in Boston, which was recognized for its commitment to fostering the positive qualities and benefits of a diverse workforce. The department also exhibits strong community interaction, which includes participation in job fairs hosted throughout the Commonwealth of Massachusetts to recruit employees of diverse backgrounds.

Leroy Richardson Fergus, Jr. began his career at Amtrak as a trackman in 1977. Through hard work and dedication, he rose to the position of Special Assistant to the General Manager in Employment Relations, the first employee to hold this prestigious position. In his role, Mr. Fergus used his skills in negotiation and conflict resolution to combine the pursuit of business goals with a commitment to diversity. Mr. Fergus succumbed to cancer in March 2000. His dedication to diversity lives on through this award.

President’s Safety Contest Winners for FY ’02

At the end of each year, the System Safety Department reviews safety performance rankings for each operating group. At that time, the President’s Safety Contest award winners are announced.

In prior years, the awards were presented to the SBU, Commuter Operation, Mechanical Shop, and Reservation Call Center that have the best (lowest) employee reportable injury ratio per 200,000 work hours. However, Amtrak’s operating and support functions were reorganized during recent months. As a result, SBUs were eliminated and Divisions were reorganized. The new President’s safety FY ’02 contest categories, winners, and ratios are:

Most Improved Operating and/or Support Group

| New England Station Services | 0.9 ratio (80% reduction) |
| Pacific Surfliner | 1.4 ratio (75% reduction) |
| Southwestern Business Group | 3.7 ratio (52% reduction) |

Last year’s FY ’01 award recipients, under the former corporate structure, were honored at the 2002 President’s Service and Safety Awards:

Commuter Service
Virginia Rail Express (VRE) 1.9 ratio
Mechanical Shops
Wilmington Mechanical Shops 2.7 ratio

Call Center
Midwestern Reservation Sales Call Center 0.3 ratio
SBU
Northeast Corridor 4.2 ratio

Congratulations to the employees of these organizations for their contributions to providing a safe working environment. For questions concerning accident/incident reporting, please contact Michael Dagen, Director Regulatory Reporting at ATS 777-3280 or Michael Pollick, Director System Safety at ATS 734-2039. For other questions concerning Amtrak’s safety programs and initiatives, contact Cedestra Jordan, Chief Safety Officer at ATS 734-2263.

VITAL STATS

for January 2003

Month Budget Actual Fiscal year-to-date Budget Actual

Safety
Reportable Injury Ratio* (goal) 3.8 3.0 (goal) 3.8 3.5

Ridership
1,780,290 1,778,034 7,408,007 7,549,502

Total Expenses
$281,896,000 $278,337,000 $1,121,122,000 $1,074,571,000

Total Operating Revenue
$174,318,000 $160,022,000 $725,380,000 $686,630,000

On-time Performance (goal) 80% 77.4% (goal) 80% 76.3%

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

The picture tells the story …

On February 18, during one of the worst snowstorms in recorded history on the East Coast, an Amtrak Regional train glides through the snow at Claymont, DE, providing service to otherwise stranded travelers.
Metrolink Commuter Service

Restructuring of Amtrak’s mail and express business to mail-only will increase network productivity, simplify operations, improve service to passengers and better Amtrak’s bottom line in FY ’03 by $4.2 million, according to plans detailing how the company will exit the unprofitable portion of its express business and restructure the mail business in response to reduced volume.

The restructuring plan is being implemented in three phases. The first two phases, scheduled to be completed by the end of April, are aimed at eliminating most of the express service and improving passenger schedules and services that don’t provide an adequate return on investment. For example, the plan reduces the number of trains that operate with non-passenger equipment from 20 to seven, ends en route switching at nine locations; the largest of which are Toledo, OH; Harrisburg, PA; and Kansas City, MO; does away with Chicago terminal mainline pick-ups and eliminates the Washington-Springfield mail trains.

Mail and Express Restructure Aims at Improvements to the Bottom Line

Crosbie Discusses Goals for Operations Department

Editor’s note: Amtrak Ink recently sat down with Bill Crosbie, senior vice president of Operations, to hear what his plans are for the Operations Department.

Amtrak Ink: Since you are new to Amtrak, please tell us about yourself.

Crosbie: I started as Amtrak’s new senior vice president of Operations on January 6, 2003. This position replaces the former Chief Operating Officer position. For those of you who don’t know me, I come to Amtrak with 18 years of experience in the railroad and transit industry. I have worked primarily for CP Rail and the Toronto Transit Commission in various positions within their operating departments.

On January 5th, I left Oakville, Ontario, Canada on board train 64 to join Amtrak and help return Amtrak’s operational focus to that of a traditional railroad. It became apparent very quickly that Amtrak employees share the same passion I have for the railroad. The employees I’ve met are proud of what they do; they care deeply about the future of Amtrak and of the national passenger rail system.

Amtrak Ink: What are the goals and objectives for the department?

Crosbie: Of course, our main objectives are tied in to the goals and objectives laid out by Mr. Gunn. We need to return the fleet and the infrastructure to a state of good repair, we must improve on-time performance, and we need to develop and implement preventive maintenance programs in all areas. We also need to improve the quality and delivery of our customer service. For example, we need to improve the state of our washrooms, our public address announcements, on-board service and the quality of our food selection.

Amtrak Ink: What kinds of management tools do you use to bring the operational focus to that of a traditional railroad?

Bill Crosbie joined Amtrak as senior vice president of Operations.

Crosbie: Since Mr. Gunn joined Amtrak, tools have been put in place to manage and stabilize the company, such as detailed organization charts, a zero-based operating budget, a state of good repair capital budget and monthly performance reports that measure our success. One of my responsibilities is to implement these tools — I’m very familiar with them and plan to apply them to all areas of the Operations Department. In the three months I’ve been with Amtrak, I’ve started to structure an Operating Department with lean management, a clear chain of command, and clearly defined roles and responsibilities and accountability.

“As we move forward, our budget process and reporting tools will be a key element of our success.”

Bill Crosbie
Senior Vice President of Operations

Amtrak Ink: How will you account for and measure the department’s success?

Crosbie: As we move forward, our budget process and reporting tools will be a key element of our success. Each area within the Operations Department will establish goals and objectives and

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Mail and Express Restructure Aims at Improving the Bottom Line

Already, Amtrak has modified the Pennsylvania service from an unproductive Philadelphia-Chicago route to a better-performing New York-Pittsburgh route. In early July, the railroad will terminate the Kentucky Cardinal between Indianapolis and Louisville, which had been started in 1999 solely on the justification of an express business plan that did not materialize.

Mail and express service has been eliminated altogether in eight cities: Atlanta, GA; Harrisburg, PA; Jeffersonville, IN; Lynchburg, VA; Milwaukee, WI; San Antonio, TX; Seattle, WA; and Springfield, MA. The elimination of these services allows Amtrak to run shorter, lighter-weight trains, which require fewer locomotives, in turn saving on expenses. These actions are predicted to result in $8.2 million in fuel savings and $4.5 million in maintenance savings, annually. Additionally, fewer boxcars (a reduction of 300 cars) and roadtrailers needed reduces equipment maintenance expense by $1.4 million per year. Storing or selling this equipment allows Amtrak to utilize its newest, most efficient locomotives; the equipment being returned to the fleet will improve maintenance rotation schedules, while the surplus equipment will go into storage or be sold.

Additional operating and scheduling improvements are planned for later this year under the third and final phase of this initiative, but these changes are not yet finalized. All of these changes will not only help Amtrak’s bottom line, but also improve the company’s ability to deliver better customer service through better schedules and connections, improved on-time performance and a smoother ride. Both passengers and the United States Postal Service will benefit from shortened trip times and improved on-time performance.

The restructuring of the express business, combined with reduced mail volumes from the U.S. Postal Service led to the elimination of nearly 300 management and agreement-covered positions between January and April 2003 in the Transportation and Mechanical Departments, and a significant cutback in contract personnel at express facilities.

Some very important steps were taken to begin to restore our rolling stock to good condition. Beech Grove and Bear began returning wrecked and out of service cars to service. By the end of April, 15 cars will be back in action. We began to restore over-hauled programs that had been discontinued years ago. Two AEM 7 DC locomotives have been rebuilt. We have laid out a good facilities program for next year, and we are ordering the material. Banning extraordinary events, we will make our FY ‘03 budget — something we must do if we are to rebuild our credibility with Congress and our own board, which, by the way, has been very supportive and helpful through these difficult times. I think this can be done — if we are responsible and maintain our attention to the budget and our passengers.

“In addition to the struggle to maintain solvency, we had to focus on the future.”

Next month, I will complete my first year at Amtrak. It has not been boring. As you will remember, the first few months were consumed with our cash crisis — negotiating a $100 million loan from DOT and securing a supplemental appropriation from Congress.

In addition to the struggle to maintain solvency, we had to focus on the future. First we began the process of reorganizing the railroad. The goal was to streamline the management structure; eliminate layers and concentrate decision-making authority for functional areas. The SBUs are gone, the regional boundaries are gone, thus the chain of command is shorter and hopefully more responsive.

We created a realistic and defendable budget, incorporating quantifiable goals and objectives and tight control over staffing. It has been painful. Jobs were abolished and action was taken to reduce costs. Over 1,000 jobs were eliminated, a call center closing was announced, we exited the money-losing express business, and eliminated two trains that had been previously added to support the express business.

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Amtrak Issues New Spring/Summer 2003 Timetable
An Inside Look at Creating the Timetable

The Spring/Summer 2003 Timetable is on its way to stations across the country. But the route from the printing press to Amtrak passengers is only the final step in a long journey. Here’s an inside look at the complicated process of creating a new timetable.

While railroad technology and equipment have improved over the years and the travel time between stations has shortened with every service and schedule improvement, one important need for Amtrak passengers that will never change is for accurate and reliable printed train schedules.

“It is an understatement to say that it’s a very difficult process, particularly when balancing competing and disparate internal and external interests.”

Walt Peters, Senior Director, Network Scheduling

The printed train schedule, or timetable, has played a key role in the development and success of the railroad, and it traces its roots back to the beginning of railroad history. Railroads have long relied on a means of providing their customers accurate train information, whether those customers are passengers or business partners moving goods by freight. In the late 1800s, the impact of rail travel on commerce was so great that the railroad timetable, which included the public train schedule, was called the “Official Guide of the Railways.” Historically, this guide included a consolidation of train schedules submitted by all freight companies and was printed monthly. It was as essential to business-people at the turn of the century as The Wall Street Journal is today.

The “Official Guide of the Railways” has evolved into two separate entities — one for internal railroad use called the operating timetable, and another for public use known as the public timetable. The operating timetable is a comprehensive internal document sometimes referred to as the “Road Map of the Railroad.” This 100-plus page document includes train speeds, mileposts, stations, details, instructions, train meets, dwell times, and is printed yearly or as needed. In contrast, Amtrak’s public timetable, generally distributed in the fall and spring each year, contains detailed information that the public needs — train times, station locations, amenities, onboard services, connecting services and general policy and procedures information.

Developing the public timetable is a complex process that requires a series of negotiations and concessions. The process involves numerous stakeholders, from the freights to local commuter agencies, all with different interests.

First, the realities of the physical space over which the lines must operate are taken into account. Then, these realities are measured against the business needs of the organization. Factors such as the number of main tracks, the route through interlockings and grade crossings, single track and the availability of sidings, and the maximum authorized speed, may dictate one schedule. But the conflicting demands of more frequent passenger service, more convenient schedules for commuters, connectivity and running time improvements may dictate another.

Additionally, timetable developers must also anticipate and compensate for exceptions that might occur over the scheduling period. Exceptions can include emergency outages, catenary installations and bridge reconstructions, to name a few. These issues are difficult to anticipate but play a major role in the success of a regional schedule.

“The process of creating the public timetable is a true exercise in

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Highlights of the 2003 Spring/Summer Timetable

New National Timetable Highlights

Three eastbound long-distance trains — the Southwest Chief, California Zephyr, and Empire Builder — operate on new schedules which improve connections to the Capitol Limited and Lakeshore Limited. The first three trains arrive daily in Chicago between 3:20 p.m. and 3:43 p.m. The Capitol Limited departs for Washington at 5:35 p.m. and the Lake Shore Limited departs for New York at 7:00 p.m. Previously, the trains left at 7:00 p.m. and 7:45 p.m., respectively.

In addition, the new eastbound Southwest Chief schedule provides a new, timely connection to the Ann Rutledge in Kansas City for passengers traveling to St. Louis. The Southwest Chief arrives in Kansas City at 7:14 a.m. to connect to the Ann Rutledge’s 7:55 a.m. departure for St. Louis, where it arrives at 1:35 p.m., saving passengers more than seven hours over the previous schedule.

New Northeast Timetable Highlights

New frequencies added to the Springfield Line increase weekday service from 11 to 16 trips from Springfield, MA, to New Haven, CT. Service is increased from 10 to 14 trips on the weekend. Additionally, fares have been reduced substantially, with the monthly commuter pass between Springfield and New Haven decreasing from $284 to $171.

New Boston-Washington, D.C., Overnight Service

The Federal (see related story on page 5) offers new overnight service between Boston and Washington, D.C., and replaces the Twilight Shoreliner. The new service departs nightly at 10:00 p.m., allowing for breakfast before arrival. For passengers continuing south of Washington, added train service through Newport News will take them to points south.

Added Frequencies on Capitol Corridor

Capitol Corridor service in California increases from 11 to 12 weekday trains, which offers Bay area commuters more travel choices.
Service Standards
Manual Guides Employees

Ensuring the delivery of consistent, high-quality service to customers is a primary goal of all Amtrak employees. The Service Standards Reference Manual for Management Employees is designed to help employees meet and exceed this goal — delivering dependable service from train-to-train and station-to-station throughout the entire Amtrak system. For the first time in Amtrak’s history, this dynamic resource ties together — in a single document — system-wide company policies, procedures and standards that apply to the services that Amtrak Train Service and On-Board Service employees perform. The manual is designed to assist Supervisors and Managers in the coaching of employees, and is to be used as a reference in their everyday duties.

Because the business environment and the expectations of customers can change, the manual is subject to frequent revision. “The most successful companies are those that can read change and make corresponding adjustments in their business practices and standards. This manual provides the most current Service Standards for the delivery of our service based on the new Amtrak organization,” stated Ed Walker, vice president of Transportation. He also noted that manual revision pages would be published semi-annually, concurrent with the spring and fall timetable changes. Operations Standards Updates (OSUs) are distributed to employees to inform them about more immediate changes in policies and procedures that go into effect before the next revision cycle.

“We’re all in this together, and your hard work and dedication are the keys to our success,” said Walker. “Remember to stay focused on safety, on-time trains, revenue optimization, and customer services that exceed what our passengers expect.”

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Operations Standards Updates
New Spring/Summer 2003 Timetable

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collaboration and teamwork," said Walt Peters, senior director, Network Scheduling. "It is an understatement to say that it’s a very difficult process, particularly when balancing competing and disparate internal and external interests," said Peters. The scheduling team led by Peters facilitates the schedule development process, and spearheads the Timetable Coordinating Committee. The Timetable Coordinating Committee consists of delegates from Amtrak operations and internal stakeholders, such as representatives from the Mechanical, Terminal Services and Finance departments. The actual process of building the public timetable begins when each department submits suggestions for schedule changes to its representative on the committee. The committee works to develop a timetable that improves service and offers passengers more convenience and options. The committee members assure that all suggested changes are reasonable and consistent with the goals of their department. The proposals are combined into a docket, which is published for further research and feedback. The committee must be certain that it solicits the feedback of all key players in the process. Typically, proposed schedules are then submitted for response from Amtrak, state agencies, freight railroads, and commuter agencies. It is critically important that schedules are not developed in isolation. For example, when determining the new time schedule for the Southwest Chief, a potential conflict arose concerning the approach of train #3 to Los Angeles. Because the train switches from the BNSF to Metrolink territory, and the frequency of the Metrolink commuter trains conflicted with the newly proposed timetable, a resolution was needed that suited the customers to travel on Amtrak,” added Park-Verdi. The Marketing team works closely with the Scheduling, Communications, Customer Services, Sales Distribution, Legal, Intermodal Services, Marketing and Government Affairs Departments to ensure accuracy of the information. Advertisements, service notes and advisories are developed to support the train services and routes in the schedule. The master timetable is printed in several forms: A Northeast Timetable, a National Timetable, and 23 individual wallet cards and panel schedules for specific corridors and long-distance routes. “The biggest challenge is ensuring timely service to both our internal and external customers and accommodating input changes as we prepare the document for press,” said Joe Wenclawski, group manager, Marketing Operations Support. Amtrak’s Spring/Summer Timetable becomes effective on Monday, April 28, 2003.

“ ”

The production process is much more complicated than just printing train times in a schedule grid.”

Linda Park-Verdi, Manager, Marketing Operations Support

Parties. In the end, the arrival time remained as it had been, 8:40 a.m. Once a general consensus is made, the timetable production and distribution process begins. “The production process is much more complicated than just printing train times in a schedule grid,” said Linda Park-Verdi, manager, Marketing Operations Support. “Marketing focuses on combining all of the schedule collateral in a design that is easy to understand, and features incentives for future.

Timetable Development Challenges

Timetable development must account for a variety of specific operational challenges. For example, in generating a schedule, developers must calculate:

- The number and length of available tracks and routes to and from platforms
- The time required to move customers to and from trains and to clear platforms for the next incoming train
- Available parallel or conflicting paths
- The speed profile of the train type and its stopping patterns
- The number of train sets available during the planning period
- Equipment maintenance and performance

Minimum clearances between trains, overtakes (trains following at different speeds) single track restrictions and siding conflicts

Input from riding observations (a study conducted from the headend of a train to determine optimum run times from station to station)

Equipment turn times

Crew turn times

Deadhead equipment moves

Station dwell times

Seasonal weather fluctuations

Holiday special events

Fluctuation in demand during seasonal peak and low travel periods

Enhanced Overnight Service between Boston and Washington, D.C.

On April 28, Amtrak introduced the Federal, a new overnight train between Boston and Washington, D.C., that replaces the Twilight Shoreliner and provides improved service, more amenities and better departure and arrival times.

Previously, the southbound Twilight Shoreliner departed Boston at 9:05 p.m. and arrived in Washington at 5:50 a.m. the next morning, while the northbound train departed Washington at 9:25 p.m. and arrived in Boston at 6:20 a.m. The new Federal will depart both cities nightly at 10:00 p.m. and arrive at 7:30 a.m. in Washington and 8:15 a.m. in Boston. This change enables passengers to enjoy breakfast on the train and arrive at a more convenient time, especially for those on business travel. As an added service, First class passengers may pre-board the train as early as 9:00 p.m. at both cities.

The Federal includes three services: a reserved First class sleeper, reserved Business class and unreserved Coach class seating. First class sleeping car amenities include complimentary wine and cheese in the evening and, in the morning, breakfast served in the sleeper or in a reserved section of the cafe car. The breakfast is equivalent to that enjoyed by First class Acela Express passengers.

As Twilight Shoreliner service south of Washington has been terminated, the Federal will now connect southbound passengers to Regional train #77 at 8:00 a.m. and receive connecting passengers from the northbound Regional train #76 at 6:40 p.m.

Service enhancements on board the Federal include the addition of a new On-Board Service position, the Business Class Attendant. This new position is responsible for providing personalized, quality service to Business class passengers, assisting with luggage, and assisting in providing food and beverage service. The Business Class Attendant is also responsible for en-route cleaning and trash disposal.

Through June 30, Amtrak is promoting the Federal by offering passengers 30 percent off regular coach fares.

Fluctuation in demand during seasonal peak and low travel periods
Metrolink — Southern California’s Fastest-Growing Railroa

Amtrak Expertise Contributes to Growth of Commuter Rail Service

The blue and white bi-level commuter cars traveling throughout the California Southland have become so familiar to Southern Californians that it is easy to forget that just ten years ago there were no Metrolink trains. In those days, the Los Angeles port system was handling over 30 percent of containers coming into the United States from overseas. With much of this traffic transferring to freight trains in the area, rail lines in Southern California were congested and competition for space with Amtrak intercity service was great.

Freight congestion in Southern California was becoming an obstacle to establishing commuter service in an area of the country known for its congested freeways. To ensure the success of passenger rail service, an alliance was formed in the early 1980’s to assess community needs, purchase rail lines, and develop an inspired vision for viable commuter rail service in Southern California that would rapidly become known as Metrolink.

The vision expanded in 1989 when residents of various counties voted to pass sales tax increases to pay for transportation improvements. Support for the cause grew in 1990 with the passage of three State Bond initiatives — Propositions 108, 111, and 116 — which provided additional funding for the start-up of a new commuter rail system. When five Southern California counties agreed to build and operate this regional rail service, a joint powers authority called the Southern California Regional Rail Authority (SCRRA) was born.

Immediately, requests for proposals were issued and fierce competition to maintain and operate the service ensued. Amtrak was awarded the contract (by a slim one-percent margin) to provide train and engine operations, dispatching, and maintenance of equipment of the new commuter service known as Metrolink. “Amtrak won this important role in this burgeoning service at a pivotal time. We won the bid and became partners with what would become the fastest growing commuter rail service in the United States because we were the best one for the job. No other company has more experience in operating successful commuter operations,” said Richard Phelps, general superintendent, Southwest Division, and former general manager for Amtrak’s Amtrak operation. Metrolink trains emerged on the Southern California scene on October 26, 1992, with 24 trains per day. The new passenger railroad service required the many years of expertise and experience that Amtrak could provide, and Amtrak employees rose to the challenge.

Amtrak fostered partnerships with Burlington Northern, Union Pacific, Southern Pacific and the San Diego Northern Railroads to create the Metrolink dispatching center which is now located in Pomona. Well-established lines of communication were critical to coordinate the growing 507 route-miles of track in Southern California. Four railroad companies use this right-of-way, much of it single-track.

The Amtrak Metrolink dispatching center was established with a small group of seasoned dispatchers who came from Amtrak and freight railroads. “It was an exciting time and an education process for the SCRRA and Amtrak,” said Phelps. “Growth of the service was happening at an astounding pace — we needed to keep up with the daily changes and challenges that were occurring very rapidly.” Amtrak employees contributed to the design of the $2 million state-of-the-art dispatching facility, which has since become a model for the industry. Included in the facility is an earthquake monitoring system called the “CUBE” (Cal Tech/United States Geological Survey Broadcast of Earthquakes) that monitors earthquake activity in the Southern California region, and will notify the dispatching center within two minutes of any major earthquake that may affect the railroad.

Metrolink’s dispatching source of pride for Amtrak to the plate and delivers service. When SCRRA, assume the dispatching. October 2002, our Amtrak this was due, in part, to 1 they had set through ha and superior on-time pe said Tommy McDonald. “No other company more experience operating successful commute Rail 2 Rail, and watch for ridership and enhancements are planned as part of Rail 2 Rail, including a joint timetable, integrated connections, and shared ticketing stations in either direction. In return, Southwest Airlines heavily promoted the Amtrak connection in airports throughout the state, through their e-mail itineraries, and in promotional materials.

Overall, the program significantly increases travel options in some of the most congested corridors in Southern California, with minimal additional costs to the operators. Other upcoming enhancements are planned as part of Rail 2 Rail, including a joint timetable, integrated connections, and shared ticketing machines. Watch for more information on Rail 2 Rail, and watch for ridership and revenue on the Pacific Surfliner to continue showing outstanding results.

The goal of the Rail 2 Rail program was to better integrate these two Southern California services,” said Gil Mallory, vice president of Planning and Business Development. “We are now providing travelers with more service options and as a result, overall ridership is up,” said Mallory.

Under the program, Metrolink monthly pass-holders may ride any Amtrak Pacific Surfliner train or Amtrak Thruway Motorcoach.

Amtrak and Metrolink have initiated a new service integration program called Rail 2 Rail. This program improves the efficiency and appeal of both rail systems in Southern California by allowing rail passengers the convenience of taking the first available trip to their destination — whether it is on a Metrolink train, an Amtrak Pacific Surfliner train, or Amtrak Thruway Motorcoach.

The Planning and Business Development and Marketing departments, working with partners at Metrolink and Caltrans, introduced the program on September 5, 2002. The program integrates schedules, fares and marketing, and has proven to be an excellent way to lure more travelers to the rails. Since the program’s inception, the results have been tremendous and have propelled the Pacific Surfliner, which travels on the nation’s second-busiest corridor, to record ridership and ticket revenues. Since the start of the program, more than 100,000 customers have taken advantage of this ticket reciprocity.

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Under the program, Metrolink monthly pass-holders may ride any Amtrak Pacific Surfliner train or Amtrak bus within the trip limits on their Metrolink pass at no extra charge to the rider. Metrolink reimburses Amtrak for these costs. In addition, Amtrak ticket holders can ride Metrolink at no charge, giving them access to more than double the number of trains within the limits of their ticket.

In addition, both Metrolink and Amtrak accept all tickets valid for travel between Los Angeles Union Station and Glendale, Burbank, or Burbank Airport stations at no additional charge to the rider. As a result, passengers now have up to 37 trains from which to select for travel in this corridor.

Through a partnership with Southwest Airlines, an additional benefit of the Rail 2 Rail program started in the fall of 2002. Amtrak and Metrolink allowed Southwest Airlines passengers free travel between Burbank Airport and Los Angeles Union Station in either direction. In return, Southwest Airlines heavily promoted the Amtrak connection in airports throughout the state, through their e-mail itineraries, and in promotional materials.

In 1994 Amtrak demoted expertise and commitment both the SCRRA and to Southland of California devastating 6.7 magnitude quake hit the densely pe San Fernando Valley. D the ‘Northridge Earthq hit the densely pe San Fernando Valley. R earthquake did not darr tracks in the area. Metro...
Amtrak, Metrolink & Caltrans Rail 2 Rail Partnership Wins Award

California Department of Transportation (Caltrans) Director Jeff Morales praised the Rail 2 Rail partnership between Amtrak, Metrolink and Caltrans at the 16th Annual Excellence in Transportation Awards. The innovative program won the Excellence in Transportation Award in the “Intermodal Transportation” category. These prestigious awards are viewed as the “Oscars” of California’s transportation industry. The program features some of the best and brightest accomplishments in the field.

“This event is the department’s opportunity to showcase the finest in transportation innovation and ingenuity,” said Morales. “These projects not only enhance our rail and highway traveling experience but improve the quality of life in our neighborhoods, communities and environment.”

Since 1986, the annual competition has provided an opportunity to salute those dedicated to solving California’s transportation challenges. A panel of judges representing transportation, environmental, engineering, and community interests selected the winners.

This program allows Metrolink monthly pass holders access to Amtrak Pacific Surfliner trains within the same route at no additional cost. “We are extremely proud of this program and all that it offers to rail passengers in the Southern California Region,” said Cyndi Darlington, senior director, West Sales and Marketing. “We think it is an excellent example of transportation entities working together to create the best possible options for the customer.”

Amtrak interviewed passenger train station.

In addition to spearheading a solution to this problem, Amtrak coordinated communications with the FRA, the AAR, and the individual freight railroads involved. Amtrak’s Delaware shops did supplemental wheelwork in the early periods before the new supplier was able to achieve an adequate, continuing level of wheel-set production work.

The Metrolink system has grown to seven routes with 53 stations on more than 307 miles of track. Amtrak Metrolink crews safely transport over 35,000 passengers per day. Today, Amtrak supports the SCRRA by not only providing crews for 137 daily trains during the work week, with reduced service on weekends, but also providing crews for special trains. These special-service trains, including weekend beach trains that carry passengers from inland California cities to the beach during the summer and fall seasons, have become increasingly popular.

In addition to operating maintenance-of-way work trains, Amtrak Metrolink operates prom trains, shopping trains, and a special Christmas train that includes seasonally inspired entertainment at selected Metrolink stations. The largest one-day event for Metrolink special-train service is the Southern California NASCAR races. Up to eleven trains converge within a one-hour period on limited trackage at the California Motor Speedway in Fontana. After detraining thousands of passengers, these trains are moved for servicing, restaged, and prepared for the return journey.

Amtrak has also partnered with SCRRA in an award-winning Metrolink Amtrak fare integration program called Rail 2 Rail, (see related story on page six). This program allows Metrolink monthly pass holders access to Amtrak Pacific Surfliner trains within the same route at no additional cost. “We cannot lose focus that here in Southern California, the majority of our riders are commuters going to and from their workplace or school,” said McDonald. “Rail 2 Rail gives commuters more service options that more closely match their schedules, while increasing the appeal of train travel for both Amtrak and Metrolink.”

More than 100,000 Metrolink commuters have taken advantage of this innovative program since its inception in September 2002. “The success of this program and Metrolink overall, is due to the focused teamwork of the front-line employees, including dispatchers, conductors and locomotive engineers. Their professionalism and commitment to excellence is what truly matters in making all of our customers happy,” said McDonald.
### Employee Milestones

**Congratulations to All of You!**

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**Retirees**

- **March 2003**
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  - Bergey, Lloyd
  - Brawnner, James

- **February 2003**
  - Adams, John
  - Bennett, John
  - Butler, IDA Bell

**Retirements**

- **October 2002**
  - Cover III, Frank
  - Mid-Atlantic Div/Dc Non-Hq Dist
Four Locations Honored with APD Chief’s Safety Award

The first Amtrak Police Department Chief’s Safety Award ceremony was held this year on March 13 in recognition of those APD officers who worked injury-free during fiscal year 2002. To be eligible for the award, the field location must have at least seven officers assigned during the recognition period, and all officers at that field location must have an injury-free year — a particular challenge last year for all law enforcement offices throughout the country.

Last year four APD locations met this challenge — Chicago, New Haven and New London, CT, and Trenton, NJ.

At the ceremony held to honor the two New England Division stations were Amtrak’s Chief of Police E.R. (Ron) Frazier, Esq., Chief Of Patrol and Special Operations John O’Connor and Capt. Robert W. Smith of the New England Division.

In his remarks, Chief Frazier told the group that the goals he set this year are to reduce workplace violence and to achieve an overall safety ratio goal of 3.8 percent. In his comments Frazier said, “Things have changed a lot since September 11, 2001. Police officers have always had to be vigilant and alert. But now, with our country on elevated alert threat levels, and in military action overseas, we have to be even more careful, more alert, more prepared. Homeland Security starts with you.”

District Superintendent Scott Howland of New Haven spoke briefly, congratulating his two field offices for their efforts in remaining injury-free for one year. He also thanked all the officers for being visible and giving the passengers a sense of security. He further stated that the sergeants in both New Haven and New London, CT, have done a stellar job keeping their officers safe.

The awards were made to the two field offices, followed by Sgt. William Bessette who, on behalf of the American Federation of Railroad Police, congratulated the two field offices.

Chief O’Connor added his congratulations and stated that the railroad industry is listed as the fourth most hazardous occupation — adding that railroad policing is even more dangerous than that. “Officer safety cannot be stressed enough. You cannot go about your job thinking that any part of it is routine,” said O’Connor.

The trophy will go to each field location during the course of the following year. However, the trophy will not go to Trenton, as APD no longer has a presence at that station. The trophy will reside for three months in New Haven, three months in New London and then travel to Chicago.

Service Updates

Update on Amtrak’s Michigan Services

In early April, Amtrak and the Michigan Department of Transportation reached an agreement to continue the operation of the Pere Marquette and the International for another three months. The previous six-month agreement for the service expired on March 31. The three-month extension will allow the trains to continue operating at least through June 30, during which time the two parties will work on a long-term solution for funding the service.

Amtrak has asked the Michigan Department of Transportation (MDOT) for $7.1 million for FY ’03, but MDOT cannot legally sign a contract for that amount, as state law prohibits the department from spending more than $5.7 million annually on the service. As a result of the cap on state support, Amtrak and MDOT agreed last fall to sign a six-month agreement for $2.85 million (one half of the $5.7 million capped amount) and use the time period to seek a change in the state law.

Rep. Lauren Hager, (R-Port Huron), introduced legislation to lift the cap on operating support for the state-supported service in Michigan. At a hearing in the Michigan House Transportation Committee on March 27, members of the committee voted by a 12-2 margin to approve his legislation. The legislation will now go to the Michigan House of Representatives for consideration by the full body, and then if successful in the House, to the Michigan Senate, before finally heading to the desk of Gov. Granholm for final signature.

If and when the legislation is approved, Amtrak and MDOT will then negotiate an agreement that will allow the state to pay Amtrak the entire $7.1 million for the operation of the trains for the fiscal year.

Crosbie Discusses Goals for Operations Department

continued from page 1 prepare a detailed FY ’04 zero-based budget. This budget will be used to measure the actual performance through our monthly performance report. I will insist that the performance measurements be displayed in each work place and be updated monthly.

Amtrak Ink: How do you think our goals and objectives for FY ’03 affect the future of Amtrak?

Crosbie: The capital program for FY ’03 is focused on returning our infrastructure to a state of good repair. I cannot stress enough the importance of doing what we said we would do in FY ’03. The credibility of our FY ’04 grant request is dependent on our success in FY ’03.

Amtrak Ink: What would most employees say about your management style?

Crosbie: I think they would say that I’m very straightforward. I ask co-workers to always provide me with the straight facts — don’t speculate or sugarcoat the situation. In order to work together to solve problems, I need to understand the details. I hope they’d also say that I am personable — I am looking forward to continuing to meet all of my co-workers. In the meantime, stay focused on our objectives and operate safely.
New Passenger Information Area Unveiled at Antioch Amtrak Station

Project Jointly Funded by Amtrak and California DOT

A new passenger information area at the Antioch Amtrak Station was unveiled at a ribbon-cutting ceremony on February 24. At the ceremony, Antioch Mayor Donald P. Freitas led a group of speakers that included state Sen. Tom Torlakson and Warren Weber, manager, Division of Rail, California Department of Transportation.

The Antioch Station, which is a wide platform shelter, includes benches in a protected area for customer seating. The new area offers an enclosed information room, where passengers may obtain timetables and other travel information brochures while waiting for Amtrak’s San Joaquin trains. The room is shuttered and locked when not in use, and staffed by volunteers when open.

Antioch is served by eight daily Amtrak California San Joaquin trains, four southbound from Oakland through the Central Valley to Bakersfield, and four northbound return schedules back to Oakland. At Bakersfield, connections to and from Los Angeles Union Station and other Southern California destinations are available using Amtrak Thruway Motorcoach service.

Hotels.com Is One of Amtrak’s Newest Partners

Amtrak now offers bookings for its customers through Hotels.com. With hundreds of destination choices throughout the U.S., Amtrak customers calling our Reservation Sales Call Centers can experience seamless travel. From the Amtrak train, to the Hertz rental car, to the luxury of a hotel room secured through Hotels.com, passengers can have it all with virtually one phone call.

Reservation sales agents are encouraged to close each sale by asking, “Do you need a rental car or hotel when you reach your destination?” Pamela Clark has perfected this dialogue. As a full-time agent in Riverside CA., she has sent 253 calls out of 2,323 calls handled, or 10.9 percent, to Hotels.com. From February 1, 2002 to January 31, 2003 — more than any other sales agent in the company.

When an agent sends a call to Hotels.com, Amtrak callers are greeted with, “Hotels.com, Amtrak’s hotel partner!” If the customer is pleased with the discount offered by the Internet wholesaler and then wants to rent a car, the Hotels.com representative then sends the call to Hertz, another major Amtrak partner. This is a winning proposition for all concerned — Amtrak earns a percentage of the money from room space and rental car sales, while the partners benefit from the referrals. This adds up to better customer satisfaction and more revenue for Amtrak.

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Amtrak’s 1-2-Free fare promotion — plus the 25 percent discount for solo travelers — is available for sale March 16 through April 30, 2003 for travel March 19 through August 28, 2003. With the 1-2-Free offer, the first fare may be combined with Amtrak’s senior, disabled or Student Advantage discounts. The second fare is always half off the full adult fare and the third fare is free. 1-2-Free passengers must travel together and because seats are limited, customers should act quickly, booking reservations at least three days in advance of travel. Amtrak’s 1-2-Free promotion will help boost ridership with passengers planning spring or summer travel.

Spring Travel on Amtrak is 1-2-Free

Offering Passengers More Travel Options

Passengers will be excited to learn that Amtrak is rolling into spring with its 1-2-Free fare promotion. With a 1-2-Free, groups of three traveling together to the same destination may take advantage of great savings when they purchase the first ticket at the full adult price, the second ticket at half the full adult price, and then receive the third ticket for free. That means groups of three can save 50 percent off regular fares. Even when only two people are traveling together, it’s a great deal. Solo passengers can also enjoy a 25 percent discount, making Amtrak the best way to take a spring break.

“Of our 1-2-Free promotion offers great fares for travel on many of Amtrak’s routes nationwide,” said Barbara J. Richardson, Amtrak’s vice president of Marketing and Sales. “1-2-Free follows our successful winter promotion which created great interest in rail travel and resulted in increases in ridership on some routes.”

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In Box

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink.

Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail (ecom@amtrak.com) or to: Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the June issue
May 9, 2003

For the July issue
June 6, 2003

For the August issue
July 8, 2003

April 2003 Amtrak Ink
Amtrak Initiatives Stimulate Ridership in March

Similar to the rest of the travel industry, Amtrak has felt the effects of the war in Iraq and the ongoing sluggish economy. However, the price reductions taken in January and marketing promotions that continued through the war, helped to sustain and even increase our ridership. The challenge continues on the revenue side, where year-to-date ticket revenues are 10 percent below last year and budget. In short, we are attracting passengers, but are not meeting our revenue targets.

In March, for instance, we carried the highest ridership ever (almost 2.07 million trips), 2 percent ahead of last year and 4 percent ahead of the budget. But ticket revenues dropped 12 percent below last year and 13 percent below budget. More than $5 million of the revenue shortfall is attributable to the slowdown on travel during the war, and $500,000 of the loss is a result of service disruptions — cancellations on Acela Express, the Coast Starlight service detour and work on the Piedmont line.

Benefiting from the fare reductions taken earlier this year, long distance trains continued to show strong ridership growth; an 11 percent increase over last year and 13 percent favorable to budget. However, revenues are remaining at 20 percent below last year and our budget.

To build back revenue and stimulate more ridership, Marketing and Sales is now taking new actions in the Northeast.

First, on the Springfield line, between New Haven and Springfield, with the April 28 schedule change, frequencies will increase from five daily roundtrips to eight. Fares will be reduced 20 percent to 65 percent to attract more riders to the additional service. The new fares should be especially enticing to commuters and multi-ride customers.

On Acela Express, a detailed analysis showed that the decrease and decline of ridership and revenue between Boston and New York was overshadowing the positive performance between New York and Washington. A new $99 maximum Business class fare has been put in place on the northend, with an added benefit of double Amtrak Guest Rewards points. Additionally, to fill First class seats, a maximum $50 step-up has been put into place.

“Ridership on the southend on Acela has been pretty good, but we really need to get people’s attention with something bold on the northend,” said Marketing and Sales Vice President Barbara Richardson. “The $99 fare ought to capture attention, especially as we’re going to promote this heavily in the end-point and intermediate markets in print and radio.”

Through the month of April, a detailed train-by-train analysis is being completed on each long distance train to review pricing and marketing by segments and for the entire route to determine next steps.
Employees Attend ‘The Path of Change’ Diversity Training

In February 2000, Amtrak launched a full-scale diversity training program for its employees through the Employee Diversity unit of the Office of Business Diversity.

By May 2001, 23,000 employees had completed “Charting the Course for Change,” a diversity training program designed by Amtrak in conjunction with the New Haven Consulting Group. The goals of the training included providing an opportunity for employees to discuss issues concerning diversity, developing and using skills to communicate effectively in a diverse organization, and providing an understanding of Amtrak’s Equal Employment Opportunity Policies.

The company’s diversity training program mirrors Amtrak’s commitment to diversity, as described in its mission statement:

Amtrak will create the model for corporate diversity in the new millennium. Our focused approach to creating and maintaining an inclusive environment for individuals from all backgrounds will establish the standards by which other companies will be measured for their diversity efforts.

“We found that the initial course contributed to a more inclusive working environment and employee awareness of Amtrak corporate policies and employment laws,” stated Gerri Mason Hall, vice president of Business Diversity. “Additionally, for many Amtrak employees, diversity training served as an introduction to this department. Employees have now come to view this office as a valuable corporate resource.”

In January of this year, the Diversity Department spearheaded the company’s refresher diversity training program, titled “The Path of Change.” To minimize costs, all of the training takes place in-house. Classes are conducted on Tuesdays, Wednesdays and Thursdays, and are expected to run through the end of May. Over 2,000 management employees who participated in the first course must attend this refresher course. As of this writing, nearly 1,500 employees have completed the course.

The goals of the refresher training include providing a review of Amtrak’s employment policies, an examination of the key employment laws that affect employees and their supervisors, and an overview of key Amtrak resources available to assist employees with certain workplace situations. “This refresher course helps managers understand their role and responsibility in executing Amtrak’s Diversity Policies,” added Kathryn Weathers Belger, director, Employment Diversity.

As an additional cost-cutting measure, a small group of qualified Amtrak employees completed an intensive three-day internal training program administered by New Haven Consulting Group, during which these employees were trained to conduct some of the refresher training sessions. Recognizing that a number of departments had undergone reorganization since the inception of the training, Business Diversity briefly paused the scheduling of classes in early April. This enabled the team to re-allocate resources as needed, further ensuring the most efficient and cost effective delivery of training.

So, how is it going? Industry standards show that when 25 or 30 employees are scheduled for training classes of this type, typically 18 show up on any given day. Amtrak’s training attendance has averaged 25 attendees per day. “Amtrak is exceeding industry standards for attendance because of the commitment from Mr. Gunn and members of the Executive Committee to make employment diversity a priority,” noted Hall.
Progress Continues at Bear and Beech Grove

Twelve Additional Cars Return to Revenue Service

Amtrak is making progress in the return of cars to revenue status this fiscal year with a total of 15 new cars back in service at the end of April. In addition to the first three cars overhauled through February, five more Superliner cars have been completed at the Beech Grove facility, and Bear mechanics have returned seven Amfleet cars to revenue service through April. In March, Amtrak Ink reported on repairs completed to bring back to service three of the 105 wrecked cars at the Beech Grove Maintenance Facility and Bear Car Shops.

Progress continues at both facilities in support of Amtrak’s recently-issued five-year strategic plan (see detailed story on page 6) to repair passenger cars needed to meet demand and to restore the plant and equipment to a state of good repair. The plan includes a four-part fleet rehabilitation program emphasizing the retirement of very old cars, the repair of wreck-damaged cars, overhauls to achieve intended asset lifespan and remanufacturing to extend the lifespan beyond original design.

### AEM-7 DC Heavy Overhaul Project Underway

Plans are underway at the Wilmington Maintenance Facility to overhaul 21 AEM-7 electric locomotives, which operate in the Northeast Corridor, over the next three years. At a cost of $810,000 per locomotive, this overhaul project will extend the life of Amtrak’s electric locomotives and improve reliability.

Wilmington mechanics have overhauled two locomotives this year: locomotive #952 was released first in January 2003 and #915 was released in April. “With much of the work on the remaining five underway, we’re perhaps fifty-percent complete for this fiscal year,” said John Wood, superintendent of Wilmington Locomotive Maintenance Facility. “Our goal is to have seven locomotives back in service by the end of September 2003.”

Overhauls involve stripping the locomotive down to the metal, then rebuilding the trucks, replacing a major portion of the hi-voltage cables and replacing many components. The locomotives are then repainted with Imron, a high-quality high-gloss paint known for its superior chemical resistance and long-lasting durability. Typically, mechanics perform limited overhauls on AEM-7s every three years; these locomotives have not had overhauls of this magnitude in 23 years.

### Surplus Equipment Disposal Nets $4.5 Million to Date

Amtrak has generated nearly $4.5 million in cash from the sale of 246 units of retired rolling stock since October 2002, as part of an aggressive effort to dispose of unusable or surplus equipment and other assets. Additionally, the company is currently awaiting bids on 83 other units, and sale has been approved for 68,000 wooden ties for more than $850,000.

The sales to date have included:

- 53 Santa Fe Hi-Level cars
- 72 material handling cars
- 96 F40 locomotives
- 23 wrecked cars
- 23 rail rack cars
- 23 Heritage cars
- 11 switcher locomotives
- 5 flat cars
- 4 baggage cars and 1 baggage/dorm car
- 3 E60 locomotives
- 3 Metroliner cars
- 3 Heritage Lounges
- 3 wrecked Superliners
- 3 cabooses
- 2 tower cars
- 1 tool rider car
- 1 wrecked mail handling car
- 1 table car
- 1 box car

The items listed for sale also include miscellaneous roadway equipment, such as air compressors, generators, tampers, ballast regulators, spike pullers, parts carts, and portable light units.

Amtrak has been disposing of its unusable or surplus equipment since the early 1970s. For the past 12 years, Betty Ann Hastings, a manager in the Material Disposal group for Materials Management, has worked closely with the Mechanical and Engineering departments to help rid Amtrak of surplus equipment. In October 2002, Hastings assembled a working list of surplus equipment that included rolling stock damaged beyond repair and other surplus equipment for disposal. Hastings sent a solicitation notice to a list of potential buyers, inviting competitive bids on the equipment, “as is.”

“Disposing of surplus equipment not only translates to cash for Amtrak, but also rids our facilities of equipment that is just taking up space,” said Hastings.

### Progress Continues at Bear and Beech Grove

**Twelve Additional Cars Return to Revenue Service**

Amtrak’s Five-year Strategic Plan is the company’s blueprint to restore the railroad to a state of good repair. For detailed coverage of the plan and the Engineering Department’s contribution to the plan, see page 6.

One of the pieces of equipment taking up three miles of track, switch engine #449 was removed from Beech Grove March 26.
When I arrived at Amtrak on May 15 of last year, the corporation was in serious trouble. Amtrak faced insolvency. Sometime in July, we would miss our payroll. The physical plant had been allowed to deteriorate. Heavy maintenance of cars and infrastructure had ceased several years ago — over 100 cars were wrecked or damaged and out of service. Fiscal controls were inadequate. We would be unable to close our books for FY ’01 until September of the following year. There was no regular reporting of financial results. The organization was poorly defined and did not lend itself to effective decision making. Amtrak’s management was top heavy — 84 people had “vice president” on their title. The budget process was ineffective, and there was no control over staffing. Our credibility as an organization was in tatters.

We have seen a reduction in our total costs from FY ’01 to FY ’02, and we expect the trend to continue from FY ’02 to FY ’03. We have a long way to go, but it is a start.

Our immediate goal in June and July 2002 was to secure funding to allow us to survive into FY ’03. However, at the same time, we had to lay a foundation for the future. The board of directors and I set a goal to have in place by October 1 a functional railroad organization, a zero-based budgeting process, and public reporting of financial and physical results. We also began focusing on controlling expenses. We were successful — we secured a loan from DOT and a supplemental appropriation from Congress that allowed us to make it through the end of the year and avert a transportation crisis. We entered FY ’03 with a budget that was essentially zero based and that focused available resources on rebuilding the process, as well as controlling expenses.

Expenses at the railroad are dropping as a result of many actions, while maintenance activity is increasing. We have redirected resources into basic maintenance and restored vital programs. We are rebuilding wrecked, out-of-service cars and should have 15 cars back in service by May. To bring our passenger equipment to a higher state of reliability and utility, we have begun to restore the overhaul of cars simultaneous with their four-year inspections. On the infrastructure front, our track-laying system train will be back in service in May after sitting idle for a number of years, and it will be removing aged wooden ties and replacing them with concrete ties. With a thousand fewer people now versus 12 months ago, we are doing all this with a smaller budget, and we are doing it effectively. We have seen a reduction in our total costs from FY ’01 to FY ’02, and we expect the trend to continue from FY ’02 to FY ’03. We have a long way to go, but it is a start.

We have closed our FY ’02 books, six months earlier than last year and they are publicly available. Our board receives complete GAAP financials, three weeks after the end of each month. Barring forces beyond our control — we plan to make our budget for FY ’03, although our cash situation will be perilous. In any event, we must restore our working capital — a necessary requirement for any business.

Earlier this year, we sent to Congress our board-approved FY ’04 funding request for $1.812 billion of which $1.044 billion would be spent on capital investment and $768 million for operating support. The capital investment would be used to continue the restoration of our fleet to improve reliability, service and revenue, fulfill our statutory mandates, and make critically needed infrastructure investments to the existing national system and the Northeast Corridor. There is no new borrowing assumed in this budget, nor any expansion of service.

While there are some policymakers who are unhappy with Amtrak, there is little agreement on the specifics of how to reform the railroad. What is needed, no matter how we define this reform, is a detailed plan which deals with the legal, financial, and physical realities of Amtrak. The progress we are making is far so the result of a plan — many small steps that already and will ultimately continue to improve our service and financial results. It will not make us profitable; it will make us better. There is no single, simple solution to the Amtrak problem. One cannot be developed overnight — it will take time and thought. One of the first things we should do is dispose of the myths about Amtrak.

**Myth #1**
Amtrak can be profitable No national rail passenger system in the world is profitable. Without public subsidy, there will be no passenger rail transportation systems in the United States.

**Myth #2**
The private sector is dying to take over our services. Remember why we were formed. We are what is left of a once privately run enterprise.

**Myth #3**
Long-distance trains are the problem This is perhaps one of the biggest myths. If on a fully-alocated basis, you might start to save significant amounts of money after a number of years. Focusing on this problem is not going to save Amtrak. This approach is a red herring.

**Myth #4**
Labor Costs are the problem Our wage rates are comparable with the freight industry. Wages are not the problem; generating a higher level of productivity, that is the challenge. It is management’s duty to seek such improvement.

**Myth #5**
The Northeast Corridor (NEC) is profitable The NEC may cover most of its above-the-rail continued on page 9
Travelers on the Connecticut Shore Line route between Branford and Stonington, CT, this spring may see new vegetation growing in the wetlands on the north side of the track as a result of a special environmental project undertaken by Amtrak. As part of a 2001 Consent Decree with the U.S. Environmental Protection Agency (EPA), Amtrak agreed to improve seven culverts that enable flow between the ocean and upstream waterways along a segment of the Connecticut Shore Line route. Because the culverts became restricted by debris, phragmites (cattails) and other plants were stifling the growth of vegetation that is healthier for the marshland eco-system. The project was designed to improve the flow of salt water from the ocean to the inland wetlands north of the tracks, thereby increasing the salinity of the wetlands and fostering the growth.

Materials Management.

Eighty-five of the F40 locomotives and the Santa Fe Hi-Level cars that were sold were removed from service more than six years ago and stored at Beech Grove, where they occupied approximately three miles of track space. The switcher locomotives, cabooses, flat cars, tower cars and rail rack cars were sitting at various Amtrak locations, such as Sanford, FL; Hamden, CT; Wilmington, DE; and North Brunswick, NJ. The roadway equipment, which includes air compressors, generators, tampers, ballast regulators, spike pullers, parts carts, and portable light units, was located mainly at Wilmington, DE; Perryville, MD; and North Brunswick, NJ. All of Amtrak’s rolling stock not currently in use is continually being evaluated for return to service or stored for future revenue service. Rolling stock deemed worthy of repair has been slated for major overhaul work at one of Amtrak’s backshops in Beech Grove, IN; Wilmington or Bear, DE. (See related story on page 1.)

Environmental Project Fosters CT Wetlands Growth

Buildings and Bridges (B&B) crew members survey Culvert 95.79 in Clinton, CT. The culvert was one of seven rehabilitated as part of Amtrak’s Supplemental Environmental Project. Left to right: Russell Hodge, B&B foreman; Kenneth Newton, Structures supervisor; George Raymond, B&B foreman; Benny Drain, B&B mechanic.

In addition to selling retired equipment “as is,” Amtrak also sells some equipment as scrap metal. At the Wilmington Maintenance Facility, E60 locomotive #620 is being cut and dismantled for sale as scrap. At press time, the Wilmington Facility has cut and dismantled two E60s for scrap, as well as one AEM-7. There are plans to cut and dismantle additional equipment later this year.

Surplus Equipment Disposal Nets $4.5 Million to Date

Table car 8600, sold April 18, sits in Sanford, FL. It will be removed by May 30.

Retired Equipment Dismantled and Scrapped

Caboose 14031 is parked in the Chicago yards. Sold March 11, it was removed from the property April 30.

continued from page 1

Amtrak’s rolling stock is a crucial financial investment and asset for the company. When this equipment is no longer functional, and does not provide a return on the investment, it becomes a liability — not an asset. As the company’s operational needs change, it’s critical that the equipment inventory matches these needs. “Any rolling stock that doesn’t meet current functional standards or is not cost-effective to repair is considered for disposal,” said Mike Rienzi, vice president, Procurement and Materials Management.

Retired Equipment

Dismantled and Scrapped

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Amtrak Engineering employees working on the project first received special “Wetland Sensitivity” training to perform the construction work while minimizing any impacts to the wetland environment. The construction work included repairing or increasing the height of head walls, excavating creek channels, removing silt deposits, re-grouting culvert interiors and installing bioengineering materials. The project work began in 2001 and was completed in January 2003.

As a measurement of the project’s success, in 2000, the north end salinities were as low as 2 parts per thousand (ppt), compared to the Long Island Sound (salt water) salinity of around 30 ppt. As the construction phase of the project was completed, salinity measurements collected in September 2002 indicated results of 12 to 29 ppt. The work completed by Amtrak on these culverts will help foster the growth of more productive wetlands with cord grass or other low-lying plants. Over the next few years, this should become an improved habitat for fish and shore birds.
ON THE RIGHTRAK

Wilmington Electronic Technician Finds Solution for Burn-Out

A $55 Solution to a $600 Problem

The relentless resolve of Electronic Technician Bill Judefind, a 25-year veteran of Amtrak’s Wilmington Maintenance Facility, to improve the performance of the PA units on Amtrak passenger cars has saved the company hundreds of thousands of dollars. Judefind found that the amplifier module boards (A20092) in the PA units, when used on Amfleet cars, were burning out. This destruction was the result of high-voltage surges running through the trainline, which passes the communication signal through the train consist, thus overloading the PA board components, such as board connectors, transformers, resistors and electronic audio switches. These overloads, depending on the duration and magnitude, could render the entire PA system inoperable.

Judefind determined that the absence of basic fuse protection and various other common components contributed to the board’s destruction. On his own initiative, he created a “protection module board” that stops the surge of voltage from getting into the PA unit, thereby preventing the amplifier board from burning out. This modification board contains isolation audio transformers, fuses and diodes that provide protection against faulty voltages.

“I knew that there was a creative solution to this recurring problem, and I was determined to find it,” said Judefind.

Judefind convinced his management to submit his design to Safetran Systems. Safetran deemed this component a viable solution to the amplifier board burnout and incorporated Judefind’s design, at a cost of $55 each, into future PA units. Safetran donated the first 250 add-on protection boards to Amtrak. To date, 405 PA units have been modified by the Wilmington Shops, thus resulting in a $55-solution to a $600 board-replacement problem—a savings of more than $220,000.

“Bill Judefind is a study in diligence,” said his supervisor, Bob Kanicki, foreman of the Electronic Repair Facility at the Wilmington Maintenance Facility. “His persistence and his caution to find a cost-effective resolution is a model for the entire Wilmington facility. He is a dedicated worker and Amtrak needs more like him.”

Amtrak Conductor Honored for Rescuing Passengers

At a ceremony held in Burbank, CA, on April 21, Amtrak Conductor Jesse Bryant received the coveted Brass Lantern Award from the United Trains Operation for his bravery on a day in January when he helped injured passengers escape from twisted train wreckage. On January 6, a Ford F-350 truck was struck by and consequently derailed a four-car Metrolink commuter train traveling in rush-hour traffic. The engine and all four passenger cars derailed; two were overturned. The truck driver was killed and 34 passengers were injured, two critically.

Conductor Bryant, suffering from minor injuries himself, repeatedly entered the overturned wrecked cars to rescue passengers. Bryant and the Critical Incident Team successfully freed a number of passengers from the wreckage; most suffering from minor cuts and bruises.

UTU International Vice President Tony Iannone presented Bryant with the award. “The Brass Lantern Award is UTU’s way of recognizing members’ extraordinary efforts in extraordinary circumstances,” said Byron Boyd, UTU International President. “Conductor Bryant risked his life, again and again, to rescue as many passengers as he could. He is a true hero.”

The Buena Vista accident is still under investigation by federal authorities.
Amtrak Launches Food and Wine Web Page

Train travelers are just one click away from discovering the pleasure of fine dining on board most long-distance trains. Launched on May 1, Amtrak.com’s new food and wine page offers customers the opportunity to learn about the company’s expanded dining car menu and wine selection.

Customers visiting the food and wine Web page can read about new expanded dining car menu options, including a new selection of wines. As part of an on-going effort to upgrade the wine offerings aboard trains, wine tastings led by Superintendent of Passenger Services Brian Rosenwald were conducted at Chicago’s Wishbone restaurant with a small group of Amtrak employees.

As the superintendent of Passenger Services for the Central Division, Brian Rosenwald is directly involved with the food and beverage service development and delivery for many Amtrak trains. As Amtrak’s in house wine connoisseur, Rosenwald has brought wine programs to several Amtrak lines, including wine tastings held aboard the Coast Starlight featuring local wines. Rosenwald is one of only 150 Certified Wine Masters worldwide.

New expanded dining car menus were adopted on long-distance trains in April, offering passengers an even greater variety of entrees, desserts and wines. The menus offer passengers a variety of new selections for breakfast, lunch and dinner — many with larger portion sizes and reduced prices.

“These new menus offer an opportunity to enjoy the on-board dining experience with a broader choice of high-quality meals prepared by our onboard chefs — a clear competitive difference setting us apart from other forms of transportation,” said Amtrak President David L. Gunn.

The expanded menus are a part of a new meal rotation Amtrak has developed to improve the dining experience on board long-distance trains without raising food service operating costs. The new meals are offered on three different menus, which rotate concurrently on different trains, ensuring passengers are offered a variety of meal selections. The system allows passengers to dine on one menu on their outbound trip and enjoy a different menu on the return trip — even if it is on the same train service. Additionally, in most instances, passengers connecting to different long-distance trains will be offered a different menu from their previous train. This allows passengers who spend several days traveling up to three different menus, each with a variety of selections and an improved quality in the entrees served.

To learn more about the wine selection and Amtrak’s new dining car menu, visit the food and wine page at www.amtrak.com.

Progress Continues at Bear and Beech Grove

continued from page 1

are available for revenue service. Under the plan, 90 percent of corridor cars would be available. Similarly, while only 71 percent of long-distance fleet is available today, the four-part initiative would increase availability to 89 percent.

Bear Car Shops

In November 2000, Amfleet I Coach 21092 was removed from service after a yard move collision in Albany, N.Y. After wreck repairs were made on approximately 30 feet of side damage, one complete corner post and end wall, and steps, it was converted to Metroliner Coach car 21792, and released February 28, 2003. Also damaged during a yard move in Albany in April 2000, Amfleet I Coach car 21280 sustained damage to the vestibule step area, corner post and one complete end wall. In January 2003, it too, was released for service as a Metroliner Coach.

Amfleet I Standard Café cars 20044 and 20048 came to the Bear Maintenance Facility in April 2000 for overhaul. These cars were put into storage until work began in the fall of 2002. After inspecting the cars, in addition to necessary overhauls, damage to the coupler pocket area of both cars was found. Café car 20044 was returned to revenue service March 18, 2003, and 20048 returned on April 3, as Metroliner Dinettes 28351 and 28352, respectively.

These cars were not only wreck-repaired, but also overhauled and upgraded; new bathrooms were installed and the interiors were upgraded. The overhauls involved changing all major components including control panels, air conditioning systems, air breaks, trucks and electrical wiring.

Between October 2002 and April 2003, mechanics at Bear also performed complete overhauls, interior upgrades and new bathroom installation on three non-wreck cars. Amfleet I Coach car 44249 had been in storage at Bear since December 2001. And, Coach car 21273 had been awaiting repair at Bear since January 2002. These two cars became part of the Capstone conversion program, which involves upgrading existing Amfleet cars to provide a consistent level of new service on the Regional trains. Released as Amfleet Capstone Coach cars, 44249 returned to service as 82520 on November 25, 2002, and 21273 as 82092 the following month, on December 13. Amfleet Café/Dinette car 48221 was brought to the heavy-duty maintenance facility for overhaul, interior upgrade and bathroom installation. This Café/Dinette car was a part of the High-Speed Rail testing program, and had not been in revenue service since April 2001. It was released as Amfleet full Dinette car 43353 in April 2003.

Bear’s goal for the fiscal year is to complete overhauls on nine cars, seven of which were done by the...
Editor’s Note: This is the first in a series of Amtrak Ink stories that examines selected components of the Strategic Plan FY 04–08. This article focuses on the details of the Engineering Department’s FY 04–08 Capital Plan, and takes an in-depth look at the movable bridge program.

Years of public under-investment have led to deferred capital investments and the deterioration of Amtrak’s infrastructure, fleet and other assets and no working capital to handle unforeseen events. As Amtrak currently implements changes to the company’s organizational structure, financial reporting and accountability mechanisms, and strives to operate more efficiently and cost effectively, its main priority for capital investment is to bring the railroad to a state of good repair.

The strategy behind the plan is to make calculated and selective investments that restore value and efficiency to the railroad.

At a meeting on April 24, Amtrak management presented its board of directors a detailed five-year plan designed to achieve that goal. The strategy behind the plan is to make calculated and selective investments that restore value and efficiency to the railroad. The aim is to stabilize the existing rail-road by returning the plant and equipment to a state of good repair, controlling the operating deficit, and restoring liquidity to the company. The price tag for meeting this goal is $1.8 billion in ‘04 and drops to about $1.5 billion in ‘08 in capital and operating spending. The capital needs per year will range between $800 million and $1 billion, and operating loss, including debt service, is projected at $744 million in ‘04 declining to approximately $650 million in ‘08.

The three main components of Amtrak’s five-year capital plan reflect investment needs in three areas: infrastructure (Engineering Department), fleet and facilities (Mechanical Department), and other (including Environmental Compliance, Amtrak Technologies, Procurement, and other departments). Each of these groups has developed a comprehensive five-year capital plan.

The capital plan reflects a detailed inventory of the company plant and equipment and the shape in which it operates today. On the infrastructure side, the goal is to target those assets that are at or near the end of their useful life. These include major interlockings; wood ties on main tracks; substations, transformers and rotary frequency converters; catenary poles, wire and supporting hardware; and CETC control centers. Much of Amtrak’s high-voltage electrical equipment and catenary structure dates back to the original installation by the Pennsylvania Railroad in the 1930s and earlier on the Harrisburg and Hell Gate lines. Major bridges and tunnels date to the early 1900s, and many inter-lockings have not been renewed since the early east Corridor Improver in the late 1970s and 80s.

As for Amtrak’s fleet, overheads have been deproductivity at major fa time low; wrecked and c ment litter yards, and m ent types have profile. The result of under-inv increasing pressure on declining reliability of l and equipment. Unless turn this picture around, capital investment in b equipment, the future passenger rail is in jeop.

The Engineering Department Plan

The Engineering Department plan itemizes the investments in the company’s communication and signa-tion, stations, and Fire & programs in the North feeder lines (Philadelphia, New York — Albany, or Springfield lines), and the Southern, Pacific, and St.

The Engineering plan sustains reliable operati the pressing need for re and failing infrastructure which are on the Amtrak the Northeast Corridor, miles from New Rochell Washington, and also in Shore Line from New F: Rhode Island/Massachusetts. These investments are c reliability — not to enh: will mitigate risk of may “This plan tackles our b challenges and lays the : future development,” sa Amtrak’s chief engineer.

Highlights of the engin completing renewing 2 fitting 162 miles of com 40,000 new switch ties; replacing two movable Niantic and Thames Ri Connecticut); replacing centers in Boston, Phil: York; and refurbishing nary, among many othe structure improvement.

Required investment fi drop by almost $900 m because the completer asset-replacement proj to be repeated for deca By the end of 2008, wit

### Amtrak Engineering FY ‘04 –08 Capital Plan Functional Summary

<table>
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<th>FY 04</th>
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The Niantic River Bridge in East Lyme, CT, opens for marine vessel traffic. The bridge has been plagued by operating failures due to cracked steel girders and other structural problems.

Stated to be rebuilt by 2008, the Thames River Bridge is a key transportation link on the route between New York and Boston. The bridge’s bascule lift will be replaced with a vertical lift structure.
At a total of $167 million for the five-year period, the movable-bridge program is a significant component of the Engineering Department’s structures plan. By the end of 2008, two of the thirteen movable bridges Amtrak owns will have been replaced, a third bridge will be under construction, and eight more will have been upgraded. “Over the years, we have made repairs to bridges only as they have become inoperable or nearly inoperable. The implementation of this bridge program gives Amtrak an opportunity to cost-effectively maintain its bridges over the long-run,” said Jim Richter, deputy chief engineer. Structures, “not to mention mitigate costly delays and service disruptions, and improve service.”

The Thames River Bridge in Groton, CT, one of ten movable bridges on the NEC, is a key bascule (drawbridge) bridge on the route between New York and Boston. A complete engineering assessment of the bridge conducted in the early 1990s found considerable wear of the trunnion bearings, which support the bridge as it opens and closes. The bearings are not in an easily-accessible location; their failure could cause the bridge to become inoperable for as many as six weeks while the bearings are replaced. An outage of this magnitude on a key transportation link between New York and Boston is a risk that Amtrak and the Northeast states cannot afford to take — some 5,400 Amtrak riders daily would have to transfer to buses at New London to complete their trips during such an outage.

Replacing this bridge is not just about its effect on Amtrak passengers, however. The Thames River is home to a naval submarine base, the General Dynamics shipbuilding plant, and numerous marinas that serve commercial fishermen and recreational boaters. If the bridge fails in the down position, it could disrupt naval operations and local industry and tourism.

After studying all the alternatives, it was decided to replace the bridge’s bascule lift with a more modern and reliable vertical lift structure, the span of which is raised and lowered between two towers. The new bridge will be fabricated off-site and floated into place, minimizing disruption to rail and boat traffic.

The second movable bridge slated for replacement by 2008 is the Niantic River Bridge in East Lyme, CT. Built in 1907, this bascule bridge has had a number of operating failures due to cracking of the steel girders, misalignment and distortion of the track girders and flanges. Some partial repair work involving steel rehabilitation and the replacement of gear and control apparatus has enabled Amtrak to continue to use the bridge, which had over 4,000 openings for boats last year, but only for a limited amount of time. Over the past four years, Niantic Bridge failures have caused an average 80-percent increase in rail traffic delays per year, and an average 44-percent increase in delay minutes per year. Preliminary plans for the bridge’s replacement include construction of a new bascule span and approach spans on a new alignment.

The first construction phase of a new bridge to replace the Portal Bridge, a bridge that crosses the Hackensack River in New Jersey, is slated to begin in 2008. The Portal Bridge is a swing bridge, which opens and closes by swinging from a center pivot. Unlike the current structure, the new high-level, two-track bridge will provide ample clearance for marine vessels to pass through the channel of the river.

Phase two of the project will build an additional two-track structure to support Amtrak and New Jersey Transit rail traffic between Newark and New York Penn Station. High-level bridges at Portal are critical to solving the congestion problem that is impacting northern New Jersey and New York, problems that will only worsen with the planned opening of Secaucus Transfer Station later this year.

The upgrades planned for eight movable bridges include new miter rail assemblies for Shaws Cove swing bridge in New London, CT; drive machinery upgrades on the Bush River Bridge near Perryville, MD; structural upgrades at Dock Bridge in Newark, NJ; and new electrical, mechanical and structural components on the South Branch lift bridge in Chicago and the Trail Creek swing bridge in Michigan City, IN. Additionally, the Spuyten Duyvil Bridge, a swing bridge that connects Manhattan with the Bronx and provides the only direct rail access to Penn Station from upstate New York, will experience partial repair work involving steel rehabilitation and the replacement of electrical and mechanical components and fender system upgrades to maintain adequate protection against marine vessels. Improvements will also be made to machinery and electrical components on the Mystic River swing bridge in Mystic, CT, and the Connecticut River bascule bridge near Old Saybrook, CT.
# Employee Milestones

**Congratulations to All of You!**

**May 2003 Amtrak Ink 15 Year Anniversary**

1. **Chicago Metro District**
   - HALL, PATRICIA
   - GROVER, TODD
   - GIPSON, LEROY
   - GAINES, QUINCY
   - GAIDA, WILLIAM
   - FORREST, FREDDIE
   - FLEURY, THOMAS
   - FLEMING, STEVEN

2. **Philadelphia District**
   - FAGAN, DENNIS
   - ELKINS, SPENCER
   - EDWARDS, MICHAEL

3. **Los Angeles District**
   - DICKINSON, PAUL
   - DARLEY, WILLIE

4. **New York District**
   - MONROE, KENDRA
   - MATHES, ROBIN

5. **Jacksonville District**
   - MILLER, TIMOTHY
   - MARVIN, WALTER

6. **Salt Lake City District**
   - LANGHAUSER, RAYMOND
   - LENT, RICHARD

7. **Wilmington/Bear District**
   - VIERA, JOAO
   - VARELA, JULIA

8. **New Haven District**
   - POLIO, ROBERT
   - PHILIP, SHANDRA

9. **Chicago Metro District**
   - ORBAG, TIMOTHY
   - ORBAG, JOSEPH
   - ORBAG, BENJAMIN

10. **Washington, DC/HQ**
    - O'BRIEN, PATRICK
    - O'BRIEN, JOHN

11. **Chicago Metro District**
    - POOLE, MICHAEL
    - POOLE, ROBERT

12. **Philadelphia District**
    - MILLER, JOHN
    - MILLER, DAVID

13. **Los Angeles District**
    - MILLER, MICHAEL
    - MILLER, MARK

14. **New York District**
    - MILLER, RICHARD
    - MILLER, WILLIAM

15. **Philadelphia District**
    - MILLER, TIMOTHY
    - MILLER, SCOTT

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**April 2003**

- **Baltimore District**
  - REEDER, DELORES
  - REEDER, ROBERT

- **Chicago Metro District**
  - RIBER, ROBERT
  - RIBER, PATRICK

- **Los Angeles District**
  - RIBER, JOHN
  - RIBER, MITCHELL

- **New York District**
  - RIBER, PATRICK
  - RIBER, MICHAEL

---

**March 2003**

- **Philadelphia District**
  - ORBAG, TIMOTHY
  - ORBAG, ROBERT

- **Mid-Atlantic Div/DC Non-HQ Dist**
  - OLIVIER, THOMAS

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**Retirees**

- **Baltimore District**
  - ROBERT, JIMMY

- **Philadelphia District**
  - ROBERT, TIMOTHY

- **New York District**
  - ROBERT, PAUL

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**Employee Milestones**

**20 Year Anniversary April 2003**

- **Amtrak Ink**
  - ALFONE, SALVATORE
  - ALFONE, ROBERT

- **Avanti**
  - MONROE, KENDRA

- **Chicago Metro District**
  - HALL, PATRICIA

- **Los Angeles District**
  - GROVER, TODD

- **New York District**
  - GROVER, JOHN

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**30 Year Anniversary April 2003**

- **Avanti**
  - TAINOW, JON

- **Chicago Metro District**
  - O'BRIEN, PATRICK

- **Los Angeles District**
  - RYAN, JAMES
Train of Thought

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costs, but it is an extremely costly piece of railroad to maintain. Railroads, both passenger and freight are extremely capital intensive. The NEC is not profitable and never will be. Sure, private groups might be interested in having it, but they would take it only with the promise of massive capital infusions, i.e. subsidies.

Myth #6

There is a quick fix — reform
The word reform is like catnip to those interested in a quick fix to Amtrak. If the answer were quick and easy, we would have solved the problem long ago. What needs to be done is to tightly manage the company and its finances and begin to make incremental but critical improvements to plant and equipment. As I stated before — there is no silver bullet.

The only way to bring discipline to large organizations like Amtrak is to build a tight structure, hire and retain competent managers and employees and institute a strict budget process. My philosophy for managing includes five basic tools:

• an organization with minimum layers; individual accountability for specific functional areas; organization charts documenting the chain of command and all authorized positions;
• clear goals and objectives;
• an operating budget based on monthly staffing levels;
• a detailed multi-year capital budget; and
• a monthly financial reporting and performance reporting for specific responsibility centers and projects.

With these five tools in place, you can manage. They also keep you honest. For too long Amtrak did not have a process that created internal accountability, and the annual funding provided by Congress has always left it close to the edge. So it is no wonder why the problems we have had are both significant and recurring. Even with tighter management and better financial accounting, there are still big risks. However, through better management, we will be able to avoid these recurring financial crises, which divert attention from the real problems and decisions that need to be made.

At some point, Congress will consider reauthorization of Amtrak. This is when the future of rail passenger service will be decided. In the year that I have been here, I have been struck by the amount of attention that Amtrak generates without real progress occurring in addressing the long-term funding problems that everyone knows exist. I realize that Amtrak is partly to blame for this paralysis of action; recurring crises distract us from the central issues that should be discussed. However, despite the best management that could be brought to this railroad, without support for a realistic investment over the next few years, we will always remain on the edge and the problem will grow worse, risking a real disaster either physically and/or financially. We need to have a focused discussion on the future of passenger rail — not doing so will soon produce unwanted consequences.

We have developed a five-year strategic plan for capital and operating budget (there’s a story about the plan in this issue of Ink that you should read and there will be more to come). I believe it is both a practical and pragmatic plan that shows what needs to be done and what can be accomplished with a consistent level of funding from FY 04 through FY 08. We will stabilize Amtrak and bring the railroad up to a state of good repair. Our equipment will be in good condition — and on regular maintenance cycles, which means improved reliability and utilization, and the backlog of critical needs to our Amtrak infrastructure will be significantly reduced. Regardless of what policymakers decide is the future for Amtrak or rail passenger service in the United States, I would argue that the steps outlined in the five-year plan are essential and would have to be done in any case. The first down payment on that plan would be in FY 04.

Our plan also represents the least expensive and least disruptive course of action for the Congress. Unfortunately, in the past few years, a troubling pattern has emerged of creating new oversight responsibilities as a substitute for a real discussion on the issue. This is a “mugs game,” a distraction with no real benefit to anyone unless the goal is to interfere with this company reaching fiscal stability and a state of good repair.

Repairing and improving this railroad is our immediate goal and is in everyone’s interest. We have a five-year plan that will accomplish this. Each of you will have a role in making this plan a reality. Your role will range from carrying out the rebuilding to serving our customers. Over the next few months we will give you the details of our plan. It was developed by Amtrak employees, not consultants — it’s practical and doable — I think you’ll like it.

Progress Continues at Bear and Beech Grove

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end of April 2003. On target for completing the over haul of five additional cars by May, Bear mechanics will have exceeded their fiscal year goal by returning 12 passenger cars to service.

Beech Grove Maintenance Facility

With the overhaul of eight Superliner cars complete, employees at the Beech Grove Maintenance Facility are on track to meet their goal of returning 14 cars to revenue service by the end of the fiscal year. These eight include three cars reported on in the March issue of Amtrak Ink, which were completed by February, and five additional cars released in March and April.

Each of these five cars arrived at Beech Grove as a result of train derailments. On July 8, 1999 in Eagle Lake, TX, the Sunset Limited overturned, causing the entire left end of Superliner sleeper car 32065 to be replaced from the roofline to the coupler pockets at the bottom of the car. In addition to the wreck repair, overhaul on this car included repairing inner duct work, air filter systems and door pockets. It was released for revenue service March 23.

On October 22 in Palm Springs, CA, the Sunset Limited’s Coach car 34035 derailed in a leaning position, requiring repair of extensive damage to the bottom sides and both ends of the car. Once repairs were complete, it was returned to service in April 2003.

Other incidents that brought cars to Beech Grove include the July 29, 2001, Texas Eagle derailment in Annapolis, MO, the result of which sent two cars to Beech Grove. Both Superliner I sleeper car 32019 and Lounge car 33015 derailed upright, sustaining extensive undercarriage damage. Also, on March 17, 2001, the California Zephyr derailed in Nolaway, IA, damaging Superliner Diner car 38033.

All of these cars sustained heavy damage to the bottoms, sides, roofs and ends of the cars, which is typical of the damage seen in derailments. These cars, manufactured in the 1970s, also required complete overhauls and interior upgrades. The interiors of the cars received new carpet, cushions, drapes, decals and plastic wall coverings in the deluxe bedrooms.

“Getting these cars repaired, overhauled and back in service is one of our main priorities,” said Lew Wood, superintendent of the Beech Grove Car Shop. “And, as a result of the committed effort of all the employees at Beech Grove, operational efficiency and reliability will be improved.”
**Service Updates**

**New Amtrak Thruway Service Connects Portland to Freeport, ME**

A new Amtrak Thruway Motor Coach service is now offered in Maine between Portland and Freeport. Operated by V.I.P. Tour & Charter Bus Company, the new service, which began May 3, 2003, connects to and from Amtrak’s Downeaster trains at the Transportation Center in Portland.

Freeport, a beautiful coastal Maine village, offers shopping that includes more than 170 upscale outlets (including the world-famous L.L.Bean), designer shops, B&Bs, restaurants and much more. The Freeport Explorer will operate on Saturdays, Sundays and selected holidays, and takes approximately 45 minutes travel time.

**Amtrak Releases Details of Five-year Strategic Plan**

continued from page 7

remains by 2013. Additionally, the new or refurbished catenary system will permit 150 mph operation between Washington and New York in the designated areas. The plan also upgrades Hell Gate Line catenary, which dates to the original installation of electrified service on the Northeast Corridor by the New Haven Line in the early 1900s.

**Signals and Communications**

According to the plan, all manned towers will be closed (except for K Tower at Union Station, which will be replaced after 2009) and new centralized traffic control centers will manage all train movements on the NEC by 2008. In addition, Advanced Civil Speed Enforcement System (ACSES) will be completed between New York and Washington, permitting 135 mph operations in many areas and enhancing safety by automatically stopping trains that exceed proscribed limits. In addition, more than 2,000 track signal relays will be replaced, greatly enhancing reliability.

**Structures**

The Engineering Department’s structures plan, which will range in cost between FY ‘04 and ‘08 from $57 to $89 million, includes plans to entirely replace the Maimock River undergrade bridge in Connecticut, including both the substructure and the superstructure. Two of the ten movable bridges on the NEC will be rebuilt — the Thames and Niantic River bridges, also in Connecticut. Both bridges were built in the early 1900s and their unreliable movable lift mechanisms are a source of frequent train delays between Boston and New York. The five-year plan also includes design of a replacement for the Portal Bridge across the Hackensack River in New Jersey, with construction scheduled to start in FY ‘08 and continue into the FY ‘09-‘13 period. A conceptual design study is included in the plan to replace the Baltimore tunnels, which were built after the Civil War, and suffer from severe water infiltration making them difficult to maintain under heavy traffic. During the five-year period, the Engineering Department also proposes, on an annual basis, to replace an average of 2,200 bridge ties, convert four to five bridge decks to ballast decks, and upgrade 25 to 35 undergrade bridges.

**Stations**

An annual average of about $21 million over the five-year period is set aside to address structural and building deficiencies at major Amtrak-owned stations including Penn Station, New York; 30th Street, Philadelphia; Baltimore; Wilmington; and Chicago Union Station, among others. Platforms at Newark, NJ where overcrowding is a major issue, will be upgraded in conjunction with New Jersey Transit. In addition, the program includes a stations assessment program and funding for improvements recommended through the assessment. A major emphasis of the assessment program will be on American with Disabilities Act (ADA) improvements necessary to meet a 2010 compliance deadline.

**Fire/Life Safety and Other Major Projects**

The five-year plan continues Amtrak’s Fire/Life Safety program in the New York tunnels in conjunction with the FRA and Long Island Rail Road that began in the early ‘90s. New Jersey Transit also contributes to the effort through the Joint Benefit Program under which NJT expenditures for Main Line infrastructure improvements in New Jersey are matched by Amtrak funding for NY tunnels work. The extensive, $900-million program will extend into the FY ‘09 to FY ‘13 timeframe. It includes structural, ventilation and egress improvements to the two Hudson and four East River Amtrak-owned tunnels into Manhattan. This category also funds partner- ships, such as the Shell-at-Grade interlocking reconstruction project and freight-funded route upgrades in Rhode Island, on the Hell Gate Line in New York and in the Philadelphia to Baltimore area.

In a two-volume document, the Engineering Department’s five-year plan provides, detail-by-detail, the vision for bringing Amtrak’s infrastructure back to a state of good repair. “This plan is by no means a wish-list,” said Amtrak President David Gunn, “it represents what we have to accomplish to restore stability and reliability to the infrastructure and keep us out of the soup.”

**OSHA Requirements for Records Access**

The Occupational Safety and Health Administration (OSHA) requires employers to provide employees with access to their medical and occupational exposure records. Amtrak provides this information to employees through the Safety Department for exposure records, and through the Medical Department for medical records.

Please contact the offices listed below if you want to see your records. This notice is published annually to comply with the provisions of OSHA requirement 29CFR 1910.20.

**Safety Officers**

Michael Pollick Director of System Safety and Field Operations

Hank Pauley Senior Officer Industrial Hygienist

Peter Hall Safety Officer West

Tom Mc Cann Safety Officer East

Bill Nobrega Safety Officer, New England Division Engineering

Pat Colliere Safety Officer, New York Division Engineering

Chuck Ervin Safety Officer, Mid-Atlantic Division Engineering

Charles Matlock Safety Officer, District Work Teams

J. R. Duncan Safety Officer, Wilmington Shops

Al Feeley Safety Officer, Bear Shops

Jim Goodlet Safety Officer, Beech Grove

**Medical Department**

Malva Reid Director Health Services, Washington, DC

Kenneth T. McLoughlin Manager Health Services, Philadelphia, PA

Marilyn McCouch HR Specialist, Philadelphia, PA

Sylvia Courtney Manager Health Services, Chicago, IL

Barbara Freeman HR Specialist, Chicago, IL

Bohdan Baczara Manager Health Services, Drug and Alcohol, Washington, DC

Deborah Hindsman HR Officer, Drug and Alcohol, Washington, DC

Terry Johnson HR Officer, Drug and Alcohol, Washington, DC

Wanda McLaren HR Officer, Drug and Alcohol, Washington, DC

Margaret Tierney HR Officer, Drug and Alcohol, Washington, DC

The writer.” Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the July Issue June 6, 2003

For the August Issue July 8, 2003

For the September Issue August 8, 2003

**In Box**

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the July Issue June 6, 2003

For the August Issue July 8, 2003

For the September Issue August 8, 2003

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Internet-only 25-percent Discount Fares; New Sleeper Car Virtual Tours

For a limited time — May 1 through June 15, 2003 — Amtrak passengers save 25 percent off best available fares by booking online at www.amtrak.com for travel May 6—December 18.

Reservations are required and must be made online using promotion code H315 a minimum of five days prior to travel. Tickets may be upgraded to include sleeping accommodations upon payment of the applicable charges. The special fares are not available on Acela Express, Metroliner, Downeaster, peak departures of Amtrak’s Regional service or any departure requiring the purchase of a peak or unrestricted fare. Blackout dates and other restrictions do apply.

Additionally, Amtrak’s Web site now features virtual tours of Amtrak’s sleeping rooms, a travel diary written about travel onboard the Coast Starlight, and guides to some of Amtrak’s most popular destinations.

Kids Ride Free On The Auto Train All Summer

Amtrak’s Kids Ride Free summer promotion is currently in progress on the Auto Train. The promotion, which runs through August 23, 2003, for travel dates between June 16 and August 28, 2003, is a popular summer vacation option for families.

“Because passengers travel with their cars — including SUVs — on the Auto Train, this unique train trip is ideal for families with small children,” said Barbara J. Richardson, Amtrak’s vice president of Marketing and Sales. “And, with our Kids Ride Free summer promotion, the price is right, making Auto Train the best way to travel the East Coast this summer while avoiding the traffic and fatigue of a long car trip.”

This promotion is available on the Auto Train only, and passengers must travel together. Reservations are required and must be made at least five days in advance of travel. Up to two children ages two to 15 may travel for free with each full-fare paying adult. Because availability is limited, customers should act quickly.

Amtrak Issues New Vacations Brochure

Redesigned Amtrak Vacations brochures, featuring 27 new travel packages, were distributed in April to key business partners and Amtrak stations across the country. This 40-page marketing tool features color photos of on-board accommodations, includes helpful tips for riding Amtrak trains, and outlines the Amtrak Vacations terms and conditions. Over 200,000 brochures have been distributed to 22,000 travel agents, 54,000 prior Amtrak Vacations customers, consumers, and staffed Amtrak Stations.

Sixty percent of Amtrak Vacations reservations are made by customers directly through Amtrak Vacations, managed by Amtrak’s tour operator Private Label Travel; about 40 percent of Amtrak Vacations packages are sold through travel agencies. Amtrak Vacations are leisure package travel deals that include bundled rail, hotel, car rental, and sightseeing tours. Amtrak Vacations include popular destinations such as New York, Chicago, San Francisco, and the Grand Canyon. This year, package offerings have been expanded from 20 to 47, with the goal of attracting customers to a wider experience of rail travel, and to encourage an increase in ridership on Amtrak’s long-distance trains.

A new feature of Amtrak packages is transportation from rail station to hotel; a frequently requested option for many customers. Amtrak Vacations packages also include access to Amtrak Vacations Customer Service, which offers 24-hour daily assistance to customers. Amtrak’s Air/Rail program is also included in the brochure; a popular combination for customers who want to experience long-distance train travel, but are short on time. Passengers can take the train in one direction and return by air, or vice versa. The average rail ticket for an Amtrak Vacations package is $655.

Timetable Focus Groups Held in 4 Cities

The Sales and Marketing Department held focus groups consisting of business and leisure travelers in four cities — Oakland, Chicago, Philadelphia and New York City — on May 5 and 6 to gather information that will enhance Amtrak’s timetables’ ease-of-use and readability of content.

“The primary objectives of the focus groups are to measure how well our timetables are meeting the needs of the consumer and how we can improve on our weaknesses,” said Linda Park-Verdi, manager, Marketing Operations Support.

Through the focus groups, the department expects to learn about a range of issues, such as customer demographics, timetable functionality, ease-of-use, and whether there should be additional information included in the timetable — all from the perspective of the customer. The information learned at the focus groups will be used to improve the upcoming fall 2003/winter 2004 timetable.
“Picture Our Train”  
2004 Wall Calendar Photo Contest

Your photograph will adorn the walls of train lovers everywhere, if you win the “Picture Our Train” contest. Simply enter your photo of an Amtrak train (sporting our current logo) and your image could be featured on Amtrak’s 2004 wall calendar! The First Prize Winner will also receive a $250 gift certificate to the Amtrak Store and a photo credit on the calendar. The Second Prize Winner will receive a $100 gift certificate to the Amtrak Store. Contest ends July 7, 2003.

SAFETY FIRST!!! As always, Amtrak reminds you to stay out of danger — stay away from tracks and the railroad right-of-way. Remember, our trains move quickly and quietly.

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

2004 Amtrak Wall Calendar Photo Contest Official Rules

Contest: Best original color photograph featuring an Amtrak train with the current Amtrak Logo (as seen above) and livery visible.

How to Enter: Mail an 8 x 10 color photograph suitable to being enlarged to approximately 25 inches (horizontally) to: 2004 Amtrak Wall Calendar Contest Official Rules, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C. 20002. The photograph must be clearly labeled on the back with entrant’s name, day and evening phone numbers, address, and email address (if available). The front of the photograph may not include names, signatures, or other identifying marks. Finalists will be contacted to submit their original transparency, slide or negative for use in producing the calendar with the winning photograph. Entries must be postmarked by July 7, 2003 and received by July 10, 2003. This contest ends July 7, 2003 at midnight EDT. No digital photographs will be accepted. No purchase necessary. Only one entry per person.

Eligibility: This contest is open to legal residents of the United States, 18 years of age or older at the time of entry. Amtrak employees and their families are eligible; except Calendar Contest judges, Amtrak Marketing employees (as listed on the company’s organizational chart 10.31) and their families, and Amtrak Corporate Communications employees (organizational chart 10.41) and their families are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

Conditions of Entry: By entering this contest, entrant agrees that the photograph submitted is original to entrant and he or she owns all rights to the photograph. Entrant further agrees to these Official Rules. By entering this contest, the selected first-prize winner hereby grants Amtrak a license to use, copy, display and modify the winning photograph on the 2004 Wall Calendar and for other collateral related to the promotion of the calendar and use his or her name in connection therewith. Amtrak shall not be responsible for lost, stolen, damaged, damaged, defaced, stolen, or postage-due entries. Entries will not be acknowledged or returned. Entrant agrees to stay away from moving trains, tracks, structures, and railroad property. Entrant agrees to release Amtrak from all liability for injury, damage to or loss of personal property, and all other losses, and expressly agrees to bear all responsibility for and to assume the risk of all harm.

Prize: The First Prize is a $250 gift certificate to the Amtrak Store and the display of the winning photograph on the 2004 Amtrak Wall Calendar with photo credit. The Second Prize is a $100 gift certificate to the Amtrak Store. All taxes are the sole responsibility of the winner. No prize substitution, cash substitution, or assignment or transfer of prize is permitted, except by Amtrak for reason of unavailability in which a prize of equal or greater value will be awarded. All prizes will be awarded.

Winner Selection: The prizewinners will be determined on or about July 18, 2003. All entries will be reviewed by the Amtrak 2004 Wall Calendar Review Panel, and finalists will be reviewed by the Judges’ Panel. The judges’ decisions are final. The First Place and Second Place winners will be notified by telephone, mail and email, if provided. The First Place winner is required to sign an affidavit of eligibility, publicity release and copyright license, and return it properly executed within 7 days of attempted notification as a condition of awarding the prize. If prize notification is returned as undeliverable, or the winner fails to return the affidavit, release and licenses, as applicable, the winner will be disqualified and an alternate winner will be selected. If, in Amtrak’s opinion, there is any suspected or actual evidence of violation of these Official Rules, the selected entrant will be disqualified and an alternate will be selected. If, in Amtrak’s opinion, there is any suspected or actual evidence of violation of these Official Rules, the selected entrant will be disqualified and an alternate will be selected. If, in Amtrak’s opinion, there is any suspected or actual evidence of violation of these Official Rules, the selected entrant will be disqualified and an alternate will be selected. If, in Amtrak’s opinion, there is any suspected or actual evidence of violation of these Official Rules, the selected entrant will be disqualified and an alternate will be selected. If, in Amtrak’s opinion, there is any suspected or actual evidence of violation of these Official Rules, the selected entrant will be disqualified and an alternate will be selected.

Winners List: For the names of the winners, after August 15, 2003, visit www.amtrack.com/photoscontest.htm or send a self-addressed stamped envelope to: 2004 Calendar Contest Winner List, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C. 20002. Requests received more than thirty (30) days after the completion of the entry period will not be honored. Vermont and Washington residents need not send stamped envelope.

General: Amtrak is a registered service mark of the National Railroad Passenger Corporation. This contest is subject to all federal, state, and local laws. Void where prohibited by law. U.S. law governs this contest.

VITAL STATS

for March 2003

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* Number of reportable injuries per 200,000 staff hours.
Mechanical Five-year Plan Rebuilds Fleet

Increases Car and Locomotive Availability

Editor’s note: This is the second in a series of stories that takes an in-depth look at Amtrak’s Five-Year Strategic Plan FY ’04–’08. This article examines the Mechanical Department’s 2004-2008 Investment Proposal and focuses on its plan to return long-distance trains to revenue service.

Under the Five-year Strategic Plan, federal grants to support operations and capital investments would range from $1.8 billion in FY '04 to about $1.5 billion in FY '08. The planned annual capital needs are between $800 million and $1 billion, while the anticipated operating loss, including debt service, is projected at $744 million in FY '04 declining to approximately $650 million in FY '08.

The Five-year Plan outlines capital investments in three key areas: Infrastructure (as directed by the Engineering department), Fleet and Facilities (Mechanical department), and general services (including Environmental Compliance, AT, Procurement, and Real Estate).

The fleet faces major challenges. While Amtrak has returned to service 17 wreck-repaired cars so far this year, currently about 26 percent of passenger cars and locomotives, or about 590 pieces of equipment, is unavailable for service on any given day. More than 95 locomotives and over 235 cars are out of service for routine repairs or extended inspections. An additional 259 locomotives and coaches are stored at facilities around the country, either as wrecks or units which should be scrapped.

For railroad professionals, the rolling stock business has become extremely daunting and frustrating. Many of the firms which once thrived in this business have failed. Due to consolidation and globalization in the industry, suppliers have gone out of business — and that’s just one of the complicated issues the mechanical shops have to manage. To succeed in this climate, Amtrak requires the best of its people working in the Mechanical department.

Putting this equipment back in service and operating reliably is key to the plan to boosting revenues. This effort will save tens of millions of dollars by deferring the need to purchase new equipment and, just as importantly, will make operations more efficient by preventing the need to constantly cut and paste consists in yards in response to equipment failures.

The result of recent under-investment at Amtrak has been increasing pressure on operating costs and declining reliability of service on any given day. More than... continued on page 5

Amtrak Continues Progress on Wreck-repair Program

Released from the Bear Car Shops on May 23, Metroliner coach car #21703 is Amtrak’s 17th car returned to revenue service this fiscal year. The coach car arrived at the heavy maintenance facility as Amfleet I coach car #21003 in November 2000 after a yard move wreck in Albany, NY. After overhaul, installation of new bathroom modules, and repair to the corner, end sheets, steps and about 15 feet of siding, the Amfleet I coach was converted to a Metroliner coach.

Mechanics at Bear also overhauled Amfleet Club Dinette car #48156 which was released on May 9. Manufactured in the mid 70s, the Dinette car was a part of Amtrak’s High-Speed Rail testing and had not been in revenue service since August 2002.

Ridership Grows on Strength of Discounts and Long-Distance Trains

March and April Ridership is Best Ever

Amtrak’s continuing efforts to increase ridership and revenue resulted in record numbers of passengers in March and April. In these two months, nearly 4.2 million trips were made on Amtrak, up 2.4 percent over the same period last year, and largely attributable to an aggressive winter and spring promotion of discount fares.

Meanwhile, market analysis and pricing strategies are continuing to focus attention on increasing ticket revenue. April ticket revenues of nearly $104 million fell 7 percent below last year, which is slightly better than the current trend of 10 percent behind last year’s pace. (Overall, ticket revenue trails the budget forecast by $87 million for the year, but at the same time, total expenses have under-run the budget by $89 million, keeping the company on-budget through the first seven months of the year.)

What’s driving the rise in ridership? West coast corridor trains, strong long-distance train performance, and growth in the Northeast Corridor Regional service are the answers.

California services continued to break records in April with Pacific Surfliner ridership up 25 percent and San Joaquins ridership up 12 percent over last year. Ticket revenues for the Pacific Surfliner... continued on page 6

Jack Fund, electrician at Beech Grove, works on the heating elements of an A. O. Smith style water heater that will be installed into one of the wrecked Superliner cars.

continued on page 5
After several years of sitting idle in Wilmington, the Track Laying Machine (TLM) began work on May 12, replacing old wood crossties with new concrete ties. Up until now, we’ve been repairing track here and there as needed with less efficient mechanical equipment, or simply slowing ordering the track.

I remember traveling to Washington last May when I came to Amtrak and seeing the TLM sitting idle at Wilmington. I thought what a shame that this equipment should sit in the weeds. Getting the track-laying machine back to work means a great deal to me. Through mid-November, the plan is to install over 100,000 concrete ties — approximately 40 miles of track converted to concrete in Delaware, Maryland and Pennsylvania — adding more reliability and capacity for our High-Speed Rail operations and commuter partners. This work is an important step in revitalizing the corridor and an important part of our five-year strategic plan to bring the railroad up to a state of good repair. The TLM is a sight for sore eyes (just take a look at the photographs in these pages).

Another sight to see was the equipment display here at Washington Union Station on May 15. Employees from Bear and Beech Grove came here to show examples of their wreck-repair and remanufacturing accomplishments this year. Approximately 400 people came by to take in the tour. The quality of the work performed, which included wreck-repaired Superliners and a rebuilt Amfleet Dinette car, is an example of progress for the company and pride in a job well done by those who fixed the cars.

As many of you know, especially those of you in procurement, engineering and the mechanical shops, we have already begun to put in orders for long lead-time materials we need for the next fiscal year. While we do not yet know next year’s budget or how much we will get from Congress, I simply made the decision to move forward because the work must be done if we are to survive.

Last month, I respectfully wrote to Amtrak board members that’s measurable progress. My own doubts about this word “reform,” as I told you in Myth #6 last month, but I have no doubts as to our responsibility at this moment. In my letter to board members, I wrote that our capital plan is necessary to protect federal investments that have been made to date, regardless of the shape of reforms that may someday be agreed to by federal policymakers. Protecting those investments and running a safe and reliable railroad requires a state of good repair, no matter what is ultimately decided.

We are moving ahead; whether it is rebuilding equipment or three-quarters of a mile of rail a day, that’s measurable progress. DOT outlined its plans for reforming passenger rail. I have my own doubts about this word “reform,” as I told you in Myth #6 last month, but I have no doubts as to our responsibility at this moment. In my letter to board members, I wrote that our capital plan is necessary to protect federal investments that have been made to date, regardless of the shape of reforms that may someday be agreed to by federal policymakers. Protecting those investments and running a safe and reliable railroad requires a state of good repair, no matter what is ultimately decided.

We are moving ahead; whether it is rebuilding equipment or three-quarters of a mile of rail a day, that’s measurable progress. My personal thanks to all of you who are getting this work done.

In Memory of Wayne Edenfield

Amtrak mourns the loss of Larry “Wayne” Edenfield, 53, of Macclenny, FL, who passed away on May 7. A railroad veteran with nearly 30 years’ service, Edenfield was hired by Amtrak in 1986 as a locomotive engineer, and was assigned to the Jacksonville, FL, crew base. Wayne was a loving husband and father of three children, and a deacon and Sunday school teacher with the First Baptist Church of Macclenny.

Edenfield passed away as a result of injuries he received in the line of duty in the May 6 derailment of the Silver Star, which struck a lumber truck at a marked grade crossing in Hinesville, GA.

On May 10, coinciding with Edenfield’s memorial ceremony, Amtrak trains across the country sounded a single long horn blast. Our thoughts are with his family and friends, and his memory will continue to reside in the hearts and minds of his family at Amtrak.
Amtrak Equipment Display Highlights Results of Wreck-repair Program

On May 15 at Washington Union Station the Mechanical department put on display five cars and one locomotive. Three of the cars and the locomotive had been rebuilt, restored or overhauled. The other two cars, both awaiting repairs, provided contrast. Employees from the Bear Car Shop in Delaware and the Beech Grove Locomotive and Car Shops in Indiana were on hand to guide visitors through the equipment and provide information about the repairs.

The equipment was visited by members of Congress and the press, as well as employees, both local and from outside the Washington area. Michael Frates, manager of High-Speed Rail in Boston made a trip to Washington to see the display and to support the workers. Impressed with what he saw, Frates passed his appreciation along to those who made possible this excellent presentation, and to the company’s craftspeople for their outstanding work.

Amtrak Raises Operation Lifesaver Awareness

Amtrak and Operation Lifesaver (OL) safety partners around the nation joined together the week of May 12-16 to observe “Take Safety To Heart,” a national campaign to focus media and public attention on grade-crossing issues and to raise the visibility of Operation Lifesaver activities. About every two hours in the U.S., a freight or passenger train strikes a person or a vehicle. Unsafe driving or people trespassing on railroad tracks cause the vast majority of these incidents.

At a May 14 event at Washington Union Station, Operation Lifesaver’s president, Gerri L. Hall presented Congressman Nick J. Rahall, II (D-WVA) with the Operation Lifesaver Congressional Appreciation Award. Rep. Rahall was honored for his efforts on behalf of highway-rail and pedestrian safety nationwide. The event welcomed guests from Capitol Hill, the Federal Railroad Administration and national transportation organizations. “It is always a great pleasure for Amtrak to host Operation Lifesaver’s annual Appreciation Awards Ceremony. We are true safety partners with Operation Lifesaver in every sense of the word,” said Chief Ernest R. Frazier, Sr., Esq., chief of System Security and Safety.

“Congressman Rahall’s understanding of the importance of safety around tracks and trains and his support for Operation Lifesaver has made a difference in highway-rail safety,” said Operation Lifesaver International President Gerri L. Hall.

On May 16 in Wisconsin, 20 teachers and chaperones accompanied 80 elementary school children aboard the Hiawatha from Sturtevant to Milwaukee to hear members of the local OL talk about grade-crossing safety. While on board, the children were given a tour by Conductor Richard Misunas.

The group, organized by Bulletin and Assignment Clerk Linda Bansemer, was also treated to a tour of the Milwaukee station and platform, and was given a demonstration of the Sixth Street Suspension Bridge. “Linda’s commitment to OL and to the community is outstanding,” said Larry Allen, service manager.

The Federal Highway Administration credits Operation Lifesaver with helping to save 11,000 lives and preventing 54,000 injuries at highway-rail grade crossings since 1972. Preliminary 2002 federal statistics show total deaths, injuries and incidents from vehicle-train collisions are lower than they were in 2001. However, the number of pedestrians killed while trespassing on railroad tracks and property is on the increase; preliminary federal statistics for 2002 indicate that pedestrian trespasser deaths rose nearly 7 percent over 2001.
Amtrak's Track Laying Machine Returns to Service

In mid-May, Amtrak’s Track Laying Machine (TLM) began work on the concrete tie renewal program in Amtrak’s Northeast Corridor after having sat in storage at the Wilmington Maintenance Facility for several years due to lack of funding. With funding now restored, Amtrak is on target to have 40 miles of Northeast Corridor track renewed with the installation of 109,034 new concrete ties by mid-November.

Since 1978, when the TLM equipment was delivered to Amtrak from the Canron Railgroup, the equipment has installed 2.63 million concrete ties in the Northeast Corridor, 184,000 wood ties on the Atlantic City Line, and 32,000 wood ties on the Harrisburg Line. However, while the concrete tie renewal program was on hold, necessary track repairs were done by spotting-in wood safety ties, or by issuing slow orders over the track.

An impressive collection of machinery and technology, the TLM is 223 feet long and just over 10 feet high, weighs 175 tons and replaces approximately 14 ties per minute.

The main components of the Track Laying System (TLS) are:

- The TLM (or P-811) is a self-propelled machine driven by a 420-horsepower diesel engine with a 600-volt generating system that powers four drive hogie, or coupler units. Using a unique design of conveyors and hydraulic components, the TLM simultaneously removes old rail and cross ties, while laying new rail and concrete ties.
- Two self-propelled gantries, a moving framework that transports the new concrete ties from the tie cars to the TLM, and returns the old wood ties back to the tie cars for storage.
- Sixteen loaded tie cars that hold 2.63 million concrete ties each, and two empty tie cars. The tie cars are equipped with auxiliary rails that, when coupled with bridge rails (they span the gap between cars), form a continuous running rail used by the gantries to traverse between the tie cars and the TLM.
- The spike-pulling car is pushed by the TLM and is equipped with two spike pullers that extract the spikes that secure the rail from the outside the gauge, enabling the rail to be spread and the ties removed.

The overall operation of the track laying system is broken into six separate rate work groups. The first is the head-end unit, which prepares the track for the TLM by removing anchors, sets up the new rail and prepares the ballast section for the operation of the track laying machine.

The next is the TLM, which removes the old rail and ties and installs the new rail and ties. The TLM is followed by the clipping unit, which performs the most critical function. This unit applies the fasteners that clip the rail to the tie and cuts in new, insulated joints that are vital elements of the track signal system. The clipping unit also applies thermal distressing to the rail, which ensures the track structure will not buckle in the heat of summer and will not pull apart in the cold of winter.

Following this is the surfacing unit, which restores ballast back to the track structure, ensuring that the vertical and horizontal alignment of the track complies with all engineering design standards.

The welding unit welds rail ends to form a continuous seamless ribbon of rail over which the trains operate.

Additionally, a staging base is located at the Bear Car Shops in Washington Maintenance Facility for the TLM to plow off ballast shoulder in preparation for TLM operation.

Clockwise from left: Maintenance of Way employees, using the Burro crane, set up new rail in position for the TLM. TLS tie cars seen at a curve provide a partial perspective of the system consist length. From within the TLM, workers remove the spikes from the old wood ties. Clockwise from above: 1. The Ballast Cribber plows off ballast shoulder in preparation for TLM operation. 2. The TLM rail lining station, looking ahead at the complete material exchange. 3. The Pettibone swing and cart are used to cut out or add rail for proper thermal adjustment after the TLM has installed new ties. 4. Material exchange is complete, as the box car trails the end of the TLM. 5. New concrete ties and clips are seen in the foreground, while old wood ties are seen in the background.
Mechanical Five-year Plan Rebuilds Fleet

continued from page 1

operate at an availability rate of 89 percent, resulting in 100 more cars on hand for long-distance service. While the locomotive fleet will have been downsized by about 120 units the expected availability rate of 86 percent will result in having only six fewer locomotives in service.

The increase is the result of replacing or retiring older equipment; regularly overhauling existing equipment to ensure reliability; minimizing running repairs and streamline maintenance operations so that equipment is in and out of our service and inspection facilities and doesn’t sit idle for days at a time.

About two-thirds of the additional equipment available for service will be used in long-distance service which, combined with an aggressive wreck repair program, will help alleviate a growing and shortage of specialty car types, including sleepers.

Also, by increasing equipment reliability and availability of the existing fleet, Amtrak is able to wring maximum value from it capital investment and save literally hundreds of millions that might otherwise be required to purchase new equipment to deliver the same level of service. Combined with its remanufacturing program to extend the life of existing equipment, Amtrak’s fleet plan delivers a high return on a modest investment of Federal dollars in integrity rail.

Most of the capital investment will go to work performed at the company’s three major heavy repair shops — Bear Car Shop in Delaware; the Wilmington Locomotive Shop, also in Delaware; and the Beech Grove Locomotive and Car Shops in Indiana. (The Acela trainsets are not included in this program, due to the outsourcing of the maintenance.)

According to the plan, the cost of bringing the existing passenger car fleet to a state of good repair by 2008 will be $825 million, slightly more than half of the total investment in rolling stock. Over the next five years, about 1,570 light and heavy overhauls and remanufacturings (a one-time reassembly that involves replacing materials with new, more modern designs) will occur. Included in this effort is work on 728 Amfleet I and II cars at the Bear Car Shop at a cost of $354 million, including the upgrade or conversion of 19 cab cars.

Also included in the $825 million passenger car program is $63 million for wreck-repairs, which will include upgrades of mechanical systems, new toilets and interiors. For example, thirty-eight cars are scheduled to go through the Bear Car Shop over the next five years, for repairs totaling $32 million. At the end of the five-year period, five complete 125 mph trainsets are expected to be available for service from the pool of cars now stored as wrecks. By 2008 Corridor passenger car availability is expected to rise from 80 percent to 90 percent.

Two of the seven AEM-7 DC locomotives scheduled for heavy overhaul this year have already been returned to service. Under the plan, overhauls of the locomotive fleet, to be performed at the Wilmington Locomotive Shop and the Beech Grove Shops, will cost $315 million, with $52 million of that amount earmarked for wreck repairs. Seven AEM-7 DC locomotives are slated for heavy overhaul in FY ’04 and another seven in FY ’05 at a cost of $810,000 per locomotive.

The plan calls for the purchase of 25 new switch engines with most older models being retired. In addition, 57 aging F-40 diesel locomotives will be retired or stored and 11 E-60s will be retired. These retirements, combined with an aggressive overhaul program for locomotives (such as the MP-15s, AEM-7s, and newer P-42s) will raise the availability of locomotives from a low 68 percent today to 86 percent in FY ’08.

Going the Distance

Much of the remanufacturing effort will be dedicated to the company’s long-distance trains. Two hundred forty-eight cars of the 1981 vintage Superliner I long-distance fleet will be completely torn down and rebuilt. The cost of remanufacturing these cars will be $180 million. Over half of the 114 Amfleet II coaches will be rebuilt, as well as most of the Amfleet II Business and Lounge cars.

The only new passenger car purchases will be dedicated to the long-distance fleet. These will be made to replace the exhausted
Headline: Promotions in Motion

Heartland Flyer Hosts Summer Wine Tasting

Passengers traveling between Fort Worth, TX, and Oklahoma City, OK, will enjoy monthly wine tasting events this summer on Amtrak’s northbound Heartland Flyer. The wine tastings, held in the lounge car, began on May 10 and will continue on the first Saturday of each month through August 2. Each wine tasting features one or more of 13 Oklahoma wineries. Representatives from the Canadian River and Nuyaka Creek wineries were on board during the May event pouring six wine varieties for passengers to sample.

Amtrak.com Features MapQuest

Amtrak and MapQuest, a leading online mapping, routing and global location-based services company, announced an agreement to integrate MapQuest Business Solutions software on Amtrak.com With just a few clicks Amtrak passengers now have the ability to access locations of — or directions to — any of the more than 500 railroad stations across the country, making travel planning with Amtrak easier and more convenient.

Visitors to Amtrak’s Web site are now able to search for the locations of any Amtrak stations from coast-to-coast. Passengers may locate Amtrak stations at their point of departure, their final destination or any point in between by using “Station Finder” — powered by MapQuest — on the site. In addition, MapQuest provides detailed driving directions to and from rail stations and offers maps to assist Amtrak passengers in planning their travel itineraries.

Amtrak’s Web site has enjoyed record growth recently in both visits and online bookings. Currently, 24 percent of all Amtrak ticket sales are completed through the Web site, representing an increase of more than 52 percent over last year. The percentage of total ticket revenue booked online — 24 percent in April — is significantly higher than many corporate airline Web sites, and it continues to grow. The company’s Internet sales have averaged more than 100 percent growth per year over the past five years and are expected to exceed 2.4 million online bookings and $330 million in online sales this year.

Amtrak Takes Fans to the Tracks on the Monster Mile Express

For the third year in a row, Amtrak’s Monster Mile Express carried hundreds of NASCAR fans to the famed “Monster Mile” at the Dover International Speedway in Delaware. This year’s special run traveled to the Winston Cup Series in Dover on June 1, 2003. Amtrak, which normally does not offer service to Dover, ran this special train to deliver fans to the Dover International Speedway, the largest sports destination in the Northeast. The Monster Mile Express offered NASCAR fans Coach class service complete with food service in the café car. The train departed from New York Penn Station, making stops in Newark, Trenton, Philadelphia and Wilmington on its way to Dover. Race fans from the Washington and Baltimore areas also made convenient connections to the Monster Mile Express. Fans can purchase tickets for the Monster Mile’s fall race, which will be held in Dover on September 21, 2003.

Kids Ride Free in the Midwest, California, and North Carolina

Families planning train travel this summer can take advantage of Kids Ride Free promotions along several California, Midwest, and North Carolina routes. Amtrak’s Kids Ride Free promotions offer families great summer savings, while boosting Amtrak ridership and revenue on these routes.

California

Amtrak is offering a Kids Ride Free on Weekends promotion for travel on California’s San Joaquins, Capitol Corridor and Pacific Surfliner. This offer is valid for two free children’s rail fare tickets with the purchase of one qualifying adult ticket and is valid through June 29, 2003. Additionally, Amtrak is partnering with the Los Angeles Convention and Visitor’s Bureau (LACVB) to attract families to Los Angeles. In conjunction with LACVB’s summer Kids Free LA campaign (offering free admission for kids at major hotels, attractions and entertainment destinations), Amtrak is offering a Kids Ride Free to LA coupon for travel on the Pacific Surfliner, San Joaquins, Coast Starlight, Southwest Chief, Sunset Limited or the Texas Eagle. The offer allows up to two free children’s rail fare tickets with the purchase of one full adult fare. Travelers can obtain coupons in local newspaper inserts and on the Internet at www.Expedia.com or KidsFreeLA.com. This offer is valid for sale from May 28, 2003 through August 25, 2003 and for travel beginning May 31, 2003 through August 28, 2003.

Midwest

Children in the Midwest can get a free ride this summer when traveling between Chicago, IL, and Milwaukee, WI, on Amtrak’s Hiawatha service or between Chicago and Grand Rapids, MI, on the Pere Marquette. Both promotions are valid for one free child’s rail fare ticket with the purchase of one adult ticket. The Hiawatha Kids Ride Free promotion is valid for sale and travel through August 28, 2003 and is good for travel Friday, Saturday and Sunday only. Amtrak’s Pere Marquette Kids Ride Free offer is available for sale through August 25, 2003 and good for travel through August 28, 2003. The Pere Marquette offer is valid Monday through Thursday only.

North Carolina

Amtrak and the North Carolina Department of Transportation Rail Division are partnering to offer a Kids Ride Free summer travel promotion. From June 2 through August 28, 2003, one child rides free with one regular fare adult on the Carolinian, Piedmont and Silver Service trains between cities in North Carolina. The offer is valid for sale and travel through August 28, and must take place Monday through Thursday.

Ridership Grows

were up 15 percent; San Joaquins were up 14 percent, and the Capitol Corridor saw 6 percent growth.

Ridership on long-distance trains increased 19 percent above last year and 15 percent favorable to budget, primarily in Coach class. While long-distance revenue fell short 7 percent against last year, this was a 13-point improvement from March when revenue on long-distance trains was down 20 percent. Marketing and Sales is currently analyzing pricing structures on long-distance trains to increase revenue in these markets. Regional service between Washington and Boston continued to see an increase in ridership, with a 4 percent increase over last year. At 519,000 passengers in April, this service carried about a quarter of the total ridership — the highest of any train service and the highest for the Regional ever.

“We are clearly attracting ridership, but our yields are down in part due to economic conditions, but also in part because Acela Express ridership continues to be a challenge on the north-end between New York and Boston,” said Barbara J. Richardson, vice president of Marketing and Sales. “As a result, Acela Express rider- ship and ticket revenues are down from April a year ago, however with the start of our new fares, we expect changes in future numbers.”

While April 30 marked the last booking day for the Amtrak spring promotion, April 28 was the start of new fares and advertising between New York and Boston. On the Springfield to New Haven Line, the schedule was substantially increased (weekly shuttle and through trains rose from 80 to 108) and fares were greatly reduced. Secondarily, the Acela Express north-end Business class fare was capped at $99, with a First class ticket only an additional $50. Preliminary results on both routes are very positive. The Springfield-New Haven weekly ridership jumped nearly 40 percent and weekly revenue rose by $65,000 (comparing the average of the six weeks prior to the change with the week of May 5). North-end Acela Express ridership grew by about 20 percent, while ticket revenues stayed even (comparing the average of the six weeks prior to the change with the week of May 5).

On another important front, the company continues to show success in selling tickets through its most efficient channel, the Internet. April Internet sales of $283,300 represented a 36 percent increase over last year and a 24 percent share of total ticket revenue. The Internet-only 25 percent off promotion, which began on May 1, is expected to sustain Internet sales figures.
Service Updates

Three Rivers Passengers Offered Enhanced Menu Choices

Passengers on Amtrak’s Three Rivers were recently introduced to a new improved level of food service. After more than two years of boxed-meal service in the café car, Three Rivers passengers now enjoy hot-plated meals served on linen tablecloths with floral centerpieces in the lounge car. This new menu offers two distinct lunch and dinner entrees prepared and served by the on-board staff.

On the April 28 inaugural trip, On-board Service (OBS) employees and Lenore Slimbock, superintendent of Passenger Services for the Mid-Atlantic Division, were given instructions on meal preparation and presentation from Tim Costello, executive chef of GateGourmet International. As Amtrak’s food purveyor, GateGourmet International manages the commissary operations and purchases, stores and delivers food for the entire Amtrak system.

Slimbock, who initiated this menu change with the help of a team coordinated by Director Food and Beverage Pete Humphries and Manager On-board Service Chuck McGugh, stated, “Our passengers were surprised and delighted with both the enhancement and presentation by our OBS Staff. It is our goal to increase passenger satisfaction and food service revenue by giving our customers a product that is both attractive and desirable. This change will further the goals of the corporation and increase the satisfaction of our valued passengers. Our OBS team is proud of their service and in no small measure is a major reason for the success of this new program.”

Amtrak & Metrolink Partnership Promotes Easy Ticket Access

Amtrak and Metrolink have agreed to the development and deployment of a new generation Ticket Vending Machine (TVM) in the Southern California region. The newly-designed machines will be installed at all 37 Metrolink stations and seven Amtrak stations serving over 40,000 daily riders who travel on and around the nation’s second busiest corridor. The first installment of 137 new machines will be launched this summer.

Passengers may purchase an Amtrak or Metrolink ticket at the new machines, as well as the new joint Amtrak/Metrolink trip tickets. The joint ticketing program is designed to broaden passengers’ access to multiple transportation systems, and to further provide information on connections and transfers, and easier access to schedules and tickets.

“Amtrak and Metrolink are setting up a new standard by providing our passengers with the convenience of easy ticket access. With the success of the Rail 2 Rail program, our passengers in the Southern California region now have so many options — why not make it easier to purchase their tickets?” said Darrell Johnson, director of Planning, California.

These new machines will provide Amtrak tickets for passengers who have already booked reservations on www.amtrak.com or at 1-800-USA-RAIL for travel anywhere in the country.

Amtrak Honors its Own

Amtrak Human Resources Manager Paul Bello was instrumental in establishing a Washington, D.C., support group consisting of Amtrak employees who had (or still have) loved ones serving overseas during the Iraq war. Bello’s son, Lance Cpl. Tim A. Bello, U.S. Marine Corps, is still in Iraq, and like many others, he will be for a few months to come.

“War looks very different when you know someone who is on the frontlines for you,” said Bello. “The drama of the conflict has ended and so has the media attention. But our men and women are still there and need your support in the quiet empty hours more than ever.”

Amtrak recognizes the sacrifices made by employees who are in active-duty service, as well as the concerns of employees who have family and loved ones serving in the armed forces at wartime.

We take this opportunity to recognize and honor the following employees currently on Military Leave of Absence, either on the front lines in Iraq, in another capacity in the U.S. or anywhere in between. Their efforts and contributions are appreciated.

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25 Year Anniversary May 2003

ARNOLD JR, DONALD Beech Grove District BAKHUIZEN, GERRIT Boston District BAUCUM, INEZ Washington, DC/NO CLARK WALLCZAK, NANCY Monroe District CLEMENTS, PAUL Seattle District CORNELIUS, BENNETT Philadelphia District DILLON, PETER Boston District DILLON, PETER Boston District DILLON, PETER Boston District DILLON, PETER Boston District FLETCHER, KENNETH Beech Grove District FLEMING, DAVID Los Angeles District GAY, JUDITH Detroit District GIBSON, LARRY Beech Grove District GIBSON, TIMOTHY Beech Grove District GIBSON, TIMOTHY Beech Grove District GILLIS, KEVIN Beech Grove District GILLIS, KEVIN Beech Grove District GIROD, DAVID Beech Grove District GROGAN JR, DENNIS Philadelphia District HALL JR, SHERRY Oakland District HALL JR, SHERRY Oakland District HOPSON II, WILLIAM Beech Grove District HOPSON II, WILLIAM Beech Grove District HOPSON II, WILLIAM Beech Grove District HOPSON II, WILLIAM Beech Grove District HOPSON II, WILLIAM Beech Grove District JENKINS, AARON Beech Grove District LAHORNE, LARRY Beech Grove District MAGANA, GONZALDO Chicago Metro District MCCRAY, DIANA Detroit District MEIK, SCOTT Beech Grove District MYERS, JOSEPH Beech Grove District ROBERTS, LARRY Seattle District ROBERES, EDWARD Los Angeles District ROBERTS, LARRY Seattle District ROBBIN, EDWARD Kansas City Metro District ROBBIN, EDWARD Kansas City Metro District ROBBIN, EDWARD Kansas City Metro District SONG, TAE WEE Los Angeles District SZMYCZAK, VINCENT Chicago Metro District WESLEY, JUDY Chicago Metro District HUCK, ROBERT Twin Cities District HUGHLEY, TERRA Mid-Atlantic Div/Dist NO-HQ Dist JEFFERSON, DAVID Los Angeles District JOHNSTON, BETTY Philadelphia District KAMROWSKI, ROBERT Minneapolis Metro District LIBBEY, RICHARD Seattle District MARSHALL, DAVID Chicago Metro District MCDANIEL, LAMAR Portland District MAURICE, RICHARD New York District MCCRAY, DIANA Detroit District MEIK, SCOTT Beech Grove District MYERS, JOSEPH Beech Grove District ROBERTS, LARRY Seattle District ROBERES, EDWARD Los Angeles District ROBBIN, EDWARD Kansas City Metro District ROBBIN, EDWARD Kansas City Metro District SONG, TAE WEE Los Angeles District SZMYCZAK, VINCENT Chicago Metro District WESLEY, JUDY Chicago Metro District HUCK, ROBERT Twin Cities District HUGHLEY, TERRA Mid-Atlantic Div/Dist NO-HQ Dist JEFFERSON, DAVID Los Angeles District JOHNSTON, BETTY Philadelphia District KAMROWSKI, ROBERT Minneapolis Metro District LIBBEY, RICHARD Seattle District MARSHALL, DAVID Chicago Metro District MCDANIEL, LAMAR Portland District MAURICE, RICHARD New York District MCCRAY, DIANA Detroit District MEIK, SCOTT Beech Grove District MYERS, JOSEPH Beech Grove District ROBERTS, LARRY Seattle District ROBERES, EDWARD Los Angeles District ROBBIN, EDWARD Kansas City Metro District ROBBIN, EDWARD Kansas City Metro District SONG, TAE WEE Los Angeles District SZMYCZAK, VINCENT Chicago Metro District WESLEY, JUDY Chicago Metro District HUCK, ROBERT Twin Cities District HUGHLEY, TERRA Mid-Atlantic Div/Dist NO-HQ Dist JEFFERSON, DAVID Los Angeles District JOHNSTON, BETTY Philadelphia District KAMROWSKI, ROBERT Minneapolis Metro District LIBBEY, RICHARD Seattle District MARSHALL, DAVID Chicago Metro District MCDANIEL, LAMAR Portland District MAURICE, RICHARD New York District 30 Year Anniversary May 2003 BAKER, DAVID Twin Cities District BOWE, JAMES Philadelphia District BRYANT, DIANA Washington, DC/NO BUSSENWERTHER, ALAN Chicago Metro District BUNNEN, EDWARD Kansas City Metro District CIESLA DEANGELIS, KARIN Wilmington/Beach District DONERY, TIMOTHY Seattle District GALLELDO, FRANK Phil Tomato District GAUGHAN, BRUCE Oakland District 30 Year Anniversary May 2003 BAKER, DAVID Twin Cities District BOWE, JAMES Philadelphia District BRYANT, DIANA Washington, DC/NO BUSSENWERTHER, ALAN Chicago Metro District BUNNEN, EDWARD Kansas City Metro District CIESLA DEANGELIS, KARIN Wilmington/Beach District DONERY, TIMOTHY Seattle District GALLELDO, FRANK Phil Tomato District GAUGHAN, BRUCE Oakland District BARBER, MURRAY Mid-Atlantic Div/Dist NO-HQ Dist BARTEE, AUSTIN Mid-Atlantic Div/Dist NO-HQ Dist BOIA, JOHN Mid-Atlantic Div/Dist NO-HQ Dist BOWMAN, MARY Philadelphia Dist BUBBLE, JOSEPH Wilmington/Newark District CLARION, PATRICK Philadelphia District GROGAN JR, DENNIS Detroit District GULBLEUT, RICHARD MTA/Boston District HILL, RONALD New York District HILL, THOMAS Jacksonville District
Picture Our Train!

Don’t let this opportunity pass you by on the tracks! Submit your 8 x 10 photograph of an Amtrak train to the “Picture Our Train” 2004 Wall Calendar Contest before the contest ends on July 7, 2003. The First Prize Winner’s photograph will be featured on Amtrak’s 2004 wall calendar and will receive a $250 gift certificate to the Amtrak Store. The Second Prize Winner will receive a $100 gift certificate to the Amtrak store. Check official contest rules for how to enter and eligibility at www.amtrak.com/contestrules.html

Mechanical Five-year Plan Rebuilds Fleet

continued from page 5

Heritage car fleet currently being used in the East. A total of 75 new passenger cars will be purchased to replace 97 retiring Heritage cars built in the 1950s and 60s (an additional 36 Heritage baggage cars also will be retired). At a cost of $150 million, the new Viewliners will be used on long-distance trains in the East. Fifty of these new cars will be configured as combination diner-lounge cars, each replacing two Heritage cars.

All of the Superliner II cars (the sleepers, Transition Sleeper, Diners, Lounges and Coaches) will undergo heavy overhauls at Beech Grove over the next five years. Beech Grove currently has 48 Superliner long-distance cars awaiting wreck-repair. Some of these cars will require major overhauls while others with minor “fender-bender” damage need fewer repairs. Note: The estimated cost to restore this equipment is $30 million once completed, this effort will result in four more long-distance trainsets.

In addition to the retiring of the Heritage fleet, nine hopelessly wrecked hulks will be sold for scrap: seven Superliner I coaches, one diner and one Amfleet II coach.

Rainbow Fleet

Another problem plaguing productivity at Amtrak has been the proliferation of multiple car types over time. Currently, in the single level fleet — consisting primarily of Amfleet I, Amfleet II, and Horizon cars, but excluding Heritage coaches that will be retired — there are currently 26 car variations in service. Maintaining parts for all these car types has become an unnecessary problem that negatively impacts productivity because specialized productions lines must be set up to accommodate the various car types. Standardizing the variety of rainbow fleets currently operating throughout the system will improve reliability and cut down on costs. For example, LSAs traveling on the Northeast Corridor today may experience nine different types of café car. Efforts now underway will consolidate the café car options to only three. By 2008, the number of single-level Amfleet and Horizon car configurations will shrink from 26 to nine. By dramatically reducing the number of car types Amtrak operates and defining standardized configurations that can be used interchangeably in varying consists and service offerings, the Mechanical department’s plan streamlines the fleet while reducing maintenance costs and improving terminal operation.

Non-Passengers Cars

The size of the mail, express, and auto carrier fleet will drop significantly due to the exit of the express business. Eighty new auto carriers will be purchased to replace all 64 cars that Amtrak currently owns, but the majority of the express and material handling cars will be retired.

Shops and Other Mechanical Initiatives

Improvements to Amtrak’s shops will require $88 million over the five-year period. The program includes $12.5 million to improve the three heavy-repair shops, make modest investment in service and inspection facilities and complete the Oakland Maintenance Facility. Under the program, a number of dilapidated buildings at maintenance facilities will be torn down. The list of unsafe buildings to be eliminated includes Car Shop III at the Beech Grove facility that was built in 1914 and was badly damaged in a recent tornado, and the Wilmington Roundhouse.

In addition, the plan includes about $85 million over five-years to implement specific fleet modernization campaigns (such as installing disaster lighting), undertake car and locomotive mandatory programs, overhaul maintenance of way equipment and supplement existing inventories.

Miss Smith goes to Washington

Miss Cecily Smith, of southwest London, who travels to the U.S. to take 30-day First class excursions on Amtrak trains almost every year since 1996, is accompanied by President David Gunn on her way to boarding the Capital Limited in late April. The trains Smith has taken include the Lakeshore Limited, California Zephyr, Empire Builder, and Coast Starlight. A world traveler, Smith told Amtrak Ink she preferred Amtrak because, “one airport looks the same as the next, the clouds look all the same. Aboard Amtrak, you see the country.”
Procurement Plan Supports Five-Year Goals

In railroading, when you say “shop,” you’re often talking about sending a piece of bad equipment off to be fixed. But there’s another kind of “shopping” going on at Amtrak in support of the five-year strategic plan aimed at reversing years of deferred maintenance on equipment and structures. Its fancy name is Procurement and Materials Management.

While the repair and replacement of bridges, tracks and trains is more visible and gets more public attention, buying equipment (such as non-revenue trucks and other heavy equipment); purchasing, cataloging and storing spare parts; and utilizing state-of-the-art software to inventory these assets makes these necessary cost overruns,” says Amtrak Vice President, Procurement and Materials Management Michael Rienzi. “But with the right process in place and constant focus of attention, in the long run we end up saving millions of dollars and thousands of hours in productivity for everybody involved.”

The five-year capital plan consists of three major components: automotive, materials management and procurement. Each of these areas performs a distinct and separate function, but together they support the goal of a cost-effective Amtrak in a state of good repair. The overall budget for the Procurement and Material Management portion of the $8 billion five-year plan is $42.7 million. A small figure, perhaps, but vital to the plan’s overall success.

Automotive
Amtrak currently uses approximately 2,250 non-revenue vehicles for a wide range of activities and facilities such as track, signal and structures maintenance; mechanical maintenance facilities operations; work crew transportation and Amtrak Police. Of the total, Amtrak leases 1,353 vehicles from the General Services Administration (GSA) for a monthly fee and mileage charge. Since GSA-leased vehicles are replaced periodically as part of Amtrak’s contract with the agency, the GSA vehicles are not included in Procurement’s automotive replacement plan. Of the remaining 877 vehicles, Amtrak owns 566 and leases 311. These vehicles will be evaluated for replacement over the five-year period.

Amtrak has not had a formal capital plan for non-revenue vehicle replacement since 1996. Many vehicles in the fleet have exceeded their life cycle and are incurring increased maintenance costs as well as negatively affecting productivity by being unavailable for service. The Procurement and Materials Management department employed a replacement methodology based on various vehicle criteria, including age, mileage and gross vehicle weight. Vehicles were considered for replacement if they were at least 12 years old or had accumulated 100,000 miles and weigh more than 12 years old or had accumulated 100,000 miles and weigh more than the years of deferred maintenance on equipment and structures. Its fancy name is Procurement and Materials Management.

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This summer, our Track Laying Machine will be working on segments of track along the Northeast Corridor and additional cars will be released from Beech Grove and Bear to revenue service. These accomplishments are real measurements of progress; our approach to restoring value to intercity passenger rail must be incremental and targeted — there are no quick fixes in the work we are doing. Our approach means putting the right pieces in place first. We’ve concentrated on creating a traditional railroad structure, tightening our budget process, and focusing on our core business. We now have a five-year strategic plan aimed at bringing the railroad to a state of good repair and we’re moving forward with ordering materials to make that happen.

As we continue along in a focused and orderly manner, we need to keep an eye on how our work affects other important areas of our business. One area that I recently realized needed more attention is the Planning and Business Development department. Headed by Gil Mallory, this department is responsible for state and commuter relationships and contracts. As such, the structure of this department needed to be changed to more closely reflect our current management structure and the types of services and support we provide to the states and commuter agencies, with attention to contract administration and strategic planning.

The reorganization should be complete by mid-August and will decrease the size of the group from 43 to 21 employees; nine of those positions will transfer to the Operations and Engineering departments, and two new positions will be created. One person will be responsible for commuter contracts in the East with Connecticut, Maryland, Virginia, Pennsylvania, Delaware, New Jersey, and the Long Island Railroad. Another position will be accountable for the state contracts in Vermont, Maine, New York, Connecticut, Maryland, Virginia, Pennsylvania, and Delaware. The third new position will be responsible for commuter contracts in the West with Washington, Oregon, California, and Arizona.

While the overall number of jobs will decrease, the new department will be more focused on contract administration of our commuter and state contracts. The state and commuter contract administration positions will be responsible for implementing a more standardized approach to meeting our contract obligations. Six new positions will be created. One person will be responsible for commuter contracts in the East with Connecticut, Maryland, Virginia, Pennsylvania, Delaware, New Jersey, and the Long Island Railroad. Another position will be accountable for the state contracts in Vermont, Maine, New York, Connecticut, Maryland, Virginia, Pennsylvania, and Delaware. The third new position will be responsible for commuter contracts in the West with Washington, Oregon, California, and Arizona.

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Amtrak’s new café car menu, introduced this month, is part of a continuing effort to enhance Amtrak passengers’ meal experience on long-distance trains. The café menu has been tailored to reflect passenger requests for a better selection of affordable, good quality meals.

“This national café menu change, combined with the introduction of the new dining car menus in April, offers our passengers a wider variety of fresher, healthier foods while they travel throughout our system,” said Pete Humphreys, director of Food and Beverage Standards and Operations. The Marketing and Sales department conducted focus groups around the country in March to learn more about passenger meal habits and to determine whether Amtrak is on target with new menu initiatives. Results show that coach passengers rely on the Café car food selection for sustenance during their journeys. Coach customers told Amtrak that they often travel for days on the train and want satisfying meals that are warm and filling — not snack items that are often unhealthy and seem stale.

“This national café menu change … offers our passengers a wider variety of fresher, healthier foods …”

Pete Humphreys, Director of Food and Beverage Standards and Operations

The most significant change to the café menu takes place in the sandwich section. Focus group participants were particularly critical of the lack of choices, as well as the freshness of sandwich bread. In response to this feedback, the new menu features a more varied, and higher-quality selection of sandwiches. Three rotating menus, or cycles, of sandwiches have been developed to provide variety across the national system. Cycled sandwiches come in three price categories and include such choices as, grilled boneless chicken breast with various sauces, “deli style” turkey, ham, and smoked turkey, and a value selection of tuna salad, chicken salad, or an Italian combination. Three new non-cycling items are also available: a large Angus® beef burger with cheddar cheese, a Garden-burger® with cheddar cheese or a Hebrew National® all-beef hot dog. Breakfast sandwich changes include cycled items such as ham, egg and cheese on a muffin; sausage, egg and cheese on a bagel; and Canadian bacon, egg and cheese on a muffin. An omelet and Swiss cheese sandwich can also be available as a fixed-menu item.

Three rotating hot entrees have also been added to the menu: meatloaf, lasagna, and Santa Fe chicken. New hot snacks include spicy chicken wings, higher quality soups (minestrone, chicken and shells), pepperoni pizza (plain is still available, but the high-quality pepperoni pizza is still offered). Three rotating hot entrees have also been added to the menu: meatloaf, lasagna, and Santa Fe chicken. New hot snacks include spicy chicken wings, higher quality soups (minestrone, chicken and shells), pepperoni pizza (plain is still available, but the high-quality pepperoni pizza is still offered). Three rotating hot entrees have also been added to the menu: meatloaf, lasagna, and Santa Fe chicken. New hot snacks include spicy chicken wings, higher quality soups (minestrone, chicken and shells), pepperoni pizza (plain is still available, but the high-quality pepperoni pizza is still offered). Three rotating hot entrees have also been added to the menu: meatloaf, lasagna, and Santa Fe chicken. New hot snacks include spicy chicken wings, higher quality soups (minestrone, chicken and shells), pepperoni pizza (plain is still available, but the high-quality pepperoni pizza is still offered). Three rotating hot entrees have also been added to the menu: meatloaf, lasagna, and Santa Fe chicken. New hot snacks include spicy chicken wings, higher quality soups (minestrone, chicken and shells), pepperoni pizza (plain is still available, but the high-quality pepperoni pizza is still offered).
These locations are generally greater than 15 years old and are frequently out of service. Maintenance facilities in Philadelphia, Providence and New Orleans will receive items such as a power jack, stacker and storage cabinets, respectively.

Managing procurement activities in a major railroad operation such as Amtrak is a huge undertaking.

Facility improvements totaling $1.1 million in FY ’04 include renovations worth $510,000 at the Chicago Material Control Facility, such as new HVAC systems, elevator replacement, new dock plates, pallet racks and shelving. At Los Angeles’ Redondo Junction facility, $207,000 in additional warehouse stacking systems, a new structural mezzanine and new pallet racks are planned. Northeast Corridor maintenance-of-way bases will receive such items as a new overhead heating system and upgraded security (Adams, NJ); a new roof; bay doors and heating plant (Perryville, MD); improved paving and security system (Providence, RI); and new roofing and bay doors (Denton, MD).

Improved security and theft prevention systems will be installed in the Miami Hialeah Maintenance Facility and Beech Grove. Also in FY ’04, vending machines activated by employee identification cards will be installed at maintenance facilities. These machines will dispense such day-to-day necessities as small tools, cleaning supplies, gloves and safety glasses. A pilot project using one of the machines produced significant savings in reduced materials usage, fewer out-of-stock situations and better inventory control.

In fiscal years 2005 through 2008, major projects are budgeted to significantly improve efficiency, protect material assets and facilitate the plan to bring Amtrak to a state of good repair. The largest single project is the construction of a new, 82,000-square-foot material warehouse at the Wilmington Maintenance Facility. Costing $6 million, the building will provide inventory storage capacity to support the expanded mechanical and maintenance-of-way work equipment activities that are becoming Wilmington’s responsibility. Planned for start-up in FY ’05, the new material warehouse will replace a 95-year-old building whose leaking roof and otherwise deteriorated condition as well as its inadequate size are key reasons to build the new facility.

Another new material warehouse at Sunnyside Yard in New York, costing $2 million, is scheduled to be built in FY ’06. It will replace a more-than-90-year-old facility that has inadequate dimensions for storage and deteriorated plumbing, heating and structural components. Also in FY ’06, the plan calls for installation of the ASAP/Exacta system at the Wilmington Maintenance Facility. Costing $6 million, the system will enable Amtrak to automate parts catalog and information system that will be available system-wide on the Internet, the Intranet or on CD.

Already installed at Bear and Beech Grove, the system combines software with state-of-the-art industrial automation to provide cost-effective warehousing. ASAP/Exacta permits accurate inventory control and quick access to needed supplies and components from warehouse inventory. Total acquisition cost of the ASAP/Exacta system, to be expended over three years starting in FY 2006, is $4.4 million. All materials management proposals for the five-year plan total $16.4 million.

Procurement

Managing procurement activities in a major railroad operation such as Amtrak is a huge undertaking. Hundreds of millions of dollars worth of construction contracts, equipment, and repair parts and supplies are constantly flowing through a vast and complex supply chain of wholesale warehouses, material control facilities, and maintenance facilities. Additionally, vendors such as fuel delivery and crew transportation— to name just a few— must be monitored and accounted for and invoices for such service promptly paid.

The focus of the proposed $3.34 million investment in procurement technologies is designed to increase productivity and reduce costs. It involves expanding the technology of Amtrak’s existing eTrax program to include inventory, category management and analysis. The new technology will also enhance the features of the existing LinkOne electronic parts catalog and expand its use to more maintenance locations. ETrax electronic invoicing involves purchase and implementation of the Ariba invoicing module. The process of invoicing and reconciliation in any Accounts Payable department is the most laborious, time-consuming and error-prone step of the procurement cycle. Ariba Invoice replaces manual and paper-intensive activities with efficient electronic invoicing. Combined with the capabilities of Amtrak’s eTrax system, Ariba Invoice provides user-friendly interactions and real-time supplier communications for better time and resource utilization and cost efficiency.

Integrating the Ariba Invoice system will enable Amtrak to automate supplier interactions and
Amtrak Committee Contributes to Service Delivery

The company’s “eyes and ears” in the field, Amtrak’s Customer Advisory Committee (ACAC) meets twice a year to share its rail passenger experiences with several Amtrak staffers and make recommendations to improve service.

At the most recent meeting in Portland, OR, on May 4 and 5, the group covered a wide territory of issues — from special service requests, to train status on Amtrak.com, to the new menu cycle on long-distance trains (which got good reviews).

These meetings are Amtrak’s chance to hear from ACAC members and to share ideas that enhance service, ridership and revenue. For example, the committee’s Disabled and Senior Task Force reported on its efforts with Amtrak staff to improve special service requests on board trains for passengers with disabilities and seniors. The task force also discussed station services.

One of the more important functions served by the committee is to make recommendations on initiatives designed to improve passenger satisfaction and ridership. While on trains and in stations, committee members often solicit and receive comments — both good and bad — from other passengers.

“Amtrak has a secret weapon in ACAC.”

Kate Warr, ACAC Administrator

Sometimes members are at the right place at the right time. Alma Goodwyn, ACAC member and a “regular” on train 196 between Washington and New York, sent an e-mail to Amtrak officials lauding the efforts of Conductor Brandon L. Bordrick from Wilmington and his crew (Assistant Conductors Jason Hernandez of New York and Kathleen Zigman of Delaware) for tending to a passenger who was overcome with a rapidly-growing fever on an evening in April. “Not only did they bring her ice to cool her down, but they helped her detrain in a manner that wouldn’t upset her young daughter waiting on the platform. Conductor Bordrick and his crew were extremely compassionate and professional,” wrote Goodwyn. “You would have been very proud had you been there.”

Formed in 1997, the Amtrak Customer Advisory Committee consists of 25 volunteers from all over the country who ride and support Amtrak. The committee’s mission is based on four principles:

- Establish and maintain consistent and responsive communications between Amtrak and its customers;
- Improve the quality of service from the customer’s point of view;

The company writes detailed reports for the company about their Amtrak travel experiences. Each member is required to take a minimum number of trips on Amtrak annually at their own expense, though the exact number depends on the region in which the member lives. ACAC members also meet with Amtrak management and staff to provide constructive feedback and suggestions on services and other company initiatives designed to improve passenger satisfaction and ridership. Through ACAC, members can make recommendations to improve service.

continued on page 11
Amtrak Chef Makes Meals on the Move

One hundred and eighty-five passengers boarded the sold out Texas Eagle on the afternoon of Thursday, June 5 in Chicago. For many of these passengers, the highlight of their journey is sitting with new friends and seeing the countryside while enjoying a meal in the Dining car. But what the travelers on this day do not realize as they are seated for their 5 p.m. reservation and make their dinner selections, is that preparation for their dining experience had begun hours earlier when Chef Dianne Clayton-Lofton began her shift at noon.

Before the train even leaves the station, a long-distance chef must obtain the necessary supplies from the commissary, make sure the train is stocked with the proper cooking utensils, inspect and prepare the work area and verify that all kitchen equipment is operating. During the trip the chef is required to record food and refrigeration temperatures, manage the food inventory and ensure that all kitchen equipment and work surfaces are properly cleaned and sanitized. The chef must also manage and direct all aspects of cooking techniques according to Amtrak standards and ensure that the workload is evenly divided with the food specialist. Once the chef’s tour of duty is complete and the train returns to its originating city, the chef must take inventory of the kitchen stock, complete necessary accounting forms and report any equipment defects to the lead service attendant (LSA).

On a regular basis, Clayton-Lofton’s four-day tour of duty begins in Chicago where the Texas Eagle departs at 3:20 p.m. The train arrives the following day at 3:15 p.m. in Fort Worth, TX, where on-board crew members stay overnight. The following day they board the northbound Texas Eagle.

First Stop — The Commissary

On the afternoon of June 5, Clayton-Lofton reports to the crew assignment office, gets a copy of the passenger manifest and heads for the commissary. All food and kitchen items are preordered for each train and stored at the commissary, which is operated by Amtrak’s food purveyor Gate-Gourmet. A review of the manifest helps Clayton-Lofton decide if the par — the usual stocking level of an item — will need to be adjusted for any item. The par, predetermined by On-board Services Manager Dan Small, is based on past ridership trends and other information, such as the day of the week and the season. The manifest provides additional information about groups traveling or special meal requests, and therefore helps the chef make quantitative decisions about the items needed for the trip.

Clayton-Lofton, with the help of Service Attendant Sophia Koustikos and Food Specialist Kevin McMiller, reviews the supply list by checking five storage crates stacked over five feet high to confirm that the correct number of each item ordered is available. Over 200 items, such as lemons, yogurt, cereal and bottles of steak sauce, must be accounted for.

While checking for the 48 Delmonico steaks that had been ordered, Clayton-Lofton finds only 24, and immediately writes up a backorder; anytime there is a discrepancy, it must be documented. “The entrées are the most expensive — that’s where your money is,” says Clayton-Lofton. “It’s very important to check these items carefully because if you’re short and don’t catch it, Amtrak gets charged, and those Delmonico steaks are $18.50 each.”

Once all items are accounted for, Clayton-Lofton and McMiller head for track 20 to await Gate-Gourmet’s delivery and load the boxes of supplies onto the train.

How to Cook for 100 People on a Moving Train

Unknown to passengers, just steps below the dinner area of the two-level Dining car, is the kitchen equipped with 11 refrigerators, six warming drawers, four steam trays, six freezers, four ovens, a microwave, grill, dishwasher and enough pots pans and cooking utensils to prepare meals for every passenger.

Clayton-Lofton and McMiller check the entire kitchen area for cleanliness and begin preparation for the 5 p.m. dinner. On this day, the Texas Eagle is carrying two sleeper cars; one to be terminated in San Antonio and the other that continues on to Los Angeles. Knowing this, Clayton-Lofton begins to prepare for a large dinner crowd of at least 100 passengers. Being familiar with the route and the region she predicts, “The Delmonico steak will be the biggest mover.”

Patches of rough track cause the kitchen to jostle and water in the sink to splash as Clayton-Lofton begins to clean, season and bake twenty Cornish hens. Potatoes are cleaned and scraped for baking. Dinner salads are prepared and stored in the refrigerator. The roasted corn, green beans, mashed potatoes and rice are placed in the steaming trays until dinner begins. Delmonico steaks line the countertop awaiting orders for rare, medium or medium well-done.

As the train approaches Pontiac, IL, at 5 p.m., passengers trail into the Dining car. McMiller loads salads

(Above) After four days on the road, the Texas Eagle on-board crew gathers in the Dining car anticipating their return to Chicago. (L. to R) Service Attendants Sophia Koustikos and Wendel Napper, Food Specialist Kevin McMiller, LSA Wanda Walton. Front Center Chef Dianne Clayton-Lofton. (Above right) Chef Clayton-Lofton carefully checks boxes at the commissary to make sure that the items ordered are received before the train departs. (Above center) Clayton-Lofton prepares pancakes, French toast and eggs for the 6 a.m. breakfast call. (Right) LSA Wanda Walton and Clayton-Lofton sit in the Dining car completing the Revenue Accounting form that tallies the Diner car sales for the four-day trip.
New York Engineering Forces Complete JO Interlocking Reconstruction

Successful Testing Concludes A Quarter Century Of Restrictions

Following more than five years of planning, computer-based testing, and major field research, and after a successful field test conducted Saturday, May 31, 2003, Amtrak has removed train movements restrictions that have clogged operations since 1975 at JO Interlocking, located underground at the east end of Penn Station in New York. The interlocking reconstruction project, which was funded by Amtrak, Long Island Rail Road and New Jersey Transit, was completed June 5 — six months ahead of schedule and $2 million under budget — and will increase train capacity within the interlocking and allow for removal of longstanding restrictions.

“The significance of the work parameters cannot be understated,” said Walter R. Ernst, general superintendent of the New York Division. “The JO Project presented monumental design, construction and operation problems and had a major effect on capacity. No other New York Division projects were as complex; none required identifying and establishing such a complete commitment of all three carriers, and none had the potential for so much disruption if the railroad was not fully restored as promised on Monday morning,” said Ernst.

Particularly vulnerable during the reconstruction was the Empire Service, which Amtrak runs between New York and Albany, Montreal, Toronto and Chicago. Even under normal circumstances, these trains are difficult to accommodate due to station and track configuration that makes only a limited portion of the station accessible to these trains. Those portions of track were most often blocked by the reconstruction effort. “For the Empire Service, there was no ‘just use another track’ option,” said John Meller, Amtrak assistant superintendent of the Penn Station Control Center (PSCC). Special Empire programs were implemented, in which some trains were equipped with an engine on each end and were turned in the station rather than moved to or from Sunnyside Yard, avoiding the construction areas. Other Empire trains were moved to and from Sunnyside Yard by reverse movements in the North River Tunnels using 1,500-foot sections of third rail rebuilt and reenergized just for this purpose.

“The collaboration between the Engineering and Transportation departments was essential to maximize production and maintain service — in other words, they kept the railroad working around the reconstruction,” said Ernst.

Amtrak cut Rea Interlocking in 1910, moving between Pennsylvania and Long Island Rail Road and New Jersey Transit, was completed June 5 — six months ahead of schedule and $2 million under budget — and will increase train capacity within the interlocking and allow for removal of longstanding restrictions.

“The significance of the work parameters cannot be understated.”

Walter R. Ernst, General Superintendent New York Division

The project, a collaborative and coordinated effort among all three railroads, involved moving tracks several inches apart to restore the necessary clearances, enabling simultaneous parallel moves in and out of Penn Station from the East River tunnels. New switches, rail, and ties were installed. In addition, relocating the track required adjustments of signals, catenary, third rail, and utilities; therefore, all the Engineering disciplines were involved.

On a typical weekday, over 290 trains from all three railroads pass through JO Interlocking as they move between Pennsylvania Station and East River Tunnel Lines One and Two. Because it was not possible to reduce train movements through this busy interlocking during the rush-hour periods, the reconstruction was done during extended weekend outages over a 15-month period, starting on Friday evenings, through Monday mornings, completing all work by 5 a.m. The 5 a.m. Monday requirement was unforgiving — contingency plans to divert trains to other stations and passengers to other modes were standing ready for implementation if track was not restored on time.

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Rea Interlocking Name

The Memory of Samuel Rea is Honored

Amtrak cut Rea Interlocking (pronounced ‘Ray’) into service on May 19, 2003, completing the most recent phase of new signal and switch installations and allowing for greater train access between New York City’s Penn Station and Newark, NJ.

The name Rea comes from Samuel Rea, a vice president of the Pennsylvania Railroad in the late 19th century who spearheaded the charge to increase the railroad’s access into and through New York. A native of Hollidaysburg, PA, Rea supervised the New York Improvement Project from 1900 to 1910. He continued to work his way up the ladder and later became president of the railroad.

“Rea was selected as the name for the new interlocking in memory of Samuel Rea, to the infrastructure still serves us so well today,” said Walter Ernst, general superintendent New York Division.

The New York Improvement Project of the early 1900s was the first example of the Jersey Meadowlands tunnels under the Hudson River, Penn Station and Sunnyside Yard. These tunnels and Sunnyside Yard, a Queens connection called the Island Rail Road, allowed access to Manhattan’s Penn Station terminal. Rea Interlocking, which for 10 years was the critical region of JO Interlocking, connects the East River tunnels and Sunnyside Yard.
The railroad installed JO Interlocking for Railroad Giant Amtrak Project.

The JO Interlocking, which was completed in 2003, was necessary for the safe resumption of parallel movements through all areas of the JO Interlocking and the work collaboratively to fund and manage the implementation of the solution. The JO Interlocking is considered a critical component of the Northeast Corridor.

The JO Interlocking was designed to allow trains to travel through the Amtrak ballast, the Pennsylvania ballast, and the New Jersey Transit ballast, ensuring that the trains can operate safely and efficiently through the JO Interlocking.

The JO Interlocking was completed in 2003, and its successful implementation allowed for the safe resumption of parallel movements through all areas of the JO Interlocking and the work collaboratively to fund and manage the implementation of the solution.

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Passengers in California, Oregon and Washington now have the latest train status information in stations and on platforms. In May and June, Amtrak launched a long-awaited Passenger Information Display System (PIDS) that provides passengers with real-time train status information in the West. The new system is now available along the Capitol Corridor in California, and in locations in Oregon and Washington that feature Cascades service. The PIDS system is a unique communication system that uses Global Positioning Satellite (GPS) technology to transmit train arrival and departure information to specific stations and platforms. Using GPS technology, a hardware device located in each train transmits messages to a dedicated train information server. The server contains each train’s schedule, and disseminates information on its whereabouts to select stations and platforms.

Signage in the station and on platforms displays the train’s number, on-time status, and its destination. ADA-compliant visual displays and audio announcements provide passengers with important information, which is updated every five minutes. Passengers can also access up-to-date train status details on Amtrak’s Web site for trains equipped with this technology.

“Amtrak Technologies regional support worked diligently with multiple vendors to ensure each location was properly prepared for this service,” said Larry Klein, senior director for Amtrak Technologies. Amtrak Technologies coordinated with vendors to identify, procure and install the necessary communication circuits, display system hardware, computer hardware and software. “Our main objective is to provide uninterrupted and accurate up-to-date information to passengers and the employees who serve them,” said Klein.

Thanks to this new technology, Amtrak Operations Centers in Wilmington (CNOC) and Oakland now track these specific West coast trains in real-time. Plans are underway to outfit additional train routes, such as that of the Coast Starlight, this summer.

## Funding Provided by Amtrak Partners

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## Employee Milestones

25 Year Anniversary June 2003
BARNES, EDWARD Chicago Metro District
BERKLEY, THESSA Wilmington/Bear District
BROOKS, L ROBERT Mid-Atlantic/DC Non-HQ Div
CAUSEY, SEMUEL New Orleans District
CEPHAS, CATHERINE Wilmington/Bear District
COLLINS, MARGARET Seattle District
DENNING, WALTER Wilmington/Bear District
DUNNING, RONALD Philadelphia District
GARCIA, JUAN San Jose District
GATLING, JAY Orlando District
HARRISON, JOHN Seattle District
HENDRICKS, JERRY Twin Cities District
HILL, JONATHAN New Orleans District
KATZ, WAYNE New York District
KELLER, STEVEN Oakland District
KNOTT, HERBERT Boston District
KOEHLER, J R NEW YORK DISTRICT
KRAUSE, SUSAN New Orleans District
KRONTEIN, PAUL New York District
KULICK, JAMES New York District
KUMMER, PHILIPPE New York District
LANDON, STEPHEN Philadelphia District
LAVARGE, JASON New Orleans District
LAWSON, THOMAS New York District
LEONG, KAREN Los Angeles District
LEWIS, DAVID New York District
LUBARSCH, KEN New York District
MACBETH, ANDREW New York District
MAY, ROBERT Los Angeles District
MOLDENHAUER, GEORGE New York District
MULLER, PAUL New York District
NAGLE, AUSTIN Philadelphia District
NEWMAN, LARRY New York District
O’NEAL, JIM Phoenix District
O’ROURKE, PETER New York District
PARKER, ROBERT New York District
PAYNE, JOHN Wilmington/Bear District
POLAK, KEN New York District
PRENTISS, RALPH New York District
ROBERTS, JAY Chicago Metro District
ROGERS, RONALD New York District
SANTOS, JUAN New York District
SCHWARTZ, DESMOND New York District
SHELTON, WILLIAM New York District
SHIPLEY, PHILIPPE New York District
SMITH, ROBERT New York District
SPENCE, DAVID New York District
STEWART, JAY New York District
TAYLOR, GREGORY New York District
THOMAS, RICHARD New York District
TUCKER, ALAN New York District
TURLINGTON, KEN New York District
WILLIAMS, JAY Jacksonville District
WRIGHT, JOHN New Orleans District
ZIMMERMAN, ROBERT New York District

Congratulations to All of You!
Procurement Plan Supports Five-year Goals

continued from page 3

enhance the company's relationships with suppliers. It automates and streamlines every step in the invoicing process, reducing the cost and improving the efficiency of Amtrak's Accounts Payable process by allowing vendors to enter invoices directly into the system. This eliminates the need for manual data entry by Accounts Payable staff and automatically matches and routes invoice exceptions to the purchaser for reconciliation. All Amtrak departments will gain a clearer understanding of the invoice processing cycle and, consequently, an ability to make better and more strategic management spending decisions. The cost of implementing eTrax electronic invoicing is $2.1 million spread between FY '04 and FY '05.

Another software-based procurement initiative that will greatly improve efficiency is the LinkOne™ electronic parts catalog. LinkOne is a graphical content management and distribution solution for complex equipment and assemblies. First developed for the Union Pacific Railroad, LinkOne enables equipment manufacturers, their customers, service agents and mechanical forces to view on their computer screen and purchase or issue the exact part needed for the job.

The LinkOne system makes all forms of electronic parts and service information available at the touch of a key via the Internet, Intranet or CD, including parts catalogs, repair manuals, operating and commissioning instructions, maintenance and repair procedures, visual operational aids, product alerts and safety bulletins, and product updates and notices. LinkOne is currently being used as a stand-alone tool by the Mechanical department.

"Materials management and procurement procedures may not be glamorous, but without an accurate and efficient method of managing these critical business functions, the more high-profile projects such as tracks, trains and structures don't get fixed," said Amtrak President David Gunn.

Ridership Grows as Company Plans New Approach to Fares and Advertising

continued from page 1

exchange fees and Saturday-night-stay requirements. The reasons behind this change in behavior include the slow economy, the Iraq war, the SARS threat and the country's continuing economic difficulties. The entire travel industry is feeling the impact. The airlines, for example, have slashed both capacity and prices attempting to survive in this new environment.

Beginning in August, Amtrak will realign its pricing and advertising strategy to better fit the demand of travelers today. The changes will also recall the easy-to-use fares of the past. Specifically, Amtrak plans to capitalize on its already comparatively simple, flexible, and reasonably-priced services with three strategies:

• Simplify pricing further;
• Simplify "revenue management" — how we "manage" or set our fares, and;

- Change advertising focus.

For pricing, Amtrak plans to do away with constant nationwide discounts, and instead focus on developing reasonable fares that will sell the service. This means that for long-distance trains, Amtrak will not rely on discounts to build demand, but instead will set prices to levels that reflect value to the passenger without discounts.

Amtrak plans to introduce these fares in August. In addition, Amtrak will develop new ways of communicating its fares. This fall, for example, Amtrak will publish Northeast Corridor fares in the timetable for the first time in 20 years. Setting fares at Amtrak has traditionally been a hands-on operation in which predictions were made about passenger demands on each train and prices were set accordingly, then adjusted day by day against the predictions and previously set prices. For passengers, this meant there was no way of knowing if the fare was too good to pass up or about to come down. Amtrak is changing this practice. Now, it will set the share of seats at each price point and sell out the price points from lowest to highest in order. Only in the case of a sudden, large group of passengers booking or an early sell-out will Amtrak revert to its former system, and then, only selectively will this occur. In this way, passengers will know that by booking as early as possible, they will be rewarded with the lowest fare possible.

Third, and most important, Amtrak plans to change its advertising direction. Until now, passengers have seen advertising that primarily emphasizes discounts. Starting this fall, they will see advertising that highlights the advantages of traveling by train, in addition to promoting a 10% discount on the purchase of tickets. By simplifying fares and how they are managed, as well as changing its advertising to emphasize destinations and price, Amtrak is changing its focus with the top priorities of the traveling public today: value and flexibility.

Train of Thought

continued from page 2

Pennsylvania, and North Carolina. In the Midwest, a position will be created for our state contracts in Missouri, Illinois, Wisconsin, and Michigan. In the West, one person will be responsible for our commuter contracts with Metrolink, Coaster, Caltrain, and the Sounder operation. Another position will also be established to handle our state contracts in California, Oregon, Washington and Oklahoma. Two additional positions will be dedicated to state-shared infrastructure capital investments in the East and West.

In the past, Planning and Business Development became involved in areas outside of contract administration, such as marketing and service planning. The new structure will ensure that the focus on contract administration is not diluted by other tasks. Departments such as Marketing and Sales, Human Resources, Procurement, Mechanical, Engineering and Transportation will handle all activities within their respective areas, and Amtrak standards and policies will be followed in all cases. With this change, we will become more efficient by having clear lines of authority and unambiguous responsibilities.

Under the new structure, our General Superintendents will have the primary responsibility for maintaining the day-to-day relationships with our commuter and state operations. Our commuter and state partners will also see clearer lines of authority and responsibility and will benefit from this day-to-day attention from the General Superintendents.

The second set of changes will occur in strategic planning. The strategic planning group will continue to coordinate long-term capital planning, and monitor the progress we're making on the strategic plan. Additionally, we will refocus the direction of our national network strategy, with an emphasis on providing better information for staff and policy-makers on the performance and public benefits of our long-distance trains as well as opportunities for improving those services. Finally, we will create one new senior and two supporting positions to focus on our corridor strategy with states. This team will head up the effort to capitalize on the combined strengths of Amtrak and the states to advance incremental corridor development — which the states support.

I will continue to keep you informed about the progress of this restructuring and our other efforts. Thank you for all the hard work being put into the rebuilding of our railroad.
Amtrak Kids Win a Day with the NY Mets

New York area Amtrak employees were invited to enter their children’s names in a drawing to be one of 40 Amtrak kids, ages 6–16, to participate in an Amtrak Kids Day clinic held at Shea Stadium and hosted by the New York Mets on June 8. The clinic included on-field instruction with New York Mets players Ty Wigginton, Jason Phillips, Jeremy Griffiths and coach Rick Waits.

After the clinic was over, the children visited the Mets Fan Fest activity center, where kids sat in a replica of the “Mets Dugout,” tested their pitching and hitting technique in batting cages, and tried their hand at sports announcing.

Following the Fan Fest, the kids stayed for the afternoon game against the Seattle Mariners.

Amtrak Rolls Back Florida Rail Pass Fares

Florida passengers this summer can take advantage of rolled-back Florida Rail Pass fares. The pass is exclusively for Florida residents, is available at its introductory price of $199 through August 15.

The summer discount may be used for business or leisure travel on four Amtrak services that travel through the state — the Palmetto, Silver Meteor, Silver Star and Sunset Limited. Florida residents may use the Florida Rail Pass to travel to 33 destinations within the state on board Amtrak trains or Thruway motorcoach connections.

“Whether it’s a trip to the beach, theme park or baseball game, Amtrak is the best way for local residents to beat the busy summer traffic,” said Dick Weaver, Amtrak’s Florida sales and marketing associate. “These passes are perfect for a weekend getaway, a week-long vacation or for college students.”

First introduced in the summer of 2001, the Florida Rail Pass has consistently surpassed sales projections. In just two years, Amtrak has sold more than 2,600 passes. Last year 93 percent of those sold were purchased at Amtrak stations in Florida.

Internet-Only Discount Boosts Online Sales

On May 1, Amtrak launched the “Great American Canvas” promotion offering customers a 25-percent rail fare savings available exclusively through the company’s Web site through June 15. The promotion helped boost the percentage of tickets sold online to 26 percent for the month of May and 24 percent through the year.

More than 336,000 customers booked over $45 million in rail travel during this six-week promotion, including an all-time record sales day on June 9, when nearly $1.5 million in tickets were booked.

With close to four million visits from customers during the promotion, Amtrak.com has become one of the most popular Web sites in the travel industry. Part of the attraction is how easy it has become for customers to plan a long-distance trip. Launched along with this promotion was a new 360-degree virtual-reality tour of sleeping accommodations, a Dining and Lounge car, along with guides for seven top destinations that were prepared by Condé Nast Traveler magazine. Amtrak also introduced an online tutorial for booking accommodations.

By giving our customers more information about accommoda-

Amtrak Recognized for Marketing Initiatives

Last month, the Transportation Marketing and Communications Association recognized Amtrak’s outstanding advertising efforts with five “Tranny” awards. Annually, these awards are presented to marketing professionals for the creativity and excellence of their work.

A Tranny Award of Excellence was presented to Amtrak for print advertising for the Coast Starlight service. Amtrak also won four Tranny Awards of Merit. In the multi-cultural advertising category, Amtrak was recognized for its work promoting Black History Month; in the advertising campaign category, Amtrak was honored for its 2002 Acela Express brand campaign and for its integrated communications campaigns. Amtrak received two awards, one for marketing a new Amtrak/Yahoo! on-board partnership, and the other for promoting the joint Amtrak-Metrolink Rail 2 Rail service.

longer than any of the platforms at the Albany/Rensselaer station — and required special boarding procedures.

The Belmont package included roundtrip transportation to New York on selected Amtrak trains, connecting transportation on the Long Island Rail Road, Grandstand admission to Belmont Park and a Post Parade Magazine.

This all-inclusive package tailored for Upstate New York residents offered travel to New York from Albany, Hudson, Rhinecliff and Poughkeepsie at fares ranging from $45 to $60 per person.

Amtrak’s Belmont Special Sells Out

Over 550 passengers took the hassle out of traveling to the races by taking advantage of Amtrak’s Belmont Stakes package. Due to the enthusiastic customer response, the package sold out days before the race. The Belmont Stakes horse race, held on June 7 at New York’s Belmont Park, was so successful that additional cars had to be added to meet passenger demand. The southbound Belmont train was 11 cars in length —
Amtrak Chef Makes Meals on the Move

continued from page 5

into the elevator that lifts the meals from the kitchen up to the dining area, which are then placed on the tables by Service Attendants Wendel Napper and Sophia Kout-sikos. As the Dining car staff sends meal checks down the chute to the kitchen, McMiller shouts, “Three Italian entrées all day,” indicating to the chef that he has three orders for ravioli primavera. Meanwhile, Sleeping and Coach car attendants continuously enter the kitchen requesting meals to go.

With steaks sizzling on the grill and chicken baking in the oven, the temperature in the kitchen rises. But the warmth does not hinder the stream of meals moving from the kitchen to the Dining car. As dinner slows down and dessert orders begin sliding down the chute, Clayton-Lofton and McMiller prepare to shut down for the evening. Close to 8 p.m., McMiller realizes that the dishwasher is malfunctioning — a problem which is later quickly remedied at the next station stop in St. Louis, MO, by Electrician Gerald Kalicki.

With the dishwasher back in order, McMiller loads the dishes as Clayton-Lofton cleans the kitchen. Unprepared food suitable for use the following day is refrigerated. By the time the train leaves St. Louis, close to 10 p.m., the chef begins counting each of the cooked but unsold items that will be discarded and recorded at the end of the trip on the Revenue Accounting form.

Rise and Shine

The next morning at 5:30 a.m., Clayton-Lofton and McMiller report to the kitchen for the 6 a.m. breakfast call. Pancake batter is mixed. Grits, bacon and sausage are cooked and stored in the steam trays, and the breakfast orders are ready to be filled.

“Eighty-six the quiche,” Clayton-Lofton says, informing the dining car crew that the spinach quiche was sold out. Normally quiche is a slow seller on this route, but surprisingly it sold out early during this meal period.

South of Little Rock, AR, freight congestion causes the Texas Eagle to lose time. With the train operating over six hours late, Clayton-Lofton and LSA Wanda Walton realize they need to make adjustments to provide both lunch and dinner. Because of the scheduled 3:20 p.m. arrival into Fort Worth, lunch is typically the last meal served. However, when the train is expected to arrive later than 7:30 p.m., dinner must also be served. This can be a tricky decision to make because the train may make up time, arriving much earlier than anticipated.

“When making decisions like this, you must put the customer first,” said Walton. “I don’t want anyone leaving our train hungry because the train was running behind. We are going to offer dinner and everyone who wants to eat will have an opportunity to do so.”

After working hard to prepare lunch and dinner, they once again proceed to clean and shut down the kitchen as the train reaches Fort Worth at an earlier-than-expected 7:15 p.m.

Returning to Chicago, the Crew Encounters the Unexpected

Saturday’s return trip for the onboard crew turns out to be quite eventful. It begins around 5 p.m. when one of the two locomotives derails just outside of Dallas, causing a power outage — and dinner to be served later than scheduled.

At dinner, passengers Ken and Vicki Blair, dressed in tuxedo and wedding gown celebrate their 3rd wedding anniversary. On this special occasion, they are treated with carved rose-shaped tomatoes in their salads and sculptured foil swans on the table. Napper turns an ordinary cooking pot into an elegant ice bucket for chilled champagne, graced with carnations and draped with white cloth napkins making the entire meal presentation a memorable experience.

Customer Advisory Committee

continued from page 4

• Provide direct input to management about customer perception of service.
• Facilitate inclusion of customer observations into service monitoring and modification.

The May meeting also included the election of new ACAC officers. Out-going Chair Dr. Margaret Ann Hughes (Flagstaff, AZ) and Vice Chair Robert Dabney, Jr. (Washington, D.C.), handed the baton over to newly-elected Chair Rick Pontham (Nashville, TN) and Vice-Chair Jon Bathke (Minneapolis, MN).

The full committee meets twice a year and its four Rail Service Area Committees, Long-distance West, Short-distance West, Long-distance East and Short-distance East meet separately at other times of the year. Currently, the committee is in the process of filling several open slots.

New National Café Menu

continued from page 2

able), and Chicken Cup of Noodles®. For a lighter and healthier choice, two new rotating salads have been added to the menu including a Caesar, and Santa Fe salad. A non-cycling fresh cut fruit salad including cantaloupe, honeydew, and red grapes, is also offered. There are now a wider variety of sweets and desserts. Green Mountain® coffee, which has been used on the Northeast Corridor for the past seven years, is replacing Hills Brothers®, Green Mountain is a significantly better grade of coffee; their Harvard Blend is a rich, smooth blend that appeals to a wide spectrum of coffee drinkers.

“Tools such as focus groups and surveys are essential to understanding what our passengers want,” said Humphreys. “Meeting the service needs of our customers is an evolving process, and we will continue to listen to both our employees and our customers to ensure that our menus offer the quality, variety and value our customers deserve.”
FRONT LINE FOCUS

Editor’s note: The following are excerpts from letters written by Amtrak customers who found their experience with our front line employees worth noting.

Dear Amtrak,
My wife and I booked a trip west aboard train 5 (the California Zephyr), south aboard train 11 (the Coast Starlight), and then home aboard train 4 (the Southwest Chief) using your 2-for-1 winter promotional fare.

On our out-bound trip, April 11, 2003, we had the good fortune of meeting Mr. (Steven) Williams, our car attendant. However, he is much more than that — he is a walking and talking guidebook for the route train 5 takes. Having been a history teacher for a number of years, I can attest to the fact that Mr. Williams had all of his facts, dates and information correct. Besides taking excellent care of his 44 beds and their occupants, he provided us with a steady stream of American history — both past and present — from the time we boarded in Chicago until we got off in Emeryville. He is truly an Amtrak asset … Mr. Williams made this trip aboard Amtrak the absolute best we have experienced to date.

Dear Amtrak,
By way of background, we are long-time users of Amtrak, and are members of the Guest Rewards program … Thus we feel a bit qualified to make comments on our last trip. It involved train 91 (the Silver Star) from Washington, D.C., to Orlando on 3 to 4 May … and back again on train 91 on 11 to 12 May, 2003.

Of particular note was our attendant, Mr. Leon Jones, who we had on the way down to Orlando. We have had many car attendants for our sleeper accommodations over the years. He was one of the best we have ever had in all our travels. He did his job professionally and without much fanfare or having to be asked.

VITAL STATS

for May 2003

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<th>Month Fiscal year-to-date</th>
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<td>Safety Reportable Injury Ratio* (goal) 3.8 4.0</td>
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<tr>
<td>Total Operating Revenue $192,713,000 $176,682,000</td>
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* Number of reportable injuries per 200,000 worked hours.

In Box

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the August Issue July 8, 2003
For the September Issue August 8, 2003
For the October Issue September 8, 2003

APD Officer Apprehends Grenade Wielding Suspect

Amtrak board Chairman John Robert Smith (left) and APD Chief Ron Frazier (right) pay close attention as Officer Rodney Chambers gives the Amtrak board of directors an account of his June 9 encounter with a robbery suspect at Amtrak’s Washington, D.C., Union Station.

After wresting a hand grenade away from the suspect, Chambers clutched the grenade for about 15 minutes as he waited for the bomb squad to arrive. Sgt. Tony Epps remained with Officer Chambers during those harrowing 15 minutes.

Upon arrival of the Capital Police bomb squad, the grenade was checked and found not to contain an explosive charge. But, Chambers had no way of knowing this at the time.

APD Chief of Patrol John O’Connor said that Chambers’ response to the incident “epitomizes what all law officers do. Officer Chambers ran to the danger, not away from the danger.”

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Information Technology Plays Vital Role in Strategic Plan

As an assignment clerk at the Consolidated National Operations Center (CNOC) in Wilmington uses the Labor Management System to fill out the train and engine crew requirements for a particular train, a station ticket agent in San Diego’s Santa Fe Depot uses the ARROW system to issue tickets. Meanwhile, the mechanical employees at Beech Grove utilize the Work Management System to manage repairs and overhauls, while the Procurement and Materials Management staff order materials needed for those repairs through the Amtrak Accounting Materials and Purchasing System. As all these activities take place, a passenger at Penn Station skips the line at the ticket counter by using the Quik-Trak machine. From the front-line to the back-office, Amtrak employees use hundreds of automated applications every day to get their work done.

Information technology is an invisible presence behind Amtrak’s efforts to better monitor train movements, improve ticketing distribution channels, and keep track of revenues and the workforce. Simply stated, information technology enables Amtrak to run a more efficient railroad.

Amtrak Technologies, on its own, with vendors, and with Amtrak departments as partners, affects every employee and all of our passengers. Employees who have desktop and laptop computers

continued on page 9

Amtrak Maintains Strong Ridership Numbers in June

Pricing Strategy Aims to Boost Revenue as Ridership Strength Continues

June marked the fourth consecutive month that Amtrak enjoyed record ridership numbers. Overall, 2.1 million trips were recorded in June, representing an almost 7 percent increase in ridership above last year.

On the revenue side, while ticket revenues fell 4 percent below last year, it was an improvement from the declines that we experienced in previous months. Additionally, when food and beverage revenues were added, total passenger revenues were nearly on target with our latest forecast.

Ridership results on long-distance trains continued to be noteworthy with an 11 percent ridership increase over last year. The Empire Builder, Texas Eagle, Silver Meteor, Auto Train and Sunset Limited saw significant increases over last year. Changes made to the Pennsylvanian’s schedule in February continued to yield nearly double increases in ridership and in a 67 percent increase in revenue. Also, continuing with strong performances were the corridor trains, such as the Chicago hub trains, the Northeast Regionals and the Pacific Surfliner, which saw a ridership increase of almost 30 percent over last year.

The ridership also remained strong on Acela north of New York and on the Springfield Line as a result of fare and frequency changes made earlier this year.

continued on page 3

Wreck Repair Update

Superliner I Smoking car #31533, released from Beech Grove Maintenance Facility on June 29, is Amtrak’s 21st car returned to service this fiscal year. The car sustained heavy damage to the entire right side and right side roof as a result of the March 2000 Southwest Chief derailment.

Beech Grove mechanics made repairs to common exterior items such as the cut lever channels, sill steps, all side corner trim skirts and all corner grab-iron pockets. In addition, several equipment room doors were replaced and gears and couplers were renewed. The smoking car also sustained heavy under-car damage, which required replacing all of the conduit and wiring harnesses and repairing or replacing five of the eight under-car electrical junction boxes.

Other cars released in June include Superliner II coach car #34107 released from Beech Grove on June 22 and Amfleet I Club Dinette #48157 released from Bear Car Shops on June 12. The Superliner Coach arrived at Beech Grove after the 1999 Sunset Limited derailment. The Club Dinette was wrecked in a June 2001 yard move in Washington, D.C.
Let me tell you where we stand today as a railroad, some interesting things that have happened recently in Congress that affect our railroad and what I think is going to happen, as well as what must happen, next month.

First, we are continuing to manage our business well and we will make our budget. We now have in place a functional organization with fewer layers of management. We have a comprehensible, detailed five-year plan in place that clearly states the capital projects car-by-car, milepost-by-milestone that are needed to get the railroad back to a state of good repair. We’ve taken the first steps in that plan by increasing maintenance activity and returning over 20 wrecked cars to service. Ridership in recent months has never been higher. As I said, barring the unforeseen, I am confident we will achieve our FY ‘03 budget. Given where we were last summer, that’s pretty significant.

Last month, Amtrak’s Board of Directors approved the FY ‘04 budget, which as you know, depends upon a $1.8 billion federal grant. The biggest part of that grant will fund a $794.4 million capital budget, which is more than double the $334 million we expect to spend this year. It’s all about capital. We have kicked the can down the road so far – there is no more road.

I cannot overstate the importance of our spending money on capital projects in the year ahead and have minced no words with Senators and Representatives on this subject.

Last month, aging catenary wires gave up the ghost near the Hell Gate Bridge in New York. This small incident alone caused a 24-hour service disruption between New York and Boston. We also lost two electric engines to serious fires last month; a testament to years of deferred maintenance. While we now have a program in place to rebuild our DC AEM-7s, we’re sending them out no faster than they’re falling apart. Two movable bridges in Connecticut, the Thames River and the Niantic River bridges, are in danger of failing and causing major and costly disruptions on the Northeast Corridor at any given time. Deferred maintenance has led to growing slow-orders on the Northeast Corridor and costly enroute equipment failures across the system. At present, only 81 percent of the Amfleet cars are available, and only 71 percent of the long-distance cars are available.

The old notion that Amtrak can limp along every year led to a false sense of what is needed to run a railroad and, as a result, the railroad was pushed to the edge.

Hopefully that is over.

Operating by triage and the hope that our plant and equipment will hold out a little longer is no longer an option. Our funding must be based on the realities of running a safe and operationally sound railroad.

The interesting thing in Congress that I mentioned at the beginning of this message to you is that most members agree with us. Last month, 219 of the 435 Representatives signed a letter calling for passage of our $1.8 billion funding request. Our two authorizing committees in the House and Senate proposed separate bills that would fund Amtrak at $2 billion a year for three years and at $2 billion a year for six years, respectively. However, there are some in Washington who think that $500 million or $900 million is sufficient to run the railroad — they’re wrong.

Congress went out for its annual summer vacation without taking final action on the transportation spending bills from which Amtrak receives its federal funding. This leaves only a short time in September for Congress to act before October 1 arrives and we’re into the next fiscal year.

Meanwhile, at the end of last month, President Bush issued his plan for Amtrak. You can read my memo to our Board of Directors about this plan on page three.

We need Congress to pass a bill that will give us the tools to keep us on track. In the meantime, we will continue to move forward and continue to order long-lead material to meet the requirements of our capital projects in FY ’04. It is absolutely critical that we continue to plan as though we will get the money.

In addition to rebuilding cars and railroad, we also began to rebuild our credibility by sticking to our plans, running our business the right way, staying on budget and being straightforward about our situation. I thank you for your efforts to this end.

While it will be difficult, I think that getting the federal funding to bring us back to a state of good repair and maintain adequate operating standards is possible. I will continue to keep you updated.

PS. Updates and other important information are frequently posted in the Employee Advisories. If you don’t get a copy personally, you should find them posted on the bulletin boards in crew bases and other facilities.

Amtrak Continues to Maintain High-Speed Attleboro Line

After sixteen years as the commuter rail operator for the Massachusetts Bay Transportation Authority, Amtrak’s contract for providing transportation, engineering, dispatching, and mechanical services ended on June 30. While the new contractor, Massachusetts Bay Commuter Railroad Company, assumed most of the commuter operations on July 1, a vital relationship between Amtrak and MBTA continues, as the rail-road remains in charge of maintaining and dispatching the Attleboro Line.

Owned by the Commonwealth of Massachusetts, the Attleboro Line comprises the northernmost 38 miles of the Northeast Corridor. The line, which runs from Boston’s South Station to the Massachusetts/Rhode Island state line, sees an average of 129 commuter trains, 37 Amtrak trains, and four freight trains on any given weekday.
Strong Ridership in June

Consequently, the company’s marketing approach will change to position Amtrak as the best way to travel at great value prices. The uniqueness of train travel will be highlighted. Targeting various regions and cities, Amtrak’s advertising will inform consumers about destinations along the routes accompanied by the fares for specific city pairs. All the elements are designed to cut down on the guessing and save passengers time spent on researching. The look of the ads will also appeal to the nostalgia of train travel, and will reflect the company’s back-to-basics approach.

The objective of the pricing and marketing strategy is to make rail travel an appealing and easy decision to make, and to simply take the work out of traveling. Next month’s issue of Ink will include a preview of Amtrak’s new advertising campaign.

Gunn to Board: Implications of Bush Rail Plan

Reprinted in its entirety is the following memo from President Gunn to the Board of Directors on July 30, 2003, regarding President Bush’s proposal for Amtrak:

We have reviewed the administration’s proposed Passenger Rail Investment Reform Act of 2003, and I believe you should be aware of its implications:

The timelines in the bill start with passage of the legislation and extend for six years.

The board is given six months to prepare a transfer plan. This requires creating three independent companies:

- Residual Amtrak;
- Passenger services operating company; and
- Infrastructure company

Obviously, the plan requires:

- Organization charts;
- Staffing levels; and
- Budgets

Each company would require the creation of separate overhead functions:

- President;
- Human Resources;
- Labor Relations;
- Finance; CFO
- Controller
- Treasurer
- Payroll

- Legal;
- Diversity; and
- Procurement

At the end of the first year, the transition must be complete and the companies incorporated, which would require articles of incorporation, by-laws, changes in board structure, etc.

Also, at the end of the first year, you would have to have contracts for service to have been negotiated between the entities. This is a very complex undertaking. Simultaneously and by the end of year one, a proposal for an inter-state compact for service and maintenance of the Northeast Corridor would have to be presented to the eight Northeast states and the District of Columbia. This arrangement would in essence be controlled by the Department of Transportation through a new Northeast Corridor Compact Commission. The legislation is vague as to what will occur if the Compact is not formed.

At the beginning of year two, there would be three companies:

- Residual Amtrak;
- Passenger Services Corporation; and
- Infrastructure Corporation

The legislation provides for the federal government to fund capital grants to overcome deferred maintenance in year three to six, but only if the Northeast Corridor Compact is formed.

It is not clear who would advocate for the ongoing funds necessary to run service and the costs for the creation of these new entities. All of this occurs with a $50,000 voluntary severance available to existing Amtrak employees.

I think you can appreciate the enormity of the task you would be given. You will be attempting to run a railroad, which is in serious physical difficulty. There is apparently no attempt to address deferred maintenance until year three. You will be losing skilled hourly workers and a significant portion of your management to the severance arrangements or resignations. At the same time, you will be attempting to fill key existing vacancies and newly created positions in the surviving Amtrak and rail passenger companies, and you will be continuing to address existing financial control issues while you tear apart the Finance department.

In essence, you will be responsible for the operation, safety, and reliability of a company whose assets are deteriorating, and whose organization is in turmoil.

There are many other provisions in the proposed legislation concerning:

- Long-distance routes;
- Liquidating real estate;
- Debt;
- Exclusive Rights;
- Common Stock; and
- Preferred Stock, etc.

These provisions too are fraught with problems, but I will not bore you with a discussion of these because they are largely irrelevant, given the impracticality of organizing the corporate structures to accomplish the threshold legislative goal of breaking up Amtrak into three separate new entities.

In all my 39 years in the industry, I have never seen anything like this proposed legislation. The closest parallel would be the privatization of British Rail and the separation of their operations and infrastructure maintenance. In that case, it took years to accomplish and it consumed billions of dollars in government funding. We know the results of this endeavor. You have been given one year and no money. I realize, too, that this is only one of what will be several legislative proposals concerning the future of Amtrak and rail passenger service. I also know that none of this will happen overnight. I am proceeding to carry out the capital and operating budget which you approved.

Invoicing Fuel Through eTrax Better Manages Amtrak Resources

To better manage Amtrak’s expenses and resources, the Procurement and Materials Management, Finance, Operations, and Mechanical departments in a joint effort have implemented an eTrax Fuel Invoicing Initiative that enables Amtrak to pay its fuel vendors directly, based on the actual amount of fuel received, and helps the company better monitor and analyze fueling trends across the country. As a result, Amtrak expects to save $300,000 to $400,000 annually through the use of eTrax.

Using the new program, Amtrak employees take data from the fuel delivery receipts and enter it into eTrax. This data entry not only generates the payment request, but also provides the information that allows Amtrak to automatically track its fuel usage. Forty-seven terminals located across the country fuel locomotives or provide fuel for emergency situations. At these locations, 91 employees are involved in the locomotive fueling process and receive the fuel receipts.

This new process provides a more accurate and timely purchase record, provides payment to vendors more quickly, and streamlines the employee workload by reducing paperwork. The previous fuel billing process was more time consuming — fuel vendors were required to provide Amtrak with paper invoices that were used to create a payment request in the eTrax system.

Instrumental in the planning and requirement identification stages...
On July 1, Sgt. Brian Ravert was selected as the Amtrak Police Department’s 2002 “Officer of the Year” for his overall performance and outstanding commitment to law enforcement.

Among his accomplishments, Sgt. Ravert has displayed exemplary performance as supervisor of the Amtrak Police Department’s National Communications Center in Philadelphia where approximately 2,900 calls for service are received each week. He has consistently ensured optimum performance of the agency’s communications officers and their efficient and effective response to emergency and routine calls for service.

In addition to his regular duties, Sgt. Ravert also streamlined and formalized the Amtrak Police training process while initiating several new programs such as Basic Communications Officer Program, Computer Aided Dispatch, Emergency Notifications, APD Orientation, Railroad and Police Terminology and a Communications Training Officer Program.

Sgt. Ravert’s consistent drive for excellence was also demonstrated by his significant contribution to the National Communications Center’s achievement of Public Safety Communications Accreditation from the Commission of Accreditation for Law Enforcement Agencies, Inc.

El Paso Employees Celebrate Safety Achievement

Southwest Division employees stationed in El Paso, TX, celebrated working 2,500 days injury-free at a luncheon held on June 17, 2003, in the El Paso station. The group, consisting of 21 Transportation employees, two ticket office employees, one Operations supervisor, and one Road foreman, serve the Sunset Limited and Texas Eagle trains between Alpine, TX, and Maricopa, AZ.

Employees at Sunnyside Yard in New York can now breathe a bit easier — literally. The New York Maintenance facility at Sunnyside Yard successfully completed its annual U.S. Environmental Protection Agency (EPA) audit in May. At press time, Sunnyside Yard was the only major Amtrak facility to have gone three years without a potential EPA violation finding as a result of an audit.

As part of Amtrak’s Consent Decree with the EPA, railroad maintenance facilities are subject to periodic internal audits for environmental compliance. These inspections are scheduled based on the size of the facility; major facilities are scheduled yearly.

Gary Violano, superintendent of the Sunnyside Yard facility, gives credit for this accomplishment to both proper management and strong leadership. “This could not have been done without several key participants. Harry Seubert, our field environmental specialist, has the knowledge to monitor our compliance. He is also an active participant in formulating corrective and follow-up remedies to potential problems. He doesn’t just monitor our compliance; he works with employees to ensure proper practices are followed.” Violano cites another key team member in the New York Division, Environmental Manager Rich Moldenhoff who is an expert in environmental regulations, particularly with state and local authorities. Moldenhoff works with the facility managers as partner in establishing proper procedures. Both he and Seubert have also managed several facility improvements, such as the installation of the new Locomotive Fueling Facility.

“Of course, none of this would be possible without the involvement of all our skilled craft workers, who have been trained in environmental awareness and make sound environmental practices part of their everyday work,” said Violano.

Amtrak Police Department Recognizes ‘Officer of the Year’

Amtrak Police Department’s “Officer of the Year,” Sgt. Brian Ravert, responds to a call at the National Communication Center in Philadelphia, PA.
New Hire Training Supports Peak Travel Season

As summer is Amtrak’s busiest travel season, departments throughout the company prepare for the expected increase in ridership. Maintenance facilities work to repair and release cars to service to meet the greater demand for equipment. Reservation Sales Call Centers adjust staffing levels to handle the increase in inquiries. Operations examines the allocation of equipment to better accommodate passenger demand, and Human Resources recruits, hires, and trains additional employees to fulfill the on-board staffing needs. As part of the Human Resources department, Employee Development ensures that the newly-hired front-line employees acquire the skills and training required to serve passengers during this peak travel season.

Toward the end of spring, Employee Development Coordinators Roberta Orebeaux, located in Washington, D.C., Alfredo Gomez and Jeff Kocar in Chicago, IL, and David Redding in Los Angeles, trained 115 individuals for service and train attendant positions across the system. Service attendant (SA) training teaches new employees how to serve dining car passengers and train attendant (TA) instruction trains them to serve coach and sleeping car passengers.

Most people appreciate how important the recruiting and hiring process is,” said Redding. “This year our Human Resources office in Los Angeles did a great job of bringing in a lot of very talented new OBS employees in a relatively short amount of time.”

Training lasts approximately three weeks and is divided into three phases: classroom instruction, hands-on equipment skills and student training trips. During each phase, coordinators employ the talent of some of Amtrak’s best train and service attendants to help train the new hires. “These employees do the job every day,” said Employment Development Manager Curt Bormann. “Their participation adds to the dynamics of the class and presents a real-life perspective that students and instructors really appreciate.”

**Phase I — Classroom**

The railroad is a unique working environment to which most people are not accustomed, so instructors repeatedly emphasize the importance of performing duties safely. As part of phase one, railroad safety is taught to help employees understand how to carefully walk around equipment and through the rail yards. To prevent injuries, employees practice proper boarding and detraining. Students also participate in a two-day Emergency Preparedness class, which gives instruction on how to properly respond to passenger and train emergencies.

Because it is vital for front-line employees to know how to interact with passengers, customer service skills are emphasized throughout the entire course. “A lot of people take the train for the dining experience,” said Orebeaux. “Our attendants are taught to offer service that enhances the customer’s entire travel experience.”

Instructors also teach a one-day customer service workshop which stresses interpersonal skills such as greeting passengers with a warm smile, formally addressing customers by their last name and thanking passengers for their patronage. “Not only do our new hires practice the technical skills, such as upper- and lower-berth bed-making and emergency evacuation,” Kocar said, “but they also develop interpersonal skills such as communication and teamwork.”

**Phase II — Hands-on Skills**

New hires begin phase two by familiarizing themselves with rail cars and crew base and commissary operations at the yards. While getting to know the equipment, students practice emergency evacuation procedures and learn the location and operation of emergency equipment, exit windows, and wheelchair ramps. A tour of the commissary helps employees see what type of refrigerated, frozen, and dry items are available and how they are stored.

New employees also take a short-distance trip to observe crew members performing their job duties. During a recent trip from Chicago to Milwaukee, new hire train attendants were surprised at how fast and efficiently the station and on-board crews were able to board 300 passengers on the Empire Builder.

As instructors progress through phase two, training becomes more job-specific. Train attendants learn how to inspect Coach and Sleeping cars and crew base and commissary operations; students also study Amtrak’s National and Northeast Corridor Timetables.

During this phase, trainees are also acquainted with station procedures by taking a tour that includes the baggage department, boarding gates, tracks, ticket office, and passenger services.

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**Phase III — Field Trips**

New hires are brought in by an instructor to see what type of refrigerated, frozen, and dry items are available and how they are stored. Students also take a short-distance trip to observe crew members performing their job duties. During a recent trip from Chicago to Milwaukee, new hire train attendants were surprised at how fast and efficiently the station and on-board crews were able to board 300 passengers on the Empire Builder.

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Service Delivery That Delivers
An Inside Look at Amtrak's Service Delivery Group

The sun rises as the Southwest Chief treks across the mountainous landscape just west of Flagstaff, AZ, and passengers get a whiff of fresh coffee and bacon. As train #4 heads toward Chicago from Los Angeles, many passengers begin the second day of their journey ready for breakfast. Thanks to planning and research by Amtrak's Service Delivery department, passengers are offered a variety of amenities and meal choices. Perhaps they want fresh fruit and a spicy omelet served on china and white-linen tablecloths in the Dining car. Maybe they fancy a cup of steaming coffee and a hot breakfast sandwich from the Lounge car.

"Instead of just saying 'here is the standard, just do it,' we endeavor to build consensus by including all Amtrak departments in the decision-making process."  
Kevin Scott, Chief, Service Delivery

served by an employee dressed in a crisp blue uniform. They may wish to dine in the privacy of their sleeping accommodations, play a game or watch a movie in the Lounge car. The architect behind the availability of these on-board services and amenities is Amtrak's Service Delivery group, which is responsible for ensuring the delivery of consistent and quality customer service. The Service Delivery department leads the design, development, and implementation of four critical areas of passenger services: Food and Beverage Standards, Contract Catering, Service Delivery and Standards, and Revenue Accounting and Protection.

“Our group helps establish official policies that apply to real-world situations and provides the tools employees need to do the job,” said Kevin Scott, chief of Service Delivery. “Instead of just saying ‘here is the standard, just do it,’ we endeavor to build consensus by including all Amtrak departments in the decision-making process,” said Scott. The Service Delivery department consists of 35 management and 49 agreement-covered commissary employees. Amtrak’s 23-year veteran Budget Analyst Tim Robinette oversees the $90 million Service Delivery operating budget and focuses on containing costs. Tim also manages the $79 million Food and Beverage revenue budget. “My goal as a financial person is to help our managers decrease our operating expenses while food and beverage revenue increases,” says Robinette. “The best way to achieve success is to keep tight controls over managing costs in product and labor.”

Food and Beverage Standards
The Food and Beverage Standards group, managed by Leon McLaurin, senior director, develops train menus and manages food service delivery. The group recently updated and standardized Dining car and Café car menus that offer passengers an expanded variety of meals and snacks. Focus groups provided input on food selection, brand, quality, and cost.

“The best way to achieve success is to keep tight controls over managing costs in product and labor.”
Tim Robinette, Budget Analyst, Service Delivery

“My staff has a combined total of more than 100 years of experience in the food and beverage industry. They have been very effective in working with field organizations to develop quality food and beverage programs while improving the financial performance of the service,” said McLaurin. The Food and Beverage group is launching a nationwide cash register program to equip food service cars with a specialized system that will capture revenue and enforce employee accountability. The cash registers generate customer receipts, and facilitate an employee’s check out at the end of the trip with its continuous audit capacity. At press time, implementation of the cash register program was completed on Acela Express, Auto Train, Empire Service, Cardinal, Vermont, Carolinian, Pennsylvania, Three Rivers, and the Silver Service trains. The group’s goal is to load all Amtrak food service cars with cash registers by the end of the year.

The group is also developing a pilot program that will provide culinary training for Amtrak chefs with Amtrak’s Executive Chef Gil Lamar. Jobs have been posted for the Traveling Chef program and employees interested in joining this pilot will undergo personal training with Chef Lamar. Traveling chefs will ultimately ride trains to instruct, coach, and provide one-on-one creative input to other Amtrak chefs.

Contract Catering Operations
Tom Hall, senior director, Catering Operations and Contract Catering Management, is responsible for the policies, procedures and contract management associated with Amtrak’s food vendor, Gate Gourmet. Amtrak Directors, Tom Szachacz, New York, and Mike Dwyer, Los Angeles, oversee the day-to-day operations of the catering facilities and focus on streamlining functions and controlling costs. For example, year-to-date labor costs are $1.3 million favorable to budget, and on-board stock costs are currently $3.5 million favorable to budget.

“Improving controls in catering facilities, in the transferring of stock, and ensuring accuracy and product quality are the primary goals of this department,” said Hall. “The contract team has done a great job while pushing our contractor to provide better service and value at appropriate costs.”

Service Delivery and Standards
The Service Delivery and Standards group led by David Nogar, senior director, National Service Delivery, is responsible for developing on-board service standards to ensure consistent delivery and quality of service. The group also communicates policy changes, standardizes on-board announcements, conducts internal audits, mediates station-staffing issues, oversees the distribution of on-board movies, and manages the complex uniform program. A milestone achieved this year was the first printing and national distribution of the Service Standards Reference Manual for Management Employees. The manual incorporates company policies, procedures and standards that apply to the work Train Service and On-Board Service employees perform. The manual is designed to assist Operations department supervisors and managers in coaching employees, and is used by managers and on-board service employees as a reference in their everyday duties. Available in print and on Amtrak’s Intranet, the manual is updated when new policies are established or changed. The group plans to introduce a new service manual this fall that will apply to station service employees.

During Amtrak’s restructuring last year, Nogar’s group worked closely with the superintendents of Passenger Services to reconstruct the Amtrak uniform policy. The group implemented a national uniform policy that restructured contracts with six uniform vendors and facilitated a smooth transition for the 5,700 Amtrak employees who wear the navy blue, Acela gray, and Amtrak police uniforms.
Revenue Accounting and Protection

Senior Officers Brett Carter and Dan McFadden work closely with the Inspector General’s office, Passenger Services, Labor Relations and Transportation departments to ensure Amtrak policies regarding revenue accounting and revenue protection are followed.

“Through Brett and Dan’s persistence in training managers and craft employees to follow Amtrak’s credit card acceptance policy, the company has gone from a loss of $55,000 per month on credit card charge-backs to less than $20,000,” said Scott.

To date, McFadden’s conductor remittance review process has identified over $1.4 million dollars of non-reimbursed revenue.

“Amtrak Ink August 2003

Amtrak Receives Public Works Award for Kansas City Station Renovation

The Kansas City Metropolitan Chapter of the American Public Works Association presented Amtrak, consultant engineer TransSystem Corporation, and contractor Turner Special Projects with a Historical Restoration/Preservation Public Works Project of the Year award for the renovation of the Amtrak Arcade at Union Station in Kansas City, MO (above). The award was accepted by Project Director Frank Hall on May 21.

The Kansas City Amtrak station was originally built in 1914. Amtrak vacated the deteriorating structure in 1984 and began operating from a nearby facility. After 17 years and a $4.6 million investment, passenger rail service returned to the newly renovated Kansas City Amtrak station on Dec. 17, 2002.

New Hire Training Supports Peak Travel Season

were amazed at how the closets, bathroom and furniture fit into such a small compartment.”

Passenger seating procedures are also an important part of the course. Attendants must know how to handle groups, families, passengers with special seating requests and how to board and seat passengers based on their destination. While train attendant instruction covers Coach and Sleeping cars, service attendant training focuses on dining car service.

Service attendants learn how to take inventory of dining car supplies, such as salt and pepper shakers, sugar, and ketchup, and are taught how to prepare the Dining car for the upcoming meal. For example, the SA makes sure the coffee is brewed and juice is available when preparing for breakfast service. Because passengers often want to know how a meal is prepared, service attendants are taught to speak knowledgeably about menu items. They are also expected to move with agility through the Dining car holding a tray of hot beverages and meals as the train travels at speeds of up to 90 miles per hour. Time, patience, and a lot of practice are required to develop proficiency with this challenging skill.

“Amtrak Ink August 2003

Emmanuel Kamara, Amtrak chef, is joined by Gil Lamar, executive chef, Jack Davis, senior analyst, Food and Beverage Standards and Specifications, and Pete Humphreys, director, Food and Beverage Standards and Operations, in the kitchen of the Acela Express 2170 as Adams prepares to set up stock prior to departure.

Richard Adams (center), lead service attendant, is joined by Karen Shannon, senior analyst, Food and Beverage Standards and Specifications, and Michael Hampton, senior analyst, Point of Sale System Support, on board Acela Express 2170 as Adams prepares to set up stock prior to departure.

Phase III — Student Trips

During the final phase of training, the students work alongside a veteran employee. This offers new hires their first opportunity to put to use their classroom and hands-on training. Upon successful completion of the course, new hires are released to their crew bases, receive their trip assignments, and join front-line employees to deliver quality service to the summer travelers boarding Amtrak trains nationwide.

“The Service Delivery department performs many functions, but our ultimate goal is to give front-line employees the tools to create a unique experience for our passengers.”

Kevin Scott, Chief, Service Delivery

The duo’s focus is policy enforcement, and performs audits on accounting and reporting procedures that not only provide a snapshot of employee compliance, but also alert the group to schedule training in problem areas.

For example, credit card charge-backs, or the company’s inability to collect on a credit card charge, have always been a problem on trains.

“For example, the SA makes sure the coffee is brewed and juice is available when preparing for breakfast service. Because passengers often want to know how a meal is prepared, service attendants are taught to speak knowledgeably about menu items. They are also expected to move with agility through the Dining car holding a tray of hot beverages and meals as the train travels at speeds of up to 90 miles per hour. Time, patience, and a lot of practice are required to develop proficiency with this challenging skill.”

“When the new hire train attendants first saw the bedrooms during their hands-on training, they were amazed at how the closet, bathroom and furniture fit into such a small compartment.”

Jeff Kocar, Employee Development Coordinator, Human Resources
Recognizing the value of retaining dispatching control over this very busy segment of the corridor, Amtrak reached an agreement with the MBTA earlier this year to continue to maintain and dispatch the Attleboro Line at no cost to the MBTA. This new agreement allows Amtrak to sustain high-speed rail service on the north end of the Northeast Corridor, ensuring good on-time performance. Because MBTA is familiar with Amtrak’s experience in maintaining and dispatching this high-speed, multi-user corridor, it chose Amtrak to continue to control this territory rather than turn it over to the new commuter rail operator.

“This agreement is a win-win for Amtrak and MBTA,” said Gil Mallory, vice president, Strategic Planning and Contract Administration. “The MBTA benefits from our expertise and knowledge of the track, while Amtrak safeguards its high-speed rail service in an extremely busy segment of the Northeast Corridor.”

When Amtrak began operating MBTA trains in January 1987, it ran 270 weekday trains, 114 Saturday trains and 68 Sunday trains. By the end of the contract, service had grown to include 462 weekday trains, 174 Saturday trains and 142 on Sunday over the 362-mile system in Massachusetts and Rhode Island. After the MBTA issued its Request for Proposals in 2002, Amtrak made a business decision not to continue its service, out of concern about new liabilities that would have to be assumed under a new contract. Nonetheless, Amtrak was committed to ensuring a smooth transition to the new service operator.

Ensuring this transition was a multi-faceted process that involved complex negotiation between the two parties. One of the most critical areas was the handling of personnel matters. The MBTA required its new contractor to hire non-agreement personnel to provide a seamless transition in service. Other examples of the complexity of the transition were the joint inspections and the assessments of the 362 passenger cars and 83 locomotives that the MBTA owns or leases. Rolling stock and right-of-way maintenance, use of shared stations, separation of ticketing and administration functions, inventory practices and records, environmental permitting, procurement contracts, personnel, waste management, and evaluation of the 320 non-revenue automotive fleet were among the numerous issues that were part of the negotiating of the changeover.

In a note to employees, Amtrak President David Gunn thanked the employees who operated the lines and said that they “should be proud of the work they’ve done for the past 16 years.” On the evening of June 30, the transition from Amtrak to the new contractor was made without a hitch.

“Congratulations to all of you!”

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**EMPLOYEE MILESTONES**

**25 Year Anniversary**

**July 2003**

- **BOORMAN, JOHN** Washington, DC, HQ
- **CONNELL, JOHN** Wilmington/Bear District
- **COSTANZO, STEPHEN** Philadelphia District
- **LAWLESS, ROBERT** New York District
- **MCPARLAND, PATRICK** New York District
- **NEGRETE, JORGE** Wilmington/Bear District

**30 Year Anniversary**

**July 2003**

- **AGUILUZ, ERNESTO** Seattle District
- **BENNETT, BILLY** Philadelphia District
- **BLEVINS, MERLIN** Twin Cities District
- **CHAMBERLAIN, SARA** Miami District
Information Technology Plays Vital Role in Strategic Plan

continued from page 1

know AT for its support services. The computers, networks and software that help run and support the business — from producing payroll checks, to keeping track of the company’s finances, to purchasing materials, to managing the maintenance of the trains — are managed by AT. AT is also responsible for providing and maintaining the electronic interfaces to Amtrak’s business partners such as travel agents, benefit management companies, the U.S. Postal Service, and federal, state and local tax authorities.

“The relationship with the customer begins with these channels.” Bob Hackman, Senior Director, Distribution Systems Support

While Amtrak Technologies is responsible for the vast majority of the management of information technology and technology projects, other groups within the company are also involved to help manage the business, run the trains, and communicate with customers.

The Engineering department’s Systems Management group, for example, collects and analyzes infrastructure data. One of the tools this department employs is the Track Geometry Car, used on the Northeast Corridor, which gathers, stores and analyzes eight different measurements per foot of track.

Another example is the Distribution Systems Support group within the Sales Distribution and Customer Service department, which makes modifications to ARROW and manages other distribution channels, such as the company’s voice recognition system, better known as “Julie.”

“The relationship with the customer begins with these channels,” said Bob Hackman, senior director, Distribution Systems Support. “Our group is responsible for maintaining and updating reservations, information, and ticketing systems.”

AT partners with other Amtrak departments to meet the needs of their respective functions. “We are a service organization,” said Chief Information Officer Bob Galey. “We work in partnership with departments across Amtrak to build the tools they need to run their end of the business.”

Amtrak’s five-year strategic plan is a roadmap to bring the railroad to a state of good repair. Just as plans are being implemented to lay new track on the Northeast Corridor and to return wreck-repaired Superliners to long-distance service, it is vital for Amtrak’s information technology to also maintain a state of good repair. As part of the five-year capital plan, the information technology component relies on $93 million in funding for FY ’04 through FY ’08.

Continuous maintenance of the company’s computing network is critical, as the company’s networked computing needs grow and support more functions of the business. To improve the reliability and its management of the network, AT is creating a baseline infrastructure to support server-based application systems in the event of disaster recovery, replacing obsolete servers and aging networks, and expanding storage capacity.

The five-year plan also calls for a company-wide replacement of all 7,800 personal computers and workstations that use outdated operating systems within the next three years.

Operations Systems

The five-year plan addresses technology needs that support transportation, engineering, and mechanical operations. A new computer-based training and testing program for all of the operating crafts is slated for FY ’04. The system will provide initial and re-qualification training for a range of employees; including engineers, conductors, assistant conductors, and Maintenance of Way track foremen.

In FY ’04, the company’s high-speed train simulator will be converted to a simulated diesel or electric locomotive operating with any type of Amtrak conventional equipment. New software will allow Amtrak to build any freight or passenger consist from the instructor station and help measure an engineer’s progress.

Improving the ARROW system’s support for train operations is an important component of the capital plan. Some of these improvements include accepting Automated Equipment Identification data from freight trains operating on Amtrak property, as well as data from Amtrak trains operating on freight property; adjusting inventory levels based on actual train consist; and calculating revenue-per-car-day figures by train, car, and month.

— just as plans are being implemented to lay new track on the Northeast Corridor and to return wreck-repaired Superliners to long-distance service, it is vital for Amtrak’s information technology to also maintain a state of good repair.

The development of electronic yard sheets for every major terminal will enhance CNOC’s capacity for tracking equipment by type, condition, and by train. These projects will help ensure equipment, consist, and manifest integrity and improve the allocation of resources by CNOC.

In addition, the central repository for on-time performance data that currently exists will be improved.

An Enterprise Asset Management System for Maintenance of Way employees, to be implemented in FY ’04, will help the Engineering department track maintenance and construction activity, including the collection of real-time labor and reimbursable equipment data, and labor productivity assessment. The system will also collect and manage track, signal and electric traction inspection data.

In FY ’04, the introduction of the Train and Engine crew paperless time tickets will be completed. This project will provide these employees real-time Web-based access to their payroll information and will reduce staffing of Crew Management Services.

Marketing and Sales

Amtrak’s information technology five-year plan for Marketing and Sales calls for a variety of enhancements to its reservations and sales systems. In FY ’04, the initial focus will be on the ARROW Reservation System, Quick-Trak self-serve ticketing machines, call center technology, and Amtrak.com. Enhancements to ARROW will include the ability to handle “multiple forms of payment” for a ticket, if for example, a customer wishes to pay for a new reservation with an exchange ticket and a credit card.

Over the next four years, Amtrak will continue to enhance the ARROW system, expand and improve call center and station reservations systems, and integrate customer information across all sales systems so that our customers will have a more seamless and customized sales experience. Amtrak’s call centers will get replacements for agents’ aging desktop PCs, and network systems

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Amtrak Values Employees in National Guard and Reserve Signing Ceremony

At a July 21 ceremony in Washington, D.C., Amtrak President David Gunn was joined by Department of Defense officials and employees who have served on Military Leave of Absence to sign the Statement of Support, a document that guarantees that employment will not be denied because of service in the National Guard or Reserves, that job and career opportunities will not be limited or reduced, and that leaves of absence for purposes of military training will be granted, without sacrificing vacation time.

As an employer, Amtrak supports the Uniformed Services Employment and Reemployment Act (USERRA), which ensures job protection and rights of reinstatement to employees who participate in the National Guard and Reserves. Currently, nearly 36 Amtrak employees are fulfilling their military obligation.

As the United States continues to fight its war against terrorism, the armed forces depend on personnel from the National Guard and Reserves to help meet their staffing needs. These two branches of the armed forces are staffed with volunteers who enlist for a designated time in service and who are subject to being called-up for active duty during time of war.

The signing was attended by Principal Deputy Assistant Secretary Craig Deuhring and Lt. Col. John Tansill from the National Guard, Fred Samuelson, Maryland Ombudsman for USERRA Compliance, Boyd Cook, Maryland and District of Columbia State Chair, and Col. Kasse Andrews-Weller, D.C. Committee, Employer Support of the Guard and Reserve, Orfeo “Chuck” Trombetta, Jr., Army Reserve Ambassador, and Lt. Col. Michael Sternfeld, U.S. Army Reserve, who is also an Amtrak conductor.

Amtrak Reservation Call Center Reaches Ten-Year Milestone

Ten years ago, Riverside, CA, a city with an aggressive approach to economic development gave Amtrak a deal it couldn’t refuse by offering the company a location to build its new Western Reservation Call Center. The reservation center integrated reservations sales agents from Los Angeles and the city of Corona. The new facility soon became the second largest employer in Riverside behind March Air Force Base.

The 51,000 square foot structure, located 70 miles southeast of Los Angeles, offers amenities such as indirect lighting to reduce glare on computer screens and ergonomically correct workstations, providing employees with an efficient and comfortable work environment, and conveniently located lockers and vending machines. Employees enjoy a full kitchen, outdoor fountain, and can use the weight room and volleyball court on their rest time.

The workspace is divided into four quads containing 425 workstations; one quad is a training room with an additional 50 workstations. Currently, the building houses 650 union and non-union full- and part-time reservations sales agents and support staff.

“We are proud of the fact that the building and all of the tools inside foster a dynamic work environment for our employees,” said Gene Price, director, Reservation Sales, Riverside.

Companies such as American Express, Disney and the U.S. Postal Service have modeled call center facilities after the Western Reservation Call Center, and Amtrak has received two Beautification Awards from the city of Riverside for the building’s aesthetic contribution to the city.
Engine #930 sustained extensive damage to the converter cabinet, the engine aisle way wiring, and its upper body as a result of a June 30 fire that started in the locomotive’s converter cabinet. The fire demonstrates what can happen without a regular overhaul program in place. Engine #930 was last overhauled on Dec. 13, 1989. The locomotive will receive a general overhaul at the Wilmington Locomotive Shop as one of the seven overhauls slated for FY ’04. Deferred maintenance also resulted in a recent fire on Engine #922.

**Information Technology Plays Vital Role in Strategic Plan**

continued from page 9

updates from Token Ring to Ethernet.

New Quik-Traks will be strategically deployed at stations throughout the system in late FY ’04 and early ’05 to improve customer service and help manage station operating costs.

These projects will help ensure equipment, consist, and manifest integrity and improve the allocation of resources by CNOC.

While the company’s current Web site was launched in 2001, it will be redesigned and rebuilt over the next five years. In 2004, the company will build a more advanced booking system that will, for example, present schedule and fare options together on a single screen. Starting in 2005, the Web site will include the Amtrak Guest Rewards program, which currently resides at another Web address, and offer customers customized information based on their profile. For example, when a customer signs on to Amtrak.com they will be served information based on previous bookings and their own personal travel preferences.

This approach will also enable everyone in the sales process, from reservation sales agents in call centers to station agents, to recognize customers and purchase patterns, make appropriate offers, and either increase the value of the sale or reduce the amount of time for a given transaction.

Amtrak also plans to expand its use of the Internet to allow international and domestic travel agents, tour operators and corporate accounts to book online directly. This direct access will reduce or eliminate many service fees that Amtrak currently absorbs.

Upgrades to Amtrak’s voice recognition system, “Julie,” will include the ability to cancel and rebook reservations and enhancements to speed customers’ time spent with Julie, thereby improving the sales experience for our repeat customers and reducing the total transaction time.

**Other Partners**

Projects that will support the Finance department’s functions include a corporate-wide account receivables system to more efficiently generate invoices and provide management reporting for receivables in excess of $100 million per year. The plan also calls for the replacement of the company’s General Ledger System, known to many as FIS, and for the replacement of the current revenue accounting systems and upgrade. These systems will improve financial reporting and processes throughout the company.

“...organization. We work in partnership with departments across Amtrak to build the tools they need to run their end of the business.”

Bob Galey, Chief Information Officer

A Legal Records Management System and a Litigation Support System will be created in FY ’04 for the Legal department in order to more efficiently manage cases and records.

**Round House Gets Flattened**

Formerly a part of the Wilmington Car Shops, the Old Round House is demolished after being out of service for 20 years. The Old Round House was a half-pie shaped structure built in the early 1900s to service steam locomotives and coal tenders that fed water and coal to the boilers. Prior to 1983, the facility was used to store out of service diesel engines. The demolition was completed in early June.
Better Managing Amtrak Resources

continued from page 3

for this project was Kris Economos, manager, Operations Management for the Central Division. Her background in finance and operations helped to provide the expertise necessary for the development of this program.

To ensure a smooth transition to the new system, the Procurement and Materials Management department developed a detailed rollout plan that identifies key contacts and process participants, user training, and an implementation schedule. The implementation schedule included a pilot phase that began June 16 in the Mid-Atlantic Division, which maintains three tank facilities, in Philadelphia, Wilmington and Washington, and two emergency facilities, in Richmond, VA, and Pittsburgh. By June 19, approximately 118,000 gallons of locomotive fuel were recorded on eTrax, representing close to $97,000 in fuel billing. Information gathered during the pilot phase was used to enhance the software to better meet Amtrak’s needs.

Economos, along with other divisional managers, acted as regional coordinators and were involved in creating the divisional sponsors group. The divisional sponsors tested the system during the pilot phase and provided the feedback necessary for tailoring the program to best fit Amtrak’s needs. Along with Economos, the coordinators group included Nancy Ernest, Mid-Atlantic Division; Harry Bachrach, New York Division; Paul O’Mara, New England Division; Danny Abboud, Southern Division; Jim Bates, Pacific Division; and Lois Cunning, Southwest Division.

These coordinators were key in this project, as they rallied the troops who provided the critical feedback during the pilot phase. The final version of the eTrax program is being phased-in to the remaining divisions — the New York and New England divisions at the end of June, the Southern and Central divisions in July, and the Pacific and Southwest divisions by the end of August.

Feedback from employees associated with the development and implementation of the new program has been overwhelmingly positive. From the start, employees were eager to begin using eTrax to improve efficiency and accuracy in the locomotive fueling process.

Onsite training for the pilot phase and feedback during the pilot phase were used to enhance the software, making it more user-friendly. The software is designed to be used in conjunction with the existing paper-based system, but as the system is fully implemented, the paper-based system will be phased out.

Once the nationwide program is fully implemented by early September, the Accounts Payable department will no longer accept paper invoices for locomotive fuel transactions. At least two weeks prior to the cut-off date, AP will notify vendors that they will no longer accept paper invoices.

Mike Rienzi, vice president of Procurement and Materials Management, said, “Although adjustments like these may seem difficult to implement at the organizational level, I am confident that we can make the changes necessary to control our locomotive fuel purchases and streamline operations at Amtrak. Furthermore, eTrax’s user-friendliness will simplify the process for employees who perform these tasks.”

Dear Amtrak,

Once again, we would like to commend two employees whose cheerful attitudes added a pleasant note to a recent trip.

Car steward Kevin Grisham continued to smile and be pleasant to all passengers even when there was a problem switching engines in Albany and the train was delayed several hours. I’m sure his warm and cheerful attitude helped those passengers who might have been perturbed at the delay. We were fortunate in having him responsible for our car.

Ticket agent Marie Coleman was a delight to work with as I straightened out a small ticketing problem in the Chicago station. I left her counter with a big smile on my face.

Dear Amtrak,

I traveled from New York to Boston, and as luck had it, left my cellular phone on the train. I contacted Amtrak to report my lost phone. I was pleased that only three hours later, Mr. Martin Butler, a conductor on that train, called me saying that he had found my phone and the he would be happy to send it to me by mail. The phone indeed arrived within a couple of days.

I would like to commend the Amtrak staff, and in particular Mr. Butler, for the efficiency and professionalism with which they handled my case. Amtrak should be proud to have such employees.
Amtrak Maps Financial Plans for FY '04

Amtrak’s board-approved FY ‘04 budget, included in the Five-year Strategic Plan, establishes a new vision for a traditional railroad and a goal of returning the railroad to a state of good repair.

A budget is the numerical representation of a company’s operating plan — the services and functions the company performs. What an operating plan says in words, a budget says in numbers. A solid budget is a financial roadmap to improve efficiency, reduce costs, and increase revenue.

This coming fiscal year budget is different from those of recent years — when the budget did not reconcile the fiscal, physical, or legislative realities of the company. Over time, Amtrak exhausted its sources of liquidity, working capital was consumed and by 2002 most major assets were mortgaged.

Amtrak’s budget process was ineffective, reporting was inadequate, and fiscal controls collapsed.

Now, however, as Amtrak nears the close of FY ‘03, it is on track to achieving its fiscal year budgeted result, ending the year with approximately $100 million in working capital, assuming full receipt of the $1.043 billion in working capital, assuming full receipt of the $1.043 billion in working capital, assuming full receipt of the $1.043 billion in working capital.

Amtrak’s FY ‘04 federal funding request is $1.8 billion, the highest amount Amtrak has ever recommended. This figure reflects an $11.6 million increase in the operating budget over FY ‘03 (what it takes to run the railroad on a day-to-day basis), while the capital plan (improvements and repairs needed to the plant and equipment) reflects an increase of $460 million.

“We have submitted to Congress and the administration the details of our $1.8 billion FY ‘04 funding request. If we receive less than our request, our capital program will continue to languish,” said Joe McHugh, vice president of Government Affairs.

The FY ‘04 budget is zero-based. In other words, it is based on the specific identification of specifically defined work for a specific cost. This budgeting process is new to Amtrak, and replaces the historic “trend-based budget.”

Operating Budget

Amtrak’s operating budget is based on a traditional railroad structure with reduced layers of management and a strong focus on core operations — what it takes to run a passenger railroad. The employee headcount is controlled by organizational charts, which reflect the strategic assignment of resources to programmed work, particularly in the engineering and mechanical disciplines. The operating budget’s structure reflects a program approach to embracing change through a decentralized planning process.

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July Ridership Sets Records

Amtrak’s summer season was a successful one, as the company continued to boost ridership and revenue figures. With over 2.2 million passengers in July, ridership for five straight months this spring and summer set all-time records. If the company sustains this level of ridership, it may serve 24 million passengers in July, ridership exceeding well — with 97 percent ridership growth — since its schedule change. Overall, long-distance trains saw ridership growth of 10 percent over last year and revenues were 1 percent below last year.

Regional trains and Chicago hub trains, such as the State House and Wolverine, also showed strong performance, and the Pacific Surfliners posted a 33 percent increase. Acela and Metroliner trains together posted a modest 3 percent gain over last July. On balance, short-distance ridership continued on page 4

FY ‘04 Funding Request to FY ‘03 Forecast

<table>
<thead>
<tr>
<th></th>
<th>FY ‘04</th>
<th>FY ‘03 (Forecast)</th>
<th>Change</th>
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<tr>
<td>Operating Costs</td>
<td>581.5</td>
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<td>Debt Service</td>
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<td>Principal</td>
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<td>100</td>
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<td>Total Federal Subsidy</td>
<td>$1812.1</td>
<td>$1043.2</td>
<td>$768.9</td>
</tr>
</tbody>
</table>

continued on page 7
Amtrak employee worked for days to recover from the impact of the power outage that blanketed the Northeast on the afternoon of Thursday, Aug. 14, and halted many trains in the Northeast Corridor and as far west as Michigan.

The power outage was the largest ever in North America, affecting 50 million people and forcing Amtrak to work around the affected areas, as far south as Newark and north to New Haven.

Soon after the outage began at 4:10 p.m. ET, it quickly became obvious to Amtrak’s Consolidated National Operations Center (CNOC) that this was not a momentary power outage, as CNOC and Amtrak Police Department staff focused on locating trains stranded on the road, especially in Metro-North territory, where there was absolutely no power.

On-board crews did their best to keep passengers on those stranded trains informed, comfortable, and safe. On northbound train #2166, stuck on the Hell Gate Bridge, Conductor Brian Radovich authorized the Cafe car attendant to provide passengers with food and beverages free of charge and crew members to safely remove as many windows as possible in order to provide passengers with food and water.

At the end of this month, we will close the financial books on FY ’03. Barring any unforeseen problems, we’ll have met our responsibilities to bring the railroad to a state of good repair. It will produce a fleet that will have seen 100 long-distance car remanufactures and/or overhauls, and 20 percent of the Amfleet cars will be overhauled. By next fall, we will have replaced 89 miles of road and over 160,000 ties on the Northeast Corridor and reconstructed seven interlockings, among many other accomplishments.

The FY ’04 budget represents the first year of our five-year plan to stabilize the existing system and bring the railroad to a state of good repair. It will produce a fleet that will have seen 100 long-distance car remanufactures and/or overhauls, and 20 percent of the Amfleet cars will be overhauled. By next fall, we will have replaced 89 miles of road and over 160,000 ties on the Northeast Corridor and reconstructed seven interlockings, among many other accomplishments.

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We’ve begun ordering long-lead materials needed for our FY ’04 capital projects (also covered in this issue) and we are not going to waver from this plan — we will continue full speed ahead. When Congress gets back from its Labor Day vacation, I hope it will decide to support our request for $1.8 billion. However, based on the past, there’s a good chance that when the fiscal year begins on October 1, this issue won’t be decided and, for a while, we’ll be supported by a Continuing Resolution like last year. (A Continuing Resolution is simply a fancy term for “the deadline’s here to decide what to do, but we haven’t decided what to do, so we’ll continue to support you with something until we do.”)

I assure you that I will continue to keep you informed about this process. Let me worry about our appropriation from Congress; I need you to continue to focus on running the railroad.

To rebuild the railroad and give our passengers safe and reliable service, we will need $1.8 billion in federal support in FY ’04. When it is provided to us, our federal support will more than double the dollars spent on capital projects ($794 million), while we essentially hold the line ($581 million) on what we need to cover our operating costs.

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Amtrak Infrastructure Liability Risks

Reprinted in its entirety is the following memo from Amtrak President David L. Gunn to the Board of Directors on Aug. 21, 2003, regarding Amtrak’s urgent need to address deferred maintenance issues and the resulting reliability risks. An attachment to that letter, “Amtrak Infrastructure Reliability Risks,” addresses these issues specifically, and is also reprinted here.

As you know, I have been insistent that our Five-year Capital Plan be progressed regardless of Amtrak’s long-term status. The attached paper gives you some of the reasons for my sense of urgency.

After the recent blackout, we find ourselves down to one 1935 120,000-volt feeder cable through the East River tunnels. If that cable fails, a significant loss of our Northeast Corridor service as well as New Jersey Transit operations is likely. The replacement of this cable will not be quick or easy.

The Northeast Corridor electrification depends on 1935 138,000-volt cables through Baltimore, which are failing. These cables are located in the tunnels north and south of the station. It is a race against time to replace these cables.

Regarding the track structure, over 200 track miles of rail is past due for replacement. Four hundred miles of track is past due for undercutting.

The good news is that we are mobilizing to correct the major deficiencies through our capital plan. As I have told you, we are ordering long lead-time materials. We have reactivated our TLS (Track Laying System) and we will have completely rebuilt 37 miles of track by the end of FY ’03. We will install nearly as much rail this year as in the last six years. We will be able to make real progress in FY ’04.

Amtrak Infrastructure Reliability Risks

Office of Amtrak
Chief Engineer
August 21, 2003

Introduction

The purpose of the following is to illustrate, simply, the threats that exist to reliable service if investment levels are not increased. Listed are a few examples of asset failures or near failures that place the reliability of service in the Northeast Corridor in question. Any one of these situations creates the possibility of a major outage of service on significant parts of the Northeast Corridor affecting not only Amtrak, but New Jersey Transit, Long Island Railroad and other commuter railroads in the system.

Track

Ballast Replacement (Undercutting)
The track substructure is made up of ballast, sub-ballast, road bed, and drainage.

Good performance of the track requires a minimum of 12 inches of clean ballast below the bottom of the ties (top ballast).

This work is accomplished by Ballast Undercutting. Undercutting operations should be done on a 20-year cycle and for the NEC that requires a minimum of 44 miles of track to be undercut and have ballast replacement each year.

Only an average of 16 miles of undercutting per year has been accomplished over the last 5 years. Over 400 miles of track is in a deferred condition for undercutting. In FY ’03, we are doing 24 miles of this work and plan for 81 miles in FY ’04. This work must continue until recovery is achieved.

Total Track Renewal with Concrete Ties and Rail

Total Track Renewal with concrete ties and rail is a program for recovery from deferred maintenance for the track structure of the Northeast Corridor (NEC).

This total track renewal concept was adopted in 1978 and 2.3 million concrete ties were installed in the NEC over 871 miles of track by 1998. Unfortunately, this program was suspended in 1998 and only recently restarted this year. With the suspension of this program, many miles of main track in the NEC had to have speeds reduced to as low as 60 MPH for the safety of trains. With the restarting of this program in FY ’03, 97,000 ties will be installed representing 37 miles of track renewed. Additionally 181,000 ties, over 69 miles of track, are planned renewal in FY ’04. This program will continue until all main tracks of the NEC will have seen track renewal in 2007.

Rail Replacement

Rail wears out in two ways; one is through fatigue, which is a fracture originating internally from repeated load cycles, and the other is through loss of material from mechanical abrasion. The main cause of rail failure on Amtrak is mechanical abrasion.

“...the good news is that we are mobilizing to correct the major deficiencies through our capital plan.”

David L. Gunn,
Amtrak President

Average rail life on Amtrak is 40 years. In the case of curve wear, the life can be as little as seven years. This results in the requirement to replace on the average 43 track miles of rail annually in the open main tracks of the Northeast Properties. As with other track infrastructure assets, the rate of replacement of rail has not kept up with the annual requirements.

Only 40 track miles were replaced in the last seven years for an annual average of 5.5 track miles per year. In FY ’03, we are replacing 29.3 track miles and have planned for 39 track miles in FY ’04.

Structures

Movable Bridge Replacements

Thames River and Niantic River bridges are two of eleven movable bridges owned by Amtrak on the Northeast Corridor. Both were built in the early 1900s as bascule bridges that open up to allow marine vessels to pass through the bridge. Both were designed for occasional openings, but with current rail and boat traffic, the needed total openings are more than 6,000 times per year. While both bridges are structurally sound, the machinery and movable components that open the bridges have deteriorated to the point where they no longer open and close reliably. Repairs have been made over the years, but no longer offer a viable solution.

Both bridges periodically fail to open or close and have caused 1,462 minutes of train delay from 44 separate failures during the past year. The capital program includes replacement of both bridges, with Thames to start in 2004, and Niantic in 2005.

Communications and Signals (C&S)

County Interlocking

County Interlocking was built in the 1950s. During that era, most of the signal tower and case wiring was manufactured by the Kerkite Company and marketed as “TC Green” tower and case wire. Over the years, the insulation on this wiring has deteriorated and is now becoming a hazard to installations like County throughout the United States. As the insulation breaks down it begins to ooze a brown sappy substance that conducts stray currents between conductors, and from conductors to the ground. As the deterioration continues, the insulation becomes brittle and begins to crack and pieces of insulation start to fall off, exposing bare copper conductors. This leads to short circuits and reliability problems.

The situation is made worse by heat and humidity. This summer’s heat and humidity has caused a serious problem at County Interlocking. As an emergency short-term measure, the C&S department has begun replacing the wiring while testing for ground leakage currents every hour around the clock. This is a slow tedious process that must be carefully done to prevent making matters worse by causing secondary short circuits where copper conductors are exposed. Since most of the signal equipment at County is obsolete and at the end of its life cycle, we are planning to replace the whole installation with a microprocessor based system, as a short-term fix.

There are many more signal installations on the Harrisburg Line that are of the same vintage as County and also contain TC Green wire.

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Amtrak Maps Financial Plan

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Production
By renewing plant (buildings), property (land), and equipment (locomotives, cars, vehicles) with capital dollars, the company extends the economic life of its plant and equipment. Amtrak’s Mechanical and Engineering departments have developed strategic production schedules for FY ’04 capital projects that rely on $330.91 million and $340.04 million, respectively, in funding.

Providing the applicable parts arrive in time, over 35 Superliner I Sleepers will be remanufactured and over 40 Locomotive heavy equipment overhauls are scheduled to take place at Amtrak’s Beech Grove Locomotive Shop located in Indiana. Beech Grove is scheduled to do general overhauls for F-59 Locomotives, providing the parts are available, which will be the first time a central back shop will overhauls locomotives for the West.

At the Bear Car Shop in Delaware, the FY ’04 production schedule includes the remanufacturing, overhaul and repair of 150 Amfleet I and II Coach and Cafe/Club cars. At Amtrak’s Wilmington Locomotive Shop, the Mechanical department’s focus will be on locomotives needing overhauls, primarily the diesel switchers and AEM-7’s. Maintenance and overhaul of 35 additional locomotives are scheduled to take place in FY ’04.

Amtrak’s FY ’04 capital infrastructure budget includes the renewal and reconstruction of track, structures, communications and signals, electric traction, and fire/life safety projects. These projects include the installation of over 160,000 concrete ties and the replacement of nearly 90 miles of rail. Over 30 miles of communication cable and 40 miles of cable fiber will be installed. Bridges will be upgraded, including the replacement of 836 bridge ties and five signal bridge upgrades. Seven interlockings will be reconstructed, and over 22 turnouts will be installed or renewed.

Revenue
Amtrak’s FY ’03 ticket revenue has been depressed by factors such as the unstable economy and the war in Iraq. However, strategic pricing measures and targeted local and national marketing initiatives have yielded record ridership figures. The Marketing and Sales department’s primary goal is to generate $1.28 billion in passenger ticket revenues in FY’04.

“The Marketing and Sales department is responsible for ticket sales, boosting ridership and generating revenue, we are constantly working to ensure that revenue is generated in the most cost-efficient way possible,” said Barbara Richardson, vice president of Marketing and Sales.

Risks and Assumptions
When developing a company’s budget, an analysis of risks and assumptions must be made. Amtrak’s Strategic Five-year Plan is based on a number of assumptions, primarily the appropriation of federal funding for the company, which is currently being debated in Congress.

Economic realities also play a major role in the success of any budget. Amtrak’s FY ’04 budget is based on the assumption of a .5 percent economic growth, along with stable fuel pricing. While health care costs increased substantially in FY ’03, the budget assumes that these costs will continue to increase in FY ’04. The budget also assumes $109 million of cost reductions still to be determined.

Fiscal Year ’04 budget figures include the phase-in of a new policy regarding the funding of state-supported services. Under the FY ’04 policy, states assume responsibility for direct train and route costs not covered by train revenues. Amtrak is responsible for all interest, equipment and depreciation, and system overhead costs.

“For the first time ever, all states will be charged the same costs at
Amtrak Maps Financial Plan

Making Progress
Scheduled production work on Amtrak’s equipment and infrastructure depends on the availability of essential materials. Amtrak has already started the process of purchasing new materials for FY ‘04 work on cars, locomotives and infrastructure. Long-lead-time requirements for ordering these materials, in many cases a year in advance, mean that time is needed to ramp up capital programs to full production (see related article in this issue).

“But it is a testament to the public’s support for rail that we have been successful in this endeavor.”
Gil Mallory, Vice President of Strategic Planning and Contract Administration

Orders for FY ’04 Capital Project Materials Begun

The five-year capital plan is designed to bring stability to Amtrak and addresses the needs of plant and equipment that have seen years of deferred maintenance. As Amtrak prepares to start the first of the five years detailed in the plan, the company has begun ordering some of the essential materials needed to start next fiscal year’s capital projects. In a letter dated July 21, Amtrak President David Gunn informed key members of Congress that the company had to begin work on these projects, and because of the lead-times required for some materials, the company had begun placing orders for some essential items. Because of the deteriorating state of much of Amtrak’s equipment and infrastructure, this process is a race against time.

With the Engineering and Mechanical departments’ ‘04 production plans starting soon, required materials need to be on site in accordance with each production schedule. Accomplishing this is extremely difficult and complex and doesn’t always go smoothly. In fact, some materials such as concrete crossties and turnouts may require purchase commitments for multiple out-years, according to Michael Rienzi, vice president of Procurement and Materials Management.

“Planning and ordering materials and equipment for the capital program is an intensive process of breaking down the engineering and mechanical production plans into the actual bills of material required for each task. After purchase specifications are defined, a continuous monitoring of the acquisition process must continue so that deliveries coincide with the work schedules,” noted Rienzi.

“We work with Materials Management to inform them about exactly what parts we need, such as car parts for overhauling and remanufacturing work done here at Beech Grove, and when we need them, in order to proceed with programmed jobs,” said Lew Wood, superintendent, Beech Grove. “The on-time delivery of appropriate (to specification) materials is critical to the entire production process — if we don’t have the materials we need, it holds up the schedule,” said Wood. Over the past 20 years, the railroad supply industry has seen a great deal of consolidation. Many manufacturers of parts and rolling stock are simply no longer in business, and those remaining often keep inventories at minimal levels. Additionally, since most rolling stock manufacturers today are not U.S.-based, replacement part orders often stretch through layers of vendors to their ultimate destinations in Canada and Europe. It is not unusual for a vendor to require eight to 12 months of lead-time for orders.

The items listed in the box below are examples of materials that have been ordered for FY ’04 capital projects:

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<thead>
<tr>
<th>FY ‘04 Capital Program Advance Material Orders</th>
<th>Approximate Value</th>
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<tr>
<td>100   Track Miles of Continuous Welded Rail</td>
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<tr>
<td>190,000 Concrete Ties</td>
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<tr>
<td>20,000 Wood Ties</td>
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<tr>
<td>60    Turnouts, Crossovers, Crossings, and Mitre Rail</td>
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<tr>
<td>100   Transformers and Circuit Breakers</td>
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<td>81    Switch Machines, Switch Layouts, and Associated Signal Cable</td>
<td>$2.0M</td>
</tr>
<tr>
<td>34    Units of Maintenance of Way Work Equipment, e.g. Tamper, Cranes, Ballast Cars (Upgrades), Catenary Vehicles</td>
<td>$5.0M</td>
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<tr>
<td>50    Units of Maintenance of Way Automotive Equipment, e.g. Track Inspection Vehicles, Boom Trucks, Grapple Trucks, Rotary Dump Trucks</td>
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<td>Multiple Capital Spares for High-Horse-Power (HHP) Locomotives</td>
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<td>8     Engines for MP-15 Switcher Locomotive Overhauls</td>
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<td>21    Engines for F-59 Locomotive Overhauls</td>
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<td>8     Transformer Re-insulations for AEM-7 Diesel Car Overhaul</td>
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<td>744   Club Seats for Amfleet and Horizon Upgrades</td>
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<td>82    Dry Storage Modules for Amfleet Upgrade</td>
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<tr>
<td>432   Shower and Toilet Modules for Superliner Overhaul</td>
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<tr>
<td>600   Disaster Lighting Kits for Amfleet Upgrade</td>
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<tr>
<td>100   Amfleet MGS (wheel-slide) Control Systems</td>
<td>$.8M</td>
</tr>
<tr>
<td>80    Purchase of new Auto Carriers for AutoTrain</td>
<td>$25.8M</td>
</tr>
<tr>
<td>10    Purchase of new Switcher Locomotives</td>
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<tr>
<td>8     Purchase of new GP-40 Locomotives (overhauled)</td>
<td>$5.8M</td>
</tr>
<tr>
<td>14    Purchase of Rail Diesel Cars</td>
<td>$42.0M</td>
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<td><strong>Total</strong></td>
<td><strong>$172.4M</strong></td>
</tr>
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Department Highlight

Government Affairs

When a company’s future is highly dependent on federal funding, whether it’s a defense contractor or a pharmaceutical manufacturer, you can bet there’s a phalanx of Gucci-loafer-wearing lobbyists working the halls of Congress on its behalf.

On the other hand, you work for the company that hosts no fancy getaways for members of Congress to Hawaii in December, and does not contribute a dime to anyone’s re-election campaign. So how is it Amtrak received nearly $1.2 billion last year in federal funding or most recently earned the endorsement of 219 members of Congress for its requested $1.8 billion in FY ‘04?

Much of the credit belongs the railroad’s hard-working Government Affairs department led by Vice President Joe McHugh. Both motivated and very busy, this team of 17 people represents the company not only on Capitol Hill in Washington, but also in the statehouses and city halls in the 46 states and hundreds of communities served by Amtrak.

The majority of the department is based in Washington, D.C., with field staff in New York, Chicago, and Oakland. Responsibilities are defined by who works with the U.S. House, Senate, and state and local governments. While duties often overlap among the small staff, each person is responsible for advocating on Amtrak’s behalf with elected officials and their staffs.

McHugh, who joined Amtrak in 1994, was appointed to his current position by Amtrak President David Gunn in 2002 and is responsible for Amtrak’s legislative strategies needed to secure the company’s state and federal funding needs. He also oversees Amtrak’s day-to-day interactions with Congress, the White House, and other federal and state agencies.

McHugh, a lifelong railfan and Pennsylvanian native said, “Our fortunes rise and fall on our credibility. Luckily, in a very small staff, each person is responsible for working with the U.S. House of Representatives, the Senate, and of course from Amtrak. The Congress and administration must reach an agreement for Amtrak to receive funding. Just prior to their summer break, the House Appropriations Committee voted to fund Amtrak with $900 million next year, an amount so low that it would force Amtrak to shut down most of its network. However, this action may precipitate a showdown in the House, as 219 members support funding Amtrak with twice as much money. The trip, up the Northeast Corridor along a special consist of a CSX Transportation theatre car, an Amtrak Café, the track geometry car, and an AEM-7 locomotive.

Many people ask me what they can do to help our Government Affairs office. My simple advice is don’t be afraid to talk to your member of Congress and Senators about Amtrak and its importance to our nation’s mobility.”

Joe McHugh, Vice President, Government Affairs

Much of the action occurs far from Washington, D.C., however. For example, members of the department’s field offices will be on the road much of the next few months along Amtrak routes meeting with local and state officials to educate them as much as possible about Amtrak’s plans for the future. Ray Lang, of the Government Affairs Chicago office recently spent a week visiting mayors and other elected officials in the cities and towns served by the Empire Builder in Montana.

“The communities served by Amtrak in Montana are heavily dependent upon the train and use it for essential transportation, tourism, and commerce,” Lang said. “Basi- cally, I tried to reinforce Amtrak’s commitment to continue service to those commun- ities and established relationships with the communities that will be helpful to Amtrak as it works to develop support for its five-year capital plan and the reauthorization bill next year.” At the end of his trip, Lang met with Montana Governor Judy Martz. The governor presented Lang with a recently-completed study the state conducted, which shows that Amtrak service generates approximately $13 million a year to Montana’s economy.

Employees can see the work of Government Affairs on the railroad as staff escort governors, senators, and representatives on state or federal business, or conduct informational trips for legislative staff, such as learning about the Track Laying Machine, the company’s five-year plan, or Northeast Corridor Operations.

The Government Affairs department recently worked with the Engineering department and the New York Division on a trip for twenty governmental aides in a special consist of a CSX Transportation theatre car, an Amtrak Café, the track geometry car, and an AEM-7 locomotive.

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“One of the things that take place on Transportation appropriations is that a lot of hard work must be done to educate them and encourage passenger rail investment. While many Amtrak employees stay with the company for 20 or 40 years, the average political appointee is in the job for only about 18 months. “With each new face, we often find ourselves starting all over again,” says McHugh.

Josh Sabin contributed this story.
Congressional Timeline

The Congressional Timeline provides a glimpse into the complex authorization and appropriations processes on Capitol Hill. Amtrak’s Government department is responsible for informing and monitoring these processes.

Amtrak Appropriations Timeline 03

1, 2003: President Bush releases his FY’04 budget, which includes $900 million for Amtrak.
5, 2003: Amtrak formally submits its FY’04 budget of $1.143 billion to Congress. The amendment, as President’s tax cut proposal, was defeated.
10, 2003: President Bush signs the long-03 Omnibus Appropriations bill, which increases $3 billion for Amtrak. (Amtrak’s FY ’03 budget was the equivalent of $1.143 billion due to repayment of a $100 million loan to DOT).
3, 2003: The House of Representatives passes the Resolution (H. Con. Res. 95) by a 215-212 vote. The Conference on Capitol Hill is responsible for informing and monitoring these processes.

Amtrak Reauthorization Timeline 03

7, 2003: Senator Hollings (D-SC) introduces the American Rail Equity Act (AREA). This bill is cosponsored by Senators Burns (R-MT), Lott (R-MS), and Snowe (R-ME) and would provide $2 billion a year for Amtrak over the next six years, establishing a rail office at the Department of Transportation, and create a non-profit organization called the Rail Infrastructure Finance Corporation (RIFCO). RIFCO would be able to underwrite $48 billion in federal tax credit bonds to pay for rail infrastructure improvements.

Next Steps: The TEA-21 reauthorization process may continue in both the House and Senate in September. The House Transportation and Infrastructure Committee intends to mark up its version of the surface transportation bill in September. The Senate Environment and Public Works Committee may mark up its version as well. Funding issues have not been worked out and it is unclear whether further progress can be made on this bill.

Continued from page 2

Power Outage Outrage continued from page 2

Power outage travelers began to arrive at stations hoping to resume their travel. Signal problems on the Hudson Line continued to plague Empire service, as trains experienced significant delays. While access to Sunnyside Yard had improved slowly, intermittent telephone outages made critical communication difficult. While no trains were expected to run between New York, New Haven, and Boston on Friday, the northbound and southbound Federal corridor surprised the skeptics, as they were the first trains to travel through the previously-affected region late Friday night.

By Saturday morning, a handful of service adjustments were made on the Northeast Corridor as Amtrak endeavored to reposition its manpower and equipment. However, Michigan service continued to grapple with significant delays on Saturday, as that region continued to suffer from the outage.

On Sunday, August 17, Amtrak operated on a normal weekend schedule, and employees involved with this recovery effort got some well-deserved rest.

Thanks to the talent and hard work of Amtrak employees on trains and at facilities throughout the system, the welfare of passengers traveling during this crisis was safeguarded.

Bruce Van Sant contributed to this story.

July Ridership Sets Records continued from page 1

The ridership sets records as 7 percent and revenues increased 2.5 percent over last July.

Simplification of Amtrak’s pricing structure and a new marketing focus is expected to keep this momentum going. Starting this fall, Amtrak will set the share of seats at each price point and sell from lowest to highest as they become sold out. The sooner passengers book their travel plans, the less expensive their fares will be.

This fall, you won’t see television advertising promoting seasonal discounts. Amtrak’s targeted advertising, most of it in print media, will promote reasonable fares for city-pairs in the top 21 markets. Radio advertising in the top six long-distance markets will also publicize the benefits of rail travel to favorite destinations from those cities. In addition, the campaign will encourage customers to book their travel on Amtrak.com for an additional five-percent discount.

“We’ve done the research and minimized the guesswork for the customer,” said Barbara J. Richardson, vice president of Marketing and Sales. “We’re offering reasonable fares to locations that are relevant to the customer, making travel on Amtrak the most obvious travel option.”
Chicago to Detroit Track Improvements Completed

On July 23, 2003 Amtrak Engineering employees led by Division Engineer Dave Klouda and Deputy Division Engineer Robert Olson completed the upgrade of two miles of track at the Three Oaks siding, 16 miles west of Niles, MI. This $1.7 million project, funded by the Michigan Department of Transportation, improves ride quality and reduces delays by allowing trains to increase travel speeds from 30 to 45 miles per hour on a key segment of Amtrak’s Chicago to Detroit corridor, which serves eight Amtrak and two Norfolk Southern trains a day.

When two trains travel in opposite directions on the same track, one train is diverted via a turnout to another track, allowing the other train to pass. Assistant Division Engineer Rodney Pena and his crew completed the installation of new turnouts by changing the design of the siding, increasing the weight of the rail, and installing new switch machines with electronic circuit controllers.

Track Supervisor Gary Covell oversaw the installation of new continuous welded rail during the summer of 2001. To accomplish this, signal and track employees removed 270 sections of the old jointed rail and welded together 16 quarter-mile sections of new rail, forming two miles of continuous track.

As part of this upgrade, control of the switches and signals was transferred to a new computer-based system, known as a Vital Harmon Logic Controller (VHLC). Design and procurement of this microprocessor continued throughout 2002. Previously, dispatchers controlled this area using an electronic system that utilized technology dating back to the 1970s. Signal Supervisor Thomas Drake directed the final upgrade by replacing hundreds of old relays and signal mechanisms.

“The successful completion of this project demonstrates how well Amtrak and the state of Michigan worked together to improve rail service and provide a true benefit to our passengers,” noted Klouda. Construction, which began in 2001, was completed two months ahead of schedule and within budget.

Mason Hall Receives Excellence in Diversity Award

Gerri Mason Hall, Amtrak’s vice president of Business Diversity, was recognized by Savoy Professional magazine for her contributions to the corporate diversity business community, in particular for promoting diversity through Amtrak’s supplier diversity program.

At Savoy Professional’s Excellence in Diversity awards ceremony in Detroit, MI last month, Mason Hall accepted the 2003 Chairman’s Award from Robert Ingram, associate publisher of Savoy Professional magazine.

Amtrak’s supplier diversity program, established in 1971, has been a vehicle for Amtrak to forge business relationships with minority and women-owned businesses nationwide. Since the program’s inception, Amtrak has consistently met its supplier diversity objectives and exceeded its goal of awarding at least 15 percent of its procurement volume to minority- and women-owned businesses for 15 consecutive years.

Rensselaer Maintenance Facility Passes EPA Audit for Third Straight Year

Employees at the Rensselaer Maintenance Facility take pride in their working environment — a trait made obvious by their recent accomplishment. The facility has joined ranks with Sunnyside Yard in the recent completion of its annual Environmental Department audit in June. The Rensselaer facility has also gone three years without a potential U.S. Environmental Protection Agency (EPA) violation finding as a result of an audit.

As part of the Amtrak Consent Decree with the EPA, railroad operational facilities are subject to periodic internal audits for environmental compliance. These inspections are scheduled based on the size of the facility, with major facilities scheduled yearly.

Larry Lohman, superintendent of the Rensselaer Maintenance Facility, credits his team with providing the right guidance and applying good management skills to accomplish this goal.

“Without the dedication and determination of these employees to do the right thing when it comes to environmental issues, we could not have achieved our goal,” said Lohman. “Mitch Hebert and Jim Khachadourian are both instrumental in providing employees with the information they need and have monitored our regulatory compliance, addressing needs before they become problems.” Harry Seubert, field environmental specialist for the New York Division works with Hebert, Khachadourian, and facility personnel to monitor compliance with environmental regulations and make sure environmental controls are in place and operating.
Station Agents Team Up to Increase Amtrak Guest Rewards Enrollments

Amtrak’s Guest Rewards “Ask Me How” program rewards front-line employees at the top 30 revenue-generating stations who boost Amtrak Guest Rewards enrollments by 20 percent between Aug. 18 and Nov. 18, 2003. This incentive program is open to front-line ticket agents, station information agents, and First class lounge representatives at the stations listed in the box below.

Working as a team, employees can reach the 20 percent goal by enrolling 700 new members a week, or if each agent enrolls two new members per week. When the goal is met, these employees will receive a thank-you gift.

In early August, a kick-off breakfast was held at the top five stations — Chicago, Washington, Boston, Philadelphia, and New York. Gail Reisman, senior director of Marketing, Ron Levine, manager, Customer Relations, and Loyalty Marketing managers, Valerie Lear and Daniel Guerzon attended the events to answer questions, distribute information generate employee enthusiasm and participation. On average, 15,000 members enroll in the Amtrak Guest Rewards program every month.

College-bound Students Save 50 Percent on Amtrak

Amtrak is making college visits a little easier for high school students across the country with a Campus Visit Discount Coupon. The coupon provides a 50-percent discount on the lowest rail fare to students and up to two parents or guardians when visiting prospective colleges.

Students can obtain the discount by logging on to www.campusvisit.com/amtrak. The coupon must be signed by the students’ high school counselor and presented to the Amtrak ticket agent or travel agent upon ticket purchase. Amtrak’s Campus Visit Discount Coupon is valid for purchase through Dec. 8, 2003 and travel through Dec. 15, 2003.

Rail 2 Rail Completes Successful First Year

In its first year, Amtrak and Metrolink’s Rail 2 Rail program has served more than 225,000 passengers in Southern California. To celebrate this milestone, Metrolink is offering all Metrolink monthly pass holders free weekend travel on Amtrak Pacific Surfliner train or Amtrak Thruway Motorcoach service traveling to destinations north of Los Angeles Union Station.

The Rail 2 Rail program allows Metrolink monthly pass holders to ride any Amtrak Pacific Surfliner train or Amtrak bus within the trip limits of their Metrolink pass at no additional charge. In addition, Amtrak ticket holders can ride Metrolink at no charge, giving them access to more than double the number of trains within the limits of their ticket. The anniversary promotion begins Saturday, Sept. 6, and runs through Sunday, Nov. 16.

“Rail 2 Rail was created to offer broader travel options,” said Metrolink’s Rail 2 Rail Manager Jerome Trahan. “Partnerships with Amtrak and other transportation providers has proven to be a hit among Metrolink and Amtrak passengers, and has brought in many customers new to rail.”

Sun Belt Athletic Directors Experience Travel On Board the Crescent

As part of Amtrak’s partnership with the Sun Belt Conference, thirteen athletic directors and staff conducted their summer meetings while traveling on board the Crescent from New Orleans, LA, to Tuscaloosa, AL. The trip was designed to promote future team travel to conference games and to give conference decision-makers a first-hand look at train travel to sporting events for teams as well as alumni.

The Sun Belt Conference, one of the nation’s sports leagues, represents teams from universities across the country, such as the University of New Orleans and University of North Texas. Amtrak’s partnership with the Sun Belt Conference includes travel for conference members in exchange for television, print, and radio exposure.

“Our partnership with the Sun Belt Conference is an important contribution to our marketing efforts this year,” said Marketing Manager Jerome Trahan. “Partnerships like this help bring new passengers who previously might not have considered train travel.”

Top 30 Revenue-generating Stations

<table>
<thead>
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<th>State</th>
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<td>San Diego, CA</td>
<td>CA</td>
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<td>Albany-Rensselaer, NY</td>
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<td>Seattle, WA</td>
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<tr>
<td>BWI Airport, MD</td>
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<td>Emeryville, CA</td>
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<td>New Haven, CT</td>
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<tr>
<td>Milwaukie, WI</td>
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<tr>
<td>Providence, RI</td>
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<tr>
<td>Metropark, NJ</td>
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<tr>
<td>Bakersfield, CA</td>
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<td>Route 128, Westwood, MA</td>
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<td>Oakland, CA</td>
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<td>Stamford, CT</td>
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Service Update

Napaneese Station Renovation Complete

Amtrak Director of Government Affairs Ray Lang (foreground, second from right); Napaneese Mayor Larry Thompson; and Todd Ziegler, regional director of the Historic Landmarks Foundation were among the guest speakers at a July 11 dedication ceremony to celebrate the restoration of the historic Nappanee, IN, Amtrak station, which serves over 2,500 passengers a year on the Three Rivers route.

The original depot, owned by B & O Railroad, was built in 1906. In 1995, the city of Nappanee received two grants; a Build Indiana Fund Grant for $55,000 to purchase the depot and a Transportation Enhancement Activity Grant for $252,920 for the renovation. The depot was purchased by the City of Nappanee in August 2000 and restoration was completed in June 2003.
Amtrak Infrastructure Liability Risks

Amtrak is currently working on some of them as well.

Dock Interlocking
Dock Interlocking tower is located immediately east of Newark Penn Station. It is one of the oldest interlockings on the Northeast Corridor and is manned around the clock, seven days per week. Dock was built in 1929 and many revisions were made in the 1950s and 1960s. When these revisions were made, TC Green wiring was used and now Dock also has similar problems as encountered at County. The wiring at Dock has not deteriorated quite as badly as County but it is still posing a reliability problem that will only get worse with time. The heat and humidity of this summer has accelerated the decomposition of the wiring at Dock, and we are now replacing it one wire at a time, under traffic. Dock is scheduled for a total replacement in our five-year plan, and will be completed in 2008. The replacement equipment will eliminate the tower and allow the interlocking to be remote controlled.

Electric Traction
Hell Gate Catenary Failure
On July 16, 2003, a hardware failure on a suspended (floating) beam catenary system on the Hell Gate Line caused an interruption of service between Boston and New York of more than 12 hours. The heat and humidity of this summer has accelerated the decomposition of the wiring at Dock, and we are now replacing it one wire at a time, under traffic. Dock is scheduled for a total replacement in our five-year plan, and will be completed in 2008. The replacement equipment will eliminate the tower and allow the interlocking to be remote controlled.

On July 16, 2003, a hardware failure on a suspended (floating) beam catenary system on the Hell Gate Line caused an interruption of service between Boston and New York of more than 12 hours. Similar failures are possible at any time and cannot be avoided without rebuilding or replacing the system, since many points of failure are not visible without completely disassembling the catenary hardware. The five-year capital investment plan includes $48M for the replacement of the suspended (floating) beam catenary on the Hell Gate Line, which has been in service since the early 1930s, as well as funding for rehabilitating over 450 miles of fixed tension catenary between New York and Washington. Currently, Amtrak’s 70+-year-old high voltage network provides over 200 million watts of power to Amtrak, MARC, SEPTA, and NJ Transit trains along the Northeast Corridor.

Even after the catenary failure was repaired, service remained precarious since two of the four transformers that supply catenary power to the Hell Gate Line were damaged. Failure of any one of the remaining transformers that power the catenary would have interrupted service to Boston for days.

Catenary Feeder Cables through East River Tunnels
During the recent commercial power blackout of 2003, one of three 12,000-volt cables feeding power from Sunnyside Yard in Queens to Manhattan’s Penn Station complex failed. The three cables were part of the original electrification system installed by the Pennsylvania Railroad in 1935. Another of these cables has been out of service for several years. Amtrak is now relying on a single cable, with no backup system, to feed traction power to the busy Manhattan Terminal. These cables need to be replaced to insure reliable train service as well as the safety and comfort of our passengers traveling through the East River tunnels to and from Manhattan. This cable replacement is part of the five-year program and must be coordinated with the Tunnel Fire and Life Safety Program because the conduit and cable system is in the bench wall of the East River Tunnels.

Oil Filled Transmission Lines through B&P Tunnels – Baltimore
Amtrak operates a 138,000-volt transmission system between New York and Washington that feeds power to substations along the route. The transmission system is primarily aerial, but the tunnels through the Baltimore area require an underground high voltage cable system. The high pressure oil filled cables through the B&P Tunnels just south of Baltimore’s Penn Station and the high pressure oil filled cables through the Union Tunnels just north of the station were installed in 1935 and have been subject to leaks and are on the verge of failure. Amtrak has made costly repairs to the system and in FY ‘02 began an emergency project to replace the high pressure oil filled cable system with a modern high voltage cable that is not subject to the costly environmental clean up when a break in the piping system occurs. When a failure occurs in one of cables, we isolate the system from the major sources of the power in the Philadelphia area. Replacement of the antiquated cable with modern state-of-the-art cable will cost over $5M. This will eliminate these problems and assure reliability, and is part of our five-year program.

Electrical distribution and transmission systems are designed with redundancy of supply sources and distribution lines. Major segments of system redundancy for Amtrak’s traction power system are in a deteriorated state. If a segment fails, a catastrophic interruption similar to which occurred in the recent major blackout of 2003 may result on Amtrak’s Northeast Corridor.

This suspended (floating) catenary on the Hell Gate Line has been in service since the early 1930s.
Nearly 90 Years of Employee Service Recognized

Working aboard the Silver Star on their last trip before retirement, Service Attendant Warren Exson, and Train Attendant Alonzo Blake, are greeted by Amtrak President David Gunn during the train’s layover in Washington Union Station on July 30.

Hired in June 1973, Exson, who worked out of the Jacksonville crew base, was known for his flawless paperwork and his great attendance and safety records. Blake started his career at Amtrak in March 1974, and worked out of the Miami crew base. He worked the sleeping cars, receiving many commendation letters over the years for his excellent service to passengers. Blake was also known for his excellent attendance and safety records.

Also at Washington Union Station, Amtrak President Gunn showed his appreciation to several employees who were being honored in June at a celebration attended by approximately 100 of their co-workers. Being recognized for their dedication and years of service were: Stanley M. Foscoe, supervisor, Customer Service — hired April 1993; Lawrence P. Moore, former, Mail Baggage and Express — hired September 1984; and Raymond Garnett, lead station cleaner — hired September 1984.

While waiting to complete another leg of his around-the-country Amtrak trip, Chicago area resident Wayne Bender chats with Amtrak President David Gunn (right), who pin both Exson and Train Attendant Alonzo Blake to congratulate them while on their last trip before retirement.

Passenger Wayne Bender on the Road Again
Southwest Chief
Chosen to be Amtrak’s 2004 Calendar Pin-up

Amtrak’s Southwest Chief will adorn the walls of train fans everywhere, thanks to the photography skills of Santa Fe resident Billy Turney.

Among the many entries submitted by individuals all over the country to compete in Amtrak’s “Picture Our Train” 2004 Wall Calendar Photo Contest was Billy Turney’s photograph of the eastbound train #4 as it passes through Apache Canyon in New Mexico. Turney’s photograph won first prize, which means that his photo will be featured on the 2004 wall calendar with photo credit and he will receive a $250 gift certificate to the Amtrak store. The second prize, a $100 gift certificate to the Amtrak store, was awarded to Alex Mayes of Fairfax, VA, for his shot of the California Zephyr as it passes Boulder Creek near Rollinsville, CO.

Turney’s interest in trains began when, as a young boy, he and his father would visit Lamy, NM, to watch the Super Chief pass by. A civil engineer, his father taught Turney about how train engines and railroad bridges work.

Having taken photographs since he was small, Turney studied photography in college. Trains were the first subjects on which he focused his camera. “A museum showing of original photos of the first trains in Colorado in the 1880s by the famous William Henry Jackson inspired me at a young age,” Turney told Amtrak Ink.

When Turney read about the contest on www.amtrak.com, he immediately thought of photographing the Southwest Chief in Apache Canyon. “Due to the remoteness of the canyon and that the narrow canyon is typically in a deep shade, I knew it would be a challenge,” noted Turney.

Amtrak appreciates all of the interest in and submissions to the “Picture Our Train” contest. The 2004 Amtrak wall calendar featuring “Picture Our Train” will be available on www.amtrak.com/store in October for $7 each.

In Box

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the November Issue October 8, 2003
For the December Issue November 7, 2003

Dear Amtrak,

We recently had the opportunity to travel up to Washington D.C., on train #98, and returning on train #91. We left Winter Park, FL, on June 6 and came home on June 9.

We were met at the sleeping car by Fred Gissentanner. Fred had a great big smile on his face as he greeted each passenger and he assisted us on board. Stephen [my husband] is handicapped and has an electric oxygen machine and he also uses an electric wheelchair. We could not transport his own wheelchair, so we had to depend on the help of others for assistance.

Fred had all our information and knew exactly what Stephen’s needs were. When we entered Bedroom H, Fred had magazines and two bottles of cold water sitting on the table. After the rest of the passengers were boarded, Fred came into our room to ask if we wanted anything at all, he would be more than happy to get it for us.

He offered to bring our dinner and breakfast to us. We declined the invitation for him to bring us our dinner because the diner was the next car. When we returned to the bedroom after dinner, Fred had the bed down and it was so inviting.

In the morning, Fred brought us coffee and orange juice and we did ask him to bring our breakfast. We just cannot say enough about Fred. We know that if he treated us with his first class service that his other passengers were treated exactly in the same manner. This was probably our last train trip for quite a while, but with our memories it will last. Thank you for having such a quality crew base.

VITAL STATS

for July 2003

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<td>19,922,338</td>
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</tr>
<tr>
<td>Total Expenses</td>
<td>$275,523,000</td>
<td>$275,523,000</td>
<td>$2,786,400,000</td>
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<tr>
<td>Total Operating Revenue</td>
<td>$179,283,000</td>
<td>$172,112,000</td>
<td>$1,837,477,000</td>
<td>$1,734,808,000</td>
<td></td>
</tr>
</tbody>
</table>

* Number of reportable injuries per 200,000 worked hours.
New Advertising Strategy Launched to Promote Low Fares, Grow Revenue

Ridership Continues Growth Despite Blackout

Promoting Amtrak’s new simplified, low fares, the Marketing and Sales department introduced a new advertising campaign last month in 70 markets across the country. The campaign, which is designed to continue the past fiscal year’s ridership and revenue momentum, also represents Amtrak’s new back-to-basics approach to marketing and pricing.

Over the last few months, Amtrak has taken several steps to simplify its fares. First, fares have been set very competitively, eliminating the need for national, across-the-board seasonal discounts. Second, revenue management has also changed by filling inventory from the lower levels and increasing prices only as demand rises, so that the earlier customers book, the less expensive their ticket will likely be.

Besides the low fares, to raise awareness about Amtrak’s destinations, the new advertising will feature specific city-pair fares. The idea is to give potential passengers the information that they need to make a travel decision. Also, as part of the new marketing approach, for the first time in 20 years, two pages of sample fares will be published in the Oct. 27 timetable.

In short, Amtrak wants to take the work and guessing out of travel planning for its passengers.

The new campaign, created by Arnold Worldwide, relies primarily on newspaper, radio, and Internet ads. This approach, especially the newspaper ads, is an evolution of the consolidation of suppliers — and, in some cases, the lack thereof. However, this is the closest Amtrak has come to sticking to its goals and its budget and meeting both in over a decade. It is because of the discipline exercised in keeping within budget and maintaining focus that the significant accomplishments mentioned below were realized.

Amtrak Closes FY ‘03 With an Eye on FY ‘04

Last fiscal year, Amtrak took measures to reverse the effects of years of deferred maintenance, and begin the road to a state of good repair. That move was none too soon.

Some of the equipment in the Amtrak fleet had not been a regular overhaul in many years, and more than 100 wrecked cars were just sitting in a graveyard of useless clutter.

Adding to the clutter and taking up space was a stockpile of old, decrepit equipment that was of no use to the company, and some pieces of equipment were good for nothing but scrap. Contributing to the FY ‘03 bottom line, the sale of these items came to more than $4 million. Additionally, the sale of old wood ties added another half million to the budget.

The condition of the rail bed contributed to slow orders, resulting in reduced on-time performance and rides that were less than smooth and comfortable for Amtrak passengers. Moveable bridges were in danger of failure, and signals and the electric traction system have been long in need of repair and replacement.

Mechanical Department

The Mechanical department had a productive FY ‘03. With a goal of getting wrecked and damaged cars back into revenue service as soon as possible, the Bear and Beech Grove mechanical shops returned to service a total of 27 cars that were wrecked or damaged. Additionally, overhauls and upgrades were performed to cars and locomotives that increased the percentage of available cars as well as the reliability of those cars.

One of the reasons for not completing every goal was associated with the consolidation of suppliers — and, in some cases, the lack thereof. However, this is the closest Amtrak has come to sticking to its goals and its budget and meeting both in over a decade. It is because of the discipline exercised in keeping within budget and maintaining focus that the significant accomplishments mentioned below were realized.

Bear Car Shops

This facility returned eight wrecked Amfleet cars to service, surpassing its goal of seven, and bringing the total to 13 wrecked or damaged cars returned to service by the end...
I want to share a few thoughts as we look back at FY '03 and start a new fiscal year.

While some of our FY '03 accomplishments may not be all that meaningful to those who don’t know anything about Amtrak, I am really proud of the things we did last fiscal year, and you should be too. We finished FY '03 pretty close to budget, keeping expenses down. In a tough travel industry climate, not to mention a blizzard, blackout, and hurricane, we set a ridership record. While at times the funding picture was uncertain, we managed to avert any financial crisis. Finally — and this is very important — FY '03 was the first year since FY '95 that Amtrak did not borrow any money or get a supplemental appropriation at year-end to make it through the year. That fact speaks volumes.

In the past year, we’ve literally cleaned up our act — whether it’s by keeping a clean shop, or practicing transparent and clear accounting principles. We’ve laid nearly 40 miles of concrete ties, undercut over 20 track miles, and returned to service over 20 wrecked and damaged cars that were otherwise sitting around the backshops. And we’ve prepared the big shops for a very aggressive overhaul program. (You can read more about the details of our accomplishments in this issue of Ink.)

As if to remind us of how urgently-needed these repairs are, we had more than our share of service delays and disruptions because of failing equipment and infrastructure. This will continue until we make real progress in restoring our plant and equipment to a state of good repair.

As you know, October kicks off the first year of our five-year capital plan. As I write this, Congress has not yet voted on our federal funding request. But we can’t wait, and we won’t. We need to keep building and focusing on bringing the railroad to a state of good repair.

You’ve heard the different funding amounts for FY '04 — we’ve requested $1.8 billion, the House of Representatives voted to fund us at $900 million, and the Senate Appropriations Committee approved $1.346 billion in funding, with deferment of the DOT loan. While the $1.346 is encouraging, it’s not enough. The $900 million figure is a non-starter.

As we continue to educate members of Congress about our needs, you can do your part by staying focused on giving 110 percent to your job. We must remain committed to carrying out the public service for which we’re responsible and we must continue to work together as one. We have only just begun to rebuild and we have a great deal of work ahead of us.

On another note, as you know, there isn’t a train going anywhere that I wouldn’t want to be on. So I ride them often, and I get to talk to a lot of employees. It’s a chance for me to hear the good, the bad, and the ugly. Our jobs can be stressful, especially for front-line employees who deal directly with the public. I want our OBS and station employees to know that although it is your job to provide passengers with personalized and quality service, I recognize that it can be hard to keep a smile on your face when we are short on equipment and face other problems.

But I’m counting on you to step up to the plate and maintain a high-level of professionalism and service when things don’t go as planned. Please continue to keep our passengers informed about delays and other service disruptions, and let them know when you don’t have all the information. They would rather know than nothing at all. We’re all consumers — when things go wrong, we expect extra attention. I appreciate the many letters I get from passengers who tell me that

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Oakland Maintenance Facility One-third Complete

Progress is being made at the construction site of the new Oakland Maintenance Facility, located 1,500 feet from the current location Amtrak shares with Union Pacific. The new facility will replace the current 1916-era facility, and will enable Amtrak to better maintain, repair, service and inspect trains.

“The entire project is more than a third complete,” said Harry Schneider, project manager, Amtrak Engineering. “It is exciting seeing walls go up and real progress being made,” he said. Facility walls are being formed and foundations for the Maintenance Building and the Service and Inspection area have been poured. The drop table is being

continued on page 4

Correction

The September 2003 issue of Amtrak Ink included a table listing materials ordered for FY '04 capital projects. One of those items was incorrectly identified as transformer re-insulations for AEM-7 diesel car overhaul. It should have read, transformer re-insulations for AEM-7 Direct Current overhaul. Amtrak Ink regrets the error.
Fall/Winter Timetable Changes Direction

At a glance, employees and passengers may not recognize the changes in Amtrak’s Fall 2003/Winter 2004 System Timetable, arriving at Amtrak stations across the country in mid-October. But one look inside reveals big changes from previous timetables.

Using information gathered from employees and focus groups held in May in Philadelphia, New York, Chicago, and Oakland, Amtrak’s Marketing Operations Support department created one of the most comprehensive timetables ever published.

Effective Oct. 27, 2003, the new timetable reflects the company’s back-to-basics approach to advertising and promoting its services and fares. This strategy seeks to provide customers all the information they need to easily book travel on Amtrak.

With a welcome aboard message from Amtrak President David Gunn, the timetable has been redesigned for ease-of-use, providing customers a lot more information than previous timetables, including sample fares, clearly outlined connecting information, and descriptions of on-board services. Thirty-three train- or corridor-specific wallet cards and panels are also available at stations.

One of the most obvious changes is the consolidation of the National and Northeast Corridor timetables. With the new 128-page timetable, passengers will no longer have to refer to two different books when their travels involve connecting Northeast Corridor service to a long-distance or other train and Thruway services outside the Northeast.

It’s Only Fare

Three pages of sample fares for city pairs in top markets help take the guessing out of travel. For example, passengers will quickly find the cost to travel between New York and Orlando, Chicago and Kansas City, or Philadelphia and Washington, D.C. Also included in the fare section are descriptions of Amtrak’s membership discount programs, such as Student Advantage, AAA, Veterans Advantage, and NARP, as well as the everyday discounts for seniors, children and groups.

Easy Trip Planning — Start to Finish

Another notable change is that the train schedules are color-coded by geographic region — Northeast, East, Midwest, West and West Coast. Each of these sections offers region- and train-specific information. Questions like ‘‘What types of services are offered in different parts of the country?’’ or ‘‘Can I get meals onboard the train and what is the cost?’’ are answered within each of the sections. Photographs describe the type of equipment used and accommodations offered and a regional map provides a snapshot of trains operating in each region.

In addition, passengers are informed about which train operates over which host railroad and about connecting Thruway motorcoach services. Some commuter and transit information is also provided, along with descriptions of region-specific products like the California Rail Pass.

The ‘‘Chicago Service at a Glance’’ chart in the Midwest section quickly identifies connecting times for trains arriving and departing Chicago.

In the East section, the Auto Train has more prominent placement in the timetable than in previous years. Recognized as one of Amtrak’s premier services, additional space is allocated to highlight the uniqueness of this service — when to arrive at the station, vehicle size requirements, and special amenities offered onboard, including complimentary dinner and continental breakfast.

New Fall/Winter Timetable Highlights

Added Acela Express/Metroliner Service

New frequencies added to the Washington, D.C., to New York route increases weekday service from 12 to 13 roundtrips. With the addition of an 8 a.m. departure from Washington, and a 6 a.m. departure from New York, passengers can now depend on hourly weekday morning departures.

Passengers traveling between New York and Washington also have a wider choice of service during afternoon peak travel times. With the addition of the daily 3:30 p.m. Metroliner and the 4 p.m. Acela Express, premium service trains depart from New York every half-hour between 3 p.m. and 5 p.m. Additionally, a new 6:45 p.m. Acela Express departure from Boston to New York offers commuters a late evening travel option. Peak travel days are now effective Monday through Friday to provide a more consistent and easy-to-understand schedule.

Empire Service Restores Sunday Afternoon Train

Sunday mid-afternoon Empire Service returns with the addition of a 3 p.m. departure from Niagara Falls, arriving in New York at 11:45 p.m.

Cardinal Service Extends to New York

The Cardinal tri-weekly service, previously operating between Chicago and Washington, D.C., extends to New York, offering travelers new stops in Baltimore, Wilmington, Philadelphia, Trenton, Newark, and New York. Additionally, the Cardinal operates on a new schedule departing Chicago 45 minutes earlier, at 7:30 p.m.

The innovative design and informative content was developed by Marketing Operations Support Manager Linda Park-Verdi and Marketing Operations Support Group Manager Joe Wendlawick.

“We listened to our passengers and our internal customers, and incorporated the most useful and up-to-date information. The redesigned timetable offers our customers accurate information that is easy to access and understand. Communication and teamwork are critical to ensuring a timely and accurate timetable product,” said Park-Verdi.
Amtrak Merchandise Sold on Select Trains

In addition to Amtrak’s wide variety of food service offered by lead service attendants aboard the Vermont, Capitol Limited and Southwest Chief, these employees are now offering passengers a selection of popular merchandise this fall in a test of three products. The company is closely monitoring the sales of the products — a black cotton baseball cap featuring the Amtrak logo, a stainless steel Amtrak lapel pin, and a silvertone Amtrak luggage tag — and will determine whether to expand the offering to other trains or change the selections. At press time, the lapel pin ($2.25) and luggage tag ($7) were the biggest sellers, while the baseball cap ($9) was not far behind.

“We’re very pleased with the initial results of the sales during this test,” said Chief Marketing Officer David Lin. “The response from passengers on all the services has been very positive. For many, buying the cap or the pin is a nice way to remember their time aboard an Amtrak train or as a present for family or friends.”

Amtrak’s Marketing and Sales department joined forces with the Service Delivery group to create the merchandise offering and sales test. Three trains with diverse characteristics that serve different parts of the country were chosen so that the results of each train could be evaluated. On long-distance trains today, Amtrak offers packaged food, some personal items and playing cards, but no Amtrak merchandise. New inventory controls established through supplier GateGourmet enabled the merchandising team to begin testing the products aboard the three trains in August. The pilot is expected to run through October.

New On-board Route Guides to Hit Long-distance Trains

Amtrak’s popular long-distance route guides are being refreshed and reprinted. Amtrak’s Marketing and Sales department is in the process of revising 15 long-distance route guides, with the first one stocked onboard the California Zephyr in June. The remaining 14 route guides will be available on board trains starting in mid-October through early 2004.

“Amtrak is the window to America. The journey is not just seeing the sights, but also learning about history and gaining insight into the towns and country that passengers travel through. Our regular passengers have come to rely on the guides to tell the story of their trip. The Marketing department wants to be sure that it is a tradition that they can rely on for a long time,” said Barbara Richardson, vice president of Marketing and Sales.

Last updated in the late 1990s, each guide includes a history of the route, information about train stops along the line, suggested photo opportunities, and noteworthy sights. The new guides also highlight popular programs, such as Amtrak Guest Rewards, Amtrak America, and Amtrak Vacations. Customers will not only be able to read the guides on board, but also at www.amtrak.com.

Over 50,000 copies of each route guide will be printed and distributed on board trains, and to select stations along each route. Look for the next three route guides for the Southwest Chief, Coast Starlight, and Sunset Limited, later this month.
FY ‘03 in Review

The Wilmington facility completed a number of component set overhauls, with 162 Amfleet cars scheduled for overhaul, were returned to service, and two of the three Heritage Dining cars returned to service, and two of the three Heritage Dining cars were planned, and all 44 planned overhauls on GE diesel locomotives. On a six-month schedule, four Heritage Parlor cars were overhauled out of the five that were planned. The facility completed 235 of the 306 planned couplers and draft gear overhauls.

Like the Bear Car Shops, Beech Grove Locomotive and Component Shops completed an unscheduled project that involved replacing interior cushions on over 110 Amfleet cars and tooled-up four AEM-7 brakes.

Wilmington Locomotive Shop

The Wilmington facility completed all seven scheduled general overhauls on AEM-7 locomotives, and exceeded its goal of 158 Amfleet component set overhauls, with 162 completed.

The facility completed a number of unscheduled projects including installation of Advanced Civil Speed Enforcement System (ACSES) train control systems (cab signals) on nine P-42 locomotives; storing of 22 P-40 locomotives; making yaw damper bracket and roof skirt modifications on 32 of the 40 Acela power cars that needed to be fixed; completing 21 yaw damper bracket and roof skirt modifications on HHP-8 electric locomotives (including 6 MARC locomotives); and repairing three HHP-8 locomotive trucks.

Engineering

Working with a $333 million capital program, the Engineering department accomplished a great deal during FY ‘03. Building on what it accomplished this past fiscal year, a new program management system is being implemented in FY ‘04 that will enhance project management and program controls.

While the Engineering department has worked on a number of initiatives that are mentioned below, there are several notable engineering projects. The Central Division completed the upgrade of two miles of Amtrak-owned track at the Three Oaks siding near Niles, MI. Additionally, the New York Division, as part of a joint initiative with Long Island Rail Road and New Jersey Transit (NJT), completed the reconstruction of JO Interlocking at the east end of New York Penn Station – six months ahead of schedule and $2 million under budget. The New York Division also assisted with NJT’s Secaucus Transfer Station project in New Jersey, which was one of the most significant and complicated rail projects undertaken in the Northeast Corridor. Amtrak performed track, signal, catenary and electric traction work, for which the company was reimbursed by NJT.

Track

In FY ‘03, the Track department resurrected the Track Laying System (TLS). This system, which replaces old wood ties with new concrete ties, had not been operational for several years due to lack of funding. In addition, the Track department made significant progress in the procurement of long-lead-time materials and equipment in preparation for the significantly more extensive FY ‘04 Track Program.

Structures

Amtrak owns over 1,200 bridges, with the average age of these structures approaching 100 years. The FY ‘03 Capital Structures Program included improvements to movable bridges, renewal of open-deck bridge ties, conversion of open-deck bridges to ballast deck, and improvements to bring underground bridges, retaining walls, culverts, facilities, and stations to a state of good repair. Overall, improvements were made to 45 bridges, including conversion of 11 open-deck bridges to ballast deck, which eliminates the need for future bridge timber renewal, and provides for improved ride quality and increased speeds.

Amtrak’s 13 movable bridges are among the busiest in the country in frequency of openings for marine vessels, with several bridges opening nearly 4,000 times per year. This opening frequency, together with the time-sensitive Acela service, makes reliability a critical issue for these bridges. The FY ‘03 program made electrical, mechanical, and structural improvements to eight movable bridges.

Bridge ties on open-deck bridges require periodic renewal. The FY ‘03 program resulted in the renewal of 1,184 bridge ties on 20 under-grade bridges.

In FY ‘03, improvements were also made to retaining walls and culverts as well as the installation of 3,200 linear feet of right-of-way fencing.

Maintenance Facilities

Amtrak has facilities for maintenance of way, mechanical, and transportation functions at several locations, both on and off the Northeast Corridor (NEC). Minimal investment has been made in recent years to these facilities, which has contributed to the decline in the state of good repair. However, in FY ‘03, improvements to electrical apparatus were made at Washington Union Terminal and to the Remiseler Maintenance Facility.

Communication & Signals (C&S)

The FY ‘03 program for C&S included interlocking renewals and upgrades, copper and fiber cable installation and replacement, Centralized Electrification Traffic Control (CETC) upgrades and enhancements, and continuation of the installation of an Advanced Civil Speed Enforcement System (ACSES).

The C&S department replaced the east end of North Philadelphia interlocking, the central instrument house at Holly Interlocking in Wilmington, DE, and installed Bayston Interlocking in Providence, RI. Design work was also progressed for the replacement of Lehigh and Dock Interlockings.

Copper cables necessary for the reliable and safe operation of Amtrak’s signal and communications systems must be repaired or replaced when they have deteriorated to the point that they barely meet Federal Railroad Administration’s requirements. Repairs and replacements to signal cables along 140 miles of the NEC were planned and completed. Copper communications cables, as well as emergency telephones, were installed in the Baltimore tunnels to enhance safety.

Fiber optic systems improve the reliability of communications and eliminate the need to lease circuits necessary to control interlockings and to access radio base stations. Fiber optic cable installations have begun on the Hell Gate Bridge.
Secaucus Transfer Station Opening Ushers New Era of Rail 

After decades of planning and eight years of construction, the $600 million Secaucus Transfer Station, dedicated by New Jersey Transit as the Frank R. Lautenberg Rail Station at Secaucus Junction, opened for weekend service on Sept. 6, 2003. The 50.625 square foot transfer station complex, which occupies a 28-acre site in the meadowlands four miles west of Manhattan, makes possible — for the first time ever — direct connections between Amtrak’s Northeast Corridor and all rail lines serving northern New Jersey.

“The Secaucus Transfer Station project, constructed through a joint partnership between Amtrak and New Jersey Transit, unifies virtually the entire NJT rail network.”

Walter Ernst, general superintendent, New York Division

Since the first survey stakes appeared in the ground along the High Line right-of-way, Amtrak employees have been witness to the construction of one of the most significant and complicated rail projects undertaken in the Northeast Corridor.

“Taken as a whole, the changes along the three-mile stretch just west of the North River Tunnels have been monumental,” said Walter Ernst, general superintendent, New York Division. “The Secaucus Transfer Station project, constructed through a joint partnership between Amtrak and New Jersey Transit, unifies virtually the entire NJT rail network.”

High-Speed Trains Pass Through Secaucus

Because the station was built in the middle of a two-track railroad, a traditional side-platform station would have clogged the Northeast Corridor, as passengers entering and exiting commuter trains would cause dwell times well beyond the hourly capacity of the railroad. Originally, the primary goal of the station track plan was to enable NJT train stops without affecting Northeast Corridor through-trains. To achieve this, the station was built with four tracks that allow trains stopping at Secaucus to do so on a track off the high-speed tracks (at least in the peak travel direction). But with overall train volumes along the NEC requiring a train to run every two minutes (and some not stopping at all at Secaucus), the operation will require some trains to “overtake” a stopping train while traveling at 90 miles per hour and then merge back in with other trains departing Secaucus — all within the space of three miles.

“Think of a fast-food ‘drive-thru’ lane with cars leaving the road, picking up their bag of food, and then rejoining traffic. In the meantime, many other cars have gone by without stopping. It’s a little more complicated when your ‘car’ weighs 600 hundred tons, but the principle is the same,” explained Drew Galloway, senior director, High Speed Corridors, Strategic Planning.

Aged Infrastructure

The tremendous volume of trains and commuters in both New York and New Jersey (the most densely-populated state in the Union with a greater density per square mile than that of Japan), forced the state of New Jersey to invest in a commuter rail system. On the NEC level, two through-main tracks and two additional main tracks at the inner platform, stopping at Secaucus Junction, opened for weekend service on Sept. 6, 2003. The Secaucus project was delayed over one year because of the September 11 events and resulting travel patterns changes.

Construction Challenges

Construction elements within this three-mile portion of the Northeast Corridor included the realignment of existing tracks to new tracks on new bridge structures, construction of two station tracks on three platforms, one additional main track on each side of the station and construction of four interlocking — including two with high-speed switches allowing 80 mph diversions that enable access to the station and movement from the station with little or no effect on trains passing through the station. While NJT’s Main, Bergen County and Pascack Valley Lines are not electrified, all NEC track required new AC catenary for electric traction.

“Now, the entire system is unified through this station and it will be a huge challenge to operate the system as one. New York train dispatchers will be instrumental in making this work.”

F. Clark Hampe, director, Operations Planning

One of the earliest construction tasks involved moving Amtrak’s 138,000 Volt AC transmission lines to a series of new 150-foot towers, built to completely by-pass the station area.

“Faced with the potential of disrupting or severing Amtrak and NJT Northeast Corridor services, Amtrak early on imposed very stringent track outage time frames and safety requirements on the project,” said Deputy Division Engineer Richard “Butch” Bemski.

Despite revising all evening and night schedules, construction on the NEC level took place while trains continued to move past the site on tracks that remained in service, or during track outages, with tracks removed from service and/or traction power de-energized. These

An aerial view of Secaucus Transfer Station looking southwest. At right, Northeast Corridor tracks enter the station.
new signal system eliminated fixed wayside automatic signals (signals placed along tracks that automatically indicate track condition and block occupancy) and was designed and installed in stages between Newark and New York. The system uses only cab signals (signals located in the engineer's cab that indicate track occupancy or condition), rather than a combination of cab signals and fixed wayside automatic signals. Six signal aspects are employed, with varying code rates allowing movements at normal speed, 80 mph, 60 mph, 45 mph, 30 mph, and restricted speeds. There are so many short blocks that signals could not be provided for all of them between interlockings. While the new system makes it possible for trains to move two minutes apart at speeds up to 90 mph, maximum capacity of the system is reached at 60 mph during peaks; a concession to the greater number of trains expected to be operated during the critical commuting hours.

Schedule Challenges

“It is this blending operation of merging and exiting trains under such heavy volume conditions that is unprecedented,” said F. Clark Hampe, director, Operations Planning, New York Division. “Smooth operation of this project will require constant attention by Amtrak and NJT operating departments. Also, the upper and lower level NJT lines always functioned independently, their operations never required coordination. Now, the entire system is unified through this station and it will be a huge challenge to operate the system as one,” noted Hampe. “Amtrak’s New York train dispatchers will be instrumental in making this work.”

The complexity of the train movements will also affect operations planning methods. “The schedule change process will now require lead times of six to twelve months to reach agreement between agencies, compared with the typical three month timeline,” added Walter Peters, senior director, Network Schedules. “Almost every train Amtrak runs to New York will be a huge undertaking.”

Because maintenance of the Secaucus infrastructure will rival the complexity of that in Penn Station, NY, Amtrak’s Engineering department will need to plan its activities far more in advance than previously considered. “The bar is raised on nearly all aspects of the operation,” added Hampe.

Making the Connection

This portion of the Northeast Corridor was originally built as part of the Pennsylvania Railroad’s New York Improvements that included the North River Tunnels, Pennsylvania Station, the East River Tunnels and Sunnyside Yard. Known locally as the High Line, this segment of track passed over the tracks of the former Erie Railroad and the Delaware, Lackawanna & Western Railroad (DL & W) near their New Jersey terminals since the opening of New York’s Pennsylvania Station. Through years of mergers, acquisitions, abandonments and changes in public attitudes toward rail transportation, the Pennsylvania Railroad (PRR) High Line through the Meadowlands, its North River Tunnels and its Pennsylvania Station New York terminal, provided the only direct, high speed long-distance access to Manhattan from the west. With other lines limited to connections with ferries or the slow, subway-like Hudson & Manhattan (predecessor to PATH), regional planners wanted to tie the network of suburban rail lines fanning into northern and western New Jersey from ferry terminals at Jersey City and Hoboken into the PRR’s efficient, well-constructed east-west route. The idea remained dormant into the 1980s until faced with increased population density and a highway system unable to handle increasing traffic, the Secaucus Transfer Station was conceived. “Secaucus Station is the culmination of a long series of capital improvements in New Jersey, starting over twenty years ago with extensions of electrification on the North Jersey Coast Line. Projects such as Mid-Town Direct, the Pennsylvania Station East End Concourse, the Montclair Connection and now the Secaucus Transfer Station have all been successful in making the NEC, and the New York Division in particular, one of the most challenging railroads to operate anywhere,” said Ernst.
Red Caps Give Passengers a Lift

Navigating Chicago Union Station can be overwhelming for many Amtrak travelers — especially when grappling with excess luggage and chasing exuberant children. However, passengers express a sigh of relief when Red Cap Mark Owsiany offers his assistance.

While most would expect Owsiany's job to be physically demanding, it is much more complex than just repetitively lifting and loading heavy pieces of luggage. A red cap must know station, routing, schedule, and ticketing information. To successfully do his job, Owsiany must remember the schedules of the 51 Amtrak trains that travel in and out of Union Station each day and must also be familiar with the Chicago area destinations served by Metra commuter service. Most important, the red cap must perform his duties safely while providing Amtrak passengers with courteous service.

In Chicago, red caps are often the first Amtrak employees to meet arriving trains. After long journeys, travelers welcome luggage assistance and a ride in a motorized “people mover” down the two-block-long platform to the station. As Owsiany explains, “A warm smile and a helping hand adds tremendous value to our product and a lasting impression on our passengers. On their return trip, passengers are reassured when they see the familiar face of the red cap they met on their last trip.”

On a chilly Thursday morning, Owsiany starts his 6:30 a.m. shift by getting his assignment sheet from Lead Red Cap Chester Owsiany, who happens to be his brother. The lead red cap is a rotating position responsible for reviewing daily train schedules, adjusting staffing levels, and scheduling red caps to meet specific inbound trains. The morning assignment sheet includes trains arriving at Union Station between 8:30 a.m. and 3:30 p.m. Owsiany is assigned to meet the Hiawatha arriving at 7:57 a.m., the 9 a.m. City of New Orleans and the 10:58 a.m. Capitol Limited.

After reviewing his assignment sheet, Owsiany checks the computer to see if his trains are on schedule. Using this information, Owsiany manages his time to carry out another aspect of his job — assisting passengers boarding outbound trains.

Union Station red caps are stationed on the main floor near the information counter. Passengers entering at the main entrance on Canal Street can use the house phone to call Passenger Services for red cap assistance. Two red caps are also dedicated to assisting passengers in the Metropolitan Lounge, where sleeping car passengers relax and enjoy complimentary beverages while waiting for their train.

Three key tools — radios, people movers, and luggage carts — help red caps provide good customer service. Each red cap is assigned a radio, which links them to the Passenger Services department and other red caps. The motorized people mover is driven by the red cap and designed to seat up to four passengers. A luggage cart can be connected to the rear of the people mover, creating a 14-foot-long vehicle that must be carefully maneuvered through the crowded station.

Every red cap is required to complete training provided by the Amtrak Safety and Security department before being authorized to use a people mover. The red cap must be alert for children who dart through the two-foot gap between the luggage cart and the people mover and wary of passengers boarding or detraining on the narrow platforms.

“It’s really hectic during the morning rush hour when thousands of commuters are passing through the station,” Owsiany said. “Getting the people movers through the station is almost an art form.”

When Owsiany became a red cap 17 years ago, people movers did not exist and red caps had only luggage carts to transport baggage through the station. Since Chicago Union Station began using people movers about ten years ago, they have proven to serve the dual benefit of improving customer service and increasing the red caps’ efficiency.

“With the elderly population growing,” said Red Cap Hafeez Muhammad, “we’re seeing more and more elderly passengers who need assistance. Many are unable to walk long distances or carry luggage. The people movers are an excellent and necessary tool for assisting our older travelers.”

Around 8:30 a.m., Owsiany receives a call for a wheelchair lift for passengers detraining the Cardinal. Owsiany gets the lightweight aluminum rectangular lift, rolls it down the track and positions it next to the exit of the coach car. By turning the lever in a circular motion, the floor of the lift rises to the level of the train, creating a ramp for the passenger and the train attendant to wheel the chair onto. Once the passenger is safely on the ramp, Owsiany lowers the ramp to the floor allowing the passenger to wheel himself off and onto the platform. While Owsiany awaits the arrival of his next train, streams of customers approach him with questions. “Can you tell me where the ticket office is?” “What time does the train headed to Kalamazoo leave?” “Where can I catch the train for Milwaukee?”

Owsiany has answers for each.

When a gentleman asks where to check luggage, before taking them to the checked baggage window at the ticket counter, Owsiany first asks the man’s destination. After learning that it is Red Wing, MN — an unstaffed station that does not offer baggage service, Owsiany instead directs him to the lockers to store his bags until the train arrives.

After responding to customer inquiries, Owsiany is called to track two to assist passengers arriving in a private car attached to an Amtrak train. While assisting the passengers, he is mindful of his obligation to meet the inbound Lake Shore Limited scheduled at 10:58 a.m.

Owsiany completes that task in just enough time to meet the coach passengers on the approaching Lake Shore Limited at track 24. Along with Reservation and Information Clerk, Sharon Reeves, Owsiany assists four elderly passengers and their luggage onto the people mover.

At the end of the day, Owsiany turns his equipment over to the red cap on the afternoon shift and briefs him on the day’s events. After 17 years on the job, Owsiany still enjoys it. “Every day is different,” Owsiany said. “I get a chance to meet new people every day. I remember helping Pearl Bailey in the station. Another time I met a man traveling with a large box that he later told me was carrying a Picasso,” he continues.

“This job gives me the opportunity to get a glimpse into lives and experiences of travelers from all over the world.”
FY '03 in Review
continued from page 5
Line and the Empire Connection. While a request for proposal was underway in FY '03 for the replacement of the CETC systems in Boston and Philadelphia with a more modern, cost effective, and secure system, the CETC upgrades included the installation of new voice recording systems, a new Uninterruptible Power Supply (UPS) system and the replacement of console hardware.

ACSES is mandated by the FRA in New England and where trains exceed 125 miles per hour between New York and Washington. In addition to enforcing speed restrictions, ACSES enforces a positive stop at interlocking home signals displaying a stop signal. In FY '03, software was developed and tested to provide an automatic release to trains once the home signal has been cleared. This required the installation of a data radio network over most of the system.

Electric Traction (ET)
In FY '03, the ET department completed more than 30 miles of catenary hardware renewal at critical interlockings and main line high-speed tracks between Washington and New York. ET continues to replace and upgrade the more than 70-year-old traction power system. A new traction power transformer was installed in FY '03. Four more transformers have arrived, with nine more scheduled to arrive in FY '04. In addition, maintenance-intensive components of these systems, as well as failing circuit breakers, have been replaced with upgraded technology.

Work also began in Baltimore, MD, with the installation of a duct bank between Union Tunnel and the substation in Baltimore for the oil-filled cable-replacement project. The installation of this cable will be contracted out. There is a $9.6 million carryover into FY '04 for the Electric Traction Program. The primary reasons for the carryover are delays in receiving sub-station and transformer material.

Fire and Life Safety
During FY '03, the Fire and Life Safety Program completed the following jobs:

• Major excavation work required to start the forming of the new ventilation structure at Weehawken, NJ
• Penn Station Ventilation Project (all seven fan rooms within Penn Station)
• Emergency bench wall ladders installation within the East River and North River Tunnels
• Handrail Project within the East River Tunnels
• Installation of Nolan rail carts within the Penn Station Complex

• Installation of the Phase I Supervisory Control and Data Acquisition (SCADA) System

• Commencement of the portal access security improvement at the Bergen and Long Island City Portals

The FY '03 Fire and Life Safety Capital Program was budgeted for $91 million in FY '03; due to a delay in awarding four major construction projects, the funding required for FY '03 was reduced by $44 million.

The work for the next five years has been clearly identified in the components of the Five-year Strategic Plan (FY '04 – '08). It will be tough to accomplish, but the imminent future depends on it. Much was accomplished at Amtrak during the past year and these efforts have proved to be a good start. But the rebuilding must continue.

FY '03 Employee Milestones
Congratulations to All of You!

- 25 Year Milestones
- 30 Year Milestones

Congratulations to all of you!

Amtrak Wins National Travel Award for ‘Julie’

Amtrak’s automated agent, “Julie,” is not just another pretty voice, according to the Travel Industry Association of America, which recently awarded Amtrak the Odyssey Award for the voice response unit.

Vince Zagorski, Amtrak’s director of Telephony and Information Systems Support, and his team were awarded the top honor in the Travel Facilitation category. It is one of 10 national travel awards that will be presented at a ceremony later this month.

Considered one of the most sophisticated reservations applications in the travel industry, Julie was designed to increase customer satisfaction by replacing the often-cumbersome touchtone system with a better service option for routine calls, all the while keeping call-center costs contained. Few, if any other companies in the travel industry, use speech recognition to handle the complex tasks that Julie manages with Amtrak’s schedules, fares, and reservations.

Since Julie began communicating with passengers in October 2000, the system has reached several milestones. For example, Julie began providing train status information in 2001; offering schedules, fares, reservations and promotional discounts in 2002; and accepting credit card payments in 2003. Through August 31, 2003, 9.2 million calls have been satisfied by Julie, 1.5 million reservations have been made and $150 million in revenue has been booked.

The Odyssey Award, established in 1952, recognizes excellence and exceptional achievement in travel promotion and public and community service activities.

“The award is a special tribute to the many people who have worked to make Julie a success,” Zagorski stated. “This recognition is a direct result of their talent and expertise.”

Customer Relations and Revenue technical employees contributing to the success of Julie include Speech Systems Analyst Jason Brown, ACD Analyst Clyde Coateyn, Telephony Technology Analyst Robert Early, and Call Center Telephony Support Specialist Jerri McKeever. Also assisting with the project were Director of Call Center Systems Support Mark Haynesworth and Managers Ja’far Abdus-Samed, Abul Badruddoza and Randall Stillman.
Amtrak Guest Rewards® Members Receive Free Companion Certificate

Amtrak Guest Rewards members can take advantage of Amtrak’s “Take Two Round Trips and Receive a Free Companion Ticket Anywhere Amtrak Goes” offer during the Acela Express/Metroliner fall advertising campaign.

The campaign targets business travelers and promotes Boston to New York $99 or less fares and the free companion promotion. The free companion offer is valid for AGR members who travel two round trips or four one ways on Acela Express or Metroliner service between Boston and Route 128; to and from Stamford, New York, Newark, and Metropark; and between Washington, D.C., and New Carrollton.


Passengers Save by Booking Online

Passengers can save an additional 5 percent off Amtrak fares by booking their reservation on www.amtrak.com during Amtrak’s long-distance train fall campaign.

The campaign features sample fares for city pairs in 21 markets, including Chicago, New York, Los Angeles, Seattle, San Francisco and Washington, D.C., and feature illustrations by Michael Schwab, one of America’s leading graphic artists. The discount is offered to passengers booking online by Dec. 13, 2003, and valid for travel through April 2004.

Schools Promotion Generates Revenue

West Coast states and Amtrak are building future ridership by introducing school children to train travel with special offers to school groups. Through the Schools on Trains program, states issue targeted mail and Web site solicitations offering group round trips as low as $5 per student, which fill otherwise empty seats.

The state of Washington began promoting school group offers in 1999, and California and Oregon followed in 2000. California’s program, known as Kids ‘n Trains, marked the 50,000th student to participate in the program last spring. Through June 2003, these combined programs have generated 143,887 riders and over $384,000 in revenue. By introducing adult chaperones to rail service, the program attracts additional full-fare groups of adults and youth organizations that travel in the same corridors at regular group fares.

California Kids Learn About Train Travel

Amtrak’s West Marketing team is sponsoring a train and travel program for fourth-grade students in California designed to build interest in trains and develop children into future train riders. As part of the Scholastic/Amtrak School Program, Scholastic Publishing is producing curriculum that incorporates trains and uses Amtrak as the basis for the learning modules. The program, scheduled to begin mid-October, is provided to teachers at no charge.

Four different lessons on geography, language arts, science, and math involve train travel. As part of the program, teachers are offered the opportunity to take the children on a train ride through the state’s Schools on Trains program.

Each student also receives a four-color, two-page flyer to take home to their parents that includes a Ride Free coupon and family at-home activities related to train travel.

Fans Meet Former Raiders Players En Route to the Games

Oakland Raiders fans taking the San Joaquins or Capitol Corridor trains to Raiders’ daytime home games this season will rub elbows with former players and have an opportunity to take photographs and get autographs, while being served refreshments and participating in contests for prizes.

Select San Joaquins or Capitol Corridor trains take passengers to the Jack London Square-Oakland Amtrak station where Amtrak’s Thruway motorcoach conveniently delivers fans to and from the coliseum entrance.

Delaware Transportation Festival Held at the Wilmington Amtrak Station

The 15th Annual Delaware Transportation Festival was held at the Amtrak Station in downtown Wilmington, DE, on Sept. 27. The daylong festival, sponsored by Amtrak, the Delaware Department of Transportation and DART First State, showcased changes taking place along Wilmington’s waterfront, adjacent to the Amtrak station, which include construction of a new multi-level parking garage for Amtrak passengers.

Train enthusiasts toured Amtrak equipment,; a Wilmington and Western Railroad steam locomotive; a Reading FP-7; a vintage diesel locomotive; and cars from Norfolk Southern. Amtrak passengers traveling to the festival on select trains received a 20-percent discount.

Chicago Union Station Hosts Downstate Day

Thousands of commuters, visitors, and Amtrak customers passing through the Great Hall of Chicago Union Station got a chance to learn about downstate Illinois Amtrak destinations during Amtrak Downstate Illinois Day, sponsored by Amtrak and the Illinois Department of Transportation (IDOT).

On Sept. 10, representatives from 12 downstate communities and three regional tourism agencies were available to answer questions and distribute literature about cities and tourist attractions along Amtrak’s downstate routes, such as the Statehouse and the Illinois Zephyr. Those stopping by the Amtrak table also entered a drawing to win free Amtrak tickets for travel anywhere in downstate Illinois.

During the event, Marketing Director Tracy Robinson, Marketing Manager Anne McGinnis along with Jennie Claflin, chief of IDOT’s Rail Passenger Operations Unit spoke to passengers about Amtrak’s routes and cities as they distributed National Timetables and Amtrak America travel brochures.

Amtrak Guest Rewards Members Can Travel and Win

This fall, Amtrak Guest Rewards members traveling on any Amtrak train, including Acela Express and Metroliner, between Sept. 15 and Oct. 31, will be automatically entered for a chance to win a trip to the CBS Radio Sports National Football League (NFL) Big Game Chalk Talk in Houston, TX, during the Big Game weekend in February 2004. During that weekend, Westwood One Radio will also select and present an NFL player with the Amtrak Player of the Year award.

The sweepstakes prize includes roundtrip airfare for two, three-night hotel accommodations in Houston, attendance at Westwood One’s CBS Radio Sports Big Game Chalk Talk and an opportunity to meet the Amtrak Player of the Year.

Kyle Kenyon (kneeling) of Bass Lake Elementary School is the 50,000th student to take part in California’s Kids ‘n Trains program. Kenyon and his classmates rode the San Joaquins on a field trip to the state capital in Sacramento.
New Advertising Strategy

continued from page 1

Paper advertising, gives Amtrak an opportunity to raise awareness and provide more detailed information about destinations, fares, and the advantages of train travel. Television advertising is more suited to communicating major discounts rather than detailed information.

The print ads feature illustrations by celebrated graphic artist Michael Schwab, whose logo and poster designs have won prestigious awards.

The fall campaign is designed to build on Amtrak’s successful ridership growth over the last year. At press time, year to date, ridership is 2 percent ahead of budget and last year.

August capped Amtrak’s summer travel season with about 2.2 million trips, up 7 percent from last year. At press time, year to date, ridership is 2 percent ahead of budget and last year.

Also worth noting in August is that fare discounts rather than detailed information are being made on the revenue side.

While the power outage caused an estimated loss of 50,000 trips (31,000 of which were on Regional and Acela Express) and about $2.6 million in revenues, short-distance trains showed strong ridership gains with an overall gain of 6 percent. Double-digit ridership growth on trains such as the State House, Hiawatha, Illinois Heartland Flyer, and Pacific Surfliners contributed to the strong performance of the short-distance trains.

Amtrak and TCU Agreement is Ratified

Amtrak and the Transportation Communication International Union (TCU) have reached agreement on a new contract that provides wage increases for about 5,000 clerical, station, tower, and reservation employees.


Changes to the medical insurance plan are also similar to those contained in the national freight contract, although Amtrak workers’ monthly health premium contributions will be approximately 25 percent lower. Amtrak members will contribute $50 per month effective Oct. 1, 2003, and $75 per month beginning Oct. 1, 2004.

The contract was ratified by a margin of 1,138 votes to 774. Union members voted on the contract during a month-long mail-balloting process that ended Sept. 10. The TCU contract agreement is the first settlement for any group of Amtrak workers in the current round of negotiations that began in 2000.
The following are excerpts from letters written by Amtrak passengers who found their experience with our front-line employees worth noting.

Dear Amtrak,
This is a quick letter to say thank you to all the employees of Amtrak that worked ... during the now infamous 2003 blackout.

I am very pleased to tell you the individual initiative of your Penn Station Customer Service Staff was outstanding. Not only did they keep me, another 50 or so riders on 172, informed but they saw an opportunity to help us all and get us out of the powerless city. Apparently, a bus was scheduled to go back to New Haven for another run but it was not scheduled to carry anyone ... But your folks saw this and acted immediately and with tremendous attitude. In fact, all the Amtrak employees along our route were outstanding. You have a great team on the Surfliner.

I can tell you that after 25 years of travel on every available public transport system, the experience from last week, when every company was being challenged with events well beyond their control, has made me an Amtrak fan for life. I believe you have the best method of reliable and comfortable transportation for the eastern corridor and can assure you that whenever my travel plans call for it, I am yours!

Dear Amtrak,
Recently, my wife and I were visiting in San Diego, CA, and took the opportunity to ride Amtrak’s Pacific Surfliner to Los Angeles. During the trip, my wallet came out of my pocket and I did not discover the loss until I was in the Los Angeles Union Passenger Terminal. I went directly to the lost and found clerk, Patty Ryan, and she said she would try to locate my wallet immediately.

An Amtrak employee found it when the train got to Santa Barbara and the wallet was returned to me the next day without any cash or credit cards missing.

I want to commend Patty and Kathi Jurgensen, the baggage clerk in San Diego, for their diligence, professionalism, and customer-friendly attitude. In fact, all the Amtrak employees along our route were outstanding. You have a great team on the Surfliner.

In Box
Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the December Issue November 7, 2003
For the January Issue December 8, 2003

Train of Thought
continued from page 2 although they experienced delays or other unforeseen events, the high-level of on-board and station service made all the difference. Our front-line employees make the difference between a loyal passenger and someone who never rides Amtrak again. Keep up the good work.

P.S. I just want to again tell you how proud I am of the job everyone did before, during, and after Hurricane Isabel. We were prepared, well organized, and made excellent operational decisions. While the hurricane mostly affected service on the East Coast and the Midwest, our success in managing through the storm was due in large part to the changes made to the company’s structure which allowed front-line employees to do their job with minimum confusion and second-guessing. We had a plan, stuck to it, and all of the pieces of the puzzle came together. I couldn’t have asked for a more professional handling of the situation.
More than 24 million passengers rode Amtrak in fiscal year '03, the highest annual ridership the company has ever experienced in its 32-year history and a nearly 3 percent increase in ridership over last year.

The record didn’t come easily to Amtrak, however, as during the past 12 months the railroad struggled with the effects of the war in Iraq, an economically-troubled travel industry, the Northeast’s President’s Day blizzard, the multi-state August black-out and, most recently, Hurricane Isabel.

However, overall, short-distance train ridership grew about 2 percent, while the long-distance network saw 5-percent more passengers than last year. Trains in the three western divisions increased ridership by 10 percent, while the four eastern divisions experienced a decrease of 1 percent.

Short-distance trains in the east, such as the Regional, Metroliners and Acela Express continue to account for more than half of all passengers, with Regionals ridership up nearly 4 percent. While Acela Express ridership decreased as a result of fewer departures in 2003, per-departure ridership increased about 3 percent.

The Biggest Gainers

The most significant increase in the east — and nationwide — occurred on the Pennsylvania, with a 64-percent jump in ridership over last year. This was due mostly to a change in the route and schedule. While previously a Mail and Express-based train between Chicago and Philadelphia, the service was altered in February to run in the daytime between Pittsburgh and New York.

Most of the ridership increase has been seen between New York and Philadelphia.

Other major gainers in 2003 include:
- Pacific Surfliner 26 percent
- Pere Marquette 22 percent
- Texas Eagle 20 percent
- Silver Meteor 15 percent
- City of New Orleans 14 percent

Overall, ticket revenues for the year ended Sept. 30, 2003 totaled $1.2 billion.

Back-to-Basics Approach Continues

Amtrak’s back-to-basics approach continues to simplify train travel, attract riders.

Amtrak Breathes New Life Into Idle Equipment and Parts

With a lot of initiative and newly-found inventory, employees at Beech Grove have recently transformed three Heritage dining cars into sharp-looking additions destined for the Lake Shore Limited service between New York City and Chicago. Two more are underway.

The cars (#8558, #8559, and #8528) were built by the Budd Company in 1949 and 1950, and had been in Amtrak service for many years. But until their general overhaul this fall, the first two had been in storage in Beech Grove for more than a year (each without an overhaul in more than 10 years), while the third limped along, looking every one of its 53 years.

As a result of the April 18, 2002, Auto Train derailment in Crescent City, FL, Superliner II Sleeper 32090 is the most heavily-wrecked car that Beech Grove mechanics will work this year.

The damaged end corners of the car (above) were completely rebuilt (right), including removing and replacing the end sheets, corner posts, upper collision posts, grab iron pockets, and upper side sheets, as well as the roof from the end of the car to the second window. Mechanics cut out and replaced all of the structures in these areas.

The lower left side of the car was also repaired. The fluting, which is the car’s exterior skin, was removed so that the structure of the car could be repaired and new fluting could be installed.

The derailment also caused significant damage to the bedrooms on both corners of the car. Ceiling panels, wall panels, air ducts, doors, lighting fixtures, and floor heating were repaired or replaced. As with all of the wrecked cars, a rebuilt air conditioning unit, a new water heater, and rebuilt door operators were installed.

Once the toilet and plumbing repairs are complete, and new cushions, drapes, and aisle carpet are installed, Superliner II Sleeper 32090 will be back in revenue service.

Before Amtrak’s Lake Shore Limited leaves the Chicago yards, Coach Cleaner Tommie Hill vacuums the carpet inside Heritage Diner 8559.
Train of Thought

I have just completed a 12-day trip across the country, by train of course. The trip was occasioned by three things. First, we’ve moved our recognition ceremonies — the President’s Service and Safety Awards — out of Washington to the field and started including 30-year veterans. Secondly, we wanted to reassure our supporters that we are committed to the national system. Lastly, I wanted to see for myself the new maintenance facility under construction in Oakland, as well as some other changes we’re making.

I believe that the local recognition ceremonies were well received. The people who attended were an impressive lot representing thousands of years experience and dedication.

We were able to meet with a large number of supporters, including Mayor Dale Niewoehner of Rugby, ND, and Montana Gov. Judy Martz, who rode with us for three hours through her state.

Lastly, the Oakland maintenance facility is taking shape and should be completed on schedule and within budget ($65 million). For the first time, we will have a good facility for our Capitol corridor, San Joaquins and Zephyr services. We will have a diesel shop, S&I pits, a car washer, a drop table and a wheel truing machine. We should move into it in a year or so.

Other items of note regarding maintenance facilities, the Southwest division has corrected a problem in their Los Angeles facility by installing grates over open pit areas. The consultant who designed the facility apparently thought they were building a Transit barn.

Chicago has reopened Brighton Park to complete the removal of inspection from Beech Grove. This must be done to permit the heavy overhaul of 102 long-distance cars in FY ’04. The shop looked good. The yard is empty of the scrap cars that were there. The warehouse is filling up.

The passenger waiting areas in Chicago are being expanded and spruced up with new HVAC and some new furniture. The only sad note on the trip was the impending closing of the Chicago call center which was announced almost a year ago; sad, but inevitable and necessary.

The trip itself was good. Trains were well patronized and on time (maybe I should ride all the time — the Starlight was early into Sacramento). Some early results of the overhaul program were visible, the Pacific Parlor car, for example. However, it will take a while to deal with the maintenance backlog.

PS. After a 12-day trip with only two nights in a hotel, I can tell you I can sleep on the train. In fact, when I got home and in my own bed I kept waking up and wondering why we’d stopped.

Amtrak Breathes New Life Into Idle Equipment and Parts

continued from page 1

Spurred by the critical need to increase the railroad’s availability of rolling stock and thanks to the diligence of the Procurement department’s local storekeepers, unused material was exhumed this spring that had been ordered for a diner overhaul program that ultimately had been suspended years ago. These parts were simply collecting dust at the Beech Grove warehouse.

Beech Grove mechanics first began work on car 8528, as it had extensive mechanical problems. The other two cars followed. Using the plumbing fixtures, refrigeration, and air conditioning system materials that were already in stock, Beech Grove mechanics began bringing the cars to life. All the kitchen appliances, such as bun warmers, steam wells, hot plates, griddles, convection ovens, coffee makers, toasters, and microwave ovens that had been in storage were installed.

The electrical components were either overhauled or replaced; and new interior furnishings, such as carpeting, cushions, paneling, table tops, sub-flooring, floor rubber, and windows that were in the storehouse were installed.

Using previously purchased materials, employees completed work on air brakes, draft gears and couplers, and end diaphragms. Interior sheet metal work in the kitchen area and car body paint and striping was also performed.

The work done on these diners was done quickly, and it was done well. It is designed to last at least five years, until new cars can be purchased to replace them.

Currently, Amtrak owns 40 aging Heritage diners, of which 26 continue to be used in the East. The railroad’s five-year capital plan calls for the retirement of all 40 cars by 2008, when they are planned to be replaced by Viewliner-style cars. These new cars will be configured as combination diner-lounge cars, each replacing two aged Heritage cars. But for now, Amtrak passengers can enjoy their meals in these bright new diners whose overhaul is a credit to the employees of Beech Grove.

Dennis Watson of the Mechanical department in Beech Grove contributed to this story.

Diner 8559 before it departs for New York on Oct. 15.

David L. Gunn

Coach Cleaner Tommy Hill fills the portable water tank of Heritage Diner 8559 before it departs for New York on Oct. 15.

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FY '03 Closed with Over $5.5 Million From Surplus Equipment Sales

The removal and sale of 570 pieces of unusable rolling stock and other equipment from Amtrak’s yards and facilities during FY '03 generated over $5.5 million in revenue, the Material Disposal group of Amtrak’s Procurement and Material Management department reported last month. This rolling stock and equipment had been stored at Amtrak Service and Inspection (S&I) facilities in Albany, Chicago, New Orleans, and Sanford, as well as Sunnyside Yard, Bear Car Shops, Beech Grove Locomotive and Car Shops, and the Brighton Park and Wilmington maintenance facilities.

The removal effort has helped to ease congestion at the railroad’s facilities. Equipment that sat at Brighton Park occupied more than half a mile of track space; at Bear more than a mile; and at Beech Grove over three and a half miles. Not only were these items an eyesore, they also took up space that could be better used to service and maintain operating equipment.

The list of removed items includes equipment that was sold outright and equipment that was sold as scrap. Most of the rolling stock sold was built in the 1950s and purchased by private car owners. Turboliner, Metroliner, and baggage/box cars, maintenance-of-way rolling stock, wrecked cars, and E-60 locomotives were among the pieces sold to scrap companies. Other items sold included ties, rails, and roadway equipment such as generators, air compressors, and material handling pushcarts.

The Sound and the Fury

Hurricane Isabel Strikes with a Vengeance

It was not a surprise. Actually, it was predicted with a great deal of accuracy. Hurricane Isabel, however, was unstoppable. So the best Amtrak could do was be prepared to handle its impact.

By Monday, Sept. 15, Amtrak was tracking the storm. As it became evident that the East Coast would fall directly in the storm’s path, creating many problems for Amtrak and its customers, a 24-hour watch team was put together at the Consolidated National Operations Center (CNOC) in Wilmington.

On the morning of Thursday, Sept. 18, Isabel, classified as a category 2 hurricane with winds of about 100 mph, made landfall on the Outer Banks of North Carolina. Not far away, the routes of the Silver Service, the Crescent, and Auto Train were in the predicted path of the storm and all its fury. Headed northwest, the storm would hit North Carolina and Virginia, as well as the south end (New York to Washington) of Amtrak’s Northeast Corridor.

For Amtrak, this also meant that train service in the storm’s path would be affected. The 24-hour crew at CNOC, headed by Jon Tainow, chief, System Operations, began to consider service cancellations. With passenger safety a priority, the challenge was to operate whichever trains possible to minimize passenger inconvenience, and yet prevent passengers and train equipment from becoming stranded enroute.

For Amtrak, this also meant that train service in the storm’s path would be affected. The 24-hour crew at CNOC, headed by Jon Tainow, chief, System Operations, began to consider service cancellations. With passenger safety a priority, the challenge was to operate whichever trains possible to minimize passenger inconvenience, and yet prevent passengers and train equipment from becoming stranded enroute.

Amtrak Gears Up For Thanksgiving Travel

With Thanksgiving right around the corner, plans have been made to help handle the increase in holiday travelers. To better accommodate passengers, between Tuesday, Nov. 25 and Sunday, Dec. 1, cars and frequencies have been added to certain routes and several schedules have been changed from unreserved to reserved service.

This Thanksgiving, travelers in the Northeast can benefit from 70 additional trains operating on Amtrak’s Acela Express, Metroliner, Regional, and Empire Service. Twenty-six of these trains are Acelas, a significant increase in their availability from previous Thanksgivings. All trains in the NEC — except Keystone and Clocker services — are being operated on an all-reserved basis during that time period. To supplement Amtrak’s regular fleet in the Northeast, 51 cars are borrowed from MARC, SEPTA and New Jersey Transit commuter services.

In the Pacific Northwest, eight additional trains have been added to Amtrak’s Cascades schedule and for the second year, California’s Pacific Surfliner schedule has been changed to offer all-reserved service during the holiday.

To meet passenger demand in the Midwest during this heavy travel period, extra cars are planned to operate from Chicago to Detroit and St. Louis. Capacity is also being added to Amtrak’s Illini and Illinois Zephyr traveling to downstate Illinois cities, the International serving Chicago to Toronto, and the Chicago-Minneapolis segment of the Empire Builder.

Notices advising customers about the Thanksgiving schedule were distributed to stations in the Northeast Corridor, Pacific Northwest and Southern California, along with seat drops on board the relevant trains. A special Northeast Corridor Thanksgiving holiday timetable was also published and distributed mid-November for use at stations along that route.
Amtrak Releases FY '04 Goals

Among the most important changes in the past 18 months at Amtrak has been the establishment of annual goals and objectives for each of the company’s departments. To more fully communicate the goals throughout the railroad, Amtrak Ink is publishing a condensed version of them for the first time (unfortunately, the limits of space precluded us from printing all departmental objectives). While every department shares the same corporate goals to reduce costs, control absenteeism and improve its safety record, each department also developed detailed, functional-specific goals. Taken together, these goals are the blueprint for returning Amtrak to a state of good repair.

Transportation
- Improve on-time performance of all routes
- Continue to reduce T&E operating rule violations
- Implement service improvement initiatives and improve passenger response to food and on-board and station announcements
- Work with Amtrak’s Public Health and Environmental department to meet public health and FDA standards

Environmental
- Develop, update, deliver, and monitor environmental training
- Develop and implement policies and procedures for Amtrak’s Environmental Management System (EMS) Audit Program
- Implement Amtrak’s Environmental Management System at field locations
- Manage portfolio of national environmental capital projects
- Manage the audit and sampling program to evaluate compliance with standards
- Provide standards, approval, and information for all processes within Amtrak related to meeting Federal food service sanitation requirements

System Safety and Security
- Implement a Crime Reduction Program targeting larceny and vandalism
- Implement a Security System Plan to review, update, and implement approved programs
- Publish and distribute a System Security Handbook to all Amtrak employees on the proper handling of security-related incidents
- Integrate and utilize a Corporate Emergency Preparedness Plan (CEPP)

Operations Planning
- Reallocation of equipment to yield net benefits of $2 million
- Coordinate the development and implementation of labor productivity initiatives
- Implement changes and improvements to services to yield net benefits of $8 million
- Assure that proposals and agreements between Amtrak and states, localities, and developers are operationally achievable
- Re-negotiate five expiring host-railroad operating agreements
- Generate and implement improvements to long-term strategic relationships with host railroads

Mechanical
- Continue overhauls and rebuilds of Amfleet, GE locomotives, AEM-7 DC
- Start overhauls and rebuilds of Superliner I sleepers, MP-15s, F-59s
- Start AEM-7 AC and HH6 light truck COT&S
- Continue light overhauls
- Order replacement and rebuilt switchers, and replacement auto racks
- Start DT2 gangs to protect against spot crises
- Repair wrecked cars/locomotives
- Opportunistically scrap or store equipment
- Implement more frequent inspections at yards and terminals

Government Affairs
- Secure enactment of FY ’05 Appropriation and Amtrak reauthorization for existing system
- Secure support for Amtrak at the state and local level – focusing on a new funding paradigm between Federal and State governments
- Proactively support efforts at state administrative and legislative levels to secure state funding for operation of state-supported trains and for capital investments to improve passenger rail service

Business Diversity
- Complete all investigations involving consent decree cases within 85 days; complete all other investigations within 95 days
- Conduct 10 management briefings to increase awareness of Harassment Policy and mediation
- Complete FY ’04 functional Affirmative Action Plans (AAPs) and hold briefings; gather data for FY ’05 AAPs

Human Resources
- Develop and implement an Amtrak succession plan
- Develop and implement a company-wide standardized diversity recruitment process for positions “D” level and above
- Reduce the financial impact of vision health care cost by converting to a self-insured plan
- Develop and implement an Amtrak training plan that will reduce the overall administrative cost by 10 percent
- Develop and implement company wide procedures for medical leave of absence and FMLA (Family Medical Leave Act)

Finance
- Financial Analysis: improve automation of delivery and submission of departmental and project status reports utilizing new reporting system, Financial Gateway; use Financial Gateway to allocate measure budgets and forecasts to train route level consistent with RPS
- Treasury: manage financing transactions required through the year; construct a new cash forecasting model that conforms to GAAP format; implement systematic balance sheet forecasting and incorporate in new cash forecasting model
- Controller: reduce receivables and bad debts; reform and revitalize the cost group for the Northeast Corridor; reduce duplicate vendor payments; continue to strengthen internal controls
- Financial Planning: implement operating budgeting system using Financial Gateway System; develop automated capital budget and forecast system using Financial Gateway; develop FY ’04 balance sheet budget and monitor results
- Amtrak Technologies: produce a strategic plan for technology that rationalizes the current systems architecture against productivity and service, while minimizing incorrect application of agreement rules
each major business department’s and for the most effective systems at the least cost; continue to move toward a workforce that is predominantly employee based (i.e., non-contractor); insure that Amtrak gains full benefit from the IBM outsourcing contract and relationship

- Maintain a state of good repair for all production software systems

General Counsel

- Reduce sexual harassment litigation exposure through training
- Reduce litigation costs and improve employee medical care through increased utilization of Right Care—Day One Program
- Implement coherent records retention schedule

Real Estate

- Increase advertising revenues through the increased sale of station, onboard and billboard advertising
- Complete construction of the 30th Street parking garage in Philadelphia, PA
- Continue to reduce the amount of rented office space
- Sell approximately 12 acres of excess Amtrak-owned property in Detroit, MI
- Pursue Request for Proposal for the development of property into revenue-producing assets

Marketing and Sales

- Deliver FY ’04 ridership and revenue targets ($1.28 billion)
- Identify, develop, and implement Amtrak service and product improvements
- Open fare decision-making process and improve communication of the structure
- Maintain marketing programs in support of, and in partnership with, state-funded services
- Improve the content and the dissemination of timely information to employees about corporate priorities and engage them in accomplishing company-wide objectives
- Provide the news media and Amtrak passengers with accurate and timely information throughout all types on communications, from services to business and public affairs initiatives
- Decrease costs for sales and distribution by continuing to shift customer purchases to the low-cost channels

Procurement and Materials Management

- Facilitate procurement and materials management programs to establish “state of good repair”
- Implement proactive automotive maintenance program
- Achieve procurement savings, including savings via reverse auctions
- Implement eTrax eInvoicing program
- Install 50 vending machines for disbursement of personal protective equipment and maintenance, repair and overhaul materials
- Reduce waste and improve tracking and accountability; achieve inventory “Fill Rate” of 93 percent

Strategic Planning and Contract Administration

- Implement a consistent policy for state-supported services through state contract negotiations and planning
- Improve the operating ratio of the corporation through commuter contract negotiations and pursuing commuter opportunities
- Coordinate negotiation of major infrastructure and capital funding
- Manage Amtrak’s Northeast Corridor electricity contracts
- Recovery of electricity costs and complete new capacity and use study to better allocate electricity costs among users
- Lead Amtrak’s multi-year strategic planning process and support policy development
- Maintain and update Five-Year Strategic Plan FY ’05 to ’09
- Position Amtrak and provide national leadership in the development of strategic rail corridors

Hurricane Isabel Strikes with a Vengeance

continued from page 2.

Amtrak Ink November 2003 5

operation. Through this line, engineering staff riding the train’s head end provided firsthand information regarding downed trees, power lines, and other track blockage. Additionally, Communications and Signals staff provided live updates on loss of power to switches, and Electric Traction kept the CNOC crew updated on the status of overhead catenary lines. This on-the-ground reporting enabled CNOC staff to determine which trains would be cancelled and when it would be safe to begin dispatching again.

By participating in the 24-hour CNOC line, all three Reservations Sales Call Centers were staying abreast of the service disruptions. Working with this information, sales agents were assigned callback duty to contact as many passengers as possible. Sharon Murphy, a Philadelphia call center reservations sales agent, said, “Most passengers were pleasantly surprised that Amtrak called them to advise of the service disruptions and thanked me for doing so.” Amtrak’s Voice Response Unit (VRU) was updated with up-front announcements to expedite call handling. Agents also answered hundreds of calls, responding to customer questions about annulled trains, refunds, late trains, and rescheduled service.

Train annulments began on Wednesday. Trains scheduled to depart that day from Florida and Chicago would have placed them in the storm’s path the following day. Affected trains included the Silver Service, Carolinian, Piedmont, and Auto Train. And, from Chicago, Wednesday’s eastbound Capitol Limited was also cancelled and the eastbound Lake Shore Limited was terminated in Albany on the Thursday, Sept. 18. Regional service south of Washington into the Tidewater area of Norfolk and Newport News was also discontinued. Alternate service was not to be provided, as in most cases, it would not be able to operate.

By Thursday morning, all service south of Washington, with the exception of some local Florida service, as well as most trains between the East and Chicago were annulled. And by 4:30 p.m., service between Washington and New York was also affected.

Fortunately, by the time the storm reached the mid-Atlantic area late Thursday, winds ranged from 30-40 miles per hour and Isabel had been reclassified as a tropical storm. The reduced winds helped to hold down the amount of destruction that would have resulted from a much stronger storm. Still, Amtrak service was disrupted by downed trees and catenary wires, and short-circuited switches. In some low-lying areas, such as Washington, D.C., and New York tunnels, flooding became a problem. And, some stations in North Carolina and Virginia lost all power.

During the storm period, Amtrak experienced other service disruptions. Amtrak’s Mail and Express Service Desk worked to make alternate arrangements to handle the company’s multi-million dollar U.S. Postal Service business. For a six-day period, beginning Sept. 17, the desk arranged alternate transportation to handle mail service lanes between such points at New York and Jacksonville, Philadelphia and Chicago, Washington and Toledo, and Chicago and Boston.

General Manager Lee Sargrad said, “The Postal Service was delighted with Amtrak’s efforts.
Ridership Tops 24 Million

continued from page 1

for attracting passengers is paying dividends. During the past year, Amtrak has made a number of changes to its pricing structure and has rolled back many coach fares. During the coming year, Amtrak plans to continue promoting the ease of train travel to build passenger loyalty and improve revenue results.

Kicking off its back-to-basics approach earlier this year, Amtrak’s Marketing and Sales department began to make fare and service adjustments designed to catch the attention of passenger and spur ridership and revenue. For example, the Springfield-New Haven Line increased ridership by 38 percent and will increase revenues by $2 million annually resulting from the combined impact of adding five weekday frequencies to the line and a fare reduction. Thirteen percent more riders took Amtrak on the Boston-New York leg of the Acela Express after the company adjusted that fare to an appealing $99, a move expected to increase annual revenue by $1.8 million.

In September, Amtrak unveiled a new advertising campaign designed to build on the momentum created by last fiscal year’s ridership and revenue growth and to highlight the company’s back-to-basics appeal. The campaign targets 70 markets for training purposes. Participating emergency response teams were the heroes during this major weather-related disruption. But, it was the round-the-clock commitment of the employees who committed their efforts to save lives and property, manipulate the consists, rode the trains, cleared the tracks, installed generators, repaired switches, re-scheduled crew members, answered passenger calls, and helped passengers on board who were the heroes during this major weather-related disruption.

The Sound and the Fury

continued from page 5

during Hurricane Isabel. We showed that we have the ability to be flexible and provide service during the worst weather conditions.” Rick Fallica, the director of Surface Operations for the Postal Service, sent Amtrak a congratulatory note, saying, “On behalf of the Postal Service Operations Group, I want to thank you and everyone involved for the recovery plan and fine reporting that Amtrak did during this catastrophe called Isabel.”

By Friday morning the most of the damage was done. Only time would take care of water subding, trees removed from tracks, switch circuits restored, and other damage repaired. Service out of Washington was cancelled, there was limited service southbound from New York, and service was reduced on the Philadelphia to Harrisburg line. As the day progressed, where possible, services were restored. It would be late in the day before many trains resumed service and not until Saturday before most corridor trains were operating. Train service south of Washington was mostly restored by Sunday, Sept. 21.

It would not be until Saturday, Sept. 27, when all service was restored to Newport News, that operations were back to normal.

Operation Lifesaver Workshop Features Disaster Drill at Beech Grove

Standing on the track at the scene of the mock crash, Beech Grove Police Chief Ebert Davidson Jr. briefs student volunteers about their role as victims in the exercise. After the students were positioned in the vehicle, Chief Davidson created a challenge for the rescue teams by jamming the vehicle doors, making it difficult to gain access to the victims.

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In Box

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a "contributing writer." Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the January Issue: December 8, 2003
For the February Issue: November 7, 2004

Jim Goodlet contributed this story.

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For the January Issue: December 8, 2003
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Seniors at AARP Convention Get Advice from Amtrak Advocate

Doris Briggs (left), one of Amtrak’s biggest supporters, appears with Marilyn Hummer, manager AARP Travel Products, at AARP’s 45th anniversary celebration, “Life60+.” In Chicago, Briggs, who has been honored by Amtrak with a President’s Service and Safety Award for Champion of the Rails in 1999 and 2002, volunteered to help Amtrak marketing staff Alan Orchison, Claudine Conaway, Tracy Robertson, Susan Cauldwell, and Katrina Screbien, director of Marketing from Amtrak Vacations to answer questions and give travel advice to seniors. The AARP conference offers 200,000 square feet of exhibit space to vendors focused on the senior market, and each year brings 14,000 visitors to the Amtrak booth where they are provided with information about Amtrak and its advantages for seniors.

Amtrak’s Pacific Surfliner Celebrates Ridership Milestone

Amtrak and state partners of California’s Pacific Surfliner celebrated the more than 25 percent increase in FY 03 ridership over last year by recognizing the two-millionth passenger to ride the service in ceremonies held on Sept. 30, 2003.

Guest speakers touting the successful service joined the Pacific Surfliner’s first-ever two-millionth passenger, a Navy Seal officer stationed in Coronado, BMC Robert Roy Jr., a regular commuter on the Pacific Surfliner, at events held in San Diego, Los Angeles, and Santa Barbara.
FRONT LINE FOCUS

Dear Amtrak,

I was on a passenger coach on train 990 on Aug. 16 departing from Deerfield Beach, destination Newark, NJ. When I embarked in Deerfield Beach, I was tended to by Mr. Joe E. Esteve. I must bring to your attention, as a family representative and a model to his peers.

His respect, attitude and manners were the best!!! Though extremely busy he still had the time to address the needs and requests of his passengers. His pleasant and appeasing attitude was the ultimate. He sure aimed to make the passengers as comfortable as possible.

Looking forward to more travel with Amtrak and hopefully more people like Mr. Esteve. I remain a very happy Amtrak traveler.

Sincerely,
Patricia O.
Lincoln Park, NJ

Dear Amtrak,

Living in the Denver area for a number of years, I have had the opportunity to have contact with a number of station agents and conductors that work out of Denver.

Harold McDowell has sold me Amtrak tickets on at least four different trips to our Union Station in Denver. He is always the consummate professional! He handles each of his customers with courtesy and professionalism. He is ALWAYS of good nature and goes out of his way to assist people … I can honestly say that it appears that customers go away satisfied and in good spirits. I only wish all of the station agents that I have encountered throughout the U.S. were like Mr. McDowell.

Harold McDowell shows a willingness to do a much better job than most … he is truly a fine Amtrak family representative and a model to his peers.

Sincerely,
William D.
Wheat Ridge, CO

VITAL STATS

for September 2003

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

Open Enrollment for 2004 Benefits

The annual Open Enrollment period for 2004 benefits will take place Nov. 10 through Nov. 23, 2003. This year, there is a single Open Enrollment period for Amtrak employees, which includes both management and agreement-covered personnel.

During this year’s Open Enrollment period, employees may make changes to benefits elections that will become effective on Jan. 1, 2004. All benefit changes for 2004 must be made before midnight on Nov. 23, 2003.

To enroll:
• Log onto the Amtrak benefits website: www.amtrak-benefits.com; or
• Call the Amtrak Benefits Service Center at 1-800-481-4887.

In early November, the Amtrak Benefits Service Center mailed an enrollment package to all employees’ homes. This package contained an enrollment guide and a personalized worksheet that listed the employee’s current benefits selections.

Employees need to enroll if there will be:
• A change to current election(s);
• Participation in a Health Care or Dependent Day Care Reimbursement Account in 2004; or
• Participation in Prepaid Legal Services in 2004 (Management employees only).

If you do not wish to change your benefit elections, you are not required to enroll. However, you must enroll by the deadline to participate in a Health Care Spending Account, Dependent Care Spending Account, or Pre-Paid Legal Plan (management employees only).

For answers to questions about benefits or how to enroll, employees should call the Amtrak Benefits Service Center at 1-800-481-4887. Customer Service Representatives (CSRs) are available Monday through Friday (except holidays), from 8 a.m. to 8 p.m., Eastern time. However, during Open Enrollment, CSRs will be available on Saturday and Sunday (Nov. 15, 16, 22, 23) from 8 a.m. to 5 p.m., Eastern time.

New Government Rule Allows Tax-Free Reimbursement of Over-the-Counter Drugs

On Sept. 3, the U.S. Department of Treasury and the IRS announced a new rule that designates over-the-counter drugs as eligible expenses for tax-free Health Care Spending Accounts. The types of non-prescription drugs included in the ruling are those taken to alleviate or treat illnesses or injuries.

Women’s Health Notice

Amtrak’s medical benefits provide coverage for mastectomy-related services including:
• Reconstruction and surgery to achieve symmetry between the breasts;
• Prostheses; and
• Complications resulting from mastectomy (including lymphedema).

This care is covered in the same manner as other medical care and deductibles, co-payments, and co-insurance may apply. For more information, please see the medical benefits summary plan description, enrollment guide, or call the Amtrak Benefits Service Center at 1-800-481-4887.

Amtrak is an Equal Employment Opportunity/Affirmative Action Employer. Please send address changes to your local Human Resources office.
Wilmington Maintenance Facility mechanics have completed the yaw damper repairs and roofskirt replacements needed on a total of 61 Acela power cars and HHP locomotives. The last of the 40 Acela power cars and 21 HHP locomotives repaired were returned to service the first week of November.

Preliminary and unaudited figures for fiscal year 2003, while not final, show Amtrak making financial progress. In the wake of the SBUs’ elimination, the company made a number of changes last year, including the major restructuring of the express business and the expiration of the Massachusetts Bay Transit Authority contract.

In FY ’03, Amtrak received $1.043 billion in federal funding ($48.6 million of which was received in the first week of FY ’04), and closed the year with approximately $147.5 million in the bank.

While those in the railroad business understand that Amtrak is not, and never will be profitable, others not familiar with the intercity passenger rail business may think the company fiscal year results are bleak.

“The preliminary year-end numbers point to a year of solid progress for the company.”

Deno Bokas
Chief Financial Officer

“Given the realities of the railroad, the unforeseen events that caused disruptions, and the travel climate in FY ’03, the preliminary year-end numbers point to a year of solid progress for the company,” Amtrak’s Chief Financial Officer, Deno Bokas noted.

Amtrak provided service to over 24 million passengers in FY ’03, the highest annual ridership in the company’s history. Significant year over year ridership increases on trains such as the Pacific Surfliner (up 26 percent), the Empire Builder (up 13 percent), and the Pennsylvania (65 percent) led to this record.

While ridership set records, the company’s ticket revenues totaled $1.2 billion, $76 million less than that reported in fiscal year 2002, and $140 million unfavorable to budget.

A number of unplanned factors negatively affected the revenues Amtrak had expected to reach at the end of the year, including a weak business and leisure travel economy across all modes of transportation, the Iraqi war, a winter blizzard and fall hurricane in the Northeast and Mid-Atlantic, a major summer power outage in the Northeast, and other significant causes of service disruptions beyond the control of the railroad.

Total revenue, which includes revenues such as those generated from the company’s contract with the U.S. Postal Service and state-supported train services, was $2.1 billion; $152 million less than last year, and $111 million less than the company had budgeted for the year.

Preliminary results indicate that Amtrak’s enterprise-wide push to minimize and control expenses contributed to ending the year $140 million (4.2 percent) under budget. Because expense savings exceeded the revenue shortfall, Amtrak’s preliminary operating loss was favorable to budget by $20 million.

In mid-November, House and Senate conferees tentatively agreed to fund Amtrak at $1.23 billion in FY ’04. The agreement also includes deferral of the repayment of the 2002 $100 million DOT loan.

The proposed appropriation, which would come to Amtrak in the form of FRA grants, falls short of the $1.8 billion the company has requested to address capital needs. However, after both houses reached tentative agreement on the size of the grant, Amtrak President David Gunn said, “This number [$1.23 billion] will allow us to continue to operate the national system. We will have to assess the impact of this funding level on our current budget over the next month.”

At press time, the legislation had not yet been finalized. However, the level of funding is expected to remain unchanged as the legislative process continues.

Final passage of the bill may take place after the New Year, when both the House and the Senate return from their respective breaks. It will then go to the White House for signature.
Vigorous Ridership Growth
All Long-distance Trains Experienced

We had requested $1.7 billion (or $1.8 billion without deferment of the $100 million DOT loan); $900 million to cover the operations deficit plus interest and debt service, and $800 million for our capital program.

The $1.23 billion (with deferment of the loan) will clearly cover our operations expenses but we’ll have to adjust our capital budget. We will give priority to equipment overhauls, track and signals. Some important and necessary projects will be deferred. However, we will continue to make progress and 2004 should be another stable year. We got the $1.23 billion because we’re rebuilding our credibility — because we’re producing results.

Ridership is at record levels. We’ve got to stay the course and let Congress and the general public see that our sole focus is to contribute quality intercity passenger rail as part of the larger national transportation picture. We should have enough money to continue the momentum we started last year. I feel pretty good about what we’ve done and the prospects for 2004.

Happy holidays and look forward to a happy, safe, and on-time New Year!

October Revenues Jump 7 Percent
All Long-distance Trains Experienced Vigorous Ridership Growth

Changes put in motion in FY ‘03 have contributed to the over 2 million trips recorded in the first month of fiscal year 2004, setting a new October ridership record. As it starts out FY ’04, Amtrak’s significant increases in both ridership and revenue over FY ’03 are positive signs for the company.

While October saw a nearly 11 percent increase in ridership, it also produced a 7 percent increase in revenues over October ’03 and $4.8 million more than the company had anticipated for the month. Every single one of Amtrak’s long-distance trains experienced double-digit ridership growth, and several saw increases of over 50 percent (Silver Star 55 percent, Capital Limited 55 percent, Sunset Limited 50 percent). In total, long-distance train ridership grew 31 percent over last October; 35 percent over Amtrak’s budget expectations; and revenues grew 10 percent over last year, exceeding budget by 9 percent.

Resulting in a revenue boost of 6 percent, ridership on short-distance trains rose 8 percent, with 12 routes experiencing double-digit gains. In the Northeast Corridor, the Acela and Metroliner services also experienced improvements, with a 7 percent increase in riders and 6 percent increase in revenues.

The encouraging reports can be attributed to a number of factors. For example, the economy seems to be rebounding. Amtrak’s marketing and sales changes implemented during the last fiscal year contributed to October’s strong showing. The national advertising campaign launched in September, based on the company’s simplified fare structure and designed to promote the railroad’s lowest fares to its most popular destinations, appears to be capturing the attention of current and prospective riders.

At a recent interview on C-SPAN, Amtrak President David Gunn attributed the positive trends to a number of factors. “I think we’re making a lot of progress,” he told viewers, “October was a pretty good month for us. We’ve really gone back to being a basic railroad and I think we’ve done some things that are right.”

Gunn added that the simplification of the fare structure and the advertising of fares contributed to growth in riders and revenues in October.

David L. Gunn

David L. Gunn
“Eight Days of Hell,” screamed the headline in one of Southern California’s largest newspapers, the Orange County Register. During the week of Oct. 25, front-page news, radio reports and television images told the nation about the nine major Southern California fires that roared over 750,000 acres, burned over 3,000 homes, and killed 22 people. While fires raged inland, Amtrak remained on top of the situation, making frequent announcements to passengers to inform them that specific routes were safe and clear.

“We kept the Pacific Surfliner trains moving as safely as possible when major freeway arteries were shut down and people were stranded.”

Tom Gambrel, Manager, Operations Support

The Operations center located in Oakland, CA, and the Consolidated National Operations Center (CNOC) in Wilmington, DE, held frequent conference calls with managers and staff during the course of the week.

“We kept the Pacific Surfliner trains moving as safely as possible when major freeway arteries were shut down and people were stranded,” said Tom Gambrel, manager, Operations Support.

On Oct. 26, all Pacific Surfliner service between Los Angeles and Santa Barbara was suspended. Passengers were calm and understanding. They realized that Amtrak had their safety in mind, and they remained patient and hopeful for a change in the situation,” said Jack Wilson, assistant superintendent, Transportation.

The Southwest Chief experienced delays when the Cajon Pass, a major artery through the San Bernardino Mountains, caught fire. “At one point we could not even get our busses through there safely,” said Gregg Konstanzer, assistant superintendent, Southwest Chief. “Trains 3 and 4 turned around on either side of the fire, and passengers waited patiently for safe passage,” said Konstanzer. Tragedy affected a number of Amtrak employees, as many were evacuated from their homes, only to await the fate of their home and possessions. Some lost everything, escaping with their lives and a few boxes.

“My in-laws lost everything,” said Jim Hicks, a ticket agent in San Diego. “The flames spared my home, but my family was evacuated,” said Los Angeles Trainmaster Brian Sims, who lives in Lake Arrowhead, CA. “We were one of the lucky ones,” said San Diego Crew Assignment Clerk Mary Suchin. “Our newly built home in Scripps Ranch burned to the ground. But the good news is that we were scheduled to move in the next day — so all of our possessions were in storage.”

Preliminary Year-end Figures Show Financial Progress

continued from page 1

After accounting for depreciation and other non-cash expenses, the company’s preliminary adjusted loss for FY’03 was $678 million, $47 million over last year’s loss, but only $7 million over what was budgeted. This is a remarkable result, considering the $111 million revenue shortfall.

The encouraging trend experienced in the last quarter of FY’03 continued its momentum into the start of FY’04. Last month, Amtrak reported an 11 percent increase in ridership over Oct. ’02 and nearly 10 percent above the company’s budget for the month. Each of the company’s long-distance trains experienced double-digit gains in ridership versus the prior year, resulting in overall long-distance ridership growth of 31 percent and a 10 percent increase in revenue.

The increased October ridership translated to a $7 million increase in ticket revenues over last year and $4.8 million ahead of the company’s budget for the month.

In addition, the preliminary expense figures for October were 3 percent favorable to last year and 1 percent favorable to budget. The positive results can be attributed to the strengthening of the economy, Amtrak’s new marketing and pricing strategies, and its fall advertising campaigns.
Opening a new mechanical shop is a significant challenge. Expanding the scope of a maintenance program is a complex undertaking. Doing both concurrently and successfully is one of the biggest tests facing the Chicago Mechanical and Transportation teams, as Amtrak reopens its Brighton Park facility.

As part of Amtrak’s five-year capital plan to restore equipment to a state of good repair, the company revived Chicago’s Brighton Park Maintenance Facility in late September. The facility, which was closed in 2001, provides preventive maintenance on trains operating from Chicago that were previously serviced at the Beech Grove Car Shop and the Chicago Yards. Servicing these cars at Brighton Park on a 92- and 365-day cycle, instead of sending them nearly 200 miles away, improves efficiency and allows Beech Grove mechanics to focus their efforts on major wreck-repair and overhauls.

Brighton Park is operating under the Mechanical department’s new equipment maintenance program, which, as of Oct. 1, 2003, doubles the number of over-the-pit inspections conducted per year. Previously, Amtrak’s fleet was serviced only twice a year; every 180 and 360 days. Cars are slowly being phased into this 12-visit-per-year program, which involves eight brief 30-day visits, three 92-day visits, and one annual preventive maintenance (PM) slot. The same inspection cycle is being introduced at Los Angeles, Hialeah, Ivy City, Sunnyside and Sanford. Facilities in Rensselaer, Philadelphia, Seattle, Oakland and other terminals may be asked to contribute.

It will take a full year to move the fleet from a 180- and 365-day cycle to a 30-, 92- and 365-day cycle. Amtrak is still establishing the procedures and assembling the material to convert its massive national fleet to a more intensive preventive maintenance effort and schedule. Fiscal year 2004 material used at Brighton Park is budgeted to eventually reach $3 million per year.

With this new cycle, a car will first undergo thorough annual PM inspection, followed by a simple touch-up inspection at 30 days, and then a more intensive PM at 92 days. This 30- and 92-day cycle is repeated through 365 days, when the car is up for its next annual PM. This expanded maintenance rotation cycle will help improve the reliability and comfort of Amtrak’s fleet.

The 30-day maintenance program performed at the Chicago yards includes inspection of the wheels, shock absorbers, electrical cables, emergency lights, doors, carpets, refrigerators and public address systems. Cars requiring quarterly and annual maintenance are serviced at Brighton Park.

Getting Ready to Open Shop

To ready the facility for its new function, 45 unusable cars that sat at Brighton Park for the last two years were sold, scrapped, or moved to other locations between July and October.

After the decision to re-enlist Brighton Park was made, coach cleaners, laborers, electricians, foremen, carpenter, material control clerks, clerical and sheet metal workers positions were filled. Tracks located on the grounds and within the maintenance facility that hadn’t been used in a couple of years were inspected and new ties were installed by foremen and trackmen. Supplies were ordered and partially stocked, painting, plumbing and electrical work was completed and in August the cars in need of quarterly maintenance began to arrive at the facility.

Cars Start Rolling In for Service

Cars ready for quarterly and annual inspections are removed from the trains at the Chicago Yards and shuttled to Brighton Park by Chicago’s Transportation employees. Consolidated National Operations Center (CNOC) works closely with the Mechanical department to ensure that the required cars are removed from the train. After completing the maintenance cycle, cars are returned to the yards, coupled to the trains, and prepared for departure from Chicago Union Station.

Stocking the Shelves

Material Control employees at the Brighton Park warehouse receive, store, disperse and record the inventory necessary to support the 92-day and annual preventive maintenance programs.

The reopening of the warehouse required a significant amount of preliminary work, with three shifts operating every day. Materials were needed to repair the loading docks, overhead doors and material handling equipment. Racking and shelving units were erected to provide storage for over 1,500 items, many of which are currently on order because the parts had not been replaced for years.

Over the years, the facility has been reopened to serve various purposes. After closing in 1981 as a result of consolidation of the Chicago area maintenance facilities to the Chicago Yards, Brighton Park was resurrected and expanded in the late ’80s to provide preventive maintenance for Superliner, Heritage, Horizon, and Amfleet cars until 1996, when the facility closed due to budgetary constraints. Between 1999 and 2001, Brighton Park mechanics serviced and maintained Express cars and RoadRailers.

“By reopening this facility and implementing more frequent inspections,” said Master Mechanic Tom Wozniak, “equipment will be better maintained and passengers can depend on better service.”
Achievable Results Sought in Augmented Accountability Program

Amtrak’s inspector general estimates that between 10 to 15 percent of Amtrak’s total food and beverage FY ’03 revenues were lost to remittance errors, inconsistent application of procedures, condemnation, theft, miscoding, and accounting errors. Yearly financial losses from these errors are estimated to total $7 million.

To augment the company’s auditing resources and to address this issue in a comprehensive way, 17 operations supervisor positions located across the country have been reinstated and shifted to the Service Delivery department to supervise the Audit and On Board Services Training program designed to recoup losses and retrain employees on accounting procedures.

“We have millions of dollars at risk out there in our commissaries and on board trains,” said Kevin Scott, chief of Service Delivery.

“Providing the resources to recover these losses is the basis for this new program,” said Scott. While still providing support to the Operations department at their respective work locations, the operations supervisors’ primary focus will be conducting on-board service and conductor remittance reviews, supervising and training employees on board trains, reviewing trip packets, and helping on-board service employees better understand accounting procedures.

For example, Amtrak chefs are now accountable for their inventory, a change made in September 2003. “Operations supervisors will help chefs know what this new responsibility means, and how they are accountable,” said Tom Hall, senior director, Food and Beverage.

The 17 operations supervisors are being trained in Wilmington, DE, Chicago and a number of locations in the West, where they are learning how to carryout the new responsibilities. On-board auditing includes analyzing product usage, and how to spot “red flags,” such as acute changes in stock usage and remittances. Working with the commonly referred to ‘Chapter 14 Procedures’ from Amtrak’s Service Standards Manual, operations supervisors will become well-versed in all of Amtrak’s accounting procedures.

GateGourmet, Amtrak’s commissary food provider, will also fall under the purview of the new program. Operations supervisors will check on order accuracy and conduct periodic stock audits on returns of food and alcohol. “This new program will keep our contractor in check,” said Mike Dwyer, director of Food and Beverage Contracts. “We have to ensure quality product delivery, and having the staff to provide detailed analysis will help with accountability,” said Dwyer. The annual labor cost of the 17 American Railway & Airline Supervisors Association (ARASA) union positions will be offset by the expected increase in recovered revenues and improved sales.

The Service Delivery department has included revenue increases in its FY ’04 Food and Beverage budget. “These are achievable numbers,” added Hall. “With the help of these new positions, the Service Delivery department will ensure that Amtrak revenues are secured, and that employees benefit from accounting and inventory procedures training.”

Amtrak Advisory Committee Names Employee Award Recipients

Exemplary customer service delivery, Amtrak’s Thruway bus service, and ADA compliance were just a few of the issues discussed at last month’s Amtrak Customer Advisory Committee (ACAC) meeting in Wilmington, DE.

The 23-person committee, dedicated to enhancing Amtrak service, ridership, and revenue, in many ways serves as Amtrak’s own voluntary service delivery focus group, providing information based on the committee members’ Amtrak travels and making recommendations that are useful to Amtrak management.

As such, ACAC members come across the best and the worst of Amtrak service delivery. At the November meeting, ACAC formally announced the first recipients of its newly formed Employee Customer Service Awards program, which honors five front-line employees who demonstrate consistent and exemplary customer service. The awards are made twice a year, and are announced at ACAC’s bi-annual national meetings.

The first five employees to be honored are Marlene Koob, station manager in Seattle; Greg Herold, assistant conductor on trains #300 and #303; Daryl Reid, train #196 conductor; Flora Jones, sleeping car attendant on train #92; and John Turk, sleeping car attendant on train #19.

The five award recipients, chosen from a list of front-line employees nominated by ACAC members, met a range of criteria, including consistently upholding Amtrak’s on-board service standards and exhibiting exceptional concern for passengers in difficult circumstances. Each ACAC committee recognizes employees within its committee jurisdiction — Long-distance West, Short-distance West, Long-distance East, Short-distance East and the Disabled and Senior Task Force. The recipients will be honored by ACAC members and members of Amtrak management at their respective crew bases in December and January.

Committee members are required to make a specified number of Amtrak trips, after which they submit trip reports to Amtrak management. Recognizing the value of Amtrak’s Thruway bus network as an important feeder service to the trains, the committee has also begun to submit Thruway service trip reports. In FY ’03, ACAC members submitted 347 trip reports, covering over 175,000 rail miles, and volunteered over 6,000 hours.

Some of these hours were spent conducting station outreaches, another relatively new ACAC initiative, in Seattle, Raleigh, Albany, Portland, and Wilmington. “The station outreaches are a productive way to engage with passengers and to collect their input on Amtrak service, while it’s still fresh in their minds,” noted ACAC Chair Rick Ponthan.

Other meeting highlights included congressional and promotional and sales updates from Joe McHugh, vice president, Government Affairs, and Barbara Richardson, vice president Marketing and Sales. Mike Frazier, director, system operations, led the group on a tour of the Consolidated National Operations Center (CNOC) and explained the functions of the center. To support their knowledge of Amtrak’s service policies, ACAC members received and reviewed copies of the Service Standards Manual.

ACAC Bi-annual Employee Awards Criteria

- Initiates and fosters an atmosphere that promotes consistent exemplary customer service.
- Has demonstrated unprecedented awareness and concern for the passenger in unusual or stressful situations.
- Executes Service standards consistently:
  - Safety Regulations
  - Professional Communication Skills
  - Personal Appearance
  - Performs consistently with Amtrak’s commitment to high quality customer service and integrity in the workplace.
Chicago’s Lake Street Interlocking Project Reaches Halfway Mark

One Track at a Time

Faced with failing infrastructure, rising maintenance costs, and increasing traffic, Amtrak and METRA commuter services have joined together to reconstruct the aging Lake Street Interlocking (LSI) located on a seven-block stretch extending from the north side of Chicago Union Station to Canal Street.

Chicago’s Engineering employees have reached the mid-point of the five-year project aimed at reducing congestion, enhancing capacity, and renewing the interlocking that handles an estimated 320 moves each weekday.

“We expect the rebuilt track to provide many years of trouble-free operation with minimal maintenance.”

Rodney Pena, Assistant Division Engineer

Reconstructing LSI involves completely rebuilding the track, the sub-grade and drainage system under the track, and the power and signal system—at a cost of $78 million. Funding for this project is shared between Amtrak (12 percent) and METRA (88 percent), a formula based on the number of trains each company operates over the interlocking.

Over the years, the costs of maintaining the interlocking, built in 1923, have been rising. Cables and switch machines, which date back to the 1920s, required costly special-made parts and the signals needed constant repairs. With the interlocking only steps away from the Chicago River, mud had seeped through the concrete subgrade and contaminated the ballast. When track was needed to replace track sections made of 130-pound rail, which has not been manufactured in over 20 years, similar rail had to be purchased from brokers at inflated prices, then modified at an additional cost to meet track requirements. In January 2001, Amtrak began the lengthy process of bringing the interlocking to a state of good repair.

When the project is finished in December 2005, several miles of track; 59 signals; 62 switch machines; and specialized track work including 19 turnouts, 11 single crossovers, three double crossovers, and two double slip switches will have been installed. The rebuilt LSI will handle the added capacity in 2006 when METRA doubles its North Central Service from 10 to 20 trains per day departing from Chicago Union Station.

In addition to track and signal upgrades, the old manually operated lever-style-interlocking machine is being replaced with a microprocessor-based system. With the click of a mouse, this new computer-based system will allow train directors stationed at the Lake Street tower to monitor and initiate signal and switch changes that direct the movement of trains through the interlocking.

“Each day is a little bit different and presents a different challenge,” said Train Director Doug Mathews. “Most of the Lake Street train directors have 25 or 30 years’ experience; we know how to handle complications such as train delays, signal malfunctions, or track upgrades, to move trains as safely and expeditiously as possible.”

Halfway There

After working seven months to complete four phases of the 17-stage project, Engineering employees performed the successful cutover of the newly constructed Canal and Lake Street sections of the interlocking on Oct. 24. The 25-hour cutover process involved Track and Signal employees who performed a series of Amtrak and Federal Railroad Administration (FRA) tests to allow train travel over the newly completed section of the interlocking while discontinuing use of the old track and signal system.

These four phases were the most complex of the project so far. The tracks were reconfigured to establish additional parallel routes to bring trains in and out of the station. Employees installed and tested 16 signals, 18 switch...
machines, four turnouts, two single crossovers, one double crossover, and one double slip switch — all within the limited space of two city blocks.

The work was performed with minimum train delays, without schedule changes, annulments, or suspended service: “It’s like rebuilding a toll plaza without shutting down the highway,” said Staff Engineer Steve Reynolds.

“One of the biggest obstacles we’re facing is the heavy traffic flow.”

Rodney Pena,
Assistant Division Engineer

“One of the biggest obstacles we’re facing is the heavy traffic flow,” said Assistant Division Engineer Rodney Pena. On a typical weekday during daylight hours, continuous train movement through the interlocking — including two Empire Builder trains, 14 Hiawatha Service trains, and 156 scheduled METRA trains — allows (at most) 12-minute windows for track outages on some main tracks. “Additionally,” continued Pena, “the lack of storage space and limited rail access to the work site makes it extremely difficult for materials to be delivered.” These challenges forced workers to accomplish as much construction as possible at night, while making every effort to minimize disturbance to residents in nearby high-rise buildings.

Amtrak forces, led by Pena, and Track Foremen Pete Avalos and James Coburn, removed and installed the track and ballast while subcontractors installed the new subgrade and drainage system. The track was built with 136-pound rail on both wood and concrete ties.

“We expect the rebuilt track to provide many years of trouble-free operation with minimal maintenance,” said Pena.

Under the direction of Project Engineer Ray Weinel and Foremen John Ramerez and Troy Mason, Signal employees installed the new switch, signal, and track circuits. The electric switches are equipped with 480-volt electric heaters that melt the snow and ice on the track during Chicago’s frigid winters.

“Obsolete air-operated switches, used to divert trains from one track to another have been replaced with new electric switches, which are more reliable and require less maintenance,” explained Weinel. New tri-color LED signals that project green, yellow and red lights were installed to safely guide trains through the interlocking. The LED signals are more cost effective than the old white-light position signals, which are being phased out.

“The Track and Signal employees working safely under difficult conditions contributed to the success of what we’ve accomplished so far,” said Project Manager Robert Olson.

Division Engineer Dave Klouda added: “The employees’ efforts, along with the joint commitment of Amtrak and METRA to allocate funding to this project, will result in the first total reconstruction of the interlocking in 80 years and yield long-term cost savings and improved service to our passengers.”

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Inside the Lake Street Tower, Train Director Doug Mathew (right) guides a train by operating the old interlocking machine, while Steve Pivoney (left) lines up a train with the new signal panel, which is being used temporarily until the old interlocking machine is discontinued. Once the upgrade project is complete, both the old and new interlocking systems will be discontinued and train movement will be directed by a new computer-based microprocessor.

Many of the 100,000 passengers who use the Capitol Corridor trains in the Bay area every month are regular riders, who, by making the service part of their daily routine, develop bonds with fellow passengers and Amtrak crew members. Recently, passengers invited four Capitol Corridor conductors to dinner during the crew’s layover in the city of Auburn. Conductors Michael Chappel, Jack Effner, Rebecca Gettleman, and Seth Squires joined the passengers for dinner at two Auburn restaurants. At one of the restaurants, the owner and avid Capitol Corridor rider, Patricia Enochs, was so excited about hosting the Amtrak crew, that she provided hors d’oeuvres and came out of the kitchen to greet the dinner party.

“Amtrak is very proud of the relationships our crews have developed with our core riders. Capitol Corridor riders continue to be a very vocal and supportive group of the service,” said Gregg Baxter, assistant superintendent of road operations in Oakland, CA. “The friendships are a testament to the quality service provided.”

Mr. Monopoly Brings in the Bucks

General Foreman Mike Fricka laughs with Mr. MONOPOLY before the “Reading Railroad” departs Chicago Union Station on Oct. 16. Forty-eight contestants aboard the chartered Amtrak train played the popular board game as they headed for the 2003 National MONOPOLY Championship in Atlantic City.
Engineering Department Leads in Safety for FY '03

Leading Amtrak’s three major operating departments with the lowest reportable injury ratio, the company’s Engineering department safety performance during last fiscal year was nearly 11-percent lower (better) than the corporate goal of a 3.8 ratio.

The Engineering department concluded FY ‘03 with a ratio of 3.4 injuries for every 200,000 hours worked, a 15-percent decrease over FY ‘02 and the second consecutive year of reductions. Two Engineering divisions, New York and Mid-Atlantic, were primary contributors to the safety success of the department, with reportable injury ratios of 2.8 and 2.4, respectively.

The department undertook a number of initiatives last year that contributed to the reduction of injuries, one of the most notable of which was an increase in field-level supervision. Agreement-covered supervisors began directly participating in the division engineers’ daily calls to discuss and recognize individual participation and provide constructive comments.

In addition to these morning conference calls, Northeast Corridor division engineers and key production management began participating in the department’s call conducted by Bruce Willbrant, the deputy chief engineer for Maintenance of Way, during which each injury was discussed so that similar incidents can be prevented. Willbrant’s question to participants, “What are you doing for safety today?” sets the tone for discussions. “Our goal is not simply to be better every year,” said Willbrant, “We want to compete with the Engineering departments from other Class I railroads.” Realizing the need for strong participation in safety programs at all levels of management and labor, Joe Guzzi, Mid-Atlantic division engineer, added, “We need to get everyone involved, that’s how a safety culture is fostered.”

One-on-one meetings with division engineers also began last year to provide feedback regarding safety performance, as did the routine distribution of safety-related messages and injury updates. A one-week workshop for Engineering department supervisors and management began during FY ‘03, reinforcing the department’s goals.

On-going Programs Drive Home the Message

In addition to the safety initiatives that began last year, the Engineering department has had in place variety of on-going safety-related programs and initiatives that help drive home the worksafely message to field-level employees. To increase awareness of health and safety requirements, employee safety and health fairs held throughout the Northeast Corridor include a variety of internal and external groups and agencies, such as Amtrak’s prescription eyewear provider and safety shoe supplier.

Other on-going programs include monthly safety calendars, seasonal safety themes, safety “blitzes,” and quality job briefings, all of which contribute to worker safety awareness and knowledge. Comprehensive accident investigations demonstrate an immediate and constructive departmental response and support individual accountability.

Giving credit to the safety officers and safety liaisons, Steve Falkenstein, New York Division engineer, said, “These individuals are valuable resources and have helped us successfully implement programs.” Falkenstein cites the division’s use of the Unsafe Condition Report to correct physical plant deficiencies and the recently developed Fall Protection program for Communications and Signals employees as two examples. He also believes that management and supervision’s support of safety must remain visible to employees.

Amtrak’s Engineering department employees deserve recognition for their efforts to work safely during the past fiscal year. Their success was built on a strong foundation: responsibility, accountability, teamwork, and common sense. “Our department is committed to reducing injuries and maintaining zero tolerance for safety violations,” said Chief Engineer David Hughes. “I’m convinced that safety performance is a barometer of the overall performance of the organization.”

Michael Pollick, System Safety Department, contributed this article.

FY ‘03 On-duty Reportable Injury Numbers Lowest in Amtrak History

By focusing on safety and operating rule compliance, conducting quality job briefings, and identifying potential job hazards, Amtrak completed FY ‘03 sustaining the fewest number of on-duty employee reportable injuries for any year in its history.

Reportable injuries are those that require medical treatment exceeding first aid or that result in lost time or restricted duty. Based on the number of reportable injuries for every 200,000 hours worked, the corporation achieved a 3.9 ratio, a 7 percent reduction compared to FY ‘02. Amtrak’s efforts to focus on passenger safety also resulted in a significant decline in the number of reported on-board passenger injuries in FY ‘03 — a reduction of 21 percent.

Chief of System Security and Safety Ron Frazier acknowledged that although the company fell short of its 3.8 goal, the reduction in employee injuries was significant. “Our employees deserve credit for working more safely, and local supervision and management should be recognized for their safety leadership,” said Frazier.

Engineering led major operating departments with an overall reportable injury ratio of 3.4, followed by Mechanical (3.9), and Transportation (4.6).

Groups achieving the lowest employee reportable injury ratio in each of the five following categories:

- **Engineering**: Mid-Atlantic Division (2.4)
- **Mechanical**: Wilmington Shops (2.3)
- **Transportation**: Mid-Atlantic Division (3.7)
- **Reservation/Call Center**: Philadelphia (0.5)
- **Commuter Service**: MetroLink (1.3)

Vice President of Operations Bill Crosbie noted, “The 21-percent decrease in passenger injuries we experienced during FY ‘03 says a great deal about the company’s commitment to safety and the way we conduct business. The reduction in passenger injuries is especially gratifying since overall ridership increased 3 percent during this period.”

The greatest decrease in passenger injuries — approximately 24 percent — occurred aboard Amtrak’s trains. With a goal of at least a 10 percent reduction over FY ‘02, this improvement is significant. The Central, Mid-Atlantic, New England and Southern divisions all realized major decreases. Station-related injuries were down 5 percent.

The reductions in passenger injuries can be attributed to a system-wide effort by Amtrak’s on-board and station personnel to identify “at-risk” passenger behavior and to intervene quickly and decisively to eliminate potentially hazardous situations.

Through training and awareness efforts, focus has been directed to safety-sensitive activities including boarding and detraining, body posture and footing while trains are in motion, travel on escalators and stairs, and movement and placement of luggage.

Michael Pollick contributed this article.
Track Geometry Cars Keep Amtrak in Line

“We’re Making Tracks” — this statement is part of Amtrak’s critical message to its passengers, stakeholders, and to Congress. “Making Tracks,” or more specifically repairing and replacing the right-of-way infrastructure, is a major component of the company’s critical and aggressive five-year plan to bring the railroad to a state of good repair.

Part of keeping tracks in good repair includes the upgrade and replacement of rail and ties. Amtrak’s Track Laying System (featured in the June edition of Amtrak Ink) lifts rail from the roadbed and replaces worn ties to prepare them for new concrete ties before returning the rail back to the roadbed, clipped to the new ties.

Once back in place, the rail must then be periodically tested for meeting required geometrical specifications for rail, such as gauge (distance between the rails), profile, curvature, track elevation (banking), gravitational-force (also known as g-force) measurements for lateral and vertical ride quality.

Years ago, track inspectors used hand measurements performed the process of testing tracks for meeting these specifications manually. Amtrak’s first Track Geometry Car (TGC), put into service in 1977, was a Plasser American EM-80, a self-propelled buggy car, which was slow, cumbersome, a challenge to keep running, and measured no more than about 3,500 miles of track per year. It required maintenance-of-way pilots for operation, and taking track out of service, and it covered the Northeast Corridor just once a year.

When Amtrak planned to operate trains at 125 mph in 1983, the Federal Railroad Administration (FRA) required that the company measure the track geometry with a TGC every month, which was impossible to accomplish with the EM-80. Advances in technology enabled Amtrak to develop a TGC capable of performing this task and the EM-80 was retired in 1986. The “Corridor Clipper,” car #10002 (known as the “ten thousand two”) is one of three TGCs currently in service on the Northeast Corridor. The Clipper is a converted Amfleet car, originally coach #21191, which was transformed at Beech Grove in 1984 to its current form.

Put into service in June 1985, the car was the first TGC in the world to have a non-contact, servo-optical, inertial measuring system. The system uses gyroscopes and accelerometers similar to an airplane’s navigation system, to measure how the car “flies” down the track. A second system of optical sensors, and distance transducers locate the rails. The combination of these measurements is converted to track geometry by the onboard computers. This system allows the car to measure track while operating in revenue trains, without restriction, at speeds up to 125 miles per hour (the car has also been tested up to 135 mph).

The original measuring system on the car was developed jointly by Amtrak, FRA and a vendor, Ensco, Inc. It was specifically designed to operate in a revenue train consist traveling at full track speed, while collecting accurate track measurements — something that had never been done before. Amtrak pioneered this type of non-contact system and this method of testing, which is now a worldwide standard for track measuring cars. Although used primarily in the Northeast Corridor, the 10002 can operate throughout the system.

Another car in the TGC fleet is the TSAV (Track Structure Assessment Vehicle), car #A68402, a Plasser American EM-GRMS self-propelled test car, so named because of its Gauge Restraint Measuring System (GRMS) that measures the strength of the rail, ties, and fastening system of the track, in addition to a much upgraded geometry system similar to the system used on the original EM-80. GRMS testing is required by the FRA for all tracks carrying trains to 125 mph. It is also used to assess the condition of wood-tie tracks, not an FRA requirement. Amtrak purchased the car from Conrail during the Norfolk Southern-CSX break-up in 1999 for a fraction of what it would cost to buy one new from Plasser.

The third and newest car in the fleet is the 10003, an Acela Express coach built to be placed within the Acela Express train’s consist as a seventh car. The FRA requires that the track geometry be measured monthly for all track that allow speeds over 125 mph and that a car of similar dynamic performance to the passenger cars be used for this testing. To fulfill this requirement, Amtrak advanced the state-of-the-art in track measuring by developing a system for the 10003 that utilizes the next generation optical inertial system. When the 10003 was put into service in 2001, it became the first TGC in the world to measure track at 165 mph. Although last summer, the French National Railroad (SNCF), after seeing what Amtrak was doing with the 10003, had a vendor demonstrate an optical inertial system in a TGV trainset at 188 mph on the TGV Sud-est line in France.

The very necessary track inspection function provides a complete evaluation of the track geometric conditions. The TGCs measure 16 parameters of track shape defined by the FRA and MW/1000, and 4 parameters of carbody and truck acceleration. Each measurement is taken once per foot as the cars travel down the track. (Traveling at 150 mph, that’s 4,400 measurements per second.) The cars automatically compare the measured values against the maintenance and safety thresholds in the MW1000 and FRA Standards, and produce a real-time report for the track maintenance personnel on-board the car.

Each of the TGCs plays a vital role in providing Amtrak with timely and critical data that enables the company to maintain a watchful eye for potential defects in track structure. The effect of this information is that Amtrak can quickly determine necessary repairs that will ensure ride quality from the crucial perspective of both passenger safety and comfort.

Michael Trusino and Marty Perkins, both from the Engineering department, contributed to this article.
Achievement

Annette Irons, Manager, Philadelphia, PA

Due to the dedication and professionalism of a group of Amtrak Police Department (APD) National Communication Center (NCC) employees, the NCC was accredited by the Commission on the Accreditation of Law Enforcement Agencies (CALEA) in November 2002. The NCC is a 24/7 public safety answering point, similar to a city’s 911 center, responsible for facilitating nationwide security and protection of Amtrak’s property, employees, passengers, and physical assets. The NCC is staffed with sworn and non-sworn personnel who process, coordinate, and dispatch police activity for approximately 35 APD field offices located nationwide, including most major cities.

To achieve accreditation, the NCC was required to meet 214 standards, addressing all aspects of the operation, including organizing, directing, recruiting and training.

When Amtrak Police Chief Ron Frazier decided that the NCC should strive for CALEA accreditation — independent of APD’s CALEA accreditation — the NCC had to create and implement programs and procedures that were new to the NCC. These initiatives were exceptionally time consuming and required a great deal of effort above and beyond the team members’ regular assigned duties.

Elmer Glassing has been employed at Amtrak since 1980, when he was hired as a signalman in the Engineering department.

Glassing, through his leadership and with the assistance of Communications and Signals (C&S) Inspector Robert Fritz, and Maintenance of Way Repair Foreman Dennis Gilbert, designed and developed a mobile power unit that reduced the time interval between signal failure and signal system restoration. The system he designed also enabled a faster response time and was more efficient than the generators previously used, and it translated to nearly 60-percent in cost-savings to Amtrak. This achievement truly belongs to Mr. Glassing, who developed the technology and brainstormed the costs. The C&S 100-cycle Dual-Power Generating Unit is an asset to safety and saves Amtrak thousands of dollars.

Elmer’s nominator Chuck Irvin says, “Mr. Glassing’s dedication to providing our passengers an infrastructure that is reliable and safe is reflective of all the employees here in the Perryville Maintenance of Way group. He provides a high-integrity, fine supervisory example.”

Clockwise from top left: David Gunn kicks off the Philadelphia President’s Service and Safety Awards ceremony in Philadelphia on Nov. 13, 2003. The following President’s Service & Safety Awards recipients were recognized at the Los Angeles ceremony on Oct. 15. Front Row (L. to R.) Sue White, team leader; Alice Pinkney, station agent; Carol Grego, district manager; Jay Glass, detective; John Claybourne, detective; Monica Pisciotta, ticket agent. Second Row: Gary Hurst, red cap/baggage; Robert Boyd, conductor; Tim Rennegarbe, FDA inspector and cleaning; Debbie Devos-Wood, district manager; Lynn Berberian, superintendent Passenger Services; Michael Hill, manager stations; Craig Cook, electrician journeymen; Lois Canning, manager Operations Management; Michael Chandler, superintendent Operations; Dustin Davis, manager Maintenance of Equipment; Leonard Villamor, assistant superintendent; John Stutes, engineer; David Gunn, president; Charlie Torres, engineer; Robert Berroteran, engineer; Charles Roebuck, manager On-Board Services; Jimmy Moreno, assistant passenger conductor; Bill Heron Jr., engineer

L. to R. Carmen Crayne, team leader; President David Gunn; Linda Hinds, reservation sales agent; Eleanor Gravely, team leader; Milagrosa Martinez, team leader; and Richard Monti, team leader, are members of the Mid-Atlantic Call Center Diversity Advocacy Group and are award recipients in the Business Diversity Category.

Recognized with the Safety Achievement Award is the El Paso Crew Base. Front row (L. to R.) John States, engineer; Charles Torres, engineer. Back row: David Morgan, group nominator; Jimmy Moreno, passenger conductor; Robert Berroteran, engineer; David Gunn, president; George Arredondo, passenger conductor; Oliver O’Bryant, passenger conductor; and Bill Heron, engineer. Missing from photograph: Norman Marzola, passenger conductor; Juan Fernandez, passenger conductor; Ed Kollar, engineer.

L. to R. Sgt. Brian Ravert; Annette Irons, manager; President David Gunn; and Officer King Lee are members of the National Communications Center Accreditation Team and are award recipients in the Achievement Category.

This year, Amtrak honored its best and brightest employees at nine regional President’s Service and Safety Awards ceremonies. From Los Angeles to Boston, over 1200 people, including Amtrak President David Gunn, coworkers, and family members, recognized the outstanding achievements of the award recipients. Employees celebrating their 30th anniversary were also recognized at the events.

In a letter to those attending the events, Gunn said, “All of these recipients exhibit the kind of commitment, resourcefulness, and inspiration that all Amtrak employees should emulate.”

Published here are excerpts from the accomplishments of each of the award recipients.
William Judefind began his career on Nov. 5, 1979 as an electrical technician, and is now considered the Wilmington Maintenance Facility’s “go-to guy.” Judefind’s co-workers describe him as unique and genuine, and they say he goes beyond the call of duty – always ready to share his expertise when called upon.

The amplifier module boards in the Amfleet public address (PA) units were burning out as a result of high-voltage surges running through the train’s communication signal line, which can cause the system to overload and become inoperable. Judefind discovered that the new board design did not isolate trainline connections and that the absence of basic fuse protection, among other things, resulted in a voltage surge that contributed to the board’s destruction. Judefind created a Protection Module Board that stops the voltage surge, thereby preventing it from burning out. Judefind convinced his management to submit his design to Safetrain Systems and the company incorporated the design into future PA units. More than 405 PA units have been modified by the Wilmington Shops — a savings of more than $220,000.

Judefind’s supervisor Bob Kanicki says, “His persistence and his eagerness to find a cost-effective resolution is a model for the entire Wilmington facility. Amtrak needs more dedicated workers like him.” William Judefind is definitely an unsung hero.

Business Diversity

The Mid-Atlantic Reservation Sales Call Center Diversity Advocacy Group

Carmen Crayne, Team Leader
Eleanor Gravely, Team Leader
Linda M. Hinds, Rate & Information Clerk
Milagrosa Martinez, Team Leader
Richard N. Montini, Team Leader

It was just after Thanksgiving 2000 when a group of Mid-Atlantic Reservations Call Center (MARSCC) employees came together to broaden the scope and diversity of the upcoming December holiday season.

Carmen Crayne, MARSCC team leader, viewed the holiday season as an opportunity to bring people with differences together, rather than to draw lines of separation. Realizing that the demographics of the 600-plus employees at the call center mirrors that of our nation, Carmen put together a team of five call center employees from varied backgrounds and cultures. The team became a multi-cultural resource for raising awareness of various ethnic and cultural differences within the department and the company.

The team organized a year-long celebration of diversity and cultural differences, starting in February 2001 with Black History month, into 2002 with an observation of the Republic of India’s New Year’s Day in January, and throughout the rest of the year with celebrations of Irish, Native American, and German and Latin American cultures. Also noted were the accomplishments of great American women, as well as local female employees and the strength of American patriotism.

The year ended with a celebration in December that featured one display case housing Chanukah, Christmas, and Kwanzaa greetings and items. What set this celebration apart was the heartfelt participation from the employees. By researching and volunteering their family heirlooms and personal items, they put a personal tone to understanding different cultures.

Nominator Ronald DeShields notes that the initiatives of the Diversity Advocacy Team have fostered a more productive working environment — which translates into increased revenue for Amtrak.

Environmental Safety

Dustin Davis started his Amtrak career in 1986 as a Passenger Conductor and worked his way up to become manager. Maintenance & Equipment in the Mechanical department of the Coaster Commuter service in 2000.

Because the position of environmental specialist was vacant for almost two years, Dustin took on the additional responsibilities of managing the Coaster facility’s environmental program. Davis conducts most of the environmental activities such as routine sampling and inspections and record-keeping, but also performs his own Storm Water Pollution Prevention Program (SWPPP), saving Amtrak the expense of paying a contractor to do the job.

When the Coaster facility was audited by Amtrak’s Corporate Environmental department in January 2002, the report included 14 positive findings, the highest number of positive findings of any audit performed at an Amtrak-operated facility. This record-setting achievement was the result of Davis’ dedication and attention to detail. His nominator, Tami Calderon, describes him as a “hands-on” manager, who is committed to environmental and safety best practices and to taking the initiative to implement those practices.

Safety Achievement

The El Paso Crew Base, El Paso, TX

George M. Arredondo, Assistant Passenger Conductor, El Paso, TX
Robert Berropean, Engineer
Juan Fernandez, Assistant Passenger Conductor
William H. Herron, Jr., Engineer
Edward Kollar, Engineer
Norman D. Marestan, Assistant Passenger Conductor
Jimmy R. Moreno, Assistant Passenger Conductor
Oliver L. O’Bryant, Passenger Conductor
John D. States, Engineer
Charles F. Torres, Engineer

Employees at the El Paso crew base don’t just talk about safety — they make it a reality. In 2002, this crew base accomplished a major milestone, by working 2,332 days injury-free.

El Paso transportation employees work on board the Sunset Limited, a train with challenging on-time performance issues. The crew’s supervisor, Joy Smith, said, “This excellent group contributes to Amtrak’s bottom line with their innovative ideas about how to provide a safe journey for both passengers and employees. I have never seen a more committed group of employees.”

Involved in various community safety programs, such as Operation Lifesaver and Operation RedBlock, these employees’ volunteer activities is second nature to them. Even in a service disruption, off-duty employees are on hand to help.

These employees have found ways to make the best of difficult situations, and work toward providing safe passage for employees and passengers, and embody the word SAFETY.

Southern California Operations Safety Committee

Lynn D. Beiberian, Superintendent Passenger Services
Robert L. Boyd, Passenger Conductor
Michael R. Chandler, Superintendent Operations
Craig L. Cook, Electrician Journeyman
Carol Crego, District Manager Stations
Lois K. Curnning, Manager Operations Management
Michael J. Hill, Manager Stations
Gary K. Hurst, Red Cap/Baggage
Linda A. Nies, Ticket Agent
Alice Pinkney, Station Agent
Monica T. Pisciotta, Ticket Agent
Timothy J. Rennegarbe, Inspector FDA & Cleaning
Charles B. Roebuck, Manager, On-Board Services
Jack T. Wilson, Assistant Superintendent Road Operations
Deborah News Wood, District Manager Stations
Leonard M. Villarom, Assistant Superintendent Stations

The Southern California Operations Safety Committee was voted most improved in FY ’02, with a 75-percent reduction in reportable injuries on the Pacific Surfliner, and 52-percent reduction in reportable injuries in the Southwest Business Group.

The 17-member safety committee, made up of management and craft employees from Mechanical, Transportation, On-board Service and Catering, impacts the safety of approximately 1,100 employees and approximately 2.7 million passengers in the territory from San Luis Obispo to San Diego and west to San Bernadino, CA.

“The commitment from both labor and management is the key to their success,” said Richard Phillips, general superintendent, Southwest Division. “The team has aggressive goals, defined tasks and recorded follow-up; they definitely are the best of the best.”

Working closely with the state of California (CalTrans), the committee developed an engaging onboard safety brochure for passengers and added Pacific Surfliner station-specific chapters to the Down Line Station Safety Briefing Book. This initiative is especially
Detective John Clayborne joined the Amtrak Police Department (APD) in June 1984 and in 1996, was the first Amtrak Police officer to be sworn in as a member of the U.S. Drug Enforcement Administration Transportation Task Force. He has made 61 arrests, including those of four dangerous fugitives, and has seized approximately 1,290 pounds of controlled substances and property valued at $7,280,489. He also keeps watch over employees and passengers at the Albuquerque, NM, train station.

John has been awarded the APD’s Exceptional Achievement Award, the Terrorism Response and Hazmat Response Medals, as well as several Officer of the Month awards. He is also the recipient of the International Narcotic Enforcement Officers Association Award for outstanding service, and 23 customer commendation letters. John Clayborne gives 110 percent in any situation, can always be counted on to respond to the needs of the department, and exhibits sustained excellence around the clock.

Detective Glass received the Western Division Officer of the Month Award in September 2002 for his exemplary investigation efforts concerning a dangerous sexual predator who later was sent to prison. Whether he’s on security detail at the Salt Lake City 2002 Olympics or at the 2000 Democratic National Convention in Los Angeles or at the Portland station, Jay consistently achieves at a high level. Detective Glass is clearly an asset to the department and to the corporation.

Since beginning his Amtrak career in April 1976, Chef Donald Jackson has received numerous letters of commendation, many of them from gastronomically grateful passengers. A graduate of the Culinary Institute of America, he has prepared more than a million meals on various trains; from the original Hiawatha service cooking on presto logs and sterno cans with dry ice refrigeration, to the newer Superliner kitchens. Chef Jackson was chosen to assist in the original design of the Amtrak Cascades food service and menus. Every one of his past supervisors refers to Don Jackson as the most competent and professional chef they have ever managed. Food service and quality can make or break a train trip, and Don’s history of uncompromising quality, continual extra effort, and rich personality set him apart from all of his peers.

Michael H. Eisenberg, Team Leader, Riverside CA

A year after he began his Amtrak career as a New York Reservation Sales Office agent in 1985, Michael Eisenberg transferred to the Western Reservation Sales Call Center, now located in Riverside, CA.

Eisenberg’s proposal to create a “rate desk,” which would be staffed by sales agents who assist fellow agents with pricing policies, complicated reservations, and handling disgruntled passengers, was adopted. This concept continues to be in use at the call centers today.

From rate desk clerk to team leader, Eisenberg’s initiative and leadership skills remained unwavering. Eisenberg set a record with 14 straight months of achieving number one in the Goal Rush program, which measures agent performance—an achievement never yet been duplicated.

Eisenberg continues to hit high marks in the Goal Rush program, is the only four-time winner of the Team Leader of the Year award, winning in 1997, 1998, 2000 and 2002, and was runner up for the award three times in 1996, 1999, and 2001. Eisenberg holds the current record for top sales and has maintained perfect attendance since 1992—11 straight years!

Chef Justin Frederick takes pride in his work and people take notice. Since he began his Amtrak career in 1974, Justin’s exceptional work ethic has prompted letters of commendation and three nominations for the President’s Service & Safety Awards in 1986, and two in 1989. Justin is a man of many chefs’ hats. He has worked as a Human Resources Development department supervisor in New York, training employees how to properly handle food, and was one of the Amtrak chefs to attend the Culinary Institute of America (CIA). As a traveling chef, he was responsible for training food specialists and chefs on long-haul trains, such as the Crescent, the Lake Shore Limited and the Cardinal. Justin’s goal is to provide all passengers and crew a fine dining experience aboard the trains. Justin is the shining example of the true meaning of sustained excellence.

Jay C. Glass, Detective, Portland, OR

Jay Glass began his Amtrak career in 1993 and has served as a detective with the Amtrak Police Department (APD) since then. He consistently receives above-average performance evaluations and has been commended for his work ethic and candor.

Stationed in Portland, OR, Detective Glass is the only APD officer responsible for responding to incidents that occur on railroad property in seven states. His job requires extensive travel, usually at a moment’s notice, particularly as a member of Amtrak’s Threat Assessment and Response Team.

Charles A. “Chuck” Herndon, Passenger Conductor, San Francisco, CA

Chuck Herndon began his railroad career on the Southern Pacific Railroad in September 1972 as a conductor/brakeman/switchman. When Amtrak took over the operation of the Caltrain commuter service in July 1992, Herndon became not only a conductor but also a trainer, training over 200 Caltrain conductors. “Chuck has provided consistent professional training to our transportation employees here at Caltrain,” said George Erickson, superintendent of Caltrain. “He is our go-to person for training, and his efforts to bring a higher standard of training have truly made a difference in keeping this important contract,” said Erickson. Herndon specifically focuses on safety with new hires, including hazard recognition and injury avoidance. His conductor trainees have learned first-hand that safety is truly, “do as I do,” and his leadership at Caltrain deserve recognition.

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Annette’s warm personal touches are evident to passengers, whether it’s during a holiday or for personal celebration. Annette puts extra effort into making passengers feel special or outfitting the diner with holiday decorations, such as special tablecloths and aprons.

Annette’s fans are numerous. She has received letters from a nine-year old girl celebrating a birthday and senior citizens celebrating their wedding anniversaries. One passenger said, “Dinner in the dining car was a delight. Annette was without a doubt, the best steward I have experienced since Amtrak took over from the Southern Railway.”

There are many special people in this world, and Annette James is at the top of the list.

Mack Jones, III, Train Attendant, Jacksonville, FL

Mack Jones, better known as “The Mack Attack,” a train attendant who began his Amtrak career in March 1974, takes pride in his appearance as well as his work performance. Mack’s polished appearance has served as a model in several films and seminars about proper uniform standards. A true team player, Mack is known for helping out in the dining car, doing whatever needs to be done to deliver quality service. He’s also driven passengers who have been stranded at the station to their final destination.

Mack is known to pay particular attention to passengers with special needs. Most passengers leave his train feeling like a VIP, because that’s how Mack treats them.

According to Mack’s supervisor, “He’s the finest train attendant anywhere.” It is this type of dedication and pride in performance that keeps his passengers riding Amtrak time and time again.

Willie R. Logan, Legal Assistant, Washington, DC

Starting with Amtrak as a contractor in 1984, Willie R. Logan was hired to work on a number of arbitration cases, during which he supervised a staff of up to 25 temporary employees responsible for the reproduction of documents for attorneys and other experts working on these cases.

Willie was offered a full-time position with Amtrak as a litigation support specialist responsible for management of the Law department’s reproduction center and its library and in 1994 he was promoted to legal assistant.

Willie’s resource management initiatives include converting the department’s hard copy library to a to a searchable, electronically based library, and maintaining the department’s copier and micrographic so that it goes well beyond its expected life span. At one time he was operating the oldest Kodak copier in the Washington, D.C. area. Both of these initiatives contributed noteworthy cost-savings.

Willie has been a highly valued member of the Law department over the years because of his can-do and cooperative attitude, quality work, and dependability.

Mike is now a passenger conductor and continues to be intensely involved in all safety efforts on board and off.

Michael C. McKenna, Assistant Passenger Conductor, Chicago, IL

After starting his Amtrak career in 1986 as an assistant passenger conductor, Mike McKenna became a safety engineer/coordinator. Instrumental in promoting the growth of RedBlock and other safety training, Mike schooled over 700 employees in safety.

Between 1989 and 1992, Mike helped organize the Midwest Division RedBlock Phase I training, and later became chairman of the Intercity North RedBlock Phase II training group. In 1999 he helped turn the RedBlock office into a Safety and RedBlock Training Center, which offered safety-related courses for Train and Engine, On-board Services, Station Services, and crew base employees.

Last year, Mike worked with the Human Resources department to organize, edit, and deliver Prepare 2002 training to MDWC, Eastern, Western, and Southwest Business Group employees. During Mike’s tenure as a safety coordinator, the Midwest Corridor was under the established injury ratio for three of four years. In 2000, the Midwest led the Intercity with the lowest injury ratio for that year.

Mike is now a passenger conductor and continues to be intensely involved in all safety efforts on board and off.

Sarah Ray began her career with Amtrak in the Human Resources department in 1977 as a personnel clerk and was later promoted to Human Resources manager.

Even though recruitment is Sarah’s main responsibility, she extends beyond her job description to handle whatever task arises, establishing a comfortable and team-oriented environment for her staff.

Barbara A. Ruditis, Lead CSR, Mid-Atlantic RSCC, Philadelphia, PA

Starting out as a reservation sales agent in September 1993, Barbara Ruditis is now a Customer Relations Department (CRD) lead agent who has received numerous letters from customers who appreciate Barbara’s high level of professionalism and caring demeanor.

Barbara has assisted in the Emergency Hot Line and was a key component of the RedLine of the Month Program designed to familiarize agents with Amtrak’s different train routes, a project for which she was nominated for a President’s Service and Safety Award.

Known for her ability to teach others, Barbara was accepted into the Mid-Atlantic Reservation Sales Call Center Train the Trainer Program. In 1999 she became a rate quotation clerk, assisting sales agents and team leaders with pricing complicated itineraries. As a customer relations representative since 2000, Barbara solves the most difficult customer problems and handles complaints while remaining pleasant and calm.

Barbara wants the best for her company and the best for her customers. Barbara Ruditis is the best of the best.
Albert A. Scala, Assistant Superintendent, Commuter Service, Washington, D.C.

Since he began his career at Amtrak in 1974, Albert Scala has occupied a variety of positions including locomotive controller and manager, assistant director of Operations, and manager of schedules. After ten years at Amtrak, Mr. Scala was promoted to transportation manager, and as such played an important role in the shift of train and engine service employees from freight railroads to Amtrak in 1986.

In June of 1992, when Amtrak was contracted to operate Virginia’s Railway Express (VRE) commuter service, Albert transferred to the Washington Commuter Service department as the assistant general manager and superintendent of Operations.

VRE started service with only eight trains, and Mr. Scala supervised two service managers and 24 T&E service employees. Since then, VRE has grown to 32 trains per day with a crew base of 52 T&E service employees.

Mr. Scala’s focus on customer service and knowledge of operations has made him the backbone for the VRE commuter operation, and this service a success for Amtrak.

Francis R. Spence, Sergeant, Wilmington, DE

Amtrak Police Department’s (APD) training sergeant. Sgt. Frank Spence has been a member of the APD force since November 1976, and a supervisor since January 1981. In his 26-year career, Frank has never been injured, and holds 24 years of perfect attendance. Sgt. Spence has been Officer of the Month and has been awarded APD’s Exceptional Achievement Medal for the arrest of individuals who stole from the Wilmington Shops.

Sgt. Spence maintains all department training records, which include certification, first aid and CPR, and firearms, as well as police academy training and all other mandatory programs, and has implemented training programs throughout his tenure. Sgt. Spence has developed partnerships with police academies and training schools attended by APD officers.

His professional appearance and knowledge of function protocol usually garners him the “Sergeant at Arms” assignment at department gatherings. Sgt. Spence truly exemplifies sustained excellence and upholds corporate values every day.

Frank Sullivan is a coalition-builder who rose through the ranks to become an Amtrak Police Department (APD) Detective. Detective Sullivan attained the rank of sergeant in Boston in 1994, and later detective in Raleigh, NC in 1997.

For over a decade, Frank Sullivan was very involved with the American Federation of Railroad Police (AFRP), representing the officers of the New England Division and also serving as regional vice president from 1996 until 1999. As a member of the Amtrak Police Department Safety Committee, he organized and chaired the first-ever Transportation Police Injury Reduction Workshop Safety Symposium involving a number of divisions.

In North Carolina, Frank helped establish the North Carolina Safety Improvement Team, and in coordination with the Raleigh Police Department Special Operations Bomb Unit, conducted a simulated event to test Amtrak’s emergency preparedness plan. As a result Frank was asked to participate in Governor Easley’s Task Force on Terrorism.

Frank Sullivan’s steadfast integrity and a willingness to work with others are great assets to Amtrak.

Bruce Van Sant, Director, Fleet Planning, Philadelphia, PA

Bruce Van Sant, also known as “The Maestro,” joined Amtrak in August 1980. Because of his talent for orchestrating operational plans within hours of any given service disruption situation, employees throughout the Northeast Corridor draw on his problem-solving expertise.

In 1996, Bruce updated and converted to electronic format the Equipment Plan and Data Manual, originally created by the Mechanical department in 1989 and used by a number of departments. He also created the NEC Shopped-Equipment Status Report and the NEC Consist Book, from which the National Consist Book was developed.

Bruce also created NEDSTATS, which is a program that allows the user to look at ridership, reservations, over bookings, inventory, and train capacity for equipment distribution for daily trains, as well as during the holiday programs for the Northeast Corridor.

A true self-starter, Bruce freely shares his skills and tools with others. Ultimately, “The Maestro’s” efforts have organized and centralized a great deal of critical data, simplifying work for many employees.

Susan White started her career with Amtrak on Jan. 25, 1989, as a reservation sales agent in Los Angeles, CA, and shortly thereafter was promoted to acting team leader and assistant trainer. In December of 1995, White was officially promoted to the team leader position, and in 1996 she won the Sales Excellence Award for leading her team to reaching highest sales figures ever. In April of 2001, White was chosen by her peers at the Riverside Call Center as the recipient of the first Soaring Eagle Award for excellence.

Known for her unconventional management style, White has been seen marching around the building disseminating information to her team and leading them in songs like I’ve Been Working on the Railroad. When performance productivity standards changed in early 1996, Sue initiated a motivational exercise that involved rocks she had carefully chosen from a beach in the Cambria area of California.

Well liked by her team, peers and management, White is a motivator with many first-rate attributes.

Posthumous

Larry W. Edenfield, Engineer, Jacksonville, FL

Amtrak mourns the loss of Engineer Larry “Wayne” Edenfield of Macclenny, FL, who passed away on May 7, 2003 as a result of derailment of the Silver Star at a marked grade crossing. A railroad veteran with nearly 30 years’ service, Edenfield was hired by Amtrak in 1986 as a locomotive engineer, and was assigned to the Jacksonville, FL, crew base.

“Larry Edenfield was a veteran locomotive engineer with an excellent record,” said Amtrak President David Gunn. “This tragedy touches us all and we mourn his untimely passing.”

“It was a privilege working with Larry,” said Kevin Kilby, Amtrak dispatcher for the Southern Division in Jacksonville. “Dispatchers get to know enginemen extremely well, he was one of the best engineers I have ever known,” said Kilby.

On May 10, coinciding with Edenfield’s memorial ceremony, Amtrak trains across the country sounded a single, long horn blast in his honor. Wayne Edenfield will continue to reside in the hearts and minds of his family at Amtrak.
Five-year-old Wins Amtrak and Lionel Essay Contest
Kids Tell Why They Like Trains

Anna Peckham did not realize she was submitting the winning essay when she wrote, “Macaroni and cheese was good” on the Amtrak and Lionel Essay Contest entry form while riding on Amtrak’s Empire Builder.

Over the summer, Amtrak partnered with Lionel to sponsor an essay contest for children 12 and under to explain why they like riding Amtrak trains. Contest results indicate that kids like the train for many of the same reasons adults do, with looking out the window at the scenery and dining on the train ranking as the top two responses.

Selected on Sept. 8 as the grand-prize winner, the five-year-old native of Seattle was one of 355 children who entered the contest for a chance to win a Lionel Limited Edition Freedom Train, valued at $797. In addition to Peckham, eleven first-prize winners won a New York Central Limited Lionel train set. Entry forms were available on the California Zephyr, Coast Starlight, Empire Builder, Southwest Chief, Sunset Limited, Pacific Surfliner, San Joaquin, Amtrak Cascades and the Capitol.
Dear Amtrak:

For my mother’s 80th birthday, our family gave her a trip back to her birthplace in Londonderry, VT. My mother is mobility impaired and requires oxygen. We decided to book her travel by train, accompanied by my teenaged niece as her caregiver, even though the fare was more than twice as expensive as advance purchase airfare.

The departing schedule [from Florida] was very reasonable, however, her return travel included a layover of more than 12 hours in Washington, D.C., beginning after midnight.

I spoke with many different Amtrak agents on many occasions regarding my concern that my elderly mother and young niece would have to spend the night in Union Station. I was always told there were no other options, different trains or routes. We were reluctant to get a cab and a motel in D.C. after midnight and we began to think that train travel would not be acceptable.

Our thoughts and attitude about Amtrak changed when, during a phone call to the 800-number, she happened to talk to agent Jerry Spevak. What a remarkable Amtrak representative he is.

First, he arranged a conference call to include me (in Georgia) and my mother (in Florida). Mr. Spevak suggested, as an alternative to the Washington layover, a connection in Wilmington, DE, instead. It would be an earlier arrival and a better location. He was even able to direct us to a motel close to the station, even providing directions and a phone number. Because of this help, we were able to make acceptable arrangements, which “saved” the trip.

Mr. Spevak was extraordinarily helpful, and his actions showed that he really cared about his passengers and their travel on Amtrak. This was our first experience with Amtrak, and because of the service provided by Mr. Spevak, my entire family and I now plan to use Amtrak as often as we can for our travel.

Sincerely,
Doris B.
Savannah, GA

Dear Amtrak:

I am writing to commend Mr. Ray Apostol, who was the car attendant on sleeper 0830 on train #8 from Seattle to Chicago on Oct. 17. Mr. Apostol is one of the most professional on-board employees I have encountered since I first began traveling by train in the ’40s.

From the moment he greeted me and took charge of my luggage, I recognized that here was someone who would do his utmost to see to the welfare of the passengers assigned to his car. His manner never changed, even though our train was delayed 19 and a half hours. Mr. Apostol continued to smile and made certain that the rooms were always in good order; the coffee freshly brewed, with soft drinks, water, and ke readily available.

Largely because of the efforts of Mr. Apostol, this latest, but not last, trip on Amtrak was remarkable. I commend Mr. Apostol to you as an outstanding representative of Amtrak.

Sincerely,
Bob V.
Cuyahoga Falls, OH

Dear Amtrak:

My wife and I took our first Amtrak trip last week after forty-two years of marriage. We went on a round-trip from Fayetteville, NC, to New York City. We could not believe the room we had assigned to his car. His manner never changed, even though our train was delayed 19 and a half hours. Mr. Apostol continued to smile and made certain that the rooms were always in good order; the coffee freshly brewed, with soft drinks, water, and ke readily available.

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Sincerely,
Paul H.
Salemburg, NC

In Box

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the February Issue January 7, 2004
For the March Issue February 6, 2004

VITAL STATS for October 2003

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* Number of reportable injuries per 200,000 worked hours.
The cars underwent heavy overhauls, which took 4,000 hours to complete and involved replacing the diaphragms, couplers, trucks, brakes, 480 train line cables, control panels, evaporators, under-car refrigeration equipment, and air conditioning units. The interiors were gutted and upgraded with new booths, carpet, bathroom modules, and plastic wall and ceiling panels. The first six cars completed and returned to service in October and November 2003 were Amfleet I full Dinettes 28364, 43360, 28365, 28366, 28367, and 28368. At press time, four more cars were scheduled for heavy overhaul in December.

Marketing Restarts Advertising to Continue Strong Ridership Trend

The Marketing and Sales department is launching advertising campaigns after the first of the year to ensure that the strong ridership and revenue trend of the first quarter continues. Through the end of November, the fiscal-year-to-date ridership was up 11 percent over last year, and also more than 9 percent ahead of the budget plan. Ticket revenue was $214.6 million or 9 percent ahead of the FY ’03 figures and 6 percent ahead of the budget goal.

The results were driven by record-breaking ridership (2.1 million passengers) in November, nearly 12 percent more than a year ago, and a gain of more than 9 percent over the budget plan, making this the highest November ridership (and the highest Thanksgiving-week ridership) in the railroad’s history. The credit for these gains goes to a strengthening travel economy and Amtrak’s new Back to Basics approach to marketing — featuring lower and simplified fares, a new revenue management approach and advertising that highlights fares, destinations and the benefits of train travel-coupled with the company’s continuing effort to provide more reliable and better service.

During January, Marketing will roll out long-distance advertising in more than 70 markets served by the railroad across the nation. Like the fall advertising, it will again put an emphasis on the value of Amtrak’s regular low fares and the city pairs in which they are available. Also as in the fall advertising, the campaign will focus mostly on newspaper, radio, and Internet ads. The nature of print advertising, which will carry the greatest proportion of the ads, allows Amtrak to provide the kind of detailed information about services and destinations that can turn readers into riders.

As a result of the earlier success, the advertising will again feature the images and artwork of Michael Schwab, which will soon become easily recognizable as Amtrak’s advertising.

In February, Marketing will unveil a new advertising look for Acela Express. The newspaper adver-

Amfleet I Food Service Car Remanufacturing Underway

Only two months into FY ’04, mechanics at the Bear Maintenance Facility completed the remanufacturing of six Amfleet I Dinettes, some of which had not been overhauled in eight to ten years. Currently there are about 18 to 21 types of food service cars in Amtrak’s system; once the remanufacturing project is complete it will be reduced to three — full Dinettes, full Club cars, or Club Dinettes. By the end of this fiscal year, Bear mechanics will have remanufactured 64 Amfleet I food service cars.

The cars underwent heavy overhauls, which took 4,000 hours to complete and involved replacing the diaphragms, couplers, trucks, brakes, 480 train line cables, control panels, evaporators, under-car refrigeration equipment, and air conditioning units. The interiors were gutted and upgraded with new booths, carpet, bathroom modules, and plastic wall and ceiling panels. The first six cars completed and returned to service in October and November 2003 were Amfleet I full Dinettes 28364, 43360, 28365, 28366, 28367, and 28368. At press time, four more cars were scheduled for heavy overhaul in December.
The holidays have come and gone and a new year is before us. I hope you enjoyed time with friends and family and had a little time to yourself.

I have a home in Nova Scotia, where I like to spend the holidays and my time off. Over the holidays, I shoveled a lot of snow, chopped some wood, and cooked and baked. I enjoy spending time there — it gives me the chance to reflect in peace and quiet. Plus, I get a lot done at the house.

I’d like to share with you some of the thoughts I had over the holidays. At the risk of sounding like a broken record, I think we’ve made a lot of progress over the last year and a half. The progress we’re making is — and has to be — incremental. But as we continue to improve, and as the accomplishments become more noticeable, people’s perceptions of Amtrak change for the better.

While it’s not yet a done deal (as of the time I write this), we’re close to getting the proposed $1.23 billion in federal funding. The funding is less than we asked for, but should allow us to operate the railroad and to address some of the capital projects that are necessary. As our FY ’04 budget takes shape over the next couple of months, we’ll know more about how we modify our capital program.

So far, we’ve started FY ’04 with considerable growth in both ridership and revenue. We’ve put in place regular preventive maintenance and overhaul programs that, in time, will notably increase our fleet availability. We’re being smart about how we use the resources we have, and about minimizing expenses. I think we’re starting to see solid signs that the company is stabilizing.

What’s dangerous about the positive momentum we’re experiencing is the temptation to get too comfortable and rely on momentum alone to carry us further. This is exactly the time for us to recognize that we still have a lot of work to do and this is no time to get too comfortable.

We all have FY ’04 goals and objectives toward which we’re striving. It’s not fluff or just talk. As those individual and department goals become realized, we get closer and closer to having a stable, reliable, and safe passenger railroad.

You should be proud of where we are today, and where I think we’re headed. We’re on the right path. We need to stay on that path, and keep up the good work. I consider that my holiday gift.
Coach Cleaners Keep it Clean

A Night in the Life of Los Angeles Third-shift Coach Cleaners

The third shift at the Los Angeles 8th Street Yards moves like a symphony orchestra of diverse and well-trained musicians. The conductor of this middle-of-the-night orchestra is Ilene Lara, also known as the third-shift general foreman, who makes sure the players are in position to produce beautiful music, and they do.

“Timing is everything.

We have a set number
of hours to accomplish
an ever-changing
amount of work.”

Ilene Lara, General Foreman

At 1 a.m. on a Tuesday morning, the entire third shift joins General Foreman Lara as she leads the morning’s safety briefing. The team listens intently to the safety rule of the day: number 1609B, which stresses ladder safety. The sixteen coach-cleaning employees then receive their assignment to get the trains clean and ready for the day’s service.

After the meeting, safety committee member and Lead Coach Cleaner Carol Cornelius, a 17-year veteran of Amtrak, hands out safety supplies from Cornelius’ locker in the lunchroom. This morning’s requirements include gloves, flashlight batteries, and safety vests.

Before the third shift arrives, trains are strategically lined up on the Service and Inspection (S and I) facility tracks for inspection, refueling, servicing, and cleaning. On a typical day, trains are serviced in order of priority — since Pacific Surfliner trains #562 and #564 will be released from the yards at 5 a.m., they are cleaned first.

The buzz around the cars is almost palpable, as the third-shift coach cleaners split up and begin washing, sweeping, mopping, spraying, dusting, polishing, deep cleaning, and re-stocking trains. As Cornelius stocks each railroad car with tissues, toilet paper, trash bags, and the like, her eyes catch things that need to be fixed, cleaned, and re-cleaned. She is the only coach cleaner responsible for stocking each of the 25 cars this morning.

“Carol is the go-to person, the one person who can do it all,” said Carol’s supervisor, Foreman Marlon Phillips, also a 17-year veteran of Amtrak. Carol also checks the time-cards for accuracy and helps with the scheduling of employees.

Cornelius is quick to add that the third shift has a real sense of pride for the work it accomplishes, and that teamwork is the only way the trains are cleaned on time. “If something is missed, we can catch it before the trains leave the S and I area,” added Cornelius. “We all help each other and try to put out a quality product.”

The need for teamwork is crucial, particularly during peak holiday travel seasons. “During Thanksgiving week, we worked on over 40 cars in our shift without extra cleaners, and it was a challenge,” said Cornelius, who is also responsible for calling crews for approved overtime.

Coach Cleaner David Ruiz vacuums the Coast Starlight lounge car while Coach Cleaner Don Davis cleans the Parlor car. “This is the most popular car on the Starlight and it needs to sparkle,” said Davis. Sometimes the Coast Starlight reaches the Service and Inspection facility late, only hours before it is scheduled to depart. “We have to clean the Surliners first, no matter what, because they are the first trains that are scheduled to be released, but when the Starlight is late, we all pitch in to turn it around,” said Cornelius.

This morning’s crew in charge of shampooing rugs brings out the massive carpet-cleaning machine. Coach Cleaner Paz Gomiz joins her colleague Raymond Duran in making this tough job look easy. “Sometimes the machine is broken, and we have to scrub the carpets by hand,” said Duran. “That’s when we really need to pull out the elbow grease and watch the time to be sure we get the trains out on time.”

“Timing is everything,” said Lara. “We have a set number of hours to accomplish an ever-changing amount of work.” Circumstances change with the number of cars to be cleaned, the status of the equipment, or job staffing levels.

Lara receives notice that a Coast Starlight Parlor car door is not operating correctly, and attempts to radio for parts. “We found a track that may work for the door,” says Lara, as she radios her three third-shift foremen to fix the door. Meanwhile, Coach Cleaner Martha Gamiz, vacuums Superliner Sleeping car, as Ready Crew member David Richardson checks the beds.

Cornelius moves to the Diner to stock supplies, and lends a hand moving the heavy floor mats so the floor can be hosed and mopped. “I want to learn everything I can as a coach cleaner,” Cornelius adds.

At 7:15 a.m., Lara receives the call she was dreading — the broken Parlor car door track can’t be fixed by the scheduled departure time, so the entire car needs to be swapped out. Lara asks the crew to bring up another Superliner lounge from the preventive maintenance line.

The coach cleaners had the now-defunct Parlor car spotless and ready for delivery, but now they will have a new challenge — only a few hours remain to deliver the Coast Starlight on time. They don’t know the state of cleanliness of the car being brought to replace the Parlor car, and have to work together to bring it up to quality standard.

“I’ll be right over,” says Cornelius.
New York Tunnels Program Extends Its Reach

Fire and Life Safety Program Moves Full Steam Ahead

Amtrak’s Engineering department recently managed the completion of one of the many projects that encompass the first phase of the company’s multi-faceted Fire and Life Safety Program. The 11-year, $900-million program jointly funded by Amtrak, New Jersey Transit, the Federal Railroad Administration, and the Long Island Rail Road, is aimed at upgrading ventilation, egress, structural, and other systems in New York Penn Station and the Amtrak-owned tunnels that lead in and out of Manhattan.

The impact the two Hudson River and four East River tunnels have on the economy of New York and surrounding areas is awesome. Considering the complexity of the tunnel system, it is vital that the infrastructure support the traffic under every conceivable circumstance. Explaining how important it is to have the entire system in top condition, Fire and Life Safety Program Director Steve Alleman remarked, “You have to think of Penn Station at the bottom of the hill, and the tunnels feeding into it.”

“You have to think of Penn Station at the bottom of the hill, and the tunnels feeding into it.”
Steve Alleman, Fire and Life Safety Program Director

The Dec. 15 completion of the New York Penn Station Complex Ventilation Project provides 11 new bi-directional fans strategically located throughout the station at platform level to provide exhaust and ventilation in case of emergencies and extraordinary air-quality circumstances.

Powered via three new electrical substations, these fans are controlled using the Supervisory Control and Data Acquisition (SCADA) system, which provides centralized, computer-driven control of the ventilation systems to Amtrak’s manager of operations at the Penn Station Control Center.

The project required installation of new substations, and construction and modification of the seven fan rooms in which the fans reside. Some track outages were necessary to construct the flues that connect the roof of the tunnel with the ventilation system. Following a detailed examination of the tunnels’ condition in an Amtrak-FRA-commissioned report (known as the Schirmer Report), planning for the Penn Station Ventilation Project and other targeted work on the six Amtrak-owned tunnels began in 1997.

Built in 1905, the tunnels were originally equipped with ventilation systems that did not anticipate the heavy traffic and special circumstances the infrastructure experiences today. In 1997, work began on improving communications, repairing tunnel leaks, enhancing emergency power, improving heat and smoke detection systems, and installing bench wall handrails and ladders in the tunnels. In addition, all six of the tunnels’ floodgates, which were in use in the 1940s but not operable in the 50s and 60s, were on the list of items to be repaired.

At the end of fiscal year 2003, over half of the projects begun in 1997 were finished. For example, tunnel bench wall handrails and ladders are now complete, and the scope of the floodgate project is done.

The events of Sept. 11 shed more intense light on the need to improve the security and infrastructure of the tunnels. A special $100-million federal grant for Homeland Security in early 2002 augmented the railroad’s improvement program that was already underway. The program “Managing the project in-house and with fewer people not only yielded a cost-savings to the program, but it also fostered a real sense of ownership and accountability,” noted Chief Engineer David Hughes.

Phase I Projects Underway

When the two-mile tunnels were originally constructed nearly a century ago, the fire standpipes only reached 200 feet into the tunnels, making it difficult to quickly reach a fire deep within. At the end of fiscal year 2003, Amtrak had completed a number of milestones associated with the completion of the Fire Standpipe Project, which will result in a total of 16 miles of remote, computer-controlled standpipe infrastructure in all six tunnels and Penn Station. This improvement allows responding fire department personnel greater access to the fire suppression system throughout all tunnels.

The 1905 construction of the North River Tunnel in New Jersey included an opening on the roof of the portal for ventilation purposes, which was covered in the 1940s by the Pennsylvania Railroad. Correcting this ventilation risk, along with upgrading the ventilation system with new computer controlled bi-directional fans, installing new stairways and constructing a completely new seven-story ventilation portal structure in Weehawken are some of the goals of this project, which is currently one-third complete.

On the other side of Manhattan and across the East River, the Long Island City Ventilation Project is underway. This job will also include new bi-directional fans, new staircases, new substations to power the ventilation system and a new three-story ventilation structure. An innovative tunnel shield has been constructed and installed in the roof of the tunnel to isolate train traffic from the on-going work. This tunnel-shield concept is the first of its kind and will serve as a model for other tunnel work.
Critical Bridge Work Ensures Operational Reliability

continued from page 1

After recent annual inspections revealed significant wear such as decayed timber decking boards and deck girder span steel deterioration, the two-track bridge was placed on the list of FY '03 structures to undergo component replacement.

Built in 1913, the nearly 5,000-foot-long bridge was originally a movable bridge that allowed small boats to pass. Later, Amtrak rendered the draw span inoperable and converted the bridge to ballast deck by placing timber boards across the steel beams.

The bridge is made up of nearly 190 26-foot concrete spans, a 43-foot long deck girder span and a 30-foot thru girder span.

The 73-foot segment that required the work was made up of the deck girder and the thru girder; the entire deck girder span was replaced with new steel I-beam span encased in concrete and the rotten timber boards were replaced with precast concrete slabs.

The project, a coordinated effort between Bridge Rehab. Gang R-901, Mid-Atlantic Division Track, Communications and Signals, Electric Traction forces, and System Track production gang employees, entailed a sequence of activities, including removing the existing rail (panel by panel), ties, and ballast; dismantling the decomposed timber decking and installing concrete beams and/or slabs; replacing the track (again, panel by panel); dumping new ballast; surfacing and realigning the track with Amtrak’s high speed Continuous Action Tamper; and then welding it back together. Each track was then visually inspected before it was returned to service. Many of the components for the projects were fabricated by Bridge Fabrication Gang H-109 in Wilmington.

Joe Lileikis, senior engineer of structures explained, “Coordinating the timing is crucial to getting a project like this done. Each phase of the project was dependent on the successful execution of the phase before it — and these phases took place at different times of the day, with a range of teams, calling for very different types of equipment, all in a very short period of time.”

“The work done to ready the bridge for the project was extensive,” noted Bill Breneman, assistant division engineer. “The prep work, such as attaching ballast retainers to the bridge and installing handrails, was important to accomplish the job safely.”

The work on track 2 (the northbound track) took place in September and track 3 (the northbound track) work began late October and was returned to service on Nov. 1. Five weeks (for each track) of preliminary work was necessary to prepare the bridge for the construction.

“...”

Bill Breneman, Assistant Division Engineer

In order to minimize the impact on NEC traffic, one of the two tracks was kept open while work was being performed on the other, while dispatchers directed northbound and southbound trains on the open track. In addition, a major portion of the work such as removing the track panels and the preliminary work was performed at night.

“A very experienced passenger might notice a smoother ride over the bridge,” said Lileikis.

“But what’s important to note is that if this bridge wasn’t repaired soon, we might have had passengers noticing that there was no service at all on that end of the corridor.”

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The design for the First Avenue Tunnel Project, a particularly complex project involving easement agreements and special construction considerations, is now complete.

Amtrak recently reached agreement with New York University on the project, which is required because the ventilation system sits on the New York University Hospital grounds. The construction of the new structure will call for kid-glove care, as the south side of the ventilation structure will sit only nine feet from a New York University Hospital building.

The scope of Phase II, which would run from 2008 – 2013, is currently under design. The focus of this phase will be the rehabilitation of the tunnel infrastructure.

Ensures Operational Reliability

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Mail and Express Facility Employees Recognized for Safety Milestone

November 10 marked, to the day, the ninth consecutive year the Washington, D.C., Ivy City Mail and Express group has worked without an employee injury. This achievement is significant, given the nature of the Mail and Express operation. The team, made up of 11 baggagemen, two extraboard positions and two foremen, work a seven-day, two-shift operation, in all weather conditions, loading and unloading Amtrak rail equipment and U.S. Postal Service trucks. Many of the containers these employees handle weigh hundreds of pounds and must be pushed or pulled into place. Each employee is a qualified, skilled forklift driver able to work in tight locations to safely and efficiently load rail cars.

Amtrak President David Gunn, Ed Walker, vice president of Transportation, and Daryl Pesce, general superintendent of the Mid-Atlantic Division attended a luncheon in November to recognize this special milestone. Gunn spoke of the financial impact to the corporation and the importance of every employee’s contribution to the bottom line.

Improvements Yield Accolades

Editor’s note: The following excerpts from a letter to Amtrak from the Ohio Central Railroad System reflect the noticeable improvements the company is making.

I just want to congratulate and thank Amtrak for the marked improvements I have noticed in both my business and personal travel this past year. Prior to 2003, traveling via train was sporadic due to a lack of confidence in on-time reliability and scheduling.

Beginning with a family trip to New York City on the Pennsylvanian, followed with an overnight business ride on a sleeper car to Boston, I found the trips to be extremely agreeable and the service outstanding. Building on my newfound certainty that Amtrak had made a significant turnaround, I began recommending Amtrak as our company’s preferred mode of travel for business trips.

I am pleased to report that colleagues’ ventures throughout the Mid-West, Southeast, as well as numerous jaunts on Acela, have all been well received. With most stations being conveniently located in the downtown areas of the cities we travel to, we have also been able to cut down on costly rental cars and all of the hassle that modern day air travel brings.

As 2003 comes to a close, we will only be increasing our use of Amtrak for 2004. Currently we have rail trips planned to Florida, Chicago, Colorado and Philadelphia (not to mention vacations). Keep up the good work.

Sincerely,
Leonard Wagner
Marketing and Industrial Development,
The Ohio Central Railroad System
Cruise Rail Partnerships Yield Ridership, Revenues
Participation in Amtrak’s Cruise Rail program, which began as a pilot 15 months ago, continues to rise steadily. Participation in the program has climbed steadily every month since the program’s launch in June 2002, closing out FY ‘03 with over 8,000 passengers and revenues exceeding $540,000.

When the Cruise Rail program began, Amtrak partnered with Holland America and Carnival Cruise Lines, offering passengers 15-percent peak and 25-percent off-peak discount on rail and accommodations if purchased in conjunction with a cruise. In early 2003, Windjammer Cruises was added to the program. In exchange for offering passenger discounts, Amtrak benefits from promotion of the program by participating tour operators. At minimal cost to Amtrak, the program provides increased revenue, exposure, and association with strong travel industry brands.

Recent reports show the Regionals, City of New Orleans, Coast Starlight, Crescent, Empire Builder and the Silver Service trains are the most popular Cruise Rail program routes. Plans for FY ’04 include partnering with Princess, Royal Caribbean, Norwegian Cruise Line, Delta Queen Steamboat, and Celebrity cruise lines.

Promotions in Motion

FY ’03 Engineering Excellence Awards
continued from page 2

of the Off-corridor Division Engineering Excellence award were the Central Engineering Division and the West Engineering Division. The West achieved the greatest reduction in absenteeism, with a 5-percent improvement over last year.

The department’s Partnership Award, which recognizes the coordination between departments necessary to carry out infrastructure improvements to the corridor, was presented to the Transportation Division that managed the most 55-hour-plus track outages in FY ‘03. The New York Transportation Division won this award, with 189 55-hour-plus track outages associated with work performed using the Track-laying System (TLS) and by the Switch Exchange System (SES) gangs. The Mid-Atlantic Transportation Division followed with 109 outages for the TLS and undercutters gangs; and the New England Transportation Division had 72 outages for the undercutters and Springfield Line tie gang and a tunnel project.

At the December ceremony, Hughes attributed the department’s success to the professionalism and dedication of its employees. “Because people are focused on doing the basic things well, every day, this company is seeing the improving levels of performance that we see today.”
Dear Amtrak:
While on route to Seattle, we were on the first leg of our journey from St. Louis to Kansas City when we realized we had left the container with my insulin (I am diabetic) back in St. Louis. We told our conductor, Mr. James R. “J.R.” Lewis of our problem, and with his help and many phone calls (most made on Mr. Lewis’s cell phone because ours did not work in the area), we were able to contact a Walgreen’s near the Kansas City terminal and they delivered the insulin, via taxi, to your station. The Kansas City station personnel paid the taxi driver for us.

We believe that these people went “above and beyond the call of duty” and they should be recognized.

Sincerely,
Mary V.
Gig Harbor, WA

Dear Amtrak:
While traveling from Stamford, CT, to Washington, D.C., shortly after I boarded Amtrak I started to have an asthma attack. Mr. John Walton was very helpful and caring during the situation. He arranged for the train to stop at the next station and for an ambulance to transport me to the hospital. He stayed with me and talked with me during this scary time.

Also, Mr. Walton phoned my emergency contact several times while I was in the hospital to see how I was doing. He inquired as to what train I’d like to be booked on and made those arrangements. Mr. Walton knew that arriving in Washington that day was important to me. He clearly went above and beyond the call of duty.

I’ve had the pleasure of riding Amtrak several times to several destinations and have been pleased each time with the friendliness and helpfulness of the Amtrak employees.

Sincerely,
J. Burns
Woodbury, CT

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In Box
Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the March Issue
February 6, 2004
For the April Issue
March 5, 2004

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Marketing
Restarts Advertising
continued from page 1

tising will also feature the bold illustrations by Michael Schwab. The advertising will continue to emphasize the schedule for Acela and Metroliner services, the successful $99 North-end fare and the amenities of the trains. More details on the Acela Express campaign will be reported on in the next issue of Ink.

Last month, the weekend Acela Express service earned favorable and much-appreciated mentions from NBC Today Show anchor Katie Couric (on board during a snowy weekend when the airports weren’t open) and Sports Illustrated columnist Peter King, who waxed poetic about the joys of taking the train to see the Patriots play. While January is certainly the cruelest month in the NFL, the NRPC — otherwise known as Amtrak — seems poised to continue its winning streak of strong ridership and revenue results.

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VITAL STATS
for November 2003

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<th>Month</th>
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* Number of reportable injuries per 200,000 worked hours.

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Conductor Retires
After 36 Years on the Road

Amtrak Conductor Wayne Dixon ran his last trip on Nov. 21, after 36 years of railroad service, which began at the Atlantic Coast Line Railroad in 1967.
Beech Grove Blasts Rainbow Fleet

A $250,000 investment in the Beech Grove shop has made a world of difference as the facility standardizes the outside appearance of Amtrak’s 432-car Superliner fleet. The January installation of a new water blaster eliminates the previously laborious and cumbersome task of removing Superliner decals and striping by hand.

While the new livery, or graphic design, was applied to 15 Superliner cars that were wreck-repaired, Beech Grove employees now have the tools they need to effectively carry out the job. Now, as cars cycle through Beech Grove for scheduled overhaul and remanufacture visits, the standardization process will move forward more quickly.

“The changes to the exterior and our continuing efforts to redesign the interior reflect Amtrak’s commitment to modernizing the entire fleet of Superliner equipment,” said Beech Grove Superintendent Lew Wood.

The updated look is a product of Amtrak’s Industrial Design team that developed the new livery for the exterior of Amtrak’s equipment as part of its Phase 6 Livery project, completed at the end of FY 02.

The “candy stripe” appearance is part of a Superliner decal package continued on page 10

New Winter Acela Express Ad Campaign Kicks Off

Continuing the momentum of the first quarter and in preparation for the slowest part of the travel season, the Marketing department launched an Acela Express/Metroliner advertising campaign on Feb. 15. Following the recent long-distance winter campaign that was kicked-off in January, both promotions continue to reflect the company’s back-to-basics advertising approach.

Acela Express/Metroliner Campaign

A new advertising look has been created for Amtrak’s Acela Express and Metroliner service. As with the long-distance campaigns, this creative features illustrations by Michael Schwab and was tested in focus groups in Washington, D.C., New York, and Boston. The new ads carry a retro look, yet are bold and contemporary in their creative style. The look makes Amtrak’s promotion stand out, a theory validated by the research results gathered from the focus groups.

The train schedule frequency in each market and the $99 north-end fare, along with the product amenities continue to be promoted. The ad campaign will run through June.

Additionally, to continue to entice passengers to enjoy the Acela Express and Metroliner experience, a change to discounted fares that started on Jan. 6 now allows all passenger-type discounts, such as AAA, children, and seniors, to be available on weekends and holidays.

Similar to the fall campaign, both the long-distance and Acela/Metroliner campaigns will be measured based on ridership and revenue gains. Also, given that the Acela Express/Metroliner campaign has a completely new creative approach, this campaign will be measured through quantitative research to gauge awareness and changes in purchasing behavior and the associated incremental ridership and revenue.

Strong Ridership and Revenue Trends Continue Through First Quarter

Ridership and revenue numbers continued to show strong results continued on page 8

President Signs Funding Legislation

On Jan. 23, President Bush signed legislation that includes $1.2 billion in federal funding for Amtrak, including deferment of the repayment of a $100 million DOT loan. The funding ensures Amtrak’s ability to undertake capital projects and operate all services in FY ’04.

Since Oct. 1, the company has been operating with funds coming from Congress under a continuing resolution, at a prorated $1.043 billion funding level.

After applying the logo to Superliner II Sleeping car 32090, Carman Steve Anderson and Lead Carman David Riordan remove the application tape from the decal.
We are continuing to make progress in a number of areas to improve our operational reliability and return the railroad to a state of good repair, so I want to update you on our progress.

Now that we have $1.2 billion in federal funding allocated to our budget, I think we can expect another year of stability. While the $1.2 billion is short of what we asked for, the essential fleet and infrastructure work will continue. We’re going to continue the progress we’re making, but maybe not as quickly as we’d originally planned. After we present a revised capital budget to the Board of Directors this month, I’ll share with you the details of what our plans are.

I’m optimistic about our progress so far and think we’re on solid ground for the year. Last month, I spoke at an Association of American Railroads conference in San Diego. I told the group about the progress we’ve made. We ended the first quarter (October through December) on a pretty good note. Fiscal year through December, ridership was up 10 percent over last year (and 9 percent favorable to budget), while ticket revenues rose 8 percent (and 7 percent favorable to budget). Overall, we closed the first quarter $38.6 million ahead of budget (including depreciation); $21.9 million favorable to budget in revenues, and $21.7 million favorable to budget in expenses. I told the conference attendees that we have reorganized the company to operate as a traditional railroad. We’ve implemented tight budget and head count controls, and have one set of financial books that, like most businesses, use GAAP accounting principles. We’re watching our finances and measuring our progress very closely, on a monthly basis (and typically two to three weeks after the end of the month we produce a complete set of financials).

We’ve set well-defined goals and objectives, we’ve established organizational charts based on need and driven by programmed work. We’ve created a structure with clear lines of authority that relies on accountability. We have a project-specific capital plan that is no wish list — it’s a must list.

Now that we have $1.2 billion in federal funding allocated to our budget, I think we can expect another year of stability.

We will slowly improve the reliability of our fleet by focusing heavy overhauls and remanufactures at the back shops, returning to a 30-, 92-day and annual service and inspection cycle, and restoring regular overhaul programs, and our Engineering forces are undertaking major structure and track work.

All of these changes are necessary to not only to bring the railroad, but also faith in Amtrak, to a state of good repair. These changes make sense, but they weren’t getting done before. I think the numbers and the growing confidence in Amtrak show that it’s working.

The people at the AAR conference were generally pretty impressed with our progress, even if they were distracted by all that good weather. Next winter I will invite them up to my house in Nova Scotia — where the weather is a little different this time of year.

On another note, I recently returned from a cross-country trip on 29, 59 and 1 (with a side trip to see our folks in Chicago). The weather was a little different this time of year.

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A Touch of Class
Standardized Amenities Simplify Service Delivery

Just as Amtrak standardizes and simplifies its fleet, pricing, and other areas of the business, an ongoing focus to develop consistent standards the classes of service is becoming more visible to passengers.

A system-wide look at what defines First, Business, Coach class and Sleeping car accommodations revealed inconsistencies as a result of a number of factors, particularly the prior Strategic Business Unit structure of the company. Consequently, Amtrak is establishing consistent national standards, to clarify what amenities are offered in which classes of service so that both passengers and employees know what to expect.

“Travel shouldn’t be complicated,” noted Service Delivery Chief Kevin Scott. “There should be no ambiguity about what service passengers receive and about what amenities employees should offer.”

Kevin Scott, Service Delivery Chief

Blue Blankets, White Towels and Read All Over
A number of changes are being made to the amenities offered in the Sleeping cars. A new

“Welcome Aboard” tent card placed in each room informs passengers about the services offered, such as complimentary

continued on page 3
A First class sleeping car is set up to welcome passengers. Included with the set up is a card that provides passengers information about their first class amenities.

“Consistently meeting passengers’ expectations and delivering high-quality service requires persistent and diligent attention to the amenities we offer, down to the quality of the towels and blankets.”

Barbara Richardson, Vice President of Marketing and Sales

An examination of the costs associated with all-day beverage service and passenger demand led to the decision to change the beverage service. “Even the best hotels don’t offer unlimited bottled water to their customers. However, in response to passenger input, Amtrak will continue to offer water on request,” explained Tom Hall, senior director, Contract Food and Beverage.

Starting in February, the rose-colored blankets on the long-distance trains will be replaced with new Amtrak-blue blankets, which are similar to the ones currently in use in every way but are consistent with the Amtrak color scheme. While Amtrak continually changes out old, worn and soiled blankets (12,000 over the course of a year), the new blankets will be swapped out over the course of three months as cars enter preventive maintenance cycles. The rose blankets no longer acceptable for passenger use will be donated to local charities, such as the Union Rescue in Los Angeles and Second Harvest in Seattle.

Over the next several months, passengers traveling in Sleeping car accommodations will notice plushier towels. Not only does the quality of these towels far exceed what passengers are currently provided, but the bath towels are also 20-percent larger than those currently being used. As the summer peak season approaches, higher-quality washcloths, hand towels, and bath towels will be phased in to long-distance train service. Amtrak replenishes its towel stock regularly over the course of a year — much more frequently than any hotel or restaurant.

Choosing the right grade of towel isn’t as simple as one would think; after identifying nine acceptable grades of towels, Service Delivery department employees presented the top three samples to Amtrak Customer Advisory Committee (ACAC) members for their recommendations. The savings achieved as a result of contracting with a new laundry vendor enabled the company to purchase these higher quality (and therefore more expensive) towels, thereby making the upgrade cost-neutral to the company.

After passengers wake from their blue-blanketed slumber, and dry off their morning shower with a plush towel, Sleeping car passengers can peruse their copy of USA Today provided on the weekdays and the local paper on the weekends. On the Northeast Corridor, First class passengers are offered the New York Times every day. To achieve cost-savings and to simplify the newspaper distribution process internally, Amtrak has issued a Request for Proposals (RFP) for bidding from category management vendors — one vendor working with multiple local vendors to manage the system-wide distribution of all the complimentary newspapers the railroad offers.

Amtrak is updating its passenger information as well, and in the spring, Route Guides will be available on 15 long-distance trains. Sleeping car passengers interested in learning about the route they are traveling can read about the historical and geographical significance of the route, among other facts provided.

Beyond the Sleeping Cars

Toiletries already made available to long-distance First class passengers free of charge upon request will soon also be available for sale to coach passengers in the Lounge and Cafe cars. Standardized choices of toothpaste, toothbrushes, and other toilettry items have been identified and will be stocked in Lounge cars by early spring.

Now that most Cafe cars are equipped with cash registers, Amtrak has implemented a receipt policy used by many restaurants and retail stores. Signs placed in these cars inform passengers that if they don’t receive a receipt at the time of their purchase, it’s free. This policy helps lead service attendants account for purchases and inventory.

Amtrak’s Quiet Car®, available on Acela Express, Metroliner, Regional and Capitol Corridor trains, has become increasingly popular. Amtrak recently instituted a policy that preserves the integrity of the Quiet Car, meaning that passengers seated in the Quiet Car must refrain from speaking loudly and from using cell phones or other electronic devices that are audible to other passengers, even in the case of a sold-out train.

In addition, as of Jan. 15, the Quiet Car is designated the car next to the First class car on all Acela Express and Metroliner consists. Special Quiet Car signs, seat-back cards, LED signs and conductors’ announcements inform passengers about Quiet Car service. Also effective Jan. 15, Quiet Cars were expanded to weekend Acela Express service.

“Each of these changes — on its own — may be subtle. But when you look at the whole picture, it all comes together,” said Barbara Richardson, vice president of Marketing and Sales, who, together with Transportation Vice President Edward Walker, is leading the effort to establish these national standards. “Consistently meeting passengers’ expectations and delivering high-quality service requires persistent and diligent attention to the amenities we offer, down to the quality of the towels and blankets,” added Richardson.
Individual Amtrak’s Contributions Count Toward Operations Department Goals

The following letter from Sr. Vice President Bill Crosbie outlines the Operations department goals for FY ’04.

Dear Amtrak Co-workers,

As I begin my second year at Amtrak, I want to remind everyone in the Operations department about the importance of the goals we have and how they all fit together to improve our operating reliability and ultimately improve on-time performance, while keeping the safety of our employees and passengers our top priority.

The Operations department, which accounts for about 90 percent of Amtrak’s workforce, has in place eight key goals that each of the six departments strive to meet in FY ’04. Informing and reminding our employees about goals and objectives helps each employee understand the role they play in the success of the railroad. To that end, I’ve directed my staff to dedicate space on bulletin boards in each work location so that all employees know how we are doing on a monthly basis.

Goals and objectives serve many functions. They’re used to help illustrate the mission of a group or department, they define a common goal toward which a group of people or a department should be striving. Goals also measure progress and foster personal accountability as well as a team-oriented working environment.

Goals and objectives are solid numbers. When you measure performance, it not only indicates how well or poorly we’re doing in an area, but it also reveals other areas for improvement. For example, if we are measuring on-time performance for a route on a host railroad and we see a declining trend, asking ourselves why may tell us that the delays are associated with an increase in slow orders. As we continue to look at the reasons for the delays, we may find that slow orders have increased because of track conditions. We can then use this information in our discussions with the host railroad to request an action plan for the track, which will ultimately improve on-time performance.

Measuring how we do helps managers target problem areas and learn from practices that improve performance. For example, if we are measuring on-time performance for the Northeast Corridor and we see an

improving trend, again asking the question why a number of times may reveal that the delays associated with catenary failures have decreased due to the replacement of the suspension and span hardware under the state of good repair capital budget.

Most Amtrak employees know that keeping the trains running on time safely is tougher than it sounds, particularly when there are so many factors that are potential obstacles to achieving safe optimum on-time performance. But achieving on-time performance (OTP) is the core around which many of the Operations department’s goals and objectives revolve.

The first goal of the department, which is the corner stone of all of our goals and objectives, is to achieve system-wide OTP of 85 percent. Right now, the system’s OTP hovers around 75 percent. We need to improve performance on all our routes by reducing the delays over which we have control. We’re tracking these delays on a monthly basis, and have assigned OTP goals according to six specific service categories: Acela Express (94 percent), Amtrak-dispatched corridor (90 percent), non Amtrak-dispatched corridor (85 percent), long-distance (70 percent), Amtrak-operated commuter (95 percent) and initial terminal departure (95 percent).

In order for Amtrak to reach the OTP goals, we have to meet the other seven goals. For example, we have to improve the reliability of the fleet by reducing the number of equipment failures. We have reorganized the Mechanical department and are now implementing regular overhaul and preventive maintenance cycles. I know that it will take a while for things to cycle through, but our FY ’04 target is to have fewer than 1.25 non-FRA defects within 30 days of the last inspection and zero FRA defects for the first 45 days after a car’s been inspected at a Service and Inspection facility.

Just as we’re asking the Mechanical department to meet this goal, we’re also asking the Engineering department to maintain the infrastructure in a state of good repair while minimizing the impact of that work on OTP. So we’ve set targets for the Communications and Signals, Electrical Traction, Structures, and Track groups to each reduce the

minutes of delay by 5 percent from the FY ’03 actuals.

The Operations Planning group also has goals it must meet to contribute to improved OTP. We have five host railroad agreements that expire in FY ’04 (Canadian Pacific, CSX Transportation, Norfolk Southern, SCRRRA, and Maine/MBTA). These are opportunities for Amtrak to identify areas where we can reduce costs among other ways to come to reach agreements that support improved OTP.

Amtrak’s utmost priority — safety — is critically important. While all of Amtrak’s departments must work to reduce employee and passenger injuries for obvious reasons, the truth is that keeping these numbers down also contributes to improving OTP. System-wide, in FY ’04 we need to see a 12 percent reduction in injuries per 200,000 hours worked over last fiscal year (to 3.4 from 3.9). This seems like a stretch but in FY ’03 we went from a ratio of 4.3 to 3.9; a 10 percent reduction. On the passenger side, our goal is to achieve a 10 percent drop in the number of passengers hurt.

In addition, APD Chief Ron Frazier is working to achieve a 5 percent decrease in the number of larceny criminal cases and vandalism criminal cases that take place on our trains, in the stations and on Amtrak property.

Naturally, the health and safety of our passengers and employees is most important, and compliance with federal, state and regulatory environmental and public health mandates is vital. Our goal for FY ’04 is to increase the percentage of public health inspections that are rated satisfactory from 85 percent (in FY ’03) to 87 percent, and to maintain the number of potential environmental violations at last year’s rate of 1.24 per audited facility.

We also need to meet the company’s goal of controlling absenteeism. The FY ’04 absentee rate target for non-agreement covered employees is no more than 1.5 percent, and the target for agreement-covered employees is no more than 3 percent.

I know that some of these targets may sometimes seem daunting, but we wouldn’t have set them if they were not attainable. The trick is for everyone to stay focused and committed to their respective goals and objectives — if someone in one Operations department isn’t working to meet that group’s goal, it affects another department, if not the whole system.

By meeting of our goals and objectives, each employee contributes to the success of the railroad. Please keep them at the forefront of your mind as you do your job, and stay safe.

Sincerely,

William L. Crosbie
Transportation Sees Major Improvement in First-quarter Safety Record

As the department responsible for Amtrak’s overall operation, the Transportation department accounts for nearly 44 percent of all the work hours generated by the railroad. As such, the compliance of safety and operating rules by engineers, conductors, onboard, and station personnel is critical to the safety of employees and passengers, and to the railroad’s overall bottom line.

The first quarter of FY ’04 was characterized by decreases (improvements) in important safety and operational indices. The total number of Transportation department employee-on-the-job injuries decreased 21 percent, compared to the first three months of last fiscal year. Reportable injuries — those serious enough for Amtrak to report to the federal government — decreased 26 percent during the same period.

Transportation also achieved an 11-percent reduction in the number of major operating rule violations — those that could directly impact the safety of our crews and passengers, and/or the condition of our equipment and right-of-way.

According to Chief Transportation Officer Steve Strachan, the department has directed its focus on employee behavior. “We need to pay greater attention to how our employees work,” said Strachan, “and when necessary, identify smarter and safer ways to perform basic tasks. Running trains safely is our mandate.”

During the past several months supervisors and managers throughout the department have stepped-up the frequency of field audits, making a point to speak with employees and discuss safety- and operation-related subjects whenever possible. Audits are based on the principles of the Safety Training and Observation Program (STOP), encouraging employees to share their views on how best to perform tasks, to identify potential hazards, and ways to eliminate them.

“Teamwork is necessary to deliver safe and efficient service, not only between labor and management, but also among the various crafts that support the overall effort,” noted New England Division Superintendent Mike DeCataldo.

The New England Division, one of Transportation’s seven major operational groups, champions employee-focused initiatives. DeCataldo credits a number of factors for the Transportation department’s contribution to New England’s reportable-injury-free December. “It’s not one individual program or activity that makes the difference, but a combination of several,” contends DeCataldo.

“Our audit programs, train rides, job briefings, and focus on high-frequency-injury areas such as lifting, slips, trips, and falls have all paid dividends. Our safety committees also play an important role in the injury-prevention process by providing a forum for craft employees to contribute their comments and suggestions.”

Michael Pollick, director of System Safety, contributed this story.

Philadelphia Truck Shop Maintains Significant Safety Record

While they’re a small group, their safety accomplishment is sizeable. Amtrak’s Philadelphia Truck Shop, made up of a manager, one foreman and seven machinists, has gone six years injury-free. Since 1990, the group has experienced only one reportable injury, which occurred in the summer of 1997.

“Most of the employees in the shop have been working together for so long that they really know and look out for each other,” explained Bob Jones, director, Automotive. “In addition, by putting employees in positions that maximize each person’s particular expertise, George Rueger (the foreman) minimizes the potential for injury.”

“The one word that helps account for this accomplishment is communication,” said Foreman III George Rueger. “Whether we’re discussing issues at a safety briefing, or working out a difficult problem with a truck, we’re always communicating.”

According to Fleet Officer Al Dowd, the men behind this safety record can be found over, around, and under trucks in the shop or out along the tracks. Part of the Procurement department’s Automotive Group, the two-shift operation works on vehicles as large as tractor trailers and as small as the tugs used by the baggage department.

Amtrak Manages Change with the Close of Chicago Call Center

After 32 years of service, the Midwestern Reservation Sales Call Center (MRSCC) in Chicago closed its doors on Dec. 31, 2003. The approximately 2.7 million calls that had been managed by MRSCC annually are now handled by Amtrak’s two other call centers in Philadelphia and Riverside, CA. The functions carried out by the Group Desk and the Special Accounts lines are now administered by the Riverside office, and the Ticket-by-mail (TBM) operations (Chicago mailed nearly a million tickets annually) are now divided between already-established TBM offices in Riverside and Philadelphia.

Double-digit decreases in call volume at Amtrak’s three call centers over the past two years due to the increasing popularity of reservation sales alternatives such as www.amtrak.com, Amtrak’s voice response unit “Julie,” and Quik-Trak machines resulted in the closure of the Chicago call center. A plan to manage the transition of 253 Transportation Communications Union (TCU) employees and 17 management employees minimizing adverse impact on call center and Central Division operations was implemented.

While Amtrak was required by contract to give six months’ notice to affected employees, those at the call center were informed nearly twelve months in advance to allow time to consider career options, change positions, or relocate to the other call centers.

After the closure announcement was made last January, 65 of the affected employees accepted the relocation allowance and transferred to the Western Reservation Sales Call Center in Riverside or to the Mid-Atlantic Reservation Sales Call Center in Philadelphia.

“While necessary, this was a difficult move for a number of Central Division employees. We wanted to make sure that we used all the resources available to ensure a smooth transition,” noted Central Division General Superintendent Don Saunders. “Everyone involved

continued on page 9
Engineering Expertise on the West Coast Generates Revenue

Working closely with other Amtrak departments, state partners, and commuter agencies the Amtrak Engineering department is playing a vital role in passenger rail corridor development by contributing vast railroad construction expertise to various projects. By providing know-how and hard work for ongoing construction projects, Amtrak offers a unique value to its partners in transportation.

One example of this expertise can be found on the 60-mile San Diego Northern Railway (SDNR) located between San Onofre and San Diego. Here, Amtrak entered into a five-year “On Call Engineering Services Contract” with North County Transit District (NCTD), the agency that owns the Coaster commuter service and the SDNR. Since the contract began in 2002, Senior Project Manager John Eschenbach and his team of specialists have brought over $1 million in revenue to Amtrak.

“The expertise Amtrak contributes adds value to the $35-million contract to operate Coaster, and helps us manage the on-time performance of the four railroads (Amtrak’s Pacific Surfliner, Metrolink, BNSF, and Coaster) that run on the SDNR,” said Joe Yannuzzi, superintendent of Amtrak Coaster Commuter Operations.

Amtrak’s five-year contract with the agency includes right-of-way construction management, and oversight for projects on the SDNR, including the coordination of performance and inspection of work by third parties. Typically, this means installation of turn-outs, destressing welded rail, tie renewal and surfacing, installation of and upgrades to grade crossings, building of locomotive shops, platforms, stations, maintenance facilities, pedestrian underpasses, grade separations, bridges, and installation of automated signal control systems. Amtrak Division Engineer Tom Crowell and Dan Weatherby, director of Communication and Signals, provide engineering support on all this construction.

One of the most recent contract projects, completed in December 2003, was the construction management and inspection of a $1.2 million tie-replacement project. A total of 11,000 ties were replaced with new timber cross ties on 39 miles of track. All construction took place at night and afforded minimal impact to service on Amtrak’s second-busiest corridor.

“Keeping this mostly single-track railroad running requires an enormous amount of communication and teamwork,” said Sy Morales, senior engineer of Track and Structures for the Coaster operation. The skills and labor of Amtrak Coaster Maintenance-of-Way (MoW) forces, managed by Morales, complete the contract services on time and with minimal impact. For example, the Coaster 10-man flagging gang, supervised by Foreman Roger Butler, provides federally required protection for contractors working along the right-of-way, and ensures safe working conditions within the rail corridor. All flagging charges are reimbursable through third-party contractors, which, in addition to the contract, generate revenue for Amtrak.

“The engineering services we deliver are a ‘win-win’ for NCTD and Amtrak,” said Eschenbach. “The team can make real-time decisions that dramatically affect things like on-time performance, train scheduling, quality of workmanship, and continue to maintain control of the railroad during the implementation of track and structures projects.”

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<th>Project</th>
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<td>Two new control points, and 2.6 miles of double track</td>
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<td>Bridge Replacement</td>
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Amtrak’s 2004/2005 USA Rail® Pass brochure entices international travelers to visit the United States by rail, describing how convenient and enjoyable traveling through the country on Amtrak can be. Released in late January and distributed to 40 countries, the brochure is one of several marketing tools Amtrak’s Marketing department uses to attract travelers from outside of the United States.

Although overseas travelers represent less than 1 percent of Amtrak’s passengers, the revenue potential—41.9 million overseas travelers to the United States in 2002—is significant. Despite a 9-percent decrease in international travel worldwide due to such factors as the war in Iraq, the outbreak of SARS, and a sluggish international economy, Amtrak’s overseas ridership and revenue remained steady, generating $5 million in international sales and attracting approximately 75,000 travelers in each of the last two years. However, increased marketing efforts and focused advertising in key markets are expected to yield 6-percent growth in international sales in FY ’04.

Changes to the USA Rail Pass reflect Amtrak’s efforts to appeal to the international customer. In past years, Amtrak offered six USA Rail Passes, however, based on customer feedback and in line with Amtrak’s fare simplification plan, the 2004 USA Rail Pass offers international customers four clear travel choices: the National, Northeast, East, and West USA Rail Pass.

The brochure has been published for many years and is eagerly anticipated by Amtrak’s overseas customers. It is Amtrak’s main form of promotion in many countries, highlighting Amtrak routes and services. While Amtrak serves passengers from countries as diverse as Korea, Israel, Chile, and Finland, USA Rail Pass customers come primarily from Canada, United Kingdom, Germany, Australia, and Japan. Because these five countries represent over 50 percent of all of Amtrak’s international passengers, the 12-page rail pass brochure is available in English, German and Japanese. It is also available in Spanish to benefit many Spanish-speaking countries.

International Sales Manager Craig White is responsible for promoting Amtrak overseas through various channels, using the brochure, e-mail promotional messages, overseas tradeshows, and Amtrak’s Web site to familiarize international travelers with Amtrak’s services. White works closely with 48 independent general sales agents in 40 countries, making sure that they have necessary tools to effectively sell and promote Amtrak services. These representatives attend shows and hold seminars about the company’s routes and services for travel agents.

Amtrak International Sales Representatives Barbara Maurizio, Terri Gallello, and Evelyn Gautier, at the Mid-Atlantic Call Center in Philadelphia, support the sales agents by resolving issues and answering day-to-day questions. These three individuals, along with White, are the voice of Amtrak to many of the general sales agents. In addition, White works with the Travel Industry Association of America (TIA) to promote travel to the United States in the overseas market. As part of last year’s TIA “See America” campaign, Amtrak’s services were promoted aggressively in the United Kingdom with special advertisements in the London Sunday Times, which has a circulation of 1.4 million. A promotional piece was also developed and mailed to 7,000 British travel agents that specialize in selling travel in America.

“International travelers typically enjoy long-distance trains that allow them to see and experience America outside of the big cities,” said White. “The USA Rail Pass is an excellent means for our overseas visitors to enjoy Amtrak service and appreciate all that America has to offer, and is a key element in capturing a larger piece of the international market.”

Craig White, manager of International Sales, contributed to this story.
percent over a year ago and a gain of more than 9 percent over last year’s revenue of $327,000,000, which was nearly 8 percent over this year’s budget plan.

Ticket revenues mirrored the ridership gains. The first-quarter ticket revenues tallied $327,000,000, which was nearly 8 percent over last years’ revenue for this period, and nearly 7 percent over this year’s budget plan.

The positive result for the month of December was achieved with just over 2.1 million passengers for the month, 7 percent more than a year ago and a gain of more than 9 percent over the budget plan.

Ticket revenues for December of $112,380,000 reflected the ridership growth and were more than 4 percent over a year ago and 7 percent higher than budget goal.

Long-distance Trains

Long-distance sleeping-car ridership increased in December by 17 percent over last year, and by 24 percent the first quarter of the fiscal year versus the same period a year ago. The Empire Builder saw the greatest increase overall in ridership for the month of December, with a 43 percent increase over a year ago. During the first quarter, this train posted a 49 percent increase over the same period last year. The Capitol Limited and the Southwest Chief also saw increases in ridership in December of more than 34 percent. For the first quarter of FY '04, the Southwest Chief saw a ridership increase of nearly 37 percent, while the Capitol Limited and California Zephyr recorded ridership increases over last year of 43 and 45 percent, respectively.

Amtrak’s new advertising focus and marketing promotions, coupled with fare rollbacks, and online booking incentives have contributed to these encouraging results, along with the company’s continuing effort to provide more reliable and better service for customers.

Amtrak Paints Roadway Machinery with Safety in Mind

Hundreds of pieces of maintenance-of-way equipment, including high-rail vehicles such as large trucks and track patrol vehicles, are showing off their new lime-yellow color.

As part of its focus on safety, Amtrak began painting DuPont’s 7744 lime-yellow color on railroad specialty trucks and roadway machinery early last year. The new color scheme was selected because medical researchers concluded that vehicle color plays an important role in accident reduction and prevention, and that lime-yellow is the most visible color, therefore the best color selection for emergency vehicles. Additionally, employee safety vests are bright orange, and the contrast between the orange vests and the new lime-green equipment is much greater—adding another safety advantage for employees.

Charlie McMahon, director, Maintenance Equipment and Vehicles, recognized the advantages of using the lime-yellow color instead of the more prevalent orange. Shortly after joining the Engineering department in 2002, he spoke with the research team of Drs. Stephen Solomon and Gary Williams (optometrists who have published their research on the visibility of emergency vehicles in the Journal of Safety Research, a publication of the National Safety Council).

After McMahon sent a proposal to Amtrak’s Chief Engineer David Hughes and Deputy Chief Engineer Bruce Willbrant, the company moved forward with this safety initiative. The first piece of equipment painted in the lime-yellow color was a “jimbo,” or a car top material-handling machine.

As equipment is ordered or overhauled, it will be painted using the new color scheme. Painting all the equipment will become an integral part of the overhaul. All new machinery and special railroad trucks will be ordered in lime-yellow.

The small machines (such as spikers and cribbers) will be painted at the maintenance-of-way shops. Because of environmental painting restrictions at the shops, large pieces of equipment are painted at state and federal Environmental Protection Agency-approved facilities.

The new color was not an employee favorite from the start, but once employees realized how much more visible the new color is, they realized that it contributes to a safer work environment.

Based on production season requirements and demands for machinery, McMahon said approximately 25 new machines and 60 overhauled machines will be painted each year. There is no additional cost to use this color, and no special preparation is required for the color.

Charles McMahon, director of Maintenance, Equipment and Vehicles, contributed to this story.

Heartland Flyer Arrives 16 Minutes Earlier

Amtrak’s Heartland Flyer sits at the Fort Worth, TX, station as Conductor Robert Villarreal (right) reviews the manifest and Assistant Conductor Yelissa Breakfield (left) assists passengers leaving the train. The Heartland Flyer now operates on an improved schedule (arriving at its final destination 16 minutes earlier), as a result of a signal upgrade project completed by the Oklahoma Department of Transportation.
Employees are Reminded of Business Travel Etiquette

Amtrak employees are often required to travel for business, and when they do, rail is of course the preferred mode of travel. Employees must conduct themselves in a professional and business-like manner when traveling, and remember that their fellow revenue passengers are the ones who make this travel possible.

Employees whose jobs require business travel should be mindful of the policies and procedures associated with their travel. Just as important, on-board service employees should be familiar with these policies, and know what is expected of their colleagues traveling on a business class trip. While these policies can be accessed in full on the company’s Intranet, the following policies should serve as a reminder to all employees.

Booking Business Travel on Trains

Train travel for Amtrak employees is governed by the requirements outlined in the current version of the Pass Policy, Section PERS-22 of the company’s procedures manual. Business travel is limited to Amtrak employees who have been assigned Business Travel Privileges, or who have obtained a valid Travel Voucher. Using the business travel privilege for any travel other than Amtrak company business — particularly for commuting to and from work — is strictly prohibited.

Sleeping car travel must use non-revenue Business Travel Bedroom space, if offered and available at the time of the reservation or Standard Bedroom if Business Travel Bedroom is unavailable. Deluxe Bedroom business travel is permitted for no charge only if Business Travel Bedroom and/or Standard Bedroom space is unavailable at the time of booking and a Business Travel Voucher specifically permitting the no-charge upgrade is obtained. Otherwise, business travel in Deluxe Bedroom space is permitted only if the employee (at the employee’s expense) pays 10 percent of the difference between the accommodation charge for the Deluxe Bedroom being booked and the full Standard Bedroom accommodation charge.

Travel Etiquette

Employees traveling on business should always be sure to identify themselves to members of the crew, to tell the crewmember where he or she works and what their job is, and to repeat this process as crews change during the trip. On long-distance trains, employees should become familiar with the train consist, and offer to assist the crew as needed in the event of an emergency or service disruption. Amtrak employees should always display Amtrak photo identification on company property. Dressed in appropriate business or business-casual attire, employees should select less-desirable seats (seats over the wheels, for example) and should always surrender their seat when standees are present.

Meals On Board Trains

Reimbursement for meal expenses is outlined in Travel Policy and Reimbursable Business Expenses, Section FT-14 of the procedures manual, and is obtained by submitting an Employee Expense Report. While there seems to be some confusion about whether meals are business expenses while traveling aboard a train, here’s the bottom line: business travelers are not entitled to complimentary meals, even when traveling in First class. Accordingly, employees must inform the Dining car staff that they are on business travel prior to being seated so that they will not offer complimentary meals.

Employees should always receive a meal check receipt from the lead service attendant. If a receipt isn’t provided by the LSA, employees should request one. When paying for meals, it is preferred that credit cards are used, rather than cash, to minimize the amount of cash collected on board.

Things to Observe

On-board service employees who come across an employee pass rider who is not complying with the business travel policies should ask the employee if they are familiar with the policy and ask them to abide by the rules. If there is any resistance of the part of the employee, the on-board service employee should take note of the employee’s name and/or contact his or her supervisor once the trip is complete. Not understanding a policy or forgetting is one thing; however, skipping business travel policies is unacceptable.

While on board, employees should ask themselves the following questions about the basic service issues that are very important to Amtrak customers’ satisfaction:

- Are receipts for food and beverage purchases provided to customers when a cash register is available?
- Are announcements being made for station stops, safety reminders, and food service operations?
- Are timely and informative announcements being made when delays are incurred?
- Do members of the crew appear neat and well groomed? Do they meet uniform and appearance standards?
- Are conductors or assistant conductors and other members of the on-board crew visible?
- Are customer’s requests handled graciously and quickly? Is the car being kept clean?
- Are the restrooms being kept clean and well stocked?
- If employees observe or experience any serious deficiencies in any of these service areas, point them out to the conductor for resolution. A brief trip report should be submitted (via e-mail) to the appropriate general superintendent identifying any serious deficiencies noted.

Close of Chicago Call Center

continued from page 5

with preparing for the transition worked together to make sure all the pieces fit together.”

Representatives from Human Resources, Passenger Services, Labor Relations, the Employee Assistance Program, TCU, and Employee Development were on hand to explain options, define processes, and address employee questions at forums held by the MRSSC and the Central Division. In addition, seminars conducted by the Amtrak Benefits department, the Vanguard Group, and the Railroad Retirement Board provided employees important information about their options. Outside career guidance was offered by the Chicago Mayor’s Office of Workforce Development, the Illinois Department of Commerce and Economic Opportunity, the Illinois Department of Employment Security, and the Illinois AFL-CIO Member Assistance Program.

In November 2003, all remaining employees bid on positions during the “Sadie Hawkins” bid process. In this process, all TCU positions in Central District 1 were reposted and jobs were awarded based on employee seniority. By the end of January, approximately 125 employees without sufficient seniority to hold positions were furloughed from the call center and Central Division.

Approximately 65 Chicago call center employees were awarded positions in Chicago Union Station. This presented a transitional challenge, as many of these employees had never held positions outside of the call center. To prepare employees for their new positions, Employee Development instructors conducted training for employees moving to ticket agent, accounting, and receiving positions. Additional training was held for Union Station’s janitorial staff and station laborers. Employees who took positions in the Baggage, Reservation and Information, Passenger Information Display System, and Mail and Express departments, underwent on-the-job training working alongside experienced employees. In addition, employees in certain job categories also were trained in the areas of safety, customer service, and uniform and grooming standards.

“The closing of the Chicago facility was transparent to our customers, who continued to receive the high level of service they’re accustomed to at Amtrak,” said Acting Senior Director of Reservation Sales Jon-Roger Maranda. “That is a tribute to those who worked hard to manage the transition.”
New Orleans District
Chicago Metro District
CANNON, DENNIS
Miami District
BRAINARD, ROBERT
BOURNE, ROBERT
Washington, DC/HQ
BOUCHARD, PHILLIP
Wilmington/Bear District
BOBBATO CLARK, BLACK, KEITH
Philadelphia District
BEECH GROVE DISTRICT/BEAR CAR SHOPS
BAKER, MICHAEL

New Water Blaster Takes The Stripe Away

The Beech Grove water blaster removes the old design during the car wash process by shooting sharp streams of water at the force of several thousand pounds per inch. “With the water blaster, we’ve reduced the time it takes to apply the new livery from eight to four hours per car,” said Lead Carman David Riordan.

Once the clean car arrives from the wash, employees apply a new Phase 6 Livery by stroking it up and down with a four-inch squeegee until the entire design is smoothly applied. “Applying each section of the stripe to the car by hand is like hanging a 12-foot long and 24-inch high sheet of wall-paper sideways,” added Riordan.

Once the stripe is in place, employees affix approximately 75 decals—all manufactured at Beech Grove at a cost 80 percent less than the vendor’s decals. Created using a software program, the decals are sent to a machine called a “plotter” that cuts and prints the material to size. The Phase 6 Superliner Sleeping car decal package costs approximately $25 to make in-house while the vendor cost for the identical package is $145. Beech Grove’s FY ‘03 production of decals, including those made of magnetic materials, static window cling, glow-in-the-dark vinyl, and contravision (material that has the appearance of a tinted window), resulted in a cost savings of $124,000.

Design Removal Challenges

Since Amtrak began using adhesive-backed vinyl striping and decals in the mid-70s, changing the look of the equipment has been a long and awkward process at the Beech Grove facility. In an effort to standardize the look of Amtrak’s first trains known as the “rainbow trains,” acquired from different railroads in 1971, the first livery—consisting of a red, white, and blue painted stripe with an arrow at each end—was applied. In 1975, when the Beech Grove facility was purchased, Amtrak changed to an adhesive-backed reflective stripe. From that date to the mid-90s, each time new striping was needed, three employees wearing rubber gloves, paper suits, and respirators to mask the strong ammonia smell, worked eight hours to remove the old vinyl with paint stripper and a putty knife. The use of paint stripper was discontinued in 1996, when it was determined to be an unnecessarily hazardous material. Since paint remover could no longer be used, the new design was applied on top of the old.

Over the years, Beech Grove employees have tried a number of methods of removing the vinyl stripes. One paint stripper removed the vinyl, but not the glue; another biodegradable paint remover, while safe for use, was not effective. A sand blaster, which is a hose that shoots strong streams of sand, damaged the windows and would not remove the glue. A walnut blaster, while used successfully to remove a single stripe on the Amfleet cars, was also ineffective at removing the layers of film on the Superliners. Employees then resorted to scraping the stripe off with a razor, removing the glue with a chemical, and applying the new stripping and decals—all of which took 72 hours per car.

“Unfortunately, many of these methods didn’t work because the adhesive backing, manufactured to be strong enough to remain intact for seven years, was almost impossible to remove,” admitted Foreman Jim Allison.

David Riordan, lead carman, contributed to this story.
Hotels.com, under which three-year agreement with Amtrak's existing The new online functionality search for hotels by destination page, where they can Amtrak/Hotels.com reservation, click, customers arrive at the need a hotel!" With a single customers will see a new link Amtrak reservation, online accommodations by linking directly to Hotels.com. Upon completing their direct to Hotels.com. Upon completing their Amtrak reservation, online customers will see a new link that reads, “Click here if you customers will see a new link that reads, “Click here if you need a hotel!” With a single click, customers arrive at the Amtrak/Hotels.com reservation page, where they can search for hotels by destination, city, date, and brand. The new online functionality builds on Amtrak's existing three-year agreement with Hotels.com, under which Amtrak's reservation agents transfer customers interested in discount lodging to Hotels.com.

Amtrak teamed up with the Boston Celtics to promote Black History Month in February. Pioneers in breaking barriers to African-American athletes in the NBA and professional sports, the Celtics was the first team to draft an African-American player when the team selected Chuck Cooper in the second round of the 1950 draft. The Celtics have consistently put together a powerful program in recognition of Black History Month, and this year, they invited Amtrak to serve as sponsor of the Celtics’ “Promote the Quote” Black History Month program on Feb. 5 at the Charlestown Boys and Girls Club. Gerrri Mason Hall, vice president of Business Diversity and Strategic Initiatives, joined Celtics coaches, players, and 25 to 30 students who interpreted famous quotes from Martin Luther King, Jr. The students each wrote a brief essay on the meaning of Dr. King’s Quotations. “Amtrak is particularly proud to have been associated with this event,” said Mason Hall. “We’re always proud of our celebrations of cultural diversity. What makes our association with this event doubly gratifying is the opportunity to demonstrate our commitment to young people as well.”

The sponsorship also included a half-time presentation at the Feb. 6 Celtics home game against the Atlanta Hawks in which Mason Hall and a member of the Boston Celtics donated a check to the Charlestown Boys and Girls Club. In addition, throughout the month of February, Amtrak sponsored a Black History Month page on www.celtics.com that displays a co-branded Amtrak/Boston Celtics logo and highlights the accomplishments of Celtics players in breaking the barriers for African-American professional athletes. Finally, Amtrak sponsored 30-second television vignettes on the importance of celebrating Black History Month that aired on Fox Sports Net and were played during the stadium.

Amtrak Cascades Passengers Offered Two For One Deal

Amtrak has partnered with the Portland Visitors Association (POVA) to offer travelers in the Pacific Northwest a “Big Deal 2 for 1” fare. During this special offer, two passengers can travel for the price of one on Amtrak Cascades trains and associated thruway bus service. Passengers traveling to popular events, such as the Portland Jazz Festival held in early February, may take advantage of this special offer by calling POVA and obtaining the special discount code. The “Big Deal 2 for 1” is valid for sale and travel through May 27, 2004.

Pooch Provides Lessons in Math, Geography and Amtrak

Amtrak Conductor Pablo Cortes Ill passes AMS the stuffed animal bulldog whose name stands for Amtrak Middle School. To San Diego Station Agent Alice Pinkney after its ride on the Pacific Surfliner from Los Angeles, AMS has reached celebrity status as it travels the country on Amtrak. The dog is a learning tool of the Wisconsin school’s sixth grade class, helping children learn about geography and math. AMS has garnered positive Amtrak publicity in newspaper and television stories nationwide. Starting its journey in its pet carrier in October, AMS has so far covered over 13,000 miles of Amtrak service.

Promotions in Motion

Amtrak Guest Rewards Members Earn Free Travel

Amtrak Guest Rewards (AGR) members may receive free travel certificates on Acela Express or Metroliner service by taking advantage of the AGR “Buy Two Roundtrips and Get One Free” offer during the Acela Express/ Metroliner Winter/Spring campaign launched on Feb. 15. The campaign promotes schedule frequencies in each market, the $99 fare on the north end between New York and Boston, and the free travel offer.

To be eligible for a free travel certificate, AGR members must first register to participate in the promotion and then purchase two roundtrips or four one-way tickets between Boston/Route 128 to and from Stamford/New York/Newark, between Boston/Route 128 to and from Washington/New Carrollton, or between Philadelphia and Boston/Route 128. Qualifying travel must take place on Acela Express or Metroliner service between Feb. 15, 2004 and April 15, 2004. Free Travel certificates may be redeemed for travel on Acela Express or Metroliner service between June 15, 2004 and Aug. 31, 2004.

In Box

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a "contributing writer." Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the April Issue March 5, 2004
For the May Issue April 5, 2004
Dear Amtrak:

I was a passenger on train #257 traveling from New York City to Albany-Rensselaer. When I boarded the train at Penn Station, I noticed a passenger who was acting strangely and had started following me. Throughout the ride he exhibited behavior that made me very uncomfortable. When I started to get scared I immediately told someone.

The first person I found was John Evans who worked in the café car. As soon as I explained what was happening, he immediately came to my aid. He had me move to the Business class section, which was just beyond the café car, so he could monitor if the man started following me again. He also stayed with me until the train was empty and walked me through the station to meet the person who was waiting for me.

I just wanted to tell you how grateful I am to your employee. Many people would have opted to not get involved or would have dismissed it by saying it’s not their job. The incident was a frightening experience for me and I am thankful for his help.

Sincerely,

Tanisha M.
Albany, NY

Dear Amtrak:

This is a letter of commendation for an Amtrak employee by the name of Jaime Merino.

Mr. Merino is stationed at the Los Angeles train depot baggage claim section. When I traveled from Sacramento to Los Angeles, frankly I had a bad experience with some Amtrak employees, so when I arrived at the train depot baggage claim section I was quite relieved to meet with someone who takes his job seriously and conducted himself so professionally.

Upon my arrival [in Los Angeles], I immediately called my family, and after wasting at least $4 on the public telephone, I was not able to reach anyone. When I asked Mr. Merino to use his telephone, he loaned me his personal cell phone. He was patient and kind and understanding, and assured me he would watch my luggage.

As a senior citizen with a hearing disability, it really is a pleasure when I meet with people such as Mr. Merino, who is easygoing and patient, even as he assisted others.

Sincerely,

Alicia L.
Sacramento, CA

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**VITAL STATS for December 2003**

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* Number of reportable injuries per 200,000 worked hours.
Funding Request Submitted to Congress

Detailed FY '05 Plans Rely on Full Appropriation

Last month, Amtrak submitted to Congress its annual request for federal funding for the coming fiscal year. Based on what the company expects it will need in FY '05 to operate the railroad and to maintain and improve its fleet and infrastructure, the request totals $1.8 billion, or $1.7 billion, with the Department of Transportation loan forgiven.

Amtrak's FY '04 budget is nearly $1.4 billion: $1.2 billion in federal funding Amtrak will receive this year (FY '04) plus the carryover of more than $150 million from FY '03. In other words, this fiscal year Amtrak should have nearly $1.4 billion in real dollars to operate the railroad and, for the most part, continue its commitment to the state of good repair. (A detailed account of what Amtrak's revised FY '04 budget entails will be available in an upcoming issue of Amtrak Ink.)

Breakdowns of the FY '04 revised budget and the FY '05 request figures are available in the charts accompanying this story.

“This request for FY '05 should not be a surprise to anyone,” said Amtrak President David Gunn. “When we announced our five-year plan, we said we'd need about $1.7 billion in FY '05, and that is what we've proposed.” (The postponement of the $100 million loan repayment to FY '05 bumps the number to $1.8 billion.)

Gunn added that although this year's budget should be sufficient, the company would need a full appropriation in FY '05, “…if we are to continue rebuilding the railroad according to our strategic plan and eventually return our plant and equipment to a state of good repair.”

Full funding of Amtrak's request would mean that the infrastructure would continue to get a necessary infusion of resources. A few examples of the company's plans for FY '05 are available in the charts accompanying this story.

Ridership and Revenue Trends Continue

Gaines Made Despite Harsh Winter Weather Throughout the System

Despite snowfall and record-breaking cold in the Northeast and Chicago, an avalanche shutting down the Empire Builder, and weather conditions that caused cancellations — all of which resulted in increased shortages of Amfleet equipment and Viewliner sleepers — Amtrak posted both ridership and ticket revenue gains for the month of January, for fiscal-year-to-date compared to the same period a year ago, and this year's budget plan.

In total, during the last two weeks of the month, 60 trains were cancelled in the east and several sleepers were pulled from long-distance trains.

System ridership for the October-through-January time period was over 8 million, a more than 8-percent increase over the same period in FY '03, and 7.6 percent over this year's budget plan.

Ticket revenues for this period mirrored the ridership gains. The ticket revenues for the four month period tallied nearly $419 million, which was 6.5 percent over last year's revenue for this period, and more than 5 percent over this year's budget plan.

The positive result for the month of January was achieved with just over 1.8 million passengers for the month, 3 percent more than a year ago and 1.5 percent favorable to the budget plan. Ticket revenues for January of nearly $92 million reflected the growth in ridership and were more than 3 percent over a year ago and 1 percent favorable to budget.

Long-distance Trains

Long-distance sleeping-car ridership increased in January by 4 percent over last January, and increased by 19 percent fiscal-year-to-date compared to the same period a year ago. The California Zephyr saw the greatest increase overall in ridership for the month with an increase of 31 percent over January 2003, and for the first four months of FY '04, the route experienced a 42-percent increase over the same period a year ago.

Amtrak's advertising in January was directed away from generic ads and deep discounts and focused on communicating everyday low fares and popular destinations. A template approach to print ads allowed customization by market while building brand awareness with a consistent look over the long term.
Last month, we faced critical equipment shortages due to the vulnerable state of our fleet. Snow, ice and abnormally long periods of unusually cold temperatures did a number on our cars, resulting in Amfleet equipment shop counts as high as 125 and many cancellations.

Simply put, this is the cost of years of deferred maintenance. Doing inspections only twice a year and performing only minimal maintenance, as was done in prior years, will catch up with you, and it did this winter. Previous practices tried to extend the life of the cars and components beyond a reasonable point. For example, the door motors should be changed out every four years, but were not. So when you combine worn-out motors with snow and ice that gets stuck in the door pockets, it further weakens the motors’ windings and that results in a bad order car that is taken out of service.

Here’s another example. Instead of properly fixing malfunctioning Ogontz valves (the exposed valve that drains water from the car to keep the pipes from freezing) as part of a regular maintenance check, mechanical personnel plugged defective valves to keep them from erroneously dumping water. Because there were insufficient resources dedicated to regular maintenance or overhaul, mechanical forces had to make this quick fix in order to get the car back out on the road. Unfortunately, the result is that when no one is notified that the valve is plugged, and a car with a plugged valve sits in the yard in the freezing cold (without power), the pipes burst and it’s a big mess.

Everyone worked really hard to overcome and manage the situation. Everyone — from transportation employees, ticket agents and call center agents, who put their own frustrations aside to handle angry and frustrated passengers, to the mechanical employees who strove to do their best — did an outstanding job. I know it was tough. I thank you for your commitment and dedication.

The good news is that with spring on its way, the weather has warmed up and repairs on the cars continue to be made. The other good news is that a 30- and 92- and 365-day preventive maintenance schedule is in place and heavy overhauls are being done. But employees need to be patient; it will take quite a while to dig our way out of the hole. Don’t forget that progress is incremental.

On another very different note, let me address something that is very disquieting to me. The vast majority of Amtrak employees are hard working, dedicated people who are upstanding citizens in their communities as well as at Amtrak. However, as many of you know, a number of employees have been found to be cheating the company and we are investigating many more.

Thieves will not be tolerated on our railroad. I have made it clear to all management that I want them off the property and off the payroll. Additionally, as some of these thefts involve thousands of dollars of losses to the company, certain employees may also be subject to federal and state criminal prosecution.

The actions of these individuals also give ammunition to those who are looking for reasons to discredit Amtrak. This is not only committing a crime by stealing from the company, but it also threatens the railroad and your livelihood.

One last note. It’s spring cleaning time again. Please take the time to clean out outdated files. Get rid of things that you’re not going to use again. Don’t be wasteful, though. Recycle office supplies that are still in good condition. Make sure your facility, crew base, station, work station, or your office is clean and safe.

Beech Grove Mechanics Shift Work to Light Wrecks in February

Cars frozen by prolonged below-zero temperatures in January and February resulted in an equipment shortage throughout the Amtrak system, causing Beech Grove mechanics to shift their priorities by working on two slightly wrecked cars that could be repaired and returned to service sooner than those more heavily damaged.

While 11 wrecked cars at the Beech Grove Car Shop are slated to be returned to service in FY ’04, the equipment shortage forced mechanics to repair Superliner I Sleeping car 32023 and Coach car 34097. These two cars were selected for repair because mechanics could turn both of them around in 1,800 hours, compared to the 4,000 to 5,000 hours required to repair other cars.

Both cars arrived at the Beech Grove facility in November 2003 and on Feb. 16, Sleeping car 32023 joined the consist of the Capitol Limited operating between Chicago and Washington. Coach car 34097 is scheduled to be returned to revenue service in early March.

Mechanics repaired the gears, couplers, left side, and roof of the Sleeping car. A hot-water heating system, carpeting, curtains, and cushions were also installed and the interior water piping was replaced. When repairs are completed on Coach car 34097, about ten feet of the car’s exterior will have been replaced and new piping and carpet will have been installed.
Cycle Five Menu to Be Introduced in April

On the cover of Amtrak’s newest Dining car menu is a quotation from singer Willie Nelson that reads, “Most people have that fantasy of catching the train that whistles in the night.” Although the traditional train whistle has long-since been replaced by modern locomotive horns, the time-honored experience of dining on board the train has not been replaced, only improved.

One of those improvements began last year with the introduction of cycled Dining car menus, which rotate in sequence to offer passengers traveling a couple of days different menu items. The fifth and final cycle of Amtrak’s menu series debuts on April 7.

“Passengers really enjoy the selection offered by the cycled menus,” said Pete Humphreys, director, Food and Beverage Standards and Operations. “The new items in the fifth menu enhance the total menu offerings, and now passengers are never bored with the Dining car experience.”

Each cycled menu offers standard fare, but rotates in new menu offerings for better variety. New items on the cycle five breakfast menu include a freshly made three-egg vegetable omelet filled with mushrooms, broccoli, and onions; and a Southwestern quiche, made with pinto beans, onion, jalapeno peppers, red and green peppers, cheese, roasted tomatoes, and seasonings. Each entrée is served with breakfast potatoes or grits, and a hot biscuit or croissant.

For lunch, the fifth menu introduces a tuna salad and Swiss-cheese sandwich on wheat bread, made with albacore tuna, or the choice of a freshly baked individual-size pepperoni pizza. Kids can enjoy kid-proof meal choices for lunch and dinner that include Kraft macaroni and cheese, chicken tenders, hot dogs, and pizza, at an affordable price range.

New dinner choices include a classic 10 oz. New York strip steak, grilled to preference, a rack of lamb seasoned with fennel, herbed halibut filet, and chicken cacciatore, which is simmered with mushrooms, bacon, tomato, white wine, and tarragon. The cycle five menu introduces the newest vegetable choice called the “Key West Blend” made with green beans, carrots, yellow carrots, and red peppers.

Dinners are priced from $9 to $19 and include a dinner salad, and coffee, tea, milk, or juice. A new wine card, currently under development, lists the qualities of four varieties. Wine choices include a vintage coastal cabernet sauvignon from Beaulieu Vineyard, a classic coastal merlot from Callaway, a soft and complex chardonnay from Meridian Vineyards, and a dry and elegant white wine from the Cavit Collection. The wine card will offer menu suggestions to pair with each particular vintage.

Dessert choices on the fifth menu are mouth-watering. The new additions include the “rockslide brownie,” a rich chocolate brownie topped with caramel, piled high with brownie cubes, toasted pecans, and drizzled with milk-chocolate ganache; and a fruit “strawberry bar,” a crisp graham crust, strawberry jam, moist butter cake, creamy cheese filling, finished with strawberry jam and toasted sugared almonds.

Introduced last April, the long-distance Dining car menu-cycle plan is designed to offer passengers a different meal experience as they transfer from train to train. For example, passengers connecting from the Sunset Limited to the Coast Starlight will experience different cycled menus and a greater variety of choices. Three of the five menus are rotated for a period of six months. When the cycle five menu is introduced next month, menus number two and three will be cycled out, so that menus number four, five and one will be offered through the summer.

Test Kitchen Opens for Business in Wilmington

Amtrak’s first-ever test kitchen, which includes the same type of equipment found on long-distance trains, opened its doors in February at the national training center in Wilmington, DE. The mock-galley serves a range of purposes, including hands-on training for new hires, chefs, and food specialists, where employees can become FDA- and Amtrak-certified while updating and learning skills.

“Training chefs in an actual Dining car just doesn’t work very well,” said Pete Humphreys, director, Food and Beverage Standards and Operations. “Because of the demand for equipment, there were times that our training kitchen had to go out on the road.”

In addition, the kitchen provides a suitable setting in which to prepare, test, and sample food products from vendors to determine whether they meet Amtrak’s high standards for on-board fare.

The test kitchen includes a flattop grill, a commercial convection oven, a steam table, a microwave, a commercial refrigerator/freezer, a worktable, a sink, and even a dishwasher. Also located in the test-kitchen area is a mock Dining car table, set with Amtrak’s china and glassware, used for professional photo opportunities and taste tests.

“In the past, chefs had to make do, sometimes trying out new techniques and recipes in their own kitchens at home. With the opening of the Food and Beverage Evaluation and Training Center, we are developing a curriculum that encompasses quality, practical training, and a certification process for our chefs and other on-board employees,” added Kevin Scott, chief of Service Delivery.
Funding Request Submitted to Congress

Detailed FY '05 Plans
Rely on Full Appropriation

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'05 include the installation of another 180,000 concrete ties and replacement of 80 more track miles of welded rail. The program also includes repairs to 23 undergrade bridges and replacement of 4,500 more bridge ties. Using nearly $350 million in dedicated capital funds for improving the reliability and availability of the fleet, Amtrak plans to complete 192 heavy overhauls, 126 remanufacturings, and 20 wreck-repairs in FY '05, among other fleet-related programmed work. Amtrak’s equipment availability rates should increase as cars and locomotives cycle through regular preventive maintenance and overhaul programs, the lack of which for so many years has resulted in a backlog.

About $90 million would be dedicated to other capital investments, such as those associated with environmental compliance and upgrading of the technologies Amtrak uses.

Building Blocks on Solid Foundation

After consecutive years of financial instability in 2001 and 2002, Amtrak made significant progress in FY '03, restoring financial controls, establishing a functionally based organization, focusing on the core business and implementing programs aimed at rebuilding the infrastructure and the fleet.

The company ended FY '03 with record ridership of 24 million, and with over $150 million in cash, despite lower-than-forecasted revenues. This surplus was in part the result of tight financial controls that lead to a reduction in core expenses ($103 million below budget). For the first time in eight years, the company got through the year without resorting to borrowing money. “This is a good start toward a state of good repair and a solid foundation on which to rebuild the railroad,” said President Gunn, “but we are by no measure out of the woods. There is still much work to be done.”

This progress represents a move away from only a couple of years ago, when years of excess borrowing and deferred maintenance caught up with the railroad. The vulnerability of Amtrak’s fleet was evident last month, when snow, ice and sustained unusually cold temperatures in the Northeast put out of service a high number of Amfleet and Viewliner cars in the shops. With a capital program dedicated to production and heavy repair, Amtrak has implemented regular maintenance and overhaul schedules for the fleet and has begun to work through the backlog of capital projects that accumulate over the years, but this will take time.

Future Plans

When it was released last year, the five-year plan anticipated needs that ranged from $1.8 billion (in 2004) to under $1.5 billion (in FY 2008), and offered detailed accounting of what capital improvements needed to be addressed to approach a state of good repair by FY '08: ranging from the installation of 428,000 concrete ties (162 miles of track) and the replacement of 270 miles of rail, to the replacement of two movable bridges, to the opening of new maintenance facility in Oakland, and implementation of a thorough fleet rehabilitation program designed to increase the availability of cars and locomotives.

Later this spring, Amtrak will release an update of the five-year plan for FY '05 through FY '09, the focus of which will continue to be state of good repair and improving equipment reliability. What the future holds for intercity passenger rail in the U.S., as well as for Amtrak, is very much in the hands of the Congress and the Administration, as it has always been. While policy-makers debate what form intercity passenger rail should take, Amtrak continues to serve the millions who depend on the railroad as it strives to address the result of years of deferred maintenance.

“We can inform, but we can’t control the big policy debate — and we shouldn’t try to,” said President Gunn. “In the meantime, we’ve got to work hard at what we can control — running the railroad and making and implementing plans to address the physical state of the railroad. Long-range capital planning in this business is tough to do when every year’s appropriation is uncertain. But without it, this railroad won’t last.”
Device Speeds Public Health Inspection Process

The Environmental department’s newest public health inspection tool may look like a simple gadget, but its functions save the company money and time, and improve productivity.

A Compaq IPAq handheld computer now enables Amtrak’s four public health regional coordinators to record, distribute, and manage food service inspection data in real time, speeding the railroad’s on-board public health food inspections.

The commercially available devices replace a cumbersome and time-consuming process for reporting public health food service inspections based on handwritten data and faxed forms. Much time was consumed faxing these forms to the appropriate people for corrective action. For example, an inspector would take notes on board a train, which would then be used to complete a paper form. Once back in the office, the coordinator would fax the reports to departments such as Mechanical and On-board Services for appropriate action and response. Often times, the list of recipients grew to a dozen or more, with uncertain results on the receiving end. Additionally, the inspection data was also faxed to the Public Health group’s administrative support employee, who manually entered the information in a database.

“By automating the reporting and distribution process, we knew that we could better serve our customers — the Amtrak Mechanical and On-board Services personnel — who need to take immediate steps to keep us in Food and Drug Administration compliance,” explained Roy Deitchman, assistant vice president, Environmental. “Using the off-the-shelf IPAq has saved time and money, and the help and lessons learned by the AT department will enable other groups at Amtrak to more easily implement handheld PC systems.”

Today, the public health coordinators enter the food service car inspection data directly on the handheld device, generate reports, and e-mail the reports to multiple recipients (including CNOC, On-board Services, and Mechanical) at downtown locations. The device also directly inputs the information to the department’s central database.

Based out of Washington, New York, Chicago, and Los Angeles, Amtrak’s public health coordinators are responsible for conducting inspections on trains, and at commissaries and water points. Food service inspections are conducted to verify that Amtrak’s standards and FDA regulations are in compliance.

As part of its goal to automate the reporting and distribution of public health inspection information, the public health group teamed up with AT to identify the most appropriate tools and software programs. Rather than contracting with a consultant to custom-build reporting tools, the team chose this ready-to-go handheld computer device. In addition, a software company modified and loaded the devices with software that met the department’s specific needs. The devices use a Sprint PCS Vision card, which works as a cell phone connection to communicate the information.

The group plans to add the use of IPAq’s for commissary and water point inspections in the near future.

Wi-Fi Service Coming to a Laptop Near You

This summer, Amtrak is expanding its wireless Internet (Wi-Fi) service to six Northeast Corridor stations. Wireless Internet service became available in Washington Union Station’s Club Acela Lounge last summer, followed by the Capitol Corridor service that offered onboard Wi-Fi service as a pilot program last fall.

This new wireless service offers passengers the convenience of communicating online, checking e-mail, or surfing the Internet at any of these Wi-Fi-enabled Amtrak locations and trains.

“Our arrangement with a proven wireless carrier such as AT&T Wireless allows Amtrak to better serve our technologically savvy passengers.”

Sally J. Bellet, Vice President Real Estate Development

An agreement signed in January between Amtrak and AT&T Wireless allows travelers with a Wi-Fi-enabled laptop or personal digital assistant (PDA) to access the Internet at the Providence, Route 128, New York, Philadelphia, Wilmington, and Baltimore stations, where more than one million travelers pass through each weekday. At each of these stations, dozens of visitors at a time can log on to the system.

AT&T Wireless will be responsible for the design, installation, management, operation, and maintenance of the Wi-Fi systems in each of the six stations.

“Amtrak is excited to offer our customers with busy schedules an opportunity to save time by getting their work done while visiting our stations,” said Sally J. Bellet, Amtrak vice president of Real Estate Development. “Our arrangement with a proven wireless carrier such as AT&T Wireless allows Amtrak to better serve our technologically savvy passengers.”

To get connected, AT&T Wireless customers enter their password online, while others may make a $9.99 online credit card payment to receive unlimited access from a single location for a 24-hour time period.

Amtrak’s Capitol Corridor service is the first intercity train in the United States to offer onboard Wi-Fi service. The pilot program began with the installation of Wi-Fi in one car, enabling access to 30 passengers at a time. The Capitol Corridor Joint Powers Authority (CCJPA) is conducting Wi-Fi trials on additional cars in its fleet over the course of several months to determine the feasibility of expanding the program. In addition, the California Department of Transportation and CCJPA are developing a proposal to equip the entire state-funded intercity rail service (including Amtrak’s San Joaquin and Pacific Surfliner) with Wi-Fi service.

Informal polling of passengers by Amtrak’s Capitol Corridor employees found that customers are eager to be productive while in transit, leaving more time for family and other interests. This new onboard technology provides an opportunity for Amtrak’s Capitol Corridor to better serve the community of business and leisure travelers.

Since October 2003, Wi-Fi service has been offered to passengers free of charge as part of a pilot program offered by CCJPA, PointShot Wireless, and other vendors along the 170-mile rail corridor between Sacramento, Oakland, and San Jose, CA.

Jim Allison, senior planner for the CCJPA, said, “Wi-Fi service enables passengers to make the best use of their time while traveling, which in turn leads to increased customer loyalty and new passengers who opt to take the train rather than drive or fly.”
**Amtrak Sets Training Goals That Focus on Results**

For new employees and experienced Amtrak veterans alike, comprehensive training is the key to ensuring that the company’s workforce is ready to safely and effectively meet the challenges presented by the work they are expected to perform. To efficiently provide first-class passenger service in a safe environment, Amtrak employees must gain the technical expertise, develop leadership qualities, and implement safe work practices that enable them to meet the demands of the job.

While a few departments accommodate their own critical job-specific training needs, such as the Amtrak Police department’s basic and advanced police training programs, which cover topics like criminal investigation and firearms training, most of Amtrak’s training needs are provided by the Human Resources (HR) department, which is headed by Vice President Lorraine Green. The HR training group, Employee Development, is guided by Assistant Vice President of Human Resources Paula Porter. The group aims to meet Amtrak’s learning needs by providing courses in the areas of required regulatory-compliance programs and employee skills development.

Headed by Senior Director Stephanie Pavlak, the Employee Development group consists of three teams, each supporting a different technical skills-training function for the Customer Services, Engineering, and Mechanical departments. Employee Development also offers these departments core programs that assure the company’s compliance with regulatory training mandates such as the Federal Railroad Administration’s requirement for training in Passenger Equipment Safety, Roadway Worker Protection, and PREPARE (emergency response procedures).

The staff members of the Employee Development department take a proactive approach to providing consistent quality training while striving to reduce training costs. For example, by maintaining fixed training facilities in Philadelphia; Lancaster, PA [see sidebar about this Communications and Signals facility]; Newark, NJ; Midway-Groton, CT; and Baltimore, MD the team has reduced its overall annual training costs by $300,000.

**Customer Services Training**

The Employee Development Customer Services Training group is responsible for new-hire, regulatory, and refresher training programs that will improve the skills of train crew, on-board services (OBS) and station services employees. New-hire programs are also conducted for OBS employees, ticket agents, and assistant conductors.

**Conductor Training Moves to Wilmington**

This year, the Transportation and Human Resources departments are working together to improve the overall quality and consistency of conductor training for the Transportation department. The Amtrak Training Facility in Wilmington, DE, is the home base for locomotive engineer training. Including assistant conductor new-hire training at this facility will broaden the scope of training for Transportation department employees and will present many opportunities to link subject matter and to improve the overall experience for the trainees. The new-hire conductor program will be launched this month at the Wilmington facility.

While some classes will continue to be held in their respective regions to meet current staffing requirements, the railroad’s goal is to hold all new-hire assistant conductor classes in Wilmington by the middle of 2004. To assure optimum staffing levels, the Human Resources’ workforce planning, recruiting, and training department must work collaboratively to place 150 new assistant conductors in service by the end of the fiscal year. The seven-week program for these conductors is designed to support the four key areas of responsibility for conductors: leadership, train operations and safety, revenue, and customer service. To accomplish this, the program includes courses in employee skills, operating rules, safety, and customer service.

The program includes the hands-on application of skills in a railroad yard environment, where the new conductors learn how to safely throw switches, couple and uncouple cars, apply handbrakes, and use hand signals to communicate with the engineer, in addition to learning about mechanical and braking systems.

In the classroom, several days are devoted to revenue collection and remittance procedures, customer service, and emergency preparedness. After completing the program, the new conductors return to their home crew bases for additional job familiarization that includes activities such as shadowing experienced members and on-the-job training assignments. Each new assistant conductor is evaluated periodically to determine his or her rate of progress and whether additional training is needed.

Currently, an innovative model train layout is being used to help students understand the complex rules related to safely moving Amtrak trains. These are not the Lionel toy train sets Santa used to leave under the Christmas tree. The specially designed track layout simulates the specific types of

**Train and Engine Crews Manage Resources to Keep the Ride Safe**

Amtrak’s Operations department has introduced advanced Crew Resource Management (CRM), a comprehensive one-day training package for Train and Engine employees, supervisors, and evaluators, which utilizes case-study examination of rule violations to analyze root-cause and effect.

First launched in the Southwest Division, the classes will be made available to all Operations departments by the end of 2004.

“The goal of Amtrak’s advanced CRM program is to give employees the tools to do their job, safely and efficiently, putting to use proven techniques and concepts that will decrease rule violations, and provide a safe environment on the railroad,” said Ed Walker, vice president, Transportation.

The CRM concept started in the airline industry (known as Cockpit Resource Management) after investigations of airline incidents revealed that although the actions of one member of the crew may have been directly responsible for an incident, other members of the crew realized, or should have realized, what was happening — but failed to act in time to prevent it. Reports indicate that this inaction may have been the result of a number of factors, including complacency, inattention, failure to communicate, personality conflicts, and even the overall “culture” of the industry that encouraged almost unquestioned deference to the crew captain.

While originally implemented in the airline industry, the CRM concept has been adapted to the railroad industry. Amtrak’s CRM training program advances a three-pronged approach to safely managing day-to-day operations; technical proficiency, situational awareness, and teamwork and communication.

The first area covered in the class, technical proficiency, promotes system knowledge (knowledge and understanding of the rules) and procedural knowledge (adherence to rules and procedures). In some cases, there is a failure to properly apply a rule or a lack of awareness that the rule is relevant to a situation. In other cases, employees may think they are in compliance of a rule while overlooking important aspects of the rule.

The second concept, situational awareness, involves recognizing the surrounding environment, including deteriorating and potentially dangerous situations. Some causes of failure are complacency, fatigue, distraction, fixating on a problem, or information overload. In the class, crew members learn techniques to manage their workload and recognize deteriorating situations and verbalize their concerns so that the crew can work together to come up with solutions. Teamwork and communication involves talking to fellow crew members and taking corrective action as a group. While employees don’t knowingly put their train or crew at risk, sometimes there are natural impediments to teamwork and communication. For example, employees may compartmentalize their responsibilities by thinking “it’s not my job,” and therefore not see the big picture or the entire situation. When information flow is hindered, crew members may not be aware of critical information and don’t have the opportunity to recognize a potential problem.

“During the training, employees analyze actual rule violation situations and discuss how CRM tactics could have influenced the outcome,” said System Rules Analyst George Forero.

When evaluated, Train and Engine employees are not only assessed on their aptitude to meet Amtrak’s performance criteria, but also on how well they put into action CRM concepts and techniques.
The ticket and account for the sale of the real-world job. Using a “test” curriculum reflects the demands of an instructor, the three-week classroom and training labs with various full-scale working switch machines and track circuits that are utilized in the training sessions.

The training labs, designed to train employees on all types of circuitry used at Amtrak, provide students with the hands-on experience necessary to build, maintain, and repair the equipment they will encounter in the field. The labs also allow students to demonstrate their ability to troubleshoot a range of equipment failures simulated by the instructors.

The Signal Maintainer Training program is designed to train newly hired employees to become signal maintainers. The training is made up of four modules, each a four-week program that consists of both classroom and hands-on training. Following every module, signal trainees spend several weeks in the field applying the skills they’ve developed before progressing to the next session. While those trainees are in the field, the Signal School training staff begins training the next group of signal trainees. This schedule allows the staff to cycle more than one group through the school at any given time, thereby fully utilizing the training facility. Once they’ve completed the four modules, Communications and Signals (C and S) employees are tested and demonstrate their mastery of the skills to become qualified as a signal maintainer.

The center is also the home of Nida CBT (computer-based training) Electronics Training labs. The program associated with these labs is a two-year, two-day per month, college-level program that prepares Maintenance-of-Way and Maintenance-of-Equipment employees for electronic technician positions. The program enhances the skills of the participants so that they are able to troubleshoot problems quickly and efficiently, resulting in fewer train delays and increased on-time performance. The Nida Corporation, born out of the aerospace industry, is a world leader in design, development, and installation of sophisticated electronics training systems.

Located in Lancaster, PA, the training center was opened in 1980 and provides technical skills training for C and S department employees from the Mid-Atlantic, New York, New England, Central, and Pacific divisions.
Training Goals Focus on Results

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The cornerstone of the technical skills training program is the comprehensive Track Safety Standards program (MW 100), a requirement for all train foremen and track inspectors who inspect, maintain, and construct Amtrak’s high-speed tracks. Technical skills training also includes a specialized track equipment program to qualify employees to operate a variety of on-track maintenance and construction equipment.

Engineering Training also provides instruction for Mechanical and Transportation department employees on Amtrak’s Electrical Operating Rules (AMT II). To clearly demonstrate the dangers of working around live electricity, a visual demonstration unit recreates the result of contact with catenary wire, which provides vivid reinforcement to the discussion of consequences of not following proper procedures. The demonstration unit has a particularly strong effect on new employees enrolled in the 10-day Engineering New-Hire Training program.

Amtrak’s Right-Of-Way Contractor Safety Training program is designed for contractors that must access Amtrak property and conduct work on and along the right-of-way. Instructors cover information on railroad operation and rules, safe work practices, and security concerns. The cost of this training is charged to the contractor; last fiscal year Engineering instructors trained approximately 11,000 contractors and recovered $500,000 in training costs.

Coaching the Coach Car Repairers

Mechanical employees in all seven divisions and Amtrak’s three backshops make use of the education and training services of the Employee Development Mechanical Training group, which provides comprehensive instruction and guarantees compliance with mandated regulatory training. Instructors train Amtrak employees at facilities in Beech Grove, Boston, Chicago, Los Angeles, New Haven, New York, Philadelphia, Washington D.C., and Wilmington, as well as contractor personnel in 50 outlying areas. In calendar year 2003, Mechanical Training offered over 1,100 classes to more than 4,100 participants.

Working closely with the Mechanical department’s maintenance facilities staff, the Chief Mechanical Officer’s staff and state and federal regulations officers, the team provides regulatory training for backshops, service points, turn-around points, and contractors. Employees holding positions in the Mechanical department such as carman, electrician, machinist, sheet metal/pipe fitter and supervisor must undergo training in Environmental Protection Agency, Food and Drug Administration, Federal Railroad Administration and Occupational Safety and Health Administration regulatory requirements, with courses such as Passenger Equipment Safety Standards, Refrigerator Recovery and Certification, Sanitation, and Car Watering Procedures. The instructors also cover safety topics such as Blue Flag/Blue Signal, Confined Space Entry, and technical skills training on passenger car and locomotive systems.

Current projects include qualification of personnel on CFR Part 232, the standard for brake system safety for freight and other non-passenger trains and equipment, and end of train devices. A system-wide re-qualification program for CFR 238 Passenger Equipment Safety Standards is also underway. Courses concerning passenger car, freight equipment, and single car test devices, on procedures recently released by the American Public Transit Association (APTA) and the American Association of Railroads (AAR), are currently being developed and are scheduled to be available in June.

Leadership Skills Development

Employee Development is currently assisting several departments with the development and implementation of supervisor-development programs using internal resources, including subject-matter experts, as well as external resources. For one program, Employee Development has partnered with local community colleges to offer a fresh perspective and a new level of training to the supervisory employee’s educational experience. This training is part of the overall training plan for management employees and is currently being reviewed and redeveloped with a goal to focus on improving effectiveness and productivity.

Under the leadership of Ed Walker, vice president of Transportation, supervisors in that department are attending a five-day course designed to strengthen their leadership and management skills. The program was designed, developed, and implemented by Employee Development in collaboration with Cecil Community College’s Mid-Atlantic Transportation and Logistics Institute. The program includes training in conflict resolution, coaching, and corroborative skills as well as topics specific to the transportation supervisor (i.e., derailment investigation, workplace safety, conductor responsibilities, overview of Amtrak’s drug and alcohol program and Crew Resource Management). Approximately 50 percent of the target audience has completed the program, which will be followed up by a three-day reinforcement class. A similar program will begin in July for the Passenger Services department supervisors.

Training and Technology

Found on the Intranet home page, under the “Employees” tab, then “Education and Training,” the online Education and Development Catalog gives employees detailed information about training opportu-
Amtrak Train Crew Rescues Snowmobile Accident Victim

The Amtrak train crew aboard the California Zephyr helped rescue the victim of a snowmobile accident when its rider was struck by a Union Pacific freight train in the Sierra Nevada Mountains on Jan. 14.

A UP freight train, which was just ahead of train #6, had just struck a snowmobile on the Lower Cascade trestle, which is 40 to 50 feet over the Lower Cascade River. The rider was injured with what appeared to be a broken leg, and the snowmobile was precariously perched next to the train and on a small ridge of snow.

In the cab of train #6, Engineers Rich Edson and Joe Burk, along with Safety Officer Peter Hall, offered to carry the victim to town to receive medical assistance. The area was unreachable by vehicle, and the nearest town, Soda Springs, was six miles away. The UP and the victim agreed and the freight moved east so that Edson could guide train #6 slowly to the location of the victim.

Meanwhile, Conductors Mel Jackson and Kevin Kelly, and Senior Operating Rules Officer Paul Manger found an emergency medical technician (EMT) aboard the train who immediately volunteered to help. Jackson had the train stop with the dorm car adjacent to the victim so the EMT and conductors could reach the wounded woman to administer first aid.

Just then, a California Highway Patrol helicopter appeared overhead and found a safe spot to land alongside the train. After about 20 minutes of preparing the victim for air travel, she was on her way to the hospital via helicopter. In order to clear the track for the train, Kelly and Manger pulled the damaged snowmobile out of the way, mindful not to let it slip into the ravine.

The professional manner in which Kelly, Manger, and Hall handled the emergency is a tribute to Amtrak’s focus on safety and training.

Retired Locomotives Move to Museums

In an effort to preserve the value and tradition of America’s railroad history, Amtrak has donated an E-60 electric locomotive and a F-40 PH diesel engine to two of America’s premier railroad museums. Both locomotives, which had become obsolete, contribute to the annals of railroading.

In January, the Railroad Museum of Pennsylvania arranged to ship Amtrak’s E-60 locomotive #603 to its final resting place in Strasburg, where it will be on display for museum visitors. Built by General Electric in 1975, the 183-ton locomotive is the last of the E-60s in Amtrak’s fleet. The E-60s were purchased by Amtrak in the mid-70s and were the first new electric locomotives that operated along the Northeast Corridor. With the arrival of the AEM-7 locomotives in the 1980s, the E-60s have been slowly phased out over the years.

Amtrak’s diesel locomotive #307 is scheduled to arrive at the North Carolina Transportation Museum in Spencer in early March. The F-40 PH is an example of the type of locomotive used to pull the nation’s passenger trains from the late 70s through 2001, after which more efficient engines became available and the last of Amtrak’s F-40 locomotives was taken out of service. At one time, Amtrak had as many as 216 F-40 locomotives in service. Locomotive #307 was retired with almost 3 million miles.

Training Goals Focus on Results

Employee Development has worked with Amtrak Technologies to expand the library of computer-based training programs to include courses in business skills and workplace safety. Courses offered online range from The Basics of Effective Communication, Managing Projects, and Leading Effective Meetings to Hand and Power Tool Safety, Heat and Cold Stress, and Slips, Trips, and Falls. Employees may also take online courses that are currently offered by Amtrak Technologies and other departments that are accessed through the Internet. These courses are available to all Amtrak employees and most can be accessed via a home PC. And, best of all, these interactive, self-study courses are offered to employees free of charge.

Plans for the Future

This fiscal year, the Human Resources departments, which include Workforce Planning, Recruiting, and Employee Development, are meeting with other Amtrak departments to analyze their training requirements and plan training strategies that will provide a workforce that has the skills, knowledge, and abilities Amtrak employees will need in the future.
Sleeping Car Amenities Update

They’re here. The Coast Starlight, Southwest Chief and Sunset Limited are equipped with the new Amtrak blue blankets. The California Zephyr, Lakeshore Limited, Capitol Limited and Silver service trains are currently being supplied with new blankets as they cycle through periodic maintenance in Chicago and Miami and should be fully equipped within the next 60 days. There is also news on the towel front. New towels, which are 40 percent larger and 30 percent heavier than the ones currently being used, will be phased into service as the old ones are replaced in time for the summer travel season.

Transit Transfers Transition Train Travelers

San Joaquin passengers can make connections from Amtrak stations to buses and light rail in Central California free of charge and free of hassle by taking advantage of the Caltrans/Amtrak transit transfer program, already a hit on Capitol Corridor trains.

Making the connection is easy. Upon request, Amtrak conductors give passengers a free two-part validated transit transfer, which is good through the dates punched on the transfer. One part is valid for an immediate connection, and the other can be used within the validation date for a return trip to the train. Passengers then provide the transfer to the transit operator.

Passengers on San Joaquin trains may transfer to AC Transit buses (except Trans-Bay buses to San Francisco) at Amtrak stations in Richmond, Emeryville and Oakland; to County Connection buses at the Amtrak station in Martinez; to Sacramento Regional Transit buses at the Amtrak station in Sacramento; and to light rail at the K Street Mall, a few blocks from the Sacramento station.

Capitol Corridor passengers at Amtrak stations in Fairfield/Suisun, Santa Clara, and San Jose may transfer to AC Transit buses (except Trans-Bay buses to San Francisco), at train stations in Richmond, Berkeley, Emeryville, Oakland, Hayward and Fremont; to County Connection buses at the Amtrak station in Martinez; to Davis Unitrans and Yolobus at the Amtrak station in Davis; and to Sacramento Regional Transit buses at the Sacramento Amtrak station.

Amtrak Vacations Brochure Highlights Easy Trip Planning
It’s out! Over 450,000 copies of the Amtrak Vacations catalog were distributed in January to Amtrak Vacations customers, travel agents, and Amtrak stations across the country.

Amtrak Vacations passengers may choose from 65 travel destinations, over 350 hotels, resorts, and lodges, and more than 200 tours and attractions that range from major theme parks to dinner cruises. And, passengers with limited time may prefer Amtrak’s Air Rail packages that offer train service in one direction and air travel in the other on United Airlines.

This year for the first time, group discounts are available through Amtrak Vacations. Passengers traveling in groups of 20 or more can save 20 percent off of the lowest available rail fare when booking a vacation package.

With one telephone call, travelers can reserve vacation packages that include rail, hotel, transfers, car rental, and sight seeing tours to many popular destinations such as Orlando, New York, Chicago, San Francisco, and the Grand Canyon.

Chargers Fans Choose Amtrak
Ridership on the Pacific Surfliner soared during last year’s football season, attracting an average of 1,865 passengers on game days, many of whom attended San Diego Chargers’ home games. Between September and December 2003, the Pacific Surfliner operated seven “Chargers Express” trains between Los Angeles and San Diego, which (excluding two games played over the Thanksgiving and Christmas holiday) led to a 67-percent ridership increase on game days and 74-percent growth in ticket sales, compared to no-game days.

Successful ridership and revenue gains can be attributed to targeted promotions in Los Angeles and Orange County, on the San Diego Chargers’ Web site, on www.amtrak.com, and through local print and radio advertisements. In addition, the Miller Brewing Company organized special groups (over 110 passengers on each trip) that traveled to five of the seven home games. Passengers were offered a fare that included round-trip rail travel from Los Angeles to San Diego and a trolley transfer to Qualcomm Stadium in San Diego.

“The success of this program reflects the commitment of Amtrak, Caltrans, the San Diego Chargers, and the Metropolitan Transit Development Board to offer football fans a stress-free travel alternative,” said Marketing and Sales Director Dee Mason.

Illinois Kids Discover Through Train Travel
As the State House travels between Chicago and St. Louis, what major river does it cross?
Answer: The Mississippi River. Illinois fourth-graders are improving their map skills by finding answers to questions like this using the “American Journeys Learn About Illinois” program, sponsored by Amtrak and Illinois Department of Transportation and developed by Scholastic. Similar to the Scholastic/Amtrak Schools program on the West Coast, the program includes customized lessons on geography, language arts, science, and math created around Amtrak routes and services. Students receive a four-color two-page flyer to take home that includes a Kids Ride Free coupon and in-home activities related to train travel. Launched in mid-March, the program is estimated to reach over 850,000 teachers, students, and parents.

Musical Railroad

The Scott Miller and The Commonwealth band serenades Amtrak passengers at Washington’s Union Station while on the “Scott Miller Amtrak Crescent Whistle Stop Tour,” which consisted of a number of cities, from New Orleans to Nashville, in February. An accomplished singer, Miller’s rock and roll repertoire includes a range of songs about train travel, including one about the Crescent.
Employees Inducted Into Engineering Corps

Three employees were inducted into the Engineering department’s “Corps of Near Engineers” for providing the resources to train the Engineering department’s employees, for the expertise that helped create the department’s Strategic Five-year Plan, and for the top-level resolve and support for helping the department achieve its goals. Together, they have helped position the department to make its contribution toward a state of good repair.

To show his appreciation for this spirit of teamwork, Chief Engineer David Hughes recognized three non-Engineering employees for their outstanding contributions to the department at a light-hearted ceremony in Washington in January.

Inducted into the corps as captains were Assistant Vice President of Human Resources Paula Porter, who manages the department’s Employee Development training function (see related story in this issue) and Senior Director of Capital Planning John Conlow, who is part of the department’s strategic planning team. President David Gunn was inducted at the highest rank attainable — Five Star General — for his commitment to restoring the railroad and his support of the Engineering department’s efforts to sustain a well-functioning infrastructure.

Employees at Adams MoW Base Reach Safety Milestone

For the 18 men stationed at the Adams Maintenance-of-Way Base in North Brunswick, NJ, Jan. 9, 2004, marked 900 days injury-free for the base’s Buildings and Bridges crew. The base is home to a supervisor, two electricians and three work gangs: Carpenter Gang #0443, Plumbing Gang #0423, and Welding/Inspection Gang #0452.

The crew attributes their working safely to their supervisor, Chuck Dochnahl, who ensures that every employee understands the tasks at hand and all safety hazards they may encounter before they walk out the door. The employees, who average between 20 to 25 years of experience on the railroad, take pride in what they do.

Chuck Dochnahl, (second from left) supervisor, Bridges and Buildings, displays the Safety Recognition plaque awarded to the Adams Maintenance-of-Way crew for working 900 days injury-free as of Jan. 9, 2004. Pictured at the Feb. 1 ceremony with Dochnahl are (L. to R.) Robert Santini, assistant division engineer, Structures and Facilities; John Nizolek, senior engineer, Structures; and Steve Falkenstein, division engineer, New York Engineering Division.
Dear Amtrak:

I’m writing this letter to let you know I appreciate an individual that works for you.

I took the train from BWI to New York on Dec. 26. It was a hectic morning and I was toting a bunch of packages and a suitcase. When the train pulled into the station, all the folks waiting on the platform rushed toward the doors of the train. During the confusion, I left my tote bag on the platform. I discovered this when we settled into our seats and I felt ill, as I had decided not to carry a purse. So my wallet, checkbook, return tickets, etc., were all in the bag.

In a panic, I asked the conductor what to do. He said he would call the station and have them check the platform. A few minutes later he came and told me that another conductor aboard the train, Frederick Elliott, had the bag. He said the conductor had seen it on the platform and figured it belonged to someone who was in the throng that had just boarded, so he put the bag on the train.

I am so very grateful and I think of Mr. Elliott when I’m rushing around and I remember to slow down. Thank you for your observant employees.

Karen N. California

Dear Amtrak:

My wife and I are nearly 80 years old and use Amtrak whenever possible. My wife, who is nearly blind and suffers other debilitating ailments, enjoys travel by rail and we both appreciate very much the service Amtrak provides.

She had round-trip reservations to travel alone from Everett, WA, to West Glacier, MT, [an unstaffed station] on the Empire Builder. Because of her disabilities and luggage, I approached the station agent, Mr. Leslie Stumm, to see if a porter was available to assist her in boarding. He answered there was not. But his wife, who was nearby, heard our conversation and offered to assist her, carefully describing what she would do to make her boarding both safe and timely.

On my wife’s return to Everett, the agent recognized me as I entered the station. He let me know when the train would approach and offered to see to her baggage since her car would be some distance from the station. I heartily accepted, as I would be needed to assist my wife.

My wife and I frequently travel on the Amtrak Cascades and have remarked how helpful your personnel have been. But this particular kindness was outstanding and we are grateful.

Sincerely,
Donald T.
Anacortes, WA

A Funny Thing Happened on the Way to the Baltimore Symphony Orchestra

Mike Famiglietti, a baggageman in Baltimore, recounts to Washington, D.C., NBC affiliate NEWS4 reporter Darcy Spencer how he recovered a Guarneri del Gesu violin. The violin, valued at $3 million, was inadvertently left behind by violinist Giron Kremer on an Acela Express train when he detrained at Baltimore’s Penn station. Famiglietti and Washington, D.C., Lost and Found Clerk Joseph Butler were interviewed by Spencer about their respective roles in the return of the violin to its owner.

In Box

Do you have department news or information about upcoming events? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail to ecom@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, DC, 20002, by the following deadlines:

For the May Issue April 5, 2004
For the June Issue May 5, 2004

VITAL STATS

for January 2004

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<th>Month</th>
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* Number of reportable injuries per 200,000 worked hours.
New Spring Timetable Features Service Improvements

Amtrak’s 2004 Spring System Timetable features service improvements throughout the system, most notably increased frequencies on the Northeast Corridor and new Chicago to Port Huron service. Effective April 26, the timetable offers all the information passengers need to make informed travel decisions.

Acela Express and Metroliner Highlights

The number of Acela Express trains in service on weekdays increases from 14 to 15, thereby allowing for increased frequencies. Four new Acela Express frequencies (11 a.m. and 7 p.m. departures from Washington, and 12 noon and 2 p.m. departures from New York) replace two Metroliner trains between New York and Washington, increasing weekday Acela Express service from 13 to 15 roundtrips. Northbound departures from Washington are available every hour on the hour from 5 a.m. to 8 p.m., and southbound departures from New York take off hourly from 6 a.m. to 9 p.m.

Passengers traveling on Sundays have twice as many Acela Express service options between New York and Washington, from three to six roundtrips. Also on Sundays, Acela Express service between Boston and New York increases from three to four trips with the addition of a 3 p.m. train from Boston and a 2:05 p.m. departure from New York.

To close a 90-minute gap in southbound service to BWI, train #2251, which originates in New York, makes a stop at BWI. New Carrollton, MD, has been removed as a weekend stop for Acela Express and Metroliner trains; however, hourly Regional service continues to be available for passengers traveling to New Carrollton.

White passengers are offered more Acela Express and Regional service this spring and summer, there will be fewer Metroliner choices, with four Metroliner trains operating between New York and Washington on weekdays.

A new round of First class menu options is available on Acela Express and Metroliner service, including new Tapas items (see related story in this issue).

Added Regional Frequencies

To address the high number of passengers standing on Regional trains during heavy travel times, two new weekday trips departing southbound from New York have been added at 3:30 p.m. and 4:30 p.m. A 3:05 p.m. Friday-only Regional train to New Carrollton is added at 3:30 p.m. and 4:30 p.m. A 3:05 p.m. Friday-only Regional train to New Carrollton is available for passengers traveling

Bombardier/Alstom and Amtrak Reach Agreement

Amtrak reached an agreement with the consortium of Bombardier/Alstom regarding their respective legal disputes associated with the $1.2 billion high-speed rail program. The settlement was announced in a joint statement released March 17. The agreement settles Bombardier’s lawsuit and Amtrak’s counterclaim, and moves up the transfer of the maintenance responsibility from the Northeast to Amtrak to October 2006. The transfer was originally to take place in 2013.

The maintenance program covered performance and maintenance, for a ten-year period, of 20 high-speed Acela Express trainsets, the purchase of 15 additional high-speed electric locomotives, and the construction of three new maintenance facilities.
Black History Month Contest

FRONT LINE FOCUS

8

PROMOTIONS IN MOTION

3

Cleanup of Sunnyside Structure

Northeast Corridor Maximizes Flexibility

In keeping with the consumer demand for smoke-free environments, Amtrak is expanding its on-board smoking policy to include six long-distance trains that operate with Superliner equipment. Effective April 1, Amtrak is prohibiting smoking on the Southwest Chief, Empire Builder, California Zephyr, Texas Eagle, Capitol Limited, and the City of New Orleans. These are simple actions, but like so many others, they can and will make a big difference in our railway’s security. Our highest priority is the safety of all passengers and employees—and your job is responsible for knowing two things: your own responsibility for security on the job, and who you communicate with—your supervisor, the APD—when you see a problem.

More Amtrak Trains Become Smoke-Free

There are many reasons to support the effort to make our trains smoke-free, but for every reason, there is another equally compelling reason. This effort is part of our overall commitment to improving the passenger experience on all of our services. This spring, track work resumed on the Northeast Corridor to continue electrification of the Northeast Corridor. Track work is scheduled to take place from one track to another if needed. This has led to significant reductions in the number of days that trains are delayed due to maintenance work. In addition, there have been fewer instances of maintenance work being done on the same railroad track at the same time. This has resulted in an overall increase in the number of trains running on time, which has led to a decrease in the number of passengers affected by delays.

While more track work is scheduled for the Northeast Corridor, some passenger trains are still affected by delays. However, the overall impact of the track work is expected to be minimal. Some passengers may experience delays of up to 30 minutes, but most passengers should not notice any significant changes in their travel plans.

Amtrak’s Apérol Express First class passengers often tend to be frequent travelers who need additional seat space for their belongings. Because Amtrak’s Apérol Express service trains often have a limited number of seats, passengers are advised to reserve a seat before boarding. For example, passengers may make a reservation for a seat on the Acela First Class service for a trip, or they may want to secure a seat for a trip that they are planning to take in the future. Additionally, passengers may want to reserve a seat for a trip that they have already booked, but have not paid for yet. This way, they can ensure that they will have a seat on the train when they need it.

Amtrak’s Apérol Express service trains are equipped with luxurious seating, large windows, and in-room entertainment systems. In addition, the trains offer complimentary snacks and beverages, as well as a variety of dining options. The new menu for Amtrak’s Apérol Express service trains includes a range of dishes, such as pasta, salads, and sandwiches. The menu is designed to cater to a variety of dietary preferences, and includes options for vegetarians, vegans, and those with food allergies.

By choosing to ride Amtrak’s Apérol Express service trains, passengers can enjoy the convenience of traveling with comfortable seats, high-speed rail service, and a variety of amenities. Whether you are traveling for business or pleasure, Amtrak’s Apérol Express service trains offer a comfortable and enjoyable experience on the nation’s premier high-speed rail network.
**New Spring Timetable Features Service Improvements**

- Amtrak will operate a special inaugural train on April 26. From Chicago and Pontiac, MI, previously known as the Lake Shore Limited, passengers planning to travel outside of Glacier National Park, will see that the train as it travels just depot at Sandusky and Elyria stops (also known as the Blue Water). This train is added between New York and Boston, to eliminate the weekend New York to Boston travel periods. The company’s goal of improving the railroad’s state of repair includes ridding its property of debris that litters yard, right-of-way, and facilities. Cleanup of this equipment began in mid-January with the removal of soil and debris around the building and will be completed by the end of this summer. The ‘lot won’t just an empty one; it’s an active site with danger of being caught in a trap. Every few years, we need to clean up our facilities,” said Union Station Manager Joseph J. T. Craig Thorpe. In honor of its 75th anniversary, Amtrak’s Empire Service, known as the Empire Service, has been lengthened to accommodate Superliner sleeper ticket revenues, up 13 percent over last year. However, an estimated loss of $1 million in long-distance ticket revenues for February is expected to result in a reduction of service, which slipped to 10 points below a year ago through February. Year-to-date Figures Show Gains Against Last Year and Goals Fiscal year-to-date numbers for ridership and revenue are ahead of last year’s figures for the same period and are also ahead of budget goal. Ridership from October through February, at 10 million trips, is 8 percent over the same period last year, and 5 percent over budget goal. Ticket revenues of nearly $510 million are up 20-25 tons, you really get sense as to how much was removed from the site. Because low-levels of contaminants fell victim to vandalism and other illegal activity. Not long ago, the REA building at Penn站, they pass through the Western region section, passenger planning summer travel on the California Zephyr, learn about service changes as a result of track work in June and July. In addition, East Coast customers will see that Empire Service schedules have been lengthened to accommodate track work along the route. In honor of its 75th anniversary, the Empire Builder is featured on the cover of the timetable, copies of which arrived at stations throughout the system on April 16. A painting created by artist and train enthusiast J. Craig Thorpe depicts the train as it travels just in the wye East and wye West tracks. Currently, a $65 million, first phase of a project to clean up and, ultimately, demolish, the REA building at Sunnyvale. The project’s goal is to improve the railroad’s state of repair includes ridding its property of debris that litters yard, right-of-way, and facilities. Cleanup of this equipment began in mid-January with the removal of soil and debris around the building and will be completed by the end of this summer. To the track enthusiast and interested parties, said New York Division Master Mechanic Don Knapik. Although the REA building at Sunnyvale’s Yard is nearly complete. Photos credit: William Hill

**Revenue and Ridership Gains Continue in February**

- Continued from page 1

- **Numbers for the Month Better Than Last Year**

- **As trains travel southbound to New York’s Penn station, they pass a Rainbow Sun Train (REA) building on the grounds of Sunnyvale Yard in New York. Until recently, what passengers saw from the train resembled a junkyard, filled with corrod...**

- **To ready the area for the ultimate flattening of the building, the first phase of the project involved removing debris and soil from a nearly three-and-a-half-acre area surrounding the building. The soil was hauled away and the underground parking garage was demolished. The second phase of the project...**

- **To complete the first phase of a project to clean up and, ultimately, demolish, the REA building at Sunnyvale. The project’s goal is to improve the railroad’s state of repair includes ridding its property of debris that litters yard, right-of-way, and facilities. Cleanup of this equipment began...**

- **Simple fare...**

- **The property was further cleaned up by contractors and Amtrak employees including...**

- **continued from page 1

- **mile range. As trains travel on the Empire Service, known as the Blue Water. This train is added between New York and Boston, to eliminate the weekend New York to Boston travel periods. The company’s goal of improving the railroad’s state of repair includes ridding its property of debris that litters yard, right-of-way, and facilities. Cleanup of this equipment began in mid-January with the removal of soil and debris around the building and will be completed by the end of this summer. The ‘lot won’t just an empty one; it’s an active site with danger of being caught in a trap. Every few years, we need to clean up our facilities,” said Union Station Manager Joseph J. T. Craig Thorpe. In honor of its 75th anniversary, Amtrak’s Empire Service, known as the Empire Service, has been lengthened to accommodate Superliner sleeper ticket revenues, up 13 percent over last year. However, an estimated loss of $1 million in long-distance ticket revenues for February is expected to result in a reduction of service, which slipped to 10 points below a year ago through February. Year-to-date Figures Show Gains Against Last Year and Goals Fiscal year-to-date numbers for ridership and revenue are ahead of last year’s figures for the same period and are also ahead of budget goal. Ridership from October through February, at 10 million trips, is 8 percent over the same period last year, and 5 percent over budget goal. Ticket revenues of nearly $510 million are up 20-25 tons, you really get sense as to how much was removed from the site. Because low-levels of contaminants fell victim to vandalism and other illegal activity. Not long ago, the REA building at Sunnyvale’s Yard is nearly complete. Photos credit: William Hill

**New West Coast Updates**

- **Passengers traveling on Amtrak’s Capitol Corridor service between Sacramento and San Francisco will see a...**

- **In addition, the seven weekend trains that operate from San Francisco, CA, to Sacramento, CA, known as the Capitol Corridor service between Sacramento and San Francisco, will see a...**

- **Additionally, the seven weekend trains that operate from San Francisco, CA, to Sacramento, CA, known as the Capitol Corridor service between Sacramento and San Francisco, will see a...**

- **Amtrak’s Flint and East Lansing, MI, previously known as the Lake Shore Limited, passed through the Western region section of the railroad.»...**

- **The steel framing for the project is...**

**Clean-up of Sunnyvale Structure Underway**

- **The REA building at Sunnyvale’s Yard is nearly complete. Photos credit: William Hill

**Promotions in Motion**

- **Rail Pass Offers Residents Unlimited Florida Travel**

- **The popular Florida Rail Pass is once again being offered to Floridians for a year’s worth of unlimited travel at a flat rate. For the rail pass, Florida residents may travel to popular destinations and attractions for a flat-rate price of what an individual railroad ticket costs.**

- **The pass may be used to travel to destinations within the state on Amtrak & Amtrak Silver Service, Silver Star and Sunset Limited trains. Passes are good for one year from the date of purchase from Florida Rail Pass. Florida Rail Pass coaches travel throughout Florida. A special introductory purchase price of $199 is available from April 1, 2004 through Aug. 27, 2004.**

- **The first introduced in the summer of 2001, the Florida Rail Pass continues to grow in popularity, with rail pass sales through mid-March up 9 percent over last year. For students heading to college or families visiting Walt Disney World, the Florida Rail Pass is a convenient and economical way to travel.**

- **Advance reservations and ticketing are not permitted. On board the train, the conductor must present the pass along with valid photo identification, which is upgraded (on board with the conductor) to include sleeping accommodations. It will not be sold with the payment of the applicable accommodation charge. Also, for a fee, ticket agents may upgrade Florida Rail Pass holders to business class seating.**

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Feedback from passengers — good and bad — is of great value to any company. This is particularly true for service-oriented industries like Amtrak, since it helps target problem areas, continue successful programs, and identify trends.

In the first quarter of FY 04, Amtrak received over 32,000 letters, phone calls and emails. The majority of these — 80 percent — came in the form of phone calls, with letters (15 percent) and emails (5 percent) comprising the remainder.

Most service companies hear from customers when they are dissatisfactioned and Amtrak is no exception. Approximately 94 percent of comments received in the quarter were complaints. Despite the number of complaints — over 46,000 — this was a 6 percent decrease over the same period one year ago. Conversely, the number of complaints from passengers rose to 1,776 — an increase of 37 percent over the first quarter of 03.

One typical commendation came from a customer regarding the company's services. "It was a great trip — the service was good, the train ran on time and Amtrak capitalizes on this when things go wrong and having to run the railroad on time; it also means accepting responsibility when things go wrong and having a system in place to fix those problems — and come back to fix them. Thanking customers for their comments, acknowledging shortcomings where they occurred, sharing that information with employees who can make a difference and using that data to address systemic problems are all part of running a good railroad," said Barbara Richardson, Vice President of Marketing and Sales. "Amtrak capitalizes on this resource to help shape goals and objectives and take action that will later build market share and revenue."

"Many companies respond to customer comments and stop there," said Barbara Richardson, Vice President of Marketing and Sales. "Amtrak capitalizes on this resource to help shape goals and objectives and take action that will later build market share and revenue."

The complaints and information gathered are used in three ways. First, complaints are sent to the appropriate manager for follow-up, which may range from changing a simple procedure to initiating a comprehensive investigation. Letters that are sent to President Gunn most often receive replies from him or a member of the executive committee. Second, the information is compiled and repackaged into detailed reports — by train and by route — which are accessed by employees via Amtrak’s Intranet. Finally, the information is shared with the railroad’s executive committee and other senior managers, to reveal problematic trends that must be addressed.

At the center of this process is the Customer Relations department, which receives catalogues and processes all passenger comments regarding the company’s services. Emails and phone calls are received by the department’s Customer Relations Desk (CRD) agents in the Mid-Atlantic Reservations Sales Call Center in Philadelphia. Letters are routed to the department’s Office of Customer Relations (OCR) in Washington, D.C. which works closely with the CRD to develop appropriate policies and language in response to specific concerns. The OCR handles the responses to all three forms of correspondence and enters the data from each of these sources into a centralized customer comments database.

Responding to the thousands of passengers who both praise and complain about the railroad’s service is a never-ending task, and is often, by definition, a thankless one. However, for passenger reliability means more than simply running the railroad on time; it also means accepting responsibility when things go wrong and having a system in place to fix those problems — and come back to fix them. Thanking customers for their comments, acknowledging shortcomings where they occurred, sharing that information with employees who can make a difference and using that data to address systemic problems are all part of running a good railroad."

"...It was a great trip — the service was good, the train was on time (arrived Union Station a half hour early). I had never taken one of the long-distance trains before and I was impressed with what I experienced. I definitely will do it again."

Michael Huerta, former U.S. DOT Chief of Staff

Amtrak Ink April 2004

Congratulations to All of You!
Dear Amtrak:

I would like to acknowledge the invaluable assistance given to me in February by Merrill Perkins, stationmaster at Old Saybrook, CT. He helped me in retrieving a bag that I left on train from New Haven. The bag contained several essential items, including my medicines and medical records and my address book. In other words, this was a potentially serious loss.

When I discovered the loss and spoke to Mr. Perkins an hour later, he immediately called the train on its way to Boston and spoke to a conductor. A few minutes later, the conductor called to report that he had found the bag. He brought it to Old Saybrook two hours later on his return trip.

Luck was with me from several standpoints, but Mr. Perkins' efficiency and extremely accommodating personality were essential. My wife and I travel frequently on the Shore Line East and we have observed Mr. Perkins for more than a year. He remembers the names of his customers, and he is cheerful, responsive, and helpful — he likes his work and it shows. The result is that he is well liked by his colleagues on the train as well as by his customers.

Sincerely,

Sidney W.
Niantic, CT

Dear Amtrak:

My husband and I were on the Sunset Limited from Los Angeles to Orlando in January. We had a good experience with our car person. Her bathrooms were the cleanest I have ever seen and we have traveled on Amtrak since 1998. She came down to the handicap section every breakfast, lunch, and dinner to take orders for those who could not go to the diner of the lounge and she would bring their food to them. Her name is DeLouris Benton, a Los Angeles-based train attendant. She made the trip a very pleasant experience.

Coming back from Orlando we had a very nice person for an attendant, Gary White out of Los Angeles. He was very helpful and considerate. There was a problem with someone in the handicap section so he moved us upstairs. He had to find a seat with electricity for me for my breathing machine when I slept. He had to move someone of that seat for me and find a place for him. He had a rough trip trying to move people out of the handicap section and to deal with the person who disrupted the whole train. He handled it very well.

Sincerely,

Betty H.
Whittier, CA

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Front Line Focus

Dear Amtrak:

I would like to acknowledge the invaluable assistance given to me in February by Merrill Perkins, stationmaster at Old Saybrook, CT. He helped me in retrieving a bag that I left on train from New Haven. The bag contained several essential items, including my medicines and medical records and my address book. In other words, this was a potentially serious loss.

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Black History Month Contest Caps Off Month of Events

Systems Developer Rosalind Floyd of the Amtrak Technology department receives a copy of Songs Of My People, signed by editor Eric Ranier, from Gerri Mason Hall, vice president of Business Diversity (photo left). Floyd tied with Robert Ahrens, team leader, Riverside Call Center, with Reservation Sales Director Gene Price (photo right) to win first prize in Amtrak’s 2004 Black History Month contest by answering 20 contest questions correctly. Both winners also received a Starbucks gift certificate.

One hundred and fifty employees participated in the contest included in the weekly Employee Advisory during the month of February.

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VITAL STATS

for February 2004

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* Number of reportable injuries per 200,000 worked hours.
Revenue and Ridership Numbers for March Continue to Uptrend

Amtrak set a record for the highest March ridership ever, with 2.13 million passenger trips for the month, 3 percent higher than a year ago.

March '04 ticket revenues of $104.6 million were nearly 6 percent favorable to last year and slightly positive (up $0.4 million) to forecast, although they were below budget goal by 1 percent.

For fiscal year-to-date through March, both ridership and ticket revenue were 7 percent above last year’s figures and 3 percent over the company’s budget goal.

Although the company attained the highest ridership ever for March, the number fell short of budget goal by 3 percent as a result of a drop in ridership on long-distance trains due to a softening of the overall travel market and on-time performance issues. Additionally, in the East, Viewliner sleeper equipment shortages affected ridership on the Silver Meteor, the Silver Star, the Federal, the Cardinal, and the Crescent.

The West also experienced drops in ridership on the Cascades and all three California corridors, possibly due to both the weak local economy and last year’s Buy-One-Get-One (BOGO) offers, which drove up ridership.

Acela Express ridership and ticket revenues — both south and north of New York — performed well compared to last year and against budget plan. In particular, Acela southend ridership was up 11 percent versus last year, while northend ridership was up nearly 19 percent (with a 5-percent ticket revenue growth). By contrast, Metroliner ridership and ticket revenues fell below a year ago and below budget due to less appealing departure times and the continuing market preference for Acela service.

Regional ridership and ticket revenues performed very well in March; ridership was nearly 4 percent higher than budget and revenues were on par with budget. Southend Regional ridership was up 15 percent compared to last March, and southend Regional ticket revenues were up 11 percent.

The impact that promotions and advertising had on the Amtrak Guest Rewards (AGR) program resulted in $19 million in ticket issuance revenue generated by AGR members in March, 21 percent higher than March ’03 and the highest single-month AGR bookings to date. Nearly 14,000 AGR members registered to participate in the “Buy Two Roundtrips and Get One Free” winter/spring promotion. AGR members generated $9.6 million in Acela and Metroliner revenue ticket issuance during March, which was 26 percent higher than March a year ago; and members booked 24 percent of all Acela and Metroliner reservations, the highest figure for the program to date.

continued on page 3
There’s been a lot of spring cleaning lately on the railroad. We are cleaning up our offices, our yards, our stations, our maintenance facilities, our right-of-way, and all other Amtrak property. This isn’t just something nice to do — it’s a must do. And it isn’t something just for spring — but the whole year-round.

First, there’s safety to consider. Keeping a neat facility decreases the chance of someone getting hurt. Second, there’s security. Sloppy, unkempt environments invite criminal activity because the perpetrators think that no one’s minding the shop.

There are other reasons, too. Getting rid of the clutter and junk forces people to become organized — the more organized you are, the more efficient you are. Plus, the better organized you are, the better you use resources and the less waste occurs. We’re also finding a surprising amount of good material mixed in with the junk.

Cleaning up also sends a message to our passengers that we care about our railroad. Whether it’s an unclean bathroom on a train, or about our railroad. Whether it’s an unclean bathroom on a train, or unappealing to our passengers.

Make sure your uniforms are clean to keep things in order, clean, and presentable. If a passenger is greeted by an employee in a soiled uniform, it really makes for a bad first impression.

Another reason to keep things in order has to do with feeling good about our jobs and where we work. Coming to work at a yard littered with debris is depressing. Our facilities should reflect the high standards we’ve set for ourselves and the pride we have in our work.

An example of the good cleaning job we’ve been doing is on the Harrisburg Line. The rail program there will soon give us 110 mph track. But there’s a lot of junk on the right-of-way. This year, Engineering has been getting rid of old ties that have been clogging the right-of-way and yards for years. At Zoo Interlocking (in Philadelphia) alone, we’ve picked up 50,000 scrap ties. Some of the ties were in piles that had been sitting around for a decade. Now we’re getting a cleaned-up right-of-way.

Speaking of progress, I was in our Chicago facilities last month, and I saw a lot of progress there. The track and platforms at Union Station were clean, and the offices didn’t have a lot of clutter. A lot of buildings and office spaces have been painted and work is being done to upgrade worn floor surfaces. The yards were also in much better shape — the number of mail and express cars, trailers, bogies, and coupler-mates that had been sitting around and getting in the way of the day-to-day operations was reduced by half (they went to storage or were sold).

However, I did notice a lot of 480 and communication cables laying in the tracks at the yards. These cables are not only a tripping hazard, but also a waste of resources. Someone may be tempted to throw them all out, thinking that they are all bad.

I also walked through Penn Coach Yard not long ago, where there’s a major effort underway to recover and manage our maintenance-of-way materials. That project is monumental — but once complete, it will be our model for the rest of the system.

I have many other reasons to keep things clean, and so should you. Please make it your responsibility to keep things in order, clean, professional. Take a look around you and take the time to make your piece of Amtrak presentable.

Significant progress is being made toward cleaning up Amtrak’s Harrisburg Line. While getting rid of debris and scrap ties is part of the railroad’s on-going efforts to clean up its yards, facilities, and right-of-way, the work being done on the line also moves forward Amtrak’s plan for a comprehensive upgrade of the infrastructure between Philadelphia and Harrisburg.

A four-year plan to complete a thorough rail, tie, and surfacing program on the track is underway to restore the line to 110 mph by the fall of 2006. While considerable improvements have been made to put in the order the right-of-way, the work continues.

Since last August, Engineering crews have been focused on getting rid of the debris and scrap ties. By the end of March, Engineering crews had picked up in excess of 29,000 scrap ties and are in the process of picking up another 30,000.

About 18,000 of the 29,000 ties picked up were taken to Zoo interlocking in Philadelphia where they were added to an existing stockpile of more than 15,000 ties. At the west end of Zoo, another stockpile of more than 15,000 ties was sitting. Engineering contracted with a salvage company to pick up all of these ties at Zoo. Another stockpile of ties has been created at the Chester Valley spur, near Downingtown, which is added to nightly. Before the project is complete, 20,000 ties will be piled and cleaned up at that site.

Amtrak is disposing of an additional 25,000 scrap ties stockpiled at Roy Yard near Harrisburg prior to 2002, half of which had been there ten years or longer. All of these sites have seen a tremendous improvement in appearance and are now in compliance with the railroad’s environmental policies.

The crew uses a large piece of maintenance-of-way road equipment, called a Georgetown Rail “Slot Machine.” This is one of a series of maintenance-of-way open-end articulating gondola cars, which are large, four-sided open-topped cars that receive the ties and debris picked up along the
Amtrak’s Beech Grove mechanical facility garnered a record number of positive findings and no potential violations in its most recent Environmental Compliance Audit, conducted annually by Amtrak’s Environmental department.

The 11 positive findings noted by Amtrak’s Director of Environmental Compliance Chris LoRusso are the most for any of the large Amtrak facilities that are audited on a yearly basis, such as Sunnyside Yard, Ivy City, Southampton Street Yard, and the Los Angeles Yards.

About 15 or 16 audits are conducted on a ten-month cycle, averaging about two per month, by two auditors in Amtrak’s Environmental department. As part of Amtrak’s environmental management program, the audits assess how well Amtrak facilities comply with Environmental Protection Agency and state environmental regulations and company environmental practices.

The 11 positive findings in the 2004 audit reflect the initiative the Beech Grove facility has taken to exceed the minimum expected of them in the area of environmental performance and compliance.

“The record that the Beech Grove facility has achieved and its consistent improvement over the past four years is excellent,” noted Roy Deitchman, assistant vice president, Environmental. “With the large number and complexity of the mechanical processes at Beech Grove, they have taken extraordinary steps to excel in their daily environmental performance.”

The facility’s on-site environmental staff, Environmental Coordinator Bill Lowes and Environmental Specialist Dave Young, along with Charlie Lin, director of Technical Services in the Environmental department, work with Beech Grove employees to reach the goals set to achieve an environmentally safe workplace as well as an environmentally safe setting for the surrounding Beech Grove and Indianapolis communities.

“‘The environmental support staff here really takes ownership of projects and program management,’” noted Beech Grove Superintendent Lew Wood. “‘They work very closely with everyone to maintain environmental compliance and stewardship,’’ he added. One of the positive findings was the high level of skill and knowledge the support staff possess and how they put it to good use. For example, they have instituted a pilot program for water-based washers at various locations throughout the facility, rather than continuing to use solvent-based cleaners that contain toxic or hazardous materials and that generate hazardous waste.

“The facility is well-managed and management makes every effort to achieve environmental goals and compliance — they really get the word out. The staff and employees display a good knowledge of environmental awareness,” said Chris LoRusso.

While housekeeping was recognized as a positive finding during the 2003 Environmental Compliance Audit, it was also documented in 2004 — a very difficult achievement for a facility the size of Beech Grove. The facility had gotten rid of tons of waste debris, and there was little trash, if any, noticed. The shops were clean, with everything in its place. Posting of actual work practices at various locations, such as used oil filter disposal and aerosol can management, was also noted as an effective tool in making environmentally sound practices a habit.

Other positive findings included the elimination of a Industrial Waste-water permit from the city of Indianapolis. As a result of having been in compliance with wastewater discharge regulations for years, the facility no longer needs a special permit from the city. According to Amtrak Environmental Counsel Michael Stern, this kind of decision is rarely made.

The audit identified environmentally sound technologies being utilized, such as the facility’s water blaster. The water blaster, used to remove decals from coach cars, contains no chemicals or solid media (like walnut shells), only water. By choosing this process, the facility has minimized waste and eliminated possible impacts to the environment.

The accompanying chart shows the positive results Beech Grove has achieved over the last four Environmental department annual facility audits.

<table>
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<th>Year</th>
<th># of Positive Findings</th>
<th># of Potential Violations</th>
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TSA Launches Security Screening Pilot

Amtrak Continues Security Information Campaign

continued from page 1

“We have security measures in place, there’s also a lot of power in the watchfulness of 20,000 employees.”

Alert railroad workers in France earlier this year discovered track-laid explosives, an incident Amtrak points to as an example of how important it is that Engineering, Mechanical, and front-line employees maintain a high level of security awareness. Additionally, railroad passengers frequently look to Amtrak conductors, ticket agents, and others for guidance and information on security matters.

To reinforce the importance of security-alertness, early last month, new Employee Security Handbooks were distributed to all employees, and managers held meetings to discuss security issues and each employee’s role in upholding a secure workplace for co-workers and passengers. As part of this effort, employees were encouraged to speak with their managers about any security-related questions they may have, and to contact the Amtrak Security Information Center if they have questions managers are unable to answer.
Track Improvements Impact Amtrak Operations

Editor’s note: This is the first in a series of stories that provide an in-depth look at Amtrak’s relationships with its freight railroad partners. Upcoming issues of Amtrak Ink will include stories that focus on the changes in the way host railroads conduct infrastructure improvement projects and their effects on Amtrak operations.

This spring, Amtrak departments are executing plans made months ago to tackle freight railroad track work projects disrupting service on a number of routes during Amtrak’s summer and fall travel season. Freight railroads, such as CSX Transportation and the Union Pacific Railway, are conducting infrastructure projects to improve track conditions, minimize or prevent delays, and provide a safer and more comfortable ride on several Amtrak routes. To ensure that these projects are carried out with the least impact on customer service and revenue, a variety of changes are being made to the affected routes.

One of the most significant service changes taking place affects Amtrak’s popular Silver Service routes — the Silver Star and Silver Meteor — which operate between New York and Miami. Between April 23 and June 22, Amtrak’s Silver Meteor service is being suspended so that a major tie installation and rail replacement project may be completed by CSX, between Savannah, GA, and Jacksonville, FL. CSX plans to install 58,000 concrete ties, 40,000 wood ties and 9,000 feet of rail. During this period, the track work is being performed four days a week from eight to 10 hours a day, beginning at 6 a.m.

To accommodate Amtrak passengers affected by the suspension, the coaches, sleeping cars and diner cars between Savannah, GA, and Jacksonville, FL are being used on the Silver Meteor. Both trains are being rerouted and/or alternate transportation is provided. Rarely, if ever, is an entire route canceled due to track improvement work. However, in order to accommodate the infrastructure projects and minimize customer inconvenience and revenue loss during this period, these unusual measures had to be taken on the Silver Service route.

Nonetheless, improvements to the infrastructure are necessary to prevent track deterioration, which causes speed restrictions and delays in service. In the long run, Silver Service passengers will reap the benefits of this infrastructure project with improved ride quality and reliability of the service. Although the Auto Train continues to operate on its normal schedule during this track work project, it will encounter delays while traveling over the renewed track. Normally, the Auto Train operates at speeds of about 70 mph through that area. However, after new sections of track are installed, trains must travel at slower speeds until the new track settles in place. Adding to this delay is the reduction in the number of hours available for Amtrak and CSX trains to operate on the track. The same number of trains that normally operate over a 24-hour period are being squeezed into 14- to 16-hour periods, causing congestion and subsequent delays on the route.

Often when track maintenance projects occur, schedules are adjusted, trains are rerouted, and/or alternate transportation is provided. Rarely, if ever, is an entire route canceled due to track improvement work. However, in order to accommodate the infrastructure projects and minimize customer inconvenience and revenue loss during this period, these unusual measures had to be taken on the Silver Service route.

Nonetheless, improvements to the infrastructure are necessary to prevent track deterioration, which causes speed restrictions and delays in service. In the long run, Silver Service passengers will reap the benefits of this infrastructure project with improved ride quality and reliability of the service. Track maintenance projects are also affecting the California Zephyr service this summer. Every day, passenger and freight trains push through Colorado’s winding mountains west of Denver, with wheels grinding into the curved metal rail and causing gradual track deterioration. To maintain a safe rail network, the UP is replacing approximately 82,000 ties and 11 miles of curved rail along the mountainous route.

While this work is in progress, the California Zephyr is traveling on an alternate route non-stop between Denver and Salt Lake City. During four eight-day periods between June 7 and July 31, the train will detour through a southern Wyoming route, previously used by Amtrak’s Pioneer train that was discontinued in 1997. During this period, Amtrak bus will connect passengers between Denver, Glenwood Springs, and Grand Junction, CO. This detour may be a disappointment to passengers who look forward to the scenery between Denver and Grand Junction. Fortunately, the alternate route, roughly following the original transcontinental route built in 1869 offers passengers broad vistas of the high plains. Amtrak Marketing has successfully parlayed this detour to an advantage for the railroad, enticing many rail fans to make reservations for this unique ride.

Interested in Owning One of Those Cool Acela Posters?

In response to employee requests, posters of the artwork being used in the current Acela Express advertising campaign are now available for sale at the Amtrak store on amtrak.com. The 24” x 36” posters feature illustrations by Michael Schwab, one of America’s leading graphic artists. Use your 15-percent employee discount to buy one or all four posters seen all over the Northeast Corridor. Each poster sells for $5 and the set of four costs $15. Once you’ve selected which posters you want, call 1-800-400-1229 to place your order. Don’t forget to provide your employee identification number.

Revenue and Ridership Numbers for March Continue to Uptrend

continued from page 1

Ridership on long-distance trains fell 1 percent below last March and 5 percent below budget. Long-distance train ticket revenues were up 5 percent from last March, but were off budget by 2 percent. The revenue loss attributable to the Viewliner shortage for March is nearly $400,000.

Ridership increases were noticeable on two long-distance trains despite the equipment shortages. Both the Cardinal and the Palmetto, for the third time running, have seen double-digit ridership increases for the month. In March, Cardinal ridership rose 24 percent over a year ago, and the Palmetto saw a 16-percent increase over last March.

Ridership growth on short-distance trains increased for the third month in a row on the Hiawatha, with a 13-percent increase over last March, and the Pennsylvanian with a 24-percent increase over last year. The ridership gains on the Pennsylvanian are a result of the business decision last spring to change the schedule and route for this train.
Law Enforcement Officers Crack Down on Violators, Gain Railroad Safety Education

Seeking to promote rail safety, educate law enforcement and the general public, Amtrak, Metrolink, Burlington Northern Santa Fe (BNSF), Union Pacific Railroad (UPRR), and Operation Lifesaver representatives joined the California Highway Patrol and local police officers in a crackdown on motorists and pedestrians who ignore rail-related traffic laws in an Officer-on-the-Train event held on March 30 through April 1 in California’s Ventura and Santa Barbara counties.

Amtrak, Metrolink, BNSF and UPRR put together a special train consisting of locomotives or railcars from each group, including a special private car called the “Silver Lariat,” used in many Operation Lifesaver events. The special train was operated over grade crossings in both counties throughout the exercise.

The results from the three-day event were staggering. In just under 20 hours and along a 40-mile stretch of track, 195 pedestrians and 30 motorists were cited for railroad and right-of-way violations.

“...and these numbers don’t count the ones that got away,” said Amtrak Manager of Emergency Preparedness Dave Albert. “In this area over the last few years, six people have lost their lives in over twenty incidents involving motorists, trespassers, and trains. These communities are committed to reducing the number of incidents by educating law enforcement officers and the general public about the dangers of railroad grade crossings and trespassing,” added Albert.

The most recent incident involved a 15-year-old high school student who was killed in March when she stepped in front of a train.

Locomotive engineers and conductors know that with every trip they make, there may be one or more close calls with a vehicle or person. The Officer-on-the-Train (OOT) program provides law enforcement officers an opportunity to ride in a locomotive and experience — first-hand — the danger of motorists disobeying the laws at highway-rail grade crossings or trespassers trespassing on railroad property.

The program educates law enforcement officers that may be unfamiliar with vehicle and penal code violations associated with rail operations.

Officers also learn how to handle a grade-crossing collision investigation, and receive emergency numbers and information about procedures associated with stopping a train in cases when continued train movement would be hazardous to persons or property.

Because the locomotive is limited to carrying up to four persons at one time, a video monitor installed in the OOT special train’s locomotive provided a live shot of the right-of-way that enabled representatives from the media, dignitaries, and law enforcement officials not riding the head-end to see the violations from a locomotive engineer’s perspective.

In addition to having officers in the locomotive, patrol vehicles were staged at the railroad crossings over which the events occurred. Law enforcement officers stopped offenders and issued either a warning or a citation.

On the first day of the event, two patrol cars pulled over a Dallas truck driver. She was given a $275 citation after failing to allow enough time for her 18-wheeler to get through the crossing at Rice Avenue in Oxnard. The crossing gates bumped the rear of her trailer as the special train approached the intersection.

Participation of local media is critical to each of these exercises. By videotaping violations and interviewing Operation Lifesaver, railroad, and law enforcement representatives on board the train and at grade crossings, local media broadcasts the “Look, Listen, and Live” message to radio, print, and television audiences.

Operation Lifesaver officials believe that federal statistics show their public education campaigns are effective. The number of crossing incidents nationwide has dropped by nearly 75 percent since their message advocating rail safety began over 32 years ago. In 1972, there were approximately 12,000 collisions between trains and motor vehicles; the figure dropped to 3,072 in 2002, the most recent year for which national figures are available. In 2002, California led the nation in train-pedestrian fatalities, with 90 people killed. The state came in second, after Texas, in train-vehicle fatalities, with 30 fatalities.

“Sometimes, the safety message makes a stronger impact when it’s accompanied by a ticket from law enforcement officers,” said Eric Jacobsen, president and state coordinator of California Operation Lifesaver. “‘Look, Listen, and Live’ is not just a slogan — it saves lives,” added Jacobsen.

The Southern California Safety Team, comprised of members of California Operation Lifesaver, passenger, commuter, freight, and light rail agencies, as well as regulatory agencies, works toward the goal of reducing grade-crossing and trespasser incidents. The group sponsors at least six OOT exercises each year, combating resources to focus on the region incurring the majority of incidents.

Watchful Employee Takes Action

As assistant superintendent of Commuter Services for Engineering, Bob Simon is used to looking at rail. But while riding his bicycle one evening in San Martin, CA, Simon noticed something as he was about to ride over a grade crossing — and his ensuing actions helped many who will never know.

Simon, who works for Amtrak’s Caltrain commuter operation in San Jose, returned home after completing his work assignment on Easter Sunday evening. Wanting to wind down and relax, he decided to go for a bicycle ride.

While on his ride, something at the Church Street grade crossing caught his eye. A civil engineer trained in FRA safety, and these days more focused on security, Simon looked down the track toward the signal. What he noticed was an insulated rail joint that appeared to be separating. On closer inspection, he realized that the bolts had sheared off the joint and the rail had pulled apart one and a quarter inches, and knew that there could be trouble ahead for the Coast Starlight, due shortly.

Had this been a regular rail joint, the joint separation may have broken the signal communication, thereby giving an approaching train a signal to stop. However, because an insulated joint separates blocks, the signal communication for the block ends at the joint. Therefore, the signal ahead was showing clear for a track speed of 79 mph.

Simon grabbed his cell phone and dialed the 800-number for the Union Pacific Railroad (UPRR) posted on the signal box. Simon explained the situation in detail to the UPRR dispatch office and was given authority by the supervisor to walk the Coast Starlight over the rail. Simon, who is trained to do this, conducted a job briefing with Amtrak Engineer Jay Binns, and then, while staying in constant communication with Binns, he carefully observed each wheel as it crossed over the joint. After minimal delay, the train continued on its way.

Additionally, two UPRR freight trains as well as four morning Caltrain commuter trains were later scheduled down the line, however the UPRR was able to complete the necessary repairs prior to these trains passing.

Considering the condition of the joint, the clear signal, and the next track inspection not scheduled until the following day, there may have been a mishap.

Amtrak encourages its employees to be watchful around the workplace. Thanks to Bob Simon’s vigilance and quick thinking, the Coast Starlight, the trains behind it and their passengers crossed that segment of track that day unaffected.
It's Friday afternoon, just ahead of a holiday weekend. Students queued up at the ticket windows in Boston's South Station are anxious to purchase their Amtrak Student Advantage (SA) memberships so they can take advantage of the discounts offered on their trips. The ticket agent checks each student's school identification card, collects the membership fees and issues temporary SA discount coupons right out of the Arrow ticket printer. Then the students' discounted train tickets are sold, completing a series of transactions that generate extra revenue for Amtrak.

Tariffs Group Makes the Connections

The spring/summer schedule and train consist adjustments have been installed in the Arrow reservations system, and the Western Reservations Sales Call Center has completed a cross-check of the printed timetable with the information in Arrow. As a result, teams of reservations sales agents at both Reservations Sales Call Centers in Riverside and Philadelphia work through the list of passenger itineraries affected by the changes. Passengers holding reservations are notified about new train departure times and room assignment changes and are offered routing or schedule alternatives when connections are no longer possible.

What Do These Situations Have in Common?

They all rely on the back-end functions performed by the Tariffs and Schedule Management group. These scenarios represent just a small sample of the front-line activities supported by the group, a subset of the Sales Distribution and Customer Service department in Washington, D.C. Lead by Group Manager Chris Baker (and overseen by Greg Behun, director, Distribution Systems Support), the team is comprised of six distribution systems specialists who develop and enter codes and other data into the Arrow reservation system that allows for the sale of Amtrak’s products and services. The group also composes and disseminates tariff policies and procedures, performs Arrow reservations system testing and troubleshooting, and provides counsel and customer service to numerous other Amtrak departments.

Where Do Fares Come From?

To understand the group’s role in the business, it’s helpful to learn how the fare structure is built. Amtrak’s fares are determined by a number of business factors, such as market demand and competition, which are evaluated by the Market Research and Analysis and the Pricing and Revenue Management groups. A committee made up of a number of departments, such as Marketing, Government Affairs, and Planning and Contract Administration, determine the policies that govern how the prices apply to the company’s products and services.

The fare structure is made up of a number of elements such as tariff rules, types of passengers, and inventory codes; all of which work in concert to determine the price a passenger pays for any given trip. Once the basis for the fare structure is set, the Tariffs group flushes out the details, scrutinizing it for conflicts and anomalies, and developing an implementation schedule. The Tariffs group publishes and distributes Amtrak’s fares information in two ways; electronically within the Arrow reservations system, and as a collection of printed documents called the Conductor’s Memorandum Tariffs. A host of front-line employees including reservations sales agents, ticket agents, customer service employees, travel agents, and refunds clerks use the fare data in Arrow to answer customer inquiries, make passenger reservations, issue tickets, handle customer service issues, and process refunds and other adjustments. Conductors are supplied with the Conductor’s Memorandum Tariff, a condensed publication that exists for each route in the Amtrak network. A companion publication called Discount Tables for On Board Sales contains rules for applying certain types of discounts to onboard transactions. Conductors use these books to look up fares and review specific tariff rules for handling onboard ticket sales and selling accommodation upgrades.

The Tariffs group develops publications that help front-line employees understand and implement tariff rules.
Amtrak’s Revenue Management group and the Tariffs group work together closely to maintain an efficient pricing system and achieve the revenue goals set by the company. While the Tariffs group installs and maintains the elements of Amtrak’s fare structure in Arrow, the Revenue Management group monitors and regulates the fares in the reservations system. By adjusting the quantity of each inventory class that is available for sale, revenue managers maximize Amtrak’s revenue potential by shepherding passenger demand onto those trains with greater amounts of unsold space.

For the Tariffs group, implementing a large-scale fare change takes weeks of preparation that involves analysis, data processing, coordination with an outside printing vendor, and development of an implementation and communications plan. Currently, major fare changes can take place up to six times within the fiscal year. Additional smaller adjustments are accommodated on a more frequent basis, as needed.

**For a Limited Time Only!**

The Marketing department initiates most of Amtrak’s promotional discounts that expand Amtrak’s visibility and improve its share of the travel market, thereby increasing ridership and revenue. The Marketing department first proposes a fare discount campaign and works with the Pricing and Revenue Management and Market Research and Analysis departments for review and recommendations. Once the Pricing and Revenue Management department approves the proposal, it is forwarded to the Tariffs group for development and communicating the change to a range of sales channels. This role is multi-faceted and includes verifying and refining the terms and conditions of the offer; assembling a written summary of the terms and conditions for the advertisement; loading the detailed terms and conditions in Arrow; and providing sales agents advance notification about the offer and pricing and ticketing instructions.

In calendar year 2003, the group published 74 national or regional promotions and 205 fares orders. In addition, the group manages or supports pricing and tariff functions for a host of other on-going programs, such as Student Advantage®, Amtrak Guest Rewards, and Amtrak Ski Fares, among many others.

**The Flip Side – Schedules and Connections**

Just as the fare structure is essential for selling Amtrak’s services and products, so is the collection of schedules and connections that help make the journey work for customers. Currently, there are over 3,000 train and Thruway bus schedules and more than 7,000 train-to-train connections that are manually entered in the Arrow system — nearly all of them by the members of the Tariffs group.

Typically, changes to train schedules are made by the Operations Planning, Transportation, and Mechanical departments, in concert with other partners.

These changes involve the train’s routing, frequency, station times, consist and onboard service information. All of this information is sent to the Marketing department, which publishes the timetable, and to the Tariffs group, which revises the information in Arrow. After the train has been added to the reservations system, it is integrated into the rest of the Amtrak network with connections to other Amtrak trains and Thruway buses. In addition to the twice-yearly schedule adjustments that occur in April and October, the Tariffs group continually updates schedules and connections to ensure that Arrow accurately reflects changing operational conditions brought about by contract changes with host railroads or state partners, Thruway service providers, service disruptions, track work projects, consist changes, and train position reporting requirements.

While entering schedule adjustments and building train connections in the reservations system is currently a laborious and time-consuming process, a number of upcoming system enhancements will provide greater efficiencies and a better end product for front-line employees.

**Testing, Testing 1-2-3**

Amtrak Technologies (AT) continually makes changes or repairs to Arrow, and the Arrow User Acceptance Testing group must test the revisions by emulating agents and executing a large variety of transactions. The Tariffs group actively plays a part in this testing function by working closely with their counterparts in Station Support, Reservations Sales, Amtrak.com, the Voice Response Unit (a.k.a. “Julie”), Amtrak Vacations, travel agent systems representatives, RailRes and RailRes/STARS administrators, revenue managers, Operation Center managers, and Revenue Accounting. Since all of these other systems and departments rely heavily on the proper functioning of Arrow, it is imperative that the supporting links remain intact and operational.

The group also ensures that after each modification is made by AT, all of the rules pertaining to price eligibility and application are still accurately recognized by the Arrow system. In addition, the previously loaded schedule updates and connections are also checked to ensure they still perform as expected.

**Internal Customer Service**

Because the Tariffs group handles a substantial volume of inquiries and reports of problems from front-line employees, other Amtrak departments, and external business partners, it often serves as an information clearinghouse. But even as such, the work the group performs is not well known to many employees. Matt Hardison, chief of Sales Distribution and Customer Service said, “The Tariffs and Schedule Management group is highly skilled with a combined 155 years of Amtrak experience. Virtually every part of the business has benefited from their insight, effort, and enthusiasm. Ironically, it is precisely because they do their jobs so well that most employees have very little familiarity with the group or the role they perform for Amtrak.”

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“A Kids Ride Free on Capitol Corridor trains promotion is communicated to reservation sales agents, ticket agents and many other via the Arrow reservations system.”
Rail 2 Rail Program Introduced on Coaster Routes
Pilot Program Offers Commuters More Travel Options

Using their monthly Coaster pass, commuters traveling between San Diego and Oceanside, CA, may benefit from a ticket-sharing partnership program that allows them to ride Amtrak’s Pacific Surfliner at no cost.

Modeled after Amtrak and Metrolink’s extremely successful Rail 2 Rail program, this pilot program began April 1 and will run through October.

“We are looking forward to the success of the Coaster program,” said Southwest Division General Superintendent Richard Phelps. “Ridership and revenue has increased for Metrolink and Amtrak, partly because passengers have so many more choices. Now, San Diego passengers also benefit from the increase in train options,” added Phelps.

Recognizing the success of the Amtrak/Metrolink program, the North County Transit District (NCTD) agreed to a six-month trial program that allows commuters who purchase a $130 monthly Coaster pass to hop aboard an Amtrak train if they miss the Coaster, or to use the Pacific Surfliner (within the same travel zone) on days and times when the Coaster is not running. Amtrak offers 12 weekend roundtrips on its Pacific Surfliner line between San Diego and Los Angeles (with additional trips to Santa Barbara, Goleta, and San Luis Obispo) compared to only four round-trip Coasters from San Diego to Oceanside on Saturday, and none on Sunday.

NCTD has printed a public timetable integrating the Coaster schedule with Amtrak’s Pacific Surfliner service between San Diego and Oceanside.

“With gas prices escalating, the Rail 2 Rail alternative is becoming increasingly attractive for commuters heading to and from San Diego. Many commuters who have been reluctant to give up their cars in the past are now looking for a more affordable option,” said Joe Yannuzzi, superintendent of Coaster Commuter Rail.

Amtrak and NCTD will assess the program after the six-month period and determine whether it will be made permanent.

“Now, San Diego passengers also benefit from the increase in train options.”

Richard Phelps
Southwest Division General Superintendent

National Parks Vacations Packages Explore America’s Beauty
This year, travelers may take Amtrak to explore 10 new park destinations that extend from the National Parks of San Francisco, CA, to the monuments of Washington, D.C. By taking advantage of the “See America’s National Parks with Amtrak Vacations” promotion, customers may book reservations on any of the 13 packages Amtrak has to offer.

Travelers may call Amtrak Vacations to customize a park package of their choice that includes rail travel, hotel accommodations, sightseeing tours, Hertz car rentals, and National Park passes.

The Rocky Mountain National Park package is one of this year’s newest additions, offering tourists a chance to experience Denver’s amazing lakes, the great peaks of the Rocky Mountains, and 359 miles of trails with views of animal wildlife such as coyotes, moose, and elk. Package prices start at $235 plus rail fare and include two nights’ hotel accommodations, and sightseeing tours of the Rocky Mountain National Park, Pikes Peak, and the Air Force Academy.

Travelers destined for San Francisco may purchase a Golden Gate National Recreation Area package, also new this year, that features a visit to the Muir Woods National Monument, a helicopter tour with a view of Alcatraz Island, and a California Wine Country tour. Two nights’ hotel and sightseeing packages start at $395 plus rail fare.

Amtrak Guest Rewards Members Enjoy Spa and Golf Rewards
Amtrak Guest Rewards (AGR) members. With the purchase of any two roundtrips or four one-way tickets on Acela Express or Metroliner trains, members are eligible for a spa treatment and a round of golf at a wide variety of salons and golf courses throughout the Northeast Corridor. Each member may earn up to three complimentary spa/golf packages valued at up to $100 each. To qualify, passengers must register with AGR online or by phone and complete travel by June 15. After qualifying travel is completed, golf and spa treatment certificates will be mailed directly to qualifying members within four to eight weeks.

Amtrak Guest Rewards Partners with Omni Hotels
Amtrak Guest Rewards members may earn points for qualifying stays at Omni Hotels — AGR’s newest partner. Members who present their Amtrak Guest Rewards number while making a reservation or checking in will receive 500 points per qualifying stay, and as a special offer, members may earn double points between May 1 and June 30, 2004.

Amtrak Players Suit Up to Play “Knick for a Night”
Twenty-four lucky fans dressed in authentic New York Knicks practice jerseys exited the NBA locker room to participate in Amtrak’s “Knick for a Night” Fantasy Game Sweepstakes, held at Madison Square Garden in April.

Through a partnership with Madison Square Garden, two Amtrak-sponsored teams, coached by Knicks celebrities, Earl “the Pearl” Monroe and Charles Smith, battled on the Garden’s floor on April 14. The roster included Amtrak Guest Rewards members, Amtrak corporate partners, Amtrak employees, and winners of Amtrak’s online “Knick for a Night” Fantasy Game contest on the Knicks Web site.

The teams were well matched and the game remained close until the end. A corporate accounts guest, Marcus Copeland, from the law firm of Fried, Frank, Harris, Shriver & Jacobson, made the winning shot with 2.4 seconds left on the clock.

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

Promotions in Motion
Amtrak and the California Department of Transportation (Caltrans) celebrated 30 years of San Joaquins service in California’s Central Valley, Sacramento and Bay Area on March 29 with special anniversary celebrations on selected trains, commemorative souvenirs and refreshments. As part of the state’s $73 million annual operating partnership with Amtrak that includes the Capitol Corridor and the Pacific Surfliner, the San Joaquins route is the fifth-heaviest traveled Amtrak route.

“The San Joaquins have experienced record ridership for each of the last three years (FY ’01 – FY ’03), and while ridership is down slightly so far this year, ticket revenue has increased over 10 percent for the first six months of FY ’04 compared to the same period last year,” said Joe Deely, general superintendent for the Northwest Division.

Amtrak began rail passenger service in the Central Valley on March 6, 1974 with a single roundtrip between Oakland and Bakersfield. In 1979, the state of California began a partnership with Amtrak, and soon after, a second roundtrip was added. A third roundtrip was added in 1989 and a fourth in 1992.

The fifth roundtrip began operation on Feb. 21, 1999, which included direct service between Bakersfield and the state capital, Sacramento. Another Bakersfield to Sacramento train was added to the schedule in 2002.

Today, San Joaquins service extends throughout central California with four daily roundtrips between Oakland and Bakersfield and two daily roundtrips between Sacramento and Bakersfield. The trains are equipped with coaches, and combination coach/baggage and dinner/lounge cars. San Joaquins meal offerings consist of tray-service meals in the diner/lounge car, sandwiches, snacks, and beverages. Bicycles may be carried on, and checked luggage is available on all trains.

Amtrak’s Thruway motorcoaches connect the San Joaquins to Sacramento, Reno, and Carson City, NV; to Redding and Red Bluff; to Yosemite National Park; to the Northwest California coast, including Eureka; to the Central Coast and San Luis Obispo; and to Los Angeles and many other locations in Southern California.

Trains have played a significant role in California’s transportation system since 1855, when the Sacramento Valley Railroad began service between the Sacramento waterfront and the city of Folsom. Soon after, rail lines were extended up and down the central valley from Sacramento to the San Joaquin Valley and into the Sierra foothills.
Amtrak Employees Receive National Recognition for Safety and Environmental Initiatives

John H. Chafee Environmental Excellence Award

Working in the Amtrak Mechanical department’s Maintenance and Equipment group for the Coaster Commuter Service, Dustin L. Davis was recognized as a finalist for the John H. Chafee Environmental Excellence Award. The award, sponsored by the Association of American Railroads, was presented to Davis for his many positive contributions toward improving the environment at the Amtrak-operated facility located in Camp Pendleton, CA.

At the April 21 ceremony held at the U.S. Capitol in Washington, D.C., Sen. Lincoln Chafee (R-RI) presented Davis the award, which honors his father’s legacy as a leading environmentalist who understood and promoted the environmental advantages of rail transportation. Davis was also recognized by Amtrak in 2003 with a President’s Service and Safety Award for Environmental Safety Achievement.

Dr. Gary Burch Memorial Safety Award

Amtrak employee Steven D. Tomlinson was recognized for his safety achievements with the Dr. Gary Burch Memorial Safety Award for 2003. As a safety liaison for Amtrak’s maintenance-of-way supervisors and employees, Tomlinson ensures that track maintenance employees and supervisors who work on the right-of-way understand and comply with all workplace safety rules.

The annual award, which honors the victim of a 1991 passenger train derailment in South Carolina, goes to the individual judged to have done the most to enhance passenger railroad safety. The Burch family has sponsored the award since its establishment in 1994. This year’s ceremony, hosted annually by the National Association of Railroad Passengers, was held in Washington, D.C. on April 21.

EMPLOYEE MILESTONES

25-Year Anniversaries

April 2004
ALVAREZ, FRANCISCO
Los Angeles District
BELL, JR., RUBEN
Chicago Metro District
BOTT, WILLIAM
Sanford District
BROWN, ROY
New York District
BRYANT, GARY
Beach Grove District
CHESNY, MICHAEL
New Haven District
DARLING, MARTHA
Philadelphia District
DAVIS, JEFFREY
New York District
DE MAR, WILLIAM
Chicago Metro District
EDWARDS, GORDON
Beach Grove District
FORD, EmanUEL
Chicago Metro District
FOX, JOHN
Mid-Atlantic Div/DHQ Non-HQ
GOLDSMITH, MICHAEL
Washington/Baltimore District
HOELER, DEBORAH
New York District

JOHNSON, HERBERT
Atlanta District
MC GINLEY, MICHAEL
Philadelphia District
MULLER, MARY
New York District
MURRAY, DAVE
Chicago Metro District
O’MALLEY, JOHN
New York District
PAULSEN, GERALD
Empire/Albany District
PAYNE, FRANK
Beach Grove District
PULLEY, JACK
Beach Grove District
ROBINSON, KAREN
New York District
STONE, DERRICK
Mid-Atlantic Div/DHQ Non-HQ
THOMAS, SHARON
Mid-Atlantic Div/DHQ Non-HQ
TOLLER, JERRY
Beach Grove District
TURK, JOHN
New Orleans District
WILLIAMS, SAN JANE
CHASE
Washington, D.C.
YOUNG, SYLVIA
New York District

CRAIG, GEORGE
Chicago Metro District
DICKINSON, SANDRA
Los Angeles District
DOUGHERTY, PATRICK
Philadelphia District
ESHELMAN, DUANE
Seattle District
FARMER OLIVER, DICK
Jacksonville District
GILLESPIE, BRENDA
Chicago Metro District
GREEN, NORMAN
New York District
GRIEBEL, ROBERT
Los Angeles District
HALL, JOSEPH
Boston District
HAPLIN, EDWARD
New York District
HAYES, JOHN
Boston District
HIRSCH, IRVIN
Los Angeles District
HUCEK TATAR, JANET
Chicago Metro District
JACKSON, WILLIAM
Boston District
JONES, SHARON
Los Angeles District
KORENICH, MARY
Philadelphia District
LA COLL, FRANCIS
Empire/Albany District
LEVIN, ROBERT
Los Angeles District
LIVINGSTON, STANLEY
New York District
LOPEZ, EDILBERTO
New York District
MCLAURIN, ARTHUR
Washington, D.C.
PENDERGRASS, MARVIN
Kansas City District
PITTMAN, IRMA
Los Angeles District
POINDEXTER, SHEILA
Los Angeles District
RATLIFF, ZORIA
Chicago Metro District
REEF, RALPH
Seattle District
RICE, LUCINDA
Los Angeles District
SEALE, WINSTON
New York District
SERRETTE, ANCIL
Los Angeles District
SMITH, RANDALL
Los Angeles District
SOW, STEPHEN
Los Angeles District
STINIEMAN, ROBERT
Philadelphia District
STURGILL, PHILLIP
Philadelphia District
SYLVESTER, ALFRED
New York District
THOMPSON, DOUGLAS
Philadelphia District
VANWHY SHOWAK, KATHERINE
Philadelphia District
WALDERS, ELTON
Jacksonville District
ZIZZI, ANTHONY
Empire/Albany District

Retirees

April 2004
ANDERSON, JOANN
Chicago Metro District
ANDREWS, WILLIAM
Washington/Baltimore District
BROWN, DEFOREST
Salt Lake City District
CADEUX, ANDREW
New Haven District
COLLIER, RONALD
Kansas City District
DALEY, CECIL
Los Angeles District
FUHRMAN, DENNIS
Mid-Atlantic Div/DHQ Non-HQ
GARDNER, IRENE
Philadelphia District
GRIFFNEY, JR., WALLACE
Lorton District
HARRIS, SHARON
Mid-Atlantic Div/DHQ Non-HQ
JACKSON, DONALD
Seattle District
MOORMAN, JEANNETTE
Washington, D.C.
NELSON, MICHAEL
Seattle District
NICHOLS, JOHN
Empire/Albany District
RILEY, WILLIAM
Chicago Metro District
SAUNDERS, ROBERT
Boston District
SHORE, DWIGHT
Mid-Atlantic Div/DHQ Non-HQ
STECH, RICHARD
Chicago Metro District
TEVIN, RONALD
Los Angeles District
WILLIAMS, CINDY
Mid-Atlantic Div/DHQ Non-HQ
WILLIS, RAMON
Seattle District
WYANT, GARY
New Orleans District

Congratulations to All of You!
Medical Leave Process is Standardized

In the past, the process for placing employees on medical leave of absence varied by location. Now that the process has been standardized system-wide, it’s important that employees are aware of the process changes and familiar with the documentation requirements to avoid the stress of potentially having their job status affected. Because it is Amtrak’s goal to avoid any problems regarding employees’ employment status or income, it is important that all the required steps outlined below are followed.

Submitting a Medical Leave of Absence: Employees must notify their supervisor when they plan to be out of work for more than five consecutive workdays due to medical reasons. The employee’s supervisor or department representative must first complete and sign a Personnel Action Form (NRPC 2000), which places the employee on medical leave of absence, and forward the form to Human Resources (HR).

Agreement-covered employees will then be placed on unpaid or paid leave in accordance with the employee’s collectively bargained agreement, and non-agreement covered employees and ARASA supervisors (in accordance with their collectively bargained agreement) will be placed on short-term disability.

The employee will receive from HR a medical leave of absence (or short-term disability, in the case of non-agreement covered employees) information package. The information package contains a letter outlining the procedures for submitting medical documentation and the return-to-work process. For management and ARASA supervisors, a copy of the Short-Term Disability Income Policy - P/I Number 7.29.0 and labels for sending medical information to the Health Services office are included.

The package also contains:

- Treating Physician Medical Status Report and Statement of Disability, Form 2717

The employee must complete the top of this form and submit it to the treating physician(s) who must complete and sign the bottom portion. The form must be faxed or sent by U.S. mail to the appropriate Health Services office to be received within 10 calendar days from the first date of the employee’s absence. If this documentation is not received within 10 calendar days, the employee is expected to return to work immediately, unless a direct communication regarding the delay is made to a Health Services staff member and the employee has received a concurrence for the delay.

For the employee to remain on authorized medical leave and for medical benefits to continue, the form must be updated by the treating physician(s) and then faxed or sent by U.S. mail to be received by the Health Services Office every 30 days from the date of the initial request, unless Amtrak Health Services advises differently. Failure to furnish this required information within the 30-day timeframe may result in a denial or interruption of medical benefits.

- Railroad Retirement Board’s Sickness Benefits for Railroad Employees, Form UB-11

The employee may be entitled to sickness benefits from the Railroad Retirement Board (RRB). Included in the package sent to the employee by HR is information regarding these RRB benefits. If entitled to these benefits, the employee must submit the required documentation directly to the RRB within 10 days of the onset of the illness or injury. Failure to submit these forms to the RRB in the time specified jeopardizes the benefits the employee may be entitled to receive.

- Family Medical and Leave Act (FMLA) Application, Form 3108 and Certification of Physician or Practitioner’s Form

If the employee qualifies for leave under the Family and Medical Leave Act (FMLA) of 1993, the medical leave will run concurrently with FMLA leave. The FMLA leave entitlement is 12 weeks, 60 workdays, or 480 hours within a consecutive 12-month period (or as indicated under applicable state laws). If the employee qualifies for FMLA leave, in addition to completing the Form 2717, the employee must also complete the FMLA Leave Application and Notice, Form 3108, and the medical provider must complete the Certification of Physician or Practitioner’s Form, WH-38. If the medical condition qualifies under FMLA, and the employee meets FMLA eligibility criteria, the employee will be entitled to the benefits of the FMLA. If the FMLA form is not submitted within that time, the medical leave will not be designated as FMLA and the employee will not be entitled to the benefits of the FMLA.

If the employee returns to work prior to the expiration of the FMLA leave, a position will be available, as governed by the employee’s collective bargaining agreement or management policy.

- Prescription and Over-the-counter Drug Pamphlet, Authorization, Form 3133 and Wallet Card

This pamphlet outlines Amtrak’s policy on the use of prescription and over-the-counter medications. If the employee’s treating physician is prescribing or recommending the use of medication that may interfere with a safe work performance, Form 3133 must be completed and faxed to the appropriate Health Services office prior to the employee’s return to work.

Returning to Work

If the employee has been on authorized medical leave of absence for 11 to 29 days, and has been cleared for a return to work by the treating physician, the physician(s) must provide the necessary medical information and complete the “Returning to Work Status” section of Form 2717 and fax or send it by U.S. mail to the appropriate Health Services office.

If medical restrictions have been placed on the employee’s return to work, the Health Services office will review the form and discuss the return with the employee’s supervisor. The supervisor will inform the employee directly about working with these restrictions. If there are no medical restrictions, once Health Services has received the form, the employee will be allowed to return to work.

If an employee is absent for 30 days or more, in addition to the return-to-work requirements above, Amtrak’s Health Services office will determine if both a return-to-work physical and/or a drug screen are required. If so, the employee’s supervisor will send the employee to an occupational health facility for the designated examination.

Mailing Addresses for Medical Documentation

Eastern Region Employees
(Headquarters, New England, New York, Mid-Atlantic, and Southern divisions):
Dr. Tim Pinsky, Medical Director
Amtrak Health Services Department
30th Street Station, Box 67
Philadelphia, PA 19104
Office: (215) 349-2389
Fax: (215) 349-4401

Western Region Employees
(Pacific, Southwest, and Central divisions, and the Reservation Call Centers):
Dr. Jeffrey Coe, Medical Director
Amtrak Health Services Department
525 West Van Buren Street
Chicago, IL 60607
Office: (312) 880-5277
Fax: (312) 880-5421

Mailing Addresses for FMLA Application
(Send only the FMLA Applicant and Certification of Physician or Practitioner’s Form):

Eastern Region Employees
(Headquarters, New England, New York, Mid-Atlantic and Southern divisions):
Barbara Hancock
Amtrak Human Resources
60 Massachusetts Ave., NE, 2E-325
Washington, DC 20002
Office: (202) 906-3287
Fax: (202) 906-3287

Western Region Employees
(Pacific, Southwest, and Central divisions, and the Reservation Call Centers):
Robin Brown
Amtrak Human Resources
810 North Alameda Street
Los Angeles, CA 90012
Office: (213) 683-6894
Fax: (213) 683-3409

Returning to Work for an On-duty Injury

For employees on medical leave of absence for an on-duty injury under the Right Care…Day One program for less than 30 days, the Transitional Work Officer will notify the employee’s supervisor by e-mail to complete Form 2000 to return the employee to either modified or full-duty status.

For employees who have been on medical leave of absence for 30 days or more, the Transitional Work Officer will advise the supervisor to complete the NRPC MOD 1 - Authorization for Examination or Treatment Form for the employee to go to the Amtrak-approved occupational health facility for a drug screen and/or physical.
Righting the Right-of-Way

Harrisburg Line Cleanup Shows Substantial Improvement

Since early April, trees and brush also have been cut from over 35 miles of the company’s electrified catenary and transmission lines on both the Harrisburg Line and on transmission lines that feed the Harrisburg Line. An additional 31 miles have been identified where trees are encroaching on the electrical system.

As the look of the Harrisburg Line improves, so does the work on the upgrade. A detailed story about the work being performed toward the upgrade will be published in an upcoming issue of Amtrak Ink.

VITAL STATS

for March 2004

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<tbody>
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<td>Safety</td>
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<tr>
<td>Reportable Injury Ratio*</td>
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<td>Ridership</td>
<td>2,205,397</td>
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<td>$259,405,000</td>
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<td>$156,639,000</td>
<td>$158,597,000</td>
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<tr>
<td>On-time Performance</td>
<td>(system goal: 85.0%)</td>
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* Number of reportable injuries per 200,000 worked hours.

Dear Amtrak:

I am writing this letter to express my appreciation for service I received while traveling on the Southwest Chief leaving Chicago for Los Angeles on Jan. 31, 2004.

I traveled in a sleeper car, 331. I believe, and a man named Tommy Webb was my sleeping car attendant. He was helpful, upbeat, polite, and had a delightful sense of humor.

Our train arrived 10 hours late and his good nature played an important part in making it tolerable and at times even fun. I also appreciated the fact that he took the time to answer questions about the railroad.

I wanted to point Tommy out to you, as he is definitely an asset to Amtrak. I hope that you may have received other letters expressing appreciation for him as well.

In addition, I would just like to say that this was my first cross-country train trip. I had a very positive experience and I am now sharing my enthusiasm for travel by train with my friends.

Thank you very much.

Sincerely,

Pamela H. Hurleyville, NY

Dear Amtrak:

On February 28, 2004, we traveled from Chicago to New Orleans aboard your sleeper car. Our attendant was John Turk and he gave us, as well as all his passengers, such outstanding service that we wanted to write to commend him. John was not only friendly and helpful, but he anticipated our needs. He was motivated, informative, and eager to please. John answered all of our questions and was quite knowledgeable of not only the train but also the particular areas of the states that we passed through. He provided all of his passengers with a tidy fruit and cheese buffet as well as beverages. We felt truly catered to. We believe that John was sincere in his efforts and seemed to take enjoyment in his profession. He made our trip to New Orleans very pleasant indeed. If we ever travel to New Orleans again, we will make sure that John Turk is aboard when we book the trip!

Sincerely,

Darryl M. and Debra M.
Oxford, MI
Operations Branch Releases Second Quarter Results

In a letter to employees published in the February issue of Amtrak Ink, Amtrak’s Senior Vice President of Operations Bill Crosbie focused on the importance of setting and meeting goals to ultimately improve the operation and ensure the company’s success. In the letter Crosbie identified eight key goals for the Operations department, which makes up approximately 90 percent of the company’s workforce.

Improve On-time Performance

The fundamental goal for the department, which can be achieved through meeting all other goals, is to improve the systemwide on-time performance rating. A goal has been set for on-time performance to be no less than 85 percent. At the end of the first quarter, systemwide OTP was at 74.2 percent; the second quarter OTP decreased to 72.3, resulting in a year-to-date through March systemwide OTP of 73.3 percent. This trend is seen across the system and is due primarily to winter conditions in January that were more severe than in recent winters and resulted in a January 2004 OTP of 69.5 percent. A contributing factor later in the quarter was seasonal track work that began as winter ended. An exception to the trend was in the Amtrak dispatched Northeast Corridor, where Regional and Clocker/Keystone services showed a small improvement from 77.1 percent in the first quarter to 78.3 percent in the second quarter.

Improve Fleet Reliability

Reducing the number of equipment failures improves fleet reliability for passengers and crews. To make progress on the reliability of the fleet, the Mechanical department was reorganized and regular overhauls and preventive maintenance cycles were implemented. In general, production was below plan for the first and second quarters. The single largest problem with production was the extreme

Ridership Gains in April Break Record

April ridership of 2.2 million passengers was a 4-percent increase over the same month a year ago and the best April result ever for Amtrak. Through the first seven months of FY ’04, Amtrak ridership stood at 14.3 million, 6.4 percent ahead of last year (13.5 million) and 2.5 percent ahead of the budget target (14.0 million). However, ridership for the month of April fell short of the railroad’s forecast by 1 percent, due in some measure to poor on-time performance, affecting ticket revenues and CSI scores.

Ticket revenues of $107.3 million for April were 3 percent higher than last year, but 4 percent below the budget target. The year-to-date results for FY ’04 show ticket revenues of $722 million, or 6 percent ahead of the same period for last year ($680 million) and 2 percent better than the budget target. In the Northeast Corridor, April ridership on the Regionals was up significantly with a 15-percent increase over last April. A portion of this growth may be attributable to the 4 percent drop in Metroliner ridership, which was likely due in part either to on-time performance issues (Metroliners saw a 22-point drop in on-time performance) or fewer scheduled departures. Other double-digit ridership increases over last year included the Capitol Limited with a 35-percent increase, the Wolverines with a 13-percent increase, the Heartland Flyer with an 11-percent increase, the Pere Marquette with a 15-percent increase and the Pennsylvania with a ridership increase of 19 percent attributable to its change in schedule and city pairs. Regional ticket revenues outpaced last year by 13 percent or $600,000. However, on the whole, short-distance trains were below budget by $2.9 million, with fewer Metroliner frequencies accounting for $1.7 million of this shortfall.

Ticket revenues on long-distance trains in April dropped $1.6 million below budget — the Silver Service trains combined brought in $400,000 less than expected, unlike their March performance in which they were slightly favorable. There will be an additional anticipated loss in ridership and revenue on the Silver Service because of track work, which resulted in the cancellation of the Silver Meteor through June 23. Although the consist of the Silver Star has been augmented and its schedule modified to accommodate passengers from the Silver Meteor, preliminary analysis in early May suggests a $200,000 ticket revenue loss in April was attributable to this service disruption.
While most people take it easy during the summer, we are hard at work on the railroad. The summer season can be challenging for front-line employees, whether it is contending with first-time vacationers or managing the expectations when delays or slow-orders occur. For employees working for the railroad, it is the peak time for repair, replacement and rebuilding. Our goal is to get it all done on time and on budget.

So far, we’ve been doing a good job of holding the line on expenses this year. Our mid-year production numbers — the track we’ve laid, the equipment we’ve restored — are significantly higher than last year. Please read the details of what’s been done in this issue of Ink. If we stay focused, we’ll have a good result by the end of the year.

As we sit down to chart our course for FY ’05, we need to be realistic about what we can accomplish while continuing to keep expenses down. We need to program our work and know exactly where the dollars are going and why.

We’ve picked off a lot of the low-hanging fruit, resolving some of our equipment maintenance problems and beginning to get track and other infrastructure to a state of good repair. We’re getting a lot done, but we’re still far from out of the woods.

I think that the fruits of our labor over the past year are becoming evident to our passengers. While they may not notice the new concrete ties we’ve laid on the Northeast Corridor, for example, they may notice the newness of the Amfleet food service cars we’ve remanufactured. Let’s continue to show the country what Amtrak can do.

Have an enjoyable and safe start to the summer.

New Caltrain “Baby Bullet” express service provides morning and evening rush hour passengers faster trip time on California’s commuter route between San Jose and San Francisco. The service runs along the 47-mile commuter corridor in just under an hour, meeting the demand for commuter service from passengers going south to San Jose’s Silicon Valley and north to the San Francisco hub. Launched on June 7, the express service offers five trains in the morning and five in the evening running northbound and southbound, stopping at only six of the system’s 34 stations –San Francisco, Millbrae, Hillsdale, Palo Alto, Mountain View and San Jose Diridon. Two of the southbound morning trains and two of the northbound evening trains will make an additional stop at the San Francisco 22nd street station, part of Caltrain’s recognition of the continuing “reverse commute” market being experienced on Caltrain service. The trains travel at the top speed of 79 miles per hour, but because there are limited stops, end-point travel is reduced by nearly 40 minutes.

“Unlike many other large metropolitan areas, the San Francisco Peninsula has commuters coming and going in both directions — northbound and southbound,” noted Jay Commer, Superintendent of Commute Operations.

“This new service, the highest level of service offered in the railroad’s 141-year history, enhances the current schedule with more convenient and faster options for commuters.” Working with the Peninsula Joint Powers Board, Amtrak assisted in revamping the entire Caltrain schedule to provide the limited-stop service. Saving a third of the trip time from end to end – from an hour and a half to just under an hour — did not come easily. Years of planning and the completion of a two-year, Caltrain Express (CTX) railroad reconstruction project set the stage for the express service.

Bullet train schedules were simulated to determine where third and fourth track areas in the rail corridor, specifically in the Bayshore, Redwood City, and Sunnyvale/Lawrence areas, would be added to allow local trains to stop at these intermediate stations while Baby Bullet express trains could pass on inside tracks. Test trains were run with Baby Bullets and local trains to assure the operation would fit schedules and interlockings could be set for the passing of Bullet trains at key points. The $110-million construction program began in the spring of 2002. All weekend train schedules were temporarily suspended to provide the 200-plus contract crews full access to complete the weekend work “blitzes.”

The reconstruction involved removing jointed rail, installing 13 new interlockings and wood and concrete ties, and replacing approximately 30 route miles of signaling with reverse direction speed signals, all dispatcher-controlled from the San Jose Dispatching Center through...
Conductor Ticket Delivery Improves Advance Payment Ticketing Process

“Offer AP — Obtain tickets from conductor on board the train.”

After making a reservation, sales agents are prompted by this message on their computer screens to offer Advance Payment to passengers who will board at stations that are sometimes closed.

A new Conductor Ticket Delivery program, available at Amtrak stations that are not open every day, expands the number of stations where AP tickets may be obtained. It also provides trouble-free on-board ticket delivery to passengers who make last minute AP reservations. The ticketing option has been available at certain unstaffed stations in Missouri and on the Downeaster routes since February.

The advance payment option allows customers to pay for their reservations in advance with a credit card through a call center sales agent, through “Julie,” or online at amtrak.com, then obtain their tickets by mail, at a ticket office, or at a Quik-Trak machine.

Advance payment is an essential ticketing method, accounting for 43.2 percent of the $1.3 billion in ticketed revenue in FY ‘03 — a 7.9-percent increase over FY ‘02. This fiscal year through mid-May, AP ticket revenues of $411 million are up 10 percent over last year, accounting for 45.8 percent of ticketed revenue in FY ‘04.

The Conductor Ticket Delivery pilot program was developed in response to station staffing reductions made in early 2002 when some stations, formerly open daily, were closed on certain days and others were entirely unstaffed. As a result, some passengers paid for their travel through the Advance Payment process but found the departure station was unstaffed on the day they were departing. For example, the station at Topka, KS, which previously had been open every day, began closing on weekends in March 2002. Passengers who made reservations using Advance Payment on Friday for a Sunday departure, arrived Sunday morning only to find that the station was closed. This created problems for the passenger, who would naturally not want to pay a second time, and for the conductor, who had no ticket to collect.

In response to these issues, station agents and conductors at select locations developed a temporary solution to improve customer service and minimize on-board ticket sales. The station agent reviewed the passenger manifest for down-line stations that were closed, printed the AP tickets for passengers boarding at those stations, and gave them to the conductor. After checking identification, the conductor presented the ticket to the passenger and then collected it, in accordance with the procedures. On the rare occasion when the passenger did not travel, the conductor turned in the ticket at the next staffed ticket office where the space was refunded. This method provided a solution for the on-board ticket sales dilemma at the partially staffed stations.

During this same period, a reduction in funding from the state of Missouri resulted in the unstaffing of the last two staffed stations — Jefferson City and Kirkwood — on the route between Kansas City and St. Louis. Due to heavy ridership on this route, on-board ticket sales and cash handling became unmanageable. “At times when the Missouri State Fair or other popular events, such as Oktoberfest, were held, hundreds of passengers would board at unstaffed stations,” said Sales and Marketing Manager Anne McGinnis.

This led McGinnis and then-District Manager of Stations June Northfelt to recommend that the ticket agents at the two staffed anchor stations, Kansas City and St. Louis, issue the AP tickets for the intermediate unstaffed stations for delivery by the conductor.

With the cooperation of a number of employees such as Director of Stations Pat Willis; Senior Director Sales and Reservation Systems Support Greg Behun; and many others, a plan for a pilot program was developed in Missouri. At the request of the state of Maine, the unstaffed stations on the Downeaster route between Portland, ME, and Boston, MA, that did not have Quik-Trak machines, were also included in the pilot.

After gaining some experience with this concept, the team of employees recommended a series of reservation system enhancements to determine when the conductor-delivered ticketing option should be offered to the customer. “The conductor delivery method should only be offered as the last resort. We want to steer the customer toward using the most cost-effective ticketing methods, such as Ticket-by-Mail or Quik-Trak,” said Behun.

Therefore, conductor ticket delivery is not offered if the boarding station has a Quik-Trak machine, a ticket office is open at the time of departure. Ticket-by-Mail is an option, or if the reservation is made too late for the issuing station to print the ticket.

Other requirements included building into the Arrow system a means of designating which stations had downline ticket-issuing responsibilities. Next, the team had to look at each station and determine the proper time to issue tickets from that station before the train arrived. For example, a small station issuing tickets for other small down-line stations may only need one to two hours’ advance time to handle the AP reservation, while larger and busier stations might require up to 12 hours’ advance notice to print the tickets in between handling other responsibilities. As the pilot program progressed, record-keeping procedures that outlined a clear chain of custody for tickets and required conductor, passenger, and station agent signatures for receipt and return of tickets were established.

The program, officially launched in mid-February, was successful in not only overcoming the challenges associated with on-board ticket sales along the unstaffed Missouri and Downeaster routes, but also improving the overall AP ticketing process by expanding and formalizing the method that was being used at partially staffed stations.

“Offer AP — Obtain tickets from conductor on board the train. We’ve saved the passenger time, and minimized the need for passengers to turn to a travel agency, thereby reducing the fees paid for travel agency commissions,” said Willis. “When the customer can deal directly with Amtrak and get the ticket from the conductor, we’ve kept the sale in-house and created a positive experience for the customer and the conductor.”

Pat Willis, Director of Stations

Since the program has worked so well on the Missouri and Downeaster routes, plans are being made to expand it to include more unstaffed stations on routes where issuing stations can be identified.

“By expanding the capacity to offer AP to more customers, the company improves cash flow and saves money. It also reduces the need for passengers to turn to a travel agency, thereby reducing the fees paid for travel agency commissions,” said Willis. “When the customer can deal directly with Amtrak and get the ticket from the conductor, we’ve kept the sale in-house and created a positive experience for the customer and the conductor.”

Late this summer, the conductor ticket delivery option offered at the reservation sales call centers will become available to customers making reservations through amtrak.com.
The Federal Railroad Administration last month announced a record low number of rail-related fatalities and highway-rail grade crossing fatalities, among other significant improvements in rail safety in 2003.

Based on preliminary data, there were 862 rail-related fatalities last year. Grade crossing collisions or trespassings accounted for 96 percent of these fatalities. The number of rail-related deaths last year was the lowest on record, and was 10 percent lower than 2002.

In 2003, highway-rail grade crossing fatalities dropped to a record low of 324, 9 percent fewer deaths than last year, and more than 47 percent less than 1994.

Also hitting an all-time low was the number of highway-rail grade crossing incidents — 2,919 in 2003.

Nineteen railroad employees perished as a result of on-duty safety lapses last year, the lowest number ever reported. Reportable injuries dropped 10.5 percent over 2002 and 30 percent since 2000.

“These numbers reflect the focus everyone in the railroad industry has put on safety,” said Chief Safety Officer Kevin Grant. “It just goes to show that it’s not just talk — the efforts of our employees and the partnerships with Operation Lifesaver and many others are paying off.”

Fatalities Are the Lowest Ever Recorded

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Operations Branch Releases Second Quarter Results

continued from page 1

winter weather experienced in January and February and its impact on an already vulnerable fleet. Service was severely impacted as approximately 80 cars froze in Chicago and another 60 or more froze in the Northeast. Shop counts were negatively impacted, as focus shifted from production to repairing cars. As a result, smaller programs, such as Bear’s wreck repair and cab car remanufacture were not begun; and some of the larger programs, such as Bear’s food service Amfleet and Beech Grove’s heavy Superliner overhauls, were slowed down; and 30-day inspections were missed.

Arrangements have been made to keep similar occurrences from impacting the fleet, including the following:

- Convert old GP-40 switch engines to GP-38-3s with working head-end power, which will keep cars from freezing while being switched.
- Repair and upgrade door freeze protection on the Amfleet Is and IIs.
- Repair and install freeze protection on Horizon and Viewliner cars.
- Replace old and worn out door motors as material becomes available.

Compared to the same period in FY ‘03, the number of medium and heavy overhauls and remanufactures completed increased significantly, as seen in the chart below:

<table>
<thead>
<tr>
<th>October - March</th>
<th>FY ‘04</th>
<th>FY ‘03</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Remanufactures</td>
<td>22</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>Heavy Car Overhauls</td>
<td>40</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>Locomotive Overhauls</td>
<td>22</td>
<td>21</td>
<td>1</td>
</tr>
<tr>
<td>Baggage Car Overhauls</td>
<td>12</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>M of W Equipment Overhauls</td>
<td>11</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Wreck</td>
<td>7</td>
<td>8</td>
<td>-1</td>
</tr>
<tr>
<td>Switcher Acquisitions</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>AEM-7 Transformers</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Facility Improvements $350M</td>
<td>0</td>
<td>$350M</td>
<td>0</td>
</tr>
<tr>
<td>Mandatory/Modification Programs $1.7M</td>
<td>0</td>
<td>$1.7M</td>
<td>0</td>
</tr>
</tbody>
</table>

Another significant Mechanical accomplishment includes the work done on the first F-59 road locomotive at Beech Grove this winter. This is the first F-59 in-house overhaul and the first use of Amtrak’s Beech Grove Shops to support the West Coast fleet operating on the San Joaquins and Capitol Corridor routes in California. Seven F-59s are scheduled for FY ’04.

Additionally, an MP-15 switch engine was rebuilt at the Wilmington Locomotive Shop and was near completion at the end of the second quarter. Released into service in April, the MP-15 is the first diesel switcher overhaul completed at Wilmington in recent years. Eight more MP-15s are scheduled for rebuilding in FY ’04.

Reduce Unplanned Minutes of Delay

The Engineering department works to maintain the infrastructure while minimizing the impact track work has on the company’s on-time performance. The drivers of train delay minutes are the physical failures of the four infrastructure disciplines — signals, electric traction, structures and track. Engineering met and exceeded its goals in these four disciplines for the first half of FY ’04, which resulted in a 4.2 percent decrease in the number of unplanned minutes of delay.

Engineering increased its focus on reducing signal and electric traction

California’s Caltrain Offers Express Service

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advanced radio wave communication systems. Amtrak provided significant support for the track and signal construction during the two-year project.

In addition to engineering reconstruction and support, work on this project by Amtrak’s Mechanical department included preparations and maintenance for 17 new bi-level passenger cars and six high-horsepower MP-36 locomotives and planning for train consist turn-arounds at each terminal, as well as the maintenance on work-train cars and locomotives. Amtrak also provided the labor, equipment and materials for work-trains in the construction areas to assist multiple contractors with materials for track reconstruction, turnout replacement and signal and interlocking test trains. Nearly 200 maintenance-of-way work-train cars and four work-train locomotives worked around the clock during each weekend blitz.
failures by establishing a joint effort between System Engineering and the division staffs to identify root causes that can be resolved with current resources within 90 days.

Overall production for the first six months is on schedule and was significantly greater in FY '04 than the same time period in FY '03. Momentum continues to grow with the installation of concrete ties as well as the replacement of continuous welded rail (CWR). During the first quarter, both programs were affected by the early onset of winter, and for most gangs, there were very few days of production during the second quarter. However, the trend in April indicates all FY '04 projects will be completed.

The company’s right-of-way clean-up campaign in the first half of the year yielded significant progress, which included the disposal of 93,000 ties between Philadelphia and Washington, while the disposal of another 58,000 ties is currently underway on the Northeast Corridor. Additionally, 40,000 ties were picked up for disposal on the Harrisburg Line. There were 750 tons of scrap metal removed between Philadelphia and Washington, while another 200 tons of scrap metal are scheduled for disposal in Baltimore.

Additionally, completed infrastructure improvements include the crossover electrification project at Holden and Canton Junction interlockings in Massachusetts, the surfacing of New York Tunnels, and the third rail renewals in the East River Tunnels, all of which either enhance service and reliability, or reduce maintenance requirements. A tree and brush cutting program was also implemented following last winter’s storm disruptions that will help to reduce future service interruptions.

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### October - March

#### Engineering Production

<table>
<thead>
<tr>
<th>FY '04</th>
<th>FY '03</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete Ties Installed (Each)</td>
<td>54,884</td>
<td>0</td>
</tr>
<tr>
<td>Wood Ties Replaced (Each)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Continuous Welded Rail Installed (Track Miles)</td>
<td>36.3</td>
<td>8.0</td>
</tr>
<tr>
<td>Undercutting (Track Miles)</td>
<td>22.7</td>
<td>0.0</td>
</tr>
<tr>
<td>Turnouts Installed (Each)</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Bridge Ties Replaced (Each)</td>
<td>1,052</td>
<td>174</td>
</tr>
<tr>
<td>Ballast Deck Bridge Conversion (Feet)</td>
<td>445</td>
<td>368</td>
</tr>
<tr>
<td>Signal Cable Replaced (Miles)</td>
<td>11.9</td>
<td>15.5</td>
</tr>
<tr>
<td>Electric Catenary Hardware Renewed (Miles)</td>
<td>41.3</td>
<td>12.5</td>
</tr>
</tbody>
</table>

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### Reduce Employee and Passenger Injuries

The Engineering, Mechanical and Transportation departments all have critical programs in place to reduce injuries. As a result of the bad weather over the winter period, there was an increase in the number of injuries due to slips, trips and falls. The worker reportable injury ratio, which is based on the number of reportable injuries per 200,000 worked hours, was 4.1 in the second quarter, up from 3.6 in the first quarter.

The overall ratio is driven by Transportation (due to the magnitude of person hours worked), which recorded a 3.4 ratio in the first quarter, with the rate increasing in the second quarter to 4.4. The Mechanical department improved from 5.4 to 4.5, but is still considerably above the 3.4 ratio goal.

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### Increase Satisfactory Public Health Inspections and Environmental Audits

The overall composite score for satisfactory public health inspections was 83 percent year-to-date through March, which was short of the overall goal of 67 percent, but reflected a slight improvement over the first quarter. The composite score includes the number of satisfactory inspections for food cars (79 percent), commissaries (96 percent), and water points (88 percent). The low food car inspection score was primarily due to unacceptable refrigerators and freezer temperatures, malfunctioning toilets and lack of hot water. Working with the Sanitation Task Force (a corporate committee comprised of 12 managers from the Public Health, Mechanical, Transportation, Environmental and Law departments), each division and master mechanic is developing a plan to address the deficiencies. There were nine environmental audits completed during the first half of the fiscal year. The audit results show continued improvement, especially at sites audited in previous years. The audits conducted added up to a ratio of 1.22 potential violations per audit, slightly better than the goal of 1.24 potential violations per audit.

### Additional Efforts to Ensure a Successful Operation

A new Transportation Supervisors workshop was implemented for front-line supervisors during the first half of FY '04. The program stresses skills that include communication, time management, conflict management, teamwork and problem solving, as well as technical skills such as crew resource management, revenue audits, derailment investigations and drug and alcohol testing.

Nearly 175 front-line managers have attended the classes, which are offered in Wilmington, Chicago, Los Angeles and Oakland and are taught by ranking officers in the Transportation department as well as training facilitators.

During the second quarter the Engineering department completed its year-long Supervisor’s Training Course. Approximately 340 supervisors were trained in safety, leadership, drug and alcohol testing, business applications and manpower management.

Development of a similar course for foremen has begun and will be given over the next twenty-four months to approximately 450 foremen.

Additionally, new menus have been implemented on lounge cars throughout the system. The new menu standardizes offerings of items enjoyed by passengers, which has been reflected by increased sales.

### Reduce Larceny and Vandalism Criminal Cases

Larceny criminal cases were 18 percent better than plan for first and second quarters and year-to-date. Vandalism criminal cases were 11.8 percent worse than plan for the first quarter, however, second quarter was 4 percent better than plan, with the overall figure through March at 5 percent better than plan.

The Police and Security department will continue efforts to reduce larcenies, vandalism and drug trafficking occurring on the system. The plan for meeting these goals and reducing crime, corporate vulnerability and risk includes promoting employee and passenger security awareness; security training; and developing solid work relationships with federal, state and local law enforcement agencies.

The Amtrak Police Department’s National Communications Center received during the first half of FY ’04 a total of 172 calls reporting suspicious activity (packages, persons, vehicles). During this period, the company remained at threat level orange 23 percent of the time, however nearly 50 percent of the calls were received while at this heightened threat level period, indicating an increased vigilance on the part of employees, passengers and the public.

Robin McDonough contributed to this story

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### Amtrak Ink June 2004

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### Operations Branch Releases Second Quarter Results

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The company's right-of-way clean up campaign in the first half of the year yielded significant progress, which included the disposal of 93,000 ties between Philadelphia and Washington, while the disposal of another 58,000 ties is currently underway on the Northeast Corridor. Additionally, 40,000 ties were picked up for disposal on the Harrisburg Line. There were 750 tons of scrap metal removed between Philadelphia and Washington, while another 200 tons of scrap metal are scheduled for disposal in Baltimore.

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Amtrak Adapts to Freight Railroad Industry Changes

Editor’s note: This is the second in a series of stories that provides an in-depth look at Amtrak’s relationship with its freight partners. An upcoming issue of Amtrak Ink will include a story that focuses on how Amtrak works with its railroad partners on a day-to-day basis.

In response to rising operating costs and significant growth in traffic, the freight railroad industry has shifted in recent years toward more efficient methods of conducting infrastructure maintenance. Although track improvements have long-term benefits, these cost-saving methods can have a significant impact on Amtrak operations and can result in delays, reroutes, and schedule adjustments on affected routes.

“One reason track work has become more disruptive to Amtrak service is that railroads have reduced the number of local work forces across the rail network that previously performed track repairs as needed,” said Amtrak’s Assistant Vice President of Host Railroads Paul Vilter.

Previously, these local gangs worked around train schedules during short stretches of time, and moved on and off the track operating smaller machinery and seldom completely shutting down a line for repairs. While trains traveling through the work area encountered speed restrictions and delays, major service changes such as reroutes and schedule changes were not as prevalent twenty years ago as they are today. While having a gang on-hand to fix problems as they occurred worked well, maintaining smaller gangs and equipment scattered throughout a widespread rail network was very expensive.

Vilter noted that to contain costs, railroads have since moved toward high-production techniques. “They have put their resources into larger gangs — sometimes known as ‘super gangs’ — that are comprised of large numbers of employees who move around the rail system rebuilding track on a predetermined schedule,” said Vilter. “Because of the huge territory these gangs cover, when a significant track problem occurs, it may take weeks or months to bring a large gang to the site and may sometimes cause long periods of slow orders in the troubled area until the work is completed.”

Nonetheless, the amount of work large gangs can accomplish in weeks would take the smaller localized forces working around the traffic months to complete. The super gangs operate large and highly productive machinery, similar to Amtrak’s Northeast Corridor Track Laying Machine, which cuts into track, and removes and installs a mile of rail in a day. As the work is being performed, the railroad is typically shut down for eight to ten hours a day, only allowing traffic flow during the remaining time.

“These mass production maintenance methods — which involve a huge investment in technology and equipment — allow gangs to concentrate their efforts and complete the work in a relatively short time,” said Vilter. These investments include the installation of ties and rails, the implementation of procedures such as lubrication, which extends asset life by minimizing the interface between brush cutting, railroad crossing rebuilding, or signal repairs.

During March, CSX Transportation conducted a jamboree on the Sunset Limited route and shut down portions of its line between New Orleans, LA, and Jacksonville, FL. Fifteen tie and rail gangs, comprised of more than 800 employees completed 54 miles of surfacing, rebuilt two bridges, and replaced 75,000 ties and 18.5 miles of rail. Timely completion of this enormous amount of work would not have been possible if the track remained open between short maintenance-of-way shifts.

After service is disrupted for a period of time, the rail line opens, and the gangs move to other work sites. Although shutting down the railroad interrupts Amtrak operations, passengers ultimately benefit from a smoother ride and safer, more reliable service.

More Traffic - Less Track

Another factor that drove the freight industry toward mass production maintenance practices was the greater concentration of trains traveling over fewer miles of track. From the 1940s through the 1980s, freight railroads were losing business to the trucking industry, which caused the railroads to seek ways to shrink their physical plant to fit their diminishing business. To accomplish this, the railroads downsized through workforce reductions, railroad mergers, and route eliminations. Class I Railroad employment has gradually dropped from 458,000 in 1980 to 154,000 in 2005. Over the same period, the amount of track owned by the freight railroads decreased from 271,000 to approximately 170,000 miles, but the loads carried by the freight trains increased from a standard weight of 263,000 to 286,000 pounds per freight car, causing more wear on the track and accelerating degradation.

After years of downsizing, the freight railroad companies were faced with new growth in time-sensitive intermodail traffic. From the early 1980s through 2003, an 89-percent increase in traffic — mostly due to the phenomenal intermodal growth in the 1990s — strained many railroads’ operations. For example, BNSF’s Transcontintental route between Chicago and Los Angeles typically operates a train every 20 minutes — amounting to nearly 80 trains a day. Even though a significant amount of additional main line trackage was constructed, the railroads were still faced with the dilemma of trying to sustain on-time performance, maintaining the infrastructure, and extending their assets while being pressured to keep the tracks open while operating at, or close to, capacity.

“Compared to the traditional rail-road traffic of boxcars and coal or grain loaded directly onto the rail car, intermodal traffic is time sensi-tive and truck competitive,” explained Mike Franke, Senior Director Planning and Business Development. “Trucks bring ship-ments straight off the highway to the train. These shipments must be picked up on time and delivered on time. United Parcel Service, for example, is one of Burlington Northern Santa Fe’s largest customers and they have a very high demand for precise delivery. If the freight railroads cannot deliver the shipments on time, they will lose the business to the trucking industry.”

Expect the Unexpected

Notification from the host railroad informing Amtrak of the scope and impact of an upcoming project launches a series of actions intended to accommodate the track work with the least impact on revenue and customer service. Just as the freight railroads plan how they conduct infrastructure projects, Amtrak decides upon a set of actions to respond to these disruptions. Meetings with representatives from several departments including System Operations, Customer Relations and Revenue, Transportation and Passenger Services, are held to develop and execute a plan.

Service disruptions resulting from track improvements can range from minor to severe delays — and even cancellations. Sometimes these delays are planned and sometimes they are unexpected. For example, track work between Denver and Chicago seldom impacts the California Zephyr, trains #5 and #6, because the train primarily operates between those points at night and the railroads typically work during the day. Knowing this, the BNSF railroad
tries to plan its work after the east-bound California Zephyr runs. However, complications can occur when Amtrak trains travel over two railroads that are both performing infrastructure improvements. For example, if the east-bound California Zephyr is delayed on the Union Pacific Railroad before it arrives in Denver, the track work scheduled east of Denver on the BNSF route is affected. The BNSF has gangs and equipment ready to work, and must decide whether to begin work as planned or to wait for the California Zephyr to go through, which can result in unexpected delays to Amtrak’s train. This type of unexpected delay is not unique to the California Zephyr and occurs system-wide.

Experience is the Best Teacher

Amtrak’s decision to reroute the California Zephyr this summer is a result of lessons learned from problems faced last summer with unexpected delays due to track improvements. Last year, Union Pacific Railroad officials asked Amtrak to hold the eastbound California Zephyr for two hours at Grand Junction, CO, so that track gangs could work between Denver and Grand Junction. The railroad planned to work the area on alternating eight-day cycles for six weeks. Amtrak agreed, adjusted the crews’ schedules, and distributed notices to inform passengers of the delays in service. Unfortunately, the train sustained delays when the gangs were unable to clear the track at the agreed upon time. This type of setback caused congestion, compounded the planned delay, and frequently resulted in late arrivals in Chicago, which forced many passengers traveling to east coast destinations to miss their connecting trains. “Our biggest frustration is that even after we (Amtrak and the freight railroads) put together a good plan, our freight railroad partners are sometimes unable to deliver,” said Travis Hinton, superintendent Road Operations. “For example, the freight railroad may state that our trains will be delayed by an hour based on the amount of track work they need to perform. In turn, we communicate that message to our passengers. Unfortunately, sometimes the railroads underestimate the impact of residual congestion associated with track work and our trains encounter longer delays than anticipated. Running the trains, setting up busses, and rearranging the crews take time, but those are not the most complex parts of the operation. The biggest struggle is being able to consistently deliver what we promise to our customers,” added Hinton. This year, the Union Pacific Railroad notified Amtrak of track work planned for the same area, and requested that trains be held for three to four hours. Recognizing that this would result in delays and missed connections similar to or worse than those encountered last summer, Amtrak decided to detour the train through Wyoming.

In this instance, as in most where service changes are planned, other factors were weighed such as accommodating customers and crews, while maintaining on-time performance. By taking an alternate route, passengers would miss one of the biggest attractions — the scenery — as they travel through the Rocky Mountains. Passengers provided bus transportation between Denver and Grand Junction would be inconvenienced, and those traveling to smaller towns such as Provo and Helper, UT, would not be served at all. However, rerouting the train allowed the majority of passengers who are not boarding or detraining in the affected area to arrive at their destinations without incurring significant delays, and reducing the odds of missing connecting service.

To make the reroute work, the location where the operating crews change had to be moved from Grand Junction, CO to Green River, WY, where hotels were secured for the crews’ layovers. Because Amtrak conductors and engineers are not qualified to operate through Wyoming, Amtrak worked with the Union Pacific to get pilots to lead crews through the unfamiliar terrain. Whenever trains are rerouted, a range of equipment considerations come into play. It is important that equipment is rerouted to locations where it can undergo its routine maintenance cycles. The Operations team must also determine if cars must be added to or removed from the consist, as a result of these route changes.

Once the operating plans are finalized, changes must be communicated to passengers and the general public through Amtrak reservations sales agents, front-line employees, travel agents and local news media. Information is loaded in the Arrow/RailRes reservation system so it can be accessed by reservation and station agents. Customers are informed of service changes through callbacks made by reservation sales agents, notices distributed at stations and on trains. Complementing this effort, Amtrak’s media relations department advises newspapers and broadcast outlets in the affected areas of the change. Additionally, certain planned service changes, such as those that affected the California Zephyr and the Silver Service are included in the Summer/Spring 2004 System Timetable and are posted on amtrak.com. By communicating through multiple measures, every effort is made to inform and accommodate passengers when disruptions in service occur.

Ridership Gains in April Break Record

Additionally, Viewliner Sleeper equipment shortages continued to have an impact on the Silver Service trains as well as the Federal, the Cardinal and the Crescent. Viewliner Sleeper revenue fell 15 percent below last April due mostly to the equipment shortage.

While the overall CSI goal for the year is 82 percent, the CSI score has declined from 81 percent for fiscal year-to-date to 79 percent for April. The year-to-date CSI score for long-distance train on-time performance at the end of April was down 7 points year-over-year. The score was also down 3 points for the short-distance trains, and down 2 points for the Acela and Metroliner trains.

These scores are consistent with the on-time performance issues many trains had in April. Against a systemwide on-time goal of 85 percent, the April performance rating dropped in April to 73 percent. On-time performance for long-distance trains in April was down 5 points from last year, down 22 points for Metroliners; down 2 points for Acela Express; and down 7 points for Regionals and the Cascades dropped 11 points.

Sign Me Up!

The Fredericksburg, VA, platform sports new signage as part of an effort to improve passenger communications at the station. Because the station is unstaffed, Amtrak personnel at the Alexandria station have been performing an excellent job of remotely announcing train arrivals in Fredericksburg by using the Public Address system installed by the Virginia Railway Express (VRE) for their passengers using the east side platform. Through a cooperative effort with VRE, Amtrak will soon improve the PA system at Fredericksburg by placing additional loudspeakers on the west side platform and lower level of the station. Amtrak and CSX are in talks to ultimately provide Washington and Richmond stations special real-time access to the CSX dispatching system, so that the larger and better-staffed stations can monitor and announce train arrivals at the Fredericksburg station via the enhanced PA system.
Amtrak Police Department Honors Officer Chambers

Amtrak Police Officer Rodney L. Chambers, of the Mid-Atlantic South Division in Washington, D.C., was named “Officer Of The Year” for 2003. Officer Chambers was chosen to receive this prestigious award for his extraordinary act of courage, risking imminent personal danger to himself to protect others.

On June 9, 2003, Officer Chambers was on patrol in Washington Union Station when he was dispatched to respond to a call for service resulting from IPC Security reporting that a male had put a grenade in a trash receptacle. Officer Chambers responded to the First Street location where an IPC security officer identified the suspect. Officer Chambers approached the suspect and instructed him to put his hands on the wall. The suspect removed a piece of cloth that he was holding, revealing a grenade. He immediately pulled the pin and attempted to drop the grenade.

Officer Chambers pinned the suspect against the wall while wresting the grenade away from him, while holding down the grenade so as to prevent detonation. At this time, a U.S. Capitol Police officer arrived on the scene and assisted in controlling the suspect.

As the suspect was being taken into custody by the U.S. Capitol Police officer, Officer Chambers moved to a location a safe distance away from onlookers while continuing to hold down the spoon on the grenade. Chambers was now joined by Sgt. Tony Epps of the APD who kept the dispatcher informed while keeping onlookers away from the area. Officer Chambers maintained this position for approximately 15 minutes while waiting for the arrival of the U.S. Capitol Police’s Explosive Ordnance Disposal (EOD) team. During this period of time, a search of the suspect’s bag revealed a second grenade.

Ultimately, both grenades were found to be inert. However, while he held the grenade in his hand, Officer Chambers had no way of knowing this. The suspect was indicted on two counts of threatening and conveying false information concerning the use of an explosive and has since been convicted and is currently serving a prison term.

Chicago Employee Receives AAR Hammond Safety Award

The Association of American Railroads recently recognized Dave Haffner, a mechanical superintendent at Chicago’s 16th Street Yard, for his contributions to employee safety. Each year, the AAR bestows the Harold F. Hammond Award to an individual railroad employee who demonstrates outstanding safety achievement. Especially worthy nominations for the Hammond Award are recognized with Certificates of Commendation, and Haffner was one of eight railroad employees honored with a certificate.

Haffner’s commitment to safety is evident in the way he manages the yard. During the past year, Haffner implemented a seat inspection and repair program after safety concerns related to the cab seats surfaced. Due to his direct involvement, the problem was rectified in a period of just a few weeks. When the Shop Safety Committee expressed concerns over the condition of the running-side pit lights, Haffner personally expedited the required work order to ensure speedy completion of needed repairs.

As co-chairman of the Chicago Terminal Safety Committee, a labor-management committee made up of craft safety committee chairpersons and department managers, Haffner was instrumental in initiating the “Safety Violation of the Month” program. The program identifies safety rule and procedure violations observed by the safety committee.

In addition, the committee’s monthly “Safety Flash,” is sent to all managers in the Chicago Terminal, raises awareness and educates employees about potential risks from hazards. Haffner played a key role in expanding the use of a computer-based broadcast system developed by the facility’s Car Department Safety Committee. This system, called AMTV, broadcasts safety news, tips and safety rules of the day over television monitors in lunchroom areas throughout the Chicago maintenance facility. AMTV was originally developed for the Car Shop employees, and was aired only in their lunch area. When Haffner joined the CTSC, he saw considerable value in this information system. AMTV broadcasts can now be seen at the 14th street lunchroom, the 14th street transportation crew-room and the 16th street locomotive shop lunchroom.

Haffner is recognized and respected for his pro-active posture toward safety and his eagerness to include the 119-person workforce and local safety committees in the accident prevention process. His leadership and example have helped the locomotive shop develop a positive attitude toward safety — one that directly impacts the product supplied to customers.

Beginning his Amtrak career at Brighton Park Turbo facility in October 1975, Haffner has served as the facility manager in New Haven and more recently, as the director of the locomotive shop at Beech Grove. Haffner has been the superintendent of the locomotive shop at Chicago’s 16th Street Yard for the past four years.

APD Participates in National Police Week

Amtrak Honor Guard members (L. to R.) Sgt. Richard Ronaldo (New York); Investigator Glen Cosner (Washington); Officer Charles Wroten (Wilmington); Officer Anthony Knox, Investigator Alex Colon, Officer Ronald Hunte and Lt. Robert Collins (New York), participate in the Emerald Society and Pipe Band March and Service at the National Law Enforcement Memorial in Washington, D.C. The event was held during National Police Week, May 9-15.

Amtrak Safety Committee News and Team Milestones

Mid-Atlantic Safety Committee

The 3.2 reportable injury ratio achieved by the Mid-Atlantic Division during the first seven months of this fiscal year is not only below Transportation’s goal of 3.8, it is also a testament to the commitment of the Mid-Atlantic Division Safety Committee and its role in making the division a corporate leader in safety. The Mid-Atlantic Division Safety Committee is the only one in the entire Amtrak system that encompasses an entire division. While it is smaller in size than some other regions, it is nevertheless one of the busier, and therefore more likely to encounter safety threats.

The division’s safety committee was established in November 2003 at the request of Daryl Pesce, general superintendent of the Mid-Atlantic Division. The committee, which includes representatives from the division’s departments and craft safety teams, meets monthly and reviews injuries and injury trends, distributes “Safety Alerts” and examines accident investigation reports, among other activities. The division committee also conducts monthly safety walkabouts to increase safety awareness, provide useful safety- and health-related information, and to stimulate discussion among workers and

continued on page 10
Amtrak Secures Record Number of Communications Awards

Amtrak was the star of the show at the Transportation Marketing and Communications Association conference last month, winning nine “Tranny” awards, the most won by any company.

Established over 50 years ago, the TMCA Tranny Awards program recognizes the best in marketing and communications campaigns in the transportation industry.

Amtrak’s Marketing and Sales department won three of the top honors — Awards of Excellence — for its Amtrak Vacations Brochure, the E-commerce Canvas Campaign and the Pacific Surfliner Two-millionth Passenger event. Six Awards of Merit were received for AGR Select Members Kit, the New System Fall 2004 Timetable, the USA Rail Pass Brochure, the Scholastic/Amtrak Program, AGR Web Site Re-launch and the Long-distance Train Advertising Campaign.

“Taking away more Tranny awards than any other company within our field speaks volumes,” said Vice President of Marketing and Sales Barbara Richardson. “I am really proud of the energy and creativity our team puts into its work.”

Nearly 200 marketing and communications entries — a record number — were submitted by transportation organizations for consideration in ten categories: Single Advertisement, Advertising Campaign, Direct Marketing, Communications Collateral, Publications, New Media, Audio Visual, Special Events and Media Relations. To qualify, each submission had to focus on organizational or marketing communication within the freight or passenger transit industries and reflect particularly creative and strategic thinking.

Among others, Awards of Excellence winners were UPS and the Maryland Transit Administration. Awards of Merit went to organizations such as Chicago Transit Authority, City of Tempe and Fed Ex Freight. Tranny recipients were honored during the TMCA’s Annual Conference and Educational Forum held in California.

Kids’ Promotions Aim to Boost Vacation Ridership

Families traveling on the Piedmont, Carolinian, Hiawatha, Auto Train and the Capitol Corridor may take advantage of great summer savings during Amtrak’s Kids Ride Free promotions.

North Carolina

Amtrak and the North Carolina Department of Transportation are partnering to offer the popular “Kids Ride Free” summer travel promotion from June 1 through Aug. 15, 2004. One child may ride free with the purchase of one regular adult, senior or disabled rail fare on the Carolinian and the Piedmont between cities in North Carolina.

Hiawatha

Children in the Midwest may enjoy free weekend travel on Amtrak’s Hiawatha service between Chicago and Milwaukee. The offer is valid for up to two free children’s rail fare tickets with the purchase of one regular adult, senior or disabled rail fare. The “Hiawatha Kids Ride Free on Weekends” promotion is valid for sale and travel through Aug. 28 and is good for travel on Fridays, Saturdays and Sundays.

Auto Train

Families planning to visit Florida’s theme parks or Washington, D.C.’s historic sights will benefit from Auto Train’s “Kids Ride Free” summer promotion. Up to two children may ride free with each regular adult or mobility-impaired adult fare through Aug. 27, 2004.

Capitol Corridor

Children may enjoy a free ride everyday except Friday on Amtrak’s Capitol Corridor service. The introduction of the “Mid-week Kids Ride Free” promotion augments the ongoing “Capitols Kids Ride Free on Weekends” offer and allows up to two children to travel free with each adult fare purchase. The Mid-week Kids Ride Free promotion is valid through Sept. 2, 2004, and the Capitols Kids Ride Free on Weekends offer is valid through March 20, 2005.

Amtrak Adds Two New Cruise Line Partners

Amtrak has negotiated new agreements with Norwegian Cruise Line and American West Steamboat Company, making them partners in Amtrak’s Rail and Cruise discount fare program. They join existing partners Carnival Cruise Lines, Holland America Line and Windjammer Cruises in making it easy to combine the pleasure of rail travel with the excitement of a cruise.

The “Rail and Cruise” discount is available to passengers who travel on Amtrak through Dec. 15, 2005, in conjunction with a wide variety of cruises offered by these cruise lines. The program offers Amtrak rail travel at a discount of up to 25 percent (for both coach and sleeping accommodations) between cities throughout the U.S. and Canada and the homeports currently served by the Amtrak partner cruise lines.

The Rail and Cruise discount fare must be booked in conjunction with the cruise itinerary and is valid on all Amtrak trains except Acela Express, Metroliner and Auto Train. The discount cannot be used in conjunction with any other Amtrak discount or promotion except the child’s fare discount.

PROMOTIONS IN MOTION

AWARDS OF EXCELLENCE

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<tr>
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<tr>
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<td>E-Commerce Canvas Campaign</td>
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<td>Roger Seitzinger</td>
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<tr>
<td>Pacific Surfliner (Two-millionth Passenger)</td>
<td>Special Events</td>
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AWARDS OF MERIT

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<td>Linda Park-Verdi, Joe Wenclawiak</td>
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Among others, Awards of Excellence winners were UPS and the Maryland Transit Administration. Awards of Merit went to organizations such as Chicago Transit Authority, City of Tempe and Fed Ex Freight. Tranny recipients were honored during the TMCA’s Annual Conference and Educational Forum held in California.
The second round of employees to be honored by the Amtrak Customer Advisory Committee for outstanding customer service this year was announced at the group’s spring meeting, held in Milwaukee. Award recipients are selected by ACAC members on a bi-annual basis and are front-line employees who demonstrate consistent and exemplary customer service.

This spring and summer, four front-line employees from around the country will be presented with Employee Customer Service Awards by ACAC members and supervisors at their respective crew bases. The employees, Southwest Chief Sleeping Car Train Attendant Rene Cardonne; Reservations Sales Agent Stanley DuBois (Riverside Call Center); Reservations Sales Agent Tyson Gardner (Philadelphia Call Center); 30th Street Station Usher Raymond Harold are recognized for their contributions to providing passengers high-quality service and care.

The award recipients are chosen from a list of front-line employees nominated by ACAC members, and meet a range of criteria, including consistently upholding Amtrak’s on-board service standards and exhibiting exceptional concern for passengers in difficult circumstances.

This past winter, ACAC members traveled to the first five award recipients’ crew bases to make the award presentations in person.

The first five employees to be honored were Marlene Koob, station manager in Seattle; Greg Herold, assistant conductor on trains #300 and #303; Daryl Reid, train #196 conductor; Flora Jones, sleeping car attendant on train #92; and John Turk, sleeping car attendant train #19.

Seattle Station Manager Marlene Koob is presented an award by Amtrak Customer Advisory Committee Chair Rick Pontham for her consistently upbeat attitude and cheerfulness when handling passengers’ requests.

Amtrak Safety Committee News

Amtrak Safety Committee News and Team Milestones

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between management and agreement-covered employees. Attention is focused on important safety topics such as preventing slips, trips and falls; understanding material safety data sheets; knowing emergency escape routes; and safety data sheets; knowing emergency escape routes; and promoting good housekeeping.

Sharon Mahoney, superintendent of Washington Commuter Services and the committee’s chairperson, attributes much of the team’s success to keeping focused on the group’s goals. “Our committee adheres to a formal agenda and time limits during meetings, and we close each meeting with a review of the Project Task List that clearly identifies for the group key items that require our attention and action,” said Mahoney.

The Task List, which also serves as a resource to employees, reflects what action has been taken on which safety items. It identifies the required steps to complete a task and assigns a department, group or individual to work on resolving and improving a safety item. The status of each task is also described, keeping everyone informed and highlighting safety improvements.

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**Empire District Safety Committee**

The Empire District Safety Committee, which represents all crafts and the district major operational areas, has played a key role in helping promote safety and reducing injuries throughout the district. One group in the Empire District, the Niagara Falls Mechanical department, is approaching in June seven years without a reportable injury — a noteworthy accomplishment for these 19 employees who work outdoors to ensure the safe and efficient functioning of our passenger cars and locomotives. Station personnel and Train and Engine crews in the district also achieved a safety milestone, with only one reportable injury from August 2003 to January 2004.

Members of the Safety Committee were joined by Walter Ernst, general superintendent; Steve Strachan, chief transportation officer; Thom McCann, regional safety office for the Transportation department, Pat Collier, safety engineer for the New York Division and Phil Larson, general manager for the Empire District, in paying tribute to these accomplishments at ceremonies in Niagara Falls, Rochester, Syracuse, Utica, Schenectady, and Rensselaer in February.

Amtrak Safety Committee News and Team Milestones

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Do you know a frequent Amtrak traveler that might have good customer service suggestions to offer?

The Amtrak Customer Advisory Committee is currently recruiting new committee members to fill vacancies of members whose terms expire at the end of September.

Chartered by Amtrak, the committee is comprised of volunteers who represent the diversity of passenger service needs and desires. Members serve as Amtrak’s eyes and ears, offering Amtrak management the passenger’s perspective on customer service issues and policies.

The ACAC seeks candidates who are Amtrak passengers from all regions of the country. Candidates may be business travelers, vacation travelers, people with disabilities, seniors and students.

Members attend two national meetings per year within the Amtrak system, as well as regional meetings.

Applications for ACAC membership must include (1) a letter of interest explaining how the candidate’s travel, customer, educational, and work experiences can benefit Amtrak and the committee’s work, (2) a resume, (3) a list of the short- and long-distance Amtrak trips that the candidate has taken during the past twelve months and (4) planned trips for the next twelve months.

Completed application packages should be mailed by August 31 to:

Ms. Kate Warr
Amtrak Customer Advisory Committee
900 Second Street, NE Suite 308
Washington, DC 20002
Fax: (202) 408-8287
E-mail: acac@amtrak.com

All candidates will be given full and careful consideration based upon ACAC’s need for regional and demographic representation. Thank you for your interest and support!

Amtrak and NARP employees and their relatives may not serve.
New Kids on the Block
Recently, two new safety committees were created at the request of Ed Walker, vice president of Transportation. One of the teams is based at Amtrak’s Consolidated National Operations Center (CNOC) in Wilmington, DE, and the other at Corporate Headquarters in Washington, D.C. The eleven-member CNOC Safety Committee plans to provide visible concerns and safety issues. One of the teams is based at the National Operations Center in Washington, D.C., and the other at Corporate Headquarters in Washington, D.C. The committee’s primary goal is to disseminate information about evacuation procedures, injury prevention and other safety-related issues to employees at Corporate Headquarters. The committee plans to work closely with the Mid-Atlantic Division and the Commuter Safety Committees to address employee concerns and safety issues. One of committee’s first initiatives is to raise safety awareness throughout the facility. Initial target areas include security, housekeeping and safety rule compliance.

The Corporate Safety Committee includes staff representation from all departments included on the executive management team (Government Affairs, Business Diversity, Labor Relations, Operations and others). Members from the operations group include Transportation, Mechanical and Engineering. The committee’s primary goal is to disseminate information about evacuation procedures, injury prevention and other safety-related issues to employees at Corporate Headquarters. The committee plans to work closely with the Mid-Atlantic Division and the Commuter Safety Committees to address employee concerns and safety issues. One committee’s first initiatives is to raise safety awareness throughout the facility. Initial target areas include security, housekeeping and safety rule compliance.

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Dear Amtrak:

I am writing this letter to compliment your employee, Richard (Talmy), who was our lounge car attendant on the Coast Starlight from Los Angeles to Salinas, CA.

Even though Amtrak’s coastal route offers some of the most beautiful scenery in the world, it was Richard’s informative commentary that made the trip especially memorable. His knowledge of the history, biology and botany of the California coastal area is impressive. The fact that he does this commentary through his own initiative in admirable.

Because we ride the train for pleasure, the importance of Richard’s contribution to Amtrak should not be underestimated...Richard’s attitude of doing the best job possible and going far beyond what is expected, makes him a valuable asset to Amtrak! He definitely gives customers first class service on the Coast Starlight, and we hope to see him again on future Amtrak excursions.

Sincerely,
C. Lundgren
Wailuku, HI

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Dear Amtrak:

My husband and I were delayed in Washington traffic and were almost certain that we would miss our room Metroliner to New York.

As we debarked at Union Station we were fortunate to meet Red Cap Louellyn Fry who professionally negotiated our baggage and us to the ticket machine to purchase our reserved ticket, then swiftly led us off to the gate where he located a cart, and amazingly, had us on the train with only moments to spare! Wow—he was pleasant, fast, courteous, and certainly a welcome help to us.

Mr. Fry is a valuable member of your team—his quick and effective response helps us the positive feeling that we have for Amtrak!

Sincerely,
D. Martin
Rockville, MD

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**PICTURE OUR TRAIN**

Enter the Amtrak “Picture Our Train” 2005 Wall Calendar Photo Contest and your photograph could adorn the walls of train lovers everywhere. Enter your photo of an Amtrak train (sporting the current logo) to have your image featured on the Amtrak 2005 wall calendar! The First Prize Winner will receive a $1,000 Amtrak travel voucher and a photo credit on the calendar. The Second through Fifth Prize Winners will also receive Amtrak travel vouchers. Contest ends July 30, 2004.

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

2005 Amtrak Wall Calendar Photo Contest Official Rules

**Contest:** Send original color photograph featuring an Amtrak train with the current Amtrak Logo and Ivory visible.

**How to Enter:** Mail an 8 x 10 color photograph suitable to be enlarged to approximately 25 inches (horizontally) to: 2005 Calendar Contest, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C. 20002. The photograph must be original and its recognizable image of an individual, nor have been published, nor have worn, or be currently entered in any other contest. The entrant must own all rights to the photograph, including copyright. The photograph must be clearly labeled on the back with entrant’s name, day and evening phone numbers, address, and email address (if available). The front of the photograph may not include names, signatures, or other identifying marks. Finalists will be notified to submit their original transparency, slide, negative or digital image with a resolution of 300 dpi at approximately 25 inches across for use in producing the calendar with the winning photograph. Entries must be postmarked by July 30, 2004 and received by August 3, 2004. This contest ends July 30, 2004 at midnight EDT. No purchase necessary. Only one entry per person. Amtrak shall not be responsible for late, lost, incomplete, damaged, misdirected, illegible, or postage due entries.

**Eligibility:** This contest is open to legal residents of the United States, 18 years of age or older at the time of entry. Amtrak employees and their families are eligible; except Calendar Contest Review Panel Judges, Amtrak Marketing employees (as listed on the company’s organizational chart 13.2) and their families, and Amtrak Corporate Communications employees (organizational chart 13.3) and their families are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

**Conditions of Entry:** By entering this contest, entrant agrees that if he or she is selected as a prizewinner, he or she will assign all rights to the photograph, including copyright, to Amtrak by executing an assignment agreement and Amtrak will own all rights. Amtrak employees and their families are eligible; except Calendar Contest Review Panel Judges, Amtrak Marketing employees (as listed on the company’s organizational chart 13.2) and their families, and Amtrak Corporate Communications employees (organizational chart 13.3) and their families are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

**Responsibility of Entrant and Liability Release:** Entrant agrees to stay away from moving trains, tracks, structures, and railroad property. Entrant agrees to release Amtrak from all liability for injury, damage to or loss of personal property, and all other losses, and expressly agrees to bear all losses or damage to the calendar. The finalists will be determined on or about August 4, and prizewinners will be determined on or about August 6, 2004. All entries will be reviewed by the Amtrak 2005 Wall Calendar Review Panel, and finalists will be reviewed by the Judges Panel. The Judges’ decisions are final. The finalists will be notified by telephone, mail and email. (If provided) Finalists will be required to sign an affidavit of eligibility, publicity release and copyright assignment, and return it properly executed within 7 days of attempted notification as a condition of awarding the prize. If prize notification is returned as unknown or refuses to return the affidavit, release and license, as applicable, the winner will be disqualified and an alternate finalist will be selected. If, in Amtrak’s opinion, there is any suspected or actual evidence of tampering with or alteration of any portion of the contest, Amtrak reserves the right to terminate the contest.

**Winners List:** For the names of the winners, after August 31, 2004, send a self-addressed stamped envelope to: Amtrak 2005 Calendar Contest Winner List, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C. 20002. Requests received more than sixty (60) days after the completion of the entry period will not be honored. Void where prohibited by law. U.S. law governs this contest.
The Empire Builder Celebrates 75 Years

Senator Patty Murray (D-WA) is joined by Rep. Jim McDermott (D-WA) and many others as they kick off the Empire Builder’s 75th anniversary at the King Street Station in Seattle on June 11. An estimated 300 to 400 people filled the station to wish the train a happy birthday.

See collage inside for more commemorative photographs.

May Marks Fourth Consecutive Month of Record Passenger Ridership

Amtrak ridership continued its record march through May as the railroad served 2.2 million passengers — the best May result in history. This is the fourth month in a row that Amtrak surpassed its best ridership total and puts the railroad on track to finish the year serving a record 25 million passengers.

The 2.2 million passengers reflect a growth of 4.4 percent over May one year ago. Year-to-date, with 16.5 million trips recorded, ridership exceeded last year’s figure by 6 percent (the fiscal year ends Sept. 30).

Ticket revenue of $108.4 million in May was 3.4 percent over last May’s ticket receipts. The number fell short of the FY ’04 budget target by only 1 percent. This brought the year-to-date ticket revenue tally to $830 million — 6 percent over last year and 1 percent better than the budget target.

Overall, short-distance train service did well in May, with ridership and revenue figures exceeding both FY ’03 results and FY ’04 goals. Due in part to changes in the spring schedule, Acela Express recorded a 13-percent increase in ridership over May and a 12-percent increase against this year’s budget target.

Ticket revenues on Acela were also up about 14 percent from last year and up 12 percent against the budget target.

Federal operating assistance from ‘05 to ‘09 is targeted to remain at $570 million for each of the five years. Federal funding for capital improvements ranges from a request of $767 million in ‘05 to $939 million in FY ’06, then down to $767 million in FY ’09, as the railroad catches up with deferred maintenance needs.

Infrastructure Production

Amtrak continues to strive to address the backlog of investment needs. The infrastructure component of the five-year plan maintains its focus on reaching a state of good repair, at a total cost from FY ’05 to FY ’09 of $2.1 billion. This involves

Annual Update of Five-year Strategic Plan Released

Recommendations for Corridor and Network Services Made

Updating Amtrak’s five-year strategic plan last month, Amtrak President David Gunn said that the railroad’s state-of-good-repair focus will continue to be Amtrak’s top budget priority, but, for the first time, recommended that states, the freight and the federal government should join together to address rail corridor development and to protect and upgrade key long-distance routes owned by the freight railroads.

In briefings for the news media and transportation officials in Washington, D.C. on June 29, Gunn was joined by representatives from several states and freight railroads that advocate federal support of rail development.

“The update to the five-year plan continues the effort we began last year to provide specific and precise details on exactly how every dollar is to be spent to bring the Amtrak system to a state of good repair,” said Amtrak President David Gunn. “However, states and freight railroads face serious problems of capacity, congestion and reliability, and there is a growing consensus within the rail industry that we must come together to address these challenges.”

The five-year plan first identifies the company’s requirements for capital investments in the areas of infrastructure, fleet, and system support. To accomplish the goals established in the plan, Amtrak recommends annual federal funding averaging about $1.6 billion for FY ’05 – FY ’09 and proposes federal funding of $1.8 billion in FY ’05. The majority of federal support is used for capital improvements to the existing system and to bring facilities and equipment to a state of good repair.

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Last month, I took part in some of the many celebrations associated with the 75th anniversary of the Empire Builder. People from all over attended events along the route and rode the train to celebrate the anniversary.

But it was much more than a birthday party. For some, it was a commemoration of the history that the railroad has in their families and communities, for others it was recognition of the value the train brings to the community.

The events underscored the importance of making passenger rail available to these communities. In Seattle, the eastbound Empire Builder anniversary was launched by Sen. Patty Murray, Rep. Jim McDermott and about 300 to 400 others. While I wasn’t there, I understand that the passionate speeches from Sen. Murray and Rep. McDermott and other Amtrak supporters were energizing.

Before I boarded the train on June 11 in Chicago, I had an opportunity to meet some Chicago employees and passengers who filled Lounge G to kick off the festivities.

Starting in Chicago, there were events packed with a lot of people at nearly every stop along the route. Most of the events were sponsored by Amtrak in partnership with communities and local advocacy organizations. But some of the celebrations were planned by the communities themselves, with no formal planning or coordination with Amtrak.

The train consist included the historic dome car used on the Empire Builder when it was part of the Great Northern Railway in the 1950s. It’s a very special car and the last one we own. On board, train enthusiasts and artist Craig Thorpe signed commemorative posters (you can get some via the Amtrak store) of his rendering of the Empire Builder for invited guests, advocates, public officials and passengers.

At the platforms and stations we were greeted by governors, lieutenant governors, members of Congress, mayors, state legislators, local businesses and members of the community who showed their support for Amtrak and its long-distance trains. Some, like Wisconsin Gov. Jim Doyle and Montana Lt. Gov. Karl Ochs, rode with us on the train. There were proclamations, special exhibits, lectures from historians and many activities taking place. One of the proclamations was read by the mayor of La Crosse, who in the spirit of the event, wore a suit and a top hat.

In Williston, we were met by a crowd of people — it seemed as though half the town was there — that we weren’t expecting. They created their own event. The National Park Service had a big event at East Glacier, with Black Feet Tribe members and many others. In the spirit of nostalgia, the park service also had a line of old passenger shuttle buses lined up at the station.

Whitefish was the biggest event along the route. Even though we arrived an hour and half late at 10:30 p.m. (a freight train broke a knuckle), it seemed as though most people were still there. In fact, the engineer blew the horn to make certain people cleared the platform.

I met many interesting people on the Empire Builder. I met new-olds — a former Conrail division engineer and model train store clerk — on their honeymoon. I invited a kids’ church group that was headed from Minot to Seattle to work at a homeless shelter to visit the dome car.

It’s inspiring to see the support we have across the country. While fanfare and cake may bring people together, it’s the railroad that binds them. For many, it’s the best alternative to get to their destination. For some, it’s the only alternative. It’s true for the Empire Builder, just as it’s true for our other long-distance trains.

Amfleet Overhaul Program on the Move

The Amfleet Coach car heavy overhaul program is well underway at the Bear Car Shop this fiscal year, with the completion of 31 Amfleet I and 14 Amfleet II Coach overhauls through June 2004. By the end of the fiscal year, 47 Amfleet I and 20 Amfleet II Coaches are scheduled to be overhauled completely.

The overhaul process for the Amfleet I and II cars is essentially the same — the Amfleet I, built in the early 1970s, and Amfleet IIs, built in 1981, were last overhauled between four and six years ago. This year, a push-pull modification is being installed for the first time on the Amfleet II coaches to enable the cars to operate with either an electric or diesel locomotive on one end and a cab car on the other end. This modification already exists on a number of the Amfleet I cars and will be installed on those undergoing overhaul this year.

Each overhaul involves improvements that will better protect the cars from freeze damage.

“A number of steps are being taken during the overhaul process to help prevent a repeat of last winter’s equipment shortage that resulted from days of sub-freezing temperatures,” said Bear Superintendent Tom Butler. The heat tape, which wraps around and protects the water fill lining in the restrooms and sink areas, is being replaced. Additionally, the drain and threshold heaters are being replaced to protect those areas from freezing and to prevent snow and ice from building up and forming around the side doors.

“The water dump valves, which drain the water from the car when the ambient air temperatures reach approximately 39 degrees, are also being rebuilt,” added Butler.

“Overhauls are performed every four years to coincide with each car’s Federal Railroad Administration mandated maintenance visit, known as a COTS (clean, oil, test, stencil), in which the control valves on the air brakes are cleaned,

Amtrak Strives to Improve Performance with its Railroad Partners

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Annual Update of Five-year Plan Released
continued from page 1

carrying on the work begun last year, such as rehabilitating the track and interlockings, replacing old and failure-prone bridges, replacing the signal system that dates back to the 1930s, replacing the transformers (see story in this issue of Ink) and completing the New York Tunnels Fire and Life Safety project.

Infrastructure production is at its highest levels in over 20 years, and capital investment in this area in FY ‘04 is two-thirds higher than in FY ‘03. The progress this fiscal year includes the reconstruction of five interlockings on the Northeast Corridor, including the Harrisburg Line; installation of 181,000 concrete ties; undercutting of over 50 miles of track and replacement of 100 miles of track. More than 1,600 bridge ties are scheduled to be replaced, and 23 undergraduate bridges upgraded. The Communications and Signals teams are busy improving and upgrading signals on the Northeast Corridor and in the Central Division, and the ET department is slated to complete the installation of over 80 miles of catenary hardware to replace 65-year-plus-old apparatus, among other objectives.

Fleet Improvement

The five-year plan for the fleet calls for investment of nearly $1.5 billion over the course of the next five years, and comprises a total of over 500 overhauls and 600 remanufacturings. In addition, eleven coaches will be converted to cab cars. The wreck-repair program assumes repair on 20 passenger cars and 6 locomotives annually. The railroad continues to retire old locomotives and coaches that are costly to maintain, such as the Heritage cars, and plans to replace AutoTrain’s aging auto carriers with 80 new ones.

Amtrak’s effort to improve fleet availability and reliability established in last year’s five-year plan progresses. Unlike years past, the railroad’s backshops in Wilmington and Bear, DE, and Beech Grove IN, now focus on programmed heavy overhaul and remanufacturing work, as well as wreck repair. A revised Service and Inspection schedule also improves preventive maintenance of the fleet. As this work proceeds, Amtrak is beginning a fleet standardization program that minimizes the many kinds of car types, ultimately eliminating the rainbow fleet look and feel that has developed over the years.

In FY ‘04, over 100 heavy overhauls and remanufacturings of passenger cars are taking place. Locomotives undergo heavy maintenance in the backshops, as part of a national and coordinated maintenance program. Seven AEM-7s and nearly 50 diesel locomotive overhauls are also slated for this fiscal year. In addition, four locomotives will be converted to switch engines, and 10 new switchers will join the work train fleet this calendar year.

System Support

The System Support segment of the five-year plan depends on nearly $400 million in funding. System support consists of the functions of Amtrak departments such as Environmental, Marketing and Sales, Procurement, Finance (including Amtrak Technologies), Transportation and the Amtrak Police that sustain and streamline the core activities of the railroad.

Corridor Development

The second part of the five-year plan describes how, for the past year, Amtrak has worked with representatives from numerous states to analyze rail corridors, their congestion and capacity challenges, and their capital investment needs. Amtrak’s role was to help develop near-term investment plans with associated benefits for each corridor and highlight those that are ‘ready-to-go’ to receive federal capital funding. The result of this effort is a proposal that presents a unified approach to a corridor initiative, one that also has a goal to increase corridor speeds and provide more frequent service. The plan includes corridors that have full support of state and local policy-makers. The corridors have detailed capital and operating plans, and are approved by the host railroads. What’s missing is the availability of matching federal funds.

“What we found was a number of states that are ready, willing and able to make immediate capital improvements to decrease trip times, add capacity and improve reliability,” said Strategic Planning and Contract Administration Vice President Gil Mallory, whose department conducted the study.

Last year, the Bush administration called for federal and state partners to develop passenger rail. While Amtrak has questioned other elements of the proposal, it plans to support these partnerships by working closely with the states to win federally matched capital investments. Ridership in existing corridors is growing from 17 million in 1999 to a projected 21 million in 2004.

Working together, Amtrak and the states evaluated those corridors that met Tier I criteria and their potential for future development. Tier II corridors met more than half the criteria. The criteria served to measure and analyze the stage of development and include elements such as a long-term master plan and a near-term investment plan that includes a market forecast, operating expense forecast, infrastructure investment plan, equipment investment plan, host railroad acceptance, agreement to fund a 20-percent match and an agreement to cover any operating deficit for new frequencies.

“While this proposal is contained in Amtrak’s strategic plan, it reflects what the states have told us they want and need. We’re joining with them in recommending that federal support go toward the development of these corridors. This puts all the information together in one document,” Mallory added.

A corridor is defined as existing routes that run up to 500 miles, with multi-frequency day service that connects metropolitan regions. The service offered would have to be convenient and time-competitive with other modes, such as car or air travel. Ideally, the corridor is also a piece of the intermodal pie, linking to other modes, such as transit and airlines.

The eight Tier I corridors are located in Pennsylvania (Harrisburg – Philadelphia), North Carolina (Raleigh - Charlotte); Wisconsin (Chicago - Milwaukee - Madison); Illinois (Chicago - Springfield - St. Louis); Oregon and Washington (Eugene - Portland - Seattle); and California (three: San Diego - Los Angeles - Santa Barbara - San Luis Obispo; San Jose - Oakland - Sacramento - Auburn; and Oakland/Sacramento - Bakersfield).

The four Tier II corridors are Boston - Portland, ME; Washington, D.C. - Richmond, VA; Chicago - Detroit, MI; and Seattle - Vancouver, B.C.

Threats to the Viability of the Railroad Industry

The Strategic Plan also highlights a serious vulnerability in the national rail network. Increased freight traffic, with its concentration on a limited number of routes, and the absence of adequate cash flow to sustain necessary track programs all result in a capacity crunch and growing number of delays to inter-city passenger trains on both long-distance routes and corridors. Complicating this issue is the fact that, as a result of cost-cutting measures, the freights are abandoning and downgrading secondary lines.

“There’s more traffic, fewer lines, and no wiggle room,” said Chief Operations Planning Officer Ralph von dem Hagen. “And it’s really wearing on the entire system.”

The country’s railroad network is increasingly strained, both in terms of congestion and the condition of its infrastructure. Over the last 20 years, the amount of track owned by freight railroads has dropped to 170,000 miles from 271,000 miles. At the same time, the loads carried by the freights have grown to

286,000 pounds per freight car from 263,000 pounds per car. Freight railroads currently carry 40 percent of intercity freight and traffic on the shrinking network is expected to grow 40 percent by 2020.

To address this problem, in the third and final section of the five-year report, Amtrak recommends that the federal government take the lead in working with states and the freight railroads to fund a program of matching investments
The aging electrical network of Amtrak’s Northeast Corridor infrastructure is among the railroad’s greatest vulnerabilities when it comes to reliable train service. However, to counter this problem, the Electric Traction (ET) department is in the process of replacing 70-plus year-old traction power transformers along the 220 miles of track between Washington, D.C., and New York as part of Amtrak’s Five-year Strategic Plan. One hundred power transformers are planned for replacement by 2008, at a cost of over $50 million. The new and more efficient units yield Amtrak up to $10,000 per unit per year in energy savings.

The transformers, which lower the Amtrak-owned transmission electrical system voltage of 138,000 volts to the 12,000 volts required for catenary power, enable electric trains to operate on the railroad. Amtrak owns and maintains between two and four transformers in substations (depending on the power needs of particular segments of track) located every seven to 10 miles between Landover, MD, and the portals of the Hudson River tunnels in New Jersey that lead into Penn Station.

First installed in 1933 as part of the original electrification of the railroad, these aging 130,000-pound transformers are beginning to fail and require replacement. Because of their age, the transformers and components require frequent maintenance. For example, the seals dry out and leak oil, and the antiquated interior mechanisms break down. “Over the years, ET forces have maintained the units with stopgap measures. The new transformers and auxiliary equipment significantly reduce the frequency and level of maintenance we have to perform,” said Bill Carney, senior engineer ET Design.

As of June, 14 of the new 102,000-pound transformers — six in the New York Division, and eight in the Mid-Atlantic Division — have been placed in service this fiscal year. The New York Division ET team, under the leadership of the Division Engineer Steve Falkenstein and Assistant Division Engineer Brian Button, completed the installation of six units in five substations in New Jersey, including one that is also part of a New Jersey Transit Morrisville Yard project.

The Perryville and Baltimore substation forces, under the direction of Mid-Atlantic Division Engineer Joe Guzzi and Assistant Division Engineer Walt Fournia, installed eight traction power transformers so far this fiscal year. Another eight traction power transformers are scheduled for installation in both divisions by the end of the year.

The installation of the transformers also involves the replacement of other components that are part of the entire transformer package, with more reliable and efficient auxiliary parts. The new solid-state relay protection systems are computer-driven rather than mechanically driven, and can automatically take the transformer offline before catastrophic damage occurs. The existing two-pole, oil-filled breakers, which required constant maintenance, were replaced with modern vacuum breakers that require minimal maintenance after 400 automatic openings, whereas the old breakers had to be overhauled at least 10 to 12 times each year. In addition, the 138,000-volt disconnect switch on the primary side of the transformer was replaced with modern disconnects and motor mechanisms that require much less upkeep.

As with other sectors in the railroad supply industry, many of the manufacturers that provided the Pennsylvania Railroad components for its electrification project some 70 years ago are either no longer in existence, or don’t build transformers that meet the current needs of Amtrak. Consequently, the Amtrak ET Design staff, lead by Mike Insogna, technical director ET Design, developed a modern specification and identified technically qualified manufacturers for the production of the transformers.

This story contributed by Robert Verhelle

Renovation Begins at Chicago’s Metropolitan Lounge

Work has begun on the renovation of Chicago Union Station’s Metropolitan Lounge. Originally built in 1991, the lounge currently seats 80 and is being expanded to accommodate 140 passengers and provide additional luggage storage space. During construction, which began June 16, the Metropolitan Lounge is temporarily located adjacent the station’s large waiting area, known as the Great Hall. The cost of renovation, including new furniture, is budgeted at $450,000.
Amfleet Overhaul Program on the Move

continued from page 2

Lighting is designed to work during overhauls. The 12-volt disaster was incorporated into this year’s each car are also replaced. Couplers and their components, weather stripping, windows, tors, door control panels, batteries, and air conditioning control panels, main 480 trainline cable, heating During the overhaul process, the 17- to 18-day period, pipefit- ers, car repairmen and electricians work together in several stages to complete each overhaul. When the car arrives at the facility, the seats are removed and taken to the Bear seat shop where they are overhauled with new recline mechanisms, snack tables and plastic coverings. During the overhaul process, the main 480 trainline cable, heating and air conditioning control panels, air conditioning units, door operators, door control panels, batteries, weather stripping, windows, couplers and their components, diaphragms, carpet and cushions in each car are also replaced. A disaster lighting modification was incorporated into this year’s overhauls. The 12-volt disaster lighting is designed to work during a power outage and an emergency lighting failure. When the power in the car shuts off, the battery-oper- ated emergency lighting comes on. If the main car batteries become disabled, disaster lighting, which has its own battery and power source, is activated. At a forecasted cost of $217,000, each Amfleet I overhaul requires approximately 2,000 hours to complete and is performed by approximately 50 employees. To complete an Amfleet II Coach overhaul, forecasted at $219,000, 22 employees work a combined total of 2,250 hours. After all the components are reinstalled and required tests are performed, the Amfleet Coach is cleaned and returned to service. The overhaul process is also the railroad’s opportunity to continue to standardize the look and configuration of its fleet. The primary difference between the interior blueprint of the two types of cars is that the Amfleet II Coaches were designed for long-distance travel with fewer seats that recline farther and larger windows than the Amfleet I cars, which primarily operate on short-distance North- east Corridor routes. Within each of the Amfleet I and II fleets, however, many styles, seating capacities and configurations exist. To standardize the fleets’ interior appearance, the cars overhauled this fiscal year will be the first to display one Amfleet I configuration, which seats 70 to 72 passengers, and one Amfleet II, which seats 60. In June, Bear mechanics completed overhauls on Amfleet I cars 82536, 82537, 82538 and 82504 and Amfleet II cars 25065 and 25098.

Keeping with the TEMPO

Texas Eagle passengers were serenaded aboard the train over the course of a weekend in May. The Buzzard Run Band, a Missouri bluegrass band, performed in the Lounge car on the Texas Eagle two hours in the morning and afternoon, in each direction between Longview and Austin. The band played as part of a pilot sponsored by the Texas Eagle Marketing and Performance Organization, to see how passengers respond to live entertainment aboard the train. Band member Dennis Graves, also a TEMPO member, suggested the performance pilot.

Impact of Equipment Shortage Felt in Second-quarter Passenger Comments

During the second quarter of the fiscal year, January through March, Amtrak passengers sent 37,000 letters, phone calls and e-mails to the railroad about its service — 97 percent of them complaints. This amounted to about one complaint registered for every 100 passengers during the quarter. Compared to the same period last fiscal year, there was a 15-percent increase in commendations and a 16-percent rise in the number of complaints. The railroad typically receives more comments from passengers in the second quarter — 5,000 more than the first quarter — following the busy holiday travel periods in November and December and as a result of adverse winter weather conditions. Second-quarter complaints about areas such as on-time performance, the equipment, and personnel, were 22 percent higher than the same time period last year. Just under half (42 percent) of the comments received from passengers in this period were related to on-time performance. In January alone, the harsh winter weather conditions contributed to an OTP of 69.5 percent. While OTP rose to 73 percent by the end of March, it was still below the 85 percent OTP goal. The five most often-registered complaints about Amtrak’s equipment were related to the restrooms, climate control, unsatisfactory accommodations, unavailable accommodations and the general cleanliness of the train. Equipment complaints comprised 20 percent of all passenger grievances. “Last winter was a tough one for Amtrak,” said Senior Vice President of Operations Bill Crosbie. “We learned some hard lessons and have taken some steps to better prepare our fleet for these conditions next winter.” One such step is to convert old GP-40 switch engines to GP-38-3s with working head-end power, which will keep cars from freezing while being switched. In addition, freeze protection equipment is being repaired, upgraded, and installed on Amfleet Is and Hs, Horizon and Viewliner cars. The company also has plans to replace worn-out door motors that contributed to the equipment problems last winter. Of the 37,000 comments received by the Customer Relations department last quarter, 81 percent were by phone, 14 percent through letters and 5 percent via e-mail messages.
Amtrak Strives to Improve Performance with its Railroad Partners

Editor’s Note: This is the third in a series of stories that describes Amtrak’s day-to-day relationships with its railroad partners.

In light of an often-challenging rail environment over which Amtrak trains travel, with increasing inter-modal traffic, heavy congestion, and significant track work disruptions, Amtrak divisions put forth a concerted effort to build and maintain solid relationships with their host railroad partners. Day-to-day communications between Amtrak and the railroads is instrumental in strengthening these relationships, improving service and staying abreast of upcoming issues that may affect Amtrak service. At the core of these relationships are contractual agreements, negotiated every five to ten years, between Amtrak and each railroad and governed by the Rail Passenger Service Act of 1970, under which Amtrak was created.

Within Amtrak’s Operations Planning department, the Host Railroad group, led by Assistant Vice President Paul Vilter, develops these operating agreements, which are divided into two sections. One section is rights and obligations; the other is compensation. The rights and obligations section delineates Amtrak’s right to use the railroad and receive services, and the host railroad’s obligation to maintain the rail line at certain speeds and comfort levels. In addition to the administrative and payment provisions, this section also sets forth Amtrak’s and the railroad’s liability arrangements that designate what each party is responsible for paying in the event of a train incident, such as a grade crossing collision or train derailment. The compensation section of the agreement outlines the costs Amtrak is required to pay for services provided by the host rail-"
problems are brought to its attention, the railroad provides feedback and corrective action to address Amtrak’s concerns. Of the $25 million dollars in incentives Amtrak paid to the host railroads last fiscal year, over $17 million was earned by the BNSF.

Another route on which Amtrak has successfully accomplished performance improvements by working with the host railroad is the City of New Orleans, which operates between Chicago and New Orleans on the Canadian National Railway. Historically, the City of New Orleans had been experiencing frequent delays associated with the CN’s dispatching procedures. In November 2003, the Central Division began working closely with Tracy Miller, the CN’s newly appointed general superintendent, to improve the performance on that route. Miller has demonstrated a sincere interest in running Amtrak trains on time, and since January 2004, the City of New Orleans has shown noteworthy on-time performance improvements.

Central Division General Superintendent Don Saunders strongly supports the value of building bonds with host railroad partners. “Building relationships with the railroads is essential to receiving reasonable dispatching of our trains,” said Saunders. “When there are concerns regarding the handling of our trains, that bond assists us in determining the root cause of the delay and allows us to work with the railroad to determine better ways they could have handled our train on that particular day.”

Host railroad roles are reversed on portions of the New York and Mid-Atlantic divisions, where Amtrak owns and operates the Northeast Corridor over which a number of commuter authorities operate. These divisions have relationships with agencies such as the Southeastern Pennsylvania Transit Authority and New Jersey Transit Rail Operations. From a number of NJT terminals, over 200 NJT trains operate daily over the New York Division’s territory.

Every month, meetings between the three railroads are held to discuss operating statistics for the current and past months. “The local operating groups of Amtrak, NJT and SEPTA consider these meetings, which are hosted by each railroad on a rotating basis, to be a constructive way to interact with each other,” said Tom Pyle, superintendent of Operations and Commuter Services.

“Not only do we evaluate any major service disruptions that have occurred, but we also look ahead at the issues we know are on the horizon that will affect either railroad,” added Pyle. An example of this is the extended weekend track outages taking place this summer at the Morris Interlocking in Pennsylvania. Amtrak’s Engineering department is rebuilding the interlocking with concrete turnouts, crossovers, rail renewal and catenary.

For the last ten years, Amtrak’s New York Division has also been conducting bi-monthly meetings with CSX and Metro-North railroads, a collaboration known as Partners in Performance. Initiated by Amtrak about ten years ago, the meetings have proven successful in improving communications and resolving operating problems. Metro-North’s management staff joins Amtrak during these meetings. Partners in Performance meetings held with CSX include non-agreement covered as well as agreement-covered employees, including train dispatchers, engineers and conductors.

Regular meetings, conference calls and day-to-day communication between Amtrak and its railroad partners take place throughout each of Amtrak’s Divisions. Although these methods may not consistently result in significant operating improvements, in the long run both Amtrak and the host railroads benefit from fostering these relationships.

“The value of rail, whether it’s freight or intercity passenger rail, is a vital component of the country’s transportation system and economy,” said Senior Vice President of Operations Bill Crosbie. “The stronger the bond between the railroads, the better potential for a viable and thriving national rail network.”
Business Diversity Offers New Refresher Diversity Training Schedule

Amtrak’s Business Diversity department kicked off its most recent round of Diversity Training refresher classes for management employees last month. Implementation of the program started in June with sessions held in Boston and New York, and by the end of June, training was also completed in Chicago, Philadelphia, Wilmington and Washington, D.C. Training will be scheduled throughout July and August in Los Angeles, Oakland, New Orleans, Jacksonville and Seattle.

Amtrak’s Diversity Training program makes clear the corporation’s position on diversity and provides employees the background and information necessary to work successfully in a diverse environment.

This year’s refresher training program has been modified from last year’s in two ways. First, the management course has been changed so that it is appropriate for new hires and those who never received refresher training since the initial training in 2000. There has also been a version customized for all members of the Amtrak Police Department, which is offered separately, where feasible.

At the end of August 2003, the Business Diversity Training target audience of 2,146 management employees had all attended refresher training. “The awareness and understanding of diversity has noticeably permeated the entire organization,” said Kevin Marshall, director of Employee Diversity. “There is today a greater value placed on the concept of diversity, compared to the years prior to the initial training in 2000.”

For management employees who have never attended refresher training, class attendance is mandatory. Management employees who have not yet been scheduled should check with their supervisor to sign up for a class.

Regional train service in the Northeast continued an upward trend in May, with ridership numbers that exceeded last year’s by nearly 10 percent and above the budget target by nearly 3 percent, while revenue increases kept pace with ridership figures. Ridership and ticket revenues on West Coast corridor trains also performed well. Pacific Surfliners recorded a remarkable 17-percent increase in ridership over last May and nearly 12 percent better than the budget target. The Cascades also performed well, going nearly 10 percent over last May and close to 4 percent over budget target.

Chicago hub routes performed well, although the Wolverines fell short of the budget target by 8 percent. Both ridership and ticket revenue numbers in May for the Downeaster, the Carolinian and the Piedmont fell below last May’s numbers and below this year’s budget target.

Ridership and ticket revenues for long-distance trains on whole were down compared to a year ago and budget, hampered by equipment constraints, on-time performance and summer track work. Contributing to this drop is the temporary service cancellation of the Silver Meteor due to CSX track work through July 6. Despite the demand shifts to the Silver Star and to the Palmetto, the cut in service cost the company about $1 million in lost ticket revenues in May alone.

The total market performance of the long-distance trains continued to be affected in June, as track work impacting the Capitol Limited, Silver Meteor, California Zephyr and other services continued.

“Track work affecting our long-distance service has proved to be an exceptional challenge for Amtrak this summer,” said Barbara Richardson, vice president of Sales and Marketing. “We recognize the long-term benefit for our passengers, but in the short-term it has held us back this summer.”

On-time performance continues to adversely affect passenger ridership on some routes. The Sunset Limited’s ridership in May was about 30-percent below both last year and budget target, as on-time performance for that train has been at zero percent for three consecutive months (March ’04 through May ’04). May OTP for all Amtrak was at 73 percent (versus 76 percent last year); for long-distance trains it was 38 percent (versus 46 percent last year); and 75 percent for short-distance trains (versus 80 percent last year).

“Track work affecting our long-distance service has proved to be an exceptional challenge for Amtrak this summer,” Barbara Richardson

<table>
<thead>
<tr>
<th>Ridership and Ticket Revenue for May 2004</th>
<th>FY’03/Actual</th>
<th>FY’04/Budget</th>
<th>FY’04/Actual</th>
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<tr>
<td>Ridership</td>
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<td>2,186,303</td>
<td>2,196,559</td>
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<td>Ticket Revenue</td>
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<td>$108,426,009</td>
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<td>Fiscal Year-to-date</td>
<td>FY’03/Actual</td>
<td>FY’04/Budget</td>
<td>FY’04/Actual</td>
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<tr>
<td>Ticket Revenue</td>
<td>$785,262,177</td>
<td>$820,108,084</td>
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Federal Rail Security Pilot Screens Baggage

The federal Transportation Security Administration began testing checked baggage screening at Washington Union Station on a small number of long-distance trains in June as the second phase of its Transit and Rail Inspection (TRIP) program. The test was expected to conclude June 30.

Through TRIP, the TSA is testing and evaluating the use of various security technologies and protocols for possible use in passenger rail. Federal security officials expect the tests will provide them with better information about the practical benefits and possible obstacles to screening rail passengers and their baggage.

The first phase of TRIP was the test screening of passengers for explosives at the New Carrollton rail station in May. Amtrak and MARC passengers were screened as they passed through a portal that detects traces of explosive materials, and their carry-on items were screened for explosives through an automatic x-ray machine.

Preliminary results from this test show that the equipment worked well, and that public acceptance of the test was good. In fact, some passengers asked for “compliment cards.”

The second test at Washington Union Station screened long-distance checked baggage for explosives, as well as items placed in temporary storage, unclaimed baggage and express cargo.

“While Amtrak and transit agencies have security measures in place, none of these security screening processes had been tested on the railroad before,” said Don Thompson, Director of Passenger Security at the TSA.

Activity Book Keeps Kids Busy On Board

As Amtrak returns to a back-to-basics approach to marketing and on-board service, the company has reintroduced a totally redesigned children’s activity book. The new 24-page, full-color book is designed to generate interest in train travel for children in the six- to 11-year age group. The complimentary book will be available for distribution in Lounge cars on board all long-distance trains by August.

Amtrak’s last activity books were created in the late ’80s, however when supplies were exhausted, budget shortages prohibited ordering additional books.

To get input for the new book, Amtrak held its first-ever focus group meeting with children. The informal meeting was held with children of Amtrak employees in Washington, D.C., on April 22.

Based on the feedback received from the kids, the appearance of the book was changed so that it looks less like a textbook. Additionally, other kids’ activity books were reviewed by the agency with which Amtrak worked, for guidance on what stimulates kids’ interest.

“The Amtrak activity book offers a great opportunity to communicate to our younger passengers through visuals and games and will make their train travel fun,” says Linda Park-Verdi, Marketing Operations Support. “It uses graphics, games and fun facts that are educational, interesting and informative. Not to mention the fact that it serves as a great tool for parents to keep their kids engaged.”

Children account for more than 60 percent of family travel decisions and families choose to travel on Amtrak because it is a good value and offers an enjoyable experience. In FY ’03, nearly 954,000 children traveled on Amtrak — divided almost evenly between long-distance and short-distance trains and generating almost $22.5 million in ticket revenues.

Some of the book’s activities include “Brain Strain on the Train,” “Learn to Read a Timetable,” along with crossword puzzles and word scrambles.

Amtrak Route Guides Return to Long-distance Trains

Welcomed by Passengers

On-board Resource

Back by passenger demand, Amtrak’s Route Guides are once again found on board long-distance trains. Continuing its effort to get back to basics in its marketing initiatives and on-board services, Route Guides will soon be aboard all 16 long-distance trains (including the Vermonter, the Ethan Allen, the Adirondack and the Pennsylvanian). Updated guides are currently available on the California Zephyr and the Southwest Chief and will be available for distribution on board the remaining long-distance trains by the end of the summer.

By providing historic facts and information about landmarks and scenic photo opportunities in areas through which the trains travel, the guides enrich the trip experience for passengers and position Amtrak as a unique mode of travel. Each guide also includes a map that lists all the stations on the route along with milepost locations and a panel timetable with scheduled times.

Amtrak’s previous train-specific Route Guides were available on board long-distance trains about 10 years ago. However, due to budget constraints, printing of the route guides was discontinued.

The updated route guides will be placed in each Sleeping car room and will be available in the Lounge car for coach passengers to pick up. They will also be distributed to select stations along each route, as well available to customers through amtrak.com.

Signage at Washington Union Station’s ticket counter advises passengers checking their bags about the screening process.

“The TSA sincerely appreciates the hospitality and cooperation of numerous Amtrak employees who helped make this pilot project a success,” he added.

Amtrak continues to work very closely with the Department of Homeland Security and the TSA on matters of rail security.
Empire Builder Celebrates 75 Years of Service

A crowd greets the Empire Builder at Edmonds, WA, for a brief whistle stop ceremony.

Photo credit: Jerry Ward

Manager of Stations Rich Mason distributes 75th Anniversary gift pack to passengers.

Historic passenger shuttles, known as “Jammers,” fill a parking lot at Glacier National Park as part of the Empire Builder’s 75th anniversary celebration.

John Strauss, Great Northern Railway historian and author recounts highlights of the Empire Builder’s history at the Seattle’s King Street Station prior to the departure of the 75th Anniversary train on June 11.

Schenectady Station Upgrades Vitalize City Gateway

Members of the Schenectady, NY, community celebrated improvements made to the rail station. The upgrade was made possible with donations from local businesses and individuals in the past year totaling more than $7,500. The funds, raised by the Chamber of Schenectady County, were used to purchase new decorative planters, interior artwork, murals and benches for the rail platform.

Plans to continue the renewal of the station include a new roof, a display of historic items and other enhancements.

Annual Update of Five-year Plan Released

continued from page 3

to improve capacity for key segments of the freight railroad network. These investments would not necessarily be limited to lines on which Amtrak operates, but would be based on a series of factors to target the segments of the system most in need of work.

“Amtrak has a unique perspective on this issue, because our trains travel over all of the railroads, every day,” said Paul Nissenbaum, assistant vice president, Strategic Planning and Contract Administration. “What we are concerned about is that there are large segments of our route system that could be lost to downgrading or outright abandonment. These actions would not only affect passenger train operations, but could have severe impacts on local economies — and this needs to be addressed.”

Nissenbaum added that identifying ways to bolster the national rail-road network is a work in progress and that Amtrak plans to continue to further develop the concept.

“We’re just getting started on this, but this is an important issue to tackle because if ignored, it will adversely affect rail passenger service and the nation’s economy.”

Despite the accomplishments Amtrak has achieved over the past two years, risks still exist. “Our progress has been incremental and steady, thanks to the hard work of Amtrak employees across the country, to rebuild plant and equipment and to improve service for our passengers,” said Gunn. “But the whole network would be jeopardized if we are underfunded, suffer a major system failure or some other calamity beyond our control.”

The plan is available on the Web site at amtrak.com/press

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

Sports Marketing Gears Up with Summer Promotions

Amtrak Sweepstakes Match Fans with Tennis Legends

As part of the sports marketing summer program, tennis fans may win a trip to New York to attend the U.S. Open Tennis Championship and share a suite at the game with a tennis legend, by entering the “Express to the Open” sweepstakes. Launched on June 14, the sweepstakes offers four grand-prize winners round-trip transportation to the U.S. Open on Acela Express or Metroliner, shuttle service to and from the USTA National Tennis Center, hotel accommodations and a pair of luxury suite tickets to the championship on Labor Day.

Amtrak Guest Rewards, members who sign up to participate by phone or online will automatically receive a sweepstakes entry for every completed trip on Acela Express or Metroliner trains between June 14 and July 23, 2004. Others can enter the sweepstakes by mail or by visiting amtrak.usopen.org. Only two entries per day by any method will be accepted. The sweepstakes is open to residents in Connecticut, Delaware, Massachusetts, Maryland, New York, New Jersey, Pennsylvania, Rhode Island, Virginia and Washington, D.C.

PROMOTIONS IN MOTION

Amtrak and the 11th Caller Win Big with Miami Radio Promotion

An investment of approximately $250 in round-trip train tickets resulted in nearly $40,000 in radio advertising for Amtrak during the “Baseball at the Bay” Father’s Day promotion held in early June.

Amtrak Southeast Marketing and Sales partnered with the Florida Marlins and Miami’s Clear Channel Radio WBBG to offer listeners a chance to win tickets to the Marlins versus Tampa Devil Ray’s baseball game held in Tampa on June 25. In addition to tickets to the game, two winners received round-trip transportation on Amtrak and hotel accommodations at an Amtrak Vacations Best Western hotel.
have caused serious damage and maintenance, this defect could perform scheduled preventive cracks in the main engine cooling facility's Eagle Eye Award for Luis Gomez, a Caltrain machinist in Amtrak Machinist

New York District Chicago Metro District Chicago Metro District Chicago Metro District Philadelphia District

Baltimore District Philadelphia District

FRANCELLA JR, Los Angeles District

DWYER, MICHAEL

COLEMAN, MARIE Chicago Metro District

CRAVEN, ANNA

Philadelphia District

DDWYER, MICHAEL Los Angeles District

FRANCELLA JR, LEONARD

FRITTS JR, JACK Baltimore District

FULLER, CHARLES Chicago Metro District

GALICIA, MARIO Chicago Metro District

GERARD, ROBERT New York District

GROVER, MARIA Philadelphia District

HARRIS, MARILYN Miami District

PAUGH, SHARON Washington, DC

HITTER, JOSEPH Miami District

HOLCOMBE, GERALD Portland District

HOLMES, JEFFREY Salt Lake City District

JACKSON, JOSEPH Chicago Metro District

JAVINS, LINDA New Haven District

JONES, MARGARET ANN Chicago Metro District

KIRKWOOD, LINDA Los Angeles District

KOSOSKI, ELIZABETH Los Angeles District

LAMAR, NATHAN Chicago Metro District

LANGREDER, GREG Los Angeles District

LIVINGSTON, JOHN Philadelphia District

LOARING, ESTHER Los Angeles District

MADDEN JR, EDWARD Washington, DC

MAPLE, RICHARD Seattle District

MARTZ, CHARLES Baltimore District

MAYES, JOHN Beech Grove District

MCDOWELL, HAROLD Salt Lake City District

MCIVER, PHILIP Beech Grove District

MUHAMMAD, JOHN Chicago Metro District

MUNROE, GREGORY New York District

MURRAY, ALBERT Washington, DC

NG, STEVE Seattle District

NICHOLS, DAVID Philadelphia District

PARKER, ALAN Salt Lake City District

PASQUALONE, LEONARD Baltimore District

PHILLIPS, PAUL New York District

PISCIONE, THOMAS New York District

POLLON, SUSAN Philadelphia District

QUINN, MARGARET Philadelphia District

RODRIGUEZ, ANGELO Philadelphia District

RODRIGUEZ, ENRIQUE Los Angeles District

ROMER, CYNTHIA Philadelphia District

SPEES, THOMAS Seattle District

STAFFORD, WAYNE Philadelphia District

STEEL, LINDA Boston District

STEIMAN, DONALD Beech Grove District

TAYLOR, CLARENCE Seattle District

THOMAS, PETER Seattle District

TRAINA, JOSEPH New York District

TROISI, DIANE Boston District

UST, JOHN New York District

VEGA, MANUEL New York District

VELTARI, ALFRED Seattle District

VINCENT, DAVID Seattle District

VOUGA, ROBIN Los Angeles District

WALKER, LINDA Chicago Metro District

WEISER, MARY New York District

WILLIAMS, DENISE Chicago Metro District

YERGE, THOMAS Baltimore District

YOUNG, RONAXA Chicago Metro District

ZAVSKA, DEBORAH Chicago Metro District

30-Year Anniversaries June 2004

ALL GEARY New York District

BESTLNY, HELEN Twin Cities District

BOYD, GARY Kansas City District

BUTLER, MELVIN Miami District

DOBOS, PAVEL Miami District

EARLY JR, RAY Chicago Metro District

FAHY, EDWARD Chicago Metro District

FINN, THOMAS Chicago Metro District

FRANCIS, VICTOR Los Angeles District

GRANT, NEVILLE New York District

GRAY, RONALD Chicago Metro District

HASTINGS, ELIZABETH Philadelphia District

HAYES, RONALD Chicago Metro District

HOLLINS JR, JAMES Chicago Metro District

JENKINS, SAMUEL Chicago Metro District

JONES, DAVID New York District

JONES, MICHAEL St. Louis District

KUSKEY, JAMES Twin Cities District

KYZIARCOU, JACK Washington, DC

MACON, DARRELL Jacksonville District

MALLOTT, GLENN New Orleans District

MASON, RICHARD Seattle District

MCCABE, JOHN New Haven District

MCZEKE, CHARLIE Miami District

MILLER, JAD Boston District

PULLEN JAMES Miami District

ROSS, KENNETH Chicago Metro District

SCHOENTHAL, PHILIP Chicago Metro District

SHEEHAN, JOHN New York District

SHAW, GERRY Seattle District

SMITH JR, BRISCO Mid-Atlantic Div/DC Non-HQ

SMITH, BRUCE Twin Cities District

SMITH, KEVIN Chicago Metro District

SPENCER, PATRICIA New York District

TAUJIFERRO, SHIRLEY Miami District

VELIAN, ANDRE Miami District

WILLIAMS, JOE Chicago Metro District

WILLIAMS, STEVEN Chicago Metro District

WRIGHT SMITH, DONNA Mid-Atlantic Div/DC Non-HQ

ZEITLER, GARY Chicago Metro District

Retirees May 2004

BRAGMONT STROUD, MARYSE Mid-Atlantic Div/DC Non-HQ

BRIDGER, WILLIAM Jacksonville District

BROWN, DENNIS Los Angeles District

CARTER, JOHNHIE New York District

COLFER, EDWARD Philadelphia District

COOK, WILLIAM Philadelphia District

DOYLE JR, JAMES Los Angeles District

DUNSTON JR, ZOLLIE Baltimore District

FOWLER, LARNETTE New York District

GARLAND, RICHARD Boston District

GROCHOWSKY, MICHAEL Kansas City District

HAN, GI BIN Washington, DC

HEINTZELMAN, GARY Philadelphia District

HOF, RICKY Beech Grove District

HUBBARD, THEODIS Chicago Metro District

LAWLESS, ROBERT New York District

LOFTON, LETHER Wilmington/Frankfort District

MURRAY, ROBERT Mid-Atlantic Div/DC Non-HQ

REHRR, WILLIAM Emporia/Bob District

SAMPLES, RICHARD Jacksonville District

SILVER, WILLIAM Chicago Metro District

WALSH JR, JAMES New York District

WHITE, JOHN Chicago Metro District

WILSON, FREDERICK New York District

WILSON, LEROY Chicago Metro District

ZIAVARAS, JOHN Chicago Metro District

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

Congratulations to All of You!

25 Year Anniversaries June 2004

BAYNHAM, SANDRA Chicago Metro District

BERG, DON Wilmington/Frankfort District

BRAILSFORD, BRAD Seattle District

BURKE, BETTYE Philadelphia District

BROWN, ROSALYN Sanford District

BULLERVELL, JAMES New Orleans District

CAMPBELL SCHUELER, SUSAN Seattle District

CHAPUK, WILLIAM New York District

CHAPMAN DALE Chicago Metro District

COLEMAN, MARIE Chicago Metro District

COOK, LEWIS New Orleans District

CRAVEN, ANNA Philadelphia District

DDWYER, MICHAEL Los Angeles District

FRA-reportable injury. Through May 2004 without an injury has gone over 460 days achievement – over 460 days injury free through May 2004.

Amtrak Machinist Recognized for Eagle Eye Luis Gomez, a Caltrain machinist in San Jose, CA, was presented with the facility’s Eagle Eye Award for discovering sheared shroud bolts and cracks in the main engine cooling fans on MP 36PH-3C locomotives. Discovered while Gomez was performing scheduled preventive maintenance, this defect could have caused serious damage and injury, had it not been identified and repaired quickly.

Five similar locomotives, all less than a year old and still under warranty, were inspected following repair. One additional locomotive was found to also need replacement. Both units were immediately pulled from service until replacement parts were obtained and installed. As a precaution, the remaining 23 locomotives in the fleet were inspected for similar defects, without incident.

Machinist Luis Gomez (center) accepts an Eagle Eye Award from Mechanical Assistant Superintendent Iosif Ivan on May 14, 2004. Richard Campbell (left) is Gomez’s general foreman at the Caltrain facility in San Jose, CA.

Empire Engineering Department Receives Safety Recognition Whether building new infrastructure, maintaining buildings and the right way of fighting snowstorms, the New York’s Empire Engineering department subdivision has gone over 460 days through May 2004 without an FRA-reportable injury.

New York’s Empire Engineering subdivision is recognized with an Engineering Excellence Award for their safety achievement – over 460 days injury free through May 2004.
Dear Amtrak:
I wish to compliment Amtrak on its good service during my travel to central Illinois this past month.

In particular, I wish to make special mention of one of your dining car employees who works as a server. Meg Collins worked the dining car from Seattle to Chicago on train number eight.

Everyone that shared the tables she was serving had nothing but praise for the way she did her job. She seemed to set a happy mood for the whole car. This I have seldom encountered on Amtrak or anywhere else.

I believe in giving credit where credit is due. And that is certainly appropriate in the case of this good employee.

Ben J.
Fox Island, WA

Dear Amtrak:
Rob Brown, a Pittsburgh terminal employee in Customer Service restored my confidence in Amtrak. Rob works the midnight shift, 11 p.m. to 7:30 a.m. I was very concerned and anxious when I called to inquire about train #40. I told Rob that I had called a cab company to pick up my son. After several calls between Rob, the cabby and myself, I was much more relaxed and awaiting my son’s arrival at 4:30 a.m.

My son arrived on time. Rob assisted my son and was very friendly and welcoming. My son told me he was amazed that everyone is so friendly and knows him by name.

I feel that Rob went above and beyond the call of duty by putting a concerned parent at ease. I would love to know that a person of his caliber and integrity is recognized by the company he represents at four in the morning.

Thank you for employing such helpful people.

Marci K.
Bentleyville, PA

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**VITAL STATS**
for May 2004

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
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<tr>
<td><strong>Safety</strong></td>
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<td>Reportable Injury Ratio*</td>
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<td>Ridership</td>
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<td>2,196,559</td>
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<td>$241,924,000</td>
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<td>$161,294,000</td>
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<tr>
<td>Total Operating Revenue</td>
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<tr>
<td></td>
<td>$1,233,260,000</td>
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<td><strong>On-time Performance</strong></td>
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<tr>
<td>(system goal: 85.0%)</td>
<td>70.4%</td>
<td>72.7%</td>
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</tbody>
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* Number of reportable injuries per 200,000 worked hours.

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**APD Runs with the Torch**

Seven members of the Amtrak Police Department assemble at the Washington, D.C. office before participating in the 19th Annual Special Olympics Law Enforcement Torch Run in June. The APD was one of 40 federal and local law enforcement agencies involved in the run that benefited the local chapter of the Special Olympics. Pictured are (L. to R.) Sgt. Thomas Cook, Officer Kevin Dauphin (in front), Officer Rodney Chambers, Officer Brenda Rivera, Officer Eugene Simms, and Security Officer Maurice Jackson. (Not pictured is Officer Victor Paz.)
Challenges Slow Summer’s Ridership and Revenue

This summer’s freight railroad congestion and construction, and Amtrak’s own equipment shortages are making for a tough summer for passengers and crews. The summer’s challenges are also slowing the railroad’s ridership and revenue growth.

In June, Amtrak reached another ridership record as both ridership and revenue were about 3 percent above last June. However, both ridership and revenue fell below projected budget levels by 3 percent and 4 percent, respectively.

Year-to-date through June, ridership was 6 percent ahead of last year and 1.5 percent ahead of budget. Revenue year-to-date is up 5.5 percent from last year and slightly ahead of budget.

“We are continuing to grow our ridership base, but the summer’s operating conditions and the low-cost air competition on the East Coast are having an impact on our revenue side. Long-distance sleepers and Acela Express bring in our highest revenue. As a result of the challenges that they are facing, we are not likely to achieve our ticket revenue target this year,” said Barbara Richardson, vice president of Marketing and Sales.

“Despite the revenue picture, it will still be possible for us to finish the year with a record number of ridership because the short-distance, lower-fare trains are performing so well.”

In June, on-time performance system-wide dropped to 64 percent, compared to 71 percent last year. The long-distance trains were especially hindered as on-time performance continued to decline on congested freight lines. On-time performance for long-distance trains was down 12 percent to 26 percent. It was 38 percent in May and 48 percent in April. Among those at the bottom of the OTP scale were the Sunset Limited at 0 percent for the fourth consecutive month, the Coast Starlight at 5 percent and the California Zephyr at 8 percent.

Besides historic levels of freight congestion, summer construction on the freights is also taking a toll. For example, work completed at the

### Ridership and Ticket Revenue for June 2004

<table>
<thead>
<tr>
<th>Month of June</th>
<th>FY’03/Actual</th>
<th>FY’04/Budget</th>
<th>FY’04/Actual</th>
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<td>Ridership</td>
<td>2,129,697</td>
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<td>2,185,175</td>
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<td>Ticket Revenue</td>
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<th>Fiscal Year-to-date</th>
<th>FY’03/Actual</th>
<th>FY’04/Budget</th>
<th>FY’04/Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>17,698,980</td>
<td>18,429,707</td>
<td>18,712,069</td>
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<tr>
<td>Ticket Revenue</td>
<td>$894,670,020</td>
<td>$937,061,095</td>
<td>$942,610,303</td>
</tr>
</tbody>
</table>

continued on page 12
For every month since the beginning of this year, Amtrak’s ridership has been the best ever, and we are on track to serve a record 25 million passengers this year. At the same time, however, this summer has brought a number of challenges our way, especially for our long-distance trains — unprecedented freight congestion and construction, a shortage of equipment and poor on-time performance.

I will be blunt. These things wear on all of us, most of all those of you on the front lines. Whether you are in on-board service, a call center or an S and I facility, it is painful to know that the Sunset Limited’s OTP for June was zero. That the long-distance trains’ overall OTP in June was 26 percent. That for all trains it was 64 percent. It’s not been fair to our passengers or to those of you who serve them. No one wants to ride a train that’s constantly given to delays — or have to explain why. We are doing some things to turn this around, but the changes won’t all come instantly. I’ve been talking with the top executives at the freights to seek their help in getting our trains over their roads on schedule. It’s tough for them, though, as a lot of summer track work must be done and their networks are in a near-crisis state of dysfunction.

But there are things here at our railroad that we can do, and will be doing. In Transportation, Ed Walker and his team have been taking steps to alleviate the problems, like canceling trains in circumstances where we know extraordinary delays will occur. We may also invoke other measures on some trains where we just can’t deliver the level of service we’re currently offering. In Mechanical, Vice Nesci and others are making changes to increase our equipment availability. I hope by the time you read this those changes will have occurred. Scores of others throughout the company are doing their part as well.

In the meantime, as frustrating as these problems are, it is more important than ever to deliver to our passengers the best, most courteous service possible. I will never throw in the towel trying to fix our problems. Don’t give up on serving our passengers the best you know how. In many ways, this challenge is unprecedented, as our growing ridership is putting ever-greater strain on our ability to serve it. It is a problem we all recognize and share, and I am bound and determined to fix. Thank you for your efforts. I will continue to keep you updated on our progress.

### Bear Returns its First Capital Wreck to Revenue Service

Released on June 30, the first car completed in Bear Car Shop’s Capital Wreck-repair program was unlike most in the Bear shop program — it was not involved in a collision. Although Bear mechanics have repaired and released five other cars with minor wreck damage this fiscal year, these car repairs were not part of this capital program. Amfleet I Coach 82539 met the criteria for the Capital Wreck-repair program, which includes a minimum repair

![caption](Image 1)

**Costs, excluding overhaul work of $50,000. The capital program is designed to get damaged equipment back in service, and the Amfleet Coach, which required interior bodywork, overhaul and repairs comparable to those performed on typical wrecked car, had not run in revenue service since 1997, even though Amfleet I Coaches are in short supply.**

In 1997, the car traveled to 27 cities from Washington, D.C., to Raleigh, NC, as part of the Great American Station Foundation’s Whistle Stop Tour. To prepare the car for the tour, Bear mechanics stripped out the seats, luggage racks and bathrooms and installed new lighting and electrical components. Once stripped to the foundation, the car’s interior was redesigned, to become part of the seven-car exhibit train that traveled the country to celebrate the renaissance of train stations.

After the tour, the car was stored for several years before it arrived at the Bear Car Shop until it was made a part of the wreck line in April 2004. During the rebuild process, mechanics removed and replaced the car walls where holes had been drilled to support exhibit frames, restored the luggage racks and reinstalled electrical components. Additionally, the car was completely remanufactured to include rebuilt seats, new bathroom modules, upgraded interiors, overhauled air conditioning units and push-pull modifications to enable the cars to operate with either an electric or diesel locomotive. After mechanics worked approximately 2,400 hours, the car was returned to service. Bear mechanics expect to complete five more capital wrecks by the end of the fiscal year.
Heavy Maintenance Program for Locomotives Becomes Centralized

Last year’s Five-year Strategic Plan set the stage for a national and comprehensive heavy maintenance program for Amtrak’s locomotive fleet. Previously, heavy maintenance programs — major repairs, overhauls and remanufactures — were managed by the SBUs, product lines, or not at all. The five-year plan launched a shift from an inconsistent locomotive heavy maintenance program to a national program centered at the company’s backshops, which began this fiscal year.

Presently, locomotives all over the system — from those at the engine house at Redondo to the shops at Rensselaer — are now using the Beech Grove Locomotive and Car shop and the Wilmington Locomotive Shop for heavy maintenance.

The change is a return to a more traditional railroad, with centralized heavy maintenance shops, centralized system-wide, and materials management processes. Once complete, this centralized program will split heavy repairs for the diesel locomotives at Beech Grove and the electric fleet at the Wilmington shop, making the Beech Grove and Wilmington backshops the backbone of the locomotive heavy maintenance program.

This shift simplifies what had become complicated and incoherent catch-as-catch-can maintenance for the company’s locomotives. For example, the MP-15 switchers used in New England were supported by the Rensselaer shop, while other EMD switchers were maintained at the Wilmington shop, except for the West Coast switchers. Some of the F-59 engines used on the West Coast were cared for in Los Angeles, while others were maintained by a contractor. The P-32-8s and HHP-8s had no heavy maintenance “home.” The result was orphaned locomotives and no central procurement process.

Instituting material management of the national program through the company’s Procurement department results in cost savings to the company. By consolidating its buying power, Amtrak has more influence over its vendors and can exercise better warranty management. Also, under the centralized program, the company benefits from direct supervision of the work and clearer lines of accountability, as well as enhancing the knowledge of its mechanics.

Some of these changes are already underway. For example, earlier this year Beech Grove began overhauling previously orphaned F-59s for the West Coast. Over the past year, the backshop has dedicated money, time and brainpower to supporting the West Coast fleet. This is not only the first time the F-59 work is conducted at Beech Grove, but also the first time the overhaul is conducted by Amtrak mechanical forces.

Another example of progress underway is the overhauls the Wilmington shop is doing on the MP-15 switchers, work that is new to the shop.

The P-40s and P-42 road diesels (also known as Genesis locomotives) used on long-distance routes, were built by General Electric. Most of the locomotives’ major components continue to be sent out to GE, such as the motors, alternator and generator, the air brakes and the electronics. But, for the first time, some GE motors are being repaired at Wilmington, as well as some F-59 motors from the West Coast. While in the past some maintenance on the P-40s was done at Rensselaer, all the heavy work will be done at Beech Grove. Dual Mode P-32a used on the Empire Corridor will also be shipped to Beech Grove for maintenance.

Currently maintained by the Northeast Corridor Management Service Corporation, the maintenance of the Acela Power cars will be managed by Amtrak in October 2006.

Over five years (2005-2009), overhauls are scheduled for over 320 locomotives. According to the updated five-year plan released last month, locomotive availability is expected to increase from 76 percent to 85 percent, due in large part to the return of locomotives to a regular overhaul cycle. In FY ’04, approximately 60 locomotives will be overhauled.

The maintenance required on locomotives depends on the design of the equipment and how it’s used. Generally, most locomotives require light to medium overhaul every 3 to 6 years, medium to heavy overhaul every 5 to 10 years, and remanufacturing over 12 to 20 years.

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**Post-FY ‘03**

**BEECH GROVE**

- GP-38
- P-32-8
- P-32 Dual Mode
- P-40
- P-42
- F-59

**WILMINGTON**

- MP - 15
- HHP-8
- AEM-7
- Acela Power Cars
- Traction Motors (Also GE, Contractor)
- All Switch Engines

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**Pre-FY ‘03**

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Foreman Training Reinforces Traditional Railroad Structure

New training for Amtrak’s Engineering frontline foremen started in May 2004, after the completion of 17 supervisor workshops. Like the supervisors’ training, the frontline foreman workshop aims to provide frontline leaders with the full authority they once had to make decisions and take action. It is designed to emphasize the authority, responsibility, and accountability of the position of foreman within the structure of a traditional railroad organization. “It’s about making a difference,” says workshop leader Bill Albritton. The workshops will be conducted throughout the system, and all of the railroad’s 400-plus foremen will participate over the next year and a half.

Traditionally, foremen were responsible for managing all aspects of a job, including the gang makeup, production, and ensuring safety and security. Over the years, this role has become diminished, a trend that has occurred throughout the entire railroad industry. “With this training, we’re reinforcing the traditional railroad structure and chain of command to ensure that there’s no question about who is in charge. We’re redirecting the focus to the foremen, so that they’re empowered to do their jobs as the first line leaders,” said Chief Engineer David Hughes. “Foremen used to be king,” says Deputy Chief Engineer Bruce Willbrant. “They are key to driving safety, the budget and how the work gets done,” added Willbrant.

“What we’re aiming for is clear lines of responsibility that yield improvement in safety and productivity. These classes are about sharpening the saw — we’re providing our foremen the resources they need to make the decisions we’re asking them to make,” added Hughes.

The four-day workshop is held twice a month. It is different than most Engineering Department training, in that it focuses on the leadership responsibilities of these first-line supervisors, as traditionally defined, rather than technical knowledge that they already possess. Lead by Bill Albritton, the interactive curriculum also focuses on safety, productivity and improving and ensuring the quality of the end-product. The 20-person class frequently breaks out into multi-discipline groups for case study discussions. Using problem-solving techniques, the groups analyze and develop solutions to the case studies. Learning modules are used to encourage interactive discussion on a range of topics including, Factors Impacting the Climate and Culture of an Organization — Making a Difference.

“It’s all about basic blocking and tackling,” says Albritton. “The climate and culture of an organization is impacted 85 percent by direct frontline leadership. Communicating expectations and holding people accountable is critical. Feedback is the ‘Breakfast of Champions’. People respect what they expect you’ll inspect,” adds Albritton. Other modules include Six Fundamentals of Safety, Thinking as A Business Owner, and “Spark Time” — Increasing On-Track Production Time.

To measure the efficacy of the workshop, foremen who attend the training may submit feedback anonymously. Comments from the most recent sessions include, “I came into this training feeling as though the new management of this company felt we did not know what we are doing. I’m leaving with the feeling that you believe we know what we are doing and only need to change the ‘process’ in which we do it,” and “Didn’t want to attend — glad I had the chance to attend — time well spent.”

The feedback received so far has been positive. Constructive feedback — such as one comment about spending more time on the issue of workplace violence — is welcome, as the curriculum is continually fine-tuned to meet its objectives and the instructional needs of the foremen.

Upon completion of the workshop, each foreman develops a personal action plan related to his or her area of business responsibility, for immediate implementation in the field. This augments Engineering’s focus of increasing field presence of its frontline leaders.

New York Division Teams Pass Four Year Safety Milestones

Whether maintaining or installing high-voltage equipment for building power, lighting, vent fans, sump pumps or standby power, the New York Division Bridge and Building department 60-cycle gang has gone more than four years without an FRA-reportable injury.

The division’s Communications and Signals Communication Gang Q102 and the Radio Technicians have also gone more than four years without an FRA reportable injury while maintaining and installing communications and radio systems, which are critical to the successful operations on the west end of the New York Division. Both gangs were recently recognized by the division’s Engineering department for their accomplishments and for setting high safety standards for others at Amtrak.

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and lighting conditions. Improvements in hi-visibility paint and markings and easier ingress and egress for drivers and passengers have also been incorporated into some new vehicles. Additionally, due to the danger of fire and emissions, vehicles which may operate in the New York tunnels are powered by diesel engines, which emit little or no harmful fumes, and are equipped with scrubbers to further clean the exhaust.

Because Amtrak has not invested in an extensive replacement program since the mid-90s, many of Amtrak’s commercial vehicles are over ten years old and have more than 100,000 miles, resulting in escalating maintenance costs and decreasing productivity. To address this issue, a team of employees from Procurement and Materials Management began working with the vehicle users from Engineering, Mechanical, Operations and Amtrak Police to identify and replace those vehicles in a state of disrepair.

“Every vehicle has a life expectancy,” said Regional Fleet Officer Sam Watson. “Once the vehicle passes a specific point in its life cycle, it reaches the point of diminishing returns. It becomes more efficient in the long run to replace the vehicle and not spend money on costly maintenance.”

Targeting Replacement Vehicles

Acquiring a fleet of heavy-duty specialty type commercial vehicles — defined as having a gross vehicle weight of over 10,000 pounds — is far more comprehensive than the typical consumer purchase that involves visiting a dealership and selecting the model, style, color and cost. First, the Procurement staff goes through a database to identify vehicles that are either over ten years old or have more than 100,000 miles. This initial list is refined after incorporating information received through vehicle inspections conducted at field locations by the Procurement team, and further drilled down through input provided by the vehicle users.

“An eight-year-old waste disposal truck with low mileage may not be identified for replacement in the initial data sweep,” said Senior Director of Procurement Larry Beddis. “But, through feedback from the users we may learn that the truck needs replacing because of its deteriorating condition caused by the wear and tear it endures.”

Certain vehicles that Amtrak leases from the U.S. General Service Administration are also targeted for replacement, such as those that are not readily available when needed. For example, the Engineering department frequently uses buses to transport gangs to and from their work site.

“We learned that the GSA does not have a lot of buses. So, when a bus breaks down and a lease is unavailable, it stresses the transportation needs of our production gangs. In FY ’05, we will be purchasing buses to avoid getting in that kind of a situation,” said Engineering’s Senior Director of Roadway Equipment and Vehicles Charlie McMahon. Highly utilized leased equipment is also part of the program. “If a production team only uses a vehicle during a summer track work project, it makes sense to lease it. But, if a vehicle is used 85 percent of the year, it’s more cost effective to own it.”

Vehicle Users Provide Valuable Advice

Once the replacement list is complete, Regional Fleet Officer Sam Watson works with the users to establish the vehicle specifications. The drivers provide insight as to what is and is not needed in a unit and often their advice saves money. For example, the multi-purpose G-8 boom dump truck used to pick up and load small equipment was previously designed with an operating dump bed and a center-mounted crane used to lift and load. However, truck operators indicated that the dump bed was rarely used, and recommended not to include it in the specifications for new orders — saving money that otherwise would have been spent. It was also learned that the positioning of the crane limited its ability to lift from all directions.

As a result, the crane was modified from a center to a rear mounting that enables the crane to lift and load from infinite radius points. After the vehicle specifications are finalized, vendors are solicited through a formal request for proposals process and various evaluation criteria are used to award the contract.

Vehicle Inspecting, Testing and Training

In instances where several vehicles of the same type are being built, Watson and McMahon go to the manufacturer’s facility to examine the first near-completed unit and conduct what is known as a “first article inspection.” At this time, the vehicle is thoroughly inspected and modifications are recommended to ensure that not only the first unit is correct, but that all the other units follow suit.

After the vehicles are delivered, an in-service testing session is held with 15 to 20 users. The truck operators are trained to use the new equipment and have an opportunity to make suggestions for improvements of future purchases. Based on the complexity of the vehicle, training can range from two hours, such as with a waste disposal truck in-service, to eight hours for a material-handling vehicle, like a grapple truck. When the training is complete, the vehicles are placed in service at the users’ locations.

“Once the vehicle passes a specific point in its life cycle, it reaches the point of diminishing returns. It becomes more efficient in the long run to replace the vehicle and not spend money on costly maintenance.”

Sam Watson
Regional Fleet Officer

“This program is an efficient use of capital funds because it has a measurable impact on the operational budget.”

Mike Rienzi
Vice President, Procurement and Materials Management

Equipped with hi-rail guide wheels that allow the vehicle to move across the tracks, N9 grapple trucks can be driven from the road to the rail. Eight new N9 grapple trucks were purchased for use as material handling vehicles.
Chicago Hub Clerks On the Go
Chicago Clerks Manage Fast-Pace Environment

During the summer travel season, an average 6,000 Amtrak passengers visit Chicago’s Union Station every day. While some may only pass through briefly, others’ travel plans may call for more time at the busy station. Chicago Union Station’s team of 25 reservation and information clerks are equipped to make their stay and travel plans as enjoyable and smooth as possible.

Chicago Union Station’s reservation and information clerks start their day by reviewing the “Game Plan,” a document that lists employee work assignments, delayed trains and other pertinent information affecting service and a safety rule of the day.

They also review the boarding totals for each train, the track from which each train will arrive and depart and the daily connection report that shows how many passengers on each inbound train are connecting to other outbound trains.

Armed with this information, along with huge doses of patience, stamina and kindness, the R and I clerks are ready to cover the Passenger Services office in the station, the information desk, or boarding gates, to which they’re assigned on a rotating basis.

Not to be confused with reservation sales agents located at the call centers, reservation and information clerks are station employees whose days are filled with passenger inquiries, late trains and passengers who have missed their train connections. The R and I job function at Chicago Union Station is similar to positions at other locations. In some larger stations in the Northeast, like Washington Union Station, usher gatemen positions are responsible for boarding passengers and gate control, while information clerks assist passengers with questions, concerns and connections. In Los Angeles, employees holding travel clerk positions perform duties similar to Chicago’s R and I clerks, and at many small stations, ticket agents handle all customer service-related functions.

Dispatch the “Away Team”

On June 27, the eastbound Southwest Chief, scheduled to arrive in Chicago Union Station at 3:20 p.m., was operating approximately 12 hours late with 128 passengers who were going to miss their connections in Chicago. On this day, R and I Clerks Wesley Brown, Marisel Castaneda and Irma Finch were assigned to the “away team.” A concept implemented at Chicago Union Station several years ago, the away team is dispatched aboard trains to address the delays, missed connections, or other travel dilemmas that cause passengers frustration and anxiety. Managing these issues on board cuts down on the time passengers may have to wait at the stations and reduces the level of angst.

The team boarded Amtrak’s west-bound Southwest Chief at 3:15 p.m. to Fort Madison, IA, where they boarded the eastbound Southwest Chief at 11:11 p.m. For the next four hours, while en route to Chicago, the three clerks met with each passenger, explaining travel options and processing the necessary paperwork to mitigate potentially long and exhausting waits in Chicago.

In these circumstances, R and I clerks must determine the most feasible option to offer on a case-by-case basis. Prior to boarding the train to Fort Madison, these clerks reviewed the reservations of the passengers who would miss their connections and determined whether to offer them a later Amtrak train, alternate transportation or overnight hotel accommodations. When missed connections are anticipated, calls are made to local hotels requesting a certain number of rooms. Bus companies, and occasionally airlines, are contacted to provide alternate transportation. Passengers housed overnight are also provided taxi fare to and from the hotel, as well as money for meals.

Unfortunately, when first-class passengers miss their connecting train and are provided overnight hotel accommodations, the First Class sleeping accommodation that was originally reserved may no longer be available the following day, particularly during the busy summer season. While customers may understand the situation, they are frequently unhappy to learn that they will be seated in coach for the duration of their trip. The R and I clerks’ role is to offer those passengers a sincere apology for the inconvenience, a refund of their unused sleeping accommodation and complimentary meals in the Dining car.

“We have a lot of great employees who are often put in tough situations,” said General Superintendent Don Saunders. “Chicago is at the crossroads of Amtrak where trains arrive from everywhere, and many arrive late, creating a variety of situations that are handled by the front-line employees.”

Hotel and transportation costs for the 128 passengers on the late Southwest Chief on June 27th totaled $7,500. Through June of this fiscal year, alternate transportation costs resulting from miscon-nected trains arriving at Chicago Union Station were approximately $133,000, while hotel costs reached nearly $195,000.

“Hold That Train”

One of the most frequently heard questions R and I clerks hear from passengers is why not simply hold the connecting train until the late train arrives. Of course, that’s a perfect solution for the passengers aboard the late train, but an inconvenience to others who are in the station ready to board the connecting train.

Many variables are weighed when considering how to manage the effect a late train has on the operations of the railroad. One important consideration is staffing. The schedule of the operating crew does not allow much leeway when faced with long delays. Crews must report for duty at a specific time, and no more than 12 hours later they must be off-duty, or violate the hours-of-service rule. If a crew reaches its 12-hour limit, the train is forced to wait until another operating crew can be contacted and transported to the train. This may sometimes take several hours, depending on the accessibility of the train’s location.

Because Chicago serves as a national hub, it’s particularly important that Amtrak trains depart Chicago’s Union Station on time. Late trains impact the schedule of other trains, particularly between 2 p.m. and 6 p.m., when most of the long-distance trains arrive and over 100 Metra trains travel to and from the station.

“When we hold a train and deviate from our standard operating plan, it stresses our track capacity, and in many cases, we are preventing another train from entering that track,” said Saunders.
“Not only will we have 280 passengers unhappy because we held their train,” added Station Manager Bill Pedroza, “but we will also have another 200 passengers upset because they are sitting on an inbound train close enough to Union Station to see the skyline, and we can’t let the train into the station because the tracks are full.”

Additionally, by leaving the initial terminal late, Amtrak’s train misses its slot among the freight trains and is pushed further behind schedule. The problem is further compounded if passengers on a train that is held are connecting to other trains. For example, if the eastbound Capitol Limited is held in Chicago to await passengers from a late-arriving train, it may in turn cause other passengers connecting to long-distance trains in Washington, D.C., to miss their train.

It is frequently a numbers game, as Station Manager Kathy Melson explains, “If a westbound train operating two hours late has 60 passengers connecting to an eastbound train with 280 passengers, it makes better business sense to inconvenience 60 customers as opposed to 280.”

Communication is Key

It is a top priority of the on-board service employees to inform passengers of the reason for delays, whether due to host railroad congestion or problems within Amtrak’s control.

Over the years, R and I clerk and 31-year employee Stan Jackson has been a part of many away teams. “We’ve found that when the on-board crews keep passengers informed and provide beverages, and in many cases meals, passengers are a lot less upset about being behind schedule,” said Jackson. “And, even under difficult circumstances, passengers are often grateful when we sit down with them and discuss their options.”

Another vital aspect of the R and I clerks’ job is to keep the passengers informed while at the station. The clerks regularly make announcements to let passengers know when trains are ready for boarding and when trains will be late. To keep passengers informed, R and I clerks rely on receiving timely and accurate information from Amtrak’s Operations and Mechanical departments.

Communication is critical when mechanical failures occur that affect train departure schedules or passengers’ accommodations. If a Lake Shore Limited sleeping car is removed due to mechanical problems and that causes a holdup, it is essential that the Mechanical department communicate that information as soon as possible to Operations. The Operations department in turn advises employees working in the station’s Passenger Information Display System group, which is responsible for disseminating the information to station managers and R and I clerks. Getting this information as early as possible allows the R and I clerks to keep passengers and other employees informed about the status of the train’s departure.

Gatekeepers – An Integral Part of the Boarding Process

Acting as gatekeepers, clerks stationed at the north and south boarding gates are responsible for meeting trains, boarding passengers and ensuring the safety of passengers as they board and detrain. They are charged with the check-in process for families with small children, seniors and passengers who require additional assistance. About 30 minutes prior to departure time, the R and I clerks, working in tandem with the conductor, coach and sleeping car attendant begin the boarding process. Before passengers are allowed to pass through the boarding gate, the clerk must check each person’s ticket to make sure they are boarding the correct train on the correct date.

While the away team processes “misconnects,” and gatekeepers help board passengers, clerks at the information desk greet streams of passengers with questions such as, “Where is the ticket office? What time does the Texas Eagle leave? When will the train from Grand Rapids arrive? How do I get to Midway Airport?” Prepared with a wealth of information, the clerks respond to each customer’s inquiry.

When customer concerns cannot be resolved at the information desk, the ticket office or even on board the train, passengers are directed to the R and I clerks assigned to the Passenger Services office.

According to R and I Clerk Jan Maloney, “The environment is extremely fast-paced and it’s important to think on your feet. You have to be able to find a creative solution to problems you may never have faced before and problems that may not necessarily have rules and guidelines. And even if there are guidelines, often there is little time to check the book or call a manager, because you have to solve the problem right away, before a passenger misses a train or bus connection.”

In spite of the challenges, R and I Clerk Mary Barnes says, “Whether I’m helping a passenger find a senior family member or helping them locate a lost item, I enjoy doing everything I can to assist passengers on and off the train.”

“ While many stations have to make unexpected changes to their schedules,” explained Chicago Union Station Assistant Superintendent Jeff Snowden, “the sheer volume of trains arriving at Chicago and the number of connections that are made, make the Chicago R and I clerks, by far, handle more connections — and misconnections — than at any other location.” Whether stationed at the boarding gates, the information desk, the Passenger Service office, or on an “away team,” these front-line employees will attest that no two days are ever alike.

“We have a lot of great employees who are often put in tough situations.

Chicago is at the crossroads of Amtrak

where trains arrive from everywhere, and many arrive late, creating a variety of situations

that are handled by the front-line employees.”

Don Saunders

General Superintendent
Boston Mechanics Raise the Bar

Engine 948 arrived in Boston one day in June with reports of smoke coming from the lead truck. An inspection revealed that the grease seal on the #3 axle was defective and grease was leaking out of the gearbox, requiring immediate repair. Because it was impossible for the locomotive to go over the road with a damaged seal, the wheel set had to be replaced in Boston. The challenge for Boston mechanics was that the Service and Inspection facility has no drop table with which to replace the bad wheel set.

Never having come across this kind of situation before, the Boston crew made arrangements to receive a wheel set from Wilmington and to rent a 150-ton crane to lift the engine. They called on the expertise of Washington, D.C., Carman Mark Osborne and Machinist Rob Lear to help walk them through the wheel replacement, via crane. The Washington crew instructed the Boston machinists Jim Pointer and Dave Elwin and laborer Pete Butler how to properly lift the locomotive and complete the wheel change. While the situation was not ideal, the challenge was surmounted and problem solved, 11 hours later.

Corroding Air Conditioners Cause Customer Complaints

As Amtrak’s ridership continues to hit all-time highs, every seat is important, particularly during the peak summer months. It’s no wonder that Amtrak passengers become angry when they have to pass up an empty seat because air conditioning condensation has leaked from the ceiling to the seat below. Although this problem has been found only intermittently on Amfleet equipment, it’s one that has intensified since early this past spring.

Amtrak’s Mechanical department has adapted a solution to the problem so no seat goes empty for this reason. The advancing age of the Amfleet equipment was the contributing factor to the leaking condensation problem. After more than 25 years of use, the galvanized steel frames that secure the air conditioner evaporator coil assemblies to the car ceilings were corroding because of long-term exposure to condensation. As a result, airflow and vibration caused corroded pieces of metal to break off in large flakes and clog the entrance to the tubes that drain the water from the drain pans and out of the cars. Unable to drain out, the water eventually overflowed the drain pans and then spilled over to the seats below.

Addressing the problem was made difficult because not only were the two types of HVAC systems on Amfleet equipment obsolete, but also there were no existing technical drawings for Mechanical department employees to use.

Boston crews lift Engine 948 with a crane to remove a defective wheel set.

A new wheel set, sent from the Wilmington Shops, is in position to replace the damaged wheel set on Engine 948 at the Boston Service and Inspection facility.

Amtrak Can Take You to the Convention

The arrival of the president of the United States and about 50,000 Republican National Convention delegates, VIPs, reporters and others to New York City to attend the convention at Madison Square Garden in late August will challenge Amtrak’s daily operations.

While Amtrak will operate according to the normal published schedule during the convention, the railroad will require reservations for all Northeast Corridor trains (with the exception of the Keystones and Clockers) from Aug. 28 through Sept. 2.

Multiride tickets, such as monthly passes, will be honored on the trains that regularly accept them.

During the convention, access to Penn Station will be very limited. Only two of the eight entrances and exits will be open, one at 7th Avenue and 32nd Street, and the other at 34th Street. Red Cap service will be available at both locations. In addition, all streets adjacent to the station will be closed to pedestrian and vehicular traffic, with the exception of 32nd Street, between 6th and 7th avenues, which will be open to pedestrians.

The 34th Street entrance will accommodate mobility-impaired passengers. Because the taxi stands that typically serve Penn Station will not be available, dispatching of taxis will occur near the accessible 34th Street exit.

To facilitate the operation of the station this week, Penn Station personnel will be posted at the closed exits to assist passengers who may be confused by the temporary changes. In addition, signage, seat drops and other public notices have been issued by Amtrak to give passengers advance notice to adjust their schedules. Amtrak advises passengers and commuters accustomed to their routines to give themselves more time than usual, to avoid delays.

New York’s Penn Station handles approximately 1,000 trains daily, between the services offered by Amtrak, Long Island Rail Road, New Jersey Transit and Metro North. Planning for operational contingencies during this period is key; particularly since all of this traffic operates on only 21 tracks. Amtrak has been working closely with the U.S. Secret Service and other agencies to have in place a special security plan for New York Penn Station that will be in effect during the convention. For example, stepped-up security measures will be taken on trains to and from Penn Station and passengers may notice a greater-than-usual police presence representing a range of law enforcement agencies.

During the Democratic National Convention, held at the Fleet Center in Boston July 26-29, North Station was closed. The station, which is just below where the convention was held, serves Amtrak’s two daily Downeaster trains, which were suspended during that event.
T and E Timesheets Go Paperless

To help ensure the accuracy of paychecks, allow instant access to payroll information and enable crew dispatchers to better communicate with Train and Engine employees, the Crew Management Services group, with assistance from Amtrak Technologies, has implemented a Paperless Timeticket System.

The installation of 218 computer terminals at T and E crew bases across the country began in September 2003 and will eliminate close to 18,000 hand-written time sheets that conductors and engineers complete each week. Through July, 102 computer systems were installed at 30 locations that include all Northeast Corridor crew bases.

The new electronic system reduces administrative costs, improves the award and displacement notification process and provides a better means of monitoring and verifying payroll submissions, saving the company over $1 million a year.

The electronic system provides the Crew Management Services staff a tool to better manage the payroll process, reduce the chances of mistakes when processing timesheets manually, and pinpoint fraudulent and inaccurate timesheets submissions.

Employees using the new system have real-time access to their earnings, minimizing the chances of inaccurate paychecks. For example, if an employee is off work one day to attend jury duty, documentation must be submitted with his or her time sheet to get paid for the day. Under the old system, if the timesheet is submitted without proof of jury service, the request for pay is denied, but the employee does not learn of the denial until the check is received. By using the PTT system, employees will no longer have to wait until their paycheck arrives to review their weekly earnings. If the check scheduled for processing shows earnings that are different than what the employee submitted, by reviewing the paycheck electronically the employee may request an adjustment before the check is printed.

Prior to the development and implementation of the electronic method, all T and E employees were required to fill out and turn in their timesheets in a drop box at their crew base. The timesheets would be removed from the box and sent via Federal Express to Crew Management Services located in Wilmington, DE. The Crew Management staff would verify the timesheet and process the payment. If employees return from their tour-of-duty too late in the day to submit a time sheet, or if the FedEx delivery is delayed en route and arrives in Wilmington after the Friday deadline, the employees could be short a day or more on their next check.

“Moving to PTT not only significantly reduces the number of late payroll submissions, but also eliminates Federal Express shipment costs, which totaled $110,000 in FY ’03,” said Robert Schmitt, director Crew Management Services.

Other savings include timecard printing and storage costs of about $63,000 a year.

The paperless system also eliminates the need for the crew dispatcher to contact employees to notify them of job awards and displacements — and the cost associated with failing to reach them, estimated at $60,000 a year. For example, if an engineer is awarded a job that causes a junior employee to be displaced, and the displaced employee has not been notified, on the first day of the awarded job, both employees show up for work. Even though only one engineer will work, both employees must be paid for the day because the displaced employee did not receive advance notification. The new system allows the crew management staff to notify employees of job awards or displacements through the paperless timeticket computer terminal.

In the Northeast Corridor, where Amtrak owns most of the stations and has local Engineering employees on-hand to perform the cable installation and electrical work, physical installation of the paperless timeticket terminals can take as little as a few weeks. However, it can take months to install the equipment at off-corridor sites that are owned by a city, the freight railroad or historical preservation agencies.

Paperless timeticket terminals will be installed in the majority of the crew bases by the end of FY ’04, and in all T and E locations by early 2005.

Amtrak Recognized for ‘Train of Hope’

Vermont Gov. James Douglas recently conferred his proclamation on the Stowe Weekend of Hope, a program for Cancer survivors, to Amtrak. The weekend program is coordinated by the Stowe Weekend of Hope trustees, which votes each year to bestow this honor on a deserving organization that contributes to the success of the program.

This year, Jim Dinehart, Amtrak’s Marketing department manager for the New England Sales Region, received the proclamation for his efforts in coordinating Amtrak’s Train of Hope, which for three years has carried cancer survivors from Washington, D.C., and points between, to Waterbury, VT.

Dinehart, who spearheads the special move, sets the tone for the trip. One passenger flew from Seattle to Washington just to ride the train to Waterbury. “In your professional lifetimes, I wish you all a partner as receptive, genial and productive as Jim. He just “gets it.” said Jo Sabel Courtney, events and international accounts manager at the Stowe Area Association.
More Kids Ride Free Offers Big Savings for Families

Members of AAA may take advantage of Amtrak's "Kids Ride Free" program. With each paying adult passenger, up to two children (age 2-15) will ride free. This offer is valid on all Amtrak trains and routes that honor the AAA discount, except for the following services: Downeaster, joint Amtrak/Via rail service to Toronto, 7000-8999 series Thruway Bus service, and Acela Express and Metroliner trains during peak and shoulder travel times. Tickets must be purchased before Aug. 31, 2004, and the offer is valid for travel Aug. 1 through Dec. 15, 2004.

The promotion, which is currently offered on the Piedmont, Carolinian, Hiawatha, Auto Train and Capitol Corridor, has also been extended to the southern end of Amtrak Crescent's route between Greenville, SC, and New Orleans and in New York state.

The Crescent offer is valid from July 6 through Sept. 1, 2004, and allows one child (age 2-15) to ride free with one full-fare adult, senior or disabled discount traveler; a second child may travel at one-half the regular adult fare. Reservations must be made three days in advance to receive the promotional fare.

Kids may ride free anywhere in New York state to and from any station west or north of Albany/Rensselaer. For each full-fare paying adult, two children may ride for free. Travel is valid throughout the summer and fall, until Nov. 15, 2004.

Red Sox Fans Take a Legendary Ride on Acela

Acela 2159 was transformed into the "Red Sox Legends" train on June 29 as it carried fans from Boston's South Station to New York City to witness the rivalry between the Red Sox and the Yankees at Yankee Stadium. Red Sox legends such as Bob Montgomery, Jim Lonborg, Mike Andrews, Sam Horn and Red Sox Vice President Sam Kennedy made their way through the train signing autographs and posing for photos with fans.

Amtrak Sales and Marketing quickly sold out special packages for the event that included the trip on the Acela Legends train, tickets to the baseball game, hotel accommodations for one night in New York and a return ticket on Amtrak. "The success of this package was so strong, we expect that next year's numbers will increase dramatically," said Amtrak Marketing's Tara O'Brien. Passengers also received autographed baseballs and a commemorative tee shirt.

Andrews, also CEO of the Jimmy Fund, a non-profit group associated with the world-renown Dana Farber Cancer Institute in Boston, helped sponsor the event and was joined by two families whose children are currently being treated at Dana Farber.

Empire Service Travel Guide Now Available

Travel agents, convention and visitors' bureaus and thousands of others are promoting the sites along the Empire Corridor with the arrival of a new travel guide, New York by Rail. The publication, similar to the system-wide Amtrak America travel guide, advertises Empire service destinations, such as Times Square in New York City, the Depot Theater in the Westport, NY, train station and Niagara Falls. It also includes articles about the history of railroads in New York state written by Empire State Passengers Association President Bruce Becker, and about the Amtrak/National Park Service Trails and Rails program on board the Adirondack.

The magazine was produced at no cost to Amtrak as part of an agreement between the Marketing department and Martinelli and Slocum Publishing — a publishing company that has produced visitor guides and travel magazines for the upstate New York area for over thirty years.

The guide has been distributed to 30,000 travel agents in eighteen states and 70,000 guides were mailed to visitor and convention bureaus, travel information centers, chambers of commerce and hotels. The travel guide is also available at all Empire service stations.
Amtrak’s Central Reporting Office was issued an accuracy rating of 95.5 percent for the precision of Amtrak’s 2003 reports associated with injuries. In May of 2004, a team of six FRA inspectors analyzed Amtrak’s records associated with injuries and the untold responsibilities by maintaining focus on accident and injury reporting and focus greater on pro-active accident and injury reporting and focus greater on pro-active accident and injury reporting. Amtrak’s Central Reporting Office was created in November 1993 so that the railroad would meet its legal obligations and play an important role in the corporation’s overall safety program.

Central Reporting receives, analyzes and inputs over 3,000 injuries and 500 accidents each year for Amtrak and the five commuter agencies that it operates. A trained and dedicated eight-member team is responsible for managing and reporting this data. Some 10,000 documents arrive at the office via fax, e-mail or regular mail each year. The documents are sorted and routed to one of five analysts for coding and input based on injury types, including employee injuries, passenger injuries, commuter-related and rail incident-related injuries.

Central Reporting meets its responsibilities by maintaining focus on three key objectives: reduce accident and injury reporting inconsistencies, improve Amtrak’s internal control procedures for accident and injury reporting and focus greater attention on pro-active accident and injury prevention efforts by helping management understand how, where and when accidents and injuries occur. As a result, the railroad saves money by avoiding in fines and other costs associated with problems uncovered in FRA audits. Each year, the FRA audits Amtrak’s findings to review railroad practices, the accu-record-keeping practices, the accuracy of the company’s data. And, while a leader in the industry, Amtrak’s Central Reporting Office has shown improved every year with this year’s audit results being the best.
Dear Amtrak:

We recently had the pleasure of traveling on your California Zephyr train from Chicago to San Francisco. The trip was made especially enjoyable thanks to the dining car steward, Ms. Diane Cox. Ms. Cox was extremely professional, well organized, friendly and very personable. The positive attitude and efficiency of Ms. Cox and the dining car staff added tremendously to our enjoyment of the trip.

Amtrak staff of Ms. Cox’s caliber make us look forward to our next train trip.

Sincerely,

Eugene P.
Englewood, FL

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Dear Amtrak:

It’s always pleasant to write about an employee that has given us more than satisfactory service. So we are hoping the pleasant feelings of your employee continue to be with us on the entire trip.

Mr. Angelo Mendez of the Tampa station waited on us. There are six of us that take these trips together and we had not all been able to be here at the same time to make the arrangements for this next trip. So when we were getting near the end of the planning stage, three of us went to the station. Mr. Mendez had to start at the beginning, make the changes that were not completed and issue the tickets. He took his time and explained everything to us in detail. He is a very sincere gentleman, serious about his job and yet has a great sense of humor that adds to his demeanor.

Mr. Mendez is one of those people that when you leave the presence of his company, you know he did his best for you within the ramifications of his position.

Please pass on our expression of appreciation to Mr. Mendez’s superiors. We appreciate all that he did for us and the way he presented himself while working with us.

Sincerely,

Sylvia M.
Plant City, FL

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**VITAL STATS**

for June 2004

<table>
<thead>
<tr>
<th></th>
<th>Month Actual</th>
<th>Fiscal year-to-date Actual</th>
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</thead>
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<tr>
<td><strong>Safety</strong></td>
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<td></td>
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<td>Reportable Injury Ratio*</td>
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<td>3.9</td>
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<tr>
<td><strong>Ridership</strong></td>
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<td></td>
<td>2,258,278</td>
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<td><strong>Total Operating Revenue</strong></td>
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<tr>
<td><strong>On-time Performance</strong></td>
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<td>64.4%</td>
</tr>
</tbody>
</table>

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

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**CHALLENGES SLOW SUMMER’S RIDERSHIP AND REVENUE**

continued from page 1

beginning of July by CSX on the Nahunata Line, which required the cancellation of the Silver Meteor and capacity expansion on the Palmetto and Silver Star, resulted in a loss of more than $3 million.

Equipment shortages and substitutions are also continuing. The company is short on Superliner sleepers, which has caused the California Zephyr and Southwest Chief to be short. To help make up for the missing space, dorm sales on the Texas Eagle, California Zephyr and Southwest Chief have had positive results. In June, more than $240,000 was generated through dorm sales.

Despite the long-distance challenges, the short-distance trains continue to reach higher and higher ridership milestones. On the West Coast, in June, the Pacific Surfliners exceeded 200,000 riders for the first time in a month and the Capitol Passes passed the 100,000 milestone. The Midwest regional trains are showing double-digit growth. Both ridership and revenue were up about 7.7 percent over last year on the Regions in the East.

Acela Express continues to show strong results, but when Acela and Metroliner are combined, ridership is down 3 percent compared to last year and 10 percent against budget.

There are two factors for this downturn. The first is OTP, which was at 72 percent in June. The other market impact is the increased competition among low-cost air carriers, which is especially true in the Philadelphia-Providence and Boston markets. Between April and June, Amtrak has lost 15,000 trips and $1.6 million. Most of the lost trips are off-peak or weekend travel.

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Amtrak is an Equal Employment Opportunity/ Affirmative Action Employer. Please send address changes to your local Human Resources office.
Amtrak unveiled its new online look earlier this month, with the launch of a completely rebuilt Amtrak.com site designed to provide customers more information about their train and travel options, help them book reservations faster and more easily arrange and customize their travel planning.

Part of the railroad’s marketing campaign initiated this month is centered on driving business to the new Amtrak.com.

“The campaign is designed to persuade first-time Web site users to give Amtrak.com a try,” noted Vice President of Marketing and Sales Barbara Richardson. “Prospective online customers will learn more about Amtrak services and amenities than ever before, and loyal customers will appreciate the ability to customize their trip planning preferences.”

National advertising will promote the new site and a 10-percent discount. Customers who book online between Sept. 12 and Dec. 15 may take advantage of a 10-percent discount on all fares, except Acela and Metroliner service. Artwork specifically designed for Amtrak.com will appear in the campaign. In addition, the national marketing promotions featuring new Michael Schwab artwork will support getting the word out about the new site.

Not only does Amtrak.com offer customers a fresh look and feel, but it also puts forward dozens of new features, enhancements and updated information.

The new booking engine also makes it easier for passengers to view, choose and upgrade accommodations and to know what amenities to expect on board. The Amtrak.com site offers personalized service not available online in the past. Individuals may save personal preferences and travel-related information — all intended to make the booking process simpler and faster.

While the redesigned site is filled with information organized in such a way that customers’ questions are answered before they think to ask them, some passengers may have additional questions. If an Amtrak.com viewer has a question about the booking process or other travel-related information on a specific page of the site, he or she may access a list of most frequently asked questions without losing their place and interrupting the booking process.

Dear Co-workers,

There have been a lot of organizational changes over the past two years, and I’d like to take this opportunity to give you a sense as to where we are at this point.

We have a plan in place to overcome the challenges we face on a daily basis — it’s our Five-year Strategic Plan, our capital projects. It will take us five years to fully execute it and reach a state of good repair.

Meanwhile, we continue to evolve with the needs of the rail road. Our organization is a work in progress — the operative word is progress. That doesn’t mean that results come instantly, a lot of these changes will bear fruit incrementally and I ask for your patience as we strive toward reaching our goals.

Sincerely,

William Crosbie

Enhanced Site Makes an Entrance

Promotion Aims to Drive Traffic to New Amtrak.com

Operations Department Structure Defined

Stabilizing the financial health of Amtrak, including instituting cost-controls, didn’t happen overnight. Focusing the company’s efforts on its core business and reverting to a centralized and more traditional railroad structure with a concentrated goal toward reaching a state of good repair also doesn’t happen overnight.

Over the past two years, Amtrak’s Operations department has experienced numerous changes designed to establish the structure necessary to proceed with the strategic direction the company has taken. During this period, Amtrak moved from a decentralized structure to one that has organizational charts, programmed work and clearer chains of command.

The Operations department, which makes up nearly 90 percent of the company’s workforce, is considered to be the heart of the railroad. The department, headed by Senior Vice President of Operations William Crosbie, is made up of seven departments of varying sizes and functions. Generally, all of these departments experienced significant change with the dissolution of the Strategic Business Units and subsequent consolidation of functions. In addition to, and as a result of those changes, some departments have not seen signifi-
The next couple of months, I’ll be doing a fair amount of travel as I crisscross the system to participate in the President’s Service and Safety Award events in October and November. Last year, we began holding the award presentations in several regions of the country. Doing this provided a more personalized atmosphere and allowed more employees to attend — we also invited employees celebrating their 30th anniversary. I really enjoyed the events, which honor the achievements of outstanding Amtrak employees. This year, we expect to have a record number of award recipients. I’ll be headed to Chicago (Oct. 5), Seattle (Oct. 8), Sacramento (Oct. 11), Los Angeles (Oct. 14), Philadelphia (Oct. 19), New York (Oct. 20), Jacksonville (Nov. 1 and Nov. 18), Washington, D.C. (Nov. 3) and Providence (Nov. 10) and will have a chance to visit offices, crew bases, and maintenance facilities — including the opening of the new maintenance facility in Oakland on Oct. 12. And, by now, it should go without saying that I will be doing all my travel on our trains. Let me shift gears and talk to you about Amtrak’s budget for the coming fiscal year, which starts Oct. 1. After two years of relative financial stability and no short term borrowing, we should end our current year without cash problems and within budget. As you know, in addition to the more than $2 billion revenue we generate annually, we depend on more than $1 billion in federal money to cover capital projects and operating costs. At the time that I write this, it looks as though Congress will not pass a bill for next year’s funding anytime soon, so we’ll be operating on what they call a Continuing Resolution. This means we’ll be funded at the level we’re funded this year ($1.217 billion) until such time as they approve funding for FY ’05.

But when Congress does get around to considering our funding, probably after the new year, we must be prepared for a tough fight to protect what we’ve been able to accomplish. Let me explain why:

To meet our state-of-good-repair capital goals, our capital spend rate has picked up rapidly in recent months. At this high level of production, we can’t just slow it down in FY ’05. If we’re under-funded, it won’t just be the capital projects taking the hit, but the entire railroad’s operation. The Board has approved our Five-year Strategic Plan, which includes the funding level for FY ’05. We’ve dedicated a lot of planning, time, money and labor to our infrastructure and equipment capital projects. We have undertaken the largest capital rebuilding effort in recent years. Our Mechanical and Engineering forces have never been so productive. With the full head of steam we’ve developed, getting anything less than $1.5 billion (or $1.6 billion if we’re required to pay back the $100 million DOT loan) next year will create a cash problem. (For the record, we’ve asked for $1.7 billion — with continued deferment of the loan).

It’s important that we stick to the plan because our capital assets still suffer from extensive deferred maintenance. However, by FY ’09 — if we stick to it — we will have restored most assets to a state of good repair. If we get $1.5 billion, we’ll have to slow down or defer some capital work as it is. If we get less, we’ll have trouble. Right now, the most important thing that all Amtrak employees can do is to do their jobs well. Attention to safety and security, passenger service and your professional responsibilities should continue to be everyone’s primary focus. I will continue to keep you informed of developments in this column and through the Employee Advisories.

Beech Grove’s Remanufacture Program Underway

The first of three Superliner I sleeping cars to be remanufactured this fiscal year at Beech Grove was completed last month, and 20 more are slated for FY ’05.

A remanufacture, also known as a rebuild, differs from an overhaul, in that it is a one-time teardown and reassembly that usually includes new and better designs. The new cars are equipped with the latest in bathroom modules that include improved exhaust ventilation, new toilets, sinks, fixtures, flooring and updated fiberglass walls and ceilings. A 32-inch ADA-compliant door is also installed in the lower-level restroom.

Some of the rebuilding may not be evident to the passenger. For example, anti-lock brake systems, designed to save money and wear-and-tear on the wheels are installed. In the equipment room, all major components are renewed and new hot water heaters and 250-gallon water tanks are installed. The waste treatment systems, which are overhauled off-site, include new vacuum blower motors, electrical components and new load sensor indicators that display the status of the system and whether it requires service.

Remanufactured cars also include new waste system piping, draft gears, couplers, diaphragms and

continued on page 8
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**Ridership for July Ahead of a Year Ago, Overall Performance Sluggish**

Economy, Equipment Constraints, On-time Performance Weaken Results

Judy’s ridership and revenue results reflect a slowdown attributable to a pull in economic growth. Also contributing to the drop in ridership and revenue growth was poor on-time performance by Acela and equipment constraints on the higher-priced long-distance trains. On-time performance issues also affected service off the Northeast Corridor, with system wide OTP at only 63 percent for the month of July. The strong performers for the month were the short-distance trains.

Ridership for July was up 1 percent compared to last year, but nearly 4 percent below budget. Revenue was even with last year, but about 5 percent below budget. Year-to-date through July, ridership was up more than 5 percent versus last year and slightly ahead (1 percent) of budget. Year-to-date, ticket revenues were nearly 5 percent above last year and even with the budget.

**Economic Slowdown**

The ridership and revenue trends of July mimic those of June as a result of the slowdown in the economy, including declining job creation and a drop in the stock market. The economic trends traditionally have the greatest impact on the North—particularly on the south end, which is dominated by Acela and Metroliner business travelers.

As such, compared to last year, Acela and Metroliner ridership was down about 9 percent and ticket revenues were down 7 percent.

North of New York, ridership on both Acela and Regional trains grew by 5 percent over last year. A look at the last week of July shows that the Democratic National Convention did not have an impact on ridership and revenue in the region, except on the Downeaster train, which was cancelled during that week.

Between New York and Washington, on the south end of the corridor, Acela and Metroliner ridership decreased by 14 percent, while, the Regional trains grew by 7 percent — due in part to diversion from Acela and to the service’s own ridership growth. A loss of $500,000 a month and 5,000 trips between Philadelphia-Boston and Providence is attributable to the competition from low-cost air carriers.

On-time performance for Acela and Metroliners in July was 66 percent; year-to-date OTP is 74 percent.

**Ridership and Ticket Revenue for July 2004**

<table>
<thead>
<tr>
<th>Month of June</th>
<th>FY ’03/Actual</th>
<th>FY ’04/Budget</th>
<th>FY ’04/Actual</th>
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</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>2,223,358</td>
<td>2,336,615</td>
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<tr>
<td>Ticket Revenue</td>
<td>$114,933,270</td>
<td>$120,804,982</td>
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<td>Fiscal Year-to-date</td>
<td>FY ’03/Actual</td>
<td>FY ’04/Budget</td>
<td>FY ’04/Actual</td>
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<tr>
<td>Ridership</td>
<td>19,922,338</td>
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<tr>
<td>Ticket Revenue</td>
<td>$1,009,603,291</td>
<td>$1,057,866,077</td>
<td>$1,057,733,915</td>
</tr>
</tbody>
</table>

**Corridor Trains**

Aside from Acela and Metroliners, short-distance trains performed well systemwide. In the Northeast Corridor, ridership and revenue for Regionals were both up 5 percent compared to last year. The West Corridor trains were up nearly 5 percent on ridership, and revenue was 6 percent ahead of last year and on budget. The Pacific Surfliner had its highest monthly ridership ever in July. Chicago Hub ridership was 9 percent ahead of last year and revenue was 12 percent ahead — exceeding the revenue budget by 3 percent. Of note is the continued strong performance of the Blue Water, with ridership that was 37 percent better than last year’s International, which it replaced, and revenue that was 24 percent ahead.

**Long-distance Service**

Long-distance train performance was hampered in July by equipment constraints. Trains were operating at near capacity with peak load factors for both coach and sleepers on long-distance trains in the mid-to-high 90s. Compared to last year, ridership on Viewliner sleepers was down 13 percent and Superliner sleepers were below by 4 percent. Revenue for both was down 5 percent versus last year due to equipment constraints. The shortage of sleepers on the California Zephyr and Southwest Chief accounted for approximately a $700,000 revenue decline.

Dorm car sales during the month on the City of New Orleans, Texas Eagle, California Zephyr and Capitol Limited generated $570,000 in July.

In total, long-distance ridership in July was 6 percent behind last year and revenue was 5 percent below. On-time performance continued to be a challenge at 29 percent for long-distance trains. Year-to-date long-distance train performance is at 43 percent.

August results are not expected to improve over July’s, as track work continued to delay trains or cause cancellations. Additionally, severe weather disrupted services along the entire East Coast and a fire in Oregon caused disruption to the Coast Starlight operation.

**Fall Campaign**

Amtrak is looking to the new fall advertising campaign to kick-start the new fiscal year. Starting this month, a new campaign featuring more illustrations by acclaimed graphic artist Michael Schwab will appear across the country.

Continuing the back-to-basics approach to marketing launched last year, the campaign advertises low fares for specific city pairs for both long-distance and Acela and Metroliner service.

The long-distance campaign is visible in Amtrak’s top 21 markets, via major newspapers, radio and Parade Magazine, among others.

The Acela/Metroliner promotion, which appears in major Northeast and national newspapers and business magazines, also features an Amtrak Guest Rewards double and bonus point offer. Members may earn double points on each qualifying trip between specified city pairs, plus an additional 3,500 bonus points for every two round-trip or four one-way tickets purchased.

Separately, a promotion targeted at Northeast Corridor travelers publicizes the newly rebuilt Amtrak.com and a limited-time 10-percent discount for tickets booked online, with the exception of Acela and Metroliner service. The fall campaign will also help drive customers to the new site.

see related story in this issue

**Presidential Campaign Trail Hits the Rails**

Democratic presidential candidates John Kerry and John Edwards embarked on their campaign’s “Believe in America” swing through the country last month via a special Amtrak train. The candidates visited communities throughout the Midwest and West, during a five-day swing aboard the train, which started in St. Louis and ended in Kingman, AZ.

see related story in this issue
Operations Department Structure Defined

Following up the reorganization, the Terminal Services group was shifted from Transportation to the Mechanical department. Responsible for the day-to-day operations of the railroad, the department was created to establish consistent practices and procedures across the system. The outcome is a railroad that generally operates and serves passengers according to the beat of one drummer. There is central control over accounting, more equitable allocation of resources, and fewer territorial issues than there were with the previous, fragmented system.

“We’re now all part of the same team, and everyone is held to the same service quality and cost yardstick,” said Walker.

More than 9,400 employees, including the system’s seven divisional general superintendents and all front-line employees, such as train and engine crews, on-board service and station employees make up the department.

This department also consists of the functions that sustain Amtrak operations and its services. The System Operations group is essentially responsible for 24/7 monitoring train operations for the entire system, making daily car and locomotive assignments and fleet planning. The Crew Management Services group ensures that Train and Engine and On-board Service crews are scheduled and replacements identified as necessary. The Transportation Office is responsible for spelling out and monitoring compliance with the railroad’s operating standards and rules procedures, which are adjusted according to the needs and requirements of the railroad. The group also investigates every injury and operational failure (such as rules violations). The group works closely with engineers and conductors to identify the causes of violations and collaborate to find solutions to keep those violations to a minimum.

The Service Delivery team identifies standards and directs compliance for all aspects of on-board service delivery, including procedures for coach and sleeper attendants, dining car crews and station employees and management of the commissary. Having one centralized service delivery group ensures consistent service standards and allows the group to decrease costs by taking advantage of economies of scale when purchasing food and amenities. Published by this group, the Service Standards Manual sets forth all the rules, policies and guidelines on-board service crews need to deliver the service they were hired to provide.

The changes to the menus are brought about by the group’s Food and Beverage team, working with its contractor, Gate Gourmet. The group continues to work toward the standardization of amenities, and improving the quality of service.

One of the important changes implemented since the group’s inception is a focus on revenue accountability. New revenue procedures and cash registers on board trains add up to cost control and provide crews the tools they need to ensure proper accounting of the company’s money.

Responsible for the department’s budget, the Operations Management department is the administrative arm of the Transportation department. The benefit of having one central, managerial function is that the same practices for administrative requests, headcount and staffing, and budgets are applied consistently. As part of this plan, Transportation and Human Resources are considering aptitude testing train, engine and on-board service candidates.

Engineering

About 3,500 employees make up the Engineering department’s Track, Structures, Communications and Signals, and Electric Traction functions. Headed by Chief Engineer David Hughes, the Engineering department is a major contributor to the state-of-good-repair goals the company has outlined in its five-year plan. Adjustments made to the organization have enabled the department to conduct the programmed work in the plan. In fact, Engineering’s productivity has
LED Station Signs Keep Midwest Travelers Informed

Midwestern passengers may rely on new LED signs for regular updates on train arrival times, service changes and other pertinent travel information at eight Illinois and five Michigan stations.

This Flexible Messaging System enables employees to send messages from computer terminals at stations in Springfield, IL, Kalamazoo, MI, and Chicago to LED signs at down-line Michigan and Illinois stations.

The LED Informational Signage Project is funded by the states of Michigan and Illinois.

“The LED signs have the capability of displaying up-to-the-minute information to our passengers, information that is vital especially to those passengers at unstaffed or unstaffed locations or stations that are not open for all train departures,” said Illinois Department of Transportation Section Chief of Passenger Rail George Weber.

Typically, a brief standard message scrolls across the sign that directs passengers to Amtrak.com or 1-800-USA-RAIL for travel information, followed by another message that displays the train scheduled arrival time. If the train is delayed, the agent sends a priority message — which is updated every 15 to 30 minutes — to each affected station on the route indicating how late the train is running.

According to Springfield Ticket Agent Joe Sullivan, “By utilizing the Arrow system and with the help of conductors who call our station with train status updates, I can provide passengers with the most current information available.”

Springfield ticket agents generate messages to be displayed in Joliet, Dwight, Pontiac, Bloomington-Normal, Lincoln, Springfield, Carlinville and Alton, IL, while the Kalamazoo agents input data for Kalamazoo, Grand Rapids, Holland and St. Joseph, MI, stations.

When trains depart Chicago Union Station, Chicago’s Passenger Information Display System clerks send train departure messages to be displayed at all Illinois and Michigan stations for outbound trains departing Chicago. Additionally, the PIDS department generates all messages for the Niles station.

“We rely heavily on the station agents — the backbone of the system. Because they understand the importance of getting timely information to our passengers, they conscientiously update the system on a regular basis,” said District Manager of Stations John Bueschel.

Amtrak’s Engineering department, with the assistance of Amtrak Technologies, began installing the Flexible Messaging System at the end of FY ’03. Over the following months technical challenges with the wireless modems used in Illinois and the DSL lines in Michigan kept the system from becoming consistently operational. As the network problems were being resolved, procedures were established and training was held for agents responsible for generating and updating the messages.

As a result of continual technical improvements and updated guidelines that outline schedules for messages to be entered, it is expected that the system will provide a great service to Michigan and Illinois passengers. “As we monitor the LED system and find that its use continues to be a benefit to the traveling public, we may look to expand it to our other state-supported corridors in Illinois,” said Weber.

New Transit Center To Replace St. Louis Station

Amtrak’s St. Louis station will finally get its long-awaited facelift. The city of St. Louis has developed and approved plans for a new intermodal transit facility, construction for which is scheduled to begin this spring and to be completed in 2006.

Meanwhile, next month Amtrak plans to move into a new 4,000-square-foot interim station, which replaces the “temporary” passenger facility that Amtrak has occupied since 1978, when the operation was moved from Union Station to improve train operations.

The construction of the interim station is necessary because the current station facility is located within the footprint of the construction site for the new intermodal center. The interim station will also house the crew base and mechanical operation on a permanent basis once station operations are moved to the new intermodal center.

Although the current station and associated buildings were meant to be only temporary, they were determined to be appropriate for the scope of the St. Louis service at the time. After 26 years, the current station, parking area, crew and mechanical facilities are well past their design life.

Working to improve what is currently available for passengers and employees, Amtrak’s Central Division Engineering staff, based in Chicago, has designed an interim facility that will immediately improve Amtrak’s presence in St. Louis.
Amtrak’s Next Generation Web Site: A Sustained Team Effort

Visitors to the newly unveiled Amtrak.com Web site may not immediately notice the changes. The familiar blue and orange-yellow color scheme still announces the Amtrak brand, and the logo continues to beam reassuringly from its usual place in the upper left-hand corner of the home page. But a closer look reveals that this is not the same Amtrak.com.

The redesigned Amtrak.com site is scheduled for launch this month, and despite the subtlety of the changes to the site’s look and feel, almost everything is different. The site now provides a wide range of new functionality, allowing customers more power and flexibility in how they book and manage reservations. Every piece of content has been refreshed and the user interface made easier to use.

Behind the scenes, a variety of substantial improvements allow the E-Commerce team and its partners to work more efficiently. The changes are anything but subtle.

A GOOD START

Early versions of Amtrak.com served the railroad well. At the time of its most recent revision in July 2001, online sales amounted to nearly 8 percent of Amtrak revenue. Three years later, in July of 2004, that share had grown to almost 29 percent — a much higher percentage than most airlines, and an average of almost 10 percent better than the hotel industry. But Amtrak’s Kathleen Gordon, senior director of Amtrak’s E-Commerce team, knew that Amtrak had only begun to tap the power of the Web to deliver service to Amtrak customers. Gordon, with more than 30 years’ experience at Amtrak, had seen plenty of changes in the way customers interact with the company. While the Web site was doing a good job, Gordon challenged the E-Commerce team to raise the bar.

REBUILDING THE SITE

Despite the success of Amtrak.com, the time was right for a redesign.

“Two to three years is a fairly typical timeframe for a substantial relaunch of a major site in the travel industry,” says Allen Sebrell, principal marketing officer for the E-Commerce group. “The Web is such a valuable tool that key competitors are consistently investing to add upgrades and new features.”

As a first step, the team articulated its basic goals: “Everything was designed with two basic objectives in mind — addressing our customers’ needs, and meeting our business goals,” notes Roger Seitzinger, E-Commerce creative director.

To better understand customer needs, they started by listening to what Amtrak customers were saying. “Clearly, our customers would provide us with the best insights about how the Web site could be improved,” notes Amtrak’s David Lim, chief, Marketing and Sales Promotions. “Our customers are without a doubt our most valuable resource. There’s no substitute for the real-world perspective they provide,” says Lim.

John Wood, principal marketing officer, E-Commerce Communications, knows how valuable customer input can be. He constantly monitors customer communications. “Many of the site’s improvements and new features were based on suggestions our customers made over the last two years,” Wood says.

Usually, deciding whether to put a suggestion into practice was a simple matter of determining whether the requested feature could be cost-effectively implemented and would provide a substantial benefit to the core base of customers who used the site.

In response to customer demand, for example, the team added “upfront pricing” to Fare Finder, the site’s train availability tool. Many people were frustrated that they could not view fares until several steps into the booking process. “It was difficult to compare prices,” Seitzinger admits.

Improvements in the way the Web site queries Arrow now make it possible to show customers prices immediately and presents schedules and fares side-by-side. Seitzinger expects that this feature will be eagerly welcomed by Amtrak’s loyal online bookers.

Along with upfront pricing, customers now also have the ability to cancel reservations made through the Web site, and process refunds to their credit cards. Making this function available online has the potential of saving Amtrak thousands in transaction costs.

The team also re-evaluated the process by which customers book seat upgrades and sleeping accommodations online. “Now, upgrading to First or Business class seats or reserving a sleeper is seamlessly integrated into the booking flow,” says Jim Yarnall, director of E-Commerce Systems. “We just made it easier for customers to do what they want to do,” adds Seitzinger. “The product really sells itself; we just got out of the way.”

The redesigned Amtrak.com site is not the same Amtrak.com. But a closer look reveals that this is a Sustained Team Effort.

The team also conducted an extensive competitive analysis of other travel-related sites. Given Amtrak’s uniqueness in the travel arena, however, not all practices observed on other sites were directly relevant to the way Amtrak does business.

In addition to airline sites and travel portals like Travelocity and Orbitz, the E-Commerce team looked in other places not quite so obvious. City metro train pages provided some useful lessons, as well as some international rail sites. Standard-bearer leaders in e-commerce, like Amazon.com and Google were also consulted. “Our aim was to make this a world-class site,” says Gordon.

THE TEAMWORK BEGINS

Marketing’s vision of the new site was only one piece of the work required to make the new Amtrak.com a reality. Amtrak Technologies (AT) and Marketing formed a team to develop the site from the ground up. One of the earliest decisions the team made was to select SITA, a leading software developer of information services for airlines and travel-related companies, to develop the new booking engine.

Steve Trus, director of AT E-Commerce, led his group in coordinating several technology components, each of which were required to complete the project. AT designed the hardware architecture and worked with the Manassas Data Center to install it. AT increased its own capacity by adding a software developer to jointly develop the system with SITA. This move...
positions AT to more cost effectively support the site with less reliance on outside vendors.

Another key task AT managed was to move customer profiles from the old site to the new. “We wanted to keep our customer data secure, so we managed this part ourselves,” said Marilyn Peifer, senior technical lead.

“Some parts of the project made sense to manage jointly,” explained Trus. “Our testing efforts and project management were best managed together, since each group brought different perspectives. This interaction ensured the success of the project.”

UNDER THE HOOD

Many of the changes to the site, although invisible to customers, will have a big impact on their ability to accomplish their goals.

“The redesign gave us the opportunity to revisit and radically improve the underlying technology,” says Yarnall.

One such behind-the-scenes enhancement involved changing the way the Web site exchanges information with Amtrak’s reservation and information system, known as Arrow. Formerly, the Web site pulled data from Arrow by a method called “screen-scraping,” which required reading mainframe output line-by-line and character-by-character. “To say the least, it wasn’t the most sophisticated solution,” says Yarnall.

Communication between the Web site and Arrow is now handled primarily by XML, a state-of-the-art technology for tagging data for use by Web sites. “XML permits us to access and manipulate data in a way that is completely independent of how it is displayed and formatted,” explains Yarnall.

Another big change, perhaps more noticeable, is a tighter integration of the site’s editorial content and reservation booking system. In the previous version of the site, pages containing content (such as route descriptions or information about special offers) resided on pages separate from those providing the online tools that would allow customers to make a reservation.

AT Manager Steve Lebo adds, “We’re now using Akamai Technologies to seamlessly integrate our systems and improve our site performance.”

Today, this is no longer the case. Editorial content describing the many attractions along the City of New Orleans route, for example, now sits side-by-side with the reservations tool that allows the customer to book that very trip. As a consequence, customers always have easy access to the booking flow. “We’re removing obstacles to the booking system, and making it easy for customers to start making reservations almost anywhere on the site,” says Seitzinger.

Yarnall explains that a big part of the effort involved getting enhancements to Arrow to support the changes the E-Commerce team wanted in the Web site. “We worked with AT’s Arrow program to make changes to Arrow to let us do more with data and serve our customers better,” says Yarnall.

NEW WORDS

The team also undertook a thorough refresh of all editorial content on the site — a project that entailed writing hundreds of new pages, editing all existing content, and creating an entirely new information architecture. In the process, the team developed a comprehensive style guide for the Web site, governing everything from consistent capitalization to the appropriate tone to adopt when writing online copy for customers. “The goal is to provide content that is relevant to our customers’ purposes,” says John Wood.

“Anything that fails to help them accomplish a task, or get the information they need, was thrown out.”

The result is both a leaner and more informative site that provides customers with a clear path to learning about what Amtrak offers, what they can do, and how they can do it.

As part of the comprehensive content overhaul, the site now provides relevant “help” wherever it’s needed. Dozens of pieces of pop-up help text now answer customers’ questions about a variety of topics — from how to use the Fare Finder to the exact dimensions of a sleeping accommodation. “Visitors to the site don’t have to leave the booking path to hunt down information,” says Seitzinger. “Instead, we serve it up to them — where and when they need it.” And again, it’s a win-win situation: customers get the information they want, and Amtrak saves the cost of a call.

But beyond the ordinary obstacles presented by a project of this magnitude, the E-Commerce team members encountered a few thorny challenges they had not anticipated. In November, the project’s content management integrator, Granitar, suddenly and unexpectedly closed its doors. Gordon credits the Procurement department’s Rich Coyne for adeptly resolving the sudden quandary by securing the services of former Granitar employees for the project. “He saved our launch date,” says Gordon. “The consequences could have been disastrous.”

COMING ALL TOGETHER

By May, the new site began to come together. The E-Commerce team received delivery of a new booking system, and most of the site’s content had been written, edited and put into place. The team then put the site through several rounds of rigorous quality assurance testing. Technical and software issues were uncovered, diagnosed and resolved, and in September, the new site was ready to be launched.

LOOKING FORWARD

“There’s no better travel-related e-commerce site out there,” says Barbara Richardson, vice president of Marketing and Sales. “The release of our new Web site continues to keep Amtrak ahead of our travel industry peers.”

“We’re excited about seeing the site increase its customer base and its performance. Our use of industry-standard technology and platforms will enable continued growth,” says Kay Duggan, senior director of AT.

While satisfied with the results of their efforts, team members continue to look forward to improving the site. Plans are afoot for improving the search engine. They’re also discussing providing call centers with additional administrative tools to help customers using the site. Improvements to the way the site is marketed through e-mail are also in the works.

Contributed by John Slavney
Marketing and Advertising Promotions Available on the Intranet

Employees with questions, suggestions or an interest in the latest advertising and marketing promotions will find a wealth of information on Amtrak’s Intranet. By accessing the Intranet, employees may find information about grassroots marketing and advertising programs, special promotions, events and radio promotions taking place through Amtrak’s National Marketing, Marketing East and Marketing West programs.

Marketing East highlights Amtrak’s partnership with the Peabody Essex Museum in Salem, MA. Employees surfing through the Southeast section may learn about recent sports marketing initiatives, such as promotions with the WNBA Charlotte Sting or the Baltimore Orioles.

Updated monthly, the site is accessed via the Intranet home page, in the My iDesk section.

Wisconsin Stopover Tickets Offer Unlimited Travel

Passengers traveling between Chicago and St. Paul-Minneapolis may make unlimited stopovers for one low price with Amtrak’s new Wisconsin Stopover Ticket. For $75 each way, passengers may travel on Amtrak’s Hiawathas and Empire Builder to ten Illinois, Wisconsin and Minnesota destinations. The Wisconsin Stopover Ticket is valid for sale from Aug. 31 through Dec. 16, and valid for travel Sept. 7 through Dec. 16.

Beech Grove’s Remanufacture Program Underway

continued from page 2

electrical cable. The push- and kick-pad door operators are also replaced as well as the windows, walls, flooring, carpet, cushions, drapes and berths. The public address system is repaired and, if necessary, replaced. All light fixtures in the sleeping cars are replaced with an updated look and are equipped with brand-new disaster lighting, which becomes activated when the battery-operated emergency lights fail.

New walls, ceilings and non-skid flooring installed in the rebuilt cars allow for faster, easier cleaning practices. The difficult-to-clean carpeted walls and ceilings throughout the car are removed and replaced with painted or aluminum core surfaces that are easily washed with mild detergents and soft cloths that will not damage the finish. The floor carpet, which had previously been glued and nailed down, is installed with clips that enable coach cleaners to quickly remove and replace small sections of the carpet when necessary. In other areas, such as the restrooms and aisles, non-skid flooring is applied, which no longer requires high-gloss coating and is easily cleaned with a damp mop. Special training will be held system wide to instruct coach cleaners on the proper way to clean and maintain remanufactured sleeping cars.

Before it joined revenue service, the car traveled to Washington Union Station and other facilities to provide some coach cleaners and on-board service crews the opportunity to examine the latest generation of the sleeping car and to offer suggestions for improvement.

The remanufacturing process is accomplished with approximately 50 employees working various shifts during an eight-week period — at a cost of about $1.1 million per car.

Operations Department Structure Defined

continued from page 4

increased its volume of capital work, to $396 million in FY ’04 from $231 million in FY ’03.

Changes made to the organization more efficiently manage the quality and amount of work the department has undertaken and clearly delineates the department’s responsibilities — more closely resembling a basic railroad than in the past years.

One of the Engineering department structural changes that took place as a result of the 2002 reorganization was the absorption of the engineering compo-
Deitchman is Environmental extending the life of the fleet. and 365-day cycle, thereby established, moving from a 180- must overcome. More frequent maintenance issues the railroad and wreck repair at Amtrak's regular overhauls, remanufactures tion of programmed work for the fleet. For example, the resump- directing work to the proper facili- organizational changes facilitate Amtrak's $20-plus million environmental capital program. The department develops Amtrak's environmental and public health policies, proce- dures and training. Integration of the previous business unit environ- mental managers into one company-wide organization has increased efficiencies and provided more streamlined emergency response to environmental inci- dents such as accidental major spills of diesel fuel.

Operations Planning With a solid foundation of a tradi- tional railroad in place and momentum gaining on the progress of the five-year plan, focus shifts to the rail- road's service. Just as the company has rebuilt its organization, and restores its infra-structure and equip- ment, it must examine the effectiveness of every factor that contributes to Amtrak service.

Enter the Operations Planning department with a mission to figure out what makes the most sense for the railroad from an operational and economic perspective. Run by recently appointed Chief Operations Planning Officer Ralph von dem Hagen, the group examines all factors, equipment availability, commuter service, schedules, connectivity, crewing, station staffing and the freight railroads, to name a few.

The department is uniquely posi- tioned to conduct this analysis, as the department is responsible for leading and supervising train operation planning, managing day-to-day relationships and leading negoti- ations with freight railroads, including incentive programs.

"The Operations Planning group represents our next initiative. It's tasked with coming up with answers to ques- tions that haven't been asked in a long while — does this train meet demand, are we using equipment in a way that makes sense, are we making the most of our resources," noted Crosbie.

The group also serves as the intermediary between the Trans- portation department and the Engineering department to accommodate outages associated with major capital projects. By building large-scale projects into schedules, the group mitigates or completely eliminates the affect of the work on the passenger.

Safety

The railroad's Safety department was recently modified; whereas in the past safety was one component of a larger Safety and Security department, it now stands on its own as a separate entity. Led by Safety Officer Kevin Grant, the department is solely dedicated to the safety of the railroad's employees and passengers, with an emphasis on operating safety and incident investigation.

As Grant builds his organiza- tion, he is in the process of updating the railroad's system safety plan.

security

Last spring, Amtrak’s Board of Directors approved the creation of a new vice-president’s position to further the railroad’s commitment to the security of its passengers, employees and facilities.

All areas of corporate security fall under the management of Alfred Broadbent, Sr., who joined the railroad last month. As the department is redesigned, it will combine the Amtrak Police Department, and all passenger, employee and infrastructure security matters. This will include security awareness programs, cyber security, access, employee background checks and iden- tification cards.

"This is the first time Amtrak has consolidated all of its security inter- ests under one senior executive — our security strategies must continue to evolve with the realities of today’s security needs," Crosbie told employees in an Employee Advisory this past spring.

"These changes are incremental, and the structure of the railroad will continue to evolve. By and large, I think we’ve built a strong founda- tion for meeting the goals we’ve set for ourselves," noted Crosbie.

Environmental Assistant Vice President Roy Deitchman is responsible for Amtrak’s Environmental department, which develops standards for environ- mental control and public health including food services, monitors compliance with state and federal and Amtrak’s public health and envi- ronmental stan- aspects of current service on a route-by-route and system wide basis for maximum effi- ciency and utilization.

A number of factors contribute to operations planning — market demand, load...
Bridge and Building Foreman Aids in Rescue

While on bridge watch for high water resulting from heavy rain in Delaware, Bridge and Building Foreman Sean Diamonte helped rescue two teenagers who were rafting during torrential rains that flooded the region in mid-July.

On the afternoon of July 12, the Mid-Atlantic region experienced heavy rainfall — approximately seven to eight inches fell in a period of about six hours causing flash flooding in the area. Diamonte was dispatched a few miles south of Wilmington, to the underground bridge at White Clay Creek in Stanton, DE, to watch for high water that could force debris onto the tracks.

As he watched the bridge, he noticed a raft headed downstream. As it approached the bridge, he could see that the water level, which was five feet above normal and above the bottom flange of the bridge, would prevent the raft from passing through.

When the rafters reached the bridge structure, they slammed into the web of the bridge. The teens fell overboard, and climbed up on the bottom flange, holding on to the outriggers that support the walkway. At this point, they were stranded on the girder, with no way to climb up or across to get back to shore.

Diamonte called 911 and informed them of the situation. He also called CETC to request a hold on #3 track so the rescue team could safely go out on the bridge to retrieve the two rafters.

As the two clung to the side of the bridge screaming for help, Diamonte assured them that assistance was on the way. Shortly thereafter, emergency crews, along with the Maryland State Police arrived at the scene. The rescue team, joined by Diamonte and two state troopers, lowered a life vest on a rope to the stranded teens. Each was raised to the track level and taken to a waiting ambulance.

While the boys were cold and bruised, Diamonte’s quick thinking helped ensure their safe rescue from potential disaster.

Magnolia Room Blossoms with Help From Employees

A water main break at New Orleans Union Passenger Terminal in July flooded the station and filled the recently renovated First class passenger lounge with about three inches of water. The spirits of the group of employees who had recently refurbished the Magnolia Room were dampened, but not all was lost.

The team’s advisor, Station Manager Janet Harvey, called the agents before dawn that morning and told them to dress down — there was work to be done. The lounge was out of commission for about two weeks following the flood while cleaning and repairs were made.

Not long before the flooding occurred, the lounge had undergone a significant facelift. The upgrade began in January, when Harvey received the approval and a limited budget for the project from General Superintendent Joe Wall. She put together a team of Passenger Services employees who put in all the work, as well as used some personal time and personal items, for the renovation.

With the lounge open to the public, employees painted the interior, the furniture was cleaned or repaired and painted, the carpet was shampooed, and lighting was purchased. Employees contributed prints and posters that were attractively framed and hung on the walls to decorate the room. To balance the room, Bert Bertin created a window effect on an opposite wall. He put up a mirror, added a window treatment and created a faux window.

Pat Diecidue, then a lead agent, custom-built a glass-door cabinet fitted with a padlock that securely housed a television satellite box and card.

The final touch was a silk magnolia arrangement that was placed over the doors.

While certain Passenger Services employees were key players on the project, the rest of the station’s employees kept the station operating, making the entire group at New Orleans Union Passenger Terminal responsible for the blooming success of Amtrak’s Magnolia Room.

Providence Gang Sets Safety Milestone

Working under sometimes precarious and adverse conditions, such as replacing bridge decks, rebuilding bridge structures, and a host of other challenging tasks, the Providence, RI, Bridge and Building department has worked injury-free for five years, from Aug. 2, 1999, to Aug. 2, 2004.

Being aware of employees’ needs and giving them the proper tools to get the job done in a timely fashion is what supervisor Larry Deveran attributes to his gang’s safety achievement. He also added that communication with employees on a day-to-day basis plays a big role in safety — being there for employees and earning their respect, trust, and support.
Amtrak Committee Honors Quality Employees

Members of Amtrak’s Customer Advisory Committee traveled to locations across the country this summer to honor front-line employees who were awarded the committee’s Customer Service Awards. The first round of FY ’04 Customer Service Award recipients will be announced at the next ACAC meeting in Albany, NY, in October.

25-year anniversaries
August 2004

ADAMS, DWAYNE Los Angeles District
ANNUNCI, NORMA Philadelphia District
ASHENFELTER, JEFFREY Atlanta District
BEL, BRIAN Oakland District
BERTEL, BERT New Orleans District
BISHOP, CHARLES Philadelphia District
BROWN, MICHAEL Baltimore District
BROPHY, ROBERT Baltimore District
CAPALDI, RAYMOND Boston District
CATARINA, R. RICHARD Baltimore District
CHANG, CHENG-KUNG New York District
CHASE, THOMAS Chicago Metro District
CHEN, DAVID Los Angeles District
COLLINS, PERSVIA New Haven District
COMBS, DORIS Philadelphia District
CONNOR, FRANCIS Chicago Metro District
CONTE, ROBERT Boston District
CRAIG, CRAIG Seattle District
CURE, ROBERT Chicago Metro District
DE ARAGON JR, ALFRED Los Angeles District
DEAN, ROBERT Wilmington/Bear District
DELNEDER, PETER Chicago Metro District
DIGIACOMO, JOSEPH Baltimore District
DOUGLAS, HERBERT Baltimore District
DURAND JR, CHARLES Wilmington/Bear District
EAST, STEPHEN Chicago Metro District
ENGEL, DWIGHT New York District
ENSTROM, WILLIAM Oakland District
FREDDERICK SR, STEPHEN Wilmington/Bear District
FULLER, TERENCE Empire/Albany District
TALLEY, JACQUELINE New York District
GIBLIN, STEPHEN Boston District
GRANDFIELD, MARY New Haven District
GRAFO, GERARD Chicago Metro District
HAIR, RICHARD Chicago Metro District
HAWKINS-HUDGENS, LENOARA Mid-Atlantic/DC (Non-HQ)
HEATH, ISAAC Chicago Metro District
HEWING, JACKIE Chicago Metro District
HURD, JEFFERY Wilmington/Bear District
HUXLEY, JAMES New Haven District
JENNIFER, MARK Philadelphia District
JOHNSON JR, ULYSSES Baltimore District
KEEF, JOSEPH Empire/Albany District
KELLEY, JANICE Wilmington/Bear District
KELLUM, DANA Baltimore District
KINDER, HARRY Beach Grove District
KNIGHT, KITTRELL Baltimore District
LEWANDOWSKI, ROBERT Wilmington/Bear District
LIEB, ROBERT Philadelphia District
LIGHTFOOT, HALLIE Philadelphia District
LU, WILSON Los Angeles District
MATRALIK, STEVE Mid-Atlantic/DC (Non-HQ)
MCALIFFE, PATRICK New York District
MCGRUE, JOHN Baltimore District
MEYERS, RALPH Beach Grove District
MICHALSKY BABBITT, MARY Chicago Metro District
MULL JR, JAMES Baltimore District
MUNDZ, HECTOR Baltimore District
NAGLE, ROBERT New York District
NEWTON, MICHAEL Chicago Metro District
O’NEAL, ROBERT Beach Grove District
PARHAM SR, THOMAS Baltimore District
PARKER, BARBARA Boston District
PARELLE, DENNIS Jacksonville District
PRATT, DONALD New York District
RADKE, JEFFREY Wilmington/Bear District
SCHOFIELD, EDWARD Baltimore District
SERRILL, GEORGE Beach Grove District
SHERROD, ERIC Baltimore District
SMALLWOOD, DEBORAH Mid-Atlantic/DC (Non-HQ)
SMITH HI, IRVIN New York District
SMITH-BARBOUR, PAULETTE Mid-Atlantic/DC (Non-HQ)
SMITH, JOY New Haven District
STANGA, DANNY Lorton District
STARKER, ROLAND Beach Grove District
STREETER, CHRISTOPHER Mid-Atlantic/DC (Non-HQ)
SUTTON, RONALD Philadelphia District
SWARINGER, ELDRIDGE Mid-Atlantic/DC (Non-HQ)
SOUTH, MARIE Philadelphia District
SOUTH, JOHN Philadelphia District
STARKER, ROLAND Los Angeles District
STARKER, ROLAND New York District
WALKER, JOHNIE New York District
WALLS, BOBBY New York District
WHALING III, FREDERICK Philadelphia District
WHITE, LARRY Wilmington/Bear District
WIRY, HARRY New York District
WITHERS, RICHARD Chicago Metro District
YONKERS, JOHN Empire/Albany District

30-year Anniversaries
August 2004

ADAMS JR, HENRY Baltimore District
BATRA, ALKA Mid-Atlantic/DC (Non-HQ)
BENSON, THOMAS Wilmington/Bear District
CHILD, RICHARD Mid-Atlantic/DC (Non-HQ)
COLE JR, WILLIAM Mid-Atlantic/DC (Non-HQ)
DAVIDSON, ST. LOUIS District
EDMONS, JOHN Detroit District
EWALDJR, DONALD New York District
GALLAGHER, PATRICK Los Angeles District
GOLSTEIN, HOWARD Philadelphia District
GREITER, JAMES Philadelphia District
GURIN, THOMAS Seattle District
HARPER, BEVERLY Washington, D.C.
MAZZOLA, PAUL New York District
MILLER, ROBERT New York District
MONGIORI, CHARLES New York District
MUNI, ANTHONY New York District
PENBERG JR, WILLIAM Chicago Metro District
PEREY, ANTOINE, LEBENE Miami District
REUTER, PATRICK Chicago Metro District
SHEA, ANITA New York District
SHEA, RAY New York District
SMITH, SIV Philadelphia District
SMITH, SIV Philadelphia District
SPARKMAN, LEE Chicago Metro District
THOMAS, JOHN Twin Cities District
VILLENUEVE, DIANE Emeryville District
WALTON JR, ALEXANDER Chicago Metro District
WILLIAMS, RUTH Los Angeles District
WILLIAMS, NEIL Twin Cities District
WILLIAMSON, NEIL Twin Cities District
YOHN, GARY Los Angeles District

Congratulations to All of You!

Members of Amtrak’s Customer Advisory Committee traveled to locations across the country this summer to honor front-line employees who were awarded the committee’s Customer Service Awards. The first round of FY ’04 Customer Service Award recipients will be announced at the next ACAC meeting in Albany, NY, in October.

As an usher at 30th Street Station in Philadelphia, Raymond Herold diplomatically directs passengers and disperses information in a calm manner, even during a crisis. He was joined by (L to R) Assistant Superintendent Rick Gaswen, Manager Stations Keith Manning, ACAC member Alma Goodwyn, Superintendent of Passenger Services Lenore Slimbrock, ACAC Vice Chair Robert Dabney and General Superintendent Daryl Peace.

Philadelphia Reservations Sales Agent Tyson Gardner is recognized by ACAC members Matt Larsee (L) and Robert Dabney (R) for the quality of the service he provides. Gardner’s crew joined the event to honor him for his consistent professionalism.

Riverside Call Center Reservation Sales Agent Stanley Dubois’ friendliness and determination to find a travel solution distinguishes him from other employees. Joined by his team, Dubois was presented the award at the call center. (L to R) ACAC member Nancy Kunter, Reservation Sales Agent Stanley Dubois, Operations Manager Mary Dickson, Riverside Call Center Director Gene Price.

Southwest Chief Sleeping Car Attendant Rene Cardonne’s aptitude for quality service delivery is acknowledged by ACAC. (L to R) General Superintendent Richard Phelps, ACAC Administrator Kate Wan, Assistant Superintendent of Passenger Services Paty Hall, Cardonne with his wife and two sons, and Superintendent of Passenger Services Lynn Berberian.

EMPLOYEE MILESTONES

Congratulations to All of You!

Members of Amtrak’s Customer Advisory Committee traveled to locations across the country this summer to honor front-line employees who were awarded the committee’s Customer Service Awards. The first round of FY ’04 Customer Service Award recipients will be announced at the next ACAC meeting in Albany, NY, in October.

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Riverside Call Center Reservation Sales Agent Stanley Dubois’ friendliness and determination to find a travel solution distinguishes him from other employees. Joined by his team, Dubois was presented the award at the call center. (L to R) ACAC member Nancy Kunter, Reservation Sales Agent Stanley Dubois, Operations Manager Mary Dickson, Riverside Call Center Director Gene Price.

Southwest Chief Sleeping Car Attendant Rene Cardonne’s aptitude for quality service delivery is acknowledged by ACAC. (L to R) General Superintendent Richard Phelps, ACAC Administrator Kate Wan, Assistant Superintendent of Passenger Services Paty Hall, Cardonne with his wife and two sons, and Superintendent of Passenger Services Lynn Berberian.

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Dear Amtrak:

I would like to recommend passenger car assistant Michael Huggins for the highest recommendation for this service aboard the Coast Starlight from Los Angeles to Seattle.

The train was an hour and a half late when we boarded at Klamath Falls, OR, and three hours late into Seattle, and the Pacific Northwest was in the grip of a record heat wave. In the face of these extremely trying circumstances, Mr. Huggins performed his work well beyond the call of duty, and with exemplary humor and personal dignity.

In the course of the trip, Mr. Huggins responded cheerfully to numerous requests from his passengers, and helped arrange for the unscheduled transfer of connecting passengers to buses at Eugene, smoothly handling a situation that could have caused considerable annoyance.

Mr. Huggins’ service stands out all the further for two reasons: first, the Coast Starlight is not his normal run; and second, he and the rest of the train crew knew that, due to the train’s late arrival, the crew would have to sleep aboard the train and be back on duty before a full night’s sleep would have been possible.

Sincerely,

Mark D.
Seattle, WA

Dear Amtrak:

Recently, my wife and I took a most enjoyable cross-country adventure on Amtrak from Worcester, MA, to Yosemite National Park, San Francisco and Seattle. Surely, all three destinations are worthy in their own right, but our vacation experience was greatly enhanced by traveling on Amtrak the entire way.

On our trip of more than 8,500 miles, we encountered many ticket clerks, conductors, train attendants, dining car workers and even a few bus drivers. All of them were good, but two stood out as being especially cheerful and conscientious. Kevin Grisham, the sleeping car attendant on car 4911 [Lake Shore Limited], and Evelyn Johnson, a dining car waitress on train #5 [California Zephyr].

Mr. Grisham provided unsurpassed service for riders who were fortunate enough to be in his car. He walked through the car frequently asking if there was anything he can do for us; he replenished the bottled water without being asked; he gave safety instructions on the PA system; and he personally escorted all of the passengers down to the dining car for dinner.

Mr. Grisham and Ms. Johnson, combined with the fantastic scenery, comfortable cars and tasty food, certainly reinforced my belief that “getting there is half the fun.” The trains were on time and the equipment was in good working order. But, I have seen both of these fine people perform just as well when the conditions were less than ideal. Last December, we left Chicago with Mr. Grisham on sleeper 4820. By the next day’s arrival in Worcester, the train was six hours late and the water pipes had broken in the cold. Mr. Grisham walked through his car offering passengers warm towels. My first encounter with Ms. Johnson was four years ago when the Zephyr was five hours late. The dining car crew had somehow been able to find enough food for an extra meal, but Ms. Johnson was humorously apologizing for the lack of desserts.

Both Kevin Grisham and Evelyn Johnson unquestionably are Amtrak ambassadors of good will.

Sincerely,

Robert W.
Worcester, MA
Fall Timetable Ushers New Schedules, Policies

The arrival of Amtrak’s Fall/Winter Timetable, which becomes effective Nov. 1, not only publicizes new schedules and service improvements, but also introduces a number of policy changes that will affect passengers.

Some of the most significant schedule changes outlined in the timetable are the direct result of the railroad’s exit of the mail hauling business. This decision offers an opportunity to adjust schedules that were previously driven or constricted by the mail contract, some of which are reflected in this timetable and others will be realized in the spring schedule change.

The Palmetto service began as a New York-Savannah train, and was extended to Jacksonville to accommodate a mail-hauling contract in 1988. In 2002, the service began operating as a coach-only train New York to Miami, via Tampa. As a result of the closure of the mail business, Palmetto trains 89 and 90 no longer serve Florida, operating between New York and Savannah only as of Nov. 1.

Reverting to a schedule that was in place in the 1980s, the train offers more convenient daylight service to the Southeast. Cities that will no longer have rail service — Waldo, Ocala, Wildwood and Dade City — are connected by motor-coach with the Silver Star at Lake- land and Jacksonville.

While the Silver Star, trains 91 and 92, continues its New York to Miami run via Orlando, it also begins serving Tampa and Lake- land (previously served by the Palmetto) on Nov. 1. This route change also restores sleeping car accommodations and dining car service to those cities.

The schedule of the New York-Pitts- burgh-Chicago Three Rivers was designed to meet the needs of the mail business when it was extended to Chicago in 1996. Without that busi- ness, the service changes significantly. Now, a single train through Pitts- burgh — the Three Rivers — will depart daily from New York at 1:15 p.m. and Chicago at 10 p.m. Next-day arrivals are 7:45 a.m. in Chicago and 7:28 p.m. in New York.

The second phase of this transition takes place in March, when service on this train west of Pitts-

Oakland Maintenance Facility Opens in November

The much anticipated 22-acre, $71 million Oakland Kirkham Street Locomotive and Car Repair Shop opens its doors for business on Nov. 1, 2004, following a ribbon-cutting ceremony that took place on Oct. 12.

A joint project with the state of California (Caltrans), the facility is located adjacent to the Union Pacific mainline and was modeled after the Los Angeles locomotive and car repair shops. Prior to the opening of the new facility, Amtrak paid Union Pacific a fee plus the cost of fuel to service locomotives at the old West Oakland facility. “Units will return to service much faster than before because they will be serviced in-house,” said Stephen Greene, superintendent of Mechanical.

“We're proud of all of the hard work that went into the construc- tion of the facility, which was completed on schedule and within bud- get,” said Chief Mechanical Officer Vince Nesci. “The facility will be utilized to increase the fleet reliability of our locomotives and keep the West Coast fleet in a state of good repair.”

The Oakland shops have a total of 13 tracks. Five tracks serve the maintenance building, and two S and I tracks can accommodate four complete train sets at any given time. Four staging tracks used to build consists can hold eight trains undergoing service and inspection simultaneously. An additional track is used for storage, and a wye track is used to accom- modate the turning of train sets. The wye is useful for the California Zephyr, as it needs to be cut and wye'd before returning to service each day.

The new facility has the capacity for all preventive maintenance and mechanical repair work, including drop table and wheel machine work, on the entire fleet of loco- motives and cars.

Taking advantage of modern tech- nology to adhere to strict environ- mental requirements, the new facility features a wastewater treat- ment system that uses a Dissolved Air Flotation (DAF) system, which is the most efficient type of treatment for oily wastewater generated during train washing, fueling and locomotive mainte- nance activities. Oil and grease, metal particulates and other solids are removed from the wastewater before it is discharged to the sewer system.

The train wash system, though similar to other train wash systems in Amtrak maintenance yards across the country, also cleans the top of the cars as they go through the washer. A new product called SparkleSeal Plus, acts as a rinse aid, to decrease spotting on the train windows.

Material control efficiency is greatly improved by the modern

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As you may know by now, the operating and capital budget for FY ’05 was approved by the board of directors late last month. This $1.5 billion budget represents the third year of our strategic plan to bring the railroad to a state of good repair through an aggressive capital program to reduce the backlog of deferred maintenance and other problems that you know about all too well.

While there are a number of uncertainties and risks that may affect the plan the board approved, we need to move forward with it at this time.

The budget depends upon our meeting our revenue and expense targets for the year and upon a $1.5 billion federal grant to support our train operations and the capital projects we’ve scheduled for the year. It also depends on getting relief from repayment of the $100 million loan we secured from the U.S. Department of Transportation two years ago.

There are risks in this budget, too. If on-time performance continues to erode, it will have an impact on our revenues. If we can’t complete the capital work we’ve scheduled, that may have an impact on revenues. The reliability and availability of Acela Express trainsets is another risk (we plan a high of 15 in service on weekdays), as it is the premium revenue-generator of the fleet. Other unknowns include the cost of fuel and the condition of the national economy and the travel industry in ’05.

There are other kinds of risks, as well. As I said last month, if Congress does not pass an appropriation for us, we’ll most likely be funded through a temporary measure, a continuing resolution as they call it, at our current rate of funding — $1.2 billion. How long that might be is anyone’s guess at the moment. If and when Congress does pass a transportation spending bill that includes our appropriation, it might very well be at a level less than $1.5 billion. If is it substantially less, we’ll have trouble, just as I said in this column last month.

Consequently, it is only prudent that we be prepared for funding shortfalls. You plan for all of the contingencies and work your hardest for the best outcome. As I’ve said many times, underfunding Amtrak at the $900 million proposed by the DOT at the start of this process, will shut down the railroad. But we are yet a long way from staring that proposition in the face and I am trying as hard as I can to get what we need to continue to run the railroad.

I am proud of everything we have achieved in the past two years to rebuild our plant and equipment, and improve the reliability of the service we provide our passengers. Certainly, there are things that are beyond our complete control, such as the gridlock crisis in the freight rail system.

But each of you as employees of Amtrak has more influence on our securing public funding than you think. The influence comes from simply doing your job well. It comes from your commitment to safety, security and passenger service. And it comes from the recognition by others that at its core, Amtrak is made up of people dedicated to a strong passenger rail service.

As developments occur, I will continue to update you in this column and in the Employee Advisories.

Amtrak Exits Mail Shipping Business

Last month’s announcement by Amtrak that the railroad would cease hauling mail for the U.S. Postal Service became after a thorough examination of the benefits and costs to the bottom line, according to managers in the Transportation department. In the final analysis, management determined that the costs, including delays, outweighed the benefits.

Amtrak’s exit from the mail business also reflects its stepped-up focus on its core business — intercity passenger rail service — and is expected to yield schedule improvements, with most to come with the spring schedule adjustment.

As management considered its contract with the U.S Postal Service, the resources needed to make capital expenses for mail and express equipment and for running trains solely to accommodate the contract did not merit dedicating the resources to continue the mail business.

“Mail and express no longer makes business sense for Amtrak and has negatively impacted the quality of our passenger service,” Amtrak President David Gunn told Amtrak employees in a recent Employee Advisory. Gunn indicated that all mail and express activity would be concluded by early October.

The withdrawal of the mail and express business has affected some employees, many of whom have the opportunity to remain with the company in other capacities.

Shedding the mail business improves train operations; as the switching of mail and express cars at terminals and en route and the associated delays no longer affect passenger service; mail handling delays in cities such as Chicago, Toledo, Philadelphia, Washington, St. Paul, Minneapolis, Los Angeles and Jacksonville are eliminated.

The mail business required specialized equipment unrelated to running a passenger railroad, and leasing and maintaining the equipment was costly. As part of a broader agreement with Norfolk Southern, Amtrak is arranging for the disposal of railroaders, bogies and other equipment used exclusively in the mail and express business.

In addition, the mechanical forces that conducted maintenance and repairs on equipment can now redirect their efforts to bringing the fleet to state of good repair without distraction.

Amtrak is adjusting service — the Palmetto, Three Rivers and Pennsylvanian — that had been driven by the needs of the mail business, concurrent with the Nov. 1 schedule change.

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Amtrak’s Central Division Transportation and Engineering forces have reached the midpoint of a long-term plan to consolidate the Chicago Operations Center’s six dispatching locations into a new 24-hour modern facility located within Chicago’s 14th Street Mechanical and Transportation facility at the Chicago Yards.

In February 2004, Amtrak assumed the dispatching of eight Michigan Service trains and one local freight train that operate over the Michigan Line — 100 miles of Amtrak-owned track from Porter, IN, to Kalamazoo, MI. Previously dispatched by Norfolk Southern Railway from Amtrak’s Trail Creek Drawbridge Tower in Michigan City, IN, this territory is now in the hands of Amtrak train directors.

Closing the tower and relocating the dispatching duties to the new center in Chicago enables Amtrak to control movement of all trains traveling over its own track outside of the Northeast Corridor and brings the Operations Center one step closer to centralization of the operation.

“We’re controlling our own destiny by eliminating the middleman,” said Trainmaster Tom Pape. In the past, a Norfolk Southern operator at the tower received directions from his or her dispatcher in Dearborn, MI, who in turn notified Amtrak. Now, Chicago train directors make all of the decisions regarding the movement of trains across that territory. “It’s easier for us — if there’s a problem, our train directors can address it immediately,” Pape continued.

The new facility is equipped with the latest technology that includes dedicated communication lines between the dispatching center and the Michigan Line, and a Train Control System that enables train directors to remotely control the operation of the bridge and the movement of trains. A DSL line and five cameras were also installed at Trail Creek to enable train directors to monitor the marine traffic in the creek via the computer system at the Chicago Operations Center.

“The infrastructure, built with the capacity to support all six dispatching centers, is insulated from all commercial power outages,” said Division Engineer Dave Klouda. The facility is constructed with back-up generators to provide continuous power supply and its own separate heating and air-conditioning systems. “If the whole city of Chicago goes dark due to a power outage,” added Klouda, “we can still dispatch trains.”

In preparation for controlling the Michigan Line operation, between March and July, five train director trainees and four transportation managers completed five weeks of intense training on NORAC Operating Rules, the program that governs the operation of the railroad. While different sections of the NORAC book of rules apply to various users including train directors, conductors, engineers and maintenance-of-way employees, train directors are required to be versed in all areas.

In addition to the five-week program conducted by the System Rules department in Chicago, the trainees also underwent three weeks of school at the Wilmington Training Center. To better understand the territory and the operation, train directors also spent a week with the Norfolk Southern operator at the Drawbridge Tower.

Diane D’Andrea qualified as a train director in July and described the training, and the job, as very demanding. “We were tested every day,” said D’Andrea. “After working 33 years in functions like the ticket office and crew assignment, I worked hard to understand railroad procedures and terms that were totally unfamiliar to me. But, in the end, it was worth it. I love the job and I’m glad I found the tenacity to succeed.”

The transportation managers, who had previously gone through NORAC training, operated the Michigan Line dispatching center until all the trainees became qualified in July. They were also responsible for drafting the Amtrak Michigan Line Train Director’s Manual, a reference guide for the incoming train directors, and the Michigan Line Timetable that outlines the schedules of operation.

To relocate the dispatching center, Deputy Division Engineer Bob Olson and his signal team moved the computer systems from the Drawbridge Tower to the 14th Street Operations Center. The signal crew also instructed the train directors how to use the newly installed computer system to apply and remove Temporary Speed Orders. These orders are applied in a variety of situations, such as when maintenance-of-way work requires a reduction in train speed or when there is a change or defect in the condition of the track.

The Drawbridge Tower is the third of six interlocking towers to be closed as part of the centralization project, which began six years ago with the closing of Amtrak’s Lumber and Harrison Street towers that controlled Amtrak’s five-mile stretch of track at the Chicago Terminal. After shutting down these locations, the dispatching functions were shifted to Amtrak train directors at the existing Lake Street Tower.

Last year, the New Orleans Tower that controlled the tracks at New Orleans Union Passenger Terminal was closed and dispatching over that section of track was done by remote control at Chicago’s 24-hour 21st Street Tower, which also handles train movement for a mile-long section of track near the tower.

In 2005, the 21st Street operation will be relocated to the 14th Street Yard and plans are in place to consolidate the Lake Street location to the Chicago Operations Center by the summer of 2006.

“We’re halfway there — once all the train directors are in one location, we will be able to support a 24-hour operation, provide improved supervision and oversight while taking advantage of increased efficiency and the newest technology,” said Superintendent of Operations Travis Hinton.
Revenue and Ridership Numbers Reflect Trying Month

With more than 160 trains either cancelled or suspended in August due to hurricanes and tropical storms in Florida and the Southeast, flooding in Virginia and upstate New York and a tunnel fire in Oregon, it’s no surprise that the ridership and ticket revenue for the month took a hit.

The Republican National Convention in New York City, a lagging economy and competition from low-cost airlines also had a negative effect on Amtrak’s bottom line in August, while continued on-time performance issues and equipment constraints added to the decline. In spite of all this, the overall figures for fiscal year-to-date are holding against budget because of strong performance earlier in the year.

For the month of August, ridership of 2.18 million trips was even with last year, but 9 percent below budget. August ticket revenues of $104.6 million were 5 percent below last year and 13 percent below budget, which was the lowest August revenue in five years.

For fiscal year-to-date, ridership through August was at 23.1 million trips, which was 5 percent over last year, and steady with budget; while ticket revenues of about $1.16 billion were 4 percent over last year and 1 percent below budget.

Because of the Republican convention, ridership to and from New York City between Aug. 27 and Aug. 31 was down 27 percent (compared to the same five days last year) and resulted in estimated lost ticket revenues of $3.7 million. Despite last August’s Northeast power outage, which suppressed demand for nearly one week, August ’04 ridership and ticket revenues for Acela Express, Metroliners and Regionals stayed even with August ’03 levels, but fell short of ’04 budget goal. The lagging economy also continued to affect the market, as have low-cost carriers.

Long-distance train ridership and ticket revenues in August fell well below last year’s levels and missed the FY ‘04 budget by 17 percent for ridership and 19 percent for ticket revenues, with heavier losses in sleeper class.

Due mostly to weather and the resulting service cancellations, the Silver Service in August ’04 alone fell $1.8 million short of ’03 ticket revenues, with another $0.8 million shortfall traceable to Auto Train and Sunset Limited cancellations. Additionally, of 27 scheduled Sunset Limited departures in August, only 15 operated completely — four were cancelled and eight were annulled or started at New Orleans.

On West Coast corridor services, Pacific Surfliner ridership was up 15 percent over last August — a record for the month, and the highest monthly total in the history of the service. The Capitol Corridors also did well, up nearly 8 percent in ridership and more than 4 percent in ticket revenues over last August.

In the Midwest, the Michigan corridor showed strong ridership on all three routes, and exceeded last year’s 12-month totals with still a month to go in the fiscal year. The Wolverine passenger counts were up 12 percent, the Pere Marquette was up by 18 percent, and the Blue Water rose by double-digit percentages every month since it replaced the International last spring.

Customer satisfaction scores stand in the high 70s, with Amtrak’s on-time performance for August at 67 percent, down two points against last year. Long-distance trains were at 31 percent, down 11 points against last year; Acela’s on-time performance was 76 percent, up 11 points from August ’03. The September numbers are currently being analyzed, however it’s anticipated the last month of the fiscal year will also prove to be a challenge. The Republican convention continued to have an effect through the first few days of the month and hurricanes continued to cause train cancellations. Looking to counter the affects of these weather-related service cancellations and boost year-end revenue, along with the regular fall promotions, a special promotion was implemented in September to bring ridership back to the Florida market. The program is valid for travel on all Florida trains, including Auto Train, and offers customers a 20-percent discount off the best available coach fare.

Poor On-time Performance Generates Frustrated Passenger Complaints

With on-time performance worsening this summer, Amtrak received a record number of customer complaints in the form of phone calls, emails and letters.

Additionally, the summer’s freight railroad congestion and construction, Amtrak’s own equipment shortages and severe weather conditions combined with the poor on-time performance to suppress ridership 9 percent below the budget target (see related story in this issue).

Customer complaints rose most sharply in August. As hurricanes and tropical storms besieged Florida and the Southeast, flooding strained operations in Virginia and upstate New York and a tunnel fire in Oregon wreaked havoc on the railroad’s capacity to operate, customer contacts jumped 63 percent over August a year ago. About 50 percent of these contacts were OTP complaints. System-wide OTP in August dipped to 67 percent, two points lower than August 2003.

“While it’s not surprising to receive more comments from our passengers in the summer, the sharp spike in August reflects the unusual challenges we faced that month and how they affect our passengers,” said Vice President Marketing and Sales Barbara Richardson.

Third-quarter Comments

In the third quarter of the fiscal year (April through June), passengers contacted Amtrak over 42,000 times by letter (13 percent), phone (81 percent), and e-mail (6 percent) with 71,065 complaints and commendations. Not surprisingly, 96 percent of the comments were complaints (68,510) and 4 percent (2,555) were commendations. Compared to the same period in FY ’03, this represents a 1.6-percent decrease in commendations per 1,000 passengers and a 6-percent rise in complaints per 1,000 passengers. Forty-five percent of third-quarter complaints centered on on-time performance problems and 19 percent were related to equipment issues.

Throughout the third quarter, Amtrak encountered a number of operating challenges, ranging from track work projects, to freight traffic, to weather-related delays that negatively affected on-time performance.

And the Winners Are . . .

Amtrak’s 2005 wall calendar will showcase an Empire Service train, as it travels along the Hudson River in New York.

The first-prize winning photograph, of a southbound Empire Service train as it passes Bannerman’s Castle (located on Pollepel Island about 55 miles north of midtown Manhattan), was submitted by Scott Hartley of Connecticut.

The railroad’s “Picture Our Train” 2005 Wall Calendar Contest drew more entries than last year and ended with five deserving prize winners:

1st Place
Scott Hartley
2nd Place
Michael McFadden
3rd Place
Phil Gosney
4th Place
Mark Meyer
5th Place
Michael Raphchak, Jr.

Congratulations to the winners and thank you to all those who participated in the contest. Amtrak looks forward to next year’s contest.

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Dear Co-workers,

Last month, the Southern Division received a beating from tropical storm and hurricane force storms Bonnie, Charley, Frances, Ivan and Jeanne — all within the span of several weeks. While we are accustomed to managing major tropical storms, the frequency and potency of these storms hit us hard. At the time that I write this letter, we’ve still got Hurricane Jeanne knocking on the door along with two more months of hurricane season left.

During this brief period, we experienced a number of states of emergency and evacuations. Many of our employees were evacuated, only to return to homes damaged by the storms. Thankfully, none of our employees was hurt. In spite of all this, many of our employees helped protect our facilities, equipment and the limited services being offered.

On the railroad, we experienced flooding, damage to transformers and fallen trees. Despite our best efforts to secure our stations and facilities, we incurred some damage to stations and facilities, some of which were without power for extended periods of time. Just a few examples of the damage include the destruction of the Kissimmee platform canopy, and the West Palm Beach windows were blown in. The Orlando station sustained roof damage and the Sanford station experienced roof and interior damage so significant, that as I write this, the building is currently uninhabitable. The Auto Train/Mechanical Administration building roof needs extensive repair and the Auto Train station suffered damage to the roof and to the outside passenger area. Preliminary estimates to restore these facilities are over $1.5 million.

Thanks to our employees’ dedication to getting the job done right, the damage we sustained was relatively minimal, given the size of the storms and the potential for large-scale destruction.

With the safety of our employees and passengers our first priority, we curtailed and suspended service with each of the storms. Florida service and some service to New Orleans were severely impacted — and revenue for both August and September will reflect it. In August alone, preliminary numbers show a $2 million loss in ticket revenue to the storms.

All of the Transportation department employees should be commended for working together with other departments around the clock to make sure we secured our stations and equipment. We held numerous daily operations calls with various departments, to make coordinated decisions regarding the safety of our employees, customers and service, as well as protecting equipment and facilities. We made operational decisions on a daily basis, taking things one day at a time.

On another very different note, I’d like to share my perspective on the changes that have taken place as a result of our getting out of the mail business. The mail and express business had taken a toll on our core mission and related delays were causing passenger discontent. The exiting of the mail business provided us an opening to make adjustments to our routes. As you know by now, the Palmetto will no longer serve Florida, as it will operate between New York and Savannah only, starting Nov.1. Some folks may remember that the Palmetto (which originally ran New York-Savannah) was extended to Florida in 1994 because of a mail contract. With the change to the Palmetto, we should have a bit less congestion on the road. The Silver Star will serve Tampa and Lakeland, cities that were served by the Palmetto, and will bring back first class service to Tampa.

While I know that some employees in this division — as well as a few others — may find these changes difficult, it is in the interest of serving our passengers that we exist. We have great employees and we will do all we can to place those affected in other areas.

Another development in the Southern Division involves one of our partner states, North Carolina. The state has really taken a leadership role in recognizing the contribution of the railroad to its transportation infrastructure and its economy. The state’s enthusiasm for passenger rail is exceptional, both in terms of station and track improvements. The North Carolina State Department of Transportation is committing state and federal funds to improving existing track, building segments of new track and installing signal systems. Working with its freight railroad partners, NCDOT completed track work between Raleigh and Greensboro that cut travel time by 20 minutes, and increased efficiency and reliability of the railroad. The next phase of infrastructure improvements, which will take place between Greensboro and Charlotte, involves rebuilding of double track in specific segments of the railroad, replacing turnouts with higher-speed turnouts and super elevating track to enable trains to run faster on curves.

On-time performance continues to be a major challenge for this division and the level of congestion on the road is an impediment to achieving our on-time performance goals. As of Aug. 31, on-time performance for the division this fiscal year is a bleak 50.8 percent.

While recognizing that freight traffic on the Class I railroads grew 89 percent (revenue ton-miles) from the early 1980s to 2003, the size of the rail network has also shrunk significantly during that period. The result is more traffic on fewer lines and dismal on-time performance for us, particularly in the Southern Division.

One last note, and it’s good news. For the first time in its history, the entire Southern Division had an injury-free month in August. Taking extra precautions pay off, not only when battling hurricanes, but every day. I am extremely proud of our employees for taking safety seriously and setting this safety record. I also want to THANK each person in the division for their efforts and encourage them to keep up the good work!

Sincerely,

J. D. Wall
General Superintendent – Southern Division

Recovery Program Brings Travelers Back to Florida

Drivers entering New York city are greeted by a message on the outdoor video board at the entrance of the Holland Tunnel that states: Amtrak and Florida are Back in Business. This message is part of The Florida Recovery Program, a joint campaign between the Southeast Marketing Group and Florida’s Convention and Visitors Bureau to bring travel back to Florida after multiple hurricanes and tropical storms devastated residents and put a halt to the state’s tourism industry.

And of course, Amtrak’s goal is to fill seats on its four trains traveling to and from Florida. From the start of Hurricane Bonnie on Aug. 12 through Hurricane Jeanne, Amtrak lost more than $6 million in ticket revenues. During the two-month period, 147 trains were cancelled and more than 175 trains were truncated.

Restoring ridership on the Florida trains is critical, as together they account for more than $100 million in annual ticket revenue.

The Recovery Program features a 20-percent discount off the lowest available rail fare to passengers traveling to or from Florida on Amtrak’s Silver Meteor, Silver Star, Palmetto and Auto Train. This promotion is valid for sale through Oct. 25, 2004 and good for travel through Oct. 28, 2004.

In addition to the Holland Tunnel message, the program is being promoted via press releases issued to cities along the route, postings on Visit Florida and major Florida CVB Web sites and print advertising in Miami, Orlando, Fort Lauderdale, Savannah, GA, and Columbia, SC. Additionally, Florida destinations and services, particularly Auto Train, are being featured in Amtrak’s national fall print advertising campaign, which began in September. Employees may obtain more information on this program by visiting the Marketing site on the Amtrak Intranet.
Troubled Bridge Over Water
Thames River Bridge Undergoes Emergency Repair

Engineering forces last month worked around the clock to make emergency repairs to Amtrak’s Thames River Bridge, a bascule bridge between New York and Boston. This was the most recent episode of a number of urgent fixes made to the bridge’s machinery in the past 15 years.

Located in Groton, CT, the bridge is a key transportation link that the railroad cannot afford to have become inoperative — it would sever the north end of the Northeast Corridor. Its operation is not only vital to passenger rail service — it’s also a key transportation link to a number of other entities. The Thames River is home to the U.S. Naval Submarine Base in Groton, the U.S. Coast Guard Academy, commercial facilities that rely on marine transportation, a shipbuilding plant and marinas that serve commercial fishermen as well as recreational boaters.

The machinery that raises and lowers the bridge is worn out and requires constant monitoring. Its failure could cause the bridge to seize up during operation, blocking the channel and preventing rail operations.

Either way, the bridge is Amtrak’s responsibility to maintain. Replacement of the bridge was highly recommended as a result of an engineering study conducted during repair in the early 1990s. Plans and specifications were developed, but the project was not pursued due to budget constraints. Instead, the railroad has had to work around the clock to make emergency repairs on the bridge’s machinery in the past 15 years.

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Transportation Department Summer Safety Initiative is a Success

Due to the success of a recent safety initiative, the Transportation department reduced injuries related to slips, trips and falls by 65 percent during June, July and August. The initiative’s top three achievers were recognized by Ed Walker, vice president of Transportation, when he announced the award winners at a department meeting held in September.

The Pacific Division won the Transportation department’s Gold Award for achieving an 88-percent reduction in the number of injuries resulting from slips, trips and falls this summer, compared to last summer.

Proud of his division’s accomplishment, General Superintendent Joe Deely said, “The managers and employees really focused on doing things the right way. And it paid off — it shows that when we focus our efforts we can make a difference, and in this case, it resulted in a safer work environment for our employees and passengers.”

The Silver Award was made to the Southern Division for having the lowest number of these types of injuries, which would achieve the greatest reduction in the number of these injuries.

To launch the initiative, Chief Transportation Officer Steve Strachan and his staff developed a targeted campaign that centered on using MoveSMART® techniques for preventing such injuries. The program included supervisor guides, employee briefing materials and safety posters that showed Amtrak Transportation department employees using the MoveSMART “Three Points of Contact” techniques. The materials featuredconductors and on-board service employees using the specific techniques that focus on three areas of high-frequency injury: walking through the train, getting on and off trains and using stairs.

Transportation department managers and supervisors distributed the materials to employees at job briefings, tailgate sessions and all safety meetings. The posters were displayed at all crew bases, where employees seemed to take particular notice because fellow crew members were on the poster. Managers and supervisors observed behavior on trains, platforms and in stations to coach employees about how to avoid putting themselves in situations that put them at risk for injury, and to point to safe practices.

Transportation department employees practiced the “Three Points of Contact” so well that fall injuries dropped from 10 in June to eight in July and down to five in August.

Walker praised the team for making a difference, noting that the reduction in injuries accomplished by Transportation department employees was remarkable. “If we take personal responsibility for safety, we can continue this positive trend,” he added.

Based on the improvement shown by the department, a similar campaign targeting lift injuries will begin in October.

Fleet Update: Superliner I

Released on Sept. 10, Superliner I Sleeping car 32012 is one of the three Sleeping cars that was remanufactured at the Beech Grove Car Shop during FY ’04.

Oakland Maintenance Facility Opens in November

continued from page 1

Oakland Maintenance Facility Opens in November

Of the approximate 375 employees who begin calling the facility their home base on Nov. 1, 150 are mechanical employees. The remaining employees belong to the Train and Engine, On-board Service and Administration departments. For a more efficient operation, all employees will work from a consolidated crew base, which will be housed in an extensive temporary trailer complex.

While the facility is fully equipped to handle its workload, the last phase of the construction, scheduled to take place during 2005, will include more space for administration, the relocation of the Oakland commissary, and the new combined crew base.

Kiewit Construction served as the main contractor on the project and DMJM/Harris Companies led the construction management, along with Amtrak’s engineering team of Tom Crowell, division engineer, Wayne Pusey, director of Engineering Services, and Project Manager Harry Schneider.

A test train is run through the Oakland Kirkham Street Locomotive and Car Repair Shop.

stockroom that contains a storage system that maximizes storage density and minimizes vertical storage usage. In addition, a digital monitoring system is in place to monitor the stock. The issue room, where parts are distributed, is open year-round, 24-hours a day for mechanical staff material requirements. Another improvement over the previous facility is the new loading dock that vastly enhances the receiving process and includes 3,000 square feet of storage capacity.

Amtrak Ink October 2004 7
Dear Amtrak Co-workers:

As Amtrak starts a new fiscal year, I wanted to take this time to reiterate the company’s prohibition against discrimination and harassment based on legally protected characteristics, known as protected group status. Amtrak is committed to creating an environment that is professional and respectful toward all employees and our customers. Since Amtrak is only as good as we make it, it is up to each and every one of us to do our part in creating a respectful workplace. Valuing diversity and eliminating discrimination and harassment based on protected group status is an important step toward creating a respectful workplace and making Amtrak a great place to work.

Earlier this year, Amtrak issued the Anti-Discrimination and Anti-Harassment Policy (P/I Number 5.2.0), which replaces Amtrak’s Harassment Policy (DIV-2). While the gist of the message remains the same, the Anti-Discrimination and Anti-Harassment Policy gives clear and specific examples of what can constitute discrimination and harassment. Specifically, the policy prohibits discrimination and harassment (including sexual harassment) based on race/color, gender, age, religion, disability, sexual orientation, national origin/ethnicity, veteran status, or any other legally protected characteristic. The policy also prohibits retaliation and explains the process for filing a complaint. Discrimination, harassment, and retaliation will not be tolerated at Amtrak. Therefore, proven incidents of prohibited conduct will result in appropriate discipline (up to and including termination) and corrective action.

If you feel that you have been discriminated or retaliated against or harassed because of one of the legally protected characteristics described above, or if you have witnessed such conduct, you are encouraged to report the incident to the Dispute Resolution Office (DRO) of Amtrak’s Business Diversity Department. You can contact DRO through its toll-free hotline (1-877-351-8338), by calling a DRO office, or by submitting a written complaint to the DRO. The DRO has offices in Los Angeles, Chicago, New York, Philadelphia and Washington, D.C. The DRO does not handle general complaints of harassment. Therefore, you should report complaints of intimidation, verbal abuse and disrespectful-ness that are unrelated to your protected group status to your department head.

Amtrak values its diverse employees and customers and expects you to do the same. Please do your part by familiarizing yourself and complying with the Anti-Discrimination and Anti-Harassment Policy. Contact DRO if you have questions about the policy or complaint process.

Sincerely,

Gerri Mason Hall
Vice President
Business Diversity and Strategic Initiatives

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Equal Employment Opportunity: It’s Your Job

Amtrak is committed to providing true equality for its employees and a work environment free of discrimination or harassment. Only in a professional, business atmosphere in which employees are treated with respect will we be able to provide our customers with the high quality of service they deserve. In order to meet these goals, the cooperation of every one of Amtrak’s employees is needed. The message of inclusion and equal employment opportunity applies to all Amtrak employees and to all Amtrak operations, including the company’s commuter operations: Shoreline East; Maryland Rail Commuter; Virginia Railway Express; Peninsula; Metrolink; and Coaster.

Amtrak will not tolerate discrimination or harassment based on an individual’s race, color, religion, sex, national origin, age, disability, sexual orientation, or veteran’s status. Amtrak will administer its hiring, discipline, promotion, compensation, benefits, training and all other company activities in compliance with this policy.

Likewise, no Amtrak employee should subject another employee or customer to discrimination or harassment of any sort. Racial, ethnic, religious, or sexual slurs have no place at Amtrak. This includes graffiti and printed mate-rial, as well as jokes and comments. Appropriate discipline – including termination when warranted – will be used to address any violations of this policy.

Managers and supervisors should consult the Human Resources department or the Business Diversity Department’s Dispute Resolution Office if they have any questions or concerns about the administration of this policy. Employees who believe this policy has not been followed may seek assistance from their department managers or file a complaint with the Dispute Resolution Office.

David L. Gunn
President and Chief Executive Officer

Anti-discrimination and Anti-harassment
Business Diversity
April 29, 2004

RESPONSIBILITY
Vice President of Business Diversity and Strategic Initiatives

2.0 PURPOSE
This policy defines Amtrak’s prohibition against discrimination, harassment and retaliation and describes the procedures to be followed for lodging and addressing internal complaints of discrimination, harassment or retaliation.

3.0 POLICY
Amtrak strictly prohibits discrimination and harassment based on a covered individual’s race/color, sex (including gender), religion, national origin/ethnicity, age, disability, veteran status, sexual orientation or other personal characteristics protected by law. Amtrak also strictly prohibits retaliation. Violation of this policy constitutes an act of serious misconduct that can result in disciplinary action, up to and including termination. This policy applies to all applicants and employees (current and former), whether related to conduct involving fellow employees or a third party (e.g., customers, outside vendors, persons doing business with Amtrak, and company visitors).

Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business trips, layovers, business meetings and business-related social events.

4.0 DEFINITIONS

4.1 Discrimination Unfair treatment of or preference for an individual because of his/her personal characteristics protected by law. This may include, but is not limited to:

- Taking an adverse employment action such as firing someone, refusing to hire someone, or promoting someone less qualified because of race, age, disability, or other protected personal characteristic.
- Assigning individuals who work with clients or customers to certain departments, accounts or jobs because the client or customer demands or requests individuals of a certain race, religion, national origin, or other protected personal characteristic.

4.2 Harassment Unwelcome conduct (including sexual misconduct), whether verbal, physical or visual, that is based on a person’s personal characteristics protected by law. This may include, but is not limited to:

- Conduct (including sexual misconduct), whether verbal, physical or visual, that threatens, intimidates, offends, belittles, demigrates, or shows an aversion toward an individual or group because of a person’s protected personal characteristics.

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Fall Timetable Ushers New Schedules, Policies

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Northeast Corridor

Schedule changes on the Northeast Corridor include a few new frequencies and more convenient schedules. A new Acela Express weekday and Sunday round trip is added between Boston and New York, by extending existing Washington-New York trains. To meet the demand for a train that reaches Boston before 10 a.m., the first Acela weekday departure from New York leaves 40 minutes earlier, arriving in Boston at 9:50 a.m.

In response to requests for a late afternoon train arriving in Boston at 9:50 a.m. Washington at 4:25 p.m., Amtrak is adding another train. The Maple Leaf, which operates between New York and Toronto, has been designated all-reserved, for the comfort of its long-distance passengers.

Off-corridor

A new stop on Hiawatha trains, which operate between Chicago and Milwaukee, will begin serving the Milwaukee Airport, Mitchell Field in the fall. Offering train service to the airport, which is located just outside of the city, will also provide those in suburban Milwaukee a convenient travel option to Chicago. Service between New York and Charlotte on the Carolinian, trains 79 and 80, operates on a faster schedule, due in large part to no longer requiring mail handling in Philadelphia. Train 79, from New York to Charlotte, will run 36 minutes faster, and the northbound 80 will arrive in New York 42 minutes faster.

No significant changes are made to the schedules of most of the long-distance trains, such as the Southwest Chief, California Zephyr, Empire Builder, Texas Eagle and the City of New Orleans. However, several changes have been made to the Capitol, which was in effect in the spring continue.

The timetable highlights the sleeping car amenities that passenger will find aboard, including new route guides for all long-distance trains but the Silver Service, which will be available by November.

The new Fall/Winter Timetable has 60 additional pages, providing a better manage capacity and guarantee passengers a seat on busy weekend trains. Regional trains become all-reserved on Saturdays and Sundays.

In the past, Empire Service was unreserved between New York and Albany, but became all-reserved west of Albany, which caused some confusion. To simplify passengers’ travel and offer passengers travel planning flexibility, Empire Service trains no longer require reservations.

The trolley highlights the sleeping car amenities that passenger will find aboard, including new route guides for all long-distance trains, but the Silver Service, which will be available by November.

Policy Central

Amtrak continues to identify ways to make travel planning and the travel experience simple and hassle-free for its passengers.

As a result, a number of policy changes become effective with the new timetable. To avoid trains that become uncomfortable and unsafe due to excess baggage, Amtrak will now require its passengers to strictly comply with its baggage policy. The policy allows two carry-on pieces per passenger (not including purses, briefcases, and laptop bags) with each piece not weighing more than 50 lbs. or exceed dimensions of 28 inches x 22 inches x 14 inches, and three pieces of checked baggage, also not exceeding 50 lbs.

While the actual policy does not change, its implementation does. Using all the communications channels available to Amtrak, the railroad advises passengers that baggage exceeding the limits spelled out in the policy will not be permitted aboard.

A more flexible and consistent refund and exchange policy is also effective Nov. 1. In addition to simplifying life for passengers, the adjustment simplifies the process for ticket agents and reservations sales agents.

Previously, Amtrak imposed a penalty on the exchange of most non-corridor tickets. Under the new policy, exchange fees will be completely eliminated, and passengers will not be charged a fee to exchange tickets for tickets of equal or greater value.

If the cost of a new ticket is less than the original ticket, a passenger may elect to receive an exchange voucher for the full value of the difference that can be used toward future travel, or receive a refund of the difference that is subject to Amtrak’s new 10-percent refund service charge.

The policies associated with refunds used to vary according to the service — refund fees applied to some services, but not to others. As of Nov. 1, a 10-percent refund fee will apply across all Amtrak services and to all classes of service.

Customers may receive full credit on most unused tickets by using the value toward future travel purchases. Or passengers may request a cash refund or credit to a credit card — subject to a 10-percent service charge, up to a maximum of $100 per transaction on any single reservation.

The cancellation policy for First class and Business class accommodation charges is also modified. In the past on Amtrak’s Premium services (Acela Express and Metroliner), passengers canceling a reservation within an hour of departure were permitted to use the accommodation charge value only on the same date. With the new more flexible policy, passengers canceling within an hour of departure may use the full ticket value toward the purchase of future travel for up to one year on any Amtrak service. This new policy will now also apply to cancellations of Business class accommodations on Amtrak’s non-Premium trains.

Another development taking effect in November is the designation of all trains as smoke-free, with the exception of the Auto Train. Passengers who wish to take a smoking break will be allowed to do so only at stops designated as such by the conductor. However, passengers will be asked to remain on the platform near the train and to be prepared to reboard immediately upon hearing the locomotive horn or the “all aboard” call from the conductor.

Bedroom nomenclature has also gotten some attention from Amtrak’s management. Over the years, Amtrak passengers have commented that names such as “standard” and “deluxe” do not accurately describe the rooms, so Amtrak is modifying the names of...
Equal Employment Opportunity: It’s Your Job

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4.4 Personal Characteristics Protected by Law

Race/color, religion, sex (including gender), national origin/ethnicity, age, disability, veteran status, sexual orientation or other personal characteristics protected by federal, state, or local laws prohibiting employment discrimination, such as Title VII of the Civil Rights Act.

4.5 Sexual Misconduct

Unwelcome sexual advances, requests for sexual favors, a person's protected personal characteristics.

4.6 Personal Characteristics

Race/color, religion, sex (including gender), national origin/ethnicity, age, disability, veteran status, or other protected personal characteristics.

4.7 Sexual Harassment

Threats or actions taken to get even with or punish an individual because the individual has experienced or witnessed any conduct that is prohibited by this policy.

4.8 Discrimination

The refusal to hire, terminate, or otherwise to discriminate in a manner prohibited by this policy.

4.9 Termination

The final action designed to remedy a violation of this policy.

5.0 PROCEDURES

5.1 An employee who feels that he/she has experienced or witnessed any conduct that is prohibited by this policy should notify his/her supervisor/manager, department head, or the Dispute Resolution Office of Amtrak’s Business Diversity Department.

5.2 Employees should file complaints as soon as possible after the alleged violation of this policy, but in any event, no later than one year following the alleged violation. Amtrak encourages, but does not require, that an employee’s complaint be in writing.

5.3 Once a supervisor/manager or department head becomes aware of a complaint, he/she is required to report the perceived misconduct immediately to the Dispute Resolution Office in Amtrak’s Business Diversity Department.

5.4 The Dispute Resolution Office is responsible for investigating complaints of discrimination and harassment on behalf of Amtrak. Once a complaint is reported to the Dispute Resolution Office, an investigation will be initiated. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge.

5.5 Every complaint will be treated confidentially to the extent practical, keeping in mind that investigation of the complaint may require its disclosure to certain individuals during the course of the investigation. If it is determined that immediate action is required to prevent any further harassment/discrimination, the Dispute Resolution Office will notify the appropriate Executive Committee member or department head. The Executive Committee member or department head will be asked to take interim measures to address the alleged harassment/discrimination pending investigation by the Dispute Resolution Office.

5.6 At the conclusion of an investigation, the Dispute Resolution Office will determine whether the allegations were founded, unfounded or inconclusive and notify the complainant in writing of the results. If it is determined that the allegations are founded, Amtrak will take corrective action, including discipline up to and including termination, as is appropriate under the circumstances. The refusal to implement corrective action or the obstruction of corrective action designed to remedy a violation of this policy may result in sanctions or disciplinary action.

5.7 The making of intentionally false accusations of discrimination or harassment is prohibited by this policy. Persons found to have made intentionally false accusations or who have provided intentionally false information regarding a complaint are also prohibited by this policy. Persons found to have made intentionally false accusations or who have provided intentionally false information may be disciplined, up to and including termination. Complaints made in good faith, although not found to be valid, will not be considered false accusations.

5.8 All employees are expected to cooperate fully in investigations of perceived discrimination or harassment by (1) disclosing complete and accurate information in response to questions by the Dispute Resolution Office; and (2) not concealing information or obstructing investigations. The failure to cooperate in a Dispute Resolution Office investigation may result in sanctions or disciplinary action.

continued from page 2

While Palmetto service began as a New York-Savannah train, it was extended to Jacksonville to accommodate a mail-hauling contract in 1988. In 2002, the service trains 89 and 90, began operating as a coach-only train New York to Miami, via Tampa.

As a result of the closure of the mail business, this service returns to its original New York-Savannah route on Nov. 1. Communities that will no longer have rail service — Waldo, Ocala, Wildwood and Dade City — will be connected by motorcoach with the Silver Star at Lakeland and Jacksonville.

While the Silver Star continues its New York to Miami run via Orlando, it will begin serving Tampa and Lakeland (previously served by the Palmetto) on Nov. 1. This route change will also restore sleeping car accommodations and dining car service to those cities.

The schedule of the New York-Pittsburgh-Chicago Three Rivers was designed to meet the needs of the mail business when it was extended to Chicago in 1996. Without the mail business, the service will undergo significant changes. With the new timetable, both the Three Rivers and the Pennsylvania will be replaced by a single New York-Pittsburgh-Chicago train, which will run roughly according to the schedule of the current Three Rivers, but without a sleeping car.

The second phase of this transition takes place in March, when service on this train west of Pittsburgh will be eliminated, following the legally required notice to the communities that will no longer be served by Amtrak; Youngstown, Akron and Fostoria OH, and Nappance, IN.

Amtrak’s package express service, which offers small package shipping to more than 100 cities, is unaffected by these changes.
Open Enrollment For 2005 Benefits

This year, there will be only one medical benefits Open Enrollment period for all Amtrak employees. For both agreement-covered and non-agreement-covered groups, Open Enrollment for 2005 benefits will take place from Oct. 22 through Nov. 12. If you wish to change your benefits for 2005, you will need to complete the enrollment process by midnight on Nov. 12.

To enroll or change your elections for 2005:

- Logon to: www.amtrakbenefits.com; or
- Call the Amtrak Benefits Service Center at 1-800-481-4887.

If you are not making any changes to your benefits, you don’t have to do anything — your benefits in 2005 will be the same as those you have now, with these exceptions:

- If you are a current participant in a Health Care Spending Account, a Dependent Day Care Spending Account, or Prepaid Legal Services (non-agreement-covered employees only) and wish to continue participation in 2005, you must complete the enrollment process for these benefits.

Shortly before the start of Open Enrollment, you will receive a package of materials:

- A personalized worksheet showing the benefits for which you are eligible to enroll;
- A workbook that reviews benefit changes and provides information about enrollment.

When you receive these materials (they will be mailed to your home), review them carefully.

Any changes you make to your benefits will become effective on Jan. 1, 2005. The Open Enrollment period is the only time you may make changes to your 2005 benefits, unless you have a family status change.

For additional information about your benefits, call the Amtrak Benefits Service Center at 1-800-481-4887.

Customer Service Representatives are available from 8 a.m. to 8 p.m. Eastern time, Monday through Friday (except holidays).

Amtrak Police Officer Wins Prestigious “Top Cops Award”

Officer Rodney Chambers is the first Amtrak Police officer to be honored with a Top Cops award from the National Association of Police Organizations.

“America’s Most Wanted,” hosted the Sept. 11 awards event in Washington, D.C.

The Top Cops Awards program pays tribute to law enforcement officers from across the country for outstanding service to their communities. Officer Chambers was recognized for the heroism he displayed last June while on patrol at Washington Union Station. He wrestled a hand grenade away from a suspect who had pulled the pin and then attempted to drop it. The grenade was later determined to be inert, but Officer Chambers did not know it at the time of the encounter.

Top Cops are selected by an independent awards committee of law enforcement officials from a pool of hundreds of nominations submitted by fellow officers. Officer Chambers is one of 33 police officers to be honored and 79 officers who will receive honorable mention awards.

Past honorable mention recipients from the Amtrak Police Department are Officer Doug Paige (’98), Sgt. George Reutter (’01), Investigator Maureen Powers (’01) and Officer Anthony Krisielius (’01).

Congratulations to All of You!

ROTH, VINCENT
Mid-Missouri Div/El Dorado, Kan

SAUNDERS, PATRICK
Chicago Metro District

SCOTT, STACY
Kansas City District

SELLWOOD, RICHARD
New York District

SHIPLEY, RONALD
Seattle District

STECKLING, RANDALL
Chicago Metro District

SWELLER, WAYNE
New Haven District

WESTROPE, PATRICIA
New York District

WHITE, EDWARD
Chicago Metro District

WIDDOWES, WAYNE
Baltimore District

WOODELEY, HERBERT
New York District

The March 2003 issue of Amtrak Ink omitted a retirement listing. We regret the error.

Retirees
March 2003

VANDOR, LARRY
Philadelphia District

25-Year Anniversaries
September 2004

ARTIES, RUTH
Philadelphia District

BAEZ, LILLIAN
Philadelphia District

BAGOSY, MARK
Philadelphia District

BENTON, TYRONE
New York District

BERNAL, ANICETO
New York District

BOONE, THOMAS
Baltimore District

BOYCE, ROBERT
Baltimore District

BRAZELL, CONSTANCE
Philadelphia District

BROADWAY, BRENDA
Philadelphia District

BUCHANAN, RAMONA
Philadelphia District

BURGESS, MYRNA
Philadelphia District

CAMMOCO, LESLIE
Philadelphia District

CAPRIOTTI, EVELYN
Philadelphia District

COLEMAN, CHEYENNE
Baltimore District

COVERT, THOMAS
Philadelphia District

COX, VIVIAN
Philadelphia District

DAULTON, MARK
Baltimore District

DAVIS, JOYCE
New York District

DUPRE, MICHAEL
Wilmington/Delaware District

DUNN, PATTY
Washington, D.C.

ESCUEDO, RUKNMI
Chicago Metro District

FINLEY, REGINA
Philadelphia District

GARGIUO, ALBERT
New Haven District

GENE, KATHIE
Washington, D.C.

GRAHAM, KEVIN
Baltimore District

HAEBERLE IV, WILLIAM
Baltimore District

HARTER, JOCELYN
Chicago Metro District

HILLY, MICHAEL
Baltimore District

HILL, CELLESTEINE
Philadelphia District

KANE, JOYCE
Philadelphia District

KARLIN, MARCIA
New York District

KING, JACQUELINE
Philadelphia District

KRIEGLER, GLADYS
Philadelphia District

LAESTRA, AMANDA
Los Angeles District

LEYHEE, JOHN
Baltimore District

MADEY, EILEEN
Philadelphia District

MONK, LINDA
Baltimore District

MOWERY, STEVEN
Baltimore District

MULKEY, ARTHUR
Baltimore District

MYERS, LISTON
Chicago Metro District

NAZARENAS, STEVEN
Baltimore District

NEE JR, WARREN
New Orleans District

NILAN, STEPHEN
Philadelphia District

OSBORNE, DAVID
Baltimore District

PADT, MARY
Los Angeles District

PIERRE, HEUREUSE
New York District

PUGLIO, LINDA
Los Angeles District

RICE, ELVIN
Philadelphia District

RICHARDS, MICHAEL
Chicago Metro District

RYAN, PATRICK
Chicago Metro District

SALAZAR, STEVE
Los Angeles District

SALZER, JOHN
Chicago Metro District

SALZER, JHON
Chicago Metro District

SHORT, WILLIAM
Baltimore District

SIMPSON, ROBERT
Wilmington/Delaware District

SMITH, ROBERT
Chicago Metro District

SMITH, TIMOTHY
New York District

STATE, RONALD
Philadelphia District

STEWART, RAY
New Haven District

THORNTON, WILLIAM
Philadelphia District

TUCKER, SNOWDEN
Baltimore District

WAHL, DAVID
Chicago Metro District

WALSH, DAVID
Chicago Metro District

WASHINGTON, WASHINGTON

WELJER, MARIA
Chicago Metro District

WILFORD, WILLIAM
New Haven District

WOLKOWSKY, PAUL
Baltimore District

ZIEHTEN, TIMOTHY
Washington, D.C.

YATES, JAMES
New York District

ZIER, WILLIAM
New York District

20-Year Anniversaries
September 2004

CAMERON, JAMES
District

BLEAR, CAROL
New York District

BROSE, MARY
Chicago Metro District

BOESLHE, JR, FRANK
Empire/Albany District

CROSE, WILLIAM
Chicago Metro District

DIDRICK, DOUGLAS
Chicago Metro District

DIEHL, SHERWOOD
Chicago Metro District

FEDER, STEPHEN
Chicago Metro District

FOSS JR, GERALD
Wilmington/Delaware District

HARDY, DANIEL
District

INGER, IRWIN
New Haven District

KULICK, KENNETH
Philadelphia District

RASLER, MICHAEL
Los Angeles District

ROGERS, MILTON
Chicago Metro District

SMITH, GERALD
San Francisco District

STEWART, DAVID
Jacksonville District

SULLIVAN, MICHAEL
Chicago Metro District

WALSH, MICHAEL
New York District

WOODS, RICHARD
District

ZIMMER, WILLIAM
Baltimore District

ZIER, WILLIAM
New York District

2004 Anniversaries

BARNS, MARY
Chicago Metro District

BEOHNK, JR, FRANK
Empire/Albany District

BROSE, MARY
Chicago Metro District

CROSE, WILLIAM
Chicago Metro District

DIDRICK, DOUGLAS
Chicago Metro District

DIEHL, SHERWOOD
Chicago Metro District

FEDER, STEPHEN
Chicago Metro District

FOSS JR, GERALD
Wilmington/Delaware District

HARDY, DANIEL
District

INGER, IRWIN
New Haven District

KULICK, KENNETH
Philadelphia District

RASLER, MICHAEL
Los Angeles District

ROGERS, MILTON
Chicago Metro District

SMITH, GERALD
San Francisco District

STEWART, DAVID
Jacksonville District

SULLIVAN, MICHAEL
Chicago Metro District

WALSH, MICHAEL
New York District

WOODS, RICHARD
District

ZIMMER, WILLIAM
Baltimore District

ZIER, WILLIAM
New York District
Dear Amtrak:
I wish to bring to your attention a fine individual who handled our recent reservation so as to have everything come out satisfactorily. He is John Romania who is in Customer Service, in the [River-side] center.

John, to his credit, took our reservation and was able to combine the best and make it come out, as it should. I am still unclear as to how Amtrak is handling LL seating fares, but I have sent e-mail to your Internet Web site that addresses that very problem.

From my view, he appears as a bright star in a fading galaxy. Customer service is obviously there to “iron out the kinks,” and John does a superb job of doing just that. You will be fortunate to have more people of his caliber working aboard as well as off the trains where the customer has his first employee encounter — on the phone.

My wife and I opted to take the train even though a lower fare was available on Northwest Airlines. We are hoping that these four train journeys will be pleasing and uneventful.

Sincerely,
William D.
Wheat Ridge, CO

Dear Amtrak:
I am writing today to compliment the honesty, integrity and commitment to customer service of three very outstanding employees. I accidentally left my wallet on #513 out of Portland. It was full of all my credit cards, ID, checkbook and $100 in cash. As you can imagine, I was frantic later when I discovered it was missing. I rushed immediately to the Tacoma station to see if it had been turned in. A kind clerk named Brad Brailsford gave me the name and number of Security and promised to be on the lookout for my wallet.

Later that evening, at 10:20 p.m., I received a call from Nathan Yurth, who wanted to let me know that he had found my wallet while cleaning the train. He apologized for the lateness of the call, but thought that I would want to know of its safety before I went through the hassle of canceling my credit cards and checks. To my amazement, he told me the wallet was in tact — credit cards, check book, ID and money. We agreed that he would turn my wallet in the next morning to his father [Martin Yurth] who also works for you.

The next morning, Mr. Yurth called to tell me that my wallet would be sent on the next train to Tacoma, care of Brad Brailsford, and I could pick it up at 2:10 p.m. My wallet arrived as promised, in a sealed envelope, and fully in tact. I am so impressed with the personal attention and care your staff took to safely return my wallet. I am especially impressed with young Mr. Yurth. He asked me for nothing and in return for my wallet or his good character, and was only concerned about returning my wallet safely and quickly.

I thank you for your fine staff from the bottom of my heart; they have renewed my faith in human nature and should be commended for their good deeds.

P.J. H
Tacoma, WA

Open Enrollment For 2005 Benefits
continued from page 11

Women’s Health Coverage
In the event that you or your dependents suffer from breast cancer, Amtrak medical benefits provides coverage for reconstruction and surgery to achieve symmetry between breasts, prostheses, and complications resulting from a mastectomy, including lymphedema.

Coverage for this care is provided in the same manner as other medical care, with deductibles, co-payments, and co-insurance still applying. Please consult your medical benefits summary plan description, enrollment guide, or call the Amtrak Benefits Service Center at 1-800-481-4887 for more information.

Fall Timetable Ushers New Schedules, Policies
continued from page 9

its sleeping rooms to better describe its overnight train accommodations. This move minimizes any confusion over what passengers may expect when booking a reservation.

Beginning Nov. 1, sleeping accommodations equipped with showers, toilets and a vanity will simply be called Bedrooms. The smaller rooms that rely on shared restroom facilities, a bed-and-breakfast on steel wheels, will again be known as Roomettes. On Viewliner equipment, Roomettes do include their own toilets.

“Long-time Amtrak riders may remember the name Roomette from the past as a room that included a single bed,” noted Marketing and Sales Vice President Barbara Richardson. “While the current Roomettes accommodate up to two people, some of our passengers have found them most comfortable when traveling by themselves.”

The larger rooms designed for families will continue to be called Family Bedrooms and the designation of the wheelchair-accessible sleeping rooms, known as Accessible Bedrooms, will also remain unchanged.

VITAL STATS
for August 2004

<table>
<thead>
<tr>
<th>Month</th>
<th>Safety</th>
<th>Ridership</th>
<th>Total Expenses</th>
<th>Total Operating Revenue</th>
<th>On-Time Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actual</td>
<td>Budget</td>
<td>Actual</td>
<td>System goal</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Budget Actual</td>
<td>Actual</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reportable Injury Ratio*</td>
<td>3.4</td>
<td>3.4</td>
<td>(goal) 3.4</td>
<td>3.4</td>
</tr>
<tr>
<td></td>
<td>Ridership</td>
<td>2,380,765</td>
<td>2,176,331</td>
<td>23,147,087</td>
<td>23,134,798</td>
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<tr>
<td></td>
<td>Total Expenses</td>
<td>$259,156,000</td>
<td>$252,440,000</td>
<td>$2,852,914,000</td>
<td>$2,774,588,000</td>
</tr>
<tr>
<td></td>
<td>Total Operating Revenue</td>
<td>$171,191,000</td>
<td>$157,619,000</td>
<td>$1,744,862,000</td>
<td>$1,752,395,000</td>
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<tr>
<td></td>
<td>On-Time Performance</td>
<td>85.0%</td>
<td>66.7%</td>
<td>System goal 85.0%</td>
<td>70.5%</td>
</tr>
</tbody>
</table>

* Number of reportable injuries per 200,000 worked hours.
A Look at FY ’05 Mechanical Goals

Mechanical Department Makes Progress in 2004

The Mechanical department begins the new fiscal year with an aggressive capital program to return to service overhauled and remanufactured cars and locomotives from the backshops and to conduct regular preventive maintenance and inspections at terminal shops.

Last year saw a heavy workload for the Mechanical department, but some good results in the output of shop work. However, Amtrak continues to face considerable challenges due to the long-term effects of prior deferred maintenance, remanufactures and overhauls.

“Last year, we worked steadily in FY ’04 toward a state of good repair for our fleet, and we made good progress. The goals we’ve set for this fiscal year reflect more steady growth and progress,” said Chief Mechanical Officer Vince Nesci.

FY ’05 Goals and Objectives

The department has established five goals for fiscal year 2005 that are designed to address the department’s main concern — to have in service and ready for service a sufficient and reliable fleet. The objectives the department must accomplish this year to meet these goals include execution of the FY ’05 fleet capital program, acquisition of rolling stock, more frequent inspections in yards and terminals, improving reliability of the fleet for passengers and crews to improve on-time performance and safety, reducing labor costs and continuing national Mechanical department processes.

Fleet State of Good Repair

Light overhaul work is typically limited in scope and is characterized by minor structural repair or replacement of parts. Heavy overhauls are characterized by a complete teardown with some upgrades and structural repairs. Remanufacturing involves a one-time teardown and reassembly enabling the asset to greatly extend its expected useful life. In a remanufacture, materials are replaced with new and often improved designs and the structures may be significantly redesigned.

Slated for heavy overhaul and remanufacture this year at the Bear and Beech Grove backshops are 220 passenger cars; including 35 Café/Lounge cars, 83 coaches, and eight Cab cars in the Amfleet line; 10 Café cars and 18 coaches in the.

FY ’04 Closes Ridership Record

Amtrak ended FY ’04 with an all-time high ridership record. Amtrak carried more than 25 million passengers in FY ’04, exceeding last year’s year-end ridership by over one million passengers but falling slightly short of budget (-1/2 percent) and meeting the goal the railroad set for itself.

While the railroad kicked off the fiscal year with a strong showing, it was offset by a downward trend during the second half of the year. The first four months of FY ’04 posted steady gains in both ridership and ticket revenue numbers that exceeded both budget and FY ’03 figures. The ridership numbers during this period averaged 8 percent over both ’03 figures and budget. The revenue during that period averaged 6 percent over ’03 and 5 percent over budget.

After the first of the year in January, a number of economic factors, such as the war in Iraq, a weakened economy, high unemployment rates, a poor job market and competition from low-cost airlines took a toll on the railroad’s early progress. Additionally, in the second quarter, heavy snowfall and record-breaking cold in the Northeast and Chicago and an avalanche along the Empire Builder route resulted in the first of many weather-related service cancellations and delays that Amtrak would experience during the rest of the year.

In the fourth quarter, Amtrak long-distance service was affected by natural disasters, such as hurricanes, flooding and fires that resulted in service disruptions and re-routes affecting 325 trains in.

Ridership and Ticket Revenue for September 2004

<table>
<thead>
<tr>
<th>Month of September</th>
<th>FY ’03/Actual</th>
<th>FY ’04/Budget</th>
<th>FY ’04/Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>1,931,411</td>
<td>2,013,154</td>
<td>1,918,766</td>
</tr>
<tr>
<td>Fiscal Year-to-date</td>
<td>FY ’03/Actual</td>
<td>FY ’04/Budget</td>
<td>FY ’04/Actual</td>
</tr>
<tr>
<td>Ridership</td>
<td>24,028,119</td>
<td>25,160,241</td>
<td>25,053,564</td>
</tr>
<tr>
<td>Ticket Revenue</td>
<td>$1,216,260,257</td>
<td>$1,284,729,170</td>
<td>$1,256,424,267</td>
</tr>
</tbody>
</table>

continued on page 9
Since Oct. 4, I have traveled quite extensively on our system attending President’s Service and Safety Award events around the country. Once again, I had the opportunity to meet many of you and see our facilities. I am always inspired by your attitude and commitment. While in Oakland, we dedicated our new maintenance facility. The Oakland facility was a $71 million facility, which our Engineering department brought in ahead of schedule and under budget. For the first time, we will have a drop table and wheel-truing machine on site. Opening the new facility goes a long way to strengthening our relationships with the Capital Corridor and the state of California who also helped fund the construction of the maintenance facility. In my 40 years in the industry, I have seen too many railroad facilities closed or torn down, so it is nice to open one up for a change. We also opened a new First Class Lounge in Chicago, which should significantly improve the service to our customers. The old facility had HVAC problems, plus it was rather cramped. While exiting the mail and express business was painful, the benefits of returning to our core business – moving passengers – were evident. The Chicago Terminal is fluid once again and en route delays and mechanical problems with boxcars and RoadRailers have been eliminated. The Spring Timetable will incorporate many improvements as a result of returning to a passenger-only operation.

Last week, I also had the chance to ride a VIA train from Montreal to Halifax. I wanted to experience their service and ride the new Renaissance equipment, which was imported from Great Britain. VIA employees are much like Amtrak employees. They are a good bunch and dedicated railroaders. I think there would be some benefit in exchanging ideas between our companies. The President of VIA, Paul Côté and I discussed ways of engaging in such an exchange. By the time you read this, the election will be over and we will be back before Congress seeking our appropriation for FY ‘05, which will probably be half over by the time it is all figured out. (What a way to run a railroad.) While I am not clairvoyant, I am hopeful that we will be able to continue rebuilding our plant and equipment because the best argument for funding I have is your ability to run a quality, efficient service. The old facility was 20 years in the making.”

Amtrak Dedicates New Oakland Maintenance Facility

Amtrak and the state of California dedicated the new, jointly funded $71 million Oakland Maintenance Facility on Oct. 12, 2004, among a group of enthusiastic rail partners, employees and fans. The modern facility, which opens for business on Nov. 1, will improve the efficiency of the mechanical operations supporting Amtrak’s regional and long-distance train services in California. The facility has the capacity to meet future demand as the state-supported San Joaquin and Capitol Corridor services continue to grow ridership.

“We’re proud that this new facility was completed on time and on budget,” said Amtrak President and CEO David L. Gunn. “I’ve been in the business 40 years, and I’ve seen more railroad facilities close than open. The key is incremental improvements. Now we’ll be able to focus on improving our service,” added Gunn.

Joining Mr. Gunn were Amtrak’s Board Chairman David Laney, California DOT Chief of Rail Warren Weber, and state Sen. Tom Trotakson. Citing Caltran’s support for the project, Weber stated, “I never thought today was going to happen. The road to this facility was 20 years in the making.”

The Chairman of Amtrak’s Board of Directors David Laney, introduces Warren Weber, chief of Rail Transportation for the California Department of Transportation, at the Oakland Maintenance Facility dedication ceremony last month.
This fall, Materials Management and Mid-Atlantic Division Engineering employees at Philadelphia’s Penn Coach Yard will begin using a new material control facility for procurement and storage of equipment and materials.

Over the course of the summer, construction began on the material control facility, comprising three new maintenance-of-way materials management buildings at the Penn Coach Yard in Philadelphia, following 10 months of aggressive cleanup and recovery of maintenance-of-way materials.

The nearly yearlong project was designed to clean up the facility and build a materials control facility to support the work of the Mid-Atlantic Engineering forces at the yard. The effort involved the sale of 45 Connex boxes (large shipping containers), and removal of 32 sheds and/or trailers and two old rail cars, all of which were used to store materials.

In addition, 338 gross tons of scrapped track materials (switch materials, spikes, bolts, plates, points, frogs, joint bars), 186 gross tons of miscellaneous scrap steel were removed and sold and two obsolete baggage cars were sold for $72,000. An additional $220,000 of material was recovered and returned to inventory.

The dysfunctional state of the yard, and many like it across the Amtrak system, was due to a number of factors, including the lack of a secure warehouse and yard storage capacity. There was also no provision for construction debris, material returns, assembly area or other functional space to perform these tasks.

“We must provide our employees with the support they need to work as efficiently as possible,” said Chief Engineer David Hughes. “Penn Coach Yard is now a much more user-friendly place to get work done. We really appreciate Mike Rienzi and the Procurement department for taking the lead to get this project off the ground.”

The new facility, which is administered by the Materials Management staff, eliminates waste and disorganization, and mitigates inefficiency. In addition, the reorganization of the grounds has vastly improved the previously desheveled yard that became an uninspiring work environment.

The area also became an eyesore to passengers traveling to and from Philadelphia; a glance out of the window provided a view that left a poor impression of Amtrak.

The major facility improvement comprises four buildings; one rehabilitated building, known as Building K, and three new buildings.

Building K, which was previously used as a Bridge and Building facility, now houses working materials for each discipline: Track, Electric Traction, Bridge and Building and Communication and Signals. The focus of the renovation was in the interior of Building K, which involved creating four separate bays, one for each of the disciplines. Each bay is separated by fencing and includes racks and shelving units for storage of materials used in daily operations.

Construction of the new structures began in October, and the last of the three new buildings will be complete in late November. As each structure is complete, it is furnished with the relevant supplies and put into operation.

Building Number One is dedicated to housing material control inventory, materials acquired for specific capital projects that are planned for the year. Building Number Two is designed to store gasoline-powered tools and flammable material used by all four disciplines. Building Number Three, a large three-sided storage shed, is intended to accommodate large items, such as cable reels and electric traction insulations.

**Cleanup**

Implemented in January, the facility improvement plan first required massive cleanup of the area and recovery of the materials that were spread throughout the yard.

A team of four Materials Management employees and 11 Maintenance-of-Way employees combed through the yard, identifying materials to be stored for future use, redeployed to another Amtrak facility, scrapped or sold.

The team worked with each department to determine the usefulness of items retrieved and to find homes for displaced tools and materials. For example, cable from deteriorating reels was re-reeled onto useable reels and some reels of excess cable were sent to the Perryville, MD, facility. C and S items, such as relays, were delivered to the C and S warehouse in Lancaster, PA; and four central instrument houses (aluminum sheds equipped with air conditioning and heat to protect delicate electronic signal equipment) were transferred to Sunnyside Yard.

All track materials that were scrap, obsolete or surplus were removed, empty cable reels were sold, and all excess concrete ties removed and sent to other facilities for utilization.

The grounds were tested for toxicity, resurfaced and paved with crusher run, a fine stone mix. New lighting and security fencing will be installed throughout the yard once the construction is complete.

While the rehabilitation and construction of the buildings was done by a contractor, Engineering department employees contributed to the design of the structures, so that the facilities met the needs of the work gangs. The department also reviewed and submitted comments on all of the plans.

“We worked as a team toward common goals,” said Material Control Manager Harvey Short. “The crews at the yard were enthusiastic about this project — their home base was a mess and it required a dedicated team and dedicated funds to make it right.”

**Putting the Resources in Place**

The materials management function was centralized as a result of Amtrak’s dissolution of the Strategic Business Unit structure in 2001, and over the course of 2002, materials management was incorporated with the Procurement department.

Because there was no central materials management system in place, it was difficult to account for equipment and supplies, and almost impossible to benefit from economies of scale and to make the most of the resources already available.

Previously, maintenance-of-way materials were purchased on a project basis and charged when received, as opposed to being purchased as inventory and charged when installed. Vice President of Procurement and Materials Management Mike Rienzi
Random Ticket Check Begins

Amtrak passengers will be randomly asked to produce valid photo identification to conductors on board all trains starting this month under a new policy adopted at the direction of the federal Transportation Security Administration (TSA).

The random ID checks will be based on a passenger’s ticket number and will be conducted on approximately 10 percent of all passengers. If the name of the passenger on the ticket and the passenger’s ID do not match and a reasonable explanation for the difference is not provided, conductors are being required to alert Amtrak Police for further investigation.

“Earlier this year, the Department of Homeland Security issued a directive we were to adopt,” said Al Broadbent, vice president of Police and Security. “Unlike the airlines, we operate in an open environment, but there are steps we can take to make us more secure.”

Passengers were informed about the new policy with Passenger Service Notices in stations, on amtrak.com and with on-board announcements made by conductors. Employees were advised of the implementation of this new security course of action via Security Update and an Operations Standards Update.

Preparations in Place for Busy Season

As Amtrak approaches its busiest travel period of the year, the Thanksgiving holiday, it is prepared for the hundreds of thousands of travelers who choose to travel by rail.

Nearly 60 additional trains will serve Northeast Corridor this Thanksgiving, including 26 more Acela Express departures. To ensure the comfort of Amtrak passengers during the hectic holiday season, all trains (except Keystone and Clocker Service) will require reservations between Nov. 22 and 29.

On the West Coast, all Pacific Surfliner trains will require reservations between Nov. 23 and 29. Metrolink Rail 2 Rail tickets will not be honored on the high-travel days of Nov. 24 and 25.

Amtrak Cascades will offer additional service over the holiday period. Making all regularly scheduled stops between Portland and Seattle, one additional roundtrip will be offered on Nov. 24 and 25, while two additional round trips will be offered on Nov. 28.

Because of equipment limitations, not all of these extra trains will offer the same amenities expected on most Amtrak trains, such as Café service and reclining seats. Passengers who feel inconvenienced by the change in service aboard those trains, may ask for a 20-percent-off discount coupon for use on a future trip with Amtrak.

Facility at Penn Coach Yard Opens

continued from page 3

Rienzi oversees this now-centralized department. “Getting this issue under control is a big priority for the railroad,” said Rienzi. “We knew that we could achieve cost-savings as well as keep expenses down as a result of putting this department in place. Since centralization we have recovered inventory in excess of $35 million.”

“Because all of our capital work is programmed, we have a pretty good sense as to what we need, enabling us to make decisions about inventory, rather than ordering on an ad-hoc, project basis. Having an inventory system and the facilities in place, like the one now at Penn Coach Yard, makes planning easier and facilitates the efficient work of the crews,” he added.

While cleanup and materials recovery is taking place through the Amtrak system, the Penn Coach Yard is the first of a number of major locations across the Amtrak system targeted for renovation.
Chef Certification Program Launched

Challenge yourself to do better. Every time you do a routine, do it faster, more accurately. Make it taste better, look better. A dozen dining car chefs learned this simple recipe for success during Amtrak’s Chef Certification classes launched in September at the training facility in Wilmington, DE.

Developed by Gate Gourmet and Amtrak’s Food and Beverage department, the Chef Certification class supports Amtrak’s efforts to standardize the ingredients, quality, taste and presentation of meals prepared in the Dining car, while still providing passengers with a variety of meal choices.

Using a specially designed training manual and hands-on demonstrations, the course is designed to teach all — approximately 200 — Amtrak chefs the procedures necessary to ensure passengers receive the same meal prepared the same way, whether they are travelling on the Southwest Chief, the Crescent or on any other Amtrak long-distance route.

“Amtrak chefs have varying experience levels,” stated Food and Beverage Director Pete Humphreys. “So, we developed this certification course to narrow that gap and to provide an avenue for implementing new policies and standards that yield a higher level of consistent meal preparation and that better serve passengers.”

Humphreys added that his department and Gate Gourmet have been working since early this year to develop the training manual and pilot program. After the manual was complete, six Food and Beverage managers attended a pilot class last summer to fine-tune the curriculum and ensure that enough time was allocated for each topic.

The three-day Chef Certification class is held once a month at the Wilmington Test Kitchen, which opened in February 2004. Construction of the test kitchen, which contains the same type of equipment as an actual dining car kitchen, was part of an overall plan to provide a site to train Food and Beverage employees, develop new recipes and evaluate and test new products.

“The kitchen is only large enough to accommodate six chefs and one manager per class,” said Senior Analyst Jack Davis. “Therefore, at a rate of 72 chefs a year, it will take about two and a half years before all of Amtrak’s chefs are certified. After we’ve trained the chefs, we plan to move on to the food specialists.”

Many of Amtrak’s pre-cooked entrees. Each video walks viewers through a plant tour and describes how the products are prepared.

Day one of the program includes a section on chef accountability, conducted by the Service Delivery staff, which establishes and clarifies the chef’s key areas of responsibility, including financial accountability, inventory control and stock inspection.

The section also covers proper food storage and handling as well as meal preparation and service. Stock verification, which is performed jointly with the lead service attendant, is also covered. Additionally, chefs review meal check procedures, which in part, emphasize that orders are not to be filled before a completed meal check is received.

Public health managers also conduct a Sanitation and Food Safety Review that includes the public health refresher course that food service employees are required to take every two years.

The first day concludes with a breakfast service review that comprises menu item demonstrations, such as preparing, filling and plating omelets.

Blue Cheese Dressing, Please

In response to customers’ demand for a more substantial salad choice than the side salad offered at lunch and dinner, an entreé salad was added to the lunch menu. As salad has become a quite popular menu item, the second day of class covers the proper handling, storing and serving of lunch and dinner salad mixtures. Even though the chef is not responsible for salad preparation, he or she must oversee its preparation and make sure the service attendant, lead service attendant or food specialist prepares and serves it properly.

The certification course helps chefs understand how vital it is for the food service team to work well together. “The service attendants have to take the orders properly and offer the customers all available options, while the chef must prepare the meal properly, and pay close attention to details such as the type of salad dressing, entreé sauce and dessert garnish,” added Humphreys.

While most meals prepared by chefs do not require cutting, it is nevertheless important that chefs are knowledgeable about the safe and proper use of knives on board a moving train. Therefore, day two also includes instruction on how to properly handle and sharpen various types of knives.

Other topics included in the curriculum are sandwich preparation, heating and assembly, and dessert thawing, heating, plating and garnishing. And, as part of the hands-on training, lunch is prepared and enjoyed by the entire class.

Prepare, Plate and Serve - Dinner Service Review

On the last day of training, special attention is placed on dinner preparation, an area where travelling chefs report the most discrepancies between Amtrak’s standard and what is actually served. The most common variance is found in the heating times. Even though most entrees are precooked, they are sometimes heated in the oven too long. For example, a stuffed chicken breast or piece of salmon that only needs to be baked for 20 to 25 minutes is cooked for an hour it will result in a dry and tasteless meal.

As part of the Dinner Service review, the six chefs are divided into teams of two and each team is required to plate 24 meal checks in 30 minutes. The chefs are allowed an hour to prepare the side items such as rice, baking potatoes and vegetables.

After the meals are plated, each team is critiqued in areas such as proper cooking or heating times and plate presentation. The facilitator checks the doneness of the entrée, observes if items are placed on the plate correctly and makes sure sauces are added properly — and only when ordered.

At the conclusion of the three days, chefs may find that some of the cooking techniques taught are new, while others are revisited. “This is the first time that Amtrak has offered a comprehensive and formal program of study in this area,” said Service Delivery Chef Kevin Scott. “The beauty of this program is that it brings everyone together in an actual kitchen setting, where chefs can learn from themselves and their peers.”

Traveling Chef Hashim Abdul-Salaam observes Chefs Roger Harris and Raymond Juasy as they practice tomato-slicing techniques.

Quality Meals Build Customer Confidence

Amtrak has taken a number of steps to improve the consistency of its meal service. Over the past several years, the Food and Beverage department has standardized the Dining car menus across the Amtrak system, which has improved meal presentation. The fully prepared, already seasoned dishes reduce the need for additional spices and condiments that may change the flavor of any given meal.

Gate Gourmet’s Executive Chef Tim Costello, who has worked with Amtrak on menu development for the past four years, facilitated the classes. “The ability to offer standardized quality meals system-wide builds customers’ confidence in our dining services and saves the company money,” said Costello.

“Now instead of purchasing a lot of food items from a variety of vendors, we’re purchasing multiple items from fewer vendors — at a better cost. For example, reducing the number of bread suppliers from five to one saved $120,000 a year,” Costello continued.

Assisting Chef Costello are Amtrak’s Traveling Chefs Robert Elder, Hashim Abdul-Salaam and Mike Woods-Hulse, who travel throughout the Amtrak system to observe meal preparation and food handling practices and address any deficiencies.

“The traveling chefs were instrumental in gathering information from the field that was incorporated in the certification program,” stated Humphreys.

Let the Class Begin

Chefs attending the first class in September had the opportunity to meet and listen to railroad dining car expert and author of Dining by Rail, Jim Porterfield. He spoke to the group about the importance of their jobs to the industry and the evolution of food service on trains.

Attendees also had an opportunity to view videos from two major suppliers, Great Western Beef, Amtrak’s primary beef supplier and Cuisine Solutions, provider of service attendants, which establishes and clarifies the chef’s key areas of responsibility, including financial accountability, inventory control and stock inspection.

The section also covers proper food storage and handling as well as meal preparation and service. Stock verification, which is performed jointly with the lead service attendant, is also covered. Additionally, chefs review meal check procedures, which in part, emphasize that orders are not to be filled before a completed meal check is received.

Public health managers also conduct a Sanitation and Food Safety Review that includes the public health refresher course that food service employees are required to take every two years.

The first day concludes with a breakfast service review that comprises menu item demonstrations, such as preparing, filling and plating omelets.

Blue Cheese Dressing, Please

In response to customers’ demand for a more substantial salad choice than the side salad offered at lunch and dinner, an entreé salad was added to the lunch menu. As salad has become a quite popular menu item, the second day of class covers the proper handling, storing and serving of lunch and dinner salad mixtures. Even though the chef is not responsible for salad preparation, he or she must oversee its preparation and make sure the service attendant, lead service attendant or food specialist prepares and serves it properly.

The certification course helps chefs understand how vital it is for the food service team to work well together. “The service attendants have to take the orders properly and offer the customers all available The chefs are allowed an hour to prepare the side items such as rice, baking potatoes and vegetables.

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Traveling Chef Hashim Abdul-Salaam observes Chefs Roger Harris and Raymond Juasy as they practice tomato-slicing techniques.
Dear Co-workers,

Over the last several months, a lot has taken place here in the Central Division and I’d like to share some of the highlights with you. To begin with, recipients of this year’s President’s Service and Safety Awards were announced in September. I was proud to learn that the Central Division’s Chicago Terminal Safety Improvement Team was the recipient of the railroad’s Safety Committee of the Year award, along with two employees recognized for Valor and one for Sustained Excellence. As I write this (Oct. 20), I look forward to joining David Gunn next month in congratulating all the deserving Central Division and Chicago-area employees on their accomplishments at the Chicago PSSA ceremony.

In September, the Central Division’s Transportation departments, both Operations and Passenger Services, concluded FY ‘04 with year-end staff meetings. Ed Walker, vice president of Transportation, was the keynote speaker and urged the staff to continue to make a difference in FY ‘05. We spent a lot of time outlining the goals for this fiscal year in areas such as safety, public health, customer service and communication, just to name a few. Both meetings were productive and a great opportunity to rally the troops around our objectives for FY ’05.

Also in September, Amtrak’s Sanitation Task Force visited Chicago to conduct a facility and equipment public health inspection. This audit awakened Chicago, and the company, to our need to refocus attention on consistently following policies and upholding the solid public health and sanitation standards we set in recent years.

The commissary operation was outstanding, but the housekeeping in other areas, such as the yards, tracks and certain parts of the buildings, needs improvement. We also need to work harder on sanitation practices on board the train. Three inbound trains were cited because employees were storing personal food in refrigerators and improper labeling and storage of sanitizing solutions.

On a more positive note, last month, we opened our new expanded Metropolitan Lounge at Chicago Union Station with added luggage space, new furniture and flat screen monitors. These improvements will greatly enhance customer service for our First Class passengers as they travel through the crossroads of the country.

You may have read about another station improvement in the September issue of Amtrak Ink. Construction of the St. Louis interim station is almost complete. Local employees are eagerly anticipating its opening, scheduled for this month, where they will work until the new and permanent St. Louis intermodal transit facility opens, which is slated for FY ’06.

On the marketing front, I want to mention how pleased I am with the 2004 Illinois Scholastic program, a joint program with the state of Illinois and Amtrak, which promotes train travel among Illinois fourth-graders through the American Journeys: Learn About Illinois program. The program has been so well received that we are repeating it again in 2005.

As it is with other divisions, on-time performance continues to be a major challenge for the Central Division. Even though performance in the Midwest — particularly in Michigan and Illinois — is steadily improving, the level of congestion faced by our long-distance trains over the host railroads is an impediment to achieving our on-time performance goals.

Through the end of FY ‘04, on-time performance for the division is at 65 percent. This level of performance makes it tough on everyone — Train and Engine, On Board Service and station employees — to deliver the quality, consistent customer service that our passengers expect and deserve. I am, however, confident that with dedication and a true desire to perform at our best, we can meet and exceed our passengers’ expectations.

In spite of these challenges, I want to thank each employee in the division and throughout the railroad for their efforts in helping us in improve our service and I encourage everyone to keep up the good work!

Sincerely,

D. L. Saunders
General Superintendent – Central Division

Michigan City Track Upgrade Increases Speed

Amtrak’s Engineering forces have completed the upgrade of 2.2 miles of Amtrak-owned siding in Michigan City, IN, that serves one freight train and eight Wolverine trains a day.

The project included the installation of track made of 136-pound continuous welded rail and two turnouts that allow trains to operate at faster speeds as they enter and exit the siding.

A computer-based system has been installed that enables train directors stationed at the Chicago Operations Center to monitor and initiate signal and switch changes that direct the movement of trains through the siding. These improvements will provide passengers with a smoother ride and increase speeds through the siding from 30 mph to 45 mph.

After working since the spring to complete the project, track and signal employees performed the final series of Amtrak and Federal Railroad Administration tests to allow train travel over the newly completed siding on Oct. 22.
Sonya Proctor, Amtrak's new chief of police, brings to Amtrak a wealth of experience gained from a wide variety of positions she has held in the field of law enforcement. Proctor joined Amtrak as chief of Police and Security last month. Proctor most recently served as the chief of Police and acting town administrator of Bladensburg, MD, and has previously served as deputy director of Maryland’s Office of Crime Control and Prevention. Proctor also brings to Amtrak more than 20 years of experience with the Metropolitan Police Department of the District of Columbia, where she worked her way up through the department, from police cadet to interim chief of police.

“Chief Proctor is an experienced leader in our profession, and she will bring with her the skills, knowledge and abilities to have a positive impact on the Amtrak Police Department,” said Vice President of Security Alfred Broadbent. She has undergone training in combating threats that currently face the United States, including counter-terrorism and weapons of mass destruction. She has received several awards and honors, such as Maryland Police Department’s Police Woman of the Year and she is currently affiliated with the Prince George’s County Police Chiefs Association, the Maryland Municipal League Police Execu- 

tives Association and the FBI National Academy Associates, D.C. Chapter.

Slimbock Takes the Wheel

Heads New York Division

Following the retirement of New York Division General Superintendent Walter Ernst, Lenore Slimbock was appointed to the position October 1. During her tenure with Amtrak, she has held a number of positions within New York division. Most recently, she has served as the Superintendent of Passenger Services for the Mid-Atlantic division since October of 2002.

“Lenore brings an ability to enthusiastically lead the New York Division management team and the entire workforce across the division to accomplish the Transportation department goals,” said Vice President of Transportation Ed Walker.

Slimbock was selected as general superintendent because of the solid reputation she’s established over the last two decades. Her well-rounded experience reflects her knowledge of almost every facet of the railroad and the jobs she has held are the proving ground for running a dynamic and complex division.

Since becoming general superintendent, Slimbock has told division employees that her three priorities are personal safety, operational safety and customer service.

Slimbock is taking a number of steps to achieve the Transportation department’s goal of 3.3 FRA-reportable injuries per 200,000 hours worked, such as holding one-on-one meetings between management and each employee on their accountability roster to keep safety at the forefront of each manager’s and employee’s mind. Supervisors and safety committee members participate in monthly Walk About Days, which are dedicated to addressing specific hazards and injury types. In addition, thorough investigations are to take place following an injury, with NRPC Form 405 completed within 72 hours, and safety performance reviews conducted for all employees returning from injury.

The plan to reach the Transportation department’s operational safety goal of 2.8 instances per 200,000 labor hours involves observations from management; including train-riding audits, the tracking of feedback and follow-up with employees, and immediate response to and investigation of operating rule violations.

Slimbock says she plans to focus on the fundamentals of customer service, such as making sure that clean stocked and staffed trains are dispatched from the initial terminal on time, making management staff available to help employees in stations, on board trains and at crew bases, ensuring regular communication with employees and providing them with the tools they need to do their jobs well.

Previously responsible for stations from Newark to Richmond, Slimbock has supervised all crafts and classifications of employees, with the exception of Amtrak Police. As assistant general manager of the Terminal Services organization, she managed train and engine, mechanical, station and engineering employees. When she served as the general manager of the Acela product line, she oversaw all operations, from the on-board services to the catering operations.

“Operationally, New York is the busiest division in the system,” said Slimbock, “but I am looking forward to the challenge. I’m looking forward to leading a great group of people whose ideas, motivation and energy will be the strength of our success.”

Chief of Police Joins Amtrak

Sonya Proctor, Amtrak’s new chief of police, brings to Amtrak a wealth of experience gained from a wide variety of positions she has held in the field of law enforcement. Proctor joined Amtrak as chief of Police and Security last month. Proctor most recently served as the chief of Police and acting town administrator of Bladensburg, MD, and has previously served as deputy director of Maryland’s Office of Crime Control and Prevention. Proctor also brings to Amtrak more than 20 years of experience with the Metropolitan Police Department of the District of Columbia, where she worked her way up through the department, from police cadet to interim chief of police.

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tives Association and the FBI National Academy Associates, D.C. Chapter.

eTrax Provides Employees One-stop Shopping Online

ETrax isn’t just for filing expenses and processing payment requests anymore. Using eTrax to order goods and services allows Amtrak to purchase items at bulk rates while giving its employees the flexibility to order what only their departments need, when they need it.

Considered a one-stop shopping resource for employees who are responsible for ordering supplies and services, eTrax provides Amtrak the capability to develop national supplier contracts and to achieve cost savings and cost controls. Using eTrax, employees who typically order supplies can simply go online to access catalogs from some of the company’s approved vendors to order materials and services.

Using a standardized system to place orders saves time and resources. Employees receive their goods and services faster because they can order directly from the vendor, since all of the contractual agreements have already been made. Additionally, Accounts Payable no longer processes invoices for every purchase made because billing and payments are made automatically.

“Shopping for supplies and services online makes a lot of business sense as it saves employees time, manages inventories and saves resources,” said Bud Reynolds, director of eProcure- 

ment. “We’re really only at the tip of the iceberg in realizing the full benefits of eTrax.”

The online catalogs are for non-inventory items only, such as uniforms, small tools, office supplies, copiers, software, fasteners, auto parts and desktop computers. Currently, Amtrak has nine catalogs available through eTrax, including Citants for uniforms (conductors, etc.); CL Presser for small tools and related items; Corporate Express for office supplies; Lanier Worldwide for copiers and fax machines; Software Spectrum for business software products; UZ Engineered Products for industrial fasteners and related items; NAPA Auto Parts for automotive parts; Western Folder Distributing Co. for travel planners, timetables, ticket jackets; and MoreDirect for computers and peripheral.

A team of representatives from the Procurement and Materials Management and Finance departments, as well as representatives from the contracted suppliers, began the design and development of the program in early 2002.

Access to the first catalog, Corporate Rate Express, was offered to users in the spring of that year.

Since the program was initiated, it has continued to grow by offering access to more catalogs and making improvements to the current ones. Some catalog improvements include a wider selection of products in the CL Presser catalog, and an expanded selection of products in the Corporate Express catalog. Additional catalogs will be added as new contracts are negotiated, and future enhancements to the system include home page updates, easier-to-use search capabilities in the CL Presser catalog, and easier-to-use search capabilities in the CL Presser catalog, and an expanded selection of products in the Corporate Express catalog. Additional catalogs will be added as new contracts are negotiated, and future enhancements to the system include home page updates, easier-to-use search capabilities in the CL Presser catalog, and an expanded selection of products in the Corporate Express catalog.

Questions regarding the various online catalogs should be directed to the eTrax HelpDesk at ATS 728-1466 (215-349-1466).

Bud Reynolds contributed to this story.
Amtrak Strengthens Its Focus on Public Health

Despite four consecutive years of steady improvements in its public health practices, a recent decline in public health indicators has led Amtrak to refocus its attention to this important area of concern. Amtrak scores itself on public health indicators and uses these scores to assess its compliance with public health standards and the prevention of food-related illnesses. The scores are the result of 568 routine inspections of food service cars, watering points and commissaries, conducted by Amtrak’s Public Health team during FY ’04.

Ratings are based on a number of factors in the Food and Drug Administration 2001 Food Code and as required by the Amtrak Public Health Standards, developed in 1997. A conditional rating means that critical violations — those violations that can lead to a food-borne illness — exist and need to be addressed and corrected as soon as possible. A satisfactory rating is given when no critical violations are found. These guidelines are upheld by four Amtrak’s Public Health managers who are responsible for covering their respective regions. John Parke, in the Northeast, Al Cooper, in the Southeast, Clayton Pape, in the central region and Howard Malberg in the West. Under the direction of Senior Director Victor Zare and with the assistance of staff administrator, Bill Hamlin, these certified public health professionals inspect 12 dining cars, a minimum of eight other food service cars along with other Coach and Sleeping cars every quarter. They also inspect every commissary in their region at least once per quarter. Additionally, each of 75 watering point inspections were rated conditional.

The majority of violations resulted from mechanical failures. Infractions that led to the conditional ratings include improper refrigerator or freezer temperatures, dishwashing machine malfunctions, toilet failures and pest control issues.

Hand Washing is Key
“One of the more basic practices the public health team continues to reinforce is the importance of adequate hand washing,” Zare noted. Food service employees are required to wash their hands frequently, particularly when entering the food service car and before and after handling food. Employees learn these procedures during food-handling training, which they are required to attend every two years. “We are known as inspectors, but we try to be public health educators. We go out to the field and are proactive about talking to employees about the problems we are finding and teaching them how to make corrections in their daily practices,” said Cooper.

Employees should also follow the FDA guidelines for self-monitoring of temperatures,” added Pape. To fulfill these guidelines, employees should check and record refrigerator and freezer temperatures up to five times a day — when the food service car is opened, closed and once during each meal period.

Commissary Inspection Scores are on the Rise
Amtrak’s 14 commissaries, operated by Gate Gourmet with oversight by Amtrak contract managers of the Service Delivery department, are inspected quarterly to ensure that standards are met in a number of vital areas. At a 97 percent satisfactory rating, up from 91 percent in FY ’03, commissary scores continue to show improvement. Among other areas, in commissaries, public health inspectors make sure the refrigerator and freezer temperatures are checked three times a day and food is properly transported from the commissary to and from the train. They also check shelf life labels and see to it that food products are rotated in the proper manner — otherwise known as FIFO — first in first out. The Service Delivery staff works closely with Gate Gourmet, the Public Health group and the FDA to ensure that housekeeping, sanitation and food handling regulations are carefully followed.

Watering Point Inspections Receive Good Marks
The water tanks on Amtrak trains are filled with water, supplied by the local municipality, before the start of the trip and en route at any of Amtrak’s 74 approved watering facilities. Although watering point scores dropped slightly from 92 percent in FY ’03 to 91 percent in FY ’04, they remain well above the goal of 97 percent. Local Amtrak personnel are trained on the inspection procedures and are required to audit the watering point at their location each week.

As part of their training, employees learn how to properly check the hose that attaches to the train to ensure it is in good condition. They are also trained to ensure that backflow preventers, which are valves that prevent water from backing up into the main water supply, are working properly. During the Public Health manager’s yearly water point inspection, the records maintained by the local staff are reviewed to make certain that the watering point is being inspected each week.

Water on the train is also tested to ensure that it meets Amtrak’s own standards as well as those set by the U.S. Environmental Protection Agency. Random water samples are collected and sent to an independent laboratory to be tested and returned the following day. Both Amtrak and the EPA require that the water be tested for coliform bacteria, which is an indicator that harmful bacteria may be present; and fecal coliform, which is a more serious finding of intestinal bacteria.

Amtrak standards go a step further to include a Heterotrophic Plate Count (HPC) test, which indicates that while there is no evidence of coliform or fecal coliform, an atmospheric bacteria is present, which may not be harmful, but should be eliminated. Positive test results are categorized by one of three levels and are accompanied by a set of recommendations for each. Level One is a finding of HPC bacteria and it is required that the car be drained, flushed, refilled with a bleach and water solution, drained again and then filled with water. A Level Two finding of the presence of coliform requires the same sanitizing methods as Level One but also requires the car to be re-tested after...
the tank is refilled with water. When fecal coliform is present, the results
are categorized as Level Three and in addition to draining, flushing and re-testing, the car cannot return to service without approval from the testing laboratory.

“The good news is that no Level Three results have been found in over seven years,” said Zare.

**Public Health Team Collaborates with Local Sanitation Task Force**

Amtrak’s Public Health team works closely with each division via a monthly sanitation team call to discuss the leading trends in violations, review practices and implement plans of action.

Public health inspections alone are not sufficient to see to day-to-day operations. “We depend heavily on the divisions’ internal sanitation teams and the employees in the field to carry out our recommendations,” said Zare.

During discussions at the Southwest Division’s Sanitation Task Force Team call held in August, Public Health managers found that the majority of food service car critical violations were attributable to mechanical malfunctions, specifically inadequate refrigerator and freezer temperatures. As part of their investigation, the task force met with the lead service attendants to review these findings, solicit their first-hand experience and evaluate their knowledge. Phelps explained that the two groups are also working together to examine and adjust pars for certain trains according to usage and passenger loads. As an example, the LSA in the Lounge car of the Coast Starlight informed the division that he is issued 24 salads — which take up considerable refrigerator space — for his trip to Seattle. “On many trips, he sells only about six to eight salads while on others he may sell all of them, so this looks like a prime item we must monitor carefully and adjust as necessary,” continued Phelps.

“There is no substitute for tapping into our employees’ knowledge. They have tremendous insight into what is actually happening on board our trains.”

The Service Delivery staff is also looking at alternative packaging methods to reduce space requirements where possible while the division Mechanical personnel work to ensure that the refrigeration units are mechanically sound and operating at required temperatures.

“Conversely, the water on Amtrak cars last hours instead of days, and tanks are refilled by different people at different locations throughout the country. Unlike a restaurant, we have different food service employees working in different kitchens every day. Our equipment might be repaired by a mechanic in Washington, D.C., one day and in Los Angeles another. And, Amtrak kitchens travel along rough roads. How many restaurants actually shake, rattle and roll? Given the limited space and unusual working conditions, our crews do an outstanding job,” added Zare.

### FY ’04 Closes Ridership Record

August and September alone causing a revenue loss of $7.2 million. Additionally, the Republican National Convention, held in New York City, from Aug. 30 through Sept. 2, cost Amtrak an estimated at $3.3 million. Meanwhile, other issues, such as track work, freight congestion, reduced capacity due to sleeper car shortages and poor on-time performance also contributed to the downturn that affected both ridership and ticket revenue on long-distance trains.

However, in spite of these challenges, a number of long-distance trains performed well. The Cardinal finished FY ’04 with a 25-percent ridership increase over last fiscal year and 19-percent ahead of budget, while ticket revenue was nearly 35 percent ahead of last year and more than 25 percent ahead of budget. Capitol Limited ridership increased by more than 17 percent ahead of last year and nearly 11 percent over target, while ticket revenues on this route were close to 8 percent ahead of FY ’03 and over budget by 1 percent.

In the Northeast, Acela/Metroliner showed a ridership and revenue gain of 1 percent over the previous year. The Boston-New York-Washington Regional Service ridership exceeded 6.4 million passengers, an increase of 9.5 percent over FY ’03.

In the Midwest, all three routes in Michigan showed double-digit increases, including the new state-supported Port Huron-East Lansing-Chicago Blue Water, which replaced the International.

In California, Pacific Surfliner trains carried more than 2.3 million passengers, an increase of more than 7 percent over FY ’03. The Capitol Corridor trains carried more than 1 million passengers, a gain of 2.3 percent, in part due to the improved spring ’04 travel schedule, which reduced travel time by 10 minutes.

For FY ’05, the ticket revenue forecast has been set at 4.6 percent above the FY ’04 numbers at more than $1.314 billion. Marketing initiatives for FY ’05 continue with the back-to-basics and grassroots approach to advertising. Featuring illustrations by acclaimed graphic artist Michael Schwab, this fall’s systemwide advertising campaign, which continues through Dec. 15, builds on the previous campaign. It showcases low fares, city-pair pricing and the many Amtrak destinations available to the traveling public. The campaign targets 21 markets and Field Marketing is covering 39 additional markets.

Additionally, in conjunction with the re-launch of Amtrak’s Web site, a promotion targets Northeast Corridor travelers, publicizes the newly redesigned site and offers a limited-time 10-percent discount for all tickets (except Acela and Metroliner) booked online. The fall campaign also directs customers to the redesigned site.

Another fall marketing initiative includes a recovery plan for the Florida trains, which dwindled significantly following the series of hurricanes experienced by the state this past summer. “While we closed the year with record ridership, it would have been even higher, had we not encountered so many obstacles in the last quarter,” said Barbara Richardson, vice president of Sales and Marketing. “As we continue to recover from some of the challenges of last quarter, there are some things starting to work in our favor. Of course, Thanksgiving is always a high point for us; a new schedule has been put in place with service improvements and newly remanufactured equipment is being returned to service. And finally, hurricane season is just about over.”
A Look at FY ’05 Mechanical Goals

Mechanical Department Makes Progress in 2004

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Horizon fleet; and 28 sleepers, seven coaches, 11 Diner/Lounge cars and six Transition/Dorm cars in the Superliner fleet. Also included for the first time is a program to overhaul 12 Pacific Surfliner coaches. Other equipment in line for overhaul includes 40 Maintenance-of-Way work cars, and 20 Baggage cars.

The fleet program will also target light overhauls of 55 Amfleet passenger cars, 34 Superliner passenger cars, three Horizon Coach cars, 20 Viewliner passenger cars, and 13 Heritage passenger cars. Locomotives scheduled for heavy overhaul include four MP-15, three SW-1, one SW-1001, five GP-38 non-passenger engines, also known as switchers, 40 P-42s, two DM-32s, eight F-59s diesels, and seven electric AEM-7DCs, which include one Mare commuter locomotive. Scheduled for light overhaul are 11 AEM-7 and eight IHPP-8 locomotives.

The wreck-repair program will focus on 10 Amfleet passenger cars, 10 Superliner passenger cars and six locomotives. Also incorporated into the FY ’05 Mechanical plan is the acquisition of 80 new auto carriers, 10 diesel switchers, and the conversion of five GP-40s to switch engines.

Preventive Maintenance and Inspections

Frequent inspections at yards and terminals including light, medium, and heavy car inspections are critical to sustaining the repair work completed in heavy overhauls. Preventative maintenance at department terminal shops, including increased maintenance cycles now on 30-day, quarterly and annual cycles, will improve fleet availability and reliability.

“With the focus on state of good repair, we’ve reinstated the overhaul programs in the backshops and more important, increased the frequency of planned maintenance on the fleet between overhauls,” said Nesci. “The 180-day and 360-day inspection intervals that used to be in effect, were essentially doubled to become three quarterly (92 day) and one annual inspection, to raise our fleet to a state of good repair at a more rapid rate than we had previously seen. Our goal is to lower the quantity of unplanned maintenance we perform while simultaneously increasing fleet reliability through our planned maintenance programs,” added Nesci.

Revenue Enhancement

By tracking, recording and monitoring train delays by defect and equipment type, and examining root causes of each failure, such as electrical, HVAC, bathrooms, or brake malfunctions, the Mechanical department plans to initiate actions to do what is necessary to address chronic deficiencies. For example, when a part in the HVAC system fails again and again, the trend may lead mechanics to redesign the part, instead of continually fixing it.

Reduce Costs

A reduction in the department’s costs can be achieved through the control of over-time at terminal shops and backshops, reduction in absenteeism and by maintaining a safe work environment. Working closely with the Procurement and Materials Management department also helps keep costs down, benefiting from economies of scale. “By defining Mechanical material requirements up front, Amtrak can truly benefit from bulk pricing,” said David Yingling, director of budgeting, Mechanical.

Ability to Execute

Making sure that proper processes and resources are in place to support the department’s objectives is a priority. These processes range from the Work Management System, to a new Production Planning and Logistics department to be established this year, which will coordinate scopes of work with material requirements, logistics, and schedules throughout the entire Amtrak system.

FY ’04 Progress

The Mechanical department’s production in FY ’04 resulted in significant progress in maintaining passenger cars, locomotives, and non-passenger equipment. Major components, toolsing and personnel were positioned in the backshops to carry out last year’s aggressive capital program. When major parts were not commercially available, vendors were found to design and build replacement parts.

In prior years, preventative maintenance programs were accomplished in the backshops in lieu of capital programs. Last year, passenger car maintenance consisted of 188 light overhauls, 93 heavy overhauls, 61 remanufactures, 19 wreck repairs, and seven Superliner I baggage modifications. Locomotive repair programs continued to yield solid progress in FY ’04, and consisted of seven AEM-7 overhauls, 45 passenger diesel overhauls, six switcher overhauls, four switcher conversions, and six wreck repairs. In addition, the Mechanical department completed an overhaul program for 31 pieces of Maintenance-of-Way work equipment for the first time in recent history, and delivered 32 overhauled baggage cars.
Employee Training to Bolster System Security

Amtrak, in conjunction with the Transportation Security Administration, the National Transit Institute and freight partners, launched a system-wide Railroad Security Awareness course this month designed to provide employees the skills and knowledge to understand their role in safeguarding the security of the railroad, and to convey how each employee can contribute to the security of the system.

The purpose of training, which is required for all employees, is to demonstrate simple steps employees can put into practice to safely protect the railroad against terrorist threats. This training is not designed to alter employees’ responsibilities — it reminds employees that maintaining security awareness is a necessary and natural part of working at Amtrak. It stresses that it’s not only important to observe, but also to report suspicious activity.

“After undergoing the training, employees will be able to describe the nature of the threat against railroad systems, and be able to describe their role in reducing the vulnerability of the railroad against a threat or terrorist incident,” said Senior Director of Employee Development Stephanie Pavlakis.

Because of its size, complexity and inherently open nature, America’s passenger rail system requires the vigilance of its employees. Attacks on rail systems such as the 1995 Sarin gas attack in Tokyo or the more recent bombing of the rail system in Madrid are sobering reminders of the vulnerabilities of passenger rail.

While security measures and plans are in place, the reality is that the key to protecting our rail system is an alert and motivated workforce. Some employees will take the course via Amtrak’s Intranet, a convenient way to accomplish training for those employees who have Intranet access.

The program will also be offered via CD and computer for those locations that do not have network Intranet connectivity. In both cases, employees will need access to an Amtrak computer workstation with sound capabilities to view the program.

Because all Amtrak employees are required to complete it, the interactive two and a half hour Railroad Security Awareness program is offered in a variety of forms. In addition, some of the five learning modules that comprise the program are tailored to reflect the circumstances that are unique to a variety of railroad job classifications.

While security measures and plans are in place, the reality is that the key to protecting our rail system is an alert and motivated workforce.

The requirements for this training will also be met through instructor-led presentations conducted during the annual Engineering Training Camps and as part of the PREPARE refresher training program for Transportation employees.

The program contains basic safety and security awareness concepts, as well as comprehensive training focused on concerns specific to the stations, facilities, equipment and rights-of-way of our national railroad system.

Honing employees’ awareness, surveillance, response procedures and self-protection skills is essential to system security. With this training, employees will better recognize suspicious activities, packages, devices and substances, report the information to supervisors and minimize exposures and injuries while help is on the way — while always preserving personal safety.

“In order to provide America’s traveling public with a safe and secure mode of transportation, we must all recognize the seriousness of the threat and develop a vigilant attitude. Both on and off the job, we are the eyes, ears and voice of Amtrak and every day we must make security awareness a part of our way of life,” stated Al Broadbent, vice president of Security.

Riding on Amtrak Becomes More Rewarding

Amtrak Guest Rewards members will be excited to learn about new enhancements to the AGR program that begins next year. Starting Jan. 1, members will always earn at least 100 rail points per trip on any Amtrak ticket for any dollar amount less than $50. Members will continue to receive two points per dollar spent for tickets $50 and up and Acela Express and Metroliner passengers, traveling between select city pairs, will continue to earn 500 points per Business Class trip and 750 points per First Class trip.

Select Plus Coming in 2005

On March 1, 2005, Amtrak will introduce Select Plus, a third tier level of the Amtrak Guest Rewards Program. Members who earn 10,000 rail points during calendar year 2004 will qualify as Select Plus members for one year beginning March 1, 2005 and receive benefits that include a 25-percent-point bonus on every trip, a one-class upgrade for two seats (provided space is available and excluding sleeping accommodations) and a single day pass access to Club Acelas, Metropolitan Lounges and First Class lounges throughout the Amtrak system.

Currently, the AGR program offers its members the opportunity to receive added rewards as a Select member. Members who earn between 5,000 and 9,999 rail points during calendar year 2004 will qualify as Select members for one year beginning March 1, 2005 and receive benefits that include a 25-percent-point bonus on every trip, a one-class upgrade for two seats (provided space is available and excluding sleeping accommodations) and a single day pass access to Club Acelas, Metropolitan Lounges and First Class lounges throughout the Amtrak system.

Members must re-qualify each calendar year to continue receiving either Select or Select Plus benefits.

Members may obtain more information on these changes by visiting www.amtrakguesrewards.com or in the Amtrak Guest Rewards newsletter, Amtrak Guest Rewards Update Fall 2004, that was mailed to member’s homes in late October. Current Guest Rewards Select members also received a special announcement letter mailed to their homes in late October.

Beech Grove Coach Shop Demolished

Beech Grove’s Coach Shop 3, originally built in 1914, is being demolished. The structure was pulled down this fall, after it had been out of service for over four years due to inoperable heating, substandard plumbing and restroom facilities and structural damage. The building was slated for demolition in 2002 after a tornado caused significant damage to the already deteriorating building. Prior to 2000, Superliner overhauls were performed at the 150,000-square-foot facility.
Rolling Stock Wheel Maintenance Measures Up to AAR Certification

Amtrak’s newest maintenance facility in Oakland is taking steps to obtain the highly sought after Association of American Railroads quality assurance certification, joining Amtrak’s nine wheel truing facilities and two wheel shops that have attained AAR M-1003 Quality Assurance Program certification. This rigorous process is important to Amtrak because M-1003 certification ensures Amtrak facilities and shops maintain the highest standards for all processes associated with removing wheel defects and maintaining wheels in optimum condition.

The Association of American Railroad’s M-1003 certification is a quality assurance program that is similar to the ISO-9001 Quality Management System used by other industries for ensuring quality assurance. These standards define benchmarks for industries to help guarantee that quality products are produced. Because AAR’s program is a railroad-specific standard, the M-1003 program includes product-specific requirements for wheel truing, an important process that removes defects, keeps wheels in optimum condition, extends wheel life and ultimately improves ride quality for passengers.

Amtrak mechanical facilities holding AAR M-1003 quality certification for wheel truing are Chicago at 14th St., Chicago at 16th St., Los Angeles, Seattle, Hialeah, Boston, Albany, New York and Washington’s Conventional facility in Ivy City. Also at Ivy City, high-speed train sets are trued on a machine that is equipped to cut both sets on the truck at the same time. The AAR certification process has begun in Oakland, with M-1003 certification scheduled to be achieved at the end of this year.

In addition to wheel-truing facilities, Amtrak wheel shops at Beech Grove and Wilmington hold AAR M-1003 certification. The shops build new wheel sets by mounting the wheels, brake discs, and bearings onto axles. They also receive scrap wheel sets from the field, to be remanufactured according to AAR standards.

Quality Control and the AAR

The AAR, one of the nation’s oldest trade associations, represents Amtrak, some commuter railroads, and major freight railroads of the United States, Canada and Mexico. The Association of American Railroads is involved in all matters that require cooperation between railroad entities to provide an efficient, safe and interlinked system. AAR creates and sets many railroad standards and regulations, and its oversight of technical regulations has evolved manuals for wheel shops and wheel truing operations, and set out to achieve 100 percent M-1003 certification for all Amtrak Wheel True and Wheel Shop facilities. These manuals address all 24 elements of the AAR M-1003 Specification for Quality Assurance. Included with the manuals are Local Work Instructions that clearly define how all of the processes are to be performed and documented.

What’s Going on In There?

Mechanical personnel inspect wheels on a daily basis at every initial terminal prior to departure. It has always been Amtrak’s policy to exceed FRA regulations with respect to the inspection and servicing of rolling stock. Therefore, if a defect is found or if the wear on a wheel exceeds limits, the defect will be recorded and the wheel set shipped to one of the nine wheel truing facilities or two backshops to be re-profiled or remanufactured.

Everyday operation can lead to various wheel conditions that require special attention. Conditions range from thin or chipped leading edges, shelled tread, or spilled or spalled of the tread surface caused by wheel-to-rail wear and debris strikes; to flat spots caused by heavy braking and failure of the anti-slide system, which is similar to anti-lock braking systems found in automobiles.

Wheel specialists inspect the wheels to determine their overall condition. Any defect or condition is verified and the wheel is spotted, or placed, on the wheel true machine. The wheel true machine shaves layers of material off the wheel to correct the defect or restore the correct wheel profile. There are many factors that affect the time involved in the process and the number of wheels trued per train. These variables include the types of defects being cut as well as the severity of the defect. Every effort is made to ensure that the wheels are trued within the car’s scheduled layover time to prevent delays.

Seattle

Last year, the Seattle Wheel Truing Facility was the latest Amtrak facility to achieve the M-1003 Quality Assurance Program certification. The Seattle mechanical shop’s wheel truing machine is a computer-controlled Simmons Under Floor Wheel Profiling Machine (UPM) that automatically probes all of the critical parameters in order to determine how much reprofiling needs to be done. Seattle’s UPM is one of the only machines that has the capacity for servicing every piece of rolling stock in Amtrak’s inventory. For example, the UPM accommodates Amtrak Cascades Talgo-built equipment used in the Pacific Northwest. Talgo’s independent wheel set, wheels that are set on a split axle with the wheel assemblies working independent of each other — is repaired using the UPM.

Because of the unique and sophisticated design of the Seattle wheel truing machine, Amtrak’s quality assurance program did not apply. In addition to bringing the Seattle facility in compliance with Amtrak’s QA program, work was also begun to attain AAR certification. With the help of Amtrak’s Equipment Standards and Compliance department, led by Manager Jim Morris, the Seattle group, including General Foreman Bill Skok, Quality Assurance Designee Paul Storbakken, and Ollie Cone, a wheel truing machine consultant and retired Amtrak employee, took steps to expedite the AAR certification. Assisted by Quality Assurance Inspector Bob Rapp, they...
Passenger Services Supervisors Undergo Leadership Training

Amtrak’s Transportation department and the Employee Development group implemented new leadership training for Passenger Services supervisors in October at the training center in Wilmington, DE. The weeklong class gathers supervision from each division and consists of two components — the first part focuses on leadership skills training and the second part, facilitated by general superintendents and Passenger Services superintendents on a rotating basis, covers Amtrak’s goals, policies and processes.

The purpose of the training is not only to improve the management skills of supervisors, but also to provide consistent information and guidelines associated with departmental and corporate standards. The classes are being held on a semi-weekly basis and all supervisors are expected to be trained by February 2005.

“There are many new supervisors who have never experienced this type of training. We are gathering all 175 Passenger Services supervisors in a forum to review the goals set forth by the Transportation department to ensure that everyone is on the same page. This is an opportunity to do some fine-tuning on expectations as well as cover areas that may cause confusion or problems,” said John McCaffrey, senior analyst, Station Policy.

The training program pairs leadership skills curriculum from the Mid-Atlantic Transportation and Logistics Institute with senior management facilitators and knowledgeable speakers from each Amtrak department.

Amtrak chose James Brophy from the Transportation and Logistics Institute to lead the first component of the training because of the group’s impressive track record in the field of leadership skills training. Among the workshops is Leading in a Collaborative Environment, a session providing guidance on establishing and maintaining relationships of trust, respect and credibility. The workshop also teaches how leadership can improve productivity by inspiring, influencing and motivating others.

Another workshop, Leadership Through Effective Communication and Feedback, introduces basic principles of communication, illustrates how perception influences others, explains how listening is a supervisor’s most powerful tool and offers examples of consistent feedback to employees.

The Teamwork workshop defines what makes a team effective, what team-building can do for the organization, and closes with a hands-on exercise in which Amtrak supervisors demonstrate how to lead an effective team.

The second component of the Passenger Supervisor Training reinforces Amtrak goals, policies, and processes. “The key to this segment of the training is that senior members of management facilitate the entire class. It is important for front-line supervisors to have an opportunity to meet face-to-face with senior management and to hear why we have these goals in place and how we need them to accomplish them,” said Ed Walker, vice president, Transportation.

For example, during the first class held in October, the Transportation and Passenger Service departments’ FY ’05 goals and objectives were reviewed by Daryl Pesce, general superintendent, Mid-Atlantic Division, and Lenore Slimbob, general superintendent, New York Division.

“This was a very important session,” said Slimbob. “Discussing our goals and objectives with front-line supervisors, who can then take these to the field and really communicate to employees face-to-face, is a great opportunity to answer questions and have positive dialogue about where we are as a team,” she added.

McCaffrey added that as a result of the training, Amtrak should expect to see better compliance with on-board and station policies and procedures. “With the reorganizations over the last few years, there have been significant changes in staffing and in shifting of responsibilities. ‘This training helps to make sure that we’re doing in practice what we’ve put down on paper,’” he noted.

“Our supervisors need to have the management tools to do their jobs to effectively share Amtrak’s vision with employees,”

Solomon Carey
Senior Analyst, National Standards and Operations

“Our supervisors need to have the management tools to do their jobs to effectively share Amtrak’s vision with employees,” said Solomon Carey, senior analyst, National Standards and Operations. “This training aims to make our managers better coaches. It is all about improving supervisors’ abilities to manage performance in both stations and on-board services. In the end, we strengthen the working relationship between our employees and their leaders and also improve service to our customers,” added Carey.

A pilot training class held this summer helped the Employee Development group make final decisions on the curriculum. On-board Services Manager Eliseo Nora, who attended the pilot, commented that one of the most educational aspects of the work-shop was listening to the different challenges facing supervisors across the country. “Every location has its own set of circumstances that employees need to deal with, but I also learned that there is a set of tools that supervisors can use to

Rolling Stock Wheel Maintenance Measures Up

continued from page 12

acquired materials, disseminated documentation, established processes and record-keeping systems and ensured all aspects of the unique wheel truing operation were fully compliant with existing Amtrak and AAR standards. Their efforts paid off when the Seattle facility received AAR M-1003 certification following its very first audit and inspection.

Evolving Quality Assurance

Each Amtrak wheel shop maintains programs, manuals and documentation with regular oversight of the Equipment Standards and Compliance inspectors in the field. The AAR Wheel and Axle committee provides manuals, forms and work instructions for all wheel true operations. Recently, Chicago wheel shops developed a tracking program using the Amtrak Work Management System (WMS) to document all of the wheels that have been processed through the 14th and 16th Street facilities. Using the equipment or unit number, wheel position, and traveler number (provided by Beech Grove) the wheel shop can track wheels entered in the WMS system to study trends and overall life cycle of the wheel.

The breadth of Mechanical’s Quality Assurance Program has also opened the door to outside business. Amtrak wheel truing locations are listed in the AAR quarterly letter distributed to all registered members and private car owners, which provides Amtrak opportunities to take in work from third parties.

Jim Morris and Gil Bruno contributed to this story.
Amtrak Executes Emergency Drill at Flathead Tunnel

An Amtrak passenger train that encounters an emergency, such as an accident or fire, in western Montana’s Flathead Tunnel can be devastating if local response agencies are unfamiliar with the tunnel territory, Amtrak equipment or rescue procedures. For that reason, Amtrak’s Emergency Preparedness team conducted a mock emergency drill in September at the Flathead Tunnel with 138 responders representing 30 participating agencies to train local responders to manage passenger train-related emergencies at the tunnel.

Owned and maintained by the Burlington Northern Santa Fe Railway, Flathead Tunnel is the second longest tunnel — at 7.1 miles long — through which Amtrak travels. Lessons learned from this drill are not only relevant to the Flathead Tunnel but are also applicable to other extensive tunnels. The longest tunnel along an Amtrak route is Washington State’s Cascade Tunnel at 7.8 miles, which also serves the Empire Builder, and the third longest tunnel used by Amtrak is Denver’s 6.8-mile-long Moffat Tunnel, serving the California Zephyr.

The Scenario

The scenario: Amtrak’s eastbound Empire Builder traveling from Seattle to Chicago enters the portal of the Flathead Tunnel on Saturday, Sept. 18, when a passing hunter notices the locomotive of the train protruding from the north end of the tunnel with heavy damage to the cab and tunnel doors and dust or smoke is rising in the air. Realizing the severity of the accident, the hunter breaks the window of the nearby tunnel control building and calls 911. It is determined that the train appears to have crashed through the tunnel door.

A number of response agencies are dispatched to the scene, including local, state and federal emergency management, fire and rescue, law enforcement and emergency medical personnel. Staged inside the tunnel and train are approximately 40 local high school students, scouts and other volunteers, posing as victims. Responders gain entry to the train in almost total darkness while attempting to assess the number of victims and the nature of their injuries. Responders work by flashlight and other portable lights as they place the non-ambulatory victims on boardwalks to be transported off the train and to the staged triage area.

Lessons Learned

As Emergency Preparedness Manager Arthur Candenquist explained, “Simulated emergencies, such as this one, raise awareness of the potential hazards and strategies necessary that may not have been previously considered.

“One lesson learned from the exercise,” Candenquist continued, “was that a victim on a backboard could be removed from the inside of the train on the lower level by means of the side exit door.” This is not easily accomplished because of the limited amount of clearance between the side of the train and the tunnel wall. But Candenquist noted that it can be done, provided the rail cars or locomotive are not up against the sides of the tunnel.

After completion of the drill, various components, such as notification, communications and response were critiqued. “Evaluating the timeliness and accuracy of information transmitted during the drill is critical to identifying the reasons for any delays in the notification process,” said Emergency Preparedness Director Larry Beard. One of the actions measured in the Flathead Tunnel drill was the timeliness of communication between the initial 911 call to fire and rescue teams, BNSF, Amtrak Police and Amtrak’s Consolidated National Operations Center.

“By understanding that every situation, actual or simulated, presents different conditions and different circumstances and by analyzing and measuring the effectiveness of the drill, including passenger train ingress and evacuation procedures, the Emergency Preparedness team can identify key elements that require improvement,” added Preparedness Manager Josie Harper.

Pre-drill Preparations are Made

To ensure the effectiveness of the large-scale drill, preparations began early. In 2003, Emergency Preparedness Manager Dave Albert.

Pre-drill Preparations

During the simulated emergency drill, Lincoln and Flathead County’s Fire and Rescue teams enter Flathead Tunnel to begin a search and rescue mission.

Emergency Responder Training is Underway

To prepare local emergency response teams for the upcoming drill, in June 2004, Candenquist conducted a series of four-hour Passenger Train Emergency Response orientation classes followed by two-hour hands-on training sessions in Libby, Troy and Frontline, MT.

During the classroom and equipment familiarization instruction, responders studied critical emergency procedures, including removing emergency exit windows. Using an Amtrak locomotive and a Superliner coach, Candenquist demonstrated how to turn seats in coach cars, which can open up available working space in front of an emergency exit window and making it easier to access victims.

To facilitate interaction with train and engine and on-board service crews during a train emergency, Candenquist also acquainted responders with the duties of these employees, who in the event of an emergency can assist emergency personnel in navigating through the car.

Responders were also taught the locations and operation of locomotive emergency fuel cutoff switches and the electrical and pneumatic hazards associated with passenger trains, in order to minimize the risk of coming in contact with dangerous electrical cables and air hoses. To familiarize responders with the scene of the drill, on the following day, Guseman took emergency responders on a two-hour tunnel tour.

I sleep better at night knowing that the safety and welfare of our passengers and crews are enhanced because the emergency responders are better prepared to handle incidents on our trains more quickly and safely,” said Candenquist.

“Participating in the Flathead Tunnel exercise gave responders an excellent opportunity to ensure maximum preparedness on behalf of their respective agencies. In addition to training and preparedness, team work is essential and the cooperation we saw between the various agencies made for a very successful drill,” said Harper.
Passengers Train with the San Diego Chargers

The popular San Diego Chargers rail and trolley package is available once again for the 2004 football season. Passengers boarding in Los Angeles and Solana Beach, CA, can take select Pacific Surfliners and trolley, which will take them directly to the game at Qualcomm Park. The offer provides a special round-trip fare that covers rail and trolley service.

Fans Take the Train to Seattle Seahawks Games

Football fans living outside of the Seattle area can avoid traffic jams by taking the Amtrak Cascades to Seattle’s King street station, steps away from Seahawks Stadium, just in time for kickoff. Amtrak is promoting its low fares and ease of travel on the Amtrak Cascades to the Seattle Seahawk games, and working in conjunction with SportsWorld Tours Inc, to offer fans special rail and hotel weekend packages.

Amtrak and Radio City Offer Rockettes Holiday Package

Just in time for the holiday season, Amtrak and Radio City Entertainment have teamed up to offer a special holiday package to see the world-famous Rockettes perform in New York City. This special promotion provides Radio City Christmas Spectacular customers roundtrip travel aboard Amtrak to New York City as well as orchestra seating at Radio City Music Hall for America’s most beloved family show.

Amtrak employees can take advantage of two special discounts.

- Buy one ticket, get one free! Save 50 percent on show tickets to all non-peak performances in November.
- Save $7 on all non-peak performances in December and January.

The Amtrak employee discount offer is valid for these select shows for the Radio City Christmas Spectacular in New York. For tickets, Amtrak employees can call Ticketmaster Christmas Hotline at 212-307-1000 or go to www.radiocity.com, the Radio City or Madison Square Garden Box office or visit any Ticketmaster outlet and use code 1AMTRAK to save 50 percent and use code 2AMTRAK to save $7. For Amtrak passengers, the regular package features roundtrip rail transportation, and Radio City Christmas Spectacular orchestra seating, and complimentary soda and popcorn at the show. Holiday packages are available from Nov. 15-Jan. 2 and start as low as $164 from Albany and $226 from Washington, D.C. Hotel accommodations are also available. This special offer is available through Dec. 31, 2004. Customers may make reservations for this package by calling Yankee Holidays at 1-877-579-9217 or a travel agent.
Dear Amtrak:
I am a frequent Amtrak Passenger and show concern whenever the train is late. Therefore, I am compelled to write this letter of appreciation.

I took Amtrak two weeks prior to visit my daughter, son-in-law and only grandson. I had a reservation to return home that Saturday. However, I received a phone call Friday from Amtrak stating that services were suspended on a day-to-day basis due to the effects of Hurricane Frances. I was notified daily of train #91 status. September 8, Wednesday, Train #91 was rolling again, with me on it.

The entire Amtrak Staff: Customer Relations, especially those working in the coaches of train #91 for South Carolina and Florida, need to be commended on their professionalism/humor in answering questions by a few irate passengers. We were periodically informed of changes. Even though we were bused from Florence to Columbia, it was a smooth transition and we arrived in Columbia earlier than scheduled. The Florence and Columbia Station and baggage crew were fantastic! Proud to choose Amtrak as my mode of travel.

Atta boy to Amtrak – thanks for a job well done!

Sincerely,
Betty E.
Columbia, SC

Dear Amtrak:
Once again, we recently traveled roundtrip New York/New Orleans/New York via Amtrak. As in the past, we were very pleased with the service and meals on the Crescent.
The car attendant on Train #19 from Pennsylvania Station, New York to New Orleans on August 27 was Darrell Bennett.
Just a couple accommodation problems on Train #19... no sound on our video screen and more than usual rattling coming from upper bed area. Mr. Bennett did try to assist us and we appreciate his efforts.

Also, we are writing in particular to compliment our sleeping car attendant, Dorothea [Henry], on our return trip on September 5 on Train #20. If we had not known that it was her first time out, we would not have realized it. Her service was excellent.

In addition, we would like to thank the dining car service staff. Desiree [Jones] and Mr. [Hecker] Arias served our meals on the trip to New Orleans. Since we try to make frequent trips to New Orleans, some of the crew remembers us. We were happy to see Alex and Victor in the dining car on our return trip to New York. The maitre de on both trips, Prince Johnson, was always pleasant and helpful. We enjoyed many of the new and different selections on the menu. Neither one of us can say no to the beautifully presented desserts. The Crescent crew deserves to be commended for their efforts. Thank you very much.

Sincerely,
Ruth and David M.
New York, NY

Leadership Training
continued from page 13
help make decisions in these varying situations,” added Nora.
At each training class, attendees receive the Supervisor’s Tool Box, a CD-Rom that each Passenger Services supervisor may share with employees about how to make use of the Intranet and the resources available online.
“I’m excited about this important tool that these employees can take back with them,” said Stephanie Pavlakis, senior director, Employee Development. “The CD will help those that are perhaps not so Internet savvy — or those who just don’t have access to or know about Amtrak’s Intranet — to navigate the site and find information to do their jobs better and easier,” she added.

VITAL STATS
for September 2004

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* Preliminary unaudited results.

AT Showcases Technology Advances

During the Technology Showcase held in Chicago Union Station, Senior Vice President of Operations William Crosbie (right) and Manager of Networking Steven Lynn (next to Crosbie) talk with Amtrak’s Citrix Administrator Arthur Reyes and Citrix Server Administrator Brad Jeffery (far right) at the Citrix booth. Citrix provides high-speed connectivity to all Amtrak applications, such as Outlook and the Amtrak Information Management System. The showcase, held Oct. 6, was sponsored by Amtrak Technologies and enabled attendees to see product demonstrations and speak with participating vendors such as Microsoft, Nextel and Corporate Express.

FRONT LINE FOCUS

Dear Mr. [Hecker]:

Participating vendors such as Microsoft, Nextel and Corporate Express enabled attendees to see product demonstrations and speak with those that are perhaps not so Internet savvy — or those who just don’t have access to or know about Amtrak’s Intranet — to navigate the site and find information to do their jobs better and easier,” she added.

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Departments Merge; Safety Initiative Strengthened

The Environmental and Public Health department was merged with the Safety department into a single entity — the Environmental Health and Safety (EHS) department — at the start of FY ’05 to improve the coordination of these important and interrelated railroad functions.

The goals of the department in 2005 are straightforward: a safety goal of having no more than 3.3 injuries per 200,000 hours worked; an environmental goal of having no more than 1.2 potential violations per audit; and a public health goal of having inspection scores that are a minimum of 87-percent satisfactory.

The new organization is led by Roy Deitchman, vice president of EHS, reporting to Crosbie. Deitchman brings considerable occupational health and safety experience to this new position. He is a certified industrial hygienist and spent more than 20 years prior to coming to Amtrak five years ago working in the Bell System’s safety organization.

As previous head of Amtrak’s Environmental department, Deitchman continues to be responsible for Amtrak’s environmental and public health standards, policies, procedures and training, including routine inspection of all cars — particularly food service cars — watering points and commissaries, as well as compliance with state and federal environmental standards.

The department’s safety, environmental and public health functions are led by three individuals: Robert Noonan as safety superintendent, Craig Caldwell as environmental superintendent and Vic Zare as senior director for public health standards.

With Amtrak’s safety program added to his overall responsibilities, Deitchman is committed to keeping the railroad’s employees and passengers safe, with an emphasis on operating safety programs and procedures and major incident investigation.

Noonan, who has worked as the department’s safety superintendent since Oct. 1, is focused on prevention. “With a renewed focus on preventing injuries, we will reduce both the number and severity of injuries at Amtrak,” said Noonan.

A third-party evaluation to review and assess the Amtrak safety program will take place over the next few months with special emphasis on the safety issues in the Engineering, Mechanical and Transportation departments. “Injury rates are not just statistics,” said Deitchman. “They represent Amtrak employees who are hurt or become ill. Amtrak seeks to provide a safe work environment, and employees and their supervisors have the obligation to follow work practices, report deficient conditions and immediately notify the Amtrak Central Reporting group of accidents and injuries.

“Since my first day at Amtrak in 1999, I’ve been impressed with the use of job safety briefings at the start of every work shift, and the priority given to safe work practices,” said Deitchman.

Ridership and Revenue Results Mixed Despite Record Thanksgiving

First quarter FY ’05 trends find Amtrak ridership performing close to the budget projection, but revenues falling short, based on a combination of two-month results and other analysis through mid-December.

Through November, ridership hit the budget target of 4.3 million passengers, but ticket revenue, at $210 million, trailed the projection by $12 million. Both of these trends were continuing in December, at Amtrak Ink’s press time.

One bright spot occurred during Thanksgiving, when a record 615,000 passengers chose Amtrak during this holiday week. The previous record was 590,000 passengers. However, ticket revenue of $32.6 million, was down about 1 percent from last year.

Amtrak estimates ridership and ticket revenue for each month of the year and then monitors that revenue to gauge performance. Ticket revenue accounts for only a portion of Amtrak’s total annual revenue. Other sources include commuter contracts, back shop work done for other railroads, state payments for services and the federal operating and capital grant.

Overall, the travel industry continues to feel the affect of sectors of the economy that are underperforming, including the Northeast job market. Amtrak’s ticket revenue is also being affected by aggressive under-pricing airlines and the railroad’s 71 percent system-wide on-time performance. These factors are being offset, in part, by high gasoline prices, which continue to divert some car trips to rail trips.

“In response to all these factors, Amtrak needs to stay focused on our strengths. Passengers choose us for convenience, comfort and because it is a relaxing way to travel in contrast with the chaotic environment of airports and airlines,” said Barbara Richardson, Vice President of Marketing and Sales. “Dropping our fares to the levels of the low cost carriers will cause great revenue loss. So, we need to take advantage of our growing markets and where appropriate implement minor fare adjustments. In the markets struggling because of airline prices, we need to emphasize the train experience and why Amtrak is a good value.”

After the first of the year, two advertising campaigns will be launched for Acela and the entire system. Amtrak will again feature the artwork of Michael Schwab, and the advantages of train travel.
Amtrak Negotiates Performance Incentive Program with Norfolk Southern

Amtrak and Norfolk Southern have entered into a groundbreaking contractual agreement that initiates an incentive program aimed at improving the on-time performance of Amtrak trains. In the past, each freight railroad operated under essentially the same incentive program. However, this has changed with the inception of the new program that is being tested with Norfolk Southern on Amtrak’s Crescent, Piedmont and Carolinian routes.

By quickly pinpointing the sources of delays and by quantifying the benefits of reducing those delays, this innovative program establishes a clear relationship between Norfolk Southern’s actions and incentive earnings.

Amtrak and each of its host railroad partners periodically renew their contractual agreements that contain sections on performance incentives and penalties that the railroad can earn or pay.

"Until we instituted DAI in April 2004, the incentive programs were essentially the same across all host railroads. But after working with the railroads to improve Amtrak performance, we’ve concluded that a one-size-fits-all program isn’t going to give us the best results,”

David L. Gunn

continued on page 4
Welcome to 2005!

Dear Co-workers:

A fresh new year presents us with the opportunity to reflect on the past and plan for the future. We faced many challenges in the past year — floods, fires, hurricanes, washouts, earthquakes and national security and safety issues — all in addition to the normal operational issues we experience. The employees of the Southwest Division, and throughout the country, excelled time and again, providing excellent customer service in the most adverse of situations. We are extremely proud of our employees and the accomplishments made in 2004, and we look forward to continued growth and support for Amtrak and its employees in 2005.

Ridership and revenue were up on all routes in the division except the Sunset Limited and Coast Starlight, where we saw slight decreases in ridership, which were largely attributed to poor on-time performance and the consist reduction on each train. Employees working the Sunset Limited route have been amazing, as they could assume upon departure that there would most likely be major delays on route, and despite those obstacles they continued to deliver excellent customer service.

We experienced record annual ridership of over 2.3 million on the Pacific Surfliners and have already passed last year's record of 2.1 million, despite reduced equipment availability. The Rail 2 Rail program between Amtrak, Metrolink and Caltrans continues to account for nearly 50 percent of this increase in ridership. And we've added a frequency to the city of San Luis Obispo. The train operates with low-level Horizon cars refurbished at Beech Grove. The additional frequency provides more flexibility for our passengers and we are sure this train will be a success.

We have worked with the TEMPO marketing and revenue management team to enhance ridership and revenue on the Texas Eagle; group sales have shown a significant increase as a result of this affiliation. Ridership increased 9.5 percent and revenues rose 5.3 percent in FY '04 over FY '03. The TEMPO group, consisting of mayors and committed citizens from the cities in which the Texas Eagle operates, meets quarterly with Amtrak and community leaders to promote the service and develop strategies for continued funding and growth. In December, several of us were fortunate to be invited to the annual Festival of Lights Parade with over 20,000 people in attendance in Marshall, TX.

In Oklahoma, the Heartland Flyer continues to soar in customer service, getting high marks as measured by the CSI scores. Over the past five years, the Heartland Flyer has shown consistent, high-quality customer service, especially in on-time performance and train cleanliness. Revenue and ridership increased 19 percent and nearly 17 percent in FY '04 over FY '03, which is attributed to excellent customer service and the Heartland Flyer’s Coalition’s marketing strategies in building ridership. We were honored to have as one of our special guests at the recent PSSA luncheon in Los Angeles the deputy director of the Oklahoma DOT, Mr. Paul Adams. Upon returning from his train trip back home, Mr. Adams suffered a fatal heart attack. Amtrak is grateful for all of Mr. Adams’ contributions toward the creation of the Heartland Flyer — without Paul, there likely would not have been a Flyer.

Safety and security are at the forefront of our operation. Employees initially thought of the two-limit baggage policy as impossible to enforce, but we’ve encountered few problems with implementing this policy and attribute the success to the outreach efforts by many departments within the company and to front-line employees who deal face-to-face with the passengers.

The SWD is also proud of our involvement in Operation Lifesaver and Operation RedBlock. We have active programs throughout the division, and I am proud to say that Locomotive Engineer Bob Wilbur in Albuquerque is the state coordinator for the New Mexico OL program. He serves as a volunteer, and we know that delivering the OL message to “Look, Listen, and Live” saves lives and prevents the train crews from the stress of being involved in a trespassing or vehicle/train incident.

I am also extremely proud of our field environmental manager and the staff at the mechanical facilities. We received excellent scores from audits of our facilities in Fort Worth, TX, and Goleta, CA, and look forward to similar results in other locations. The Fort Worth mechanical team even built a waste storage container for San Diego, saving $8,700 a month in contractor costs for toilet dumping. Our Environmental department continues to lead the company in recycling efforts of both hazardous and non-hazardous waste.

After successfully operating Metrolink for the last 12 years, our contract will end on June 30, 2005. SCRAA disqualified Amtrak as a bidder for the Metrolink Commuter Operation for risk management liabilities that Amtrak could not accept. We are very proud of all of our employees’ accomplishments on this service. We helped make Metrolink the success it is today, and we will leave it with pride and help transition the new operator, Connex.

As you can see, the division has been very busy. We are faced with similar challenges this year, and I am confident that our team is ready. Our focus is on working safely and efficiently, reducing costs where feasible and implementing new programs to enhance service and on-time performance.

I would like to express appreciation for the men and women, some of them Amtrak employees, who are serving our country in time of war. Amtrak’s challenges may seem insurmountable at times, but thinking of their sacrifices puts everything in perspective. Work safely and value what’s most important — your family and friends. Let’s have a great new year.

Sincerely,

Richard Phelps
The History of Incentive Programs

To truly appreciate the value of this new concept, it is necessary to understand how incentive programs have evolved. The first incentive program, developed in 1974, was based on on-time performance. Amtrak counted the number of trains that operated on time over the host railroad, divided that number by the total number of trains that operated over the host railroad, and came to an on-time percentage. If 65 percent of the trains or more operated on time, Amtrak paid an incentive to the railroad.

While 65 percent may seem like a very low expectation for on-time performance, the railroads were not given relief for any delays — regardless of the cause. If an Amtrak locomotive failed, if a hurricane struck, if paramedics removed a sick passenger from the train, the railroad’s on-time percentage was affected.

Incentive Program Avoidance

“One key advantage of DAI over previous incentive programs is that it entices the railroad to concentrate on delays within its own control, and rewards the host for reducing every minute of these delays that it can,” explained Reinoehl. “Under DAI, each minute of delay avoidance rewards the host, so even if a train will not arrive on time, there is still an incentive to keep trying to minimize the minutes of delay.”

The Development of Delay Avoidance Incentive

In developing DAI, both parties first agreed upon a set of causes of Amtrak train delays that the host railroad can control. The causes of delay were determined to be interference from other trains (freight, passenger and commuter), slow orders, communication and signal failures, maintenance-of-way work for accomplishing.

A New Generation

“... to improve Amtrak performance, we’ve concluded that a one-size-fits-all program isn’t going to give us the best results.”

Paul Vilter
Assistant Vice President, Host Railroads

DAI also lends itself to good use of Amtrak management tracking tools,” stated Gary Cosp. Cosp is referring to Amtrak’s Conductor Delay Report, which Amtrak conductors complete during their trips to pinpoint the locations, causes and responsibilities for delays. These reports are inputed into a database at Amtrak’s Consolidated National Operations Center in Wilmington and used to prepare a monthly DAI statement, which Amtrak sends to NS each month.

“The incentive statement is not only a bill, but also works as a diagnostic tool,” added Cosp. The statement sorts the host railroad’s delays by train, by day and by delay category. “If a host railroad manager sees that he is repeatedly paying penalties because delays to an Amtrak train are exceeding the thresholds due to slow orders over a route, the manager will begin to look at ways to reduce slow orders, eliminate the penalties and — eventually — earn an incentive.”

Although the employees in Vilter’s group believe the program has great potential and are working to refine and implement it with other host railroad partners, they also recognize that with heavily congested host railroad lines, performance incentives alone are not enough to improve train performance.

“There needs to be more investment in the rail network either to add capacity to lines where freight traffic is exceeding the lines’ fluid capacity, or more investment in lesser-used lines to enable them to be overflow routes now or in the future,” stated Vilter. “We’re working on that next.”

The DAI program is expected to become effective for all Amtrak trains on NS early next year.
Passenger Trains on Freight Railroads

The following excerpts are from a speech given by Norfolk Southern Chairman and Chief Executive Officer David R. Goode at a railroad conference in Washington, D.C., about the relationship between freight and passenger railroads.

… It has been said that politics makes for strange bedfellows. Uncommon people work together for common causes. In the process, adversaries become allies.

The same is true in transportation and commerce. Competition spurs cooperation for mutual benefits. …Yet as all of us who deal with challenges of service and capacity and how to find investment dollars for transportation systems not noted for producing high investor returns know, times change.

Just as unexpected, some might say, is the freight rail industry’s attitude shift on passenger rail. It is real, however. It makes business sense, and it can work mutually for freight and passenger rail under the right circumstances. …

Times and circumstances have changed. Greater awareness of each other’s operations is leading to better understanding of our mutual challenges and conflicts.

Some on-the-job sensitivity training, if you will, has made us more aware of the public benefits of working together. Instead of “Just say no,” we start with “Yes, if …”

So why has this change in thinking occurred? The past decade tells the story. If we look back to the mid- ’90s, Norfolk Southern was involved very little in passenger operations. The Amtrak Crescent operated on our lines, as well as a few trains in North Carolina. We had the Virginia Railway Express and some Chicago commuter rail activity. That was about it. That changed quickly with Conrail in 1999. All of a sudden — overnight — we found ourselves in the middle of a host of passenger operations as the new rail tenant in the Northeast. In addition to the Northeast Corridor between Washington and New York, we became partners with New Jersey Transit, Metro-North west of New York City, and SEPTA in Philadelphia.

About the same time, Congress made a big chunk of money available for passenger studies. At a time when freight railroads were having increasing difficulty meeting capital investment requirements, public infrastructure funding was being tied more and more to passenger programs. With amazing speed, some 150 study projects were generated for passenger rail in metro areas. More than 40 of these studies involved Norfolk Southern-served cities.

Passenger rail’s double barrels were pointed right at us. We suddenly were knee-deep not just in passenger operations, but all this activity indicated even more involvement for us in the future. …

It was clear we had to set a new tone in our relationships with passenger and commuter rail. In years past, we generally had a quick and simple answer for passenger rail proposals. If pushed, we would just modify the word “no.”

From the other side, we perceived an entitlement attitude on the part of passenger entities and planners. The presumption seemed to be that the public took priority over rail freight activity, with no concerns for growth or return for value.

In trying to learn from that history, we realized that to bring about a needed paradigm shift in how we do business, the nature of our relationships had to change. First comes communication. To move forward, both sides must have a win-win scenario so that both can leave the playing field and declare victory.

It began with a recognition that freight and passenger rail have lived in different worlds for the past three decades. We needed to understand each other’s experiences, fears, expectations and pressures. That sounds a lot like the process of becoming friends. …

At Norfolk Southern, our first step was to stop saying no. Instead, we started saying yes — with conditions.

Next, we laid out four basic principles:

1. No reduction in freight capacity; 2. Fair value for use of our assets; 3. Full liability protection; and 4. No subsidy of passenger operations.

Moreover — and this is key — we opened discussions with the mutual understanding that in order to achieve a successful transaction, everyone had to win. …

In managing expectations, both parties deal with internal and external audiences. All those audiences have perceptions of what a winning outcome is, which makes managing expectations one of the most difficult parts of the process. …

Throughout the process, it is important to remember that every transaction is different in terms of people, politics and economics. There is no cookie-cutter formula for success. That means all of us have to be creative and flexible in negotiating each deal. …

From my perspective, I am fully convinced that freight and passenger rail can co-exist under the right circumstances. Not only that, but in the interest of building on the strength of our country’s rail transportation infrastructure, we should pursue such opportunities vigorously and cooperatively when they make business sense and serve the public’s interest. We should of course never forget that the public interest requires fluid and available freight service to protect jobs and the economy.

With the right attitude, however, and by committing to working together and making things happen, we will find win-win solutions for both the public and private sectors.

While we are both on the policy map, neither freight nor passenger rail is so strong that it doesn’t make sense to band together to increase our influence. In the spirit of mutual self-interest, I am optimistic about our ability to work together.

Ridership and Revenue Results Mixed

To further boost Acela ridership, the campaign will feature the popular Amtrak Guest Rewards offer for Acela Express passengers (“Buy 2, Get 1”), which will kick off this month, 30 days earlier than planned. To encourage Regional riders who diverted from Acela service to return, the fare difference between the two will be reduced by inching up Regional fares. And a special promotion will be sent to former Acela riders inviting them to “step back up” to the higher priced service.

Additional promotional ideas are also being looked at for our weak travel periods. As programs are finalized they will be reported in the Employee Advisory.

Research, including customer focus groups, is also continuing to examine passenger travel habits and attitudes to better understand how to attract stronger long-term ridership and revenue growth.

If ticket revenue trends continue to fall short through the fiscal year that ends next September, it could have an adverse impact on Amtrak’s exceptionally tight budget. However, it is not possible to draw conclusions from a single quarter of results, as economic conditions and other factors change regularly throughout the year. Amtrak will continue to closely monitor these trends and take measures to maximize its revenue.

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North Carolina: Advancing Passenger Rail Service

For three decades, Amtrak and the North Carolina Department of Transportation have worked together to improve the state’s passenger rail system. Promoting transportation and economic development for its 8.5 million residents, North Carolina stands out as a leader among other states in its commitment to making passenger rail a full partner in the mix of transportation options.

Armed with a detailed plan for passenger rail, North Carolina has invested almost $200 million in rail-related projects over the past ten years. These projects include infrastructure development, right-of-way and equipment acquisition and station improvements.

The primary passenger rail corridor in North Carolina runs through its three most populous regions including the major cities of Charlotte, Greensboro and Raleigh. Amtrak’s Carolinian and the state-owned Piedmont both serve the Raleigh to Charlotte corridor and are state-supported services. Plans to improve the state-owned Raleigh to Charlotte corridor make it one of the most promising nationwide.

Amtrak Trains Serving North Carolina

The Carolinian travels daily between Charlotte and New York City, with stops in Raleigh, Richmond, Washington, D.C., and Philadelphia and has long been one of Amtrak’s most successful state-supported services and carried over 300,000 riders in FY ’04.

This past fall, the service experienced major improvements. As a result of Amtrak’s ceasing mail and express operations in the fall, the travel time between Charlotte and New York was cut by over 30 minutes in each direction. In addition, Amtrak and NCDOT partnered to re-equip the train with 70-seat Capstone coaches — recently refurbished Amfleet I cars — and added another coach to increase capacity.

The Piedmont, which operates with state-owned equipment, makes daily trips between Raleigh and Charlotte. After nearly ten years of service, the Piedmont equipment is showing its age. In response, NCDOT is currently renovating the five Heritage-style coaches and two lounge cars currently in service. In addition, a new combination coach/ luggage car will be rebuilt to accommodate checked service. The first refurbished cars are expected to be in service in mid-2005. The state is also planning to add third daily roundtrip between Raleigh and Charlotte in the near future.

In addition to these two trains, four other long-distance trains — the Silver Star, Silver Meteor, Palmetto and Crescent — serve the state.

Amtrak’s State-supported Trains

State-supported trains, like the Carolinian and the Piedmont, make up about half of all Amtrak trains and are operated in 13 states.

In FY ’04 these states paid Amtrak more than $135 million to operate these trains, from which Amtrak received an additional $155 million in passenger ticket revenue. In FY ’04 Amtrak’s Strategic Planning and Contract Administration department, led by Vice President Gil Mallery, works with state-supported passenger rail service around the country and is also responsible for the evaluation of current rail corridors.

Working with its state partners, Amtrak unveiled an analysis of potential corridor development in a that are best positioned for potential federal funding and development.

Tier I corridors meet a set of criteria that includes full support of state and local officials and the freight railroads, as well as detailed capital expense and operating plans.

“Amtrak values its relationships with its state partners,” said Gil Mallery, vice president of Strategic Planning and Contract Administration. “With their financial support and our operational know-how, passenger rail helps spur economic development and meets the mobility needs of millions of people across the country,” added Mallery.

Improving Current Conditions

One of North Carolina’s greatest assets is the state-owned North Carolina Railroad, a 317-mile corridor that extends from Charlotte to the deep-water port of Morehead City. The NCRR operates as a state-owned entity with an independent board of directors and staff. The Norfolk Southern Railroad maintains and dispatches the NCRR.

“Already we’ve reduced travel time by 30 minutes, making the train an even more attractive travel option,” said North Carolina Deputy Transportation Secretary David King.

The track and signal improvements include lengthening three passing sidings, upgrading of two rail interchanges, banking some portions of track and installing a new centralized traffic control system. Phase II of the corridor improvement project will focus on the Greensboro to Charlotte segment, and includes new double track, curve elevation and faster turnouts.
will begin in 2005 and should be completed in two to three years. The NCDOT is also working with communities across the state to improve safety at grade crossings by consolidating and closing crossings where possible, and installing conventional and enhanced traffic control devices at all remaining crossings.

The NCDOT Rail Division’s Engineering and Safety branch last month reached a milestone. Working with the Federal Railroad Administration, in late December the branch closed its one hundredth crossing since the effort began in 1993. Of these 100 closures, 40 crossed the Raleigh-to-Charlotte corridor.

**Station Improvement Program**

The NCDOT has undertaken an ambitious plan to restore or build new stations at every passenger stop, including developing multi-modal centers where practical. Millions of dollars in federal, state and local funds have been invested in the station program.

“We’ve found that every dollar invested in a station nearly doubles its return on investment with transportation and economic benefits. In many areas, station restorations have served as a catalyst for other nearby building renovations or development,” said NCDOT Assistant Director for Operations Allan Paul.

**Planning For The Future**

While running current operations, the NCDOT Rail Division continues to plan for the future, envisioning additional frequencies of state-sponsored passenger trains. In addition to facilitating the buyout of the NCRR, NCDOT has purchased nearly 100 miles of railroad right of way in the hopes of restoring it to service. With encouragement and support from communities across the state, the Rail Division hopes to extend passenger service to Asheveille as well as Wilmington and southeastern North Carolina.

**The Big Picture**

North Carolina has become a leader in advancing passenger rail service throughout the Southeast. The Charlotte-Raleigh corridor is part of the larger Washington to Charlotte corridor, linking the Southeast with the Northeast Corridor.

Partnering with the Commonwealth of Virginia, North Carolina is advancing plans to restore service to the abandoned route between Raleigh and Petersburg in the next several years. The former Seaboard Air Line mainline (known as the S Line), is more direct than the current routing via Selma, Wilson and Rocky Mount and will reduce travel time and provide more capacity to the overall Southeast rail network.

Not all trains will utilize the new route, keeping service along the existing corridor, including Selma and Wilson and Rocky Mount.

“We know that passenger rail service is a critical component of our transportation infrastructure and our economy, and we’re very optimistic about its future,” said NCDOT Rail Director Patrick Simmons.

The renovated 1927 Greensboro Depot now serves as a transportation hub combining local and regional transit services, buses and taxi service. Passenger train service will return to the station in summer 2005 once all track work is completed and new tunnels and platforms are built.

Station restorations have been completed in Burlington, Greensboro, Hamlet, High Point, Rocky Mount, Salisbury, Selma, Southern Pines and Wilson. Construction of a new Kannapolis station was completed last month. Additionally, the department has purchased 27 acres of land in uptown Charlotte and is planning to build a world-class multi-modal station that will house intercity rail, commuter rail, and high-speed rail service, as well as local transit and taxi services.

Whether renovating historic stations or building new ones, North Carolina creates facilities that not only meet vital transportation needs, but also serve other community uses. The dual-purpose facilities promote train travel to various audiences and help establish the station as a central part of the community.

**The following are highlights of North Carolina’s station restoration program:**

**Burlington**

In July 2003, the NCRR renovated its historic 1868 engine house, investing $3 million to transform it into a passenger train station with additional leasable office space. A North Carolina Railroad history museum recently opened in the building’s center atrium, showcasing artifacts and photographs of the 150-year-old railroad.

**Greensboro**

The largest station in the state, the 1927 Greensboro Depot has become the crown jewel of North Carolina stations. Phase 1 of the restoration began in 2001 and included the complete renovation of the station and nearby REA building. Nearby tracks have been realigned to once again accommodate passenger train stops along this busy section of railroad. Completed in August 2003, the depot now serves as a multi-modal center for the state’s third largest city. One of the two original first floor waiting rooms is used for civic and social functions, while the other will be used for Amtrak passengers. Phase 2 includes construction of pedestrian and baggage tunnels and a new platform. Track, tunnel and platform work should be completed in summer 2005, at which time Amtrak passengers will transfer back to the new Greensboro Depot from its current location. Total project cost is $30 million.

**High Point**

Built in 1907 by the Southern Railway, High Point’s station is located at street level with the tracks and platform situated 30 feet below in an open cut. Renovation of the historic building began in fall 2001 and was completed late last year. The $6.8 million restoration was paid for through a combination of federal, state and local funds.

**Kannapolis**

The newly completed 6,800 square-foot building provides an expanded and improved Amtrak passenger waiting room. The remaining space will be leased or used by the city. The new station is in the heart of downtown, across from the Dale Earnhardt memorial. State and local funds paid for the $2.7 million project.

**Raleigh**

Southern Railway built the Raleigh Amtrak station in 1950, but service was discontinued at the station 14 years later. Passenger train service resumed in 1984 and the station was renovated in 2000. Since Raleigh is one of the busiest stations in North Carolina and in the South, Amtrak spent more than $580,000 to expand the waiting room space and to add a First class passenger lounge and additional parking. State funds are programmed to add long-term parking.

**Salisbury**

The 1908 Mission-style station represents the importance of Salisbury’s location on the railroad, located halfway between Washington and Atlanta and at the eastern terminus of the railroad to Asheville and Tennessee. The Historic Salisbury Foundation acquired the station in 1984, saving it from demolition, and then raised more than $3 million in private donations to restore the station. The NCDOT contributed an additional $1 million in Federal Enhancement funds to finish the restoration of the main building.

**Charlotte**

Since the current Amtrak station is located in Norfolk Southern’s freight yard two miles from the center of the Queen City, the state has been working tirelessly for the past several years on plans for a new multi-modal center. The NCDOT has purchased property for the center, investing nearly $30 million in state funds to date. Development of the new Charlotte multi-modal station and related track improvements is estimated to cost between $110-207 million, and construction is planned to begin in the next several years.

**Southern Pines**

The renovated Southern Pines station, originally built in 1899 by the Raleigh and Augusta Railroad, was re-opened to passengers in mid-December after an $800,000 restoration. Located in the heart of downtown, half of the depot will continue to serve Amtrak passengers and the town will lease the remaining space for retail or office use. The restoration project was paid for with state funds. A grand opening will be held in early 2005.
MP-15 Switchers Undergo First Overhaul in 20 Years

Mechanics at the Wilmington maintenance facility have reached the midpoint of the MP-15 overhaul program, with the completion of their sixth locomotive in December 2004. At a cost of $700,000 per switch engine, the overhaul extends the life of the equipment—which have not been overhauled since the 1980s—by nearly 20 years.

Every two months since this program began in February 2004, an overhauled MP-15 switch engine rolls out of the Wilmington backshop. The production schedule keeps mechanics on track to accomplish the goal of completing ten locomotives by the end of this fiscal year.

The first stage of an MP-15 overhaul takes about a week to complete and involves removing all the main components, such as the engine and the auxiliary generator/blower, which powers all the locomotive’s accessories and cools the traction motor. The main generator, which powers the traction motors and the air compressor that is used for braking, is also removed.

After these components are removed, machinists take the main frame of the locomotive from its trucks and attach it to a set of shop trucks to prepare it for sand blasting and painting. Once placed on the shop trucks, Gang 06 of the Diesel Shop, which includes machinists, pipe fitters, electricians, boilermakers and carpenters, begins the arduous task of repairing years of neglect.

Meanwhile, the carpenters rebuild the cab’s interior by installing new flooring, new seats and window glazing. Boilermakers repair all the extensive weather-related water damage typically found in the cab interior, caused by leaking windows and poor weather stripping on the doors, and also found on the exterior due to rain water that seeps into the running boards. The electricians repair all of the wiring and update all of the electrical and electronic components. Pipe fitters renew and repair all of the major cooling and oil piping going to and from the main engine. They also re-pipe the air-driven windshield wipers and the air brake system.

Next, the locomotive trucks are sent to the rebuilding area where they are stripped of the old outdated air brake and suspension systems and rebuilt.

“Getting these locomotives overhauled is one of our main priorities,” said Superintendent John J. Wood. “Because of the outstanding cooperation and commitment of Wilmington Locomotive Shop mechanics and foremen, we’re on track to achieving our goal and improving the efficiency and reliability of Amtrak’s diesel locomotive fleet.”

After the repair and overhaul work is complete and the locomotive is painted, the refurbished MP-15 returns to service, primarily in the Northeast Corridor, for use in Amtrak’s Superliner program to cut walls, flooring, ceilings and other heavy materials. In 90 seconds, the WaterJet can cut out a design for a Superliner bedroom wall that would normally take a craftsman 90 minutes to accomplish.

Without touching the material, the nozzle moves across the table and the water and grit mixture shoots out of the nozzle at about one and a half times the speed of sound and cuts the programmed design. “When the cut is complete, all we have to do is rinse off the sandy residue and install the piece in the car,” added Milburn.

New Water Jet Machine Cuts Through Steel in Minutes

Beech Grove recently acquired a Calypso WaterJet HammerHead™ cutting system capable of quickly and efficiently cutting intricate designs on virtually any solid material up to six inches thick.

Installed in November, the heavy-duty machine is being used in Beech Grove’s remanufacture program to cut walls, flooring, ceilings and other heavy materials. In 90 seconds, the WaterJet can cut out a design for a Superliner ceiling. The $136,000 machine is driven by a Computer Aided Design (CAD) software program, which operates in conjunction with the WaterJet computer system. Before cutting the material, Boilermaker Technician Dave Thompson draws the design in an Auto-CAD program to be accessed through the computer. “The beauty of the system is, once the design is done, it can be saved and used over and over again,” explained Lead Sheet Metal Technician Mike Milburn.

Once the design is loaded, the craftsman places the material to be cut on a specialized 10-foot by 5-foot table. The water, which is pressurized to 60,000 pounds per square inch, is forced through a small diamond-tip opening at the head of the nozzle. A course substance is added to the water to create an abrasive stream to facilitate the cutting.

To perform this task without the WaterJet, the sheet metal worker would first need to shear the metal to the proper size, scribe the design onto the material, use a saber saw to cut out the design, then sand or file the piece to remove the jagged edges. The new tool eliminates the manual layout, cutting and sanding process.

Contributed by Dan Koronkiewicz

Sheet Metal Worker Bill Railey operates the Calypso handheld remote control to adjust the height of the WaterJet nozzle as it cuts out the design of a Superliner ceiling.

Built in the 1970s, MP-15 Switcher 537 sits in Wilmington after undergoing an overhaul in early summer.
Amtrak’s “Julie” Scores Highest in Industry Survey

Amtrak’s “Julie,” the railroad’s voice response system, scored highest in a survey recently conducted by Speech Technology Magazine. The survey on voice response systems in the transportation industry was completed by the magazine’s readers and reported in the November/December 2004 issue.

Launched by the Marketing and Sales department’s Customer Relationships and Revenue team in 2001, Julie has received numerous recognitions and awards, including the Odyssey Award from the Travel Industry Association of America, “Best Practices” awards by Speechworks and recognition from The Wall Street Journal, The New York Times and MIT’s Technology Review.

Vince Zagorski, Amtrak’s director of Call Center Telephony, and his four-person team are responsible for one of the most sophisticated reservations applications in the industry.

“Julie has set the standard for speech systems,” said Zagorski. “And this recognition is another example of the system’s success.”

Navigation

Using the system’s persona, Julie, the system interacts with the caller using dialogue and automatic speech recognition. The dialogue includes a mix of standard and custom vocabularies, including city pairs and states and credit card transactional information.

Amtrak system was deemed among the best, and many other systems were found in need of redesign. Amtrak’s score in the navigation category was 16.43 out of 20, while the median score was 12.28.

Content

The readers surveyed noted that the functions most commonly used, such as obtaining a schedule, booking a reservation and paying by credit card are fully automated. Additionally, they found that the level of available information was detailed and complete and required no need for an explanation of words and their meanings.

Amtrak’s content score was 16.67 out of 20, while the median score was 13.08.

Usability

The report indicates that readers liked the fact that the system does not use “shoptalk,” which hinders usability, and callers are able to override prompts so they are not forced to listen to information they don’t need. Responders found the system designers were also smart enough to leave touch-tone compatibility for proficient users, who typically use this feature to speed through the process.

This is the only category where Amtrak received a lower score than the median. Other transportation companies scored higher than Amtrak in this category, but Amtrak’s total score outpaced them.

Amtrak rated a 13.75 on a scale of 20, while the median score was 14.65.

Interactivity

Amtrak’s voice response system scored high in this area and respondents noted that the system takes virtually every task to a successful conclusion. It handles mistakes well, using a vigorous error recovery routine. Also, system response time on most entries was fairly quick — between one to two seconds. The system scored 14.07 out of 20 in this category, while the median score was 10.57.

Credibility

Most respondents characterized Amtrak’s Julie as a “friendly-sounding machine,” without being too forced. Julie uses “okay” and “got it” to indicate a successful communication. She also says: “Great, I’ll be able to help you…” and “Let’s get started.”

The confirming phrase: “I think you asked for… is that correct?” is used appropriately as well.

Amtrak scored higher in credibility than any other category — a 17.93 out of 20, while the median score was 16.39.

Julie handled over 5 million calls in FY ’04 (averaging 14,000 per day), which is approximately 25 percent of all calls made to 1-800-USA-RAIL. Julie also booked over $74 million in revenue and processed 245,000 credit card transactions.

Engineering Employees Recognized for Excellence

Chief Engineer David Hughes presented the FY ’04 Engineering Excellence Awards to those on-corridor and off-corridor Engineering divisions that achieved the greatest improvement in year-over-year performance and met FY ’04 goals.

Scores were given in the categories of safety, financial, customer service and absenteeism. The recipients were honored mid-December at an event in Newark, NJ.

For the second year in a row, the On-corridor Engineering Excellence Award went to the New York Division, which had the highest overall improvement for FY ’04 over FY ’03 and best FY ’04 goal achievement in all three categories.

Competing for the on-corridor awards were the New England Engineering Division, the Mid-Atlantic Engineering Division and the New York Engineering Division.

While the New England Engineering Division took the highest scores in the safety, customer service and absenteeism categories, New York’s Engineering Division had a huge lead in the financials, which resulted in their having the highest overall score.

The West Engineering Division was awarded the FY ’04 Off-corridor Excellence Award, which represented improvement year-over-year and against FY ’04 goals in three categories: safety, financial and absenteeism.

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Amtrak as Captain. These individuals are selected for their contributions to the overall effectiveness and improvement of Amtrak’s Engineering department.

Amtrak Ink January 2005 9

Amtrak Ink January 2005 9
Train Whistles, Romance and Wedding Bells

Every now and then, we learn about chance encounters on a train that lead to love and marriage.

“People sigh over the romance of the train,” says Sarah Ulis, customer relations advisor. “We see it in all the old movies, and some of the new ones, too, to say nothing of ‘North by Northwest.’

But from the letters we receive, it’s clear that our customers are extolling romance on the train.”

The letters Amtrak receives about these matches tell stories about two passengers who started talking, and before they knew it, were making plans to meet again. And there is always a big thank you for Amtrak’s role in introducing them.

Alison Tolpin and Lyles McCormick wrote, “On Oct. 16, I will be married to the man I met en route from Boston to New York on an Acela … It wasn’t until the end of the ride that the handsome gentleman across the aisle struck up conversation with me. Why recount this story to you? My fiancé and I are both so thankful that Amtrak facilitated our meeting … we wanted a few of you to know that there are at least two people who sincerely appreciate Amtrak every time we board the Acela to return home to our friends and family.”

“Romance is alive and well on the Amtrak Acela train,” Valerie J. Thompson and Duke Santos wrote. “ … I met my fiancé on the train in November 2001. If it weren’t for Amtrak, we probably never would have met.”

Romance on the train came unexpectedly to widowers Mark Miller and Judy Greenberg who met while traveling on the train from Philadelphia to Florida. As they sat together on the ride south, “Something magical had happened in those traveled hours. There was a spark,” wrote Miller’s daughter, Andrea Miller Blum. She added, “I don’t know how many letters you get about this or even if you still consider the train a place where romance begins and marriages are proposed, but it happened to my father and Judy.”

Couples not only meet on the train, some take advantage of the romance of train travel and celebrate their marriage aboard the train. Linda Kirkdorffer wrote with pride about her son and his bride’s wedding reception at the Norman, OK, station and their subsequent trip aboard Amtrak to Oklahoma City.

“Perhaps we should start marketing ourselves to singles, because trains have a special caché that a plane or bus couldn’t hope to match.” added Ulis. “Not only is Amtrak providing people transportation, we are taking them down the road to happiness.”

Departments Merge; Safety Initiative Strengthened

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<th>Key FY ’05 Environmental Health and Safety Goals and Objectives</th>
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<td>Maximum of 3.3 per 200,000 Hours Worked</td>
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<td>Maximum of 1.2 Potential Violations per Audit</td>
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<tr>
<td><strong>Public Health Inspections:</strong></td>
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<td>Minimum of 87 Percent Satisfactory</td>
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Noonan is trained in chemistry and has a long railroad work history in safety, environmental and public health issues including chemical product selection, safe work practices and exposure to toxic materials. His plans for FY ‘05 include working closely with management and craft personnel to evaluate safe work practices and to integrate safety into every employee’s day-to-day work efforts. “Safety is not something extra. It is the way we do every job, every day,” said Noonan.

Noonan plans to develop short and concise safety lessons for daily safety briefings and recommends that Amtrak employees inform their immediate supervisor whenever they have safety concerns or observe potential workplace hazards to employees or passengers. Additionally, employees can also report their concerns on Amtrak’s Intranet by clicking on the Safety tab, and then “How to Report Safety Concerns.” This site is monitored by the EHS department, which responds to employees via e-mail. Employees may also call 215-349-2039 (ATS 728-2039) to report any concerns by telephone.

Holiday Shoppers

After arriving in Oakland on the San Joaquin Holiday Shopper Train, passengers board the Thruway bus to the San Francisco Union Square shopping areas. Amtrak partnered with the California Department of Transportation and the Capitol Corridor Joint Powers Authority to promote rail travel and offer passengers a relaxing, enjoyable, festive alternative to driving to shopping venues. The Holiday Shopper promotion began in 2003 with the Capitol Corridor service and was expanded in 2004 to include the Pacific Surfliner and the San Joaquin routes. Holiday Shopper participants received a gift bag that included an Amtrak California free companion coupon along with promotional items from various sponsors.
Amtrak Guest Rewards Members Earn Points for New Nextel Service
Amtrak Guest Rewards® has teamed up with Nextel to offer AGR points to its members who sign up for new cellular phone service. AGR will offer its members up to 7,000 points for each phone purchased and activated with a two-year agreement. Members taking advantage of this offer can enjoy Direct Connect®, Nextel’s coast-to-coast walkie-talkie feature that instantly connects Nextel users with the push of a button.

Capital Corridor Passengers Enjoy Heavenly Ski Packages
Amtrak and Heavenly Ski Resort have partnered to offer passengers the opportunity to purchase a ski package to the South Lake Tahoe, CA, resort. Passengers starting at $266 provide passengers with rail travel aboard Amtrak’s Capital Corridor to Sacramento and connecting Thruway service from Sacramento to South Lake Tahoe. The all-inclusive package also includes lift tickets and hotel stay for three days and two nights.


Rail Cruise Program Reaches $1 Million in Sales
Each year since Amtrak’s popular Rail Cruise Program was started in June 2002, revenue has climbed. By building partnerships with several top cruise lines, the Rail Cruise program’s sales exceeded one million dollars from the program’s inception through October 2004. “Since most of the cruise lines have ports on the East and West coasts as well as in the Gulf area, rail travel to these ports is a viable alternative to air,” explained Marketing Director Hank Koppelman.

The program began with partnerships with Carnival Cruise Lines and Holland America Cruise Lines. During that year, the program generated $120,328 from 1,843 passengers. The program experienced astounding growth in 2003 when ridership rose over 200 percent to 5,923 travelers and revenue soared nearly 300 percent reaching $466,672. During that year, a third cruise line was added—Windjammer Barefoot Cruise. Last year, Norwegian Cruise Lines and American West Steamboat Company joined the Rail Cruise program, and for the third consecutive year, ridership and revenue grew.

From January through October 2004, the program generated $502,148 in sales for 6,738 passengers. Negotiations are currently taking place to add two major cruise lines in early 2005. Rail Cruise packages, which offer a 25-percent discount off the coach rail fare (subject to seasonality and blackout dates) may only be booked through travel agents because most travelers prefer to book their cruises with a cruise specialist. Therefore, Amtrak’s field marketing staff works closely with the sales staff of the cruise lines to promote the program on a local and regional level.

“The program affords passengers the ability to avoid the hassles of airports and actually begin their Rail Cruise vacation the moment they step on the train,” stated Koppelman.

Passengers Enjoy Fun and Snow En Route to Reno
The winter season marks the return of the popular Reno Snow and Fun trains. Amtrak is once again partnering with tour operator Key Holidays to offer the seasonal tour package from Emeryville, CA, to Reno, NV. Snow and Fun trains, operated by Amtrak crews, provide an opportunity for Sacramento and Bay area residents to travel to Reno by rail without having to worry about driving in unpredictable winter weather conditions.

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Both trains offer passengers strolling minstrel, wintertime sightseeing and live entertainment in the special Piano Lounge Car. Fun Train travelers enjoy games and dancing en route, while Snow Train travelers are treated to a historical narrative as the train travels through the snowy mountains.

Fun and Snow train packages range from $179 to $339 and include round-trip travel on a chartered Amtrak train and two nights’ hotel accommodations. The Fun Train package includes a light dinner on the outbound trip and lunch on the return, and the Snow Train provides lunch on the return trip. Round-trip rail-only fares are also available and range from $169 to $189.

The train operates between Emeryville and Reno and makes stops along the way in Martinez, Suisun, Sacramento and Roseville. The Fun Train, which departs on Fridays and returns on Sundays, will operate Jan. 7, 14, 28, Feb. 11, 25 and March 4, 11, and 18. The Snow Train will operate every Tuesday beginning Jan. 25 through March 15. Amtrak does not handle reservations for the Fun and Snow trains. Information is available by calling Key Holidays at 1-800-783-0783 or by visiting www.KeyHolidays.com.

EMPLOYEE MILESTONES

Congratulations to All of You!
Dear Amtrak:
This is a letter of thanks for one of your red caps in the 30th Street Station in Philadelphia, PA.
My friend and I took the train to Philly with just the right amount of carry-on and had no problems. The return trip was another situation all in itself.
Upon arrival at the station, we found ourselves with more than we could handle alone … and decided to seek the help of a Red Cap.
Mr. Abe [Pettit] took us under his capable wing and located the train we were scheduled to take and labeled our luggage and various bags and purchases that we had made in Philly.
He personally escorted us to the train and kept us up to date as to the train’s arrival. When the train arrived he personally put our bags on board and made sure that we were well situated. He shared with us that he has been at his job for over thirty years, and it shows in the care he takes and the way he does his job. We found him to be knowledgeable and efficient in ever way, we will always be grateful for his help.
He must be commended for a job well done … You can be justly proud to have such an employee as part of your organization.
Sincerely,
Frances Anne M.

Dear Amtrak/VRE:
My husband, our son and I would like to thank your company and the individuals responsible for bringing an agitated hour or two to a happy conclusion.
My husband and I went to L’Enfant station, for the Fredericksburg train (#305), where we found the platform packed with riders awaiting both the #305, the delayed #303 Fredericksburg train, as well as the #327 Manassas train.
When I discovered the arriving train (#303) was not our train, I told my husband hurriedly that I would validate our tickets at the platform center and return. When I returned, most of the passengers had boarded that train and my husband was nowhere in sight. I was not certain if he had boarded, or had followed me and become separated somewhere along the platform. By the time I had checked, the train was moving.
This all was inconvenient, but no great loss — except for the fact that my husband has a severe memory problem and there is no way that he could remember that Brooke station was his stop.
I boarded #305 and my son joined me on the train at Crystal City. At Alexandria he spoke to Bruce [Thompson], the [Amtrak VRE] conductor, which set in motion the “rescue” effort.
By Woodbridge, we had word from Bruce that my husband had been found on the #305 train, and we — and other passengers — were quite relieved.
Bruce had also alerted the sheriff so someone could meet my husband at Brooke station and tell him we would be along soon.
When we arrived at Brooke station, a VRE security man had heard about my husband over his railroad radio and had come to be with him also. The sheriff was nearby and all was well.
In the 10 years we have been visiting my son and his family in D.C., we have been VRE customers several times each visit. We have enjoyed your service over the years, but never more than yesterday. Please pass along our deep gratitude.
Sincerely,
Jean M.
Corridor Development in Motion

Cleanup and Infrastructure Improvement In Progress on Keystone Corridor

A massive effort to cleanup and begin major infrastructure improvements on the Keystone Corridor between Philadelphia and Harrisburg began in the fall of 2006, an undertaking that will result in revitalizing a route that has suffered due to years of deferred maintenance.

In the fall of 2006, Amtrak and the Commonwealth of Pennsylvania expect to restore the 105-mile route to an all-electric railroad that will yield faster, more reliable and more comfortable passenger rail travel. Speeds will increase to 110 mph between Paoli and Harrisburg, in the sections of track that will allow it.

The project serves as an illustration of what state partners can accomplish with federal backing. This past summer, Amtrak President David Gunn and Pennsylvania Gov. Ed Rendell announced that $145.5 million would be dedicated to address the years of deferred main-tenance and to revitalize the route, the cost of which is split equally between the two partners.

By the time the project is complete, trip times for local trains will be cut to 105 minutes from 120, and express trains will arrive in 90 minutes. Four additional weekday roundtrips between Philadelphia and Harrisburg will increase the frequencies from 9 to 13.

The infrastructure improvements began in the fall of 2003, and include installation of new Continuous Welded Rail (CWR), concrete ties, upgraded Communications and Signals and Electric Traction systems, as well as improvements to bridges and stations. The joined rail on the route is being replaced with CWR, which will enable scheduled trains to operate at higher speeds, reduce maintenance requirements, and more importantly, improve ride quality. “This level of commitment to the Harrisburg Line is unprecedented — our work teams have made incredible progress and we’re already seeing some tangible results,” said Chief Engineer David Hughes.

Engineering forces completed a 13-month rail renewal project between Middletown and Lancaster, PA. in December 2004. Vintage 1940s and 1950s bolted rail on both main tracks between these points — a total of 48 track miles — was replaced with continuous welded rail.

Starting last month and continuing into 2006, the Engineering team will completely renew Roy and Cork inter-lockings, as well as 37 wayside turnouts. Wood ties, timber and varying sections of rail will be upgraded using the latest technology in concrete turnouts.

The FY '05 program also includes the renewal of both main

Marketing Launches Pricing and Promotional Strategy to Boost Revenue

First-quarter Ridership Grows; Revenue Lags

Aiming to generate improved revenue in the new year, Amtrak implemented a series of marketing promotions, campaigns and pricing initiatives to help boost the bottom line. While ridership in the first quarter of the fiscal year (October-December) was ahead of where it was last year, ticket revenue dropped.

A total of 6.5 million passengers rode Amtrak in the first three months of the fiscal year, up 162,000 passengers over last year. Ticket revenue was $320.2 million, or $6 million less than a year ago and $20 million less than budget.

The strong positive ridership trend is being led by continuing growth in the low-yield and low-fare markets. While the growth is welcomed by Amtrak, it doesn’t translate to higher revenues for the railroad. Long-distance ridership fell 2 percent to 921,000 passengers in the first quarter and, on these long-distance trains, First class ridership fell 5 percent to 147,000.

Continuing analysis points to several factors suppressing passenger ridership; the overall travel economy, the impact of airline pricing on Amtrak’s business, and the company’s service delivery issues, including on-time performance.

Initiatives Underway to Increase Revenue

To improve ticket revenue, Amtrak launched several national and grassroots marketing campaigns and sports marketing initiatives, and, to tap into the higher-yield markets, a new offer in the Northeast Corridor.

Under the “Buy 2, Get 1” offer, Amtrak Guest Rewards members who purchase two Acela Express or Metroliner roundtrips (or four one-ways) between qualifying city pairs receive a free roundtrip in return. Members who pay for their tickets with a MasterCard also earn double points.

To boost revenues on the long-haul front, a system-wide advertising campaign will launch in February, which will offer added value to passengers who book long-distance tickets online. They will get $25 off a two-night stay at qualifying hotels.com.

Many other targeted efforts also continue, including sponsorship of the Thomas the Tank Engine television series and videos, creation of the Amtrak Travel Scholarships in partnership with the United Negro College Fund to promote rail travel among young students, and sponsorship of the “Are We There Yet?” movie sweepstakes.

In sports marketing this winter, basketball is the main focus, with two sweepstakes underway, the Big East Tournament and the Celtics Fantasy Game. Additionally, leading up to the Super Bowl in

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As winter starts to turn a corner, construction on our infrastructure resumes. We’ve all been working hard, and I want to keep it that way. We all have a stake in our success — each and every one of us has a role to play in our accomplishments. That’s why it’s important that everyone understands our budget and why we have to make the most of it.

In FY ’04, we invested $678 million in capital work; the biggest piece — $387 million — was dedicated to the Engineering department, the majority of which went into the Northeast Corridor and the Albany, Harrisburg and Springfield lines. To put it into more tangible terms, Engineering installed 121 track miles of new rail, laid 152,000 concrete ties and 59,000 wood ties, and undercut 40 miles of track, among a lot of other work. From another perspective, in FY ’01 we installed only a handful of miles of new track.

The Mechanical department dedicated about $114 million to its programs, which churned out 205 cars — that includes 61 remanufactures, 125 heavy overhauls, and 19 wreck repairs. The department also overhauled 52 locomotives and wreck-repaired another 10 locomotives.

What we spent in capital last year was about $150 million less than what we had budgeted. This didn’t happen because we didn’t have enough to do — the main reason was that there is a long lead-time to get materials. As many of you know, in our business, we often need six to 12 months of lead time before you can expect to take delivery of materials (particularly for the Mechanical programs). This can sometimes throw a wrench in our plans. Because of the late arrival of the materials, we shifted some work originally planned for FY ’04 to this year. Keep in mind, we have been able to hold expenses essentially flat, even though we had to cover wage adjustments for new union agreements and a modest Cost of Living adjustment for management. This means that most of our increases in spending were for capital investment in plant and equipment. And this work isn’t band-aids and patchwork — it will still be in service long after many of us leave Amtrak.

We had 25.1 million passengers (4.3 percent more than FY ’03), but our ticket revenue fell short of what we’d projected by about $27 million. There were a handful of reasons for this — a general slowdown in the travel market, severe weather in the first part of the year (the Florida hurricanes in the fall really impaired that long-distance service) and service disruptions due to host railroad track work.

Through the first quarter, ticket revenue was under-performing. If the trend continues, we won’t make our revenue budget this year. The January storms in the East and the West further suppressed our ticket revenue. However, we’re taking a number of steps to counteract the shortfall. For example, we’ve implemented some pricing changes that we expect to contribute to revenues and we have a number of promotions aimed at stimulating ridership on our high-yield trains.

As we enter the second quarter of FY ’05, our outlook for this year is precarious. We asked Congress for $1.798 billion, however, we were appropriated $1.2 billion but with a number of holdbacks and stipulations, including the first $22 million repayment of the $100 million loan we got in FY ’02. So, what’s left from the federal government is really closer to $1.18 billion — leaving $570 million for operating expenses, $378 million for capital investment and $231 million for debt service.

When you add state and local funding and what we’ve carried over from last year, we expect to have about $840 million for our capital programs. About $418 million goes toward badly needed infrastructure work and another $208 million goes to Mechanical.

We adjusted our capital plan by starting some programs later in the year, so that they would be carried into next year. For the most part, we haven’t abandoned any of our capital programs, but we’ve had to slow the progress on some of the projects, in some cases dramatically so. For example, we planned on spending $12 million in FY ’05 on phase 2 of maintenance facility in Oakland, but we will be spending only $500,000 this year and the rest (hopefully) in FY ’06.

Other projects remain unaffected. For instance, we are continuing full steam ahead on the Harrisburg Line and Shell Interlocking in New York. The car overhaul program remains essentially intact.

On Feb. 15, we must send Congress our Legislative and Grant Request for FY ’06. The amount we’ll need will be about $1.8 billion, the same amount we asked for last year, if the Board approves it. It’s a big request in a year when the administration has said it would slash funding for most domestic programs, but I think it’s our duty to let Congress know what we really need and that the more we have to defer the tougher it will be to get this railroad in good shape. Deferred maintenance of our plant and equipment has and will continue to lead to slower trip times, especially in the Northeast, and more system failures.

It is real important to understand that we’ve achieved most of the major savings we can get without being destructive to the existing system and service we provide. Because of these savings, we’ve been able to supplement our federal appropriations with savings and carryover funds the last two years. But those days are over. There is very little opportunity to have carryover funds available for FY ’06. We will live and die on that one line in the appropriations bill — and that keeps me awake at night.

I’ll let you know more about what we have planned for FY ’06 when the numbers are more firmed up. As I said before, we all have a horse in this race. The way you can contribute to the better health of the company is to keep focused on your job, let people see the best that you have to offer and be safe.

David L. Gunn
### Block Training to Set New Standard for Transportation Department

More than 6,500 Transportation department craft employees will be scheduled to attend one three-day set of “Block Training” classes once every year, under a plan begun last month. The training adds a new dimension to the railroad’s strategy for all Train and Engine and service employees—their availability all of the required recurring training instruction in one session.

“The Block Training program is critical for the Transportation department. This key piece of our comprehensive training program builds on the training that we’ve recently established for new hires, transportation supervisors, and our chefs,” said Ed Walker, vice president, Transportation. “Our department is focused on improving the state of good repair of its greatest assets—its employees. Without a trained and knowledgeable workforce, this railroad operation will not succeed.” Walker added.

Delivered over three consecutive days, the Block Training program consists of approximately 12 training modules. The first day, which is attended by all participants, covers core training topics that include department goals; crew resource management; leadership skills; Security Awareness, which is part of the PREPARE (Passenger Railroad Emergency Preparedness and Response Education) program; ADA requirements; and personal safety.

The second and third days comprise job-specific instruction for Operating craft employees. For conductors, this means coursework in the following disciplines: AMT-3 (air brake and train handling instructions), hours-of-service regulations, operating rules, Service Standards Manual, revenue collection, FDA regulations, AMT-2 (electrical operating instructions), Conductor Delay Reporting, and railroad physical characteristics.

For engineers, the topics include locomotive troubleshooting and general road foreman notices, operating rules, railroad physical characteristics, and a skills and knowledge examination required for re-certification. Dispatchers and block operators review topics such as manuals and instructions, AMT-4 (special instructions governing operation of signals and interlockings), and railroad physical characteristics.

The curriculum for service craft employees is currently in development, and will be implemented in FY ’06.

The goals of the program are to eliminate operating rule violations and employee injuries, meet certification requirements set by Amtrak and regulatory agencies such as the FRA, reduce training costs, and improve service delivery.

The new program also yields efficiencies because employees need only mark-off for one three-day period, rather than in the past, when employees would average three and half mark-offs per year, with each mark-off for multiple days. For this reason, the program significantly reduces the amount of time employees are not on their regular assignment, resulting in $2.5 to $3 million in cost-savings for the company, even taking into consideration the additional travel requirements to centralized training locations.

Additionally, as a result of the new training approach, the company can better manage the recurring training and re-certification requirements.

Block Training addresses the schooling needs of dispatchers, train engineers, conductors, OBS employees, Station Service employees, block operators, yardmasters, and their managers.

“The diversity of the crafts represented lends itself to an unusual classroom dynamic, as employees from all of these crafts participate in the same session — providing employees an opportunity to benefit from the experience and background of other classmates,” explained Walker.

The training program is being well received. “It’s about time — Block Training was long overdue, and getting all your needed classes in one week was refreshing,” said Todd Harding, vice president of the United Transportation Union Local 838, who attended the first session. “From my perspective as vice president of Local 838, the class was very well instructed, and being taught by people with hands-on experience was a blessing,” he added.

In November, Chief Transportation Officer Steve Strachan established the Operating Practices organization, which is headed by Senior Director Ron Robusto. The new organization, in conjunction with Employee Development group, is responsible for supporting all training initiatives and developing and implementing new technologies. The group is designed to be adaptable and was created to support the division field managers and other departments.

“This has been an exciting and challenging assignment,” said Robusto. “We’ll look back at this someday and wonder why we didn’t do it years ago.”

Training will be implemented by the Operating Practices’ group of 14 trainers systemwide at 12 centralized locations, including Wilmington, Jacksonville, Chicago, Los Angeles, Portland, Oakland, Washington D.C., Philadelphia, Albany, New York, New Haven and Boston.

Employees who are scheduled to attend Block Training will be sent a letter from Walker to their homes that advises them of their class schedule. Participants will receive a complete travel portfolio in the month prior to their training month. Attendance lists will be published and distributed via Department/Division notices, and employees will be held accountable for their attendance.

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**Reminder: Mechanical Training Underway to Meet FRA 238 Requirements**

More than 1,200 employees completed the department’s Federal Railroad Administration 238 re-qualification training that began in 2004. However, an additional 2,200 employees must still complete refresher training by the end of 2005. Employees and contractors who perform brake tests, train inspections or other similar work should note that if they don’t re-qualify, they will not be qualified to perform any of the safety inspections.

In 2002, the FRA added five credentials that are required of people who maintain qualifications as a “Qualifed Person” (QP) or “Qualifed Maintenance Person” (QMP), as stated in the Passenger Equipment Safety Standards (49CFR 238). The Mechanical department is providing the required refresher training courses for each of these two qualifications. Employees who perform the above-mentioned work must maintain their qualifications and are encouraged to check their wallet card to see what qualifications are carried and the card’s date. If the card is dated from 2000 through 2002, all qualifications for this period will expire in December 2005 and refresher training is required to remain compliant with FRA regulations.

Mechanical department employees who need to attend either of the eight-hour refresher training courses should contact their supervisor or general foreman to enroll. Employees who carry more than one type of qualification will need to re-qualify for each type.

Train and Engine employees (who do not carry wallet cards) must also attend refresher training, which is part of the Transportation department’s Block Training program that began in January (see related story on this page).
Online Bookings and Sales Increase With New Web Site

Preliminary results from the September launch of the redesigned Amtrak.com Web site show significant gains in share, sales, and bookings for Amtrak’s online sales channel.

Since the new site was unveiled, the share of sales attributable to Amtrak.com rose nearly 21 percent, contributing to a share of total passenger sales of over 30 percent as of Dec. 31. The increase in the number of online transactions makes the site Amtrak’s leading sales channel.

 Likewise, December ’04 sales and bookings increased just over 15 percent and 14 percent respectively, over the same period in the previous year. While sales of long-distance tickets were nearly 3 percent higher than the same period last year (Sept. 12 through Dec. 31), revenue from sleeper accommodations booked online was over 18 percent higher during this period compared to last year.

These figures indicate that the site offers the right balance of easy navigation and all the information a customer needs to make a decision about travel on Amtrak. In addition, an advertising campaign focused on the re-launched helped steer prospective passengers to the site.

Since the launch, the Amtrak.com site broke the previous single-day booking record nine times, culminating on Nov. 22, 2004 with more than 15,000 customers booking reservations on the Web site. Likewise, a new Internet sales record was set on Nov. 15, when sales reached $1,879,995 for that day — 2.2 percent higher than the previous one-day record.

The declining number of e-mail messages received from customers requesting assistance in booking online tells a similar success story. The site’s comprehensive editorial content, flexible navigation tools and automated help prompts seem to have mitigated the need for additional assistance. Prior to the launch, Amtrak received an average of 6.6 e-mail inquiries for every 100 bookings. Since then, the number of e-mail messages has decreased to just under 4 per 100 bookings (as of Dec. 31). This ratio is the lowest since Amtrak.com was first launched in 1997, and represents a big achievement in cost-savings and brand support for the railroad.

On the topic of e-mails, a European customer who had booked tickets online recently sent one to the Customer Relations group, sharing his online encounter with Amtrak.com.

“... I booked tickets online — this was easy and perfect. Unfortunately because of a case of death in my family I had to cancel my trip — it was so uncomplicated and I received all my money back. Compliments from Austria. I wished we had something like Amtrak here!”

Amtrak launched the newly designed Web site on Sept. 12, 2004. The site provides users with a fresh look and feel, dozens of new features, and improved, updated and reorganized content.

With the improved site, customers are able to better explore their options for trips, compare fares, upgrade seats and accommodations, and handle many cancellations and refunds.

John Slavney contributed to this story.

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Divisions Tasked with Implementing Security Measures

Amtrak further strengthened its grassroots security efforts last month when it formed divisional security committees led by each general superintendent that serve as channels for discussion and implementation of security initiatives, from the ground level to the company’s Executive Security Committee.

The role of the committees in advancing security issues is an important element of the railroad’s employee and passenger security program.

To ensure that every major department is represented, each new security committee includes representatives from the Engineering, Mechanical, Transportation, and Safety departments and the Amtrak Police.

“The Division Security Committees are a key component of our corporate security strategy. They facilitate the flow of information from the front lines to Executive level and vice-versa. The flow of information and decision-making process follows the existing chain of command. I ask everyone to give the Division Security Committees their full cooperation. Just like safety, security at Amtrak is everyone’s responsibility,” noted Bill Crosbie, senior vice president of Operations.

Each Division Security Coordinating Committee is chaired by the division’s general superintendent and a selected co-chair and receives intelligence reports and direction from the Executive Security Committee, which comprises members of the Executive Staff. The committee also makes regular appearances and presentations and reports its activities to that group. The division committees meet at least once a month during a Yellow Alert period, at least once a week during an Orange Alert and daily during a Red Alert, while meeting more often at each of these alert levels if intelligence warrants.

“These division security committees, which provide a direct line from the executive level to the platform operation, facilitate more participation by employees. Each employee knows best his or her own work area and is therefore best suited to be most vigilant within their own environment,” said Al Broadbent, vice president, Security. “Amtrak employees are the eyes and ears of the railroad and like safety, security is every employee’s responsibility.”

The division committees ensure that Amtrak is in compliance with Transportation Security Administration (TSA) security directives and Amtrak’s security policies and training initiatives, such as the security training program for all Amtrak employees. They are also responsible for reviewing and revising Amtrak’s Security Threat Level Response Plan, which includes the Homeland Security Threat Advisory color codes, and Amtrak’s Security Handbook. Additionally, they assist with the development of the Security Investment Plan (SIP), which identifies areas where security should be enhanced.

The first series of meetings held in January by each of the general superintendents included discussion of topics such as reviewing the current status of security cameras, establishing a regular schedule for checking employee IDs at each location, and overall compliance with the security directives.

Underscoring the fact that security is a corporate-wide responsibility, the committees replaced the previous Security Coordinator program, which only included representatives from the Transportation department which coordinated security activities with the Amtrak Police Department.

The Division Security Coordinating Committees were created at the direction of Crosbie, and are a major component of the ever-growing employee and passenger security program. Other elements of the program include the new employee training course mentioned above, Railroad Security Awareness, the laminated security tip cards mailed to employees’ homes and the See Something, Say Something campaign for employees and passengers that is visible on trains and in stations.
Hiawatha Passengers Take the Train to the Plane

The opening of the new Milwaukee Airport Rail Station in January makes getting to the airport easier for travelers along Amtrak’s Hiawatha route. The Hiawatha service now offers seven daily roundtrips to the Milwaukee’s General Mitchell International Airport from Chicago, Glenview, Sturtevant and (downtown) Milwaukee — along with the best on-time performance of any Amtrak route. A free five-minute shuttle bus is available to connect passengers to and from the station and the GMIA terminal, which serves 14 airlines that offer flights to 90 cities.

Wisconsin Gov. Jim Doyle, U.S. Sen. Herb Kohl, Amtrak Vice President of Marketing Barbara Richardson and other officials led a ribbon-cutting ceremony held at the 1,600 square-foot facility last month. Sen. Kohl, who secured federal grant money that was provided to the Wisconsin Department of Transportation for this project, made funding for the $6.8 million fully accessible station possible.

The Milwaukee Airport Rail Station is now one of four Amtrak stations serving airports. Other stations are the Burbank Airport station in California, the Baltimore/Washington Airport Rail Station in Maryland and the Newark Liberty International Airport station in New Jersey.

“Amtrak looks forward to building upon its growing Hiawatha service by introducing another rail-to-air connection,” said Richardson. “Our successful experience in the East with the BWI station demonstrates the great potential for the Milwaukee airport station.”

The fare for the 78-minute trip from Chicago is $20 and from Milwaukee, the $6 trip takes 11 minutes. It is expected that the new passenger rail service will draw airline customers from the traditionally congested O’Hare International Airport outside Chicago.

HHP-8 Overhaul Program is Underway

Mechanics at the Wilmington Locomotive Shop overhauled one HHP-8 locomotive in December and are on schedule to complete a second this month. Six HHP-8s are slated to be completed this fiscal year, at a cost of $550,000 each. They are currently being cycled through the Wilmington backshop to undergo their first five-year heavy overhaul.

Powering Amfleet single level cars on the Northeast Corridor, Amtrak’s 15 HHP-8 locomotives are the most powerful in Amtrak’s fleet. Motorized by four 2,012 horsepower AC traction motors, the HHP-8 can haul a larger consist than those pulled by any of Amtrak’s other locomotives.

Keeping the locomotives this powerful means making sure they are in good operating condition and cycled through the heavy overhaul program at the Wilmington Maintenance Facility, the locomotive is removed from the trucks and placed on work stands. The hatches are then lifted from the top of the locomotive so that Gang 11 employees, directed by Foreman Pat Gallo, can take out the central block, HVAC units, airbrake components and traction motor blowers. After these major electrical components are overhauled or replaced, the arduous task of rebuilding the suspension system begins. This work includes rebuilding the trucks, repairing or replacing the wheels, overhauling the foundation brake equipment, replacing all of the dampers and thoroughly inspecting the primary and secondary suspension springs.

“With the support of the Material Control department, which is responsible for ensuring that the parts and supplies are on hand, and our Electric, Truck and Locomotive Shops, Wilmington mechanics are able to rebuild every vital component of the HHP-8 locomotives,” stated Superintendent John J. Wood.

Amtrak Opens St. Louis Station

Ticket Agent Ralph Devine watches as General Superintendent Don Saunders cuts the ribbon to commemorate the opening of St. Louis’ new interim station on Dec. 20. Local and state officials, Amtrak employees and others attended the event to open the new facility that replaces the modular station, which had been in use since 1978.

This 4,000-square-foot structure is designed to serve as an interim passenger station until a permanent intermodal transit facility is built by the city of St. Louis. The interim station will be converted to a crew base for Amtrak’s Operating and Mechanical employees once the intermodal facility is built.

The building, made of masonry and steel, was built entirely with Amtrak funds at an estimated cost of more than $600,000. “This comfortable modern facility vastly improves Amtrak’s presence in St. Louis, both for our passengers and employees,” said Saunders. “Moving to this facility helps clear the way for the permanent station, slated to open in FY ’06.”
Long-distance rail travel offers passengers an excellent way to see the country, but also offers a range of choices and amenities to make the journey a pleasant and comfortable one. First class passengers, in particular, pay for and come to the station expecting a premium experience.

On most long-distance trains, passengers first choose whether to travel Coach or First class. First class travel includes sleeping accommodations and meals in the Dining car. If the decision to travel First class is made, passengers may choose between a Roomette, which sleeps up to two people; a Bedroom, which sleeps up to two people; and Accessible sleeping rooms, which sleep up to two people and have wheelchair access. In addition, lower berths in all Bedrooms (but not the Roomettes) can accommodate two small adults or children, allowing up to three to share a room.

On Amtrak routes using Superliner train equipment, a Family Bedroom is available, which sleeps up to four people. First class passengers all pay a per-person rail fare and a second charge for the sleeping accommodation.

**How Are Prices Calculated?**

When customers make train reservations, a number of factors affect the overall cost of the trip, such as travel destination and train route, number of people traveling, availability of seats or sleeping accommodations, and type of sleeping accommodations desired. For example, a passenger calling Amtrak late last month to book travel on Feb. 15 on the Empire Builder from Chicago to Seattle would have paid as little as $122 if traveling alone in coach or as much as $637 traveling with three other family members in a Family Bedroom. However, because of the strong demand for summer travel on the train, if the passenger made reservations in January for travel on July 15, the family of four would pay $1,192 for exactly the same Bedroom they’d be charged $637 in February. Similarly, while two passengers traveling together in a Bedroom would pay $579 in February, that fare would rise to $1,271 in July — even though it had been booked six months in advance.

When the sleeper cost is calculated, the lowest available rail fare is always the same. Likewise, the accommodation charge is based on the lowest available of five price points, commonly called “buckets.” The higher price buckets are used when sleepers are expected to sell out; the lower price buckets are available when the train is expected to have low demand, and the train may leave with empty rooms and seats. On the Empire Builder, it is virtually certain that the train will sell out, so the highest buckets are used even half a year before departure.

However, two years ago Amtrak simplified pricing to make it easier for customers to make decisions. The changes ensured that the earlier a reservation is made, the better chance a passenger will get a less-expensive ticket. That continues to be true on many trains, despite the heavy demand in the summer travel months.

**Figuring Out the Buckets**

Before price points are established, the Pricing department within Marketing and Sales studies historical pricing and demand data. The department considers customer response to Amtrak’s current prices by answering the following questions: “Were the sleepers sold out, or were some left unsold? What prices were available? Was deep discounting needed? Does demand vary by day-of-week, or by different markets along the route?” The department also analyzes air fares and bus fares for major markets on each train route. If coach prices fall outside of a targeted range, due to price changes by the airlines or bus companies, the Pricing department will determine if changes are in order.

Yield and load factors are used to determine financial performance. Yield is the total ticket revenue divided by the total passenger miles. This statistic is commonly used to compare the prices paid in short-distance markets versus long-distance markets.

For example, on the Empire Builder in July, the yield for sleeper travel from Chicago to Seattle was 19 cents per passenger mile. For the same route and same month, the yield for sleeper travel from Seattle to Whitefish, MT, — a much shorter trip — was 26 cents per mile.

The peak load factor is the comparison of riders to seats at the point in the route where the train has the most riders. This assessment allows the company to determine if there was any room for more riders when the train was the most full. The average peak load factor for sleepers on the Empire Builder was 96 percent in July, 2004, but 100 percent for coach seats during the same period.

Based on this analysis, the Sales and Marketing department then sets prices based on supply (in this case, capacity) and expected demand. As the departure date approaches, adjustments are made. In addition to supply and demand, prices can also be influenced by factors such as the availability of equipment, or the booking or cancellation of a large group.

“We compare the number of actual reservations with the number we expect to have at a given time. If demand is stronger than expected, we may ‘move’ some of the remaining rooms from a lower price point to a higher price point. If demand is weaker than expected, we may add more rooms to the lower price points,” said William Sheridan, senior director, Pricing. “Prices are adjusted as the relationship between supply and demand changes. Our ability to adjust increases revenue and the number of riders,“ added Sheridan.

**Pricing Wisely Adds Up**

In FY ’04, Amtrak carried over 65,000 passengers in Empire Builder sleepers who paid a total $15.9 million in fares. While sleeper passengers made up only 15 percent of the total ridership on the train, they accounted for 41 percent of the ticket revenue. Despite the substantially higher fares in the summer, the First class ridership in July is usually double that of February. Last July, 7,805
Marketing Efforts Aimed at Boosting Revenue

This winter, Amtrak launched a variety of marketing promotions and campaigns designed to increase ridership and revenue from coast to coast.

Amtrak’s system-wide national advertising campaign publicizes Amtrak city pair destinations and fares, while it promotes the railroad’s partnership with hotels.com. Amtrak passengers who book reservations online for travel on most long-distance trains between February 15, 2005 and May 31, 2005 will receive $25 off a two-night stay at qualifying hotels.com properties.

In December, Amtrak Marketing began promoting its Campus Visit discount to students by offering juniors and seniors visiting a college an opportunity to take their parent or guardian along at no additional charge. Beginning this school year, students may book this discount online by logging on to campusvisit.com and filling out an online questionnaire. Once processed, the student receives an e-mail response with a Campus Visit discount code and can click on a link to Amtrak’s Web site to book his or her travel plans.

In the Midwest, another program aimed at increasing Amtrak’s visibility among students and families is the popular American Journeys: Learn About Illinois Scholastic program. For the second consecutive year, Amtrak is partnering with the Illinois Department of Transportation to offer the popular program to Illinois fourth-graders by providing their teachers with curriculum in geography, language arts, science and mathematics that can be applied to train travel.

To further generate interest in train travel, each child receives a take-home packet of educational materials that includes a Kids Ride Free coupon. The coupon is good for up to two free children’s rail fare with the purchase of an adult full fare ticket and is valid for sale and travel through May 31, 2005.

In addition to the Kids Ride Free coupon, an essay contest is once again part of the program. Kids submitting an essay by March 14, 2005 have an opportunity to win a family train trip, a fun pack of travel games, or travel guidebooks.

Another program aimed at extending Amtrak’s reach among families is the joint Amtrak and Hersheypark promotion. During the 2005 calendar year, Amtrak is sponsoring the park’s popular Tiny Tracks Train ride that features a kid-sized train that loops around a track in the Founders Circle area of the amusement park.

“This grassroots marketing program enables Amtrak to reach many families at the park, promotes Pennsylvania’s state-supported Keystone service and builds awareness of Amtrak vacation opportunities,” stated Marketing Director Tom Sabo.

The ride sponsorship also includes Amtrak promotional signage placed at the children’s “Tiny Track Railroad” and an eight-foot Acela Express kiosk placed in the general refreshment area where Amtrak timetables and promotional materials are distributed.

On the Amtrak Guest Rewards® front, members traveling on Acela Express or Metroliner trains may earn double points and take advantage of great savings with the Buy Two, Get One Free and Double Points Rewards offer. AGR members who purchase two roundtrip tickets or four one-way trips to select city pairs in the Northeast Corridor, will receive a free Acela Express or Metroliner roundtrip Business class ticket.

In the Pacific Northwest, Amtrak Cascades is the sponsor of the second annual Portland Jazz Festival, held Feb. 18, 2005 through Feb. 20. Along with Seattle radio station KPLU, Amtrak is promoting the festival-bound passengers. Also this month, Amtrak will get prime-time exposure in seven major Amtrak markets with the sponsorship of a month-long Black History Month trivia contest aired by top urban radio stations during morning and evening drive times.

The contest, which runs every weekday on radio stations in Chicago, New York, Philadelphia, Washington, D.C., Atlanta, Los Angeles and Detroit, will award one winner each day with a prize package that includes an African American trivia board game, tickets to a local African American museum and Amtrak merchandise.

From the pool of winners, one grand-prize winner in each market will walk away with four round-trip train tickets to a major Amtrak destination and hotel accommodations. “We expect that this exposure will translate to new customers who might not otherwise know that Amtrak can take them to specific destinations,” said Darlene Abubakar, Marketing director.

Amtrak is also teaming up with several professional and college sports organizations. For the third year in a row, Amtrak is partnering with the Miami Heat and the Miami Heat Radio Network to promote Amtrak to English- and Spanish-speaking basketball fans in the Miami coverage area. At four of the Miami Heat’s 41 sold-out home games, Amtrak will sponsor an on-court basketball shooting match, the winner of which will win round-trip train tickets.

Sports promotions continue throughout the basketball season with a partnership between

Long-distance Passengers Pay for Service, Amenities

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First Class Passengers Expect First Class Service

Sleeper passengers benefit from a range of amenities that are included in the ticket price. Generally, the features include seats that recline and convert to a bed, fresh towels and bed linens, electrical outlets, reading lights, individual climate control, bottled water, daily newspapers and large picture windows.

All First class passengers are entitled to complimentary meals in the dining car. Passengers also get personal service provided by the sleeping car attendant, which includes bed make-up and turn-down service, a wake-up call and, if requested, in-room meals.

Some routes offer special services for First class passengers. For example, on the Coast Starlight, passengers who travel in sleepers have exclusive access to a Parlour car where they may use the library, sample wine and cheese tastings, and watch movies in the specially designed movie theater.

“I took my first trip across country on Amtrak last December, and I’ll only travel in a Bedroom,” said a passenger about his trip from San Diego to Washington, D.C., on four different long-distance trains. “I loved every minute ... I had my own private space to read, listen to music and watch my DVDs and sleep if I wanted. Or, if I wanted to be social, I could go into the Diner and enjoy the company of other travelers and see our beautiful country out the windows.”

Price Comparison for Accommodations Aboard the Empire Builder

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Movings the Pros and Others, Charter Services Adds Millions to the Bottom Line

Behind many of the big professional sports teams that travel across the country is a small team at Amtrak that helps them get to the game. But for the diminutive Charter Services team at Amtrak, the pros represent just a slice of an important group of special customers that adds revenue to Amtrak’s bottom line.

The Charter and Group Services department, led by Director Bill Ladd, has grown revenue steadily over the past three years, from earning $5.9 million in revenue in FY ’02, to $6.9 million in FY ’03 and $7.9 million last year. To achieve these results, Ladd, along with Charter and Group Services Coordinators Teresa Hughey and Robert Breslin, expands the team’s customer base and works with Transportation and other departments to consistently deliver strong and reliable service.

Professional sports teams are one of the fastest growing markets the group has developed, nurtured and expanded over the past few years. “Five years ago this business was almost nonexistent,” stated Breslin. “Now we’re fostering business relationships — and repeat business — with the National Basketball Association, National Hockey League and all the National Football League teams in the Northeast Corridor,” added Breslin. “When the Philadelphia Eagles play football in Washington or the New York Giants play in Baltimore or the New England Patriots play in New York, they can enjoy the convenience and comfort of traveling to the game. But for the diminutive charter group checks with System Operations working normally.

A call for a charter train can be as simple as a request for a locomotive and T and E crew (as with the American Orient Express) or as involving as a need for Amtrak equipment, operating and OBS crew resources and decide if they are available to deliver the services requested.

“Even though it appears seamless to the customer, operating a successful charter train takes tremendous effort by everyone involved and our employees do a terrific job.”

Don Cushine
Systems Operations Senior Director

A train chartered by the Palm Beach County Safety Patrol Association arrives at Washington Union Station loaded with grade school patrol boys and girls. The organization has chosen Charter Services for its field trips for as long as Amtrak has been in existence.

No Per-person Charge

Once the equipment, staffing, routing and other components are in place, the cost for the move is calculated based on all the expenses associated with the excursion. For example, the Mechanical department calculates a rate-per-day and a rate-per-mile that is passed on to the customer to cover the cost of wear and tear on the fleet. The host railroad also

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Charter Services Adds Millions to the Bottom Line

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charges Amtrak a rate for operating over their railroad. There are additional costs associated with staffing the trains and providing food service that are also passed on to the customer.

Ladd also explained that Amtrak must track the cost of delivering the equipment to where it needs to be to meet the customer. “We don’t have a pool of equipment in Seattle that is satisfactory for the Alki Tours group that operates an excursion the Pacific Northwest. The train set is generally sitting in Los Angeles, so we have to calculate the cost associated with

Corridor Development in Motion

continued from page 1

tracks between Lancaster and Parkesburg, and No. 2 track between Paoli and Villanova by installing 150,000 new concrete ties as well as the installation of 24 track miles of new continuous welded rail.

All track improvements will be supported by a newly upgraded signal system capable of operating trains on both tracks in both directions. Rehabilitation of 30 undergrade bridges and structures, along with the rehabilitation of electric substations and the existing catenary system, are also scheduled through 2006.

Tree and brush cutting along the Harrisburg Line are additional long- overdue projects that will improve the functionality and efficiency of the Electric Traction and Communication and Signals operations. Since the early spring of 2004, Engineering has directed the clearing of overgrown brush on over 45 track miles and cutting a 250-foot radius around Frazer and Thorndale substations. This program has reduced the number of power outages and service failures by 20 percent since last spring.

New all track work is designated for required ballast renewal as well as complete resurfacing. In FY ’06 the concrete tie and rail renewal work will continue on No. 2 track between Villanova and Overbrook, No. 3 track between Paoli and Overbrook and No. 4 track between Overbrook and the 36th Street Connection.

Another huge program undertaken by Amtrak in FY ’04 and continuing through the summer of 2005 is the cleanup of nearly 30 years’ worth of old track materials that have accumulated along the railroad right-of-way. In addition to its unsightly appearance, the clutter causes drainage restrictions and makes use of the railroad’s access roads difficult, which in many cases, limits response time to service delays.

Amtrak is currently using two Slot Machines to pick up and dispose of old ties and other debris, in addition to recapturing and maintaining drainage requirements. As of the end of December 2004, over 110,000 scrap ties have been picked up along the right of way between Philadelphia and Harrisburg, with an estimated 20,000 remaining to be picked up for disposition by March 2005.

Approximately 27 miles of old rail and other track materials have been disposed of between Lancaster and Harrisburg, with an additional 25 miles remaining in the ongoing cleanup effort through this spring.

Years of discarded track materials, construction materials and other debris have contributed to thousands of tons of material requiring sorting and disposal. Sorting and disposal sites are set up at Thorndale, Downingtown, Atglen and Middletown and will remain in operation until all cleanup is complete in the summer of 2005. A massive sorting and cleanup program is near completion at Zoo Interlocking in Philadelphia, on the east end of the Harrisburg Line.

“Over 20 years this line fell victim to minimal maintenance as well as the lack of capital funding. There have been very few upgrades or improvements to this segment since the days prior to the bankrupt Penn Central railroad,” said Program Director, Logistics Support John Lesh.

Noting that the project not only raised the condition of the line to a state of good repair, Gunn said it also “demonstrates how incremental improvements to existing rail corridors can go forward at reasonable cost and show real results in the near term.”

The upgrading of the Keystone Corridor is a key part of the company’s corridor development strategy and one of eight Tier I corridor routes in Amtrak’s five-year plan unveiled last summer. The completion of the project relies on the availability of FRA grants for capital work.

Working with numerous state partners, Amtrak last spring unveiled its analysis of potential corridor development in a number of regions throughout the country. The study advances federal and state partnerships for passenger rail that the Bush administration has encouraged. However, any development will require federal matching dollars, and no program is yet in place to contribute capital funding to corridor improvements.

While states are at different stages of readiness for corridor development, those states that are best positioned for federal funding (Tier I states) have full support of state and local officials and the freight railroads, as well as detailed capital and operating plans.

John Lesh contributed this story.

Overgrown trees and brush on the Harrisburg Line can cause power failures and service disruptions. The vegetation along the right of way in Conewago, PA, was one of the project’s long-overdue targets.
Amtrak Teams Up with Thomas & Friends™

To capture the imagination of children and adults and build a love of rail travel among our youngest passengers, Amtrak is joining the world of Thomas & Friends that includes books, videos and a television series featuring the popular children's character Thomas the Tank Engine.

In January, Amtrak signed a comprehensive agreement with Connecticut Public Broadcasting, Inc. and Gullane Entertainment Inc. that includes the sponsorship of several Thomas & Friends products, including the childhood classic television series “The Thomas & Friends Show.”

“This partnership will increase awareness of Amtrak and build ridership among the millions of Thomas & Friends families across the country,” Varnado added. Beginning in March, Amtrak will sponsor 13 new episodes of the half-hour “The Thomas & Friends Show” that will air on Public Broadcasting Service stations. Each episode follows the adventures of Thomas and his friends on the imaginary Island of Sodor. The program is based on books written by best-selling author and creator of the Thomas the Tank Engine character, Reverend W. Awdry.

The partnership includes two 15-second credits at the opening and close of each broadcast. With each episode, viewers will see scenic shots of the “Calling all Engines” video that will include an Amtrak sweepstakes offer.

Marketing Efforts to Boost Revenue

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Amtrak, Raleigh, NC, radio stations WFXC/WFXK and the newest NBA team — the Charlotte Bobcats — to publicize Carolinian and Piedmont service to the game. In December and January the railroad also launched its “Amtrak Game-time at the Garden” Sweepstakes. AGR members in select East Coast states who participated in the sweepstakes were automatically entered in a drawing for a chance to win a VIP trip to New York City to see the Big East Men’s Basketball Championship semi-finals and finals in March. Another collegiate basketball sponsorship has been initiated this season with the University of Maryland Women’s basketball team, as part of which half-time contest participants at three Atlantic Coast Conference games will vie for free travel on Amtrak.

Last month, Amtrak supported the 18th annual East-West Shrine train from the Bay Area to Sacramento in January to visit patients at the Sacramento Shriners Hospital for children. Amtrak provides transportation for patients as well as their parents or guardians for appointments throughout the year.

Amtrak Teams Up with Thomas & Friends™

To capture the imagination of children and adults and build a love of rail travel among our youngest passengers, Amtrak is joining the world of Thomas & Friends that includes books, videos and a television series featuring the popular children’s character Thomas the Tank Engine.

In January, Amtrak signed a comprehensive agreement with Connecticut Public Broadcasting, Inc. and Gullane Entertainment Inc. that includes the sponsorship of several Thomas & Friends products, including the childhood classic television series “The Thomas & Friends Show.”

“We are excited to have an opportunity to partner with a true leader in the children’s entertainment industry,” said Merchandising/Marketing Director Debbie Varnado. “This partnership will increase awareness of Amtrak and build ridership among the millions of Thomas & Friends families across the country.” Varnado added.

Beginning in March, Amtrak will sponsor 13 new episodes of the half-hour “The Thomas & Friends Show” that will air on Public Broadcasting Service stations. Each episode follows the adventures of Thomas and his friends on the imaginary Island of Sodor. The program is based on books written by best-selling author and creator of the Thomas the Tank Engine character, Reverend W. Awdry.

The partnership includes two 15-second credits at the opening and close of each broadcast. With each episode, viewers will see scenic Amtrak footage while hearing the message: “Because nothing inspires the imagination quite like the magic of train travel, Amtrak is proud to support Thomas & Friends on PBS Kids. You can never have too many friends face out on the rails.”

The Thomas series will air on weekends on PBS affiliates, and many stations may also air reruns of the episodes, which will also feature Amtrak’s 15-second message.

Correction:

Two photos were incorrectly identified in the 2004 President’s Service & Safety Awards Recipients story that ran in the December issue of Amtrak Ink. The photos are re-published and correctly attributed below. Amtrak Ink regrets the error.

EMPLOYEE MILESTONES

Congratulations to All of You!
Proper Reporting is Key to Reducing Injuries

Because safety is Amtrak’s top priority, the reporting of on-duty injuries and illnesses by supervisors and managers in a timely, accurate and complete manner is crucial to meeting FRA regulatory requirements, as well as serving as effective tools for the prevention of future incidents.

What some employees may not know is that the content of the reports provides critical information regarding the causes of on-duty injuries and illnesses that is used to develop programs to foster employee and passenger safety.

One such course, Accident and Incident Reporting Training (AIR), covers how to handle an injury or illness. The course is mandatory for managers and supervisors and is available on the Amtrak Intranet by clicking on the Safety tab.

It’s important that not only managers and supervisors, but all employees, be familiar with Amtrak’s Accurate Reporting of Injuries and Illnesses Policy. (It’s included in the Amtrak Procedures and Information Policy under the new 3.0 Operations section as policy number 3.11.0.) The policy details the procedures required of managers and supervisors for reporting on-duty injuries and illnesses incurred by employees and non-employees who may be injured on Amtrak property or on Amtrak equipment.

The policy also includes information about the proper use of injury reporting forms as well as the steps to be taken to ensure that all injured persons are cared for and receive proper medical attention whenever an injury or illness is reported.

An important component of the injury reporting process is that employees know that they will not be harassed or intimidated because of the injury or illness. It’s important that all employees be aware of the following, which is part of the 3.11.0 policy, concerning the reporting of accidents, incidents, injuries, and occupational illnesses without harassment or intimidation:

Amtrak is committed to complying with the letter and spirit of the Federal Railroad Administration’s accident reporting regulations. Accordingly, Amtrak requires that any accident, incident, injury or illness arising from the operation of the railroad be reported accurately and completely. Amtrak will, under no circumstances, tolerate harassing or intimidating conduct by any employee that is calculated to discourage or prevent any individual from receiving proper medical treatment or from reporting an accident, incident, injury or illness.

Any employee who engages in such harassing or intimidating conduct will be subject to discipline, up to and including termination. In addition, civil monetary penalties can be assessed against any railroad employee, executive, manager or supervisor, who willfully causes a violation of non-compliance with any part of 49 CFR Part 225 of the Federal Railroad Administration. Any employee who has reasonable grounds to believe this policy statement has been violated should contact the Office of the Inspector General at 1-800-468-5469 or write to Amtrak, Office of the Inspector General, P.O. Box 76654, Washington, DC 20013. The Office of the Inspector General will conduct an inquiry immediately following the receipt of the complaint. If the Office of the Inspector General finds that sufficient evidence exists to support the complaint, a comprehensive investigation will be initiated. Should the inquiry determine that insufficient information existed to support the complaint, the employee will be notified and the case administratively closed.

Injury Reporting Steps:

1. Assess the situation for the seriousness of the injury.
2. Notify the proper response agency (call 911 for emergencies or a local medical agency).
3. If necessary, assist in transporting the employee to a recommended medical facility. If you need assistance in locating a facility, contact the Amtrak Injury Care Hotline at 1-800-505-5549. The injury care coordinator will provide the name of a facility and call ahead to the facility to notify them of your arrival.
5. Complete the reporting forms, which can also be found on the Intranet under the Library tab and then select forms. (NRPC 260, NRPC 2265, NRPC 488, NRPC 2265, NRPC 3056, NRPC 405 and NRPC 3116)
6. Submit the completed forms to Central Reporting within 8 hours of the incident and mail the originals to the local Claims Office (Central Reporting Fax: 1-800-888-2185 or ATS 777-2595).

Right Care Day One is a Win/Win for Everyone

Right Care Day One is a voluntary joint labor-management program implemented by the Labor Relations, Health Services, Claims and EHS departments along with labor unions to help employees unable to fulfill their regular job requirements due to an injury to be productive in a less physically demanding job while still under the care and guidance of a physician.

The program matches an employee recovering from an injury with tasks that suit the employee’s performance level, considering his or her injury.

For example, a Maintenance-of-Way employee recovering from a sprained ankle may be offered a doctor-approved desk job while the injury heals.

The following exchange between Charles McMahon, senior director Equipment, Engineering department to Patrick Clarke, Co-Chairman, Right Care Day One Program, illustrates how the program benefits the employee, the departments involved, and Amtrak as a whole.

Mr. Clarke:

I would like to thank you and Loretta Burton (Manager, Transitional Work) for your assistance in the Maintenance-of-Way parts salvage operation at Wilmington, DE. To date we have recovered over $1 million in Maintenance-of-Way parts. These parts will be utilized in future repair programs and on production teams.

The employees that Ms. Burton has sent us are very eager to work despite various limitations. The common theme among this group is; “I do not want to sit at home.”

These employees have aided our recovery and restocking efforts and are a pleasure to work with.

With regards,
Charles G. McMahon

Mr. McMahon:

Thanks so much for your help in developing the partnership between your team and Right Care Day One. This is a perfect example of one of the strong partnerships that has been forged by the RCD1 team and one of our Engineering groups that has created an incredible win/win for Amtrak and the injured worker. The injured worker heals, remains productive and Amtrak benefits.

We need to continue to be creative and develop win/win partnerships like this throughout the corporation. It is the creative thinking by managers like yourself that has made the RCD1 program one of the most successful and innovative programs in the country.

Best,
Patrick Clarke
February 2005  Amtrak Ink

Marketing Launches Pricing and Promotional Strategy to Boost Revenue

continued from page 1

early February, the Westwood One Football sponsorship continued. (For more details about these promotional campaigns, please see related stories on page 7.)

Amtrak is also currently reviewing the potential benefit of a small group discount fare to attract new riders to Regional service in the Northeast Corridor, while making certain that the action builds — and does not dilute — the revenue target. Under the new advance reservation fare, groups of three to six people traveling together would enjoy significant savings.

In addition to these efforts, several pricing changes were made in mid-January in markets that could support modest increases. Most increases were in the 3-percent range, including the fares on Acela Express, Regionals and long-distance coaches. However, on some long-distance trains, sleeper fares were increased between 3 percent and 15 percent.

Winter Storms Impact Operations and Ridership

While January ridership numbers were not available at press time, they were expected to reflect the impact of the devastating storms in the West last month. Mudslides and erosion damaged many segments of Union Pacific Rail Road track and cancelled numerous Pacific Surfliner and Coast Starlight trains in California. In Colorado, the California Zephyr was not expected to restart operations until Jan. 28th at the earliest.

Airlines’ Fare Simplification Mirrors Amtrak Action

During the first week in January, several of the major airlines introduced a series of simplified and reduced fares for its passengers. These actions follow fare simplification Amtrak had implemented two years ago. Amtrak simplified the way it charges passengers by reducing fares and restrictions and easing penalties.

Amtrak is monitoring the situation for any potential impact resulting from these reduced airline fares and when necessary, will adjust accordingly. However, it’s important to keep in mind that passenger rail competes not just against the airlines, but also against passengers’ perceptions about the comparative cost and convenience of driving, taking the bus or just not traveling. Amtrak’s strategy continues to be: Make fares simple to understand, easy to purchase and flexible to change.

New Columbia Pictures Movie Promotes Amtrak

Amtrak, Columbia Pictures and Revolution Studios promoted the “Catch a Ride to Hollywood” sweepstakes last month to generate traffic and interest in Amtrak service and the Columbia Pictures movie, “Are We There Yet?” The film, released in January, is rated PG and features Ice Cube, Nia Long, Jay Mohr and Tracy Morgan and involves cross-country train travel.

The sweepstakes offered movie fans a chance to win the grand prize of a family trip for four to Los Angeles (via train or air transportation) to see an upcoming Columbia Pictures movie premiere. The grand prize package also included a rental car and two nights’ hotel accommodations. The first-prize winner won four round-trip coach tickets to any Amtrak destination. Five second-place winners received Amtrak model train sets and ten third-place winners were recipients of an Amtrak gift package.

The sweepstakes were held last month in 13 key markets: New York City, Los Angeles, Chicago, Washington, D.C., Oakland, Philadelphia, Dallas, Atlanta, Miami, Seattle, Boston, Portland and Detroit.

Dear Amtrak:

I am writing to commend the performance last night of [Red Cap] Jaime Merino. My wife and I were seeing off some friends on the train to Lamy and had planned to have an early dinner beforehand … we arrived in the middle of a torrential downpour, and handed the car to the valet parking attendant with our friends’ luggage still inside.

We were not sure of the procedure for checking in, checking luggage, etc., but Jaime politely approached us and explained what needed to be done. He then took us in his cart to the basement garage, got the keys from the attendant, checked in the bags, brought the tags to the bar where we were by now installed, and picked us up, again in his cart, punctually at 6:30 as we had suggested. He took us all to the train … and then brought us back to the station hall. All the while, he was extremely friendly and pleasant, and also was able to answer questions for other passengers as we moved around the station.

All in all, I cannot think how Jaime could have performed his duties better. He clearly takes pride in his work, and is a credit to your organization.

Sincerely,

Ian W-T

Pasadena, CA

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Human Resources office.
Trained to Handle Service Delivery Challenges

No doubt about it — poor on-time performance (OTP) is by far the biggest driver of Amtrak customer dissatisfaction. Delays not only affect the contentment of passengers, but also seem to amplify any other shortcomings that may arise. It’s Amtrak’s biggest service challenge. While the railroad continues to shorten its lengthy backlog of deferred maintenance on infrastructure and equipment, the progress is incremental. Failure-prone bridges on the Northeast Corridor could sever the route on any given day. Chronically poor OTP on some routes doesn’t seem to be getting any better. And the reality of the delay, faulty climate control or dirty equipment is shouldered by Amtrak’s front line service employees aboard the trains. The company continues to strive to make progress on some of these fronts; its five-year plan for restoring the fleet has yielded fewer equipment complaints, showing a 1-percent decline in the first quarter. Meanwhile, it is also dedicating training resources to better equip employees aboard the trains.

Ridership and Ticket Revenue Numbers Bring January Surprise

After three months of weaker-than-expected ridership and ticket revenue, Amtrak’s January results showed a surprising improvement, in light of bad weather that cancelled or truncated numerous trains across the country during the month. Winter storms in California resulted in mudslides and other conditions that wreaked havoc on Amtrak operations in January. There were 35 frequencies cancelled or truncated for the California Zephyr, 48 for the Coast Starlight and 270 for the Pacific Surfliners. At press time, the Surfliners and the Coast Starlight had not yet returned to full operation. In the East, 162 trains were cancelled or truncated because of the snowstorms that hit the system; 78 of these trains were Acela Express and Metroliner frequencies. Notwithstanding these major blows, ridership in January was essentially even with last January.

West Coast Recovery Plan In Motion

Amtrak’s Marketing and Sales department is working to rebuild ridership and revenue in the aftermath of severe winter storms in the West that caused mudslides, sinkholes and rockslides resulting in significant disruption to three train services during the months of January and February and a revenue loss that could reach $3.5 million. The recovery plan for the Coast Starlight, Surfliners and California Zephyr relies on a combination of advertising, a special fare promotion, alerts to the news media, support from convention and visitors bureaus, outreach at travel trade shows and added financial support from the state of California. “Amtrak and Caltrans shared the approximately $70,000 cost of the recovery advertising for the Pacific Surfliner,” said Carol Shannon, director, West Marketing. “And because the railroad was shut down again in February, we were able to move some print ads and traffic advisories forward a month into March.”

The extra funding boost made it possible to create new print and radio advertising for the Pacific Surfliner in markets north of Los Angeles that trumpeted the return of the service with the headline: “The Pacific Surfliner trains are once again running between L.A., Santa Barbara and Goleta. So sit back, relax and let us get you reacquainted with a more simple way of travel.”

Similarly, the California Zephyr’s return was promoted with a special ad in newspapers and on travel Web sites, announcing: “The California Zephyr, once again traveling through the majestic Rocky Mountain.”

Since the Coast Starlight was out of service for nearly two months, an added incentive is being promoted on California Convention and Visitor’s Bureau Web sites, on a rack card distributed at trade shows, in newspapers and at California Visitor’s Centers. A 25-percent discount off the best available fare is being offered for travel through May 26. In addition, convention and visitor’s bureaus in affected markets are including Amtrak’s return-to-service messages in e-mails to their memberships at no cost to Amtrak.

The resumption of the Coast Starlight on March 1, marked the end of the hundreds of departures that were cancelled for all three services during the last two months. “This was the first time in our history that the San Diego to San Luis Obispo route had been shut down in both directions, and we recognize the hardship this had on our traveling public as well as our employees,” said Richard H. Phelps, general superintendent, Southwest Division. “We worked diligently with the Union Pacific, which had the task of restoring the railroad, but our primary focus was — and always is — on safety.”

“The cancellations were long and arduous for our employees, especially after the holidays,” said Lynn Berberian, superintendent of Passenger Services for the Southwest Division. “Most of the affected Train and Engine employees were rotated into block training. However, on-board service and station employees that were impacted by the emergency annulments went through a difficult time, and I applaud their commitment and patience while the restoration of the right-of-way was in progress,” added Berberian.

Trained to Handle Service Delivery Challenges

Ridership and Ticket Revenue Numbers Bring January Surprise

West Coast Recovery Plan In Motion
FY ’04 On-duty Reportable Injury Rate Continues Improving Trend

Amtrak has dramatically improved its safety performance over the past several years, as the employee reportable injury ratio continuously dropped from 4.3 in FY ’01 to 3.8 in FY ’04. By continuing to focus on safety and operating rule compliance, conducting quality job briefings and identifying and addressing potential job hazards, Amtrak achieved its FY ’04 safety ratio based on 763 reportable injuries, compared to a safety ratio of 3.9 in FY ’03, which was based on 852 reportable injuries.

Contributing to this improvement were the FY ’04 President’s Safety Contest Award recipients, which achieved the lowest employee reportable injury ratio in each of the four following categories: Engineering, Mechanical, Transportation and Commuter Service.

The groups recognized for their FY ’04 outstanding safety records are the Engineering department’s West Division with a 2.4 reportable injury ratio (one injury), the Mechanical department’s Washington Shops with a 2.3 ratio (eight injuries), the Transportation department’s New England Division with a 3.1 ratio (23 injuries) and the Commuter Service MARC operation with a 1.8 ratio (two injuries). The award presentations will be made at each of the winners’ respective President’s Service and Safety Awards ceremonies this year.

Amtrak also continued to reduce passenger injuries in FY ’04. Since FY ’01, on-board passenger injuries have dropped by 53 percent and station passenger injuries have dropped 11 percent. Over last year, passenger injuries on board trains decreased by 27 percent and in stations they declined by 7 percent. The reduction can be attributed to a system-wide effort by Amtrak’s on-board and station personnel to identify “at-risk” passenger behavior and to intervene quickly and decisively to eliminate potentially hazardous situations.

Amtrak’s management and craft personnel continue to focus their attention on safety-sensitive activities including boarding and detraining, body posture and footing while trains are in motion, travel on escalators and stairs, and movement and placement of luggage.

“The Operating department’s increased emphasis on safety awareness and revitalized training initiatives will help us reduce injuries with our overall goal of zero injuries,” said Roy Deitchman, vice president of Environmental Health and Safety. “The reduction in employee and passenger injuries in FY ’04 indicates that using our basic safety management tools can result in measurable injury reductions.”

Reportable injuries are those that require medical treatment exceeding first aid, or that result in lost time or restricted duty. To allow a comparison of reportable injuries among various departments and corporations, the number of reportable injuries are measured per every 200,000 hours worked.
Dear Amtrak Co-workers:

As the winter months come to a close, the New England Division looks forward to the start of spring, while remaining prepared for a March snowfall!

Every day, all Transportation department employees — in conjunction with our Mechanical, Engineering, and High Speed Rail department employees — make every effort to ensure the safety of our passengers and co-workers, maintaining the highest quality of service delivery and on-time performance. Despite a very difficult January, the results of our efforts and teamwork are clearly evident, as our current overall on-time performance and minutes-of-delay are more closely aligning with the goals we set for ourselves.

At this time, the New England Division is providing support to the Planning and Contract Administration department as new contracts are being negotiated to continue to operate the Shore Line East commuter service for the state of Connecticut, and the Downeaster service for state of Maine and the Northern New England Passenger Rail Authority. Our relationship with both entities has been very good over the years, and I look forward to continuing those relationships. I am pleased with both services as the Portland-based Downeaster crews are consistently ranked at the top of the Customer Service Index and our on-time performance for the Shore Line East service is exceptional.

February marked a time for celebration. The New England Division Diversity Advisory Council proudly held its third annual Leroy Fergus, Jr. Diversity Award for Excellence ceremony. Leroy was an employee whose leadership and commitment in the areas of diversity, conflict resolution and mediation set a standard for excellence for the New England Division, as does the council. This annual event not only allows us to honor our employees in the area of diversity, but also commemorates the accomplishments of past and present Transportation officials, railroad workers and government representatives.

On another mark of distinction, it is that time of year to nominate your fellow co-workers for the President’s Service and Safety Awards. It was such a pleasure to celebrate the career successes of the nine New England Division award recipients back in November, three of whom were Transportation employees. I encourage all employees to take part in the program by nominating a co-worker, an Amtrak supporter or yourself for this prestigious award.

With the advent of spring, and environmental awareness in mind, Amtrak is committed to preserving the nation’s resources and the environment for our customers, our neighbors and our employees. Please take the time to participate in both at-work and community activities to help conserve and protect the environment. Another simple and productive approach is a major cleanup in all divisions.

In the New England Division, we will all take part in the annual Spring Cleanup to focus on improving our image. Our appearance is not limited to employee uniforms; it extends to our facilities, our offices and our desktops. Our appearance says a lot to our customers — our appearance reflects the professionalism and the pride we take in our jobs and the workplace.

In keeping safety, both personal and operating, in the forefront, the Transportation department strives for excellence. Although we have started FY ‘05 with room for improvement, I have every confidence that we will make the necessary efforts to achieve our goal. The devotion and commitment to safety by the New England Division’s safety committees and employees is second to none as evidenced by the fact that we succeeded in meeting all of our major goals in FY ‘04, including an FRA safety reportable injury ratio of 3.1 — the best in the country for the Transportation department.

Operating and managing a division of the Transportation department that meets its goals is neither an accident nor luck, it is accomplished by knowing our jobs, constantly talking with our employees and each other, paying attention to details, and taking pride in not only what we do, but also how we do it.

From the behind-the-scenes employees to those on the front line, the New England Division’s employees understand that our service is a 24-hour a day, 7-day a week operation. Thanks to each of you for your efforts, I look forward to a successful FY ‘05.

Sincerely,

Michael DeCataldo

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**Labor and Management Convene Engineering Safety Congress**

Attended by more than 120 labor and management employees, the first Production Engineering Safety Congress was convened to determine root causes and contributing factors of injuries or close calls and to develop steps to prevent re-occurrences.

At the Jan. 20 meeting, participants were organized into discussion groups and tasked with addressing these issues.

With resolve to improve the safety of their fellow employees, the participants summarized and presented their group findings and recommendations to the congress. Several of the recommendations included the need for thorough job briefings, which includes a discussion of potential hazards and necessary safeguards. The importance of adequate training and following safety rules was also stressed, adding that rule violations should not be overlooked. At a minimum, they said, any employee who violates a safety rule should be counseled by his or her foreman or supervisor.

Bruce Willbrant, NEC deputy chief Engineer Maintenance, summed up the meeting by saying, “We can all work together when it comes to the safety of our employees and I personally thank Jedd Dodd for his hard work in preparing and support of this Congress.”

Dodd, who is the general chairman for the BMWE and who proposed the creation of the safety congress, said, “We may disagree on many issues, but when it comes to safety we must work together for a safer work environment.”

The program closed with a ceremony to recognize work groups that completed the 2004 injury-free or met the FRA Frequency Rate Goal.

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**2004 Safety Congress Award Recipients**

<table>
<thead>
<tr>
<th>Category</th>
<th>Recipient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings and Bridges Construction:</td>
<td>High Speed Surfacing:</td>
</tr>
<tr>
<td>B&amp;B Fabrication –</td>
<td>Unimat Surfacing –</td>
</tr>
<tr>
<td>2,254 days injury-free</td>
<td>658 days injury-free</td>
</tr>
<tr>
<td>Maintenance of Way Equipment and Vehicles:</td>
<td>HSS Mid-Atlantic –</td>
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<tr>
<td>Equipment and Vehicles –</td>
<td>1,735 days injury-free</td>
</tr>
<tr>
<td>5,496 days injury-free</td>
<td>Track:</td>
</tr>
<tr>
<td>Rail Train:</td>
<td>Track Laying System –</td>
</tr>
<tr>
<td>Rail Pick Up Unit –</td>
<td>met FRA safety goal of 3.4</td>
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<tr>
<td>2,612 days injury-free</td>
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Presidential Inaugural Events Made for Unusual Day at Union Station

January often brings weather challenges to the Northeast, but in Washington, D.C., every four years, January’s presidential inaugural events bring additional challenges to the city. This year was no different as the city was overtaken by many events, including two at Amtrak’s Union Station, which were attended by the president and Mrs. Bush as well as the vice president and Mrs. Cheney.

The 55th presidential inauguration celebration included the swearing-in ceremony, special dinners, parades and balls that involved unprecedented levels of security implemented and enforced by a range of federal and local security and law enforcement entities. The dinner and ball that took place at Union Station presented an opportunity for Amtrak to work with the U.S. Secret Service and other agencies.

“Now, more than ever, law enforcement and security agencies must work with each other to provide safe and secure environment,” said Amtrak’s Chief of Police Sonya Proctor. “During this national special security event, Amtrak Police Department members partnered with local and federal agencies, bringing their expertise to the team.”

An operational Multi-Agency Command Center (MACC), located in a conference room in Union Station, included representatives from the APD, Secret Service, Amtrak Emergency Preparedness, the D.C. Metropolitan Police Department, the Maryland Transit Administration and the U.S. Capitol Police. All radio calls for service were relayed to the MACC by the National Communications Center (NCC) and the MACC then provided the NCC with the appropriate disposition.

The Amtrak Mobile Command Center (MCC-1) was located at the west end of Union station, providing a secondary command center, should any occasion arise that would require the MACC to evacuate. The MCC-1 was staffed by an APD officer.

Dedicated to cover the Candlelight Dinner and the Freedom Ball, the Washington APD staff was supplemented with an additional six APD members and a canine unit that were brought in from Baltimore, while another seven APD members and two canine units were brought in from Philadelphia and Wilmington.

In addition, there were two response teams, each with five APD officers and a canine unit, that were on stand-by until needed, as determined by the operations commander.

Amtrak passengers and employees were restricted from using the main entry to the station, which was open only to the 1,500 ticketed guests attending the dinner held in the Main Hall of the station on Jan. 19. The Freedom Ball, held on Jan. 20, attended by more than 5,500 dignitaries and guests, was held in the East, Main and West halls of the station and also resulted in closure of the front station to anyone without a ticket.

Access to other areas of the station, including the ticket counter and boarding gates, was limited to the doors on the west side of the building. APD also assisted with passengers who were confused about where they could and could not go during times that areas of the station were blocked off.

An APD officer also verified and provided help for scores of travelers. “Every station employee working during the two-day event projected a professional image for Amtrak and provided help for scores of travelers.” Tom Guerin

Assistant Superintendent of Stations

“Now, more than ever, law enforcement and security agencies must work with each other to provide safe and secure environment.” Sonya Proctor

Amtrak’s Chief of Police
Amtrak has embarked on planning a multi-faceted initiative to create a prototype for improving long-distance train margins (revenue minus the costs) by improving service, equipment and amenities that add value for passengers. In August, Amtrak plans to launch enhanced Empire Builder service. The Empire Builder, which links travelers from Chicago to Seattle and Portland, was chosen as the model for this undertaking because it has one of the best on-time performance records and customer service index scores of Amtrak's long-distance trains. It also offers spectacular scenery and a rich rail-road legacy of over 75 years, coupled with a team of on-board and station employees who enjoy an excellent track record of delivering excellent customer service. “The goal is to place the company in a better position to increase our ticket prices by offering passengers a premier travel experience with enhanced services that command a higher fare, at a nominal cost to the company,” explained Service Delivery Chief Kevin Scott. To ensure the success of this project, numerous departments have put forth a cooperative effort to research and follow through on their respective areas of expertise. Employees at Beech Grove, for instance, are remanufacturing equipment to be used for the service. Amtrak President David Gunn visited the Beech Grove facility last month to see first-hand the progress being made to ready the equipment for the upcoming launch date. The Service Delivery, Marketing and Transportation departments are collaborating to establish standards for service in the Dining, Lounge, Coach and Sleeping cars. A comprehensive marketing and communications plan is also being developed to generate visibility and drive ridership and revenue. Several on-board service improvements are being developed for Sleeping car and coach class.

### Ridership and Ticket Revenue Bring January Surprise

The disruptions had an even more damaging effect on ticket revenue. Without the approximately $2.6 million ticket revenue loss due to the weather-related events described earlier, ticket revenues would have closed the month on budget.

Working to reverse the impact of the winter weather and the slow travel economy, Amtrak introduced several strategic marketing initiatives last month (see related story on the West Coast recovery effort in this issue), including the rollout of its winter/spring long-distance train advertising campaign and Share Fares, a new small group discount program on seven East Coast services.

The current long-distance train promotional campaign consists of participating hotels — an attractive discount off the already low prices offered by hotels.com.

Most major newspaper, magazine and radio advertising starts this month and continues through May. Advertising for Amtrak long-distance trains can also be found online at Travelocity, National Geographic, AOL and other sites.

The new Share Fares offers passengers traveling in groups of three to six people substantial savings for travel between Feb 22 and Aug 31. The fares are good on seven services: Downeaster, Empire Service, Ethan Allen, Keystone (between New York and Philadelphia only), Maple Leaf, Regional and Vermonter. Under Share Fares, reducing its own revenue, the Share Fares require a three-day advance purchase, is not available for peak travel periods (see the Amtrak timetable), is subject to black-out periods, and is non-refundable. Despite the restrictions, market research has indicated that Share Fares will be a new revenue generator. Amtrak will monitor the results carefully, however, to determine if the Share Fares could be extended to other services in the future.

The marketing efforts underway are expected to mitigate the setbacks that the railroad experienced in January. However, anticipated losses associated with the Pacific Surfliners and Coast Starlight are expected to continue...
its front line employees with the skills to better problem solve, and to manage difficult situations without compromising customer service.

“Our front line employees bear the brunt of whatever goes wrong. Whether it’s a freight delay, broken refrigerator, or a dirty bathroom, they have to manage it, up close and personal, and are expected to do so with a smile on their face,” said Ed Walker, vice president, Transportation. This winter, Amtrak invited current and former customers to participate in 15 focus groups across the country to better understand the key service issues that influence ridership and to single out ways to address problem areas.

The research revealed that customers in the groups said they enjoy long-distance travel because of the relaxing and social nature of their trip. Friendly employees who are courteous and helpful, and the comfort and privacy of sleeping car accommodations add to the pleasurable experience.

Short-distance customers prefer travel on Amtrak because the trains generally leave on time, it offers convenient city-to-city travel during which people can plug in their laptop and get work done. For those who choose not to work, the train offers a comfortable environment in which to relax or a peaceful ride in the Quiet Car.

But it is the bad news that puts ridership and revenue at risk. On-time performance (OTP) and the delivery of on-board service were popular subjects of discussion. According to the members of the groups, poor on-time performance, the lack of announcements and information, rude and uncaring service, an unsatisfactory on-board environment (including bathroom cleanliness), and inefficient food service are all factors that don’t make it worth the price of the ticket.

“People make deliberate choices about how they’re going to travel, and base their opinions on past experience,” said Barbara Richardson, vice president, Marketing and Sales. “We must offer an appealing product from start to finish, if we expect people to continue to ride our trains and build customer loyalty.”

Not surprisingly, on-time performance was identified by the focus group participants as the biggest factor that affects ridership. First-quarter customer comments about on-time performance rose 27 percent over the first quarter of last fiscal year (see related story on the facing page).

The average system on-time performance hovers around the 73 percent range, reflecting the fact that some trains enjoy a respectable performance record, while poor on-time performance continues to curse many trains.

In some cases, the unpredictability has caused passengers to expect delays, in other cases passengers simply don’t rely on Amtrak and choose another mode of transportation. Acela Express riders were the least forgiving because they expect premium service for a premium price.

As Amtrak continues to work toward minimizing minutes of delay over the road while making capital improvements to its infrastructure, it also strives to improve OTP when traveling over its freight partners’ territory. A modified incentive program piloted earlier this year and continued negotiations with the freighters are aimed at reducing delays. However, these efforts have not yet led to OTP improvements.

While OTP may be the most aggravating factor, is it made worse when customers are not kept informed about the status of their train. The focus group participants said that during delays, no timely information or none at all only upset them more, and described a lack of honesty, compassion, and concern by on-board personnel during delays.

According to the group, this has an effect of rendering what should be — and is advertised as — a relaxing way to travel, a very stressful way to travel. Many long-distance customers understood that Amtrak often faces delays out of its control, but noted that they became annoyed about not being informed of the nature of the delay.

“Our front line employees bear the brunt of whatever goes wrong. Whether it’s a freight delay, broken refrigerator, or a dirty bathroom, they have to manage it, up close and personal, and are expected to do so with a smile on their face,” said Ed Walker, vice president, Transportation.

“Not just anybody can walk up and become an LSA, for instance.” Ed Walker

Vice President, Transportation

The key components of the Transportation department’s training program are new-hire training, Block Training for recurrent training, and Passenger Services Supervisor Workshops. In addition, a chef certification program was launched in September. Block Training earned its name from the fact that employees attend a three-day block of instruction, which may have previously been spread out over the course of a year.

Once hired, front line employees enroll in new hire training, which takes place every month, across the system. This year, the company anticipates training 143 assistant conductors, 438 on-board service employees 50 station personnel, 66 chefs and 70 engineers.

Assistant conductors participate in a seven-week training program at the Wilmington training facility, on-board service employees undergo four weeks of training at their respective crew bases, and new ticket agents take three weeks of instruction at designated training locations where ticket office operations can be simulated. Curriculum for these classes is continually improved, based on participants’ feedback and observations in the field.
Incumbent Transportation employees now take part in Block Training. Launched in January, these classes are designed to provide all Train and Engine and On-board Service craft employees all of the required recurring training in one session, once a year. Over 6,000 employees will participate in Block Training this spring.

The first of the three days involves all participants and covers core training subjects such as security awareness and personal safety. Starting this month, participants will watch a 20-minute video of the focus groups held in December. For Amtrak employees, it is considered “must-see TV.”

Last month, the one day class for service craft employees began. The second and third days are reserved for separate, job-specific instruction for Train and Engine employees. The job specific instruction for service craft employees is currently under development.

Both the Train and Engine and the OBS and Station curriculums include a section on the principles of leadership. The purpose of this session is to hone employees’ communication, teambuilding, conflict resolution and similar leadership skills to empower employees to manage a range of situations. This is particularly important for conductors and other front line employees, to whom passengers look for assistance.

“In the past, this recurrent training was offered at different times and covered only regulatory requirements,” said Senior Director of Operating Practices Ron Robusto. “But today’s Block Training program involves a lot more than that — we’re taking the communications skills coursework as seriously as our other requirements.”

Also relatively new are the Transportation department supervisors’ workshops for both T and E and OBS managers, which concluded last month. The class was made up of two components; the first was leadership training and the second, facilitated by the general superintendents and superintendents of passenger services covered policies and processes. A follow-up three-day refresher to the weeklong class started last month in Wilmington. While these managers have a lot on their plates, part of their duty is to ride the trains. “Part of what the supervisors learn in these classes is meant to be shared with the on-board staff,” said Sol Carey, manager, National Standards and Operations. “The desired outcome of the training is better adherence to on-board policies, and that includes on-board announcements.”

“Training is no longer a one-time thing — we’re going to have these classes every year and keep following up to make sure that our employees have the guidance they need,” said Stephanie Pavlakis, senior director, Employee Development.

Evaluation
Training is only one-hundred percent effective if what’s been taught is carried out on the job and progress is measured. In November, the Transportation department implemented the Transportation Department Reporting System (TDRS), which among other functions, tracks employee performance.

The department’s TDRS enables it, for the first time in recent history, to put into action a consistent system-wide mechanism to follow employee performance, both good and bad, and to step in when an employee needs assistance. The system includes remittance reviews, probationary checklists, safety and service delivery observations, an employee evaluation system, and a management accountability roster. Managers who ride the trains, whether to observe their own crews or to attend a meeting, are responsible for recording their comments in the TDRS.

The Management Accountability Roster eliminates any reporting ambiguity and helps field managers manage the employees reporting to them. “We never had anything like this before,” said Prem Jain, manager, On-board Service, California Zephyr. “We needed a tool that we can all use to track what is going on aboard the trains and how well employees are sticking to what they’re supposed to be doing.”

Since its inception, the vast majority of the managers’ comments on performance in the TDRS have reflected good work.

The annual employee review process, which begins this fiscal year, will include all Transportation department employees and will be based on the documentation of skills relevant to each employee.

Agents of Change
The report based on the focus groups held in December is a valuable tool. Indeed, the department’s general superintendents, superintendents and senior directors, are convening this month at the John F. Welch Leadership Development Center in Crotonville, NY, to review the findings of the report.

In addition to addressing the suggestions outlined in the report, this group will also learn more about the General Electric Change Acceleration Process, which helps businesses transition through significant changes. This program was chosen because of its success rate and its applicability to Amtrak.

“Our plan reflects a whole different paradigm for the way we’ve managed the company. It’s still too soon to tell how these steps are going to affect service. We can’t set the expectation that this will happen overnight, because this involves some culture change,” noted Walker. “But this is not a flash in the pan — we’re very serious about these changes.”

Customer Comments Increase in First Quarter
Amtrak’s Customer Relations department receives and responds to customer feedback, both positive and negative. In the first quarter of fiscal year 2005, customer complaints were up, complaints about on-time performance were up significantly, the number of commendations increased, and the number of complaints about equipment declined slightly.

A total of 39,124 phone calls, e-mails and letters were received in the first quarter, much lower than the 49,922 in the previous quarter, which included the peak summer travel season during which Amtrak experienced severe freight congestion problems. This number represents the total number of contacts received by Amtrak, but not the number of items or issues raised. For example, a passenger may speak to a Customer Relations representative about an employee whose performance was commendable, while complaining about on-time performance. Out of the 39,124 contacts, 1,886 commendations were received, 5 percent more than the same period last year.

On average, Amtrak receives anywhere between 6,000 and 15,000 contacts each month; naturally, these numbers tend to be higher during the summer and holiday periods.

Passengers logged 52,537 complaints in the first quarter, nearly 12 percent more than they did in the first quarter of FY ’04. Another way to look at this number is the complaint rate, which was 8.1 complaints per 1,000 passengers, almost nine percent more than the same period last year.

The biggest area of increase in customer comments was related to on-time performance, which historically is also the largest complaint category, comprising 43 percent of all feedback. On-time performance comments rose 27 percent over FY ’04, an increase partly attributable to continued freight congestion as well as winter storms in the West.

A modest one percent decrease in equipment complaints over the same period suggests a correlation between the company’s fleet maintenance program and the comfort of Amtrak passengers. Additionally, the trend for equipment-related complaints per 1,000 passengers has remained relatively flat over the last eight quarters.

The second-largest comment category was related to train equipment. In this category, the top five grievances were associated with the condition of the restrooms, climate control, unsatisfactory or unavailable accommodations and unacceptable equipment substitutions.

About 60 percent of the complaints and commendations were concerning on-train employees, who often get the heat as a result of other shortcomings. Perceived rudeness, unhelpfulness and communication problems were the major complaints.

Most of the comments are received by Customer Relations via phone, with letters making up nine percent and e-mail messages 5 percent.
Training Blitz Reinforces Procedures For Assisting Passengers With Disabilities

Amtrak rolled out a series of training initiatives in February and March designed to help front line employees better serve passengers with disabilities, just one piece of Amtrak’s on-going efforts to support the Americans with Disabilities Act, the civil rights law enacted in 1990.

Toward that end, Amtrak’s Transportation, Business Diversity and Human Resources’ Employee Development departments have launched a training blitz, for Train and Engine, On-board Service and Station employees and their supervisors, aimed at reinforcing practices for assisting passengers with disabilities.

The implementation of recurrent ADA training, the launch of a new online ADA training program, the issuance of a series of Operations Service Advisories and the update of all related training materials and brochures are aspects of the campaign.

Starting in January, Transportation employees began attending a required one-hour refresher course, Assisting Customers with Disabilities (commonly referred to as ADA training), as part of the Block Training program.

Since the early 1990s, all new-hire front line employees complete a comprehensive ADA training course that outlines the Americans with Disabilities Act. Amtrak’s requirements relating to the ADA and employees’ roles in assisting passengers with disabilities.

A variety of activities incorporated into the course provides employees with hands-on training that demonstrates how to assist passengers with visual, mobility or other impairments. “By guiding a blind-folded employee, trainees gain an appreciation of how to use language skills more effectively and how to be more descriptive and more patient when leading a visually-impaired passenger,” explained Stephanie Pavlakis, senior director, Employee Development.

The refresher training is an overview of key sections of the original course and includes topics such as defining a disability, assisting passengers who use wheelchairs and understanding and communicating.

Attendees also view the “Assisting Passengers with Disabilities” video produced several years ago with a grant Amtrak received from the Paralyzed Veterans of America. The video reinforces two critical points; assisting passengers with disabilities is a vital part of customer service, and it’s the law. It shows employees that patience, courtesy and compliance with the Americans with Disabilities Act make it possible for passengers with disabilities to have an enjoyable barrier-free journey.

The video also reminds employees never to ask a passenger what his or her disability is because that is an invasion of privacy. Instead, employees should ask the passenger what assistance is needed.

“The passenger is the supreme authority on the type of assistance we can render. So, the best thing that we can teach our employees is to ask one question — ‘How may I assist you?’” stated Pavlakis.

The video stresses that common courtesy is the most important tool in assisting customers with disabilities and can be demonstrated in simple ways. For example, employees should always ask permission to move or touch a person’s wheelchair or mobility device. Additionally, employees should remember to be mindful of communicating on-board announcements to passengers with hearing disabilities by writing the message down, for example. In short, employees are taught to make the trip just as comfortable for passengers with disabilities as they would for all customers.

Online ADA Training Available

To support this system-wide training initiative, last month the Employee Development department introduced a new online refresher course, Assisting Passengers with Disabilities. The course, which can be accessed through either the Education and Training or the Business Diversity sections of Amtrak’s Intranet, was originally developed in partnership with the Paralyzed Veterans of America and is designed to ensure compliance with regulations under the Americans with Disabilities Act.

By navigating through the refresher course, employees can revisit the skills and techniques that should be used when assisting passengers with disabilities.

Customer Feedback Drives Curriculum Improvements

To ensure that the ADA training addresses the needs of passengers with disabilities and reflects the services that Amtrak offers, the Business Diversity staff routinely reviews the curriculum and makes recommendations for improvements. To better identify areas where improvements can be made, in 2004, the Business Diversity staff began tracking and following up on all comments from disabled passengers.

“The curriculum was revised based on these comments, to include a greater emphasis on topics such as passengers with service animals and the usage of wheelchair lifts and ramps,” explained Dawn Marcelle, senior director, Dispute Resolution.

“It’s important for employees to understand that a service dog is not the only type of service animal they may come across.”

Service animals may include other animals, depending on the assistance they provide. While people are most familiar with service dogs, other service animals such as a mini-horse, small monkey or a pig, also assist disabled persons with a number of daily activities.

The assistance service animals provide can range from alerting persons with hearing impairments to pulling wheelchair or sitting and picking up items.

“We also want employees to remember that service animals are allowed in all customer areas of Amtrak stations, Thruway motorcoaches and trains — including the Dining car,” added Kevin Marshall, director Employment Diversity.

Additionally, the online course stresses the importance of using the wheelchair lifts, bridge plates or ramps, which should be readily available at selected stations and on the trains, when assisting passengers with mobility impairment.

“Carrying passengers is reserved for emergencies only. Amtrak personnel should never physically lift passengers who use wheelchairs when lifting equipment is available,” Marshall said.

Service Advisories Reinforce ADA Message

These ADA topics were also covered in a series of service advisories issued by the Service Delivery department to OBS and T and E employees in February and March. The advisories also served as a reminder that just because a disability may not be readily apparent, it does not mean that special services are not warranted.

After the advisories are issued, Transportation managers make observations on a random basis to monitor how well employees are putting what they learned into action. These observations are recorded in the Transportation Department Review System to determine the frequency with which Amtrak is meeting its standards and complying with policies and procedures for assisting this group of passengers.

Special Request Process

There is a range of processes and systems within Amtrak to assist passengers with disabilities, starting with the initial call to the reservation office and continuing throughout their journey. “Most passengers with disabilities that require special assistance notify us in advance. And, one of our main objectives is to keep the company’s promise to fulfill their requests,” explained Marcelle.

Amtrak suggests — but does not require — that individuals with disabilities who require special assistance request it at least 24 hours in advance. By contacting Amtrak’s reservations sales call center, passengers may request a number of special services to assist them throughout their travels such as wheelchair boarding, pre-boarding assistance, at-seat meals, special meals or lower-level seating.

“Our focus has been on improving RailRes (part of the ARROW reservation system) to minimize the chance for error,” said Betty Powanda, manager Training Communications and Support.

For example, when a passenger requests wheelchair assistance during a trip from Washington to...
Jacksonville, RailRes automatically accesses a station profile database and checks to see if the departure and arrival stations are staffed at train time and if the stations have the necessary facilities to provide the service. If the service is available, the information is put in the reservation and notification is immediately sent to the station for follow-up.

“Working together, the stations and call centers try to catch errors up front through automation. So, when a request is made, in many instances, the agent can immediately determine whether the request can be met,” added Powanda. RailRes forwards requests that cannot be automatically approved to Amtrak’s Special Service Desk, which is located within the Mid-Atlantic Reservation Sales Call Center. The desk is staffed seven days a week with eight agents who carefully research each request, communicate with station and onboard personnel and determine whether Amtrak has the wherewithal to carry out the special service.

Call center Manager Bob Cook oversees the Special Service Desk that handled close to 500,000 special service requests last fiscal year. “Our Special Service Desk agents do an outstanding job handling all types of requests from passengers such as the need to transport oxygen or to keep medication refrigerated,” said Cook. “In cases where the request is denied, the agent contacts the customer and, when possible, works with the passenger to make alternate arrangements.”

Amtrak Volunteer Group Champions for Disabled Passengers

Amtrak also works closely with the Disabled and Senior Task force, a subgroup of the Amtrak Customer Advisory Committee (ACAC) established in 1997 by Amtrak to improve the company’s understanding of rail passengers’ needs and concerns. The members of the Disabled and Senior Task-force were recognized last year by the corporation at the Presidents Service and Safety Awards ceremony for their contributions to improving Amtrak’s understanding of the service needs of persons with disabilities and delivery of our services to them. The ACAC members make up a diverse group of Amtrak passengers who volunteer their time to provide advice and vision about customer service to Amtrak management. “We are working closely with the committee members to further improve our employee training in this important area as well as specific elements of our services,” said Kevin Scott, chief of Service Delivery who acts as the corporate liaison with ACAC.

Through the efforts and endorsements of the task force, Amtrak’s voice response system “Julie” has been enhanced to include information on special accommodations, reduced fares and special service requests for passengers with disabilities. The task force also conducts station outreach to promote travel for senior and disabled passengers, reviews Amtrak’s Web site to make sure that it provides accessibility information and conducts station and onboard observations about how Special Service Requests are handled.

Station Assistance and Accessibility

While Amtrak has made great strides in providing service and improving accessibility for passengers with disabilities, there is still more work to be done.

A team of employees from Business Diversity, Customer Relations and Revenue and Transportation, led by Pat Willis, senior director OBS and Station Operations, is studying the assistance provided to passengers with disabilities who visit and use our stations.

“One of the bigger challenges is carrying out requests to meet and assist passengers at our smaller stations, often staffed with only one ticket agent. At these stations, it is often difficult for an agent to fulfill the responsibilities of selling tickets, checking baggage and also being available to meet and assist a customer in a timely manner,” Willis explained.

“Conversely, at our large busy stations, when a person has requested a wheelchair, it is often difficult for the red cap to identify the person who made the request. Frequently, as the red cap goes down the platform, there are many more passengers requesting a wheelchair than shown on the manifest. Often, when some of our senior passengers see the length of a platform, they decide — at that moment — that a wheelchair or people mover would be helpful. This is one of the issues we are addressing. We are working to get better at managing this and other passenger expectations,” added Willis.

Amtrak is also taking steps to meet the challenge of ensuring that its stations are readily accessible to passengers with disabilities by 2010, as mandated by federal regulations.

Preliminary work on this front accelerated in 2003, when Joseph Rago, director Station Programs, Engineering Structures began inspecting Amtrak’s stations for ADA compliance. “It’s all about making our stations accessible for passengers with disabilities. Everyone — including a person in a wheelchair — should be able to access the station,” stated Rago. Once the inspections are complete, an engineering firm will be hired to design modifications such as slip-resistant tactile edge platforms, code-compliant signage, properly sloped ramps and ADA-compliant restroom facilities and ticket windows.

Over the past two years, approximately 130 stations have been surveyed and design work for ADA compliance has begun. “The preliminary part of Amtrak’s Five-year Strategic Plan calls for the surveys and the engineering work to be completed,” explained Rago. “Toward the end of the plan, the construction is scheduled to begin.” Between 2008 and 2010 the majority of the construction is scheduled to be completed, provided sufficient funding is available.

Empire Builder To Serve As Model for Improving Long-Distance Train Margin

Continued from page 4

passengers. For example, wine and beer tastings are being planned, board games will be available in the Lounge car and consistent narratives will be delivered on board about the geography, communities and historic landmarks along the route.

Superintendent of Passenger Services Brian Rosenwald, who is assisting in the development of the service component of the project, explained that coach tends to be the most difficult class of service to upgrade because passengers who choose coach seating are generally very price-sensitive. Consequently, there are few amenities that would entice coach customers to pay a noticeably higher fare. “Because of this, the primary focus in Coach class will be to deliver a more personal level of service from the coach attendant staff,” added Rosenwald.

Additionally, during peak travel periods, a second lead service attendant will be added to the Sightseer Lounge car, providing upgraded service to all passengers and allowing food and beverages to be served continuously from 6:30 a.m. to midnight.

“Achieving a consistently great service level is most essential to any meaningful service upgrade,” added Scott. “To accomplish this we are developing a comprehensive definition of the ‘Empire Builder service experience’ and planning to support this with a dynamic training effort, quality assurance standards and timely performance level indicators.”

As this article is being written, work is progressing on a number of fronts. This is the first in a monthly series about the Empire Builder service enhancement.
Active Black History Month Marked By System-wide Events

Last month, Amtrak’s Marketing department and the Office of Business Diversity and Strategic Initiatives sponsored several Black History Month events and promotions for employees and the public throughout the Amtrak system.

“Amtrak is committed to celebrating the diversity of our employees and passengers 365 days a year,” said Gerri Mason Hall, Amtrak’s vice president of the Office Business Diversity and Strategic Initiatives. “Black History Month provides us with yet another opportunity to recognize that black history is, in fact, American history and to celebrate both.”

Keys to the City was a national promotion that ran in seven major cities: New York, Washington, Philadelphia, Atlanta, Chicago, Detroit and Los Angeles. Select radio stations broadcast black history facts about various cities that Amtrak serves and prizes were awarded to weekday listeners who correctly answered the questions. At the end of the month, one grand prize winner in each market was awarded an Amtrak travel package for four people.

Celebrated author Larry Tye was the featured speaker at three events held in Washington, New York and Oakland. Tye’s most recent book, “Rising From the Rails,” tells the story of the Pullman Porters’ historic struggle for dignity and respect and their contributions to the civil rights movement.

Amtrak also partnered with local organizations to support events and promotions throughout the divisions that offered regional flavor and history.

Partnering with the Baltimore Convention and Visitors Bureau, Amtrak sponsored The Black History Month Lecture Series, which focused on the contributions of black patriots to freedom and independence. Amtrak also supported the Maryland Film Festival’s Black History Month film series held at Baltimore’s Walters Art Museum.

In Pennsylvania, Amtrak was a participating sponsor of Black History Month events at the West Philadelphia Community Center, which included a day of education, various contests and activities, and a day of worship. Amtrak was also a sponsoring participant in Harrisburg’s annual Black History Celebration, which included National Civil War Museum black history programs and a Black History Performing Arts Showcase.

Amtrak partnered with a New York City radio station to honor African American athletes with ties to the area. A different athlete was honored during each of four 60-second vignettes that were aired each weekday.

Additionally, events and performances in New York Penn Station included musical and dance performances as well as vendor displays and opportunities for employees to participate in art, dance, poetry and music events. Children of employees participated in an art contest and their artwork was displayed in the station’s rotunda.

Amtrak was a sponsor of the Boston Celtics’ Black History Month promotion in Boston. Presenters such as Head Coach Doc Rivers, Hall of Famer Jo Jo White, and rookie Delonte West discussed the importance of celebrating black history.

Also presented by Amtrak and the Boston Celtics was Amtrak’s Promote the Quote program that celebrates the life of Dr. Martin Luther King Jr. Students from the Colonel Daniel Marr Boys and Girls Club discussed the relevance of King’s quotes to young people today. During halftime of the Celtics/Grizzlies game the following evening, Amtrak and the Celtics presented a $2,500 check to the club.

Additionally, the New England Division’s Diversity Advisory Council hosted a Black History Month Celebration at South Station that honored Leroy R. Fergus, a former Amtrak employee who passed away in March 2000. In memory of Mr. Fergus’s dedication and commitment to diversity issues, the council presented the Third Annual Leroy R. Fergus Diversity Award for Excellence to who could recite two quotes from each week.

In Atlanta, Amtrak assisted the National Park Service with a Martin Luther King Jr. National Historic Site display at the Amtrak station that featured the life and efforts of Martin Luther King Jr. Additionally, Amtrak presented two Amtrak Travel Scholarship Awards, one at Morehouse College and one at Spelman College. In partnership with the United Negro College Fund, Amtrak established the Amtrak Travel Scholars program to provide up to five qualifying full-time students from each of 20 historically black colleges or universities with an opportunity to receive free train travel valued at up to $1,000 per student for one year.

In Charlotte, NC, a Buffalo Soldiers exhibit was displayed in the station along with a “Celebrate Black History Month” bulletin board that featured historical facts and personalities.

Amtrak also supported Sacramento’s 15th Annual Black Expo, which is the largest Black History Month showcase and celebration in Northern California. At the event, Amtrak hosted a booth in the Travel and Tourism pavilion. Amtrak also partnered with the San Francisco Black Chamber of Commerce to back a scholarship recognition event for deserving students in business and economics.

In addition to the numerous events sponsored by the company, many Amtrak employees set up displays and arranged events locally that conveyed educational messages about the diverse African American culture.

The Office of Business Diversity and Strategic Initiatives will continue, throughout the course of the year, to lead the celebration of cultural, ethnic, and gender diversity.
On-going Promotions Aimed At Stimulating Ridership, Revenue Growth

In addition to the Acela Express Buy Two Get One Free winter/spring offer, the long-distance campaign that includes hotels.com discount, and the Share Fares program that encourages group travel aboard seven services, Fares ship and revenue on Acela Express between February and the end of April. The offer also includes a 25-percent Acela Express discount coupon.

The campaign targets passengers who previously traveled on Acela Express but have switched to Regional service, passengers who exclusively travel on the Regionals and passengers who previously traveled on Acela Express and no longer travel on Amtrak.

New AGR members are not the only ones reaping great rewards. Current members joined winners from the Amtrak’s online sweepstakes on the Boston Celtics Web site to participate in Play on the Parquet, a fantasy basketball game held at the Fleet Center in January. Players were divided into two teams to play a basketball game on the Boston Celtics parquet floor, coached by Celtics legends Jojo White and Cedric Maxwell.

Targeted efforts to inspire train travel in specific regions were also recently launched. Last month, the Amtrak Cascades rolled out a new advertising campaign — Travel as You Wish, which features engaging new photography and highlights the scenic and board benefits of train travel.

The advertising runs in regional editions of lifestyle magazines and newspapers in the top five markets and on travel Web sites and also appears in rest stops along the busy Interstate 5 highway.

Also, the spring advertising campaign for California trains — Travel Made Simple — was launched this month. The campaign, which highlights such features as food service and scenery, will run in newspapers and on radio stations in key markets throughout California as well as on travel and lifestyle Web sites.

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Dear Amtrak:

I want to express our gratitude to the following sleeping-car attendants, each of whom rendered excellent service and treated us royally — with courtesy, kindness and unflaking good humor — on our cross-country trip last November.

The stellar cast [includes:]

Kenneth McDaniel, on the Cardinal, Philadelphia to Chicago

David Juhl, on the California Zephyr, Chicago to Emeryvill

Fred Adams, on the Coast Starlight, San Jose to Eugene

Gary White, on the Coast Starlight, Portland to Los Angeles

Elizabeth Kososki, on the Sunset Limited, Los Angeles to New Orleans

John Turk, on the Crescent, New Orleans to Philadelphia

Special thanks should go to Elizabeth Kososki on the Sunset Limited, which was delayed by some 22 hours between Los Angeles and New Orleans by repeated freight tie-ups on the Union Pacific. Ms. Kososki kept a car full of variously discontented passengers, including some children, as happy and well-informed and relaxed as was humanly possible — all accomplished with smiles, patience and untiring zeal. She is a gem.

We have been regular Amtrak travelers for over a quarter of a century, averaging two to three long-distance trips a year. We have had some excellent and many satisfactory sleeping-car attendants on these journeys, but never of such uniformly top quality as that described above. Amtrak is indeed fortunate to have so dedicated and competent a group of professionals on its payroll. We salute them all.

Sincerely,

William and Lynn C.
Lancaster, PA

In conjunction with the North Carolina Department of Transportation, Amtrak is offering discounts through multi-ride tickets for passengers who frequently travel within North Carolina. The new multi-ride ticket, which became available in January, is good for travel to cities between Rocky Mount and Charlotte on Amtrak’s Piedmont and Carolinian routes. Passengers purchasing the 10-ride ticket save 15 percent off the lowest fare and save 10 percent by purchasing a 6-ride ticket.

On a different note, Amtrak garnered nationwide exposure through its partnership with Westwood One radio, as a sponsor of the Super Bowl game held last month at the Alltel Stadium in Jacksonville, FL. During the halftime show, Amtrak’s Chairman of the Board of Directors, David Laney, presented the fourth annual Westwood One CBS Radio Amtrak Player of the Year award to Donovan McNabb of the Philadelphia Eagles.
A Monthly Newspaper for and by Amtrak Employees

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Light at the End of the Tunnel
NY Fire and Life Safety Program Advances

When the finishing touches are made to the new construction at the ventilation system for the North River tunnel in Weehawken, NJ, this month, Amtrak will have reached a significant milestone of the first phase of the multi-faceted $442 million New York Tunnels Fire and Life Safety program.

The six Amtrak-owned tunnels that carry traffic to and from New York’s Penn Station make up the centerpiece of the program, which is jointly funded by Amtrak, New Jersey Transit, Long Island Railroad, and the Federal Railroad Administration and aimed at upgrading the safety systems unique to the tunnels.

The installation of a new ventilation system for the North River tunnels in Weehawken was substantially complete on Jan. 31, four months ahead of schedule and under budget by approximately $1 million (including a payment to the general contractor to accelerate the project).

The new system includes computer-controlled bi-directional fans and new stairways that provide safe access and egress, housed in a completely new seven-story ventilation portal structure. The fans are fully operational, and are scheduled to be connected to the Supervisory Control and Data Acquisition (SCADA) system, which enables the system to be monitored and operated via computer from Penn Station Control Center, in April.

A few final pieces will complete the project this month, including a retaining wall (for grade differential), paving and installing a large clock on the outside of the structure.

Progress has also been made on four other major components of Phase I of the Fire and Life Safety program, which began in 2002 and spans seven years.

On the opposite side of Penn Station are Amtrak’s four East River tunnels. There the Long Island City ventilation project is about 40-percent complete and in February 2007 will comprise new bi-directional fans, staircases, and substations to power the ventilation system, all within the walls of a new three-story ventilation structure.

The fan house and substation that were above ground have been knocked down and demolition of the 60-foot underground liners of the ventilation shafts has progressed to 40 feet below the surface. The pilings on which the foundation of the new structure will sit are being set. By the fall, the new concrete shaft liners will be completed, the new structure built, and the fans installed.

“The general contractor that carried out the ventilation project continues to work with the Federal Railroad Administration to accelerate the entire project and complete the work by year-end,” said David Lim, chief, Marketing and Sales.

In February ridership benefited from several targeted marketing efforts, including the West Coast recovery plan, introduction of the Share Fares promotion, and launch of the spring Acela and system-wide advertising campaigns. However, the month’s results showed slight decreases in overall ridership and ticket revenues, primarily due to low-cost carrier competition affecting markets throughout the system, weather-related challenges on the West Coast and poor performance of many Amtrak trains, including Florida trains and Acela Express.

The launch of a slew of marketing programs and pricing changes implemented in January are designed to combat these challenges. Ridership trends for the latter part of February, after some of the campaigns were launched, showed a marked increase. For example, Regional ridership was 8 percent below last year in the second week of the month, but 24 percent ahead in the fourth week.

The Share Fares campaign, introduced on Feb. 15, promotes small group travel on most NEC trains. The promotion, which offers a 90-percent discount to the third through sixth passengers traveling as part of a small group, is designed to appeal to those in search of “low-cost” discounting, while helping Amtrak fill seats that would otherwise go empty.

“We are watching this closely,” said David Lim, chief, Marketing and Sales, “and we’ll be able to decide whether to take this campaign nationwide in the next few months.”

The system-wide winter/spring marketing campaign, also launched Feb. 15, includes print, radio and online advertising that promotes the Amtrak experience and its destinations, as well as a value-added online booking offer for a $25 rebate on a two-night stay at a hotels.com property. Preliminary results of the campaign are encouraging — in the second week of February, long-distance ridership was down 16 percent compared to last year. However, two weeks after the advertising began, ridership was down by only 2 percent versus the previous year.

The Acela Express Buy Two Get One campaign, which runs through May 31, is outpacing last year’s similar promotion with participation that is 70-percent greater than 2004.

Marketing efforts aimed at reversing the impact of weather-related ridership and ticket revenue shortfalls include special advertising, outreach to travel agents, promotions at travel shows, cooperative promotions with convention and visitor bureaus and a 25-percent discount on the Coast Starlight.

In February, 1.79 million passengers rode Amtrak, 2.4 percent continued on page 8

continued on page 5
Next month, Amtrak will mark its 34th year in business and I will mark my third year here. As these milestones approach, I think it is a good idea to take stock of where we are today, what we have accomplished lately and where we are headed.

Of course, it is impossible these days to provide timely comments in a monthly publication about the subjects of reform, funding or the administration’s plan to force our bankruptcy, so I will continue to do that as events warrant through other, quicker means, like the weekly Employee Advisories.

When I came aboard three years ago, we faced a cash crisis that required emergency federal funding to keep us from insolvency and to begin to reduce the large deferred maintenance backlog that had amassed. Immediately, management instituted many internal reforms to control costs and establish an organizational structure with clear lines of authority and responsibility. We adopted GAAP accounting and transparent financial reporting, even making our monthly reports public for the first time.

We created a five-year strategic plan, defining in detail our organizational structure with clear lines of authority and responsibility. We adopted GAAP accounting and transparent financial reporting, even making our monthly reports public for the first time.

We created a five-year strategic plan, defining in detail our capital programs. Despite the difficulties of starting this undertaking from just about zero, steady progress has been made. We update the plan annually; it’s a dynamic tool to help us reach our state-of-good-repair goals.

Since developing these state-of-good-repair goals three years ago, the railroad has installed over a quarter of a million new concrete ties, laid 274 miles of new continuous-welded rail and replaced 253 turnouts. We have also renewed 75 miles of catenary, replaced 42 miles of signal cable and re-timbered 48 bridges. On the equipment side, we have overhauled 172 locomotives and remanufactured or overhauled another 229 cars. We also purchased 80 new much-needed racks for the Auto Train and 10 switch engines.

These results are impressive by themselves. But as we were doing this, we also managed to contain our operating costs despite the usual inflationary pressures and the responsibility for annual payment of $250 million to cover previous borrowing.

Importantly, by doing all of this, we also began to restore credibility with taxpayers, stakeholders and our own passengers. They rewarded us for our efforts, too. Last year more people rode Amtrak than ever before — 25 million of them. As it stands today, another 800,000 weekday commuters also depend on Amtrak in one form or another to get them from home to work and back home again.

We have also begun to restore our credibility with Congress, which for the current fiscal year, has provided the railroad with $1.2 billion for capital programs and operating support. By contrast, when I arrived here, we were trying to survive on a federal grant of $521 million, an amount that had led us to the brink of bankruptcy.

From my observation, given the right tools, training, structure, authority and responsibility, Amtrak employees will be highly motivated in their jobs and, in the end, for our passengers. This railroad is unique. There is no one else in North America doing what we are doing, and I think the great majority of employees take pride in that fact. I certainly do.

At the same time, management will continue to seek improvements and reforms in what we do. These improvements and reforms are clearly distinguishable from other ideas that are destructive and even dangerous. It is my hope that these other ideas are understood for what they are and that any reforms enacted with the agreement of policy makers in Congress, the DOT, the states and other stakeholders are built on our progress over the past three years, and do not destroy it. How can you help? Continue to do the best job you know how to run a safe railroad, be optimistic and give our passengers great service.
Coming August 2005 — A New Experience
Plans for Enhanced Empire Builder Service Progress

The launch of enhanced Empire Builder service is only four months away and mechanics at maintenance facilities from coast to coast are busy overhauling, remanufacturing, upgrading and converting equipment for use on what is to become Amtrak’s premier western train service. Their work is a major piece of a multi-faceted effort to upgrade Empire Builder service, slated to launch in August, and aimed at improving long-distance train margins by offering refurbished equipment, first-rate service and amenities that add value for passengers.

Between December and mid-March, Amtrak’s Los Angeles, Beech Grove, Brighton Park and Sanford maintenance facilities completed work on a combined total of 31 cars. “Our target date to finish 60 cars for this project is June 1 and because of the commitment and hard work of everyone involved, we’re ahead of schedule,” stated Ed Daly, director of Field and Manufacturing Engineering.

To accomplish this, Amtrak’s Mechanical department is scheduled to remanufacture 17 sleeping cars, convert 11 smoking cars to coaches/baggage cars and upgrade the interior of 14 coaches, six lounge cars, six diners and six transandorm cars (crew sleeping cars). These 60 cars will comprise five dedicated Empire Builder trainsets that will serve passengers between Chicago, Seattle and Portland. While the Mechanical department works diligently to reach its goals, progress continues in other areas as well.

Among the service upgrades being planned is to staff the Sightseer Lounge with a second lead service attendant between Chicago and Whitefish, MT, during peak travel times in order to offer food and beverages from 6:30 a.m. to midnight.

Wilmington Shop Recognized with Awards

Environmental Control Measures Reduce Release of Contaminants

Amtrak’s successful efforts to meet new environmental regulations were recently recognized by the Water Resources Association of the Delaware River Basin Commission. The WRA board of directors nominated Amtrak to receive the Business and Industry Award for engineering sediment control as part of a pollutant minimization plan to reduce contaminant releases from entering the Delaware River from the Wilmington Maintenance Facility. Amtrak was honored at an event held April 6 in Philadelphia.

“Receiving this award is quite an honor for Amtrak, as the company was nominated by an outside entity,” said Roy Deitchman, vice president Environmental, Health and Safety. “We have worked to reduce contamination from prior railroad operations at Amtrak facilities and this public recognition indicates our actions are having demonstrable impacts in improving environmental protection.”

The environmental commission, which consists of government agencies, environmental organizations and businesses, awarded Amtrak for improving surface drainage and sediment control at the Wilmington Maintenance Facility, where storm water is drained off of the property following rainfall. Although this drainage point had non-detectable levels of polychlorinated byphenyls (PCBs) over a 10-year monitoring period, a new PCB sampling method, which uses lower detection limits, was implemented by the Delaware River Basin Commission in 2001. Results from using the new method indicated that the runoff water had an elevated concentration of PCBs right after storms.

To reduce the amount of sediment runoff during a rainstorm, thus reducing the amount of PCBs potentially released into the river, Amtrak developed and implemented a series of methods to control the runoff, including the installation of filter-fabric fencing, filter-fabric and stone covering over slopes, and stone gravel surfaces for vehicle traffic areas. Other techniques included the creation of stone and filter berms and drainage swales as well as planting vegetation and reconfiguring the drainage end wall.

Charlie Lin, director Environmental Technical Services, with assistance from SECOR International completed the design, while an environmental sub-contractor performed the remedial work.

The major construction activities were completed in August 2003 and monitoring and minor adjustments to the sediment control measures have been performed since the completion of the construction phase of the project. According to samples taken before and after the measures were adopted, the PCB discharge concentration was reduced by more than 90 percent.
Spring 2005 Timetable Arrives

Like the swallows’ annual return to San Juan Capistrano, the arrival of Amtrak’s 2005 Spring/Summer System Timetable on April 25 may be of little suspense, but the new schedule does contain several changes that will interest employees and passengers across the country.

In the Northeast, the 14 remaining weekly Metroliner trips are replaced with Acela Express or Regional service, thereby dedicating all premium service between New York and Washington entirely to Acela Express on both weekdays and weekends.

Fifteen weekday Acela Express trips operate each way with easy-to-remember hourly departures between 6 a.m. and 8 p.m. from Washington and New York. On the north end, New York-Boston Acela weekday service is reduced to ten from 11 roundtrips.

This will mark the first time since its introduction in January 1969 that a Metroliner is not serving passengers between Washington and New York. The last Metroliner will be 224 on Sunday, April 24.

Regional service now becomes all-reserved on weekdays, extending the previously instituted all-reserved Regional weekend service. The change is designed to better manage load factors and thereby provide better service to customers who expect a seat. In addition, some Regional schedules are adjusted to fill slots formerly occupied by Acela trains.

Another noteworthy change in the timetable affects the Sunset Limited. The train, known for its OTP troubles, had its timetable adjusted last month to work better with freight schedules. A further adjustment to the schedule has westbound train 1 operating on a later timetable to all cities between Beaumont, TX, and Los Angeles.

The train departs Beaumont at 6:43 p.m., ten minutes later than the current schedule, and arrives in Los Angeles at 10:10 a.m., three and a half hours later than before. The eastbound Sunset Limited operates on an earlier schedule to all cities between Los Angeles and New Orleans, departing Los Angeles at 2:30 p.m. (eight hours earlier than the previous schedule) and arriving in New Orleans four and a half hours earlier, at 4 p.m. The new schedule also better supports the connection with the Texas Eagle at San Antonio.

Smaller and more subtle changes to the timetable also exist. In the Northeast Corridor, for instance, the Keystone schedules are modified to create a window for track work between Parkesburg and Lancaster. The southbound Vermonter operates approximately two hours later and the northbound operates approximately one hour later, thereby restoring Thruway bus connection between Montreal and St. Alban’s.

The Silver Meteor leaves New York one hour later at 3:15 p.m., restoring connections from points in Upstate New York. In addition to saving 25 minutes due to the elimination of the mail and express operation, the Capitol Limited leaves Washington 1 hour 25 minutes earlier at 3:55 p.m. In addition, a new stop in the city of Van Nuys has been added along the Coast Starlight route.

Unlike the prior schedule change, there are few policy changes for passengers noted in this edition. One adjustment is the requirement of a 3-day advance reservation to take advantage of group discounts for American Automobile Association, National Association of Railroad Passengers, Student Advantages and Veterans Advantage members that went into effect on April 1.

The age of unaccompanied children is another policy modification. Children under eight years old must now be accompanied by a 15-year-old or older who has responsibility for him or her, as opposed to an 18-year-old. Also, children ages eight through 14 (instead of 11) may travel unaccompanied only between the hours of 6 a.m. and 9 p.m.

The design of the timetable is mostly unchanged from the new format that was implemented in the fall of 2003. However, a new feature of the timetable is the Cali- For Network Schedules Senior Director Walt Peters, who has directed train scheduling for the past eight years and retires this summer. In a message accompanying the final timetable, Peters expressed his thanks to his staff, scores of other employees and those at the commuter agencies Amtrak works with and serves: “During the past eight years, it has been a challenge to manage competing interests. It has also been fun. And, with the help of those disparate interests — both within and outside Amtrak, we have always ended up with a schedule that works.”

New Flavors Accompany Timetable

As the 2005 spring timetable becomes effective, so do new menu choices for passengers traveling on long-distance trains, with the exception of the Auto Train. In rotation for the spring/summer schedule are menu Cycles 1, 2 and 5, featuring new selections and items that are popular sellers.

“The changes in the menus reflect the Service Delivery department’s commitment to continue to provide interesting menu choices based on what our long-distance passengers want,” said Pete Humphreys, director, Food and Beverage Standards and Operations.

Prices for dining car meals are an average of five percent higher than last year to help boost revenue.

Naturally, customer preference is not the only factor that determines what menu choices stay or go — cost and revenue are primary considerations in menu creation.

One example is the seared halibut that was previously available on the Cycle 5 menu. “The halibut was very costly and had a unique herb crust that some passengers did not care for, so we offer seared salmon instead,” noted Humphreys.

Input from employees and passengers helped direct some of the changes; a lunchtime seafood salad topping that received mixed reviews was consequently replaced with a grilled chicken breast. Another favorite, the popular chicken-fried steak is now offered as a dinner special.

The bulk of the changes appear on the Cycle 2 menu. For instance, instead of breakfast pork sausage patties, passengers may choose a ham steak, a lunchtime seafood salad topping that received mixed reviews was consequently replaced with a grilled chicken breast. Another favorite, the popular chicken-fried steak is now offered as a dinner special.

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Dear Amtrak Co-workers:

It is a pleasure to have this opportunity to inform you of issues that affect us all on the Pacific Division and to update you on the significant progress being made on the division.

First, and most importantly, I want to sincerely thank all of the employees on the Pacific Division, craft and management, as well as the Central and Southwest Division employees who work through the division on Amtrak’s long-distance trains. Your efforts and positive customer service during the past two months of challenging service disruptions has remained both attentive and courteous.

Like every division on the Amtrak system, we have had our fair share of weather problems. We experienced record snowfall in the Sierras and Cascades, rocksides, mudslides, washouts, sinkholes, high winds and a host of other weather-related issues that severely impacted our service. During this same time period, the BNSF scheduled a two-week maintenance-of-way blitz on our San Joaquin services. Additionally, the California Zephyr derailed as a result of a rockslide in Ruby Canyon, CO. We were extremely fortunate that none of these conditions resulted in any serious injuries to our passengers or employees. In reading the comments received from our passengers regarding the service disruptions we experienced, I found it clear that you performed remarkably well under these adverse circumstances.

I would like to extend my thanks and appreciation as well to Mr. Ed Walker, vice president, Transportation. Mr. Walker is grateful for the continual updates he received and he is aware of the many challenges you all faced. We both greatly appreciate the dedication, professionalism and customer focus you demonstrated during this time. Dealing with these situations can be exasperating and frustrating, but this is where we have the opportunity to shine and you have done that!

Secondly, the Pacific Division has a lot to be proud of:

We moved into the new Oakland Maintenance Facility on Nov. 1, 2004. The new facility has provided the opportunity to improve the day-to-day maintenance of our equipment on the California Zephyr, Capitol and San Joaquin services.

Design for the Seattle Maintenance Facility is 30-percent complete and we are moving forward with this project.

Ridership and revenue continue to grow and each month we break ridership and ticket revenue goals. Three regional trains that performed well, exceeding budget for ridership and ticket revenue, included the Pere Marquette with ridership up 19 percent and ticket revenue up 11.5 percent over last year, and the Heartland Flyer with ridership up 14 percent and ticket revenue up 19 percent over last year.

Long-distance ridership continued to fall: 12 percent below last year, and 13 percent below budget. Similarly, ticket revenues dropped 14 percent below last year and 15 percent below budget. Three services accounted for most of the revenue losses — the Coast Starlight, which lost $1 million; the Florida Silver Service, which was unfavorable by approximately $1 million; and Auto Train, which missed budget by $700,000.

The California Zephyr made a good return from January when it was out of service for nearly the entire month as a result of snowfall and rock slides in the Sierras. In February, the service was 4 percent ahead of last year in ridership and ticket revenue, and 3 percent favorable to the budget for both. Marketing Efforts continued from page 1

of about 2.5 percent over last year, nearly 6 percent ahead of budget. Despite a disappointing 78-percent on-time performance record, Acela Express ridership and revenue both finished better than last year, but below budget. Ridership was 2.5 percent ahead of last year, but 8 percent below budget. Revenue was almost 4 percent ahead of last year, but 7.5 percent below budget.

Another corridor that performed well, exceeding budget for ridership and ticket revenue, below the same period last year and budget; ticket revenues were $87.5 million, approximately 4 percent below last year and 5.5 percent below budget.

On the Northeast Corridor, Regional service experienced modest ridership growth. A moderate price adjustment put in place in January contributed to a nearly 4-percent rise in revenue over the same period last year (and about the same percentage better than budget) and ridership growth

This is not to say we lack challenges. The uncertainty regarding our funding has caused all of us a lot of anxiety and has obviously impacted morale. It has affected our relationship with the labor organizations and stakeholder partners. Then there is the continuing challenge we face in the critical area of on-time performance. This is far and away the most important factor in satisfying our customers and continues to be the most critical problem we have with the freight railroads where our trains operate.

Our passengers are wondering if we will remain a going concern. In spite of this distraction, as Mr. Gunn has said, the best thing we can do right now is continue to do our job. We should seize the opportunity to shine while the spotlight is on us. But rather than focus on what we cannot control we should focus on what we can. System delays and held delays are two areas that we can control. System delays are employee-related and have to do with late crews, re-crewing, sick or injured employees, restroom breaks, detours or alleged crew rules violations. Held delays are passenger delays such as checking baggage, smoke breaks, disabled passengers, EMS, and multiple spots. If we can reduce delays in these areas we can improve our on-time performance. With every challenge there is an opportunity.

In closing, while traveling around the division recently, many of you have expressed your concerns about whether we can and will survive as a company. Hard as it may be right now, our best course is to do all we can to make sure that the product we offer is so valuable that it simply has to continue. I’ll repeat some advice I received in 1977 from Martin Dunleavy, stationmaster, Penn Station New York, who said, “Kid, be where you’re supposed to be, when you’re supposed to be there, and do what you’re supposed to do!”

Regards,

Joe Deely
General Superintendent Pacific Division

Three round-trip extensions of Capitol Corridor trains between Oakland and San Jose are planned for early 2006. Our successes over the past year and in the coming months are a direct result of your commitment to Amtrak, our state and regional partners, and most importantly our passengers.

We are very fortunate in the Pacific Division to have strong state and regional partners who provide both political and financial support. Among these are the states of California, Washington and Oregon. Ask yourself, “How many trains were operating 10 years ago on the Capitol, San Joaquin and Cascades services compared to today?”

We’ve come a long way. We also have strong contractual relationships with the Capitol Corridor Joint Powers Authority (Capitol Corridor service), the Peninsula Commute Joint Powers Board (Caltrain commuter service), and Sound Transit (Sounder commuter service). The partnerships we have for operating and expanding passenger service in the West are critical to Amtrak’s success.

It is a pleasure to have this opportunity to inform you of issues that affect us all on the Pacific Division and to update you on the significant progress being made on the division.
APD Co-hosts International Security Conference
Officials from Madrid Share Lessons Learned

With the safety of passengers and employees a constant focus for Amtrak, the railroad co-sponsored an international rail security conference in mid-February. Amtrak joined the American Public Transportation Association (APTA) and the Association for American Railroads (AAR) to offer the International Security Conference attendees an opportunity to learn from the Madrid terrorist attacks.

With more than 200 people in attendance, the conference hosted representatives from such federal agencies as the Department of Homeland Security, the Federal Transit Administration, the Federal Railroad Administration, the FBI, the Secret Service, the National Transportation Safety Board, police departments and transit agencies.

With the attacks on the Madrid commuter rail system just a year ago in March, participants eagerly listened to presentations given by four senior Spanish officials that emphasized the importance of coming together at a high-level forum to share information about preventive security measures and other safety initiatives. Noting that people use public transportation 32 million times a day, APTA President William W. Millar said, “Sponsoring this conference so we can learn from and share with our international partners is another way that the public transportation industry is working to make sure that America’s public transportation riders are safe.”

Amtrak Vice President for Security Al Broadbent re-emphasized the value of the discussion and sharing of experiences saying, “The safety and security of our passengers and employees continues to remain a priority at Amtrak. I am grateful to the rail and security officials from Madrid who shared their hard-lessons-learned with us, as well as to our partners at APTA and AAR. This type of international forum is invaluable in the security business, where prevention and crisis management are key. It is most important that we remain diligent and committed to fighting the war on terrorism.”

Amtrak has taken significant measures over the past few years to improve its safety and security infrastructure, including the formation of the divisional security committees, the Amtrak’s Threat Level Response Plan and a number of other security initiatives that were shared at the meeting. The See Something, Say Something public education campaign that focuses on increasing passenger and employee awareness with the use of on-board and in-station signage and announcements, the on-board passenger ticket verification program, and the implementation of the security training program for all employees, were all of interest to the Spanish delegates. Additionally, much work has been done to the railroad infrastructure, including significant improvements to the New York tunnels that enhance their fire and life safety aspects.

Since the attacks of 9/11, the public transportation industry has spent over $2 billion on security, but current transit security needs for American mass transit agencies total in excess of $6 billion, according to APTA President Bill Millar. A request has been made by APTA to Congress to fund $2 billion for mass transit security in FY ’06.

Since 9/11, the federal government allocated $115 million for transit security in FY ‘03 and FY ‘04, Congress appropriated $150 million in FY ’05 for transportation security, but specific allocations for that money to freight railroads, transit and intercity passenger rail have not yet been determined by the Department of Homeland Security.

Amtrak Swings into Spring with Baseball Sponsorships

As the excitement of baseball’s opening day spreads across the country, Amtrak is teaming up with major and minor league teams to capitalize on a number of marketing opportunities to increase awareness about Amtrak services, and build ridership and revenue during the baseball season.

Many of Amtrak’s marketing efforts center around three key components: radio advertising, stadium signage and grassroots promotional activities. Amtrak’s Marketing and Sales Promotions Chief David Lim explains that radio advertising is one of the most effective vehicles for reaching the baseball fans because it has the potential to multiply the number of messages that actually reach the marketplace.

For instance, the New York Mets sponsorship includes two 30-second radio spots to be aired during each of the 175 New York Mets games this year over the Mets’ station, WFAN. “So, most people would presume that we are getting our message out with 350 spots — 175 multiplied by two. But actually, we attain a far greater benefit,” continued Lim. Eleven other stations throughout the Northeast also broadcast the game, so, in reality, the 350 spots per season are also being aired on each of the eleven radio stations, which yields 3,859 more radio spots.

This multiplying effect of radio advertising is even more pronounced with Amtrak’s sponsorship of the Boston Red Sox. A component of this agreement is one radio spot during each of the team’s 177 games. Forty-seven stations broadcast the games — sending Amtrak’s message over the airwaves more than 8,000 times.

“It’s important to understand that the reason we partner with these teams is the overall media value we ultimately achieve as well as the benefit of leveraging promotional opportunities,” added Lim.

Stadium signage is another marketing tool that offers more than what initially meets the eye. Most people might presume that Amtrak’s signage along the walls of Fenway Park — home of the Boston Red Sox — is intended to increase the company’s exposure among spectators at the game. In fact, when stadium signage is purchased, fans are the secondary consideration — stadium signage is purchased strategically for television exposure.

As part of the Red Sox sponsorship, for example, Amtrak displays signage behind home plate for half an inning. During that time, whenever a player is at bat, the television station broadcasting the game will display an Amtrak message, enabling Amtrak to benefit from national television exposure without actually purchasing it.

Grassroots marketing programs such as fantasy games, ticket giveaways, game day promotional activities and sweepstakes are another essential part of many baseball marketing packages because they offer fans access to sporting events that would not otherwise be available. “These type of promotions add value to Amtrak’s customer base and also help build relationships with our corporate accounts, travel agencies and communities,” explained Lim.

“The reason we partner with these teams is the overall media value we ultimately achieve as well as the benefit of leveraging promotional opportunities.”

David Lim
Chief, Marketing and Sales Promotions

Amtrak’s baseball activity extends across the system. With the start of the Seattle Mariners’ 2005 season, Amtrak and Sports World Tours launched a package that includes field-level tickets, Amtrak travel to and from the game and the option to add a hotel accommodation. The one-day package for passengers boarding in Portland is $135 per person or $110 from Bellingham, WA.

Because the station is adjacent to the ballpark, fans from north and south take the Amtrak Cascades service to games. According to Assistant Superintendent Gay Banks Olson, “Depending upon the team playing the Mariners, almost everyone on Cascades trains 500 and 517 is going to the games. It is really a great way for families to travel to the ballpark.”

In the Southeast, for the seventh year, Amtrak is partnering with the Marlins to sponsor a full range of promotional activities including exposure on the stadium Jumbo Tron scoreboard, public address announcements, a four-color ad in each edition of the official game day program, which is also mailed...
Promotion of The History Channel Show
Yields Prime Visibility

By partnering with The History Channel (THC) to promote “FDR: A Presidency Revealed,” which premiers as a two-part miniseries on April 17 and 18, Amtrak extends its reach to millions of viewers.

The special series focuses on life in the Franklin D. Roosevelt era (1930s -1940s) and FDR’s contribution to the development of the nation, including the expansion of railroad service.

During the promotional period, from March 21 through April 18, Amtrak will gain visibility with over 3 million national and international viewers; primarily families and individuals between the ages of 25 and 54. Amtrak’s partnership with THC includes 100 on-air promotional spots on The History Channel, The Biography Channel and The History Channel International. Additionally, Amtrak receives 20 to 30 mentions as a partner and prize provider in radio promotions in 10 major markets.

“The partnership with the History Channel is a great opportunity for Amtrak to gain significant media exposure both on television and radio. This allows us to reach a market segment with demographic characteristics very similar to Amtrak’s,” stated Amtrak’s Brand Advertising and Sales Promotion Director Darlene Abubakar.

Amtrak’s visibility also includes logo and message placement on the History.com Web site and mention in the e-mail newsletter to 475,000 THC viewers. Further, THC is providing 20-percent off to Amtrak Guest Rewards® members on their purchase of over 700 DVD titles.

Additionally, “Explore FDR’s America Guide,” a THC-produced travel guide themed after the FDR miniseries is available at select Amtrak stations, Club Acela Lounges and relevant trains, such as the Auto Train.

The guide promotes THC’s online sweepstakes, which offers a grand prize trip for two to “Explore FDR’s America,” which includes travel to New York via Acela Express and Empire service to visit FDR’s mansion in Hyde Park, New York. Amtrak will also provide hotel accommodations at Beckman Arms, the oldest operating Inn in America and where FDR made several speeches from the front porch.

Baseball Sponsorships

continued from page 6

to over 5,000 season ticket holders.

Amtrak has developed other marketing partnerships that include the San Francisco Giants and the Los Angeles Dodgers that include print and in-stadium advertising, radio spots on both English and Spanish broadcast stations and Amtrak information on the teams’ Web sites. Additionally, Amtrak will be featured during several game day activities and community promotions.

Although a substantial number of baseball promotions center around the major leagues, Amtrak also sponsors several minor league teams including the Savannah Sand Gnats, the minor league team of the new Washington Nationals; the Lowell Spinners, the minor league team of the Boston Red Sox; and the Trenton Thunder, a double-A affiliate of the New York Yankees.

These sponsorships cost much less, but “they get our name out in front of the community and build awareness,” stated Southeast Marketing Director Hank Koppelman.

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

25-Year Anniversaries

March 2005

BECKETT, BRENDA New York District

BELL, DANNY Beech Grove District

BOWEN, ALAN Beech Grove District

BRANCH, RICKY Beech Grove District

BURKHARDT, ROBERT Beech Grove District

CAPUTO, PETER Chicago Metro District

DANIELS, DAVID Beech Grove District

DAVIES, DANNY Beech Grove District

DILLON, GARY Beech Grove District

ENDING, DAVID Beech Grove District

GALES, GLENN Mid-Atlantic Div/DC Non-HQ

GIBBS, WILLIAM Beech Grove District

GIBSON, CHICAGO Chicago Metro District

GRAY, GLENN Wilmington/Beauvoir District

HAVRILESKO, LINDA Seattle District

HERRON, TIMOTHY Beech Grove District

HITE, CHARLES Beech Grove District

HOHMANN, JOHN Wilmington/Beauvoir District

HOYO, ROBERT Los Angeles District

KINSEY, PATRICIA Los Angeles District

KIRK, STELLA Chicago Metro District

MCKISSICK, LARRY Chicago Metro District

MELLENE, GALE Beech Grove District

MURRAY, WILLIAM Beech Grove District

PIERCE, NORMAN Wilmington/Beauvoir District

PIPPENS, MICHAEL Beech Grove District

POPP, JAMES Beech Grove District

REGINO, THOMAS Philadelphia District

RENTMEESTERS, GREGORY Beech Grove District

RICCHIUTI, JAMES Wilmington/Beauvoir District

ROSSINI, CARMEN Philadelphia District

ROUSSEAU, DERRICK Philadelphia District

ROWEN, BEVERLY Philadelphia District

SELBY, GLENN Chicago Metro District

CANADIANE, GESSNER Miami District

SNOODGRASS, MICHAEL Beech Grove District

STEWART, LARRY Los Angeles District

STRONG, PETER Chicago Metro District

TAYLOR, RICHARD Beech Grove District

WOZEK, DOUGLAS Chicago Metro District

ZINNO, JAMES New York District

SHARTEL, FRANCES Lorain District

SULLIVAN, RICHARD Chicago Metro District

TAM, MANUEL Chicago Metro District

TAYLOR, JEFFREY Baltimore District

TAYLOR, HERBERT Chicago Metro District

TAYLOR, HERBERT Miami District

HEATH, ROBERT Chicago Metro District

HUNNIGCUTT, WILLIAM Jacksonville District

KUHN, DAVID Denver District

OLIVER, CASSANDRA Miami District

PERRY, PAMELA Boston District

PORGEO, MURRAY Chicago Metro District

PLUMLEY, MARVIN Mid-Atlantic Div/DC Non-HQ

PRICE, EUGENE Los Angeles District

REZA, JUAN Miami District

BURKE, KEVIN Sanford District

CARNAKE, IMOGNE New York District

CUEVA, ROSA Los Angeles District

DEAS, ALFRED New York District

DIAZ, RAMON San Jose District

DOBOSCH, VACLAV Miami District

GEIGER, EDWARD Doral District

HARRIS, DAVID Baltimore District

HERBERT, STEVEN Baltimore District

HILL, MICHAEL Los Angeles District

HUNTER, JOAN Philadelphia District

KOERNER, PHILIP Empire/Albany District

LARSON, PHILLIP Empire/Albany District

MESSERLE, ROGER Empire/Albany District

MILLER, ROBERT New York District

MONTINI, RICHARD Philadelphia District

MOORE, PHILLIS Miami District

NACLORE JR, LOUIS New Haven District

PERPETUS, PHILLIS Miami District

PETERSON, ROBERT Twin Cities District

ROJAS, FRANCISCO Chicago Metro District

SAUNDERS, RUTH San Jose District

SMITH, CHARLES Jacksonville District

SYLESTER, ALFRED New York District

THOMAS, SHARON Mid-Atlantic Div/DC Non-HQ

TILGHMAN, JEWELL Mid-Atlantic Div/DC Non-HQ

WHITAKER, CHARLES Los Angeles District

Correction

The March issue contained a spelling error in the name of a January 2005 retiree. The full name should have appeared Forte, Joan L., not Forte, Joan M. Amtrak Ink regrets the error.
Dear Amtrak:

On Feb. 17, I traveled on Amtrak from Chicago to New Orleans. During the layover in New Orleans waiting for the Sunset Limited, I became ill and had to cancel the rest of my trip and return home. In fact, I spent the night of Feb. 18 in the hospital. I returned to Chicago via the City of New Orleans on Feb. 19.

I would like to commend the station personnel on duty on Friday evening and Saturday morning in New Orleans. They were very helpful in calling the paramedics and seeing that my luggage was stored until I got out of the hospital. Also, they went out of their way to help me get the tickets I changed so I could return home. They occasionally checked on me in the lounge to see if I needed anything.

I would especially like to commend the car attendant on my trip home. Her name is Marci Dacus. She brought me crackers, water, ice, soda and other light foods that I brought with me in a bag. She also gave me a few of her own snacks as well. It was truly appreciated.

Damon was so much help to us and he did so much more than he really had to. Since my Aunt wasn’t able to use her walker because it was too wide for the aisle Damon had to bring her meals to her. I know that this is one of the duties that is required, but when he brought her the meals he made sure we had a towel for a bib and that she had everything she needed. He would even check to make sure that we had enough water to drink during our trip. When my Mother and I went to eat our meals he would look in on Aunt Anna to make sure that she wouldn’t try walking by herself. When we got back he would go and get her meal for her.

When we ran out of wipes for Aunt Anna, Damon even found us some. He always had a smile and made himself available to us whenever we needed extra help. Sometimes we’d have to wait while he did his regular duties, but he always let us know when he’d be back. It was a good thing that Damon looked at our tickets as they had us in A and Aunt Anna in C. We had to be in the rooms next to each other, as she wasn’t able to travel by herself.

Sincerely,
Patricia R.
Janesville, WI

Frontline Focus

in Weehawken submitted a bid that met our fiscal and technical expectations and was awarded the contract for the complex First Avenue Tunnel project,” said Fire and Life Safety Program Director Steve Alleman, whose group of six project managers is responsible for the management of scope, schedule, budget and the reporting functions of the program.

The project is complicated because of its location in downtown Manhattan on New York University Hospital grounds. Alleman added that the new south side ventilation structure will sit only nine feet from the hospital and that noise, dust and vibration concerns will take priority.

The construction phase began in January with the closing of a lane on First Avenue, installation of temporary barricades, establishment of trailers, and other start-up tasks. Drawings are currently being reviewed and meetings with the community’s advisory board are being held.

The tunnel shields that were so effective in enabling tunnel work without interfering with train operations on the Long Island City project are scheduled to be constructed this summer.

The shields are one of a kind,” said Stan Wiecek director, Design Support. “We used them to isolate the demolition of the existing vent shafts and construction of the new vent shafts from rail traffic. They worked out so well on the Long Island City vent project that we decided to employ the same concept for this project.”

The end result in FY ‘09 will be a nine-story structure in which a new ventilation system with new stairways and bi-directional fans are housed.

Nearly complete is the Tunnel Fire Standpipe project, which in July will result in 16 miles of standpipe network in all six tunnels. “This is an enormous improvement that enables fire department personnel greater access to the fire suppression system throughout all tunnels,” said program manager Abdul Rasheed.

In late FY ‘05 or early FY ’06, a supervisory system that monitors the pipes for leaks or any irregularities will be installed, thereby completing the project.

The major elements of the conceptual scope of Phase II, which would run from 2008 – 2013, are currently under design.

Dear Amtrak:

My Mother and I left for Seattle WA from Columbus, WI. When we got to Minneapolis, MN we picked up my Aunt Anna who is 89 years old and was in a wheelchair. She can walk a little with the aid of a walker, but her walker would not fit in the aisle on the train. With the help of Damon Higman, our Sleeping Car Attendant from Seattle, WA and the man who brought my Aunt Anna to the train, they were able to get her to our upstairs compartments.

Damon was so much help to us and he did so much more than he really had to. Since my Aunt wasn’t able to use her walker because it was too wide for the aisle Damon had to bring her meals to her. I know that this is one of the duties that is required, but when he brought her the meals he made sure we had a towel for a bib and that she had everything she needed. He would even check to make sure that we had enough water to drink during our trip. When my Mother and I went to eat our meals he would look in on Aunt Anna to make sure that she wouldn’t try walking by herself. When we got back he would go and get her meal for her.

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Patiarcia R.
Janesville, WI

Vital Stats

for February 2005

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Strategic Reform Initiatives Unveiled Last Month

A series of strategic reform initiatives advancing the long-term viability of intercity passenger rail and requesting FY '06 federal funding of $1.82 billion for operations and capital programs was announced by Amtrak’s Chairman David Laney as he testified before Congress last month.

The strategic reform plan is a combination of corporate initiatives and legislative proposals that would, over time, transform the way in which passenger rail development is financed and clearly define Amtrak’s role as a national provider of passenger rail service. The proposal would also introduce elements of competition and other reforms to improve passenger rail.

“These are dynamic measures to strengthen passenger rail service at a time when our nation needs it most… These initiatives will both continue fundamental reform at Amtrak and help spur a rational and much-needed growth of the passenger rail network,” said Board Chairman David Laney.

Specifically, the four main objectives of the initiatives are to establish an 80/20 federal/state matching grant program to help states move forward with corridor development; return the Northeast Corridor to a state of good repair; institute performance thresholds for long-distance trains; and create markets for competition.

The vision for the future of passenger rail includes an Amtrak that is a viable, competitive provider of rail services. Using performance thresholds for long-distance trains, Amtrak would determine the viability of a service and what it would take to support it. In other words, if a train falls below the measurement set for that service, it would have to be supported by states or other authorities, reconfigured or eliminated.

To have a clear view of what the financial picture is to help provide the data for future decision-making, Amtrak in FY '06 will align financial accounting and accountability within five business lines. Those will be Amtrak-owned infrastructure management (mostly in the Northeast Corridor); Northeast Corridor operations; national long-distance operations; and ancillary businesses, such as Real Estate.

These business lines are designed to show where expenses occur and revenues are generated, and not to create business units, like the Strategic Business Units, which were eliminated in 2002.

To proceed with some of these initiatives, Congressional action is required. For example, a law would be required to set up a federal/state matching program, such as those available for other transportation modes, that would open up doors for corridor development, with states transitioning to full

FY ‘06 Procurement Plan Approved by Board

While Congress debates Amtrak’s FY '06 funding level, the board of directors last month authorized the ordering of materials needed for capital projects next year.

Materials ordering is no simple task. Because of the nature of the railroad supply industry, the lead time required by vendors for capital project materials can be as much as 52 weeks and federal procurement regulations governing Amtrak can add an additional two to four months. As a result, much of the procurement process supporting the FY '06 capital plan must be executed this fiscal year in order to begin work in a timely manner at the start of the new fiscal year.

“To remain in synch with the company’s state-of-good-repair schedule, materials for the FY '06 capital program must be on hand at the start of the fiscal year, on Oct. 1, 2006,” said Mike Rienzi, Amtrak’s vice president Procurement and Materials Management. Recognizing this need, Amtrak’s list, with each component and its cost corresponding to a specific program, with every dollar accounted for. What follows are some of the highlights of the materials that need to be ordered far ahead of the start of the fiscal year.

Mechanical

Continuing with its plan to improve the reliability and availability of the fleet in FY ‘06, the Mechanical department requires receipt of a range of materials.

Board of Directors approved a $223 million advance-order plan for the FY ‘06 infrastructure and fleet capital projects in April.

Amtrak’s advance-order procurement plan comprises an itemized list, with each component and its cost corresponding to a specific program, with every dollar accounted for. What follows are some of the highlights of the materials that need to be ordered far ahead of the start of the fiscal year.

To improve the availability of equipment on the Northeast Corridor, 60 Amfleet I cars are slated to be remanufactured — the most in recent history — at the Bear Car Shop in Delaware.

continued on page 9

continued on page 4

Newly procured vehicles for the FY '06 capital plan parked at the Philadelphia Truck Shop facility include two Grapple Trucks, a Rotary Dump, and two hi-rail track inspection vehicles.
Editor's note: The message below was sent from President Gunn to employees in an Employee Advisory dated April 25, 2005.

Dear Amtrak Co-workers:

Last week, the Board of Directors and management unveiled a reform package for Amtrak and a Grant and Legislative request. The FY '06 funding request is $1.820 billion, the amount necessary to operate the existing system and continue our state-of-good-repair capital program. The increase we are seeking in FY '06 compares with the current year is for working capital and capital. The operating budget will be tight, but achievable.

The reform package is a good proposal in my opinion and, if you take the time to read it (it is on our Web site), you will find that the Board has taken a strong position in support of intercity rail service. When you read it, keep in mind that it’s important that you look at the totality of the package, some of which you may think is good, some bad. However, overall it is a decent plan and the best I’ve seen in Amtrak history. It was not done in haste, and not made just for the sake of change.

None of us should be under any illusion that business as usual will be acceptable in the current political and economic climate — there will be reform. Either we can attempt to shape it, or we can stand aside and let it happen without our input.

There are a number of very unwise reform proposals floating around that, I believe, would be extremely harmful to our company and the future of intercity passenger rail. Our proposal is thoughtful and practical, and will form the basis for the coming debate, albeit some portions of the proposal are controversial.

The proposal calls for:

1. Adequate funding for Amtrak in FY '06.
2. Establishment of a federal capital grant program for state investment in intercity passenger projects (80 percent federal, 20 percent local) placing rail on the same basis as highways and air. Once in place, states would be responsible for 100 percent of any operating deficit after four years.
3. The federal government through Amtrak would be responsible for bringing the Northeast Corridor up to a state of good repair.
4. Amtrak would remain a vertically integrated company, i.e., corridor maintenance would not be separated from operations.
5. Organizationally, Amtrak would remain as it is today; however, we would budget and report on five businesses — state corridors, long distance trains, NEC operations, infrastructure and ancillary businesses.
6. Performance targets would be set for long-distance trains. Trains requiring more subsidy than these standards would also require additional state or federal subsidy, or be discontinued. This would not happen overnight, but would put pressure on us to improve.
7. It is proposed that the Railway Labor Act be changed (for Amtrak only) to move us closer to a standard business. For example, negotiated agreements would terminate at the end of the term; management may impose new terms; unions may exercise self-help; and presidential emergency boards and releases would be eliminated. The reason for this change is to allow us to deal with work rule issues that frankly are very difficult to deal with under the existing law.
8. It is proposed that new employees would be placed in Social Security. Current employees would be grandfathered in Railroad Retirement.
9. The plan envisions that there would be a growth in competition in the industry for both services and possibly operations. The states would become the purchaser and have the right to select the most efficient operator.
10. Lastly, our debt of some $3.8 billion would be assumed by the federal government, thereby removing the need for nearly $300 million in annual funding.

Under this plan it is important that we be in a competitive position, which is why the company is seeking work rule changes and the change to Social Security. For example, we have already lost business to competitors who organize their maintenance activities based on industrial versus craft lines and are covered by Social Security. Further, we recently lost the opportunity to bring Acela over-haul work to the Bear, DE, shop because of our inability to organize our forces efficiently. The current rules are based on existing craft distinctions and scope rules, and it is now clear to me that this has to be changed if we are to survive and if our work force is to have a future in this industry. If management and labor were more creative, we could work our way through this problem.

In sum, while I believe this is a good plan, I know some portions of it are controversial. However, I would remind you that reform will happen and we can either shape that reform or be its victim. What it comes down to is unless we change, we will not survive.

Our Board has shifted the debate and I would urge all to understand what is proposed and to support responsible change. There is much in our proposal for all of us to support. We should limit our disagreements to the extent possible.

How some of these proposals actually pan out will be the subject of much discussion over the course of this year and maybe the next. No one really knows exactly what the outcome of all of this will be.

I will keep you posted as things develop.

Sincerely,

David L. Gunn

David L. Gunn

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David L. Gunn
Plans To Announce Enhanced Empire Builder Service In Place

To prepare for the launch of the revitalized Empire Builder service this summer, the Marketing and Sales department is planning a comprehensive series of actions to highlight the newly refurbished equipment, improved amenities and redesigned service. The Empire Builder has been selected as the prototype for Amtrak’s initiative to improve the financial performance of its long-distance trains, as stated in the recently announced Strategic Reform Initiatives unveiled last month. These changes are aimed at positioning the service as a premier leisure-travel train and increasing ridership and revenue, while keeping expenses low. The planning of this endeavor takes months of careful preparation and coordination — as well as comprehensive efforts to build interest among customers, travel agents, convention and tourist bureaus and others about the changes in advance of the service’s kickoff. This job falls to Amtrak’s Marketing and Sales department and starts with an announcement this month of the official start date in August. As a way to attract customer attention, the Marketing and Sales department is developing an online sweepsstakes, offering a chance to win a trip on the Empire Builder and a vacation package in Seattle or Chicago. The sweepsstakes will be featured on Amtrak’s Web site and in newspaper advertising. “Since over 30 percent of all bookings come through amtrak.com, this is an excellent channel to promote the Empire Builder,” explained International Sales Manager Craig White. In addition, Amtrak is working with tour operators in the United States and Europe to feature the route in their vacation packages. “The visitors coming from overseas have a natural tendency to travel by train. So, our overseas tour operators will be developing packages that highlight sites along the route,” White added. Ski packages are being negotiated with major operators, such as Ski-Pak located in Seattle, WA, that will feature travel on the Empire Builder to the popular Big Mountain Ski Resort near the Whitefish station.

But getting information to the public about the changes being made before the new service starts falls in large measure to a small, but highly experienced media relations team within the Marketing and Sales department. This month, the team will release the August date of the service start-up and unveil a new poster from award-winning artist Michael Schwab that will soon appear in stations and in major cities along the route advertising the enhanced service. To gain as much attention as possible, Amtrak will invite reporters to see the refurbished equipment and learn more about the service. Because much of Amtrak’s advertising dollars are being saved for the fall, Amtrak will rely heavily on “earned” media to promote the Empire Builder service. As opposed to the “paid” media an advertiser buys from television, radio and newspapers, “earned” media relies on the ability of a company to “earn” news stories about its product or service. “Our objective is to promote the service as something new and exciting, but not oversell it in a way that over-promises,” said Amtrak media relations director Cliff Black. “Our principal message to potential passengers is that you are going to enjoy the changes we are making.”

Reporters that will cover the story of the Empire Builder will come from many different specialties. Some are exclusively travel writers who will want to focus on the travel experience of riding the train. Others may focus on the effort to refurbish the equipment. It is Black’s job and that of his team to determine the best approach with each and maximize the potential for positive news coverage. For some that may mean taking a trip aboard the new equipment or visiting an employee training class. As part of these activities, reporters will receive a press kit that includes Empire Builder brochures and information on the route and services offered. In August, when all systems are go, Amtrak will host a series of kick-off events in Chicago, Portland, Seattle and other communities along the route celebrating the improved service, much like those celebrating the train’s 75 years of service last summer. The Marketing and Sales department is but one of many departments working to make the new Empire Builder a success. The success of their efforts depends on the ability of all departments to deliver the service that will be advertised.

“This table setting is shown in the Empire Builder Supplemental Service Standards manual as an example of how to prepare tables for the wine and cheese tasting events that will be held in the dining car for First class passengers.”

To further support this initiative, training classes began earlier this month in Chicago and Seattle for train service and OBS employees working on the route. A key component of the training is a Supplemental Service Standards manual recently developed by the Service Delivery, Transportation and Employee Development departments. The manual, which will accompany the current Service Standards Manual, provides the foundation for the training curriculum. The supplement establishes guidelines unique to the Empire Builder service from the start of the trip to the finish. For instance, it specifies how coach attendants should introduce themselves to each passenger, provide at-seat meals, and offer complimentary pillows and blankets, which will be available for sale. The manual provides procedures for hosting the wine and cheese tasting events that will be held in the dining car for First class passengers.

Beech Grove’s Wreck-repair Program Moves Forward

Carmen welder Butch Vick stands in the vestibule of Viewliner Sleeping car 62013 as he rebuilds the car’s interior framework. The Sleeping car, scheduled for release in mid-summer, will be the seventh car returned to revenue service under Beech Grove’s FY ’05 wreck-repair program. The heavy-duty maintenance facility is slated to fix three more wreck-repaired cars by the end of the fiscal year.

The Sleeping car arrived at Beech Grove in May 2005 after a derailment in McIntosh County, GA. The car sustained heavy damage and required repairs to the end of the car, undercarriage, collision posts, doors, trucks, trap doors and steps — at an estimated cost of $620,000 and 4,200 labor hours.
**The remanufacturing process**

remanufactured as well as an additional 22 coaches. Twenty-two and other components, according to Amtrak, will get new wheels, couplers and other equipment, typical used to replace the coaches on trains such as the Adirondack, the Downeaster and the Maple Leaf. Equipment on these trains returned to Metroliner service.

In addition, to help things run smoothly, mechanics at the shops were extra diligent about keeping the shop counts as low as possible. By the first week in May, Amtrak had in place a well-advertised modified schedule that ran Metroliners in weekday hourly slots from 6 a.m. to 6 p.m. between Washington and New York, as well as 20 out of the 22 the regularly scheduled Regional trains. Also between Washington and New York on Saturdays, four Metroliners were in place going north and south, and on Sundays there were seven departures from Washington and eight from New York, in addition to the Regionals already on the schedule.

**March was a strong month because of heavy travel during Easter holidays, high gas prices and marketing programs, such as the Share Fares promotions.**

Between New York and Boston there were 10 Regional roundtrips and two Metroliner roundtrips on weekdays and four departures per day on Saturdays and Sundays. The Marketing department also replaced Acela advertising with new Metroliner ads in newspapers, on the radio, and at well-covered venues, such as the billboards at sports stadiums. Meanwhile, the Marketing department also closely monitored self-out conditions to readjust equipment as needed.

Passengers were also made aware of the new schedule through their travel agents, corporate accounts, and Amtrak Guest Rewards, and Amtrak.com.

It is too soon to look at the long-term impact on ridership and revenue losses due to the suspension. However, before the disruption, Amtrak recorded some of its strongest ridership and revenue numbers in several months.

March was a strong month because of heavy travel during the Easter holidays, high gas prices and marketing programs, such as the Share Fares promotions. Total March ridership (2.26 million trips) was up six percent compared to last year, and up three percent versus budget; while total ticket revenue ($110.6 million) rose six percent over last year, and was in sync with the budget.

Overall, nearly all of the short-distance corridor services surpassed last March’s ridership and revenue figures, with Midwest train ridership up 20 percent. Other notables included 12-percent ridership growth and 13-percent spike in ticket revenue on the Pacific Surfliners, and Keystone ridership growth of 14 percent and an increase of almost 23 percent in revenue over last year.

With 10-percent ridership growth and a nearly 13-percent rise in ticket revenue over last year, Regional service performed the best it has since the start of the fiscal year. The growth is partly attributed to Share Fares, a marketing promotion that benefits...
Dear Amtrak Co-workers:

I am very pleased to have this opportunity to share my thoughts about the work we are doing in the Transportation department in general, and in the New York Division in particular. Of course, as an informed Amtrak employee, you know our highest responsibilities are safety, security and service quality.

Let me address the issue of service first. To ensure that we provide consistent service to our passengers, the Transportation department has targeted three key concepts that drive the quality of the service we must provide. The first is that the conductor is in charge of the train; the second is that service is everyone’s responsibility and each Transportation department employee — no matter what his or her function is accountable for the quality of our service; and the third is that our passengers are to be kept informed on a timely basis regarding service, delays and any disruptions while in our stations and on our trains.

These concepts were discussed at a national Transportation department staff meeting held last month in Crotonville, NY, where system-wide action plans were developed and are now being put into action on the New York division.

The subject of security is serious and is, as you might imagine, taken very seriously here in New York and across the division. We have established a Division Security Committee that meets on a regular basis to discuss and implement grassroots security initiatives. An important emphasis is that our employees are the most familiar with their own work areas and they are the ones best suited to know when something is not right within their environment. Our committee has also engaged in actions with New Jersey Transit and the Long Island Rail Road related to Transportation Security Administration requirements, including infrastructure improvements and training and communications efforts. In the area of security communication, we also work closely with the Division Safety Committee, asking for their assistance during Safety Walkabouts with our security efforts, such as reporting unlocked gates and access doors and employees not wearing proper identification.

We will continue to focus on personal safety and operating rule compliance through the year. The New York team is highly motivated and qualified to meet and even exceed the goals of the Transportation department. Please continue to remember that safety is our top priority in everything we do, every moment we are on the job.

Continually honing our skills is crucial to our success. All management personnel are actively using the Transportation department review system to recognize and coach employees regarding their responsibilities on the job, so that we can collectively improve our safety job skills and service to our passengers.

The division management employees are attending the Transportation Supervisor’s Workshops to improve skills in problem solving, use of management tools and service management. All Transportation department employees are attending Block Training to improve teamwork and leadership skills, service and regulatory-related skills.

Cooperation and communication are key to maintaining a successful relationship with each of the two commuter agencies we work with in New York Penn Station. Between New Jersey Transit, the Long Island Rail Road and Amtrak, our management team and employees handle over a half million passengers on more than 1,010 trains each day.

I also want to take this opportunity to thank everyone for all their dedication and hard work during this difficult time as we work to accommodate passengers on the Northeast Corridor due to the suspension of Acela Express service. From revising operating schedules, to finding alternate equipment, to helping our passengers with ticket exchanges, I want you to know how much I appreciate everything that you’ve done. This is the time when employees shine and I want you to know how appreciative I am to have such a dependable staff.

I am very pleased to have the opportunity to be part of the proud team of hard-working and dedicated employees that represent the New York Division. I look forward to our future challenges and successes as we work to improve and sustain our track record.

Sincerely,

Lenore Slimbock
General Superintendent
New York Division

Security Training
Put Into Action

Amtrak station employee Monica Romero-Herrera (right) assists a passenger at Los Angeles’ Union Station baggage room. Ms. Herrera, who recently attended the new Block Training for Transportation department employees, had an unexpected opportunity to practice some of the security awareness skills she learned in the class.

“The timing of the training was great because I went to the class on a Tuesday, learned about suspicious packages and evacuating passengers, and the very next Monday a co-worker discovered a suspicious package in the subway tunnel where we load the trains. We worked with the Los Angeles Police Department to evacuate the station and make sure the passengers were clear from the train platforms. Having gone to the class, I had a clear understanding of what we were doing. Luckily, it turned out to be a false alarm but I thought we did a good job responding.”
Spring Activities Generate APD National, Local Distinction

While Amtrak’s Police Department is always in action, this spring offered a number of notable highlights. In the month of March alone, the APD twice garnered national recognition, inaugurated a corps of sergeants, and extended its reach into local communities.

Of the two national recognitions, of major consequence to the department was its re-accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Additionally, the National Heart Association recognized several Amtrak police officers for their lifesaving efforts in Providence, RI.

The department’s fourth consecutive law enforcement accreditation was awarded in March. “It is an honor for Amtrak to meet the rigorous professional law enforcement standards set forth by CALEA and we are grateful to them for this recognition, which sets apart Amtrak’s police force within the law enforcement community,” said Chief Sonya Proctor.

The accreditation is valid for three years, during which time the Amtrak Police Department must submit annual reports attesting to compliance with CALEA standards in policy and procedures, administration, operations and support services. As part of the accreditation process, Amtrak employees and the public were invited to offer comments with regard to the re-accreditation via phone or written submission.

The Amtrak Police Department received its first accreditation in March 1992, becoming the first nationwide agency accredited in the history of the law enforcement program.

Another national organization, the American Heart Association, held an award ceremony in Providence, RI, where Russell Miller, along with his wife Tressa, tearfully thanked the Amtrak Police officers and a Providence emergency medical team for their lifesaving work during an incident at the Providence station.

During the ceremony, the AHA awarded six Amtrak Police officers with Heartsaver Awards for their role in saving Miller’s life. The officers were recognized at the March 30 event for their team effort and using an Automated External Defibrillator (AED) to revive Miller, after he went into cardiac arrest while leaving the Amtrak garage at the Providence station in October 2004.

Amtrak Police Officers have participated in other lifesaving efforts using automated external defibrillators. Also in March, officers used an AED to resuscitate a man who had collapsed at Union Station in Washington, D.C.

Also of significance to the department in March was the promotion of 15 officers (see photo below) to the rank of sergeant. Amtrak places a great value on the continued safety and security of our employees and passengers, and it is reflected in the recognition today of these outstanding individuals.

Members of the department’s Honor Guard and Pipe and Drum Unit opened the ceremony, and family members and friends of the officers participated in the badge-pinning portion of the event. “I enjoyed the protocol associated with the event and I am proud to have been recognized with my peers and commanders. This has re-invigorated my commitment to the Amtrak Police Department and as a public servant,” said newly promoted Sgt. Michele Page who is with APD’s force in Chicago.

On a local level, the department also sponsors two APD Explorer programs — one in New York City that is managed by Officer Harry Barnes and another in Philadelphia, managed by Officer Doug Paige — that are aimed at helping teens to explore careers in law enforcement and increase their leadership abilities through community outreach and volunteer efforts.

In March, four Philadelphia APD Explorers accompanied Amtrak Police Chief Sonya Proctor and Officer Paige to Turner Middle School, where they helped the students celebrate Train Safety Day. Sixty pre-kindergarten students from the school demonstrated to Chief Proctor and the APD Explorers what they had learned about train safety from Paige, who regularly gives presentations on train safety.

The Philadelphia Division launched its Amtrak Police Explorers program, which is open to all young people ages 14-20, in October 2004. The group includes 20 Philadelphia public high school students who meet weekly.
Transportation Department Employee Injuries Continue to Decline

The Transportation department’s safety performance for the first half of FY ’05 continues to improve. It has sustained through March 31 an employee reportable-injury ratio of 3.1, which is a 21-percent improvement over FY ’04, and is also 6 percent better than the Amtrak system goal of a 3.3 reportable injury ratio.

The improvement is even better in some segments of the Transportation department. The Service Delivery group’s injury ratio is down by 100 percent, while the Southwest Division’s ratio fell 22 percent compared to the last fiscal year.

Two years ago, the Transportation department sustained a reportable injury ratio of 4.5 (exceeding the Amtrak system goal of 3.8). To address this shortcoming, in FY ’04, the Transportation department implemented a detailed plan to reduce injuries and improve safety performance. By the end of that fiscal year, the Transportation department had achieved its goal of a 3.8 injury ratio.

The department’s plan to reduce injuries centers on targeting the highest-profile injuries (falling, lifting) by first doing a thorough root-cause analysis of each injury, and determining the unsafe behaviors that place employees at risk. The focus then shifts to specific prevention techniques that change at-risk behaviors to safe behavior. By emphasizing MoveSmart® techniques, the Transportation department provides focused safety messages to employees during briefings and observations. Additionally, the current Transportation Supervisor Training Workshop provides managers and supervisors with methods for providing constructive feedback as they work with employees to identify both proper and at-risk behavior.

First implemented in the summer of 2004, the plan consists of a campaign that focuses specifically on preventing slips, trips and falls. Included are employee education and briefing materials, supervisor guides and other collateral materials aimed at correcting specific behavior that can contribute to those types of injuries. As a result of this campaign, the number of injuries resulting from slips, trips and falls during the summer of 2004 was reduced by 65 percent versus FY ’03. The FY ’05 fall season program has targeted improper lifting techniques that could lead to injuries. This resulted in a 57-percent injury reduction compared to the same quarter in FY ’03. And, with winter weather often presenting slippery conditions, the 2005 winter season program also focused on slips, trips and falls. This resulted in a 26-percent reduction in injuries over the same period in FY ’04.

The Transportation department’s plan for the spring FY ’05 campaign is designed to address injuries that result from employees being “struck by” objects such as luggage, equipment, vehicles, or even passengers who may grab an employee for stability while boarding, or moving within a train.

Marketing Department Chosen for Recognition

Marketing Receives Susan G. Komen Breast Cancer Foundation Lumina Award

On behalf of the Marketing and Sales department, Tom Sabo, director, Mid-Atlantic Sales and Marketing, accepts the Susan G. Komen Breast Cancer Foundation Philadelphia Affiliate’s Lumina Award last month.

Through the efforts of the Marketing department’s Helena Funk, Amtrak has been a steadfast sponsor of the organization’s annual walk/race to raise money for breast cancer research for the past seven years. Thousands of supporters participate in the Philadelphia event every year, during which Amtrak’s presence is given high visibility.

Nine Campaigns Lauded

Amtrak’s marketing efforts have not only caught the public’s attention, but also accolades from the Transportation Marketing & Communications Association (TMCA). This year, Amtrak’s Marketing and Sales department was awarded nine of the association’s annual Tranny Awards for its work on several outstanding promotional campaigns and events.

The national organization recognizes transportation and transit industries’ best practices in marketing and communications programs that promote the goals of the organization.

Transportation Marketing & Communications Association Tranny Awards

<table>
<thead>
<tr>
<th>Award</th>
<th>Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award of Excellence</td>
<td>Carol Shannon</td>
</tr>
<tr>
<td>Travel Made Simple (Ad Campaign)</td>
<td></td>
</tr>
<tr>
<td>Awards of Merit</td>
<td></td>
</tr>
<tr>
<td>Acela Winter Advertising Campaign (Integrated Communications)</td>
<td>Darlene Abubakar</td>
</tr>
<tr>
<td>Blue Water Train Launch (Integrated Communications)</td>
<td>Tracy Robinson</td>
</tr>
<tr>
<td>Guest Rewards Member Reactivation (Direct Marketing)</td>
<td>Michael Blakey</td>
</tr>
<tr>
<td>Guest Rewards E-Update (New Media)</td>
<td>Michael Blakey</td>
</tr>
<tr>
<td>Amtrak.com Relaunch (New Media)</td>
<td>Kathleen Gordon</td>
</tr>
<tr>
<td>America Hispanic Brochure (Communications Collateral)</td>
<td>Tracy Robinson</td>
</tr>
<tr>
<td>Empire Builder 75th Anniversary (Integrated Communications)</td>
<td>Darlene Abubakar</td>
</tr>
<tr>
<td>4:05 Advertising (Single Ad)</td>
<td>Carol Shannon</td>
</tr>
</tbody>
</table>
Recycling Initiative Makes More Than Cents

Ever wonder what you really should do with your old printer cartridge? Let this be the last time you throw it in the trash.

As part of the Environmental, Health and Safety department’s Recycling Business Plan, the company manages an initiative to recycle ink-jet and laser printer cartridges that has earned more than $1,000 in rebates from recycling more than 1,400 printer cartridges since August.

“While the amount of money the program generates is relatively small, it’s an easy contribution to our environmental mission and it helps keep waste out of landfills,” said Craig Caldwell, Environmental department superintendent.

The program kicked off in August at Amtrak’s Union Station in Washington, D.C., and by the end of FY ’04, more than 50 additional sites, including Amtrak stations, mechanical shops, maintenance yards, crew bases and commuter services had joined the effort. The program is also made available to Amtrak customers who have also contributed nationwide to Amtrak’s rebate program.

Amtrak works with a vendor, AAA Environmental, which provides Amtrak with a rebate for every recycled cartridge suitable for remanufacturing that it receives. To make recycling easy for Amtrak employees and customers, AAA Environmental provides pre-addressed, pre-paid mailers that can be dropped in any mailbox or pre-paid collection box ready for FedEx Ground pickup.

Employees in a number of locations have volunteered to serve as recycling site contacts to help ensure that cartridges are sent to the vendor. Each time a printer, fax, or plotter cartridge is replaced, the used cartridge is placed in the appropriate mailer and sent to the recycling center.

All mailers are coded by Amtrak location and AAA provides Amtrak with reports of recycled cartridges by location that enable the railroad to track the program’s progress.

Amtrak’s Recycling Business Plan includes mandated and voluntary efforts that help prevent pollution and reduce disposal costs. Amtrak currently spends approximately $6 million annually on waste management, of which about $3 million is for trash disposal.

For more information about the program and a complete list of site coordinators and locations, employees can visit Amtrak’s Intranet. From the home page, select “How We Work,” then “Environmental,” and then click on the Recycle Program link.

Protect Against Cyber Dangers

The use of home computers to access work-related items, such as e-mail and the Amtrak Intranet, is becoming commonplace for many employees. The availability of high-speed Internet connections from home increases the risks of unauthorized or malicious access to home computer equipment, disclosure of personal information and unauthorized access to Amtrak’s computer systems.

Amtrak’s Information Security team recommends that home computer users install anti-spyware software on their computer systems as a safeguard against malicious software, unauthorized access and disclosure of personal information. The Information Security pages on the Amtrak Intranet (under the “How We Work” tab, then “Amtrak Technologies”) provide more information about safe computing practices.

The following Federal Trade Commission article provides some helpful hints to avoid these potential problems:

![Director of Information Security - Frank King](left) and Information Security Manager James Smith check the IBM monitoring system to detect intrusions.

Every time you buy stuff online, do your banking or pay bills over the Internet, check in with your office by e-mail or just surf the Web for fun, you open a gateway to the personal information on your computer — including credit card numbers, bank balances and more. You may also be in for costly computer repairs and lost data, due to damaging computer viruses that can invade your computer through e-mail connections.

Fortunately, there are steps you can take to protect your computer, your information and your peace of mind from computer creeps who try to slow down a network operation, or worse yet, steal personal information to commit a crime. Here are some tips to help you, from the security experts at the Federal Trade Commission (FTC):

- Make sure your passwords have both letters and numbers, and are at least eight characters long. Avoid common words: some hackers use programs that can try every word in the dictionary. Don’t use your personal information, your login name or adjacent keys on the keyboard as passwords — and don’t share your passwords online or over the phone.

- Protect yourself from viruses by installing anti-virus software and updating it regularly. You can download this software from software Web sites, or buy it in retail stores; the best programs recognize old and new viruses and update automatically.

- Prevent unauthorized access to your computer through firewall software or hardware, especially if you are a high-speed user. A properly configured firewall makes it tougher for hackers to locate your computer. Firewalls are also designed to prevent hackers from getting into your programs and files. Some recently released operating system software and some hardware devices come with a built-in firewall. Some firewalls, which block outgoing information as well as incoming files, stop hackers from planting programs, called “spyware,” that cause your computer to send out personal information without your approval.

- Don’t open a file attached to an e-mail unless you are expecting it or know what it contains. If you send an attachment, type a message explaining what it is. Never forward any e-mail warning about a new virus. It may be a hoax and could be used to spread a virus.

- When something bad happens — you think you’ve been hacked or infected by a virus-e-mail — report the incident to your Internet provider and the hacker’s Internet provider, if you can tell what it is, as well as your software vendor.

To learn more, visit the FTC Web site at www.ftc.gov/infosec or call toll free 1-877-FTC-HELP (1-877-382-4357).

Each Amtrak site has a volunteer designee responsible for ordering and replenishing recycling supplies, but the department is looking for additional volunteers. Employees interested in acting as site coordinators should contact the printer cartridge recycling coordinator, Wanda Lofflon at 202 906-3988 (ATS 777-3988).

Current Recycle Locations

Mid-Atlantic Division – Philadelphia, PA, Wilmington and Bear, DE, Washington, D.C., and Manassas, VA

New York Division – New York (PCC Offices) and Sunnyside, NY

Pacific Division - Edmonds; Bellingham, Spokane and Seattle, WA, Whitefish, Shelby, and Havre, MT, and Oakland CA

Southern Division – New Orleans, LA, Charleston, SC, and Jacksonville, FL

Southwest Division – Camp Pendleton, CA, San Luis Obispo, and Los Angeles CA

Central Division – Beech Grove, IN, and Chicago, IL

New England Division – Boston, MA, New Haven, Groton, and Hamden, CT, and Providence, RI.
Spring and Summer Promotions Bloom

To help grow ridership and revenue, targeted marketing efforts have been launched to reach potential customers in a range of venues across the country this month.

On the national front, as part of the ongoing promotion of the Columbia Pictures movie “Are We There Yet?”, Amtrak is partnering with Sony Pictures Home Entertainment to support the film’s DVD release. Customers purchasing the movie, scheduled for release on May 24, will receive a 20-percent discount offer inside each DVD package that is good for travel on select long-distance trains between Sept. 6 and Dec. 15, 2005. The offer may also be combined with the Student Advantage, Veterans Advantage, AAA, NARP, Kids Ride Half Off and Senior discounts.

Maryland Movie Goers
Amtrak also caught the eye of thousands of film enthusiasts at one of Maryland’s most prestigious festivals — the Maryland Film Festival — held earlier this month. Amtrak’s sponsorship of the film festival held at a variety of venues in the Baltimore area, included placement of Amtrak’s name and logo on the festival’s Web site, in the program book, on theater signage and on trailers displayed on the screen before each film.

Employee Offer on Grand Canyon Package
Amtrak employees and their guests may receive a 15-percent discount on one of Amtrak’s most popular tours — the Grand Canyon.

Sacramento Cruise and Rail
Starting this month, Amtrak is partnering with Harbor Bay Maritime to promote a four-hour river cruise through the Sacramento Delta with the option to return via Capitol Corridor service. On Saturdays, the high-speed catamaran operates along the delta between San Francisco and Sacramento with a late afternoon Capitol Corridor return, making for a relaxing one-day excursion. On Sundays, the vessel boards a new group of passengers and travels from Sacramento to San Francisco with the Capitol Corridor again offered for the return. The river cruise is available on certain weekend dates in May, June, July and August.

March Results Among Strongest in Months

Ridership and Ticket Revenue for March 2005

<table>
<thead>
<tr>
<th>Month of March</th>
<th>FY ‘04/Actual</th>
<th>FY ‘05/Budget</th>
<th>FY ‘05/Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>2,831,455</td>
<td>2,193,184</td>
<td>2,257,766</td>
</tr>
<tr>
<td>Ticket Revenue</td>
<td>$104,574,341</td>
<td>$110,275,292</td>
<td>$110,639,073</td>
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</table>

<table>
<thead>
<tr>
<th>Fiscal Year-to-date</th>
<th>FY ‘04/Actual</th>
<th>FY ‘05/Budget</th>
<th>FY ‘05/Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>8,169,712</td>
<td>12,327,978</td>
<td>12,390,962</td>
</tr>
<tr>
<td>Ticket Revenue</td>
<td>$614,493,136</td>
<td>$636,106,443</td>
<td>$609,271,602</td>
</tr>
</tbody>
</table>

At the end of March, Acela ridership was up nearly 10 percent over the same period last year.

Long-distance trains, which had been performing poorly so far this fiscal year, were up 4 percent in ridership and over 5 percent in revenue in March. This growth is in part associated with the system-wide campaign launched mid-February, which includes a $25 online discount for two nights’ accommodations booked on hotels.com.

Operation Lifesaver Needs Your Help

The warm weather brings kids outside to play and when school is over, they will be looking for things to do. One thing no one wants them to do is play around the trains or tracks.

Operation Lifesaver is a national, non-profit safety advocacy organization dedicated to ending injuries and fatalities on railroad rights of way and highway-rail grade crossings.

As a member of the OL Board of Directors, Amtrak is actively involved in helping OL recruit volunteers to give presentations to schools and other organizations about railroad safety.

If you are interested in learning more about Operation Lifesaver and donating some of your time to helping educate the public about railroad safety, contact Alvin Richardson, senior safety coordinator, in Washington, D.C., at richara@amtrak.com or 202 906-3434 (ATS 777-3434).

Strategic Reform Initiatives

Believes today have outlived their era, but continue because contracts may continue beyond their term.

In a message to employees reprinted in this issue, Amtrak President David Gunn said, “While I believe this is a good plan, I know some portions of it are controversial. However, I would remind you that reform will happen and we can either shape that reform or be its victim.”

The entire Strategic Reform Initiatives document is available on Amtrak’s Internet and Intranet.
Congratulations to All of You!

25-Year Anniversaries
April 2005
ANTEE, PHILLIP
Los Angeles District
ARMSTRONG, BARRY
Chicago Metro District
ASBURY, WILLIAM
Beach Grove District
BACKERT, TIMOTHY
Baltimore District
BADYNA, ROBERT
Miami District
BARRETT, NORMAN
Philadelphia District
BASILE, MARIO
Philadelphia District
BIBB, EDWARD
New Orleans District
BOYLE JR, HUGH
Philadelphia District
BRAITHWAITE, DOUGLAS
New York District
BROWNE, CAROL
Wilmington/Bear District
BROWN, GARY
Beach Grove District
BROWN, REGINALD
Wilmington/Bear District
BROWN, GARY
Philadelphia District
CALVERT, HENRY
Baltimore District
CALVERT, WAYNE
Wilmington/Bear District
CARR, WILLIAM
Wilmington/Bear District
CARY JR, JOHN
Baltimore District
CASSELL, Cheryl
Philadelphia District
CAVALIER, STEVEN
Wilmington/Bear District
CHILDS JR, LESLIE
New York District
COLEMAN, DANIEL
Philadelphia District
COLLINS, STEPHANIE
New York District
CONWAY, JUDY
Chicago Metro District
CUBELLO, PATRICK
Baltimore District
CURTIS, MICHAEL
Wilmington/Bear District
DALE, GREGORY
Wilmington/Bear District
DAVIS, JAMES
Chicago Metro District
DEEMS, EDWARD
Baltimore District
DIGGS, GWENDOLYN
New Orleans District
FINN, ROBERT
Wilmington/Bear District
FLOTTE, MARIO
Los Angeles District
FOX, ROBERTA
Chicago Metro District
FREYMAN, MARK
Baltimore District
FROELICH JR, JOHN
Philadelphia District
GILBERT JR, DENNIS
Baltimore District
GOLDSBOROUGH JR, LAWRENCE
Philadelphia District
GRADY, JOHN
Los Angeles District
GRAVES, PAULA
Wilmington/Bear District
GRIBBEN, WAYNE
Philadelphia District
HARRIS, CHARLES
Wilmington/Bear District
HAUER, JAMES
Philadelphia District
HENDERSON JR, BILLY
Wilmington/Bear District
HILL, DAISY
Los Angeles District
HOLDEN, DELORES
Philadelphia District
HUMES, GEORGE
Mid-Atlantic Div/DC Non-HQ District
HUMPHRY, GRANT
Chicago Metro District
IRELAND, JOSEPH
New York District
IVES, CHARLES
Wilmington/Bear District
JACKSON, ALEXIS
Chicago Metro District
JACOB, RODRIG
Chicago District
JAMES, DAVID
Baltimore District
KATZ, LISA
New York District
KERSHAW JR, WILLIAM
New York District
KESSLER, LADDA
Oakland District
KOSCIUK, DANIEL
New Haven District
LANDOLT, THOMAS
Chicago District
LARE, MYRTIS
Baltimore District
LENNON, RONALD
Oakland District
LENSKIN, DIANA
Philadelphia District
LINDSAY, JAMES
Philadelphia District
LUCERO, MICHAEL
Oakland District
MAGARI, WILLIAM
Wilmington/Bear District
MAKOWSKI, RONALD
Philadelphia District
MANDOULA, CHARLES
Washington, DC/HQ
MARCINO, JAMES
Philadelphia District
MARION, JEFFREY
Chicago Metro District
MCCABE, SANDRA
Philadelphia District
MCCAFFREY, JAMES
Baltimore District
MCDONOUGH, WILLIE
Chicago District
MCGRAY, TIMMY
Chicago Metro District
McLAUGHLIN, LEOH,
Philadelphia District
MENZ, YOLANDA
Chicago Metro District
MEYER, CHARLES
Beach Grove District
MICHELS, PAMELA
Mid-Atlantic Div/DC Non-HQ District
MORRISSEY, DANIEL
Chicago Metro District
NEBRESKY, LAURENCE
Los Angeles District
NELSON, ROBERT
Beach Grove District
NEU, JOHNN
Twin Cities District
PRATHER, DONALD
Wilmington/Bear District
RAMIREZ, CARMEN
Los Angeles District
RAY, MICHAEL
Wilmington/Bear District
RESENNDE, JEANETTE
Los Angeles District
RICHARD, FRANK
Philadelphia District
RICHMAN, STEVEN
Beach Grove District
RODDEN, MICHAEL
Baltimore District
ROWELOW, HOWARD
Los Angeles District
SABAT, BRUCE
New York District
SKINNER, DANIEL
Oakland District
SMITH JR, MARLIN
Washington, DC/HQ
SMITH, GREGORY
Baltimore District
SMITH, KIMBERLY
Chicago Metro District
SNYDER, DANIEL
Philadelphia District
STAINER, DALE
Washington, DC/HQ
STEARN, STEVEN
Chicago District
STOKES, KIRK
Chicago Metro District
THOMAS, VANESSA
Wilmington/Bear District
TIFITH, LEE
Los Angeles District
TRACY BANKS, LEE
Los Angeles District
TRIBLE, ALICE
Wilmington/Bear District
UGNAR, NANCY
Los Angeles District
VALLEY LEYS, CARITA
Oakland District
VAN SANT, KEITH
Oakland District
WARNER, JOHN
Wilmington/Bear District
WELLMAN, STEVEN
Chicago Metro District
WIEDMANN, DOUGLAS
New York District
WIGGINS, LIZZIE
Philadelphia District
WOOD, JAMES
Baltimore District
WOODS, MICHAEL
Chicago Metro District
30-Year Anniversaries
April 2005
ALDRIDGE, JOHN
Beach Grove District
ALFORD, ALFRED
Beach Grove District
ALLEN, MICHAEL
Beach Grove District
BARNES, THOMAS
Beach Grove District
BELLMAR, GEORGE
Beach Grove District
BENNETT, DWIGHT
Beach Grove District
BOB, KENNETH
Beach Grove District
BORMITZI, ROBERT
Beach Grove District
BROWN, CLARENCE
Beach Grove District
BROWN, ROBERT
Jacksonville District
BUS, DARRELL
Philadelphia District
BUTCHER JR, BERTIE
Beach Grove District
CALLON, RALPH
Beach Grove District
CHAPELL, TIMOTHY
Beach Grove District
COATES, JAMES
Chicago Metro District
COOPER, BRIAN
Beach Grove District
DE’TAR, JAMES
Beach Grove District
DENHAM, RONALD
Beach Grove District
DEWITT, MICHAEL
Beach Grove District
DOTTSON, RONALD
Beach Grove District
DUCY, DANIEL
Beach Grove District
FARMIGA, MICHAEL
Beach Grove District
FOWLER, JOHN
Beach Grove District
GALLAGHER, ANTON
Beach Grove District
GIBSON, JAMES
Beach Grove District
GILLEY JR, MAURICE
Beach Grove District
GOINS, GARY
Beach Grove District
HALL, STEPHEN
Beach Grove District
HANKINS, MICHAEL
Beach Grove District
HICKS, RANDY
Beach Grove District
HOPF, MICHAEL
Beach Grove District
IRLAN, BARBARA
Beach Grove District
JACKSON, LARRY
Beach Grove District
JOHNSON, EARL
Beach Grove District
JOHNSON, JOHN
Beach Grove District
JOHNSON, SHELTON
Beach Grove District
JOHNSTON, DAVID
Beach Grove District
KELLAR, PHILLIP
Beach Grove District
KOLACEK, WILLIAM
Wilmington/Bear District
KRIECH, JOSEPH
Beach Grove District
LAGE, KAREN
Chicago Metro District
LARGE SR, EDWARD
Beach Grove District
LEWIS, BENNY
Beach Grove District
LOTROP, THOMAS
Beach Grove District
MACHER, THOMAS
Beach Grove District
MCCULLOUGH SR, FREDERICK
Beach Grove District
MCDAVID, RICK
Beach Grove District
MILENAUGH, DAVID
Beach Grove District
MIELER, ALFRED
San Jose District
MOSBURN, STEVEN
Beach Grove District
PATCHETT II, WILLIAM
Beach Grove District
PATTON, DAVID
Beach Grove District
PRYHINES, WILLIAM
Beach Grove District
RIGDEN, ROGER
Beach Grove District
RIORDAN, DAVID
Beach Grove District
RIZZI, JOHN
Beach Grove District
ROGERS, MARK
Beach Grove District
RUSSELL, KARL
Beach Grove District
SAPPINGTON II, JOHN
Beach Grove District
SCHOEN, EDWARD
Beach Grove District
SCOTT, GERALD
Beach Grove District
SOOTS, DARRYL
Beach Grove District
STACY, RONALD
Beach Grove District
STANLEY, GARY
Beach Grove District
STONE, STEVE
Beach Grove District
TAYLOR, CLARENCE
Beach Grove District
TEMPLIN, RICHARD
Beach Grove District
TURNER, GEORGE
Chicago Metro District
VA TRESE, STEVEN
Beach Grove District
WARREN, LOUIS
Washington, DC/NQ
WELLS, JOSEPH
New Haven District
WILLIAMS, HENRY
Beach Grove District
WILLIAMS, JAMES
Beach Grove District
WILSON, DONALD
Beach Grove District
WOODLEE, ROGER
Beach Grove District
WOODS JR, GERALD
Beach Grove District
WRIGHT, STEPHEN
Beach Grove District
YOUNG, MICHAEL
Beach Grove District
Retirees
March 2005
ADAMS, FRANCINE
New York District
BAKER, MICHAEL
Philadelphia District
BARBER, THOMAS
Philadelphia District
BUTLER, JAMES
Beach Grove District
BUHLER SR, FREDDIE
Chicago Metro District
DAHLING, MARTHA
Philadelphia District
DEMETERS, PATRICIA
San Jose District
FARBER, DONALD
Philadelphia District
GALEA, NAZARENO
San Jose District
GARDNER, GLENN
San Jose District
HANSEN, PATRICIA
San Jose District
HARRIS, RICKY
Portland District
INGRAM, DOROTHY
Los Angeles District
JOHNSON, RONALD
Jacksonville District
LESLEY, LESLIE
Portland District
LUNN, ROOSEVELT
New York District
MACK, ANNE
New York District
MC DANIEL, CLIFORD
Oakland District
REYNOLDS, HARRY
Kansas City District
SEIFRIED, DOUGLAS
Chicago Metro District
SPARACELLO, SALVADOR
New Orleans District
STEPHNEY, RAY
Boston District
SWING, DAVID
Chicago Metro District
TERRELL, ROBERT
San Jose District
VELIAN, ANDRE
Miami District
WEAVER, RICHARD
Miami District

FOCUS! Will your photo be on the 2005 Amtrak Wall Calendar? Take the “Picture Our Train” 2005 Wall Calendar Photo Contest by submitting an original color photo of an Amtrak train capturing award logo and your image could appear on next year’s wall calendar with your credit. The first prize winner will also receive an Amtrak travel voucher. Submitting April 45, go to www.amtrak.com/photocontest for more information and complete contest rules.

Amtrak is a registered service mark of the Amtrak Holding Corporation.
New Benefit Helps Employees Stay Healthy

Beginning May 1, 2005, Amtrak is offering a new health care benefit to employees to help eligible participants better manage certain chronic conditions.

The new program, called SmartCare, is an optional, supplemental benefit that is offered at no cost to agreement-covered employees and eligible family members who suffer from diabetes, asthma, coronary artery disease, or congestive heart failure and who participate in the Comprehensive or Network Medical Plans administered through UnitedHealthcare.

The SmartCare program helps employees with chronic conditions avoid the complications of these diseases and provides a way for employees to take control of their health, rather than the other way around.

Participants who have been diagnosed with one of the conditions listed above will receive a letter in early May letting them know to expect a phone call from Matria Healthcare, the company that administers the totally voluntary program for Amtrak, to discuss the plan.

If the participant requests additional support or would benefit from it, the participant will be referred to a Matria health care specialist (such as RN, LPN, registered dietitian, or certified diabetes educator), who will work with the individual to create a treatment plan that makes the most of his or her care.

SmartCare does not replace a participant’s doctors or other health care providers. Instead, the program is designed to support and work with the treatments prescribed by the participant’s doctor.

The program is completely voluntary, however employees are encouraged to take advantage of the health care support it provides. Additionally, because the SmartCare program may be entered at any time, employees who at first decided not to participate may change their minds and enter the program later.
Dear Amtrak:

I rode on Amtrak’s Maple Leaf from Toronto to New York City. It was a very relaxing and enjoyable trip, and was very pleased with the level of comfort and service Amtrak provides on this run. You are doing well Amtrak, keep up the good work!

On a side note, I wish to personally extend a heartfelt thank you to the café attendant Harry Lutz. Mr. Lutz has to be one of the best café car attendants that I ever had. Besides being pleasant, friendly, great sense of humor, and very professional in his duties, Mr. Lutz has a spark inside of him … you can really tell that he loves his job. It is employees like Mr. Lutz that go above and beyond the level of service they are supposed to provide to ensure that every passenger that he serves is having an enjoyable trip. … Thank you Mr. Lutz and Amtrak for a wonderful trip.

Sincerely,
Tom C.
Springfield, NJ

Dear Amtrak:

Thank you!

Since the service improvements during the last couple of weeks in the timeliness of the San Joaquin, I’ve really enjoyed taking the train to and from work on a daily basis. Simply, your train has been running on [time] for me lately, and I wish to personally thank you for that.

While we own two cars in our family, I elect to take the San Joaquin, as part of my daily commute, between Walnut Creek (Martinez) and Stockton. A large part of the enjoyment of taking the train is directly related to two individuals who work for your organization — James Gamez and Marie Clugston.

It is true that the entire reputation of a company can come down to one or two employees — and those two employees are definitely James Gamez and Marie Clugston.

Once again, I personally want to extend my gratitude to James and Marie, who make my daily commute an enjoyable opportunity to relax and arrive in a good mood at work. These two individuals are truly assets to your corporation.

Sincerely,
Aaron W.
Walnut Creek, CA

MONTHLY VITAL STATS

for March 2005

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<td>Budget</td>
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The Strategic Reform Initiatives unveiled in April comprise a design for the future of intercity passenger rail and outline Amtrak’s role as a provider in the near and long term.

While some of the initiatives advance changes already in place, others are still conceptual. Similarly, some of the initiatives Amtrak is undertaking or plans to carry out on its own; others require leadership from the federal government, including legislative action.

The initiatives, outlined as structural, operating and legislative, would help transform the way in which passenger rail is financed and aim to reach four main objectives: establish an 80/20 federal/state matching grant program to help states move forward with corridor development; return the Northeast Corridor to a state of good repair; institute performance thresholds for long-distance trains; and create markets for competition. The vision for the future of passenger rail includes an Amtrak that is a viable, competitive provider of rail services.

Two years ago, a number of structural changes were made to stabilize the company. Layers of management were cut and organizational charts developed to clearly show who reported to whom, regular reporting of financial and performance figures began, GAAP accounting was put in place and zero-based budgeting that more tightly controls spending instituted. Building on those management controls, one of the near-term structural changes that will begin to take shape this year involves organizing planning, financial accounting, and reporting and management according to five business lines: Infrastructure Management (Amtrak-owned); Northeast Corridor Operations; State Corridor Operations; National Long-distance Operations; and Ancillary Businesses (non-core businesses, such as real estate and commuter services).

Not to be confused with the Strategic Business Units that were eliminated in 2002, the five would serve as categories to account for revenue and expenses. Doing so not only provides a sense as to what each business line costs to operate, but also defines each segment of the business more precisely. When that information is available, it will better inform management decisions about policies and the market, as well the debate among policymakers.

At this stage, the accounting changes won’t directly affect how each department plans and manages its budget — changing the current accounting and budget mechanisms on a dime would be disruptive. Instead, the five business lines will serve as an overlay to the current budget process.

The next version of the Five-year Strategic Plan, for FY ‘06 – ‘10, will be developed according to the business lines. This is but one component of the initiatives announced in April, upcoming issues of Amtrak Ink will explore other components of the package.

Credit Card Expenses Slashed as Company Tightens Controls

Amtrak expects to save over $3 million this year by cracking down on credit card fraud, renegotiating credit card contracts and streamlining transactions and other credit card transactions, according to the railroad’s Chief Financial Officer David Smith.

Every day, Amtrak processes more than 50,000 credit transactions through over 500 locations. This includes 230 ticket counters, two call centers in the U.S. and another in Canada (the Amtrak desk at VIA Rail Canada), two ticket-by-mail offices, the voice-response unit (or “Julie”), 175 Quik-Trak machines, and Amtrak.com. Also, conductors sell tickets and lead service attendants sell refreshments on board the trains, and these transactions are later entered into the credit card system by staff at stations and in offices systemwide. Additionally, travel agencies and tour operators sell tickets, and the Western Folder Distributing Company sells Amtrak merchandise, such as mugs, hats and posters.

In 2001, credit card sales topped $1 billion, but fraud cost the company $4.4 million. By 2004, the company had made changes that reduced fraud losses to $1.3 million and with additional changes this year, fraud losses are expected to decline to $900,000 for 2005.

The Finance group’s Treasurers department began a major effort in 2002 to reduce credit card costs, with a focus on fraud. Working closely with the credit card companies, the group determined that the majority of the fraud was happening at distribution channels other than the ticket counters. Therefore, systems and procedural changes were made that require customers to enter a credit card verification code and zip code when making a purchase on the Internet, at a call center and from Julie, and soon at Quik-Trak machines. These preventative measures, which began in 2002, have led to a $3.5 million annual drop in fraud losses.

Last year, a detailed review of the entire credit card process at Amtrak identified many other ways to improve revenues, streamline the credit card process and reduce company costs with more effective monthly reports that capture, report and analyze credit card activity.

Negotiation of a five-year renewal contract with the company’s credit card processor resulted in a 40-percent reduction in transaction fees and provides Amtrak with savings of more than $1 million over five years. A review of the company’s payment-acceptance policies and contractual relationships resulted in changes that brought further cost-savings. Credit card authorization fees were cut by 40 percent when Amtrak upgraded from an obsolete Visa system to a more efficient system provided by a new vendor.

The company’s account structure with the credit card organizations is updated and will be maintained on a quarterly basis. Credit cards, a major revenue stream, are not subject to taxes and therefore offer a competitive advantage over other forms of transportation.

Among the changes being made is an effort to cut fraud losses by 60 percent through new systems and procedures. This is expected to save the company $1 million over five years. The company’s overall credit card expenses, which cost $13 million in 2002, are expected to be cut by $3 million in 2005.
While I make sure that I keep you informed about what’s going on with respect to our funding situation in the Employee Advisories, I thought I’d share with you a couple of the experiences I’ve recently had on the road.

In mid-May, I rode the Empire Builder from Seattle to Chicago, which was very full. From Whitefish to Cut Bank I was joined by two U.S. Senators — Conrad Burns (R-MT) and Kit Bond (R-MO) — both of whom are on the Senate Appropriations Committee. As we ate breakfast in the dining car, we talked about the importance of preserving passenger rail.

The remanufactured sleepers on the train looked good, and the new shower modules are really great — particularly the public one. I was also glad to see that some of the crew members I talked to shared my enthusiasm for the margin improvement project for the service which was very full. Further along, I had a chance to visit the C and S shop, and was impressed with the work and the employees there. The Harrisburg Line used to be a real gem — that has been closed for decades (passengers wait on the platform). The Lancaster station, another beauty, is open, but in need some of renovations. With the state and local communities leading the way, these stations will not only be returned to their glory, but will help invigorate the area.

When it’s done in the fall of 2006, I really think the corridor will take off. This project and our partnership with PennDOT is a model for corridor development done right. Not only has the governor been extremely supportive, but we have — and appreciate — the support of all the communities along the route. I had a chance to visit the C and S facility in Lancaster as well. It is a great shop — I was impressed with the work and the employees there.

All of the signal huts you see along our right of way begin their life right in the shop. Our folks are so good, that they are routinely visited by others in the business to see how they do things.

I was also in Vermont recently and I had a chance to visit our stations in that state. I was impressed with the cleanliness and the dedication of our employees. I also met with Dawn Terrell, the Vermont secretary of Transportation — the state of Vermont is very proud of its trains and the service we offer. Speaking of impressive, I found the stations and our facilities clean and orderly. The Harrisburg Line used to be littered with debris and it’s been cleaned up and looks like a railroad again.

As we enter the summer season, remember that it’s always spring-cleaning season. At the risk of sounding like a broken record, keeping a neat working area is not just about appearances — it’s about safety, it’s about security (a disheveled environment is breeding ground for people up to no good), it’s about staying organized, and making the best use of our resources. So please tend to your desk, shop, or crew base. That goes for the trains, too.

 Michigan Station Renovations Celebrated

Local officials and passengers greet the arrival of Amtrak’s Pere Marquette during a dedication ceremony for the newly renovated and expanded train station in Bangor, MI, last month.

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Dear Co-workers,

To say the least, this spring has been a trying one — as you know, the discovery of cracks in brake rotors on April 15 led to the suspension of our premium Northeast Corridor Acela Express service and a subsequent scramble to get equipment to handle the demand. I’d like to take this opportunity to take a look back at what took place and how we responded.

While many of the cracks were not visible to the naked eye, full scrutiny of all Acela rotors revealed cracks affecting every trainset. We immediately made a decision, in the interest of the safety of our passengers and our employees, to suspend the service.

We announced on April 20 that the service would not likely return until summer, and then only gradually. We were left with a significant gap in our schedule, as on weekdays we had been running 15 roundtrips between Washington and New York and 11 between New York and Boston. It also left us with a reduction in revenue, as weekday Acela service brought in an average of about $1 million a day in revenue.

By the week of April 25, we were offering nearly hourly Metroliner service from 6 a.m. to 6 p.m., north and southbound, between Washington and New York. Starting on May 2, we advertised an hourly schedule (extending it to 7 p.m.) and two roundtrips between New York and Boston.

To achieve this, we redeployed cars from throughout the country — not an easy task. We also reduced the shop count of out-of-service cars, and borrowed equipment from third parties.

So far, the Metroliners have performed very well. Since the trains were restored on April 25, on average they’ve been running on par with Acela’s on-time performance, and the run time is about 10 minutes within that of Acela Express.

The suspension has hurt us financially; our estimate is that we will lose $1 million per week. But considering what we had to work with, we rallied well.

From the Operations Planning group who choreographed equipment moves and a new schedule, to mechanics who kept shop counts down, to conductors who maintained professional attitude as they fielded questions from passengers, we made our best effort toward recovering from the setback.

This leads me to an important message — it not only applies to this situation, but to a range of major operational obstacles that we overcome. How we come together during difficult times is compelling. While we have more than our share of tough situations, the manner in which we react, I think, is often exemplary.

While I and others may set the direction and goals, it is the Operations department employees who make it happen as a practical matter. From the mechanics to the conductors, I give you credit for giving it your all. If you’re behind the scenes, you know that what you do is supporting the operation and our front-line employees. And if you’re a front-line employee, you know that your dedication and professionalism goes a long way to making a customer feel comfortable.

Everyone answers the call and everyone knows his or her role. We put aside our differences and rely on the talents that we each possess to address the problem in an orchestrated way. I want to thank everyone who has played a role in managing those situations.

The trouble is that sometimes we seem to manage those situations better than we do our everyday challenges. I wish I could bottle the energy, sense of duty, unity, or some combination thereof, that enables us to get past very tricky circumstances.

Instead, I ask all Operations department employees to focus on their ability to react well in difficult situations and apply those instincts and those skills every day. Sustaining that spirit is what will help us exceed our goals and what will turn heads as we rise above expectations.

Please continue to operate safely.

Sincerely,

William L. Crosbie
Senior Vice President
Operations

Pacific Surfliner Service Marks Five Years of Successful Partnerships

On June 1, Amtrak and Caltrans joined scores of passengers, employees and partners “Celebrating Five Years of Easy Going” at an event held at the Amtrak Anaheim station, where special guest speakers, including elected and federal officials, touted five years of Pacific Surfliner service on the busy Los Angeles to San Luis Obispo corridor.

Last year, Amtrak moved over 2.3 million people on the Pacific Surfliner’s 12 roundtrip trains between Los Angeles and San Diego, with three trains that continue to Santa Barbara/Goleta, and an additional two that continue north to San Luis Obispo.

“Now that is a successful partnership,” said Caltrans acting Chief of Rail Bill Bronte.

Since its inception, Pacific Surfliner ridership has increased over 53 percent, and in June, the service will have served over ten million passengers between 2000 and 2005. “This unprecedented milestone represents what is possible when our partners Caltrans, Southern California Regional Rail Authority, BNSF, North County Transit District, and other rail agencies, along with our employees, work together to provide a first-class service that has truly improved the quality of life for millions of Southern California residents,” said General Superintendent for the Southwest Division Richard Phelps.

Amtrak started this service back in the 1973 with only three roundtrips between Los Angeles and San Diego and with ridership the first year of 381,844. Known as the San Diegans, the state of California began supporting the service in 1976.

At the event, Phelps thanked all Pacific Surfliner employees and recognized the original team of Amtrak employees who mobilized the Pacific Surfliner service from the original San Diegan product line in the late 1990s. Each was presented with a certificate and a commemorative pin.

To celebrate the ten millionth passenger to ride the service, a sweepstakes runs the entire month of June and is open to all Surfliner passengers. Entry boxes are located at the 13 staffed stations along the route, and the first prize is a two-night vacation package in Santa Barbara.

“Amtrak’s marketing partners have contributed to the success of the Pacific Surfliner with programs such as Rail 2 Rail with Metrolink and Coaster, sponsorships with the San Diego Chargers and Los Angeles Dodgers, advertising co-ops with the San Diego Convention and Visitors Bureau, and the Car Free campaign with Santa Barbara,” said Carol Shannon, director West Marketing.

To commemorate the milestone, Amtrak Marketing is featuring a coupon for a free companion fare with the purchase of one regular adult fare, valid for sale after Labor Day and good for travel until June 15, 2006 on any Pacific Surfliner train.
System-wide Results in April Feel Effect of Acela Suspension

Overall April ridership and revenue numbers were marked by the mid-month suspension of Acela Express service and a drop in performance of many long-distance trains. While system-wide ridership was down 3 percent over the same month last year, the suspension of the high-yield Acela service helped bring revenues down 7 percent compared to last year.

After deploying equipment from throughout the country to fill the Acela vacancies, a consistent schedule was put in place the first week of May. Despite efforts in April to mitigate the situation, ridership dropped 8 percent and revenue fell 21 percent in the Northeast Corridor in the last two weeks of April compared to the same period last year.

When the Acela Express trainsets were pulled from service, many passengers moved to Metroliner or Regional trains. As a result, the potential revenue loss, which could have been greater, was lessened to $8 million.

<table>
<thead>
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<th>Ridership and Ticket Revenue for April 2005</th>
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<td>Month of April</td>
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<tr>
<td>FY '04/Actual</td>
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<tr>
<td>Ridership</td>
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<td>Ticket Revenue</td>
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While Regionals had been uptrading in recent months, passengers’ shift to the service also contributed to 7-percent ridership growth and 13 percent more revenue. Another contributing factor to revenue was the fare adjustment implemented in January and the Share Fares promotion, which has generated $550,000 year-to-date.

In the other corridors, all the West and Midwest trains performed well in April. Track work affecting San Joaquin service, however, was a factor in the 8- and 11.5-percent drops in ridership and revenue for that service.

With the exception of four trains—the Crescent, Cardinal, Silver Meteor and Empire Builder—the boost to long-distance trains seen in April was partly attributable to the Easter holiday and spring break did not continue in April. Long-distance train ridership and revenue were down 5 percent and 7 percent, respectively.

Despite significant challenges on the Northeast Corridor, year-to-date ridership was in line with last year and revenues are down 2 percent.

Custom-designed Training for Enhanced Service in Progress

Empire Builder on-board service employees and conductors are undergoing in-depth training for the significant roles they will play in the success of the train’s enhanced service, to be launched in August.

Training classes, which began last month in Chicago and Seattle, emphasize the importance of delivering exceptional customer service and teach employees how to deliver the on-board services and amenities that will be offered. By attending the two-day class, employees better understand that the purpose behind the term “margin improvement” is to offer passengers a premier travel experience, while being compensated for the enhanced value of the service.

“You can always raise fares a little based on an analysis of what the market will bear, but you lose some passengers if the service is unchanged,” said Marketing and Sales Vice President Barbara Richardson. “The key to this prototype is four-fold: increase the value of the service to the customer, in short time charge a little bit more for it, maintain or expand our ridership, and keep the added costs to their target levels.”

Lead Service Attendants Jake Jacobs and Kathy Talkin, Train Attendants Thomas Murray and Tim Noel and Conductor Brad Swartzwelter were hired as temporary instructors charged with ensuring that nearly 300 employees are equipped with the knowledge and skills required to fulfill the objectives of this project and customers’ expectations.

To prepare for this challenge, each instructor attended a comprehensive three-day train the trainer class in April, led by Employee Development Manager Curt Bormann, Employee Development Officer Jeff Kocar and Contract Food and Beverage Director Michael Dwyer, to learn the key roles and responsibilities of the conductors and on-board service employees. The group also fine-tuned the curriculum and addressed the questions and issues that may arise during the training classes.

After participating in the Seattle training, 30-year Conductor T.J. Staupe stated, “I’ve been working on the railroad for a long time and this is one of the best classes that I’ve ever attended.”

During the program overview, presented on the first day of class, employees learned that the Empire Builder was chosen for this margin improvement project because of its strong ridership and because it has the best on-time performance, coupled with the highest Customer Service Index scores of all the long-distance trains.

The trainees were also made aware of several elements of this initiative including advertising strategies, community events planned for the launch and other employee and customer communications vehicles, such as the “Coming Soon” posters displayed at the stations along the route.

The primary focus of the first day is to hone in on the practice of delivering exceptional service. Employees participate in role-playing activities and work together in groups to demonstrate the proper greeting techniques, such as setting a welcoming tone, acknowledging the customer’s presence and thanking the customer for their business. “Good communications skills are an essential component to customer service. So, we also train employees to listen carefully to customers, ask questions for clarification and demonstrate empathy when customers are upset or frustrated,” explained Swartzwelter.

The students also learn a variety of methods for effectively satisfying the customer’s needs and resolving customer issues that may arise.

continued on page 8
Passenger Feedback Trends Improve

Taking a look back at spring travel through the eyes of passengers who made comments about their trip via phone call, e-mail or letter, it is not surprising that most of the areas of concern are not new — the majority of complaints received include poor on-time performance and equipment complaints. However, there are some encouraging trends that the company hopes to sustain with more targeted training, employee reviews and coaching.

A total of 38,599 contacts were received during the second quarter of FY ’05 (from January to March), a decrease from the 39,124 contacts in the first quarter, but an increase of 4.2 percent compared to the second quarter last year. Because one passenger contact may cover several topics, the 38,599 contacts included a total of 55,632 comments comprised of 1,844 commendations (an increase of 2 percent over the second quarter in FY ’04), 53,788 complaints (down 11.3 percent over the same period last year), or 9.1 complaints per 1,000 passengers (down 13.5 percent over the same period last year).

While on-time performance continues to be the main driver of customer dissatisfaction, the results reflect a drop in the number of performance-related complaints. In the second quarter, complaints in this category decreased by 9.5 percent over the same period last year.

Top equipment complaints remain restroom issues, climate control, unacceptable accommodations and unacceptable equipment substitutions. As Amtrak progresses its five-year repair and renewal program, equipment-related complaints have remained flat since the first quarter over FY ’04.

Addressing Employee Complaints

The majority of employee complaints and commendations — 60 percent — were directed at on-train employees, who spend the most time with passengers. Perceived rudeness, unhelpfulness, and communication problems are the major employee complaint categories.

Using a three-pronged approach that includes training, employee reviews, and coaching and counseling from management, the Transportation department aims to improve customer complaint numbers. This approach is bringing about results; during the second quarter, personnel complaints decreased by nearly 14 percent over the same period last year.

“We are analyzing the data on a train-by-train basis at the department level, and connecting what we learn to very specific goals for improvement,” said Kevin Scott, chief of Service Delivery. “We can improve our service with training and corrective action by linking what customers want directly to the front-line employees,” Scott added.

In the past, snapshots were taken from collected data such as customer comments and complaints and focus groups, and disseminated to product lines throughout the company. “Now, we will be watching trends over longer periods of time by tracking the performance of our employees and looking at customer satisfaction by train,” said Scott.

Sustaining the Trends

In March, the Transportation departments’ general superintendents, superintendents of operations and passenger services, department chiefs and their senior directors met to review research from focus groups that targeted key on-board service issues. Using the findings from the focus groups as a springboard, the group, led by Vice President of Transportation Ed Walker, discussed the department’s renewed focus on the fundamentals of service delivery. The Transportation department is focusing on three main components:

1. The conductor is in charge of the train. While the concept of the conductor being in charge of the train operation is not new, the conductor being responsible for providing a welcoming environment that includes quality and consistent customer service delivery is new.

2. We will provide timely and accurate information to our customers, particularly during service disruptions. While this is also not a new concept, the tools (procedures) and training are being provided to ensure that personnel provide this critical service.

3. Every Transportation department employee is accountable for the service we deliver. Accountability begins with each employee — at every level.

Walker noted that the work at these meetings is a demonstration of the department’s commitment to return to solid service delivery fundamentals on the part of all employees and managers. “We’re focused on the basics,” stated Walker.

“We must never forget that we are operating these trains for our passengers. Employees can make or break a trip for the customer. Giving accurate and timely information to our customers, being visible, providing good customer-focused service — these are things that should be ingrained in our culture,” said Richard Phelps, general superintendent, Southwest Division.

At press time, the company announced a new vice president, Passenger Services position that would be responsible for establishing and executing policies and procedures for all areas of customer service, including ticketing, baggage, on-board services, stations and food and beverage. The position reports directly to Senior Vice President, Operations Bill Crosbie. More details about the position and how it may affect the current organization will follow.

Food and Beverage Changes Aimed at Reaching Goals

The new national café car and lounge menus rolling out this month on all long-distance trains, the 300-series trains from Chicago and Northeast Corridor Regional trains feature some new items, as well as some price increases aimed at improving food and beverage margins.

One of the Service Delivery department’s goals this year is to improve overall food and beverage margins by 4 percent nationwide. The changes to the café car menus will bring an annual $1.8 million increase in revenue, and improve margins by 2 percent.

Instead of having three menus offered on a rotating basis, the number of cycles has dropped to two, with fewer weeks in between. The cycle duration is changed to four weeks from eight.

New menu options include four new sandwiches — ham and cheese sub, turkey and cheese sub, sierra chicken on a Kaiser roll, and Italian ciabatta — along with another addition, Mug Root Beer.

This change does not affect the menus aboard the San Joaquin, Capitol Corridor, Pacific Surfliner, and Amtrak Cascades trains.

On the Empire corridor, about half of the trains that solely operate between Albany and New York will no longer offer café car service, and the Albany commissary will be closed starting July 1. Like other short-distance trains, such as the Keystones and Clockers, there’s generally low demand for food and beverage service on these trains, and the poor sales do not justify the costs of continuing this service.

“We continually analyze our food and beverage operations in an effort to meet our margin goal, and the Albany service was far from reaching it,” said Tom Hall, senior director, Operations. Hall added that the move saves the company $1 million annually.

Trains that operate fully between Niagara Falls and New York City, and the Adirondack, Maple Leaf, Ethan Allen Express and Lake Shore Limited will continue to provide food service. Passengers will be informed of the change and advised that they may purchase snacks for their trips at the Albany station and Penn Station in New York City.
Responders Bring Order to Chaos

It’s often in the wee hours of the night that a designated group of employees is awakened by the ringing of the telephone and a caller asking them to respond to an Amtrak train derailment. These individuals, representing a diverse group of departments, ranging from Engineering and Transportation to Mechanical and Environmental Health and Safety, make up the team of people who play distinct roles in the case of a major incident.

Naturally, derailments are never planned, but it’s crucial to have such a team at the ready. As such, it is recommended that each team member have a bag packed at all times with clothes, toiletries, and other necessities for a minimum of three days.

Who goes where and when depends upon the nature and severity of the derailment, but the roles and responsibilities of the responders are typically pretty specific. What follows is an in-depth look at how these roles play out in a serious derailment.

When a major derailment occurs, local emergency responders are initially in charge until all passengers and employees have been cared for and assisted off the train. After they complete their rescue efforts, the site is turned over to the National Transportation Safety Board, unless criminal activity played a role in the incident.

Whenever a derailment occurs, either Amtrak Police, the local authorities or both, respond to the scene to determine whether criminal activity is a factor. If criminal activity is definite or questionable, the NTSB and police take charge of the site. While the NTSB is ultimately in charge, the senior Amtrak manager at the site oversees all Amtrak activities and works closely with the Federal Railroad Administration, host railroad and the local communities.

As the responders are en route to the derailment, employees at the Reservation Sales Call Center establish a 24-hour toll-free hotline, staffed by reservation agents, to handle calls from family members of passengers and employees involved in the incident. Meanwhile, Corporate Communications dispatches a Media Relations employee to the scene to respond to inquiries from local and national news networks. The employee prepares a news release to ensure that the media delivers current, factual information to the public.

Subsequent news releases are issued as more information becomes available.

First Responders Investigate For Causes

After all the passengers and employees at the site have been accommodated and cared for, the emergency personnel begin their jobs. Inside the train, Amtrak’s Safety officer and Emergency Preparedness manager, along with the NTSB and FRA, walk — and when necessary, crawl — through each car to document the location of any item that is damaged, broken or out of place. They record and photograph the entire interior of the train consist, first aid kits opened and used, emergency treatment supplies discarded and equipment not properly mounted.

The Safety and Emergency Preparedness team also interviews the local emergency responders to find out how and when they were first notified of the incident to determine the timeliness of response and the usefulness of the training they received. Since local responders are offered emergency training from Amtrak’s Office of Emergency Preparedness, it is important to establish their level of familiarity with Amtrak equipment. This information is later used to improve training programs for emergency responders across the country.

Employees are also interviewed for the valuable insight they can provide by explaining what they saw, heard and did at the time of the incident.

Environmental Health and Safety personnel also address any blood-borne pathogen issues as well as any fuel cleanup or remediation that may be required.

Transportation, Engineering and Mechanical Investigate

Outside the train, the senior Transportation official at the site assumes the lead role among the Transportation, Mechanical and Engineering responders to establish the sequence of events that may have contributed to the incident.

“Our Transportation team reviews the training records and the past work performance of all parties involved. We obtain, review and analyze, and develop new guidelines to improve major incident investigations.”

Standardization Improves Major Incident Investigations

Amtrak's Transportation department has established guidelines standardizing major incident investigations to ensure system-wide consistency, prevent duplicating interviews with employees and avoid conflicts with collective bargaining agreements.

Although the Transportation staff has been conducting incident investigations for a number of years, the process sometimes varied among those performing the task. These updated procedures are aimed at eliminating these variances and consequently improving the entire investigation process.

Employees often assume that a major incident involves an injury, derailment, grade-crossing incident, sideswipe or collision. While this is accurate, it is important to understand that a major incident can also include certain acts of workplace violence, ADA or Food and Drug Administration related incidents or any incident deemed major by the vice president of Transportation or the general superintendent.

When investigating a significant incident, a number of steps outlined in these guidelines are followed. First, the Transportation manager must interview all employees with information relevant to the incident. Naturally, it is very important that the questions are carefully thought out and prepared in advance. In the past, employees had been asked to submit a written statement, but according to the guidelines, that is no longer necessary because the interviews are recorded to protect the rights of the employee and the company. Employees will always be provided a copy of the tape or a transcript upon request.

The guidelines also stipulate that managers are to make every effort to determine the root cause of the incident within 48 hours and to process the necessary paperwork in a timely manner. When the investigative work is done, a final narrative must be prepared that provides a detailed account of the incident and the suspected cause, a summary of employees’ training and qualifications records, a summary of efficiency tests and Transportation Department Review System records on employees covering a one-year period.

These procedures are being incorporated into the Transportation department’s FY ’05 management training classes.
New Mexico Detective Lauded for Contributions

For his outstanding performance, APD Detective John Clayborne, of Albuquerque, NM, is recognized as Amtrak’s 2004 Officer of the Year. He is honored for the range of his exceptionally hard work last year.

Highlights of his performance include the intervention in January of a suspicious package addressed to President Bush at the White House that was about to be loaded onto a train. His investigative expertise helped avert a potentially dangerous incident.

In February, Detective Clayborne was commended by the Finney County, KS, Sheriff’s Office for his role in locating a mother and her children aboard an Amtrak train. The mother, who had been deemed unfit, had removed her children from the state’s custody. Clayborne took them into custody and placed the children with the appropriate childcare agency in New Mexico.

Clayborne’s outstanding drug intervention work resulted in two of the largest seizures of U.S. currency in APD’s history — $1.2 million in June and $751,000 in November. Clayborne and his task force counterparts made 11 drug seizures that resulted in the arrests of 13 individuals.

“Detective Clayborne’s stellar record speaks for itself. He has clearly dedicated his career to excellence in law enforcement. Detective Clayborne’s daily commitment as a public officer benefits our society as a whole, and these benefits should never be under-estimated,” said Amtrak Police Chief Sonya Proctor.

Detective Clayborne joined Amtrak in 1984 as a patrol officer in the Philadelphia field office. He was sworn in as a member of the U.S. Drug Enforcement Task Force in September 1996. He has been recognized as Officer of the Month three times, and is a recipient of the department’s Exceptional Achievement Award and the President’s Service and Safety Award for Sustained Excellence in 2002.

Amtrak On Track with OLI

Amtrak and Operation Lifesaver, Inc. have been involved in a number of recent activities aimed at improving awareness of the danger of grade-crossing and trespasser incidents.

At a spring meeting with OLI President Gerri Hall and Amtrak’s Police, Security, and Environmental, Health and Safety departments, Chief of Police Sonya Proctor was appointed to the OLI Board of Directors.

With more than 20 years’ experience with metropolitan policing, crime control and prevention, Chief Proctor’s contribution is highly applicable to the board’s newly-developed plan to address trespasser problems through community involvement.

To support that plan, Amtrak’s Senior Safety Coordinator Alvin Richardson was appointed to the OLI Program Development Council at the OLI State Coordinators Summit held in April in Omaha, NE.

To deliver the important message about railroad right-of-way and grade-crossing safety, OLI relies almost entirely on volunteers who make community presentations on their own time. For example, a new community was constructed on property adjacent to Amtrak’s right of way in Maryland last year.

As residents began to move in to the development, Amtrak train engineers noticed children playing close to the tracks. Amtrak OLI volunteers, along with Amtrak Safety Committee representatives, visited the community, going door-to-door to distribute materials and to discuss railroad safety at a town meeting.

As a result of these efforts, this community is now more aware of the potential dangers of trespassing on the railroad.

To help prepare volunteers to become OLI presenters, Amtrak held an OLI presenters class in Washington, D.C., in May. While many Amtrak employees are volunteer presenters, there’s still a need for more.

For information on how to become an Amtrak OLI Volunteer contact Alvin Richardson, senior safety coordinator, at 202-906-3434. To learn about Operation Lifesaver, check the OLI Web site at oli.org or call Operation Lifesaver, Inc. at 1-800-537-6224.
Training Designed for Enhanced Service

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“We want our customers to receive exceptional service,” explained Murray. “And, if there is some reason why that is not possible, we need to let the passengers know as soon as possible.”

On the second day, the students are introduced to a number of services that are unique to the Empire Builder and reminded of other standard practices. For example, upon boarding the train, the attendant will greet each coach passenger by name. Also in coach, passengers will be offered travel brochures, at-seat meal service and blankets that are available for purchase.

“The dining car is the heart of the travel experience,” stated Jacobs. As such, special emphasis is placed on delivering exceptional service, necessitating the dining car staff to work as a team to provide good food that’s promptly served and attractively presented in a pleasant environment. A highlight of the dining experience will be the addition of three new entrées unique to the route: braised salmon shank with a horseradish and cauliflower purée, Great Northern baked ham with a sweet citrus sauce and English beefsteak pie with braised tomatoes and white mushrooms.

“Each selection has been designed by our culinary team to closely match the original recipes of the Great Northern Railway that operated the Empire Builder before Amtrak,” stated Food and Beverage Director Pete Humphreys. On the second day of the three-day journey, on-board employees host a wine and cheese tasting event. As such, the class learns how to set plates, as well as the proper way to uncork and pour the wine.

After the training concludes in early July, employees will be armed with the information and tools necessary to consistently deliver outstanding service. “The success of this initiative is largely dependent upon the employees doing their best to meet and exceed our customers’ expectations,” stated Talkin.
Summer vacation is heating up with a number of promotions aimed at encouraging adults and children to step aboard Amtrak and find out how convenient and enjoyable train travel can be.

Amtrak and Thomas and Friends continue their ongoing partnership with a national online sweepstakes promotion, Take the Train to the Train. Thomas and Friends produces a variety of children’s entertainment that includes books, videos and a television series featuring the popular children’s character Thomas the Tank Engine.

Ending on June 15, the sweepstakes offers the grand-prize winner a trip for four on Amtrak to meet Thomas at “A Day Out with Thomas” celebration held at various railroad museums and railway facilities throughout the country.

There are other ways for kids to win with Amtrak this summer — a number of Kids Ride Free promotions offer big savings on train travel on the Auto Train, Crescent, Carolinian, Piedmont and Hiawatha service through the end of August.

Also this summer, Pacific Surfliner and Metrolink monthly pass holders may travel free on the weekends by taking advantage of the Ride Free to Santa Barbara promotion. This promotion offers passengers a chance to enjoy free travel aboard the Surfliners to any city north of Los Angeles on Fridays, Saturdays and Sundays through June 26.

Sales and Marketing Associate Brian Hart spearheaded this effort. “Many riders taking advantage of this promotion are Metrolink pass holders. And, even though they get free weekend travel on Amtrak, often they bring along revenue passengers who otherwise may not have traveled,” stated Hart.

To further promote Santa Barbara as a tourist destination, Amtrak is again partnering with Key Holidays to offer travelers, including Amtrak employees, an Amtrak Santa Barbara Holiday package. This package, which became available last month, is being promoted as a one- or two-night mini holiday and includes rail fare and overnight accommodations.

Amtrak employees (and one guest) may receive a 15-percent discount off the tour portion of the package. Rail reservations should be made separately in accordance with Amtrak’s Red, White and Blue Employee Pass Policy. Prices and additional tour information are available by calling Key Holidays at 1-800-783-0783.

To increase visibility in the Bay area’s African American community and to boost ridership on the Capital Corridor and San Joaquin routes, Amtrak is a sponsor of the Black Expo 2005 on July 16 and 17 at the Oakland Convention Center.

By traveling to the event aboard the Capital Corridor or San Joaquin, any one of the 20,000 attendees expected may take advantage of a 10-percent rail fare discount, which is being promoted in Black Expo literature and press releases.

In the Midwest, a package is being promoted to attract travelers to the Missouri State Fair, being held Aug. 11 through Aug. 21 in Sedalia, MO. The $10 package, which is available for sale this month, includes fair admission and bus shuttle between the station and the fair grounds and may be purchased through Amtrak. “Last year, the package generated 952 riders, and through Amtrak’s radio advertising and our presence on the state fair Web site, we hope even more people will take Amtrak to the fair,” stated Sales and Marketing Associate Anne McGinnis.

On the East Coast, Amtrak is teaming up with Loews Hotels and the National Constitution Center in Philadelphia to sponsor the “Ride Like Lincoln” contest, which celebrates the center’s new traveling exhibit, “Lincoln: The Constitution and the Civil War.”

Between June 1 and Aug. 31, participants may log on to consti-tutioncenter.org and try their hand at completing Lincoln’s famous eight-state, 18-stop train ride of 1861 on a virtual map. Those who correctly complete Lincoln’s journey from Springfield, IL, to Washington, D.C., will be entered into a sweepstakes. The grand-prize winner will receive a free trip for four to any Amtrak destination between New York and Washington D.C., an overnight stay at a participating Loews hotel and a one-year Freedom Family Membership to the National Constitution Center.

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Responders

Responding to a major incident can be a physically and emotionally exhausting experience. Senior Director of Systems Operations Don Cushine, who has been a Go Team member for many years, explains, “Go Team members often run on the run, work around the clock and perform physically demanding jobs in all types of weather conditions. Under these trying circumstances these individuals still manage to provide strength and support to passengers, employees and their families.”

System Safety Officer Peter Hall added, “Although each Amtrak responder has a job to do, we take the time to help our crews and passengers work through what can be a very difficult situation.”
Flanked by CMO Vince Nesci (left) and New York/New England Master Mechanic Don Knapik at the May 19 ceremony in Washington, D.C., he was recognized for his support of the New York Division’s safety program that includes the yards and Penn Station, as well as his assistance with safety/environmental instruction for the Engineering department. Seubert is also a key member of the New York Division Safety Council.

It is noteworthy that in 2004, the Mechanical department at Sunnyside went 85 days without a reportable injury, surpassing the previous record of 72 days, while the Mechanical forces working at Penn Station also went a year injury free. Over 420 Mechanical employees work in these areas.

Employee Honored With Hammond Certificate

Harry Seubert (center), a field environmental specialist at New York’s Sunnyside Yard, is honored with a 2004 Harold F. Hammond Certificate of Commendation for railroad safety for his significant and consistent role in promoting safety.

The event was designed to inspire children to value education and stimulate interest in transportation careers. The Office of Business Diversity coordinated the program, while involving departments throughout the corporation. Over 90 children between the ages of seven and 14, most of them the children of Amtrak employees, were registered for the event, with over 20 students visiting from a nearby high school.

Credit Card Expenses

was changed to better track sales and fraud losses by each Amtrak distribution channel, such as at Amtrak.com or the Quik-Trak machine. Additionally, as a result of recent thefts of consumer information from major retailers and other private databases, and the increased concern over identity theft, the credit card companies have taken an aggressive stance to require companies like Amtrak to certify that data is protected to the greatest extent possible.

As part of its Credit Card Security Project, Amtrak is working diligently to make all of the necessary changes — both procedurally and in its computer systems — to meet the card industry standards. This includes the development of a new corporate policy, which is posted on the Intranet.

The Treasurers department will continue to focus on fraud-prevention projects through the balance of this year and into 2006. It also plans to reduce costs in processing credit card transactions and further assistance to the Marketing and Operations departments. Among other projects, this will include creating a new credit card sponsorship program and the piloting of electronic card acceptance on board Amtrak trains. “Bringing the railroad to a state of good repair should include smooth customer payments,” Smith said, “not just smooth train travel.”

“Something, Say Something Put Into Action in Los Angeles

Recently, Los Angeles Union Station Ticket Agent Luay Gonzalez-Bormann noticed a suspicious man in the baggage area, whom she approached. After getting inconsistent answers to her questions and his not producing proper identification, she contacted the Amtrak Police Department. APD’s inquiry revealed that this person had an extensive and serious criminal history and the APD subsequently arrested and charged him with various offenses.

In another incident, Ticket Agent Darlene Tyler was approached by a passenger who requested to check his duffle bag. When she noticed that his tickets and identification didn’t match, Tyler asked the customer why there was a variance, to which he responded that the tickets belonged to a friend. Suspicious, Tyler contacted members of the Amtrak Police, who discovered that the tickets had been purchased with a stolen credit card. The man was arrested and later convicted of a felony.

Employees’ security awareness and vigilance is crucial to maintaining a secure environment for our employees and passengers.

Submitted by Amtrak Police Department Sgt. Brenda Breeden

The Children Have Arrived at Work

During Take Our Children to Work Day on April 28 in Washington, D.C., (L to R.) Gabrielle Coleman (daughter of Lisa Coleman, senior officer Dispute Resolution, Business Diversity), India Travers and Kyra Carpenter (granddaughters of Pauline Nisbeth, executive assistant, Business Diversity) sample the product while touring train equipment.

The event was designed to inspire children to value education and stimulate interest in transportation careers. The Office of Business Diversity coordinated the program, while involving departments throughout the corporation. Over 90 children between the ages of seven and 14, most of them the children of Amtrak employees, were registered for the event, with over 20 students visiting from a nearby high school.

“Thats My Boy”

As part of a training exercise, Amtrak Police Officer Michael Millsaps Jr. rewards his dog, Bak, with praise and a tug with a toy for finding a hidden gun under debris at the National Institute of Standards and Technology (NIST).

The site, located in Gaithersburg, MD, is used to train rescue animals and their handlers in urban search and rescue missions while using explosive ordinance disposal robots. Both Millsaps and Bak wear white transmitters that track and record their movements as they proceed through various search areas.

The test site provides pre- and post-disaster training with scenarios that simulate various stages of a collapsed building.

Photo Credit: G. Porter/NIST
Congratulations to All of You!

Money at Work in 401(k) Plan

Are you currently saving money for retirement? Do you know how much you will need? Will you have enough?

According to a recent Employee Benefit Research Institute survey, more than half of the responders say they are behind schedule in planning and saving for retirement and only 62 percent of the nation’s workforce is currently saving for retirement. Whether 20 or 50 years old, employers should consider that it’s neither too soon, nor too late to begin saving. An easy and convenient way for Amtrak employees to do this is to enroll in the company’s retirement savings 401(k) plan, which has several features that make it an effective and powerful way to save.

Amtrak employees, both full-time and part-time are eligible to participate in a retirement savings plan. Agreement-covered employees (after one year of service) are eligible to participate in the Amtrak Retirement Savings Plan for Agreement Employees, while management employees may join the Amtrak Retirement Savings Plan at any time.

What You Should Know

Funds are deposited tax-free (prior to federal withholding taxes, and in most cases, also prior to state and local taxes) to an employee’s 401(k) account. Account earnings on those funds are also tax-free. Only funds that are withdrawn later are taxed, which likely would be at a much lower income tax rate. So, by waiting until retirement to make withdrawals, employees could pay a lot less in taxes on this money.

The plan is flexible and employees have the freedom to choose how much they save, how to invest their savings, when to use their savings and what to do with their savings when they leave Amtrak — even if they leave before they are ready to retire. Any funds contributed to a 401(k) belong to the employee and when the employee leaves Amtrak, he or she may take the money with him or her.

The earlier the contributions to the account begin, the longer money is in the account and the more money is made by compounding earnings.
Dear Amtrak:
I was a passenger in the last car of Train 14 (Coast Starlight) traveling from Los Angeles to Portland. That was my fifth time on the same train…
The trip to Portland … was unique and truly memorable, and this was all due to one of your employees, Joann Lindsey. Joann was the most courteous, most kind, most helpful, and the most professional employee that I have ever encountered on Amtrak and indeed on any public or private transportation system in the United States.
Joann gives true meaning to the words: coach attendant. She constantly cleaned the coach (car) and toilets. She made all passengers feel at home and welcome … she gave pillows, route maps, magazines and newspapers, and personally asked each passenger if they were fine and if there was anything else she could do to make their ride more comfortable. I honestly missed her when I left the train at Portland …
I write this letter to appreciate the work of Joann. My prior experiences on the Coast Starlight had not been great. Our return trip on [another] trip from San Francisco … last summer was the worst of all. Our female coach attendant turned out to be what I named (when talking to my wife) “our task master,” since she behaved more like a drill sergeant than an attendant. She placed my wife and me in a seat that was next to the end wall of the train, although the car was not full and there were several empty seats. The doors constantly opened and closed, and we could not relax. A bad smell kept coming from the toilet; indeed, the entire coach smelled. Our coach attendant (the task master) was very rude to passengers. Things became so bad that one passenger and she had a quarrel, and the conductor had to be called. He ruled that the passenger was in the right. … He was very tired and unhappy. He was pleading with the attendant to please let him sit by himself. I thought his request was reasonable since the car was only half full. The coach attendant refused … and the gentleman refused to move when the attendant ORDERED him. The attendant then threatened to call the conductor to report what she described as “insubordination to Amtrak authority.” The male passenger told her to call the conductor. As I said, the conductor agreed with the passenger.
If coach attendants are unresponsive to reasonable requests from passengers, the perception soon emerges that it is because Amtrak is a government (public) corporation that employees do not respect passengers. Such perception will not improve Amtrak’s image.
Sincerely,
Augustine K.
Riverside, CA

Dear Amtrak:
I would like to thank Conductor Don Tucker (Philadelphia, PA) for his courteous actions. I lost my personal cell phone on a return trip from Washington, D.C. to Philadelphia last Thursday. Mr. Tucker found it, and contacted me to let me know that he had it. He also shipped it to my home via UPS.
As the CIO and director of IT for the FAA Air Traffic Organization, and an employee of the Department of Transportation, I must highly commend Mr. Tucker for his actions and his demonstration of exemplary customer service. He represents Amtrak and what public transportation should be. Please pass on my commendation of Mr. Tucker and my personal appreciation for his concern for me. I truly appreciate the “extra mile” that he went for me as an Amtrak customer. I hope that all your Amtrak staff shares his concept of customer service.

Thank you,
Dennis F.
Washington, D.C.

Correction:
The May issue of Amtrak Ink incorrectly identified the Transportation Marketing & Communications Association Tranny Awards sponsor for the Empire Builder 75th Anniversary event. The sponsor was Sarah Swain. Amtrak Ink regrets the error.
Amtrak Ink

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Susquehanna River Bridge Project Spans Summer Schedule

Major track work began this month on the Susquehanna River Bridge, located approximately halfway between Baltimore and Wilmington, DE, that involves the collaboration of a host of Amtrak departments and represents one of Amtrak’s largest bridge-tie replacement endeavors in decades.

Carrying nearly 90 Amtrak trains across the Susquehanna River each weekday, this 4,164 foot-long two-track bridge is critical to Amtrak’s Northeast Corridor operation.

Scheduled to take 42 days, the capital project upgrades No. 3 track, replacing cracked and worn ties and plates, which are approaching the end of their life cycle, and is in keeping with the company’s goal to put the railroad in a state of good repair.

The nearly $3 million project includes the installation of approximately 3,200 bridge ties, which were ordered in advance last year, the replacement of a full-length center walkway and handrail on the outside of No. 3 track and finally, installation of new continuous-welded rail.

The project requires that No. 3 track of the two-track bridge be out of service entirely, while night outages are instated on No. 2 track to allow work trains to carry materials to the job site. The Electric Traction team has de-energized No. 3 track for the duration of the project and does the same with No. 2 track at night to accommodate the project.

Working north to south, the Engineering department’s System Production Bridge Rehabilitation and System Production Track gangs remove existing guard and running rail and bridge ties.

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Beech Grove Locomotive Overhauls on Target

As part of the Five-year Strategic Plan aimed at returning Amtrak’s rolling stock to a state of good repair, Beech Grove mechanics are overhauling 51 diesel locomotives, including Amtrak’s largest locomotive fleet — the P-42. Forty of the 207 P-42s are slated for overhaul in FY ’05, and with 29 completed through June, Beech Grove is right on target.

Also toward that end, Beech Grove employees have completed four of the eight F-59 overhauls on this year’s production schedule and the three P-32 Dual Mode locomotives also slated for this year.

The P-32 Dual Mode Locomotive is a unique piece of equipment. This locomotive can be operated using the diesel engine to power the traction motors or it can operate utilizing electric current from the third rail collector system, allowing the diesel engine to be turned off.

Oft Amtrak’s 207 P-42 locomotives, 158 are needed to meet its daily operating requirements. To achieve this goal, the company must schedule 29 other units per day for overhaul, preventive maintenance or other repair work.

“We must carefully manage our diesel locomotive resources and our modest out-of-service margin for preventive maintenance so that service is not negatively impacted,” noted Director of Operations Michael Frazier.

“After accounting for the nine P-42s that are out of service this year due to wreck damage, we’re left with only 11 spare engines that allow Amtrak the flexibility to do things such as operate charter services, including our contractual agreement with the American Orient Express,” added Frazier.

Unfortunately, there is even less wiggle room with the F-59 and P-32DM availability. Of the 21 locomotives in the F-59 fleet, 13 locomotives are required every day, while six are scheduled out of service for maintenance — with only two to spare. There is only one spare P-32DM — out of the 18 engines in the fleet, 14 are in use and three scheduled for maintenance every day.

Beech Grove’s locomotive programs are budgeted at approximately $34 million this fiscal year to perform the extensive repairs
This summer has been more than eventful.

On the funding front, we’ve been hard at work updating members of Congress about our funding requirements for next fiscal year. Late last month, the U.S. House of Representatives voted to fund Amtrak at $1.176 billion in FY ’06. That’s progress — but we’re not out of the woods yet.

As I’ve said many times, the legislative process is a long one marked by twists and turns. As some of you Amtrak veterans know, we expect the Senate to provide a funding number by mid-July, and then the House and the Senate will come together to reconcile the numbers. It’s best for me to keep you updated on these developments, as I have been doing, via the Employee Advisories.

We’re in a business that many people don’t really understand. So I’m also talking to reporters and editorial boards to better inform them and their readers about the unique aspects of running intercity passenger rail service and the benefits we provide.

By the time you read this, the discussion about the food and beverage operation may be old news. I know I’ve already shared with you my feelings about which the House hearing at which we testified last month. In the last two years, we’ve made a lot of changes to the food operation, and we plan on doing more. For example, we’re reviewing our dining car staffing needs and food selection to better fit the demand during off-peak periods.

Former Amtrak employee Emmet Fremaux will be re-joining us as the vice president of Customer Services, and you can expect to hear more about continued efforts to improve our customer service, including food and beverage.

We’ve got a range of projects underway this summer. On the Acela front, we expect to have new brake rotors from the manufacturer that are approved by the FRA soon, making way for a gradual return of service starting this month.

Of course, we’ve got the upcoming launch of the Empire Builder margin improvement project in August. I think this service will really attract more riders and higher revenues. On the Keystone Corridor, work continues to revitalize that stretch of railroad. Next year, we’ll have an all-electric railroad that provides more passengers faster service. I keep telling people that the Keystone line is the next high-speed rail corridor in North America and I expect that ridership should top two million once the work is completed. What a great accomplishment for Amtrak, the commonwealth of Pennsylvania and passenger rail service.

Speaking of accomplishments, I just visited the Penn Coach Yard to congratulate the employees there for getting rid of scrap and debris, recovering materials that can be reused and instituting a materials management system. The place looks great.

There’s a lot going on to keep all of us busy and that’s the way it should be. Keep focused on doing your part and be careful this summer.
Department of Homeland Security Provides $7.1 Million in Funding for Security Initiatives

The Department of Homeland Security is making available to Amtrak a $6.3 million grant as part of the Intercity Passenger Rail Security Grant Program that will enable the company to support a number of security enhancements in Amtrak’s Northeast Corridor and Chicago hub area.

As part of the program, a required preliminary risk assessment must be completed in these two regions so that the railroad can address its most critical security needs first. The risk assessment, costing $750,000, brings the total monetary benefit to Amtrak to $7.1 million. Currently underway, the analysis will be completed by the end of this fiscal year.

The preliminary risk assessment, conducted jointly by the DHS retained contractor and Amtrak, parallels the existing Port/Mass Transit Technical Assistance Program prepared by the DHS Office of Domestic Preparedness and the results will be integrated into other assessment results already completed for the major transit agencies whose systems overlap with Amtrak’s.

“Once the assessment is complete, the bulk of the grant dollars will be accessible over a 30-month period. The grant program provides Amtrak with financial assistance to implement security initiatives that will protect the railroad’s infrastructure, especially from explosive and other terrorist action, and to support Security and Emergency Preparedness activities for passenger rail that are coordinated with other local transit security initiatives. In addition, an emergency preparedness exercise slated to take place in New York will identify and evaluate the response capabilities by private and city agencies.

“This funding will make it possible to implement a number of specific technical programs that will enable the company to ‘work smart’ when it comes to protecting employees and passengers.”

Al Broadbent
Vice President, Security

Assuming the risk assessment reveals the anticipated results, a number of enhancements to current security initiatives are planned. Amtrak will participate in a 30-month research and development program to test a new generation of surveillance software and equipment. Additionally, Amtrak will acquire portable radiation detection devices to be used in detecting Radiation Dispersal Devices in stations and on board trains.

Several other projects will also enhance detection capabilities. PROTECT (Program for Response Options and Technology Enhancements for Chemical Terrorism) will provide an early-warning and crisis management system in the event of a chemical attack. In another effort, grant money will be used for 10 additional K-9 teams in the Northeast Corridor and Chicago area that will detect and respond to explosive device incidents and calls for service. Amtrak also plans to acquire explosive-resistant trash receptacles that will minimize the effect of an explosive device detonated within. While these receptacles are already in use at many locations, the grant funds will allow Amtrak to purchase additional receptacles for stations in the Northeast Corridor and Chicago.

The grant will also fund the acquisition of four portable explosive trace detectors for use at select stations. And four X-ray machines will be placed in stations throughout the Northeast Corridor and Chicago to screen packages, mail, carry-on items, luggage and other items.

To leverage the watchfulness of employees and passengers, the funds will also go toward enhancing Amtrak’s current public awareness “See Something, Say Something” message, using a range of methods, such as publications, signage, station announcements and electronic communications.

Environmental Award Bestowed on Employee

Samuel A. Hill, director of procurement services for the Procurement and Materials Management department, was honored as a finalist at the John H. Chafee Environmental Excellence Award ceremony in May.

Recognized for his role in streamlining the contracting processes for Amtrak’s environmental services, such as environmental engineering, spill response, waste disposal and pest control, Hill was also responsible for developing national contracts for hazardous material disposal and environmental engineering services that provide corporate control and standardization to what previously had been handled through more than 40 local contracts.

Hill also conceptualized the idea of using interdepartmental teams to develop contract evaluation and to evaluate the various components of contract proposals. The prestigious Chafee award is given annually to a railroad industry employee for environmental achievement and this year it was awarded to a Union Pacific employee for his role in improving environmental conditions at his locomotive facility.

Sponsored by the Association of American Railroads, the award honors the late Sen. John Chafee of Rhode Island who was a strong environmentalist and promoted the environmental advantages of rail transportation.

The late senator’s son, Sen. Lincoln Chafee (R-RI), presented the award at a ceremony held at the U.S. Capitol in Washington, D.C. on May 25.

Employee, Passenger Vigilance in Action

As he approached Sunnyside Yard on early morning, New York Division Engineer Larry Bonaventura noticed several suspicious-looking canisters at the entrance of the yard.

Remembering the Amtrak Police Department number (1-800-331-0008) that appears on the Daily Security Awareness Tips, he contacted the APD immediately.

After APD and the New York Police Department arrived on the scene, it was determined that the canisters did not present a security threat. Nevertheless, Bonaventura reacted appropriately — this kind of employee vigilance is key to protecting against potential threats.

Passengers are also on the lookout. Last month, a passenger advised Amtrak station personnel of a man who was viewing bomb techniques on his laptop computer.

This activity was reported to APD and Fairfax (VA) Police, which subsequently deemed the activity legitimate, and the passenger in question was cleared.
Dear Amtrak Co-workers:

Amtrak’s West Coast Mechanical department enters the summer peak-travel period having just celebrated with Caltrans the fifth anniversary of the Surfline service last month. The Surfline has modern cars and locomotives and now totals 24 weekday and 26 Friday through Sunday trips. It is but one example of the investments being made, with the help of our state and local partners, that are bringing continued service improvements to the West Coast. In the Bay Area, as well as in the Pacific Northwest, Mechanical employees are supporting growing services that enhance mobility for an increasing number of riders.

Amtrak celebrated the opening of the new maintenance facility in Oakland last year, and the transition went very well with very little disruption to the daily operations. The new facility enables Oakland to assume maintenance responsibility for 17 Caltrain locomotives, as well as perform work on Caltrain commuter equipment. It is no longer necessary to transport this equipment to the Amtrak LA facility or the Union Pacific Railroad shop in Roseville, CA, improving our state and agency partners’ satisfaction. The opening of this facility has greatly improved equipment utilization on the California Corridor, which in turn has had a positive effect on the entire Amtrak fleet. Additional benefits for employees are expected in FY ’06, when phase II of the construction commences, providing additional office space and a new commissary.

In a testament to the capabilities of Los Angeles area employees, extensive interior upgrades to five Superliner coaches and major interior repairs to three Superliner transition sleepers were made between February and June as a part of the Empire Builder upgrade program. The upgrade work is above and beyond routine periodic maintenance on the 219 cars assigned to the location. Los Angeles has also been assigned an additional trainset of refurbished Horizon equipment and two locomotives.

An important new component of delivering service quality in Oakland is the management train-riding program, which includes detailed trip reports. One day per month each general foreman spends his or her shift riding trains, talking with crews and learning more about how mechanical issues impact the customer and train crews. This has produced substantial positive feedback from train crews and the governing agency, the Capital Corridor Joint Powers Association.

In addition, for the thirteenth year, Amtrak Mechanical maintains the rolling stock in San Jose and San Francisco, CA, for the Caltrain Commuter contract. The Mechanical team working on this contract does an exceptional job without the benefit of modern facilities. The

Hialeah to Get New Addition

A wheel truing machine is slated to begin operating in early August at the Hialeah, FL, Service and Inspection facility that will improve cost and operational efficiency.

Amtrak paid $1.4 million for the machine and construction for the site, and in about two years it is expected to pay for itself. The new addition to the facility will save Amtrak up to $750,000 per year.

“Standard maintenance that includes proper oil and hydraulic fluid changes will lead to machine life between 20 and 30 years before replacement is considered,” said Amtrak Southern Division Master Mechanic Tommy Farr.

Along with the cost savings, the machine is projected to improve operations. The mechanism will enable Hialeah mechanics to true the wheels while they are still on the car, rather than the current process of taking each car to the drop table, disconnecting each bad wheel and replacing it with the correct wheel and then moving the car; a job that averages about two hours.

Instead, the machine will reside in the pit with the car passing on top of the machine, reducing the time the process takes by approximately 50 percent. It will also cut the replacement numbers by two-thirds because Amtrak can refrain from taking out and replacing an average of 1,400 wheels per year. Farr noted that all wheels will be profiled on cars during their periodic maintenance cycle, enabling the facility to run from cycle to cycle with significantly fewer wheel defects.

The wheel true machine is expected to arrive in Hialeah the first week in July and installation and training will take 20 days.

The machine may open a market for the Hialeah facility to provide service to other railroads, added Farr.

Contributed by Christopher Wall

JPB continues to award extra work, a reflection of their confidence in our skills. Last month, the Caltrain Baby Bullet Service was initiated with new Bombardier car equipment and new F-59 locomotives. Total service frequency will increase from 88 to 96 trains per day starting Aug. 1.

Further north, Seattle Mechanical maintains Sounder commuter equipment and Talgo-built Cascades trainsets in addition to servicing and repairing long-distance trains. Sounder equipment availability is 99.8 percent and on-time performance is 95 percent. Sounder service continues to expand, with a new roundtrip to Everett, WA, initiated last month, and a Tacoma roundtrip scheduled to begin Sept. 26. Investments are being made in fleet appearance with the painting of Talgo trainsets and F-40 cab cars. Preparations continue for the construction of a new Seattle maintenance facility, which is still several years to completion.

With safety and security at the forefront of everyone’s mind, I am glad to acknowledge the Mechanical department West has completed the employee System Security Training.

Recognition is also in order regarding the severe weather widely reported in the media in January and February, which caused an extended service disruption to the Coast Starlight due to washouts and a large sinkhole. At the onset, LA Mechanical relocated forces north to service and operate the train from San Luis Obispo. When train service was suspended below Oakland, our Bay Area Mechanical employees rose to the occasion servicing and dispatching this train until the railroad was reopened. Seattle also performed additional Coast Starlight maintenance in lieu of Los Angeles to maintain service quality. The Mechanical West employees did an exceptional job under these adverse conditions and I must commend them for all their efforts.

I am very proud of what we have accomplished and want to thank all of the West Coast Mechanical employees for all of their efforts.

Sincerely,

G. T. Mexcall
Master Mechanic, West
Acela Suspension Drives May Results

System-wide ridership was only 1 percent below last year, despite the loss of Acela Express service, because of strong performances by short-corridor and long-distance trains that started the summer strong, with ridership 7 percent over last year.

Ridership of 2.17 million in May was down 5 percent compared to budget. Year-to-date ridership of 16.7 million passengers crept up 1 percent versus last year, and down 1 percent compared to budget.

Ticket revenue figures for May were 6 percent lower than last year and short of budget by 11 percent, including a $9.5 million loss due to the suspension of Acela service.

In the Northeast, May was the first full month with a consistent Acela Express replacement schedule. About 60 percent of Acela passengers shifted to Metroliners and others took Regionals and Keystones. Regional ridership and revenue, which have been consistently on the rise, jumped 13 percent and 16 percent over last May, respectively.

The Share Fares promotion has been extended through the end of the calendar year, and has contributed $800,000 in incremental revenue from mid-February through the end of May. All of these May numbers reflect the impact of reduced Clocker service, the results over the course of the summer.

The long-distance trains have started the summer strong. So far, reservations are ahead of last summer, and load factors in the sleepers are close to or more than 90 percent for most of the trains. The trains have picked up from the positive trends seen in March, when results spiked upward due to holiday and spring-break travel.

In May, long-distance ridership rose 7 percent and revenue grew 5 percent compared to last year. When comparing the April and May results, the numbers are even more significant. In Coach class, there was a 12-percent ridership and a 17-percent revenue improvement from April to May.

The numbers would have been better. However, the Florida trains continue to experience problems traveling over CSX territory. To help improve operations, a new Silver Service schedule is being worked on to be put in place in August.

Overhauls on Target

continued from page 1

and overhauls to the diesel fleet.

“By investing money and manpower in overhauling this equipment, we are helping to ensure that our locomotive fleet will be in good operating condition for the duration of its life — estimated at 20 years,” explained Beech Grove Superintendent Lew Wood.

Under Beech Grove’s FY ’05 production plan, these units are scheduled for overhauls every five years, or preferably when the mileage reaches one million miles.

Acquired in 1996, the 40 P-42s, as well as the P-32DMs purchased a year earlier, are both entering their second overhaul cycle.

Although the six-year-old F-59s are cycling though for the first time, these units are scheduled for overhaul based on the mileage accumulated and a review of the component failure analysis to determine the component life cycle and the work scope required to keep these units performing and costs down.

When the locomotive first arrives at Beech Grove, it is inspected for physical damage and several functions are tested, such as the air brakes and the power supply, to determine if any mechanical failures exist. Next, the oil, water and fuel are drained from the unit and the oil is filtered and sold to local oil recyclers. The trucks are washed and moved to the Trim Shop to paint the interior of the locomotive, including the machine room and engineers’ cab.

Afterward, several required modifications are made. For example, to save fuel costs, an Auto Engine Start/Stop System that enables the locomotive to automatically shut off when the engine idles about 30 minutes is installed. The engine automatically restarts itself if there is a need for power or if the air pressure drops too low.

To reduce the locomotives’ out-of-service time, another improvement involves replacing the metal fabricated nose welded on the head of the engine with a replaceable composite nose. In the past, when the nose was damaged due to an accident or a debris strike, it could only be replaced at the Beech Grove or New Orleans maintenance facilities and the repairs spanned a week or more. This modification allows the nose to be replaced at any mechanical facility by simply unbolting the damaged nose and bolting another that is a pre-painted composite, thereby significantly reducing the labor hours.

Next, the exterior is painted, the latest software is loaded and the seats, floor panels, doors and other equipment are installed. After final testing and inspection, the locomotives are returned to their respective regions for operation.

The P-32DMs primarily operate in the Northeast, the F-59s operate on the West Coast and the P-42s power passenger trains from coast to coast.
Quick response and a sophisticated recovery effort conducted by employees working for the New York division and the U.S. Coast Guard led to saving the Portal Bridge and restoring train operations as well as marine traffic on the Hackensack River following a fast-moving fire that struck the bridge on the evening of May 12.

According to Division Engineer Steven Falkenstein, “Our employees’ quick response to this crisis saved the track infrastructure, and temporarily restored signal service to the bridge in record time.”

Falkenstein added that Amtrak received an unexpected call from the governor of New Jersey and from officials at New Jersey Transit praising how effectively the employees managed the event.

As fire crews battled the flames, quick thinking by Engineering department employees saved site-specific bridge timbers by requesting fire crews to focus their attention on wetting down specific timbers before they burned completely. Each bridge timber that supports the rail is manufactured individually to fit like a glove. “Because of the bridge specifications, you can’t just use any type of tie,” explained Staff Engineer Joseph Ciganik. “Letting certain parts of a fire burn is a strategic decision. Our forces directed the firemen to areas that were a priority, thereby preventing further restoration delays.”

Because the effect of the fire knocked out all power cabling on the bridge, engineering employees designed a temporary cabling system to restore power to the signal system and bridge. Meanwhile, New Jersey Transit worked with Amtrak to reduce traffic crossing the bridge until more cable could be installed.

Working throughout the night, crews repaired damaged rail, walkways and the catenary system, and a temporary cabling system was pulled across the bridge. Reduced train service was restored by the next morning’s rush hour. Less than 48 hours later, full service was restored. However, river traffic still remained an issue.

Although train service across the bridge was restored, river traffic remained closed because the temporary cabling system draped across the bridge prohibited the swing portion of the bridge from opening.

In an effort to accelerate the reopening of the bridge, Amtrak worked closely with the U.S. Coast Guard to restore river traffic. Two days later, a barge was on site to maneuver a temporary underwater cabling system designed to continue signal power while restoring the bridge’s function to swing open. Divers and submarine cable experts were called in to assess cable placement, determine existing damage and to map out any debris on the bottom of the river that would interfere with new cable placement. Once the divers were out of the water, the barge was used to move across the channel and unroll the weighted cables that would sink to the bottom of the river.

The divers then checked the underwater cabling system to ensure proper placement. With a thumbs-up from the diving team, engineering employees attached each of the cable wires to signal boxes and swing bridge components.

Eleven days after the initial fire, the U.S. Coast guard notified all river traffic the bridge was operational.

Like the temporary cabling system that was installed on top of the bridge, the underwater cabling system is also a temporary fix. A permanent solution will require the replacement of the fender systems on the bridge to be replaced before the cabling system can be secured to the bottom of the river. Once the new fender systems are in place, the cables will be buried into the riverbed.

Overnight Recovery of Bridge Keeps Corridor Open

“Letting certain parts of a fire burn is a strategic decision. Our forces directed the firemen to areas that were a priority, thereby preventing further restoration delays.”

Joseph Ciganik
Staff Engineer

The multi-faceted recovery effort to resume operations across the Portal Bridge was accomplished in less than 24 hours.

Powerful Accomplishment

This small group of employees has achieved a powerful safety track record — 20 years injury-free. This spring, employees at Amtrak’s Steam Power Plant Facility, also known as the “Power House,” were recognized for the noteworthy safety achievement of working without a single injury since 1985. These individuals are responsible for generating and distributing steam for heating and hot water use by external business customers, at Chicago Union Station and at the Chicago Yards. Pictured from left to right are Stationary Engineers Pedro Flores, Mike Brizic, Laguna Overton, Juan Cortez and Mike Schmidt. Not pictured is John Barrio.
Empire Builder Launch Draws Near

As the launch of enhanced Empire Builder service quickly approaches, work is being completed on a number of fronts to introduce travelers to the model for long-distance train travel.

Plans are being finalized to commemorate the launch with events in Seattle, Portland and Chicago on Aug. 21 and Whitefish and Havre, MT, and Minot, ND, on Aug. 22 that showcase the amenities and service provided on the train.

In the meantime, members of the media and convention and visitor's bureaus are being offered an opportunity to experience the service. In addition, the Marketing and Sales team continues to promote the benefits of this new service to consumers and Amtrak's travel agency community.

Beginning next month, passengers stepping aboard the Empire Builder will discover refurbished equipment, new amenities and improved service as part of Amtrak's Long-distance Train Margin Improvement Project. First-class passengers will be treated to a number of service enhancements including an on-board wine and cheese tasting event in the lounge car featuring Minnesota cheeses and Washington state wines.

Among the improvements in coach will be offers for at-seat meal and beverage service and an invitation to visit the refurbished lounge car to enjoy the scenery or to play one of a wide variety of popular games including Monopoly®, Trivial Pursuit® and Chutes and Ladders®.

To carry out these service enhancements, 379 Empire Builder conductors and on-board employees, including managers and supervisors, will have attended training classes in Chicago and Seattle that focused on the importance of delivering exceptional customer service.

“This initiative, aimed at improving the financial performance of long-distance trains, is being piloted on the Empire Builder, but we’re planning to extend it to other trains in the future,” added Service Delivery Chief Kevin Scott.

A major part of this initiative is the work that has been performed by a team of Mechanical employees at Beech Grove, Chicago, Brighton Park, Sanford and Los Angeles to refurbish 63 cars that will comprise five dedicated Empire Builder trainsets. Over the last nine months, mechanics remanufactured 20 sleeping cars, converted 11 smoking cars to coach/baggage cars and upgraded 14 coaches, six lounge cars, six transdorms (crew sleeping cars) and six diners.

Inside the cars, the walls and surfaces have been updated with a frosty white and navy blue color scheme, accented by cherry wood grain laminate and cushions, carpets and drapes in matching shades of blue.

The bedrooms have been upgraded with newly designed toilet and shower units and on the lower level, the public shower area has been expanded to include a vanity, larger changing area and a wider seat.

Product Samples Complement On-board Amenities

First-class passengers will soon discover an added treat welcoming them aboard the train this summer. Starting with the relaunched Empire Builder, sleeping car passengers will be greeted in their bedrooms with a special gift package that includes a sample assortment of health and beauty, consumable and entertainment products.

Developed by the Marketing department in conjunction with a number of other departments including Service Delivery, Market Research, Public Health and Legal, the program offers vendors an opportunity to extend the reach of their products and brands and introduce new products by offering Amtrak's First class passengers a variety of samples during their journey.

The program is being tested beginning this month on the Empire Builder for approximately six months. During the trial period, the program will be reviewed, evaluated and fine-tuned and subsequently rolled out on all sleeping car service with new product samples every six months.

"Amtrak provides a unique venue for companies seeking to conduct product sampling. These vendors have a chance to distribute their products to consumers in a relaxed atmosphere, who are often on vacation and are more amenable to trying and enjoying new items," explained Marketing Operations Manager Linda Park-Verdi.

The program works like this: Once the vendors are selected, the products are shipped to Amtrak's distribution warehouse run by the Western Folder Distributing Company in Itasca, IL, where the sample packages are assembled, distributed to the appropriate commuters and then delivered to the train. During the trial period, the sample packs include Nivea® Restorative Night Hand Creme, Quaker® Oats Breakfast Squares, Eclipse® Mints by Wrigley, Planters® Nut-rition Lightly Salted-Heart Mix and a CD sampler, “Elvis by the Presleys,” released by Sony BMG Music Entertainment.

To monitor the program, evaluate the customers' overall travel experience and determine reaction to the samples, a comment card is enclosed in each sample pack. Passengers are asked to complete the questionnaire and drop it in the mail at the end of their trip. The response cards are sent to Western Folder, where the feedback is forwarded to the appropriate personnel for follow up.

“This program serves to complement the existing amenities that Amtrak offers its sleeping car passengers, such as complementary meals, newspaper and morning beverages,” stated Senior Director of Industry Alliance Alan Orchison.

The program has also opened the door to other Marketing opportunities. Through the company's existing partnership with Sony, Amtrak promoted the new Broadway play "All Shook Up" by distributing 5,000 CDs that feature selections from the original Broadway cast recording. The CDs were passed out at ticket counters in Washington and Boston to passengers destined for New York last month.

“This initiative was a winner for everyone involved. Sony promoted their CD and the Broadway play while our passengers received a special gift — at no cost to Amtrak — that they can enjoy and listen to for years to come,” explained Marketing Manager Joe Wendlai.
New Contract Brings Cost Savings

Amtrak’s new pest control vendor, Ecolab, will save the company significant costs under a new three-year contract that provides services for stations, commissaries and train equipment.

Not only does the contract with the vendor yield cost-savings, but it also results in more effective means of addressing pest control issues. Instead of the previous practice of fumigating cars during different preventive maintenance cycles, Ecolab will conduct its work utilizing more environmentally friendly measures through Intensive Mass Trapping, at regular intervals in accordance with Amtrak requirements. More commonly known as IMT, this process does not involve the use of pesticides.

This process is being standardized throughout the system as part of the 92-day preventative maintenance cycle for each car. A once-a-year fumigation of cars will also take place.

“The company-wide contract,” said Vic Zare, superintendent of Public Health Standards, “gives Amtrak more control because the new company provides the entire service instead of using various partnership agreements. Additionally, we are instituting new pest control practices and oversight that has the potential for significant cost savings,” added Zare.

Mechanical is collaborating with the Environmental, Health and Safety; Operations; and Procurement departments and Ecolab to improve the business processes associated with maintaining pest-free equipment and facilities such as yards, stations and commissaries at a manageable cost.

For example, Amtrak is developing a real-time reporting and servicing mechanism for the entire system. Using electronic reporting methods will greatly improve the efficiency of the reporting and response to pest control issues. Under the prior contract, all reports were done on paper, or by fax and phone calls, often delaying the process. “If something happens on a car this morning, my crews want to know about it as it happens — we want accurate real-time reporting without delay,” said Steve Covell, manager, Mechanical Standards and Compliance.

Susquehanna River Bridge

continued from page 1

distribute and put in place new bridge ties and temporary jointed rail, and install the new continuous-welded rail.

Meanwhile, the Communications and Signals department provides around-the-clock coverage at Perryville to maintain signals once the rail line is “broken” and makes temporary modifications at Perryville to accommodate single-track movement and the dispatcher’s control at interlockings.

Considering the scope of the project, the train delays are minimal because the block being worked on comprises a short distance. The single-track operation does not affect northbound trains, while southbound trains are experiencing minimal delays that result from trains crossing over to No. 2 track before the bridge, then crossing over to No. 3 track and finally to No. 4 track south of the bridge. The Operations Planning department worked closely with the Mid-Atlantic Division and the Engineering department to develop a revised operating schedule that includes minimal delays at Baltimore, BWI, New Carrollton and Washington.

The U.S. Coast Guard approved Amtrak’s request to close the bridge’s draw span to river traffic for the duration of the project.

A project of this kind requires considerable preparatory work. Preliminary work to remove the pre-existing center walkway, handrail and escape bays on the bridge’s draw span began approximately three months ago. Because of this, employees working in these areas are equipped with fall protection in the form of full-body harnesses, retractable and static lanyards and anchorage points, which are utilized wherever necessary.

As an additional safety precaution, an Amtrak Bridges and Structures department worked boat and operator is available for use during the tie removal and installation work to ensure worker safety and to gather and remove any floating debris that may fall from the bridge and cause a hazard for boaters.

“These safety precautions are a critical part of this project — it’s like having someone work on a ten-story building,” said Tom Olechowski, Engineering’s program director.

At the conclusion of each shift, temporary wooden barricades are placed at the end of the completed walkway and handrail until the entire walkway and handrail installation is complete.

The project began in early July, and work is planned around the clock until Aug 19, when track No. 3 will return to full service. Other bridge tie jobs for much smaller bridges have been completed over multiple 55-hour weekend outages, but a job like Susquehanna would require 30 55-hour weekend outages to accomplish.

“Instead of bringing the gangs and equipment back and forth for 30 or more weekends, it was determined that a single-track outage over a 42-day period would have the least impact on resources, manpower and our customers,” stated Olechowski.

A similar capital project for No. 2 track is planned for FY ’06.

The Northeast Corridor’s Susquehanna River Bridge tie replacement program will take place over the course of 42 days.
The Trails and Rails on-board guide program that is offered aboard the Crescent between Atlanta and New Orleans has been significantly expanded and is now offered seven days a week from May 27 through Sept. 4. Previously presented Thursday through Sunday only, the Trails and Rails program generates high-satisfaction ratings and enhances the Amtrak experience with volunteer train riders who give on-board route-specific presentations about historic and cultural information.

The volunteers travel in teams of two, departing south-bound on train 19 from Atlanta for New Orleans and return on the following day’s train 20. In preparation, more than 60 volunteers attended a two-day training class delivered by Amtrak Sales and Marketing Director Hank Koppelman and the National Park Service ranger assigned to the Atlanta-based project. The training included a review of the volunteers’ presentation script specifically prepared for the route and information about Amtrak’s rules and regulations with an emphasis on safety using a book specifically developed for the program. The volunteers also completed two orientation trips on the train from Atlanta to Birmingham.

The presentation script, developed by Rich Klima, an interpretive park ranger at the Martin Luther King Jr. National Historic Site in Atlanta, was expanded from previous years’ program to include more details about Dr. King’s life and teachings, as well as more information on the history and culture of the area.

The Trails and Rails Program presented aboard the Crescent is but one of many similar programs currently offered systemwide. The National Park Service and Amtrak first partnered in 1995 with a Trails and Rails program aboard the Sunset Limited, and since then, the program has grown considerably and is now included on 13 long-distance trains with the help of approximately 400 volunteers.

Contest Stimulates Kids’ Interest in Trains

Children who love Amtrak trains and yearn for a toy train set of their own are in luck this summer as the Amtrak-Lionel Kids Essay Contest heats up across the nation. After running for six successful years on the West Coast, the contest is being expanded systemwide and will be promoted along 43 routes this year — up from eleven in 2004.

The contest, which began on June 1 and ends on Aug. 31, is designed to stimulate interest in train travel among children and to provide a means to showcase Lionel toys. To enter, kids 12 and under must complete an entry form with a short essay about why they like riding Amtrak. Essays will be judged on the content and originality, and 28 winners will be chosen to win The Polar Express™ Train Set by Lionel, which is a replica of the original train featured in the movie and bestselling book “The Polar Express.” Based on data gathered from past Lionel essay contests, the scenery and food rank as the top two reasons why kids like riding the train. “By partnering with Lionel, a leader in the toy train industry, we have an excellent opportunity to extend Amtrak’s exposure among kids and families,” explained Marketing Officer Rich Ewing. “The contest also allows us to learn first-hand what attracts kids to trains while offering an exciting and entertaining contest to our young rail enthusiasts, who we hope will remain Amtrak passengers for a lifetime.”

To promote the contest, posters are displayed at 47 stations throughout the Amtrak system and entry forms are available in coach seatbacks and sleeping car accommodations of participating trains.

ACAC Seeks New Members

Do you know a frequent Amtrak traveler who might have good customer service suggestions to offer? If so, tell them about the Amtrak Customer Advisory Committee.

The Amtrak Customer Advisory Committee is currently recruiting seven new committee members to fill vacancies of members whose terms expire at the end of August. Chartered by Amtrak, the committee is comprised of volunteers who represent the diversity of passenger service needs and desires. Members serve as Amtrak’s eyes and ears, offering Amtrak management the passenger’s perspective on customer service issues and policies.

The ACAC seeks candidates who are Amtrak passengers from all regions of the country. Candidates may be business travelers, vacation travelers, people with disabilities, seniors and students. The ACAC membership also reflects diverse educational and practical experience. Members attend two national meetings per year within the Amtrak system, as well as regional meetings.

Applications for ACAC membership must include:

(1) a letter of interest explaining why the candidate’s travel, customer, educational, and work experiences can benefit Amtrak and the committee’s work,

(2) a resume,

(3) a list of the short- and long-distance Amtrak trips that the candidate has taken during the past twelve months, and

(4) planned trips for the next 12 months.

Completed application packages should be mailed by Aug. 31 to:

Ms. Kate Warr
Amtrak Customer Advisory Committee
900 Second Street, NE Suite 308
Washington, DC  20002
Fax: 202-408-8287
E-mail: acac@amtrak.com

All candidates will be given full and careful consideration based upon ACAC’s need for regional and demographic representation. Thank you for your interest and support!

(Amtrak and NARP employees and their relatives may not serve.)
Day-to-day operations at the Chicago crew base, known as the General Bulletin (GB) office, have become much more efficient since a new facility for Train and Engine crews was constructed at Chicago Union Station. Serving close to 300 employees a day that work for Amtrak, METRA (commuter service) and BNSF, the 3,002 square-foot facility is just a short walk from the previous GB office and provides a spacious comfortable work environment for conductors, assistant conductors, engineers and train directors.

The main room of the expanded facility, which opened May 15, is divided into four alcoves and provides a quiet environment where up to four crews may conduct quality briefings simultaneously. To help minimize distractions during briefings, an adjacent room houses five new paperless timeticket machines and bulletin boards where notices and other operating documents that communicate changes in railroad operating rules or conditions are displayed.

“The new facility is nearly seven times larger than the old office, which could barely accommodate one crew for a job briefing,” stated Trainmaster Tom Pape.

The new facility also offers a better work environment for the train directors who communicate with dispatchers from various host railroads, ensure that the paperwork issued from the railroads is correct and disseminate hundreds of documents a day for the crews. Train Director Suvera Johnson noted, “With a separate room for our printers and fax machines it’s a lot quieter and with the additional space, I can accomplish much more,” explained Johnson.

Situational awareness, teamwork and communication are key elements of Crew Resource Management, which is a component of the Transportation department’s annual Block Training. “We continually remind our Train and Engine crews of the importance of utilizing the tools taught in CRM. The move has indeed eliminated these obstacles,” Trainmaster Harold Krewer commented.

Chicago Makes Room for New Crew Base

New Stop at the Oakland Coliseum

Commemorating the newly built $6.6 million rail platform at the Oakland Coliseum, employees, rail enthusiasts and government officials celebrate the completion of construction on the 450-foot platform at an event held on May 25.

The platform is an intermodal link for riders destined for the McAfee Coliseum and the Oakland Arena, the Bay Area Rapid Transit (BART) and the Oakland International Airport. The stop is also on Amtrak’s Capitol Corridor route, which links Sacramento, Oakland, and San Jose with other cities in Northern California and the Central Valley.

The city of Oakland built the station with funding from its Redevelopment Agency, the California Department of Transportation, the Capitol Corridor Joint Powers Authority and the Alameda County Congestion Management Agency.

Texas Kudos

During their annual agents’ meeting held on May 25 (L to R) Southwest Division General Superintendent Richard Phelps, Station Agent Griff Hubbard, Ticket Agent Patrick Calton, and Assistant Superintendent Joy Smith pose with the coveted Eagle trophy awarded to Longview station employees for outstanding performance in FY ’04.

The Eagle trophy is an award that is made on a rotating basis to the group of station employees with the highest increase in ridership and revenue, as well as perfect attendance and safety records. Also acknowledged at the meeting were a range of milestones, from ticket agents remaining injury-free for over five years, to perfect attendance.

The meeting was hosted by BNSF at its headquarters in Fort Worth. “Amtrak and BNSF have an outstanding relationship in the Southwest Division. Having BNSF interface with our station personnel at this meeting provided a great opportunity for the group to see first-hand how the BNSF Operations Center is run and meet some of the employees involved in dispatching Amtrak trains,” said Phelps.
Southwest Division Employees Recognized at Surfliner Five-year Celebration

Members of the original Pacific Surfliner team, shown here with Disney’s Mickey Mouse, celebrate the fifth anniversary of the service at the Anaheim, CA train station on June 1.

Joined by government officials, state partners and train enthusiasts, the team of employees was lauded by General Superintendent Richard Phelps who declared, “We are pleased to honor these dedicated employees who helped forge the vision of the Pacific Surliners back in the 1990s. All Pacific Surfliner employees are dedicated to working closely with our partners to continue to provide quality service to our passengers — it’s truly a team effort.”

(L to R) Darrell Johnson, manager, Capital Programs, Orange County Transportation Authority, Manager of On-board Service Charles Roebuck, San Diego Station Agent Alice Pinkney, Conductor George Raney, Secretary Amy Lo, General Superintendent Richard Wilson, Lead Service Attendant Gilton Graham, Lead Service Attendant Robert Hobbs, Conductor Dalton Parker, and Assistant Station Manager Szezel Pough.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

June 2005

ADAMS, MICHAEL
Philadelphia District

AHMED, WAQAR
Chicago Metro District

ALL, B RASHID
Chicago Metro District

ALLEN, MICHAEL
Twin Cities District

ANDERSON, ALAN
Wilmington/Newark District

ANNONE, MICHAEL
Wilmington/Newark District

APOSTOLI JR, JOHN
Philadelphia District

APPENSO, MICHAEL
Los Angeles District

BOYD, DONALD
Chicago Metro District

BOYD, MICHAEL
Baltimore District

BROWN, JAMES
Wilmington/Newark District

BRUCKSHEN, CHERYL
Seattle District

BUTLER, DARYLL
Chicago Metro District

BYUS JR, ROBERT
Philadelphia District

CARPENTER, BETTE
Washington, DC/HQ

CAVALIERI, ROBERT
Philadelphia District

CHAPARRO, MICHAEL
Beech Grove District

CLOUGH JR, EARL
Oakland District

COLEMAN, BENJAMIN
Salt Lake City District

COLLESIDES, KEITH
Empire/Albany District

25-Year

COPPOL, WALTER
Wilmington/Newark District

CRUZ, JOSE
Santa Fe District

CURDY JR, WILLIAM
Philadelphia District

CUTTER, BRIAN
Twin Cities District

DAVID, RANDOLPH
Los Angeles District

DAVIES, RONALD
New York District

DUTTON SR, GEORGE
Wilmington/Newark District

EISENHUER, JOHN
Seattle District

FRAGIORGI, PAUL
New York District

FRASONE JR, JOHN
New York District

FREED JR, STANLEY
Mid-Atlantic Div/DC Non-HQ

FUNARO, RAYMOND
New Haven District

FUNK, JACK
Beech Grove District

GARDNER, ERROLL
Philadelphia District

GARRETT, RICHARD
Chicago District

GENTRY, PHILIP
Kansas City District

GLASER JR, AUGUSTINE
Philadelphia District

GONZALEZ, ROBERT
New Haven District

GRANO, RICHARD
Philadelphia District

GRAY, JAMES
Philadelphia District

GUIDEMAN SR, DAVID
Mid-Atlantic Div/DC Non-HQ

HARDY JEAN
Seattle District

HARTMANN, WILLIAM
Chicago Metro District

HELFRICH BRIAN
Philadelphia District

HENRY JR, JOSEPH
Philadelphia District

HIRST, DEIRDRE
Philadelphia District

HILL, REGGIE
Chicago Metro District

INDA, JUADEL
Los Angeles District

JACKSON, NOVAL
Salt Lake City District

JEFFRIES, MICHAEL
Beech Grove District

JENKINS, LINDA
Chicago Metro District

JONES, FRANCES
Seattle District

KELGAR JR, WILLIAM
Chicago Metro District

KELLY, CARL
Chicago Metro District

LEWIS, KEITH
Wilmington/Newark District

LINDSAY, RANDALL
Beech Grove District

LINDSEY, YVONNE
Chicago Metro District

LITTLE, PAUL
Seattle District

LUDLOW JR, WILLIAM
Kansas City District

MACDONALD, CARLETON
Washington, DC/HQ

MACHADO, ERNEST
Los Angeles District

MAY, ROSS
Salt Lake City District

MARLOWE, SHEILA
Wilmington/Newark District

MARTINEZ, ROBERT
Chicago Metro District

MASON, VERGIA
Oakland District

MATNEY, BERNIE
Philadelphia District

MC CONNELL, JAMES
New Orleans District

MUNSKY, RANDAL
Seattle District

NORDHOLT, HERMAN
Beech Grove District

PAGNOTTA, JOHN
New York District

PARADISE, BRYAN
New York District

PAULSON, GARY
Beech Grove District

PERKINS, JOHN
Chicago Metro District

PERKINS, RONALD
Chicago Metro District

PELPHS, RONALD
Beech Grove District

PIOTI, JOSEPH
Chicago Metro District

REYNOLDS, TONY
Wilmington/Newark District

RODRIGUEZ, DEBORAH
Philadelphia District

SANCHEZ, RUBEN
Chicago Metro District

SANDERS, KATHLEEN
Los Angeles District

SANTORO, PAUL
Philadelphia District

SELVAGGIO, MICHAEL
New York District

SOMERO, LINDA
Chicago Metro District

SILNES, WILLIAM
Beech Grove District

SILVA, MARY
Seattle District

SLIMBOCK, ROBERT
Philadelphia District

SOKOLOWSKI, CHERYL
Detroit District

STERNE, GARY
Philadelphia District

STEWART, MARK
Wilmington/Newark District

SWEIGART, MELVIN
Philadelphia District

TILLER, TERRY
New York District

VANDERVEER, GREGORY
New York District

WEATHERALL MILTON
Chicago Metro District

WHITE, CALVIN
New York District

WILLIAMS, CAROLYN
Mid-Atlantic Div/DC Non-HQ

WOOD, STENNETh
Miami District

WYLCEZUK, PAUL
New York District

YAMADA, KENNETH
Oakland District

YU, ONPING
Los Angeles District

ZIEGER, HOWARD
Seattle District

30-Year Anniversaries

June 2005

ABAD, LEANDRO
Miami District

BEL, MARCUS
Chicago District

BERRY, JOHN
Sanford District

BOWEN, MATT
Beech Grove District

BRIDGORTH, JERRY
Jacksonville District

COMBS, BRUCE
Mid-Atlantic Div/DC Non-HQ

CROSS, ALAN
Mid-Atlantic Div/DC Non-HQ

CURTIS, RICHARD
Detroit District

DEJONG, DIXIE
Beech Grove District

EVANS, BRUCE
Mid-Atlantic Div/DC Non-HQ

FIKE, JEFFREY
Oakland District

FOUNTAINE, JAY
Los Angeles District

GILBERT, THOMAS
Atlanta District

HANEY, YOUNG
Washington, DC/HQ

HARLEY, MAYNARD
Los Angeles District

HOLT, JOSEPH
Chicago Metro District

HURLEY, ALFRED
Mid-Atlantic Div/DC Non-HQ

KEIBLACH, ROGER
Los Angeles District

KELLY, THOMAS
Chicago Metro District

LOOMIS, DAVID
Miami District

MCMANUS, MICHAEL
Detroit District

MONTGOMERY, EUGENE
Seattle District

MORRIS, LEE
Chicago Metro District

PATRICK, LEROY
Miami District

PEDEN JR, JOSEPH
Los Angeles District

RIZZI, ANTHONY
New York District

ROBERTS, LARRY
New Orleans District

TODD, LYNN
Sanford District

VIRACIL, CAROL
Chicago Metro District

WALKER, IRA
Los Angeles District

WALKSH, THOMAS
Seattle District

WELCH, JERRY
Beech Grove District

WILLIAMS, WILLIAM
Beech Grove District

WOODECOCK III, CHARLES
Washington, DC/HQ

Retirees

May 2005

BAKER, JOHN
Philadelphia District

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

BAUTISTA, RUDY
Jacksonville District

CHILES, JAMES
Philadelphia Metro District

ELLER, ROBERT
Oakland District

FONTALA, DAVID
San Jose District

GLEASON, MICHAEL
New York District

HENNAN, RALPH
Chicago Metro District

HOOHAN, JOHN
Wilmington/Newark District

JOHNSON, TIMOTHY
Mid-Atlantic Div/DC Non-HQ

MILLER, WESLEY
Chicago Metro District

REIN, RICHARD
Los Angeles District

RIZZI, MARTIN
New York District

SATTERBLOL, EDWARD
Chicago Metro District

SHECK, JOHN
Philadelphia District

STULL, NANCY
Los Angeles District

TURNER, EDWARD
Los Angeles District

WILLIAMS, PATRICIA
Philadelphia District

GMAC SHARING SERVICE / ACRYLIC / 8 1/2 X 11 / $1.00 / 2005
Dear Amtrak:

I wanted to single out one of your employees and express my gratitude for his great service. His name is Jeffrey (Anderson)... working on the Empire Builder from Chicago to Seattle.

Jeffrey’s genuine concern and attention to the passengers was remarkable. I observed him attending to each of the passengers including myself, offering to make dinner reservations and adjusting chairs, etc. His pleasant attitude and warm smile welcomed all of us on board.

Also, sitting next to me was an elderly woman who appeared to have full-blown Alzheimer’s. She was constantly lost and wandering from car to car. Jeffrey kept an eye on her and was seen most frequently escorting her to her seat... Jeffrey represents customer service at its finest and Amtrak is fortunate to have him as an employee.

Sincerely,
Evelyn H.
Seattle, WA

Dear Amtrak:

In boarding the Amtrak train 188 from Washington to Philadelphia, a person with some significant handicap/difficulty was seated behind me. ... It was packed train.

Without any lapse in customer attention, train duties and for the general well being of all passengers, Conductor Anna Schell made the trip enjoyable but more importantly, provided prompt and very courteous care to this disabled individual.

Over the past year I have found every employee to be outstanding. Conductor Schell ... is just one huge example. I think your staff is competent and they reward you well.

Sincerely,
Jeffrey T. P.
Mulberry, FL

VITAL STATS

for May 2005

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<th></th>
<th>Month</th>
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A Monthly Newspaper
for and by Amtrak Employees

**Acela Express Gradually Returns to Service**

Acela Express trains gradually returned to weekday and weekend service in July, ending a three-month suspension of service to refit the trains with brake rotors after cracks were discovered in the original design.

At press time, nine weekday roundtrips between Washington and New York and three between Washington and Boston had been added to the schedule. Additional trains are expected to be added to the schedule in August and September.

“Ninety-five percent of our Northeast Corridor passengers stayed with Amtrak while Acela was out of service. We appreciate that loyalty and are pleased to return Acela Express to service,” said Senior Vice President Bill Croson. “We also appreciate the many employees who worked hard to identify the problem and teamed with the folks at Bombardier-Alstom consortium, the Knorr Brake Corporation and Faiveley to service along the entire route during the period that the Acela equipment was pulled from service, train capacity on Regionals, Clockers and Keystone was adjusted to meet schedule needs and additional Metroliner Service replaced most Acela time slots.

**Silver Service Changes Offer More Convenient Schedules**

Silver Service schedules have undergone several changes this month that provide more convenient departure and arrival schedules, better connections for passengers traveling between Miami, FL, and New York and — ultimately — more reliable service.

“These changes will directly influence and increase Amtrak’s ridership and revenue on this important corridor because our passengers now have more choices that fit their vacation and travel needs,” said Chief Planning Officer Ralph von dem Hagen. “By changing work schedules, our Mechanical forces in Florida are making this schedule adjustment possible.”

The Northeast Corridor Acela service was suspended April 15 when cracks on the spokes of the disc brakes were discovered. The Mechanical department identified the extent of the problem and as the trains were still under warranty, the train’s manufacturer, Bombardier-Alstom, produced an all-new design of the disc, which was cast and an assembly process for it was begun. The Federal Railroad Administration provided oversight for the effort and the new discs will continue to be inspected as a regular part of the trainset’s maintenance cycle.

Conductor Jim Policastro assists a passenger aboard Acela Express 2107 as it is stands ready to depart New York Penn Station for Washington, D.C., at 7 a.m. on July 11. This train and its northbound counterpart, train 2102 that left Washington at the same time, were the first two Acela Express trainsets to resume service since cracks in the brakes were discovered on April 15.

For many vacationers, especially families, changes to the Silver Meteor train schedule make a difference in planning a Florida getaway. Because the trains depart earlier from Miami, the schedule provides convenient early afternoon or evening departure times from popular travel destinations such as Orlando or Jacksonville, FL.

Under the new schedule, the northbound Silver Star departs Miami at 8:50 a.m., nearly three and a half hours earlier than the old schedule. The train then arrives in Orlando at 12:30 p.m., Washington at 6:07 a.m. the next day and in New York at 10:20 a.m. By arriving in New York approximately three hours earlier, passengers have more connection options from that city. For example, passengers may connect to more Empire Service departures to Syracuse, Rochester other cities west, and of course, more choices on the Northeast Corridor.

Chicago and the Midwest to make a scheduled connection to the Capitol Limited train 29.

For southbound passengers, the Silver Star train 91 will depart New York at 11:08 a.m., one hour later than the previous schedule, arriving in Washington at 2:40 p.m. Train 91 will arrive the next day in Miami at 5:59 p.m., an hour and a half later than the previous schedule.

In an unrelated change to Florida service, Silver Service trains will no longer stop in Sanford, because of hurricane damage to the CSX-owned station there. Instead, passengers will be directed to use the stations in nearby Winter Park and DeLand. The Sanford Auto Train station is not affected by this change.
As I write this column at the end of July, let me offer three reasons to be optimistic about the future.

The first is that Acela Express is gradually returning to service slightly ahead of the schedule we more or less predicted some weeks ago. Passengers in the Northeast stayed with Amtrak — on other trains — and I’m glad that Acela is back. We have established weekend and weekday schedules between Washington and New York, and we’re gradually adding service to Boston. I expect that every week or two we’ll be adding more roundtrips until all the trains are back in service in the late summer or early fall. As a result, the revenue will begin to improve, too.

Second, we’ve made a strong case to Congress for an adequate level of federal funding in FY ’06 and members of the appropriating committees appear to agree with this need. The funding bills are now headed for negotiation between the House and Senate. The Senate appropriators seek to provide Amtrak with $1.45 billion next year, the House stands at our current level of $1.2 billion. We have a real opportunity to increase our level of funding for FY ’06.

This is a sign of support for what we’ve accomplished to date and for the reforms and the improvements in passenger rail we continue to seek. In particular, we’ve held the line on our need for operating support, despite the rising costs of fuel, liability, labor and other inflationary pressures. Our need for capital project support continues to be a race against time, and many in Congress recognize this fact.

We’ve done a good job in managing our resources and delivering on what we have set out to do, but there’s still much more to be done. Even at $1.4 billion, funds will be tight in FY ’06, but progress will continue. All employees can continue to do their part by performing their jobs well and delivering the best customer service possible. As developments occur on our federal support, I will let you know.

Finally, the inauguration of the new Empire Builder service in August marks the start of a bold effort to refurbish cars, improve on-board services and add amenities for our passengers. The Empire Builder is already one of our most popular trains, with nearly a half million passengers riding it annually. However, I think we can make it even more popular — especially in the non-peak months — and charge more in fares with the upgraded service. The result, I hope, will be a better performing train — both financially and for our passengers. If successful, it will be the model for other trains as well.

Reforms and improvements require focus and attention, and they won’t come overnight and all at once. We continue to make steady progress in returning our infrastructure to a state of good repair, but as we all know, we have a long way to go in this and many other areas. Still, there’s reason to be optimistic because we are on the right track. Thank you for your efforts.

Amtrak Celebrates the Start of Enhanced Empire Builder Service

After months of preparation that involved upgrading equipment, training employees, implementing communication plans and finalizing on-board services and amenities, enhanced service began this month on the Empire Builder, the prototype for the Long-distance Train Margin Improvement Project.

To kick off this service, employees, community residents, media representatives, local government officials and other stakeholders are participating in celebrations held in a number of locations along the route — Chicago, IL, Portland, OR, and Seattle, WA, on Aug. 21, and in Minot, ND, and Whitefish, MT, on Aug. 22.

Each city will provide its own unique program with special guest speakers and other activities to celebrate the event. In Chicago, Portland and Seattle, complimentary sparkling cider and freshly baked cookies will be served to demonstrate a small preview of the new features available on board the train. Guests will also have a chance to view a three-minute video donated by the Travel Channel from its recent series “Great Train Rides to the National Parks,” which includes an alluring depiction of the Empire Builder route and the romance of rail travel.

The first event of the day will begin in Chicago at 11:30 a.m. with an Empire Builder equipment display, where visitors get a first-hand look at the refurbished sleeping cars and updated Sightseer lounge car, dining car and coaches. After the tours, Central Division officials will speak briefly in the newly redecorated Lounge G at Chicago Union Station, where a Trails and Rails exhibit and new poster series featuring long-distance trains will be on display.

In the Pacific Northwest, at Seattle’s King Street Station and in Portland, crowds will gather for festivities at 3 p.m. Guests at both stations will be greeted with remarks from Pacific Division representatives and other local officials, followed by ribbon-cutting ceremonies as each train prepares to depart the station.

During the events, attendees will visit with local vendors and stakeholders along the route who will display their goods and services at the stations. The Washington State Department of Transportation, National Association of Railroad Passengers, Nature Conservatory and AARP are among those who will be represented at the Seattle event. The Oregon State Department of Transportation and others will be represented at the Portland event.

As of this writing, events are still being finalized for Whitefish and Minot.

continued on page 6
Wire Replacement Project to Yield Higher Speeds

Track speeds will increase from the maximum authorized speed of 80 mph to 125 mph on a 10-mile section of mainline track on the Perryville subdivision near the city of Havre de Grace, MD, as a result of the contact wire replacement project being undertaken by the engineering force of the Mid-Atlantic Division. The group is on target for completing this project at the end of this month.

“Our electric traction crews have been working on this project since April and have taken the tracks out of service without causing a single delay to the corridor. I am very proud of our crews and their efforts,” said Deity Chief Engineer Bob Verhelle.

The contact wire, also called catenary trolley wire, transmits electricity to an electric engine via the pantograph located on top of the locomotive. The crew is installing the new 36-trolley wire, and removing the smaller worn out 4/0-trolley wire that is currently supplying the electricity to the locomotives. The new contact wire is wider than that being replaced and has the capacity to carry more current to the locomotive, therefore, facilitating higher speeds on the section of track.

During a daytime, five-hour window, the existing 30-year-old contact wire is being replaced because it has become worn to a condemnable limits. The replacement process requires track No. 3 to be taken out of service after the rush-hour schedule in the morning for the duration of the four-month project. After the electric traction crews string out the new contact wire in one and/or two mile increments, they string the wire while standing on the catenary maintenance vehicle’s hydraulic-lifted platform to reach the 16-foot-high wire.

Newly Acquired Switchers Reduce Fuel Consumption

Amtrak has purchased 10 new fuel-efficient GP-15 switch engines costing $11 million, to replace 40 year-old locomotives that no longer met environmental standards. This marks the first time in the railroad’s history that switchers equipped with the latest in “smart” technology have been purchased. Among the “smart” technologies aboard the GP-15s is an auto-start system that automatically starts up the locomotive when adverse weather conditions occur that could cause systems to fail below critical parameters, such as freezing temperatures that could affect the engine block or cause the air brake pressure to decrease. Similarly, this feature automatically shuts down the locomotive after weather conditions become favorable. This automatic “cycling” means the switch locomotives do not have to be kept running constantly and the result will be a fuel savings that could be considerable. It is estimated that an idle switch locomotive could use three to four gallons of fuel per hour that will be saved during the shutdown.

The new GP-15 switcher’s cooling system uses anti-freeze, opposed to the older models that were kept running to prevent freezing when outside temperatures reached 40 degrees or lower.

In addition to the auto-start feature, the new 1,500-horsepower equipment features a Caterpillar engine, as opposed to the older General Motors EMD engines and includes a new diagnostic electronic package that features a control system for both the engine and the traction system.

Each switch locomotive cost about $1.1 million, not including the traction motor combos, which were supplied and built by Amtrak’s Wilmington truck and electric shops.

It was necessary to take delivery of the 10 GP-15 switchers by the end of 2004 to be compliant with U.S. Environmental Protection Agency (EPA) Tier I emission standards, which set limits for exhaust emissions (such as particulates and nitrogen oxides) that can be released from a diesel locomotive engine. Tier I is defined standards, with current requirements set as Tier 0, Tier 1 and Tier 2. “The new equipment will reduce the total air emissions count from Amtrak fleet operations. Amtrak will be both reducing fuel use, especially with the current price of diesel fuel, and limiting exhaust emissions with this acquisition,” said Roy Deitchman, vice president, Environmental, Health and Safety.

“Amtrak Purchasing placed the order in April 2004, and the locomotives were built and delivered to Wilmington in only eight months — almost unheard of in new equipment acquisition,” said William Broome, director of New Equipment Acquisition. The 40-plus-year-old equipment was well past its expected life, and will be sold as scrap.

In service since mid-March, seven switchers are being used in the Mid-Atlantic division where they are used for work train and yard service. At Sunnyside, three switchers are used in yard service making up trains and moving equipment within the yard.

The Perryville electric traction crews pull the slack from the catenary trolley wire as they stand on the catenary maintenance vehicle hydraulic-lifted platform.

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On the O track at the Wilmington shops, a new GP-15 switcher moves a cabin car, used by work train crews to store equipment.

Roy Deitchman
Vice President
Environmental, Health and Safety

"Amtrak will be both reducing fuel use, especially with the current price of diesel fuel, and limiting exhaust emissions with this acquisition.”
Dear Co-workers:

As Amtrak’s Southern Division Mechanical department moves toward FY ’06, we’ve got a lot keeping us busy.

In the upcoming months, there will be some challenging and rewarding times. Changes to the schedule of the Silver Service will enhance the revenue possibilities for Amtrak, while challenging the Mechanical department with shorter turnaround times. At present, we are in the midst of a huge track construction project in Sanford, which will lead to better switching and storage track areas.

After a long FY ’04/FY ’05 season that brought trying times to everyone in the Florida and Gulf Coast regions, we look back over our accomplishments with pride.

We fondly remember meeting Charlie, Frances, Ivan, Jeanne, and most recently, Cindy and Dennis, head on in this region of the country, where our employees pulled together during a stressful and devastating time to ensure all of our equipment was protected and available. It has always amazed me how a group of employees can pull together during a time of crisis and make it seem as if it is just another day — and it makes me proud to be a part of that team. I want to personally thank each and every person for his or her outstanding job during the hurricane season of 2004 and 2005, and although this season has gotten off to a rocky start, we can only hope it is not as bad as last year.

We have come a long way in the Southern Division, with each of our locations showing great achievements in equipment repairs and facility maintenance.

In Hialeah, FL, where the entire fleet of low-level long-distance cars is maintained, the Preventive Maintenance production line produces clean, safe, quality equipment on a scheduled basis. This is based solely on giving the employees the time and tools they need to produce quality equipment. We have also made major changes to the facility through maintaining that have had a direct effect on productivity. One key addition to the facility is the newly installed wheel true machine that will reduce costs by allowing us to profile wheels while still on the car in the PM cycle, allowing the wheels to run from maintenance cycle to maintenance cycle without any defects. Other improvements such as security cameras throughout the facility, a car mover, an extended roof covering over the drop table and inspection pit area, and remodeled locker rooms and lunch room have created a better work environment and thus enhanced productivity.

In Sanford, we recently celebrated the delivery of new auto carriers that have replaced the antiquated auto racks on the Auto Train. The new carriers are all one size and make loading and unloading easier, as we no longer have to distinguish between car types. Our department has also worked on the new interior blue color scheme enhancements to the Auto Train equipment, and with the delivery of the new carriers, we are truly proud of the entire new look. Sanford is a small facility, but the employees take a lot of pride in the work they produce.

The mechanics at Sanford also played an integral part in providing the new Empire Builder service with three lounge cars and four coaches with the new interior enhancements that include dining and cocktail tables, new upholstery and new carpeting. These enhancements were done over and above their normal workload and upon inspection just reaffirms that we have quality, professional mechanics in the Southern Division.

New Orleans, “Home of the Blues,” houses the maintenance facility for Superintendent I equipment for the City of New Orleans. With the lease of the eight P-40 locomotives to Metro-North that used to be maintained in Sanford, the New Orleans facility has become the primary maintenance facility for locomotives in the South. In addition, the Mechanical department plays an integral part in turning the Crescent train 19 for train 20 in New Orleans. During the recent 13-week track outage between New Orleans and Pensacola, FL, our crews provided the turnaround service for the Sunset Limited, which is normally serviced in Sanford for its scheduled Orlando, FL, departure.

Other improvements in New Orleans are the state-of-the-art car wash, security cameras throughout the facility, a roof over the inspection pit for the newly established PM line, an overhead crane in the diesel shop and, at present, we are redoing all the platforms in the diesel shop. As capital money continues to be available, further enhancements are planned for the facility.

We were the first Mechanical division to take over the turnaround servicing groups that originally belonged to the Transportation department. These locations are Lorton, VA, Charlotte, NC, Savannah, GA, and Jacksonville, FL. We have also accepted the responsibility for all the equipment disruptions en-route and work very closely with other departments to reduce and/or eliminate these failures.

In closing, I would like for each employee to understand how challenging our work is and how proud I am of being a part of something so good. Often times we don’t take the opportunity to reflect on where we came from and enjoy the accomplishments that we have made. We in the Southern Division have a lot to be proud of. We have come a long way in a short period of time and with your help and dedication, we can continue that trip. Each employee in this division plays an integral part in the operation and our success relies solely on your performance.

As my father used to say, a manager is only as good as the people who work for him. I want to thank each of you for making me that manager.

Sincerely,

M.R. Farr, Jr.
Master Mechanic
Southern Division

New Car Carriers Replace Aged Equipment

The new bi-level auto carriers that were put in service on the popular Auto Train just before the summer season replaced 64 aged carriers that were old and in poor condition. Fifty new carriers were delivered and 30 more are to be delivered this summer. Predominantly comprised of aluminum, the carriers are significantly lighter in weight than Amtrak’s older carriers. Because of the lighter weight, the Auto Train consist will consume less fuel and put less wear and tear on the equipment, thereby providing overall cost savings.

Each newly configured vehicle carrier accommodates 10 standard automobiles or eight full-size sport utility vehicles or minivans. “The old carriers could only fit eight of any kind, and severely restricted our reservation capacity. We could only take 29 SUVs or minivans on each train — but now we can now take up to 120, and up to 200 standard vehicles on a single train,” said Southern Division District Superintendent Fred Nardelli.

Each new auto carrier is 90 feet long and 18 feet 9 inches in height with a gross rail load, or loaded capacity, of 163,500 pounds and can carry up to 10 vehicles.

The replaced 30- to 40-year-old equipment that was in dire need of replacement due to age and poor condition was sold to various companies as scrap.

The Auto Train operates roundtrip once a day between Lorton, VA and Sanford, FL, and is primarily frequented by seasonal travelers and vacationers who travel with their vehicles. The new fleet of carriers will accommodate a wide range of vehicles more so than the old ones.

Amtrak acquired the auto carriers from Johnstown America Corporation (JAC) while the company was in production of a fleet of auto carriers for another railroad carrier. Amtrak had the advantage of piggybacking onto JAC’s on-going production run, thereby expediting delivery.
Summer Travelers Boost Bottom Line

“Welcome back,” called a passenger as he passed Conductor Stephen Young on the platform while boarding a newly returned-to-service Acela Express in Washington. Echoing that sentiment, Young stated, “Passengers have told me they’re happy to see it return. They’ve actually said to me, ‘My Acela is finally back.’”

Resuming the service in phases, Amtrak returned the equipment to work in mid-July, replacing the Metroliners that had temporarily taken their place. By the end of the month, nine weekday roundtrips between Washington and New York and three between Washington and Boston were in service. The company expects full service to be restored by the fall.

While the service suspension has had a major impact in the Northeast Corridor, strong performance on other corridor services and long-distance trains have helped to counter the $7 million ticket revenue loss in June resulting from the suspension of Acela Express service in mid-April due to brake disc problems. June ticket revenue was almost $110 million — down from a year ago by 2 percent and down from budget by nearly 7 percent.

In the Northeast Corridor, Regional train ridership jumped 16 percent ahead of last year and 13 percent over budget with just under 644,000 trips, helping offset the loss in June of 75,000 trips from the Clockers service resulting from the partial shift of operations to NJ Transit, which began in April. Boosted by a 5-percent fare increase put in place at the beginning of the month, Regional revenue also rose significantly. With June sales of nearly $33.6 million, the results were 22 percent better than a year ago and 18 percent ahead of budget.

Significant gains in ridership and ticket revenue were also seen in the Midwest and West versus last year and budget. The 5-percent fare increase implemented at the start of the month on some state-supported services helped boost revenue results. In the Midwest, the Chicago hub services showed strong performance with increases in ridership and ticket revenue against last year and budget. In the West, similar results were seen on the Cascades, Capitols, San Joaquin and Pacific Surfliner.

Long-distance train performance improvements that began in May continued through June. Overall, results for the month were improved against last year by 7 percent in ridership and 8 percent in ticket revenue, although budget through mid-June, as did the Thomas the Tank promotion that ended with 92,000 sweepstakes entries. The “Are We There Yet” DVD promotion ended June 30 and the Lionel Kids Essay Contest, which began as a regional promotion in the West, was expanded systemwide in June. The Northeast Corridor’s popular Share Fares promotion for groups of three to six passengers traveling together that debuted in February was extended in May. The extended offer allows bookings through Sept. 30 for travel through Dec. 15.

An effort to boost Auto Train sales percent from a year ago with a 34 percent on-time performance rating, the figure was 9 percent below May’s OTP number. Systemwide, the June OTP was 64.3 percent, just about equal to last year, though down from May’s 70-percent OTP figure. The June fiscal year-to-date picture shows ridership nearly flat against last year and down just over 1 percent against budget. Ticket revenue numbers are down just over 2 percent, while down 6 percent against budget.

Ridership and Ticket Revenue for June 2005

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Management Program Prepares New Leaders

This summer, Amtrak is launching a Management Associate Program that will provide entry-level management candidates with the business and technical experience and leadership skills development to groom them for top management positions.

The program is designed for recent college graduates — including those who are Amtrak employees that have demonstrated outstanding performance — to orient them to the company, its goals, strategic plans and reform initiatives.

The program’s first group of candidates is slated to begin in the fall, followed by a second group by the end of the calendar year.

While this is not the first time the company has offered this type of program, it has been decades since a program like this has been offered.

“It’s standard business practice for organizations like Amtrak to analyze where they will be in the next five years and to develop programs that will provide the company with its future leaders.”

Elisha Lewis
Human Resources Manager

The program’s curriculum includes rotational assignments coupled with classroom project management, leadership training and mentoring. The revolving job assignments consist of a one-month corporate orientation and 12- to 18-month field assignments within various departments.

Human Resources will coordinate the rotation assignments with the business groups.

Currently, Amtrak is reviewing resumes from interested internal candidates and a recruiting strategy has been designed to draw outside interest.

For further information about the program, contact Elisha Lewis at (202) 906-2206 (ATS 777-2206) or via e-mail at lewise@amtrak.com.
Mechanical Department Launches 2005 Safety Training Camp at Sunnyside Yard

Based on the success of last year’s Safety Training Camp, the Sunnyside Yard Mechanical department launched its second training session this summer.

The joint labor and management program was developed utilizing the same strategy as last year’s training camp; targeting specific problem areas and delivering refresher safety courses on those topics. This year’s one-day program will include courses on blood-borne pathogens, spill prevention and control, safe driving, and cleaning and servicing cars and locomotives. Additionally, a safe-driving course will be offered that includes a drivers’ certification test for those drivers who qualify and forklift drivers will also undergo computer-based training and a qualifying test.

Following the first training camp, which was offered last year between October 2004 and January 2005, the department went 121 days injury-free and 150 days without a lost-time injury from Jan. 17 through May 18. This surpassed the previous year’s figure of 88 injury-free days.

Last year’s program included five site-specific courses (lock-out/tag-out, blue signal protection, environmental awareness, hazardous materials communication and car cleaning) and was completed by approximately 430 Mechanical department employees, including clerks and administrators, at Sunnyside Yard.

A team of employees was key to the success of last year’s Safety Training Camp, including Employee Development’s Ken LeRose and Charles Angotti, who coordinated training schedules for over 400 employees and familiarized the Mechanical department instructors with new training equipment. “Without their help and the help of Operations’ Senior

Empire Builder Service

continued from page 2

To officially welcome passengers aboard the Aug. 21 train from Seattle, Amtrak President David Gunn is scheduled to ride the eastbound train and greet travelers boarding at stations along the route. Author and historian Joe Welsh and railroad artist J. Craig Thorpe are also scheduled to be on this train to discuss the train’s history. Media representatives from cities along the route have had an opportunity to experience the enhancements that have been made. Prior to Aug. 21, the Media Relations team joined reporters and travel writers as they rode the train and toured the equipment as a preview to the launch events.

The Reservation Sales Call Centers in Riverside, CA, and Philadelphia, PA, are also joining the celebration by featuring the Empire Builder as the Train of the Month with a number of activities to help agents learn more about the services, amenities and highlights of the historical route.

Every week in August, call center employees have had a chance to win prizes by playing “Empire Builder Bingo,” a game developed to help increase bookings on the route. At the end of the month, the grand prize winner at each call center will win a $200 gift certificate for the Amtrak Store.

Earlier this month, members of the Marketing team were on-hand at the call centers to distribute literature, answer questions and promote the enhanced service to employees who are often the customers’ first contact with Amtrak.

To further promote the service, Marketing and Sales launched an online sweepstakes this month, offering a chance to win a trip on the Empire Builder and a vacation package in Chicago, Seattle or Portland.

Detective Earns Award for Performance

Honored for his outstanding performance last year, Amtrak Police Detective John Clayborne of Albuquerque, NM, was recognized as Amtrak’s 2004 Officer of the Year at a July 14 ceremony in Philadelphia, PA.

Highlights of his accomplishments include stopping a suspicious package from reaching The White House, its intended destination, and returning to state’s custody two children who were removed illegally by their mother. Other actions taken by Clayborne resulted in two of the largest U.S. currency seizures in APD’s history along with several drug seizures and resulting arrests.

Clayborne has been recognized as Officer of the Month three times, and is a recipient of the department’s Exceptional Achievement Award and the President’s Service and Safety Award for Sustained Excellence in 2002. (See Amtrak Ink, June 2005.)

Pictured at the ceremony are (L. to R.) Sr. Vice President of Operations Bill Crosbie, Inspector Larry Canty, Chief Inspector Felix Perez, Deputy Chief John O’Connor, Chief Sonya Proctor, Officer of the Year Detective John Clayborne, President David Gunn, Vice President of Security Al Broadbent, Deputy Chief Lonnie Bennett.

The 2005/2006 Amtrak America travel guide released last month has been redesigned with a new focus — the on-board experience. The user-friendly guide includes an Amtrak system map and a variety of topics to help travelers gain an in-depth view at train travel. As customers flip through the 62-page color brochure, they find out about the range of services channels through which they may plan their trip, book a reservation and purchase tickets, as well as learn about fares, discounts and rail passes. Detailed diagrams of roomettes and bedrooms, as well as coaches, diners and café cars give customers a sense of the train's layout. Sample dining car menus are also included. To find out about services, accommodations and points of interest, travelers can turn to the routes section, which is categorized by region — East, Southeast, Midwest and West. The brochure is available at Amtrak stations and through Amtrak.com, Western Folder and by calling 1-800-USA-RAIL.

Kids Get End-of-Summer Savings and Mealtime Fun
Families that wait until the end of summer to travel may enjoy significant savings through Amtrak’s AAA Kids Ride Free offer, which is good for travel from Aug. 4 through Dec. 15. Through a partnership with the American Automobile Association, each AAA member who purchases an adult fare ticket with the existing 10-percent AAA discount may travel with up to two kids for free.

Pictures, the kid’s menu is displayed on special placemats that feature popular travel activities based on the motion picture “Are We There Yet,” released earlier this year. A selection of games — Connect the Dots, Word Find, Find the Way Home and Translate the Plates — will keep kids busy until their meal arrives.

Lucky Elvis Fans Get a Shot at Visiting Graceland
In a tribute to Elvis Presley, Amtrak is partnering with WTKL-FM to sponsor the Visit Graceland on Amtrak promotion. Between July 4 and Aug. 15, listeners may call in for their chance at winning First class roundtrip travel from New Orleans to Memphis, hotel accommodations at Elvis Presley’s Heartbreak Hotel, Platinum tour passes for two to visit the Graceland Mansion, Elvis’ custom jets, the Sincerely Elvis Museum and the Elvis Presley Auto Museum.
Front Line Focus

Dear Amtrak:

I am writing to commend one of your employees. His name is Kenneth Raupp and he was on duty on the Auto Train during our recent vacation.

Right off, announcements were made explaining all about the trains and where everything was located. Then the Diner crew announced the procedures in the Diner and came through getting reservations. Basil [Davis], Michelle [Lotti], Claude [Mitchell] and Torrey [Washington] were pleasant, professional and efficient. The entire crew was neat, friendly and helpful.

Sincerely,
Mary O.
Fort Scott, KS

Dear Amtrak:

I have ridden Amtrak several times in the last few years … This year I rode four trains … All service was good but the crew on [train] 58 from Hammond, LA, to Chicago leaving June 17 was great.

Right off, announcements were made explaining all about the trains and where everything was located. Then the Diner crew announced the procedures in the Diner and came through getting reservations. Basil [Davis], Michelle [Lotti], Claude [Mitchell] and Torrey [Washington] were pleasant, professional and efficient. The entire crew was neat, friendly and helpful.

Sincerely,
William and Anna K.
Wilkes-Barre, PA

Editor’s note:
The letter below was submitted to a crew member by one of Amtrak’s younger passengers.
Legislation to provide Amtrak an average of $1.89 billion per year from 2006-2011 was approved by the Senate Committee on Commerce, Science and Transportation just prior to the August congressional recess.

Calling on their colleagues to make Amtrak reform and improving passenger rail a priority this year, Senators Trent Lott (R-MS), Ted Stevens (R-AK), Daniel Inouye (D-HI) and Frank Lautenberg (D-NJ) said the legislation — The Passenger Rail Investment and Improvement Act of 2005 — is based on three themes: reform and accountability, cost cutting, and funding options for states.

“While it marks the start of a potentially long process, this authorization bill represents a bipartisan approach to improving national passenger rail that will for the first time give shape to intercity passenger rail policy for the next decade,” noted Amtrak Government Affairs Vice President Joe McHugh.

An authorization bill provides direction for a federal or federally-funded program over multiple years. The bill is different in a significant way from the annual appropriations bill that provides Amtrak its federal grant. It states the level at which Congress believes Amtrak should be funded, but it does not provide the money to Amtrak; the money to subsidize operations and fund capital projects comes in the annual appropriations bill.

Both bills are important, as the authorizing legislation essentially states what Amtrak should do and the appropriations legislation provides the money to do it.

In response to the introduction of the Senate bill, Amtrak President David Gunn said, “Amtrak has made considerable progress in the past three years to operate more efficiently and, with increased federal support, invest in maintenance and capital projects too long deferred. However, neither this progress nor the reforms we announced earlier this year can substitute for the clear direction of federal policy and resources to match it, and, as such, we commend the bipartisan introduction of this legislation.”

The Numbers
With a focus on addressing the plant and equipment needs of the railroad, the bill dedicates an average $556 million per year for operating costs, starting with $580 in FY ’06 and $455 million in FY ’11, while the capital funds would increase from $813 million in FY ’06 to $1.2 billion in FY ’11. This would give Amtrak the resources with which to achieve a state of good repair and to implement accountability and cost-cutting measures.

An average of $287.5 million would also be made available each year for the repayment of debt during the same period. However, a provision in the legislation enables the secretary of the Treasury to restructure Amtrak’s debt within one year. If this takes place, the amount appropriated for debt service would be reduced.

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Ridership Figures Into Successful Summer
The summer travel season continued strongly in July, with a particularly solid showing by corridor trains across the country.

Combined with double-digit growth on some long-distance trains, monthly ridership results were about even with last July’s levels. This is good news, especially in light of the issues associated with revenues fell 5 percent. However, Regional ridership for July increased 13 percent and ticket revenues remained strong in both south- and north-of-New York markets (13 percent and 53

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September is... National Preparedness Month
Get a Kit, Make a Plan, Be Informed and Get Involved
See related stories on pages 4 and 5.
As this month marks the close of fiscal year 2005, it appears that we’ve done a good job maintaining revenue and continuing to keep our spending in check. While we took a hit with the suspension of Acela Express trainsets from the middle of April through the mid-summer, overall it looks like we’ll end the year on budget and have about $100 million in working capital to carry over into FY ’06.

The carry-over is essential, as Congress may not pass a transportation funding bill with our federal grant until mid-October or later. The budget will be tight in FY ’06 in any case. We can expect increases in labor and material costs and about $50 million more in fuel costs than in ’05. (Diesel fuel is costing us $1.48 a gallon on average this year, compared to $0.98 for last year.) No doubt, higher fuel costs will pressure us to raise fares. But that’s a pressure felt throughout the entire economy and not just on the railroads.

As we look to the start of the new fiscal year, I cannot over-emphasize the importance of good passenger service. Every time an employee comes into contact with a passenger or customer, that employee is the face of the railroad. Our reputation for customer service is built upon these millions of interactions every year.

Last month I rode the Empire Builder from Seattle to Chicago, then went down to St. Louis and Kansas City, and returned to Washington back through Chicago and New York (on the Lake Shore). All along the way, I saw T and E and OBS crews going the extra mile for our passengers, and I was proud.

Unfortunately, I also saw two incidents where employees faced relatively simple problems yet they did nothing until ordered to take action. Our jobs often require taking the initiative in order to provide good service. Most of us do it — those who don’t are hurting all of us.

Good passenger service happens away from the front lines, too. An unapproved AC filter spotted by a Mechanical employee in Seattle a couple weeks ago got his attention — and mine, too. It wasn’t just one, either. Catching things like this is critically important to our success. If it’s not getting dealt with at the right level, push it up.

We have a lot to be proud of as we close out this fiscal year and as we begin a new one on Oct. 1. We still have plenty of challenges in the year ahead, but we are used to overcoming challenges. In the coming weeks and months, you’ll be hearing from me about our budget and other issues that matter to our success. In the meantime, keep up the good work.

Decline in Customer Complaints Seen As Encouraging Trend

During the third quarter of FY ’05 from April through June, customer comment numbers painted an improved picture of passengers’ experiences aboard Amtrak. Double-digit percentage decreases in complaints in all areas, including on-time performance, personnel and equipment, along with an increase in commendations, indicate a significant improvement.

The third-quarter results mark the second consecutive quarter in which there were fewer complaints compared to the same period last year. While on the whole, the number of contacts was down 3.4 percent, the number of complaints was down 18 percent over last year.

The Customer Relations department received a total of 40,392 contacts in the third quarter. Because one passenger contact may cover several topics, that figure includes a total of 59,274 comments comprised of 2,428 commendations — an increase of 5.5 percent over the third quarter in FY ’04 — and 56,846 complaints (or 8.8 complaints per 1,000 passengers, down 17 percent over the same period last year).

During the third quarter, complaints about personnel decreased almost 24 percent. This noteworthy decline may be attributable in part to the customer service training for Transportation department employees that is now an element of Block Training. While on-time performance continues to be the main driver of customer dissatisfaction, complaints in this category in the third quarter decreased 14 percent over the same period last year. In June, host railroads were responsible for 73 percent of all delay minutes per 10,000 train miles, while Amtrak-responsible delays accounted for 20 percent and third-party delays 7 percent.

The top equipment complaints were associated with defective air conditioning and toilets. However, as Amtrak makes progress in its five-year repair and renewal program, equipment-related complaints continued to decline, dropping nearly 26 percent in the third quarter.

Customers also wrote about their unsatisfactory or unavailable accommodations, and unacceptable equipment substitutions. One such customer described a last-minute bus substitution for a portion of a Coast Starlight ride as a result of Union Pacific track work, expressing dismay about being moved from a Deluxe to a Standard room after re-boarding the train due to an equipment substitution.

“Yeah, we gripe when the train is hours late, but we do love Amtrak,” wrote a customer complimenting a reservations sales agent on his attentive and helpful service. “That’s the nicest guy and help we’ve had in a while,” the writer continued. Comments like these are received on a regular basis, and mine, too. It wasn’t just one, either. Catching things like this is critically important to our success. If it’s not getting dealt with at the right level, push it up.

We have a lot to be proud of as we close out this fiscal year and as we begin a new one on Oct. 1. We still have plenty of challenges in the year ahead, but we are used to overcoming challenges. In the coming weeks and months, you’ll be hearing from me about our budget and other issues that matter to our success. In the meantime, keep up the good work.
Smoker Lounge Turns Diner Light

To add flexibility to Amtrak’s food service fleet and operation, a first-of-its-kind project is underway at Bear Maintenance facility. Mechanics are converting an Amfleet II smoker lounge car to a diner/lounge to help more efficiently manage the operational needs of some of Amtrak’s East Coast long-distance routes.

The prototype, nicknamed diner light, will save the railroad the higher expense of operating both a dining and lounge car in cases where the service doesn’t warrant the two cars. The prototype is scheduled to be completed by December, with seven more conversions slated for FY ’06 that will operate primarily on long-distance routes in the East.

The configuration of the car before the conversion featured booth seating on one end of the car and a glass.partitioned smoking lounge on the other. This is being modified to provide booth seating on both ends of the food service galley.

“This will allow us to offer all our passengers meal service when the passenger load and economics do not justify operating a full dining car,” explained Food and Beverage Director Pete Humphreys.

Food and Beverage Director

Ridership Figures Into Successful Summer

continued from page 1

percent, respectively), totaling over $34 million. In the Midwest, corridor trains continued to see significant gains in ridership and revenue in July. For example, the Blue Water service, which operates between Chicago and Pontiac, MI, experienced a 14-percent increase in ridership over July a year ago, and nearly 22-percent revenue growth for the period.

In the West, Pacific Surfliner trains continued to break records with July ridership up 11 percent and ticket revenues up almost 13 percent over last year.

Long-distance train ridership has kept a strong positive trend over the three-month period of May, June and July. Ridership for July ended with an overall increase of 3 percent compared to last July. Ticket revenues for July also increased over last year’s numbers over 4 percent, with totals of $38.4 million. Strong performers included the California Zephyr (ridership grew 13 percent and revenue rose close to 15 percent over last July) and the Silver Meteor (ridership went up 29 percent and 12 percent in revenue over last year). Ridership or ticket revenue growth was evident on many routes in July, with notable results for the Cardinal, Lake Shore Limited, and the Texas Eagle.

In addition, Empire Builder results remained strong in July. Ridership on the train rose 9.5 percent and 14 percent over budget; ticket revenues went up almost 8 percent over last year and nearly 8 percent over budget.

On-time performance (OTP) continues to affect customer ratings (see related story on page 2), with overall July OTP at 64 percent, generally matching last year’s numbers. Metroliner OTP in July was 85 percent, an improvement over June’s 68 percent. Track work being performed by freight railroads continues to hamper services across the country, particularly affecting long-distance services.

Marketing Initiatives

To let travelers know that Acela Express trains are returning to service, this month Amtrak launched a new Amtrak Guest Rewards® promotion that offers members a chance to earn double points toward free trips when they travel on Acela Express trains anywhere in the Northeast Corridor.

The advertising focuses on the top six Acela Express markets — New York, Washington, Philadelphia, Baltimore, Boston and Providence — and features schedule and frequency information, Acela Express amenities and vibrant Michael Schwab illustrations.

The promotion is advertised through major daily newspapers, radio stations, regional editions of The Wall Street Journal and USA Today and online ads. “These media vehicles allow us to quickly update information in our advertising as necessary to provide consumers with up-to-date information on Acela Express schedules and frequency,” stated Marketing Director Darlene Abubakar. The promotion runs from Sept. 12 through Dec. 31.

The Northeast Corridor’s Share Fares promotion for groups of three to six passengers traveling together continues to be popular, accounting for nearly 68,000 new trips since the program began in mid-February.

Additionally, the fall long-distance advertising campaign launches Oct. 1 and runs through early December. The advertising will feature the Michael Schwab illustrations, which have been updated...
Dear Amtrak Co-Workers:

I’d like to share with you the security picture at Amtrak as we observe National Preparedness Month in September and on the occasion of my one-year anniversary as vice president. The job that I started a year ago as a new hire has proved to be a multi-faceted challenge. My initial impression, which continues to this day, of the Amtrak employees I have had the privilege of working with, is that you are some of the most dedicated and committed individuals I have come across in my career. I am most appreciative of all those who have shared their years of experience and knowledge to assist me in my endeavors to secure this nation’s passenger rail system.

At the corporate level, the slogan “Security is Everyone’s Responsibility” has really taken root. In February 2005, the Division Security Coordinating Committees were created at the direction of Bill Crosbie, senior vice president of Operations. These committees are led by each division’s general superintendent and include representatives from Transportation, Mechanical, Safety and Amtrak Police. Their work includes the development of Amtrak’s Security Threat Level Response Plan and a risk assessment that includes a listing of the company’s critical assets.

Members of the committees also recommend revisions to the Employee Security Handbook and work to ensure employee compliance with our security awareness campaign. And, during periods of heightened alert levels, although no specific threats have been made against Amtrak as of this writing, the security committees play a critical role in enhancing the security of our passengers and fellow employees.

Another employee-related initiative gaining momentum is the integration of an “Amtrak Watch” program into Amtrak’s Right Care Day One program. This initiative promotes security awareness at stations along the NEC by temporarily assigning employees who are recovering from injuries and unable to perform their regular duties to Amtrak Police.

At the department level, the past year has been filled with many challenging and exciting events and milestones for Amtrak Police and Security. Among them, the Police Department’s role in maintaining security at the Republican National Convention in New York City, the Presidential Inaugural Ball, and co-hosting a team of delegates from Spain who shared lessons learned from the Madrid train bombings of March 2004. In March, the Amtrak Police Department was awarded its fourth law enforcement accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). And this past August, the department’s National Communication Center in Philadelphia underwent its second accreditation process, also by CALEA.

Under the leadership of Chief Sonya Proctor, the Amtrak Police Department deploys enhanced forces of officers and canine teams at Amtrak stations, trains and facilities when a change in threat level occurs. Additionally, local, state and federal law enforcement partners contribute their efforts, increasing police presence for our employees and passengers across the Amtrak system. Efforts are also underway to expand the existing “See Something, Say Something!” program that urges passengers and patrons to report suspicious activity to Amtrak Police.

After completing the System Security Awareness for Railroad Employees training, many of you have expressed appreciation for this opportunity to become more knowledgeable and better equipped to be involved in workplace security matters. As of July 30, 13,827 employees completed this training.

In the realm of cyber security, you will soon hear about a course to be offered online in FY ’06 that offers information security awareness training.

A critical component of the Police and Security department is our Emergency Preparedness unit. A series of tabletop training exercises, designed to test emergency management procedures and emergency communications during a critical incident, are currently being conducted at major stations in the NEC and Chicago. The exercises began in June in Washington, D.C., and in August a full-scale training exercise was held in New York City to test response to a train emergency inside a tunnel. A tabletop exercise was held last month in Chicago and others will be held later this year in Boston and Philadelphia.

In May ’06, the Amtrak Police Department, along with all emergency response agencies and local rail in the Capitol region, will participate in a Weapons of Mass Destruction terrorism drill at Washington Union Station.

Also in the coming months, you can also look forward to a new employee identification card that is currently being developed by a team of employees representing various departments. The group has provided extensive input into the design, usage and upcoming policies related to the card. You will hear more about this as we get closer to the expected rollout during the second quarter of the upcoming fiscal year.

Also looking ahead, a $6.3 million Intercity Passenger Rail Security Grant recently awarded to Amtrak by the Department of Homeland Security will fund several projects that will address our most critical security needs. As part of the grant program, we are undergoing a risk assessment in the Northeast Corridor and Chicago. Based on the anticipated results, a number of security enhancements are planned that include increasing the number of explosive detection canine teams and the purchase of additional explosive-resistant trash receptacles for stations.

Another forthcoming detection project includes the installation of an early warning and crisis management system in the event of a chemical attack and the acquisition of portable explosive trace detectors for use at selected stations as well as four X-ray machines for placement in Northeast Corridor stations and Chicago that will screen packages, mail, carry-on items and luggage. These projects are coordinated under the direction of a newly organized Corporate Security unit of the Amtrak Police and Security department and are in addition to the operating and capital security budget for FY ’06.

As we prepare for the future, we will maintain and expand the partnerships we have established with local, state and federal law enforcement, the Federal Railroad Administration, the Department of Homeland Security, the Transportation Security Administration and our partners in the freight railroad.

However, our most important assets are you — our co-workers — and of course, our passengers. You must remain vigilant and continue to educate yourselves about our security issues and how we should respond to suspicious activity or an actual terrorist threat. You are the eyes and ears of the railroad. If everyone does his or her part in securing the railroad, we will be successful.

Remember — security is everyone’s responsibility.

Sincerely,

Alfred J. Broadbent, Sr.
Vice President
Policy and Security
Employees Undergo Emergency Response Training

Program Kicks Off National Preparedness Month

National Preparedness Month was kicked off on Sept. 1 by the Department of Homeland Security, the American Red Cross and Amtrak at Union Station in Washington, D.C., where recent participants of the Community Emergency Response Team (CERT) training program were recognized.

Focusing on the importance of emergency preparedness, Amtrak and the District of Columbia’s Citizen Corps joined forces to offer CERT training in August to Washington-area employees, including members of the corporate and Mid-Atlantic Division Safety Committee and the Division Security Coordinating Committee as well as employees from Union Station.

The program is the first in a series of CERT training courses that will be made available to employees at stations and facilities across the country.

The CERT program educates people about disaster preparedness and trains them in basic disaster response skills such as fire safety, light search and rescue, and disaster medical operations. CERT is coordinated at the national level by Citizen Corps, the Department of Homeland Security’s nationwide grassroots movement aimed at making communities and the nation better prepared for all hazards and threats.

The program is designed to train citizens in skills that may help save lives until emergency responders arrive. In 95 percent of all emergencies, the victim or bystander provides the first assistance at the scene.

“It is not unusual for a person to assume that when an emergency first occurs responders immediately report to the scene,” explained Amtrak Emergency Preparedness Senior Director Larry Beard. “However, this is not always the case, particularly during a major disaster.”

According to Beard, damage caused by natural disasters such as earthquakes, hurricanes, flooding or by man-made catastrophe, such as terrorism, can severely restrict responders’ access to the scene, leaving many individuals and neighborhoods cut off from outside support.

“During the period immediately following a disaster, individuals, households, workplaces and neighborhoods may need to rely on their own resources for food, water, shelter and first aid,” explained Emergency Preparedness Manager Josie Harper.

Employees learn to identify potential fire hazards and how to work as a team to apply basic fire suppression strategies and safety measures. A section of the course also offers participants guidelines for setting up a triage area and applying basic treatment for wounds. Training also covers techniques for opening airways, controlling bleeding and treating shock.

Participation in CERT training is strictly voluntary. To learn more about CERT and other Citizen Corps activities, go to citizen-corps.gov and click on the homepage link to find the nearest Citizen Corps Council.

Diner Light

continued from page 3

“This new layout, designed by Amtrak’s Bureau of Rolling Stock Engineering, will allow us to offer all our passengers meal service when the passenger load and economics do not justify operating a full dining car,” Humphreys added.

At a cost of $750,000 per conversion, the unit undergoes a complete overhaul and except for the galley, the car’s entire interior is removed and upgraded.

“We’re building more storage units for dry goods, installing a new serving station and condiment stand and upgrading the four existing refrigeration units that are built into the galley under the counter,” explained Bear’s Acting Superintendent Danny McFadden. A new free-standing refrigerator is also being installed in the galley area.

In addition to new tables and seating, the unit will be equipped with a conductor workstation and an ADA-accessible restroom. The diner will also include new lighting, ceiling panels, flooring and 110-volt electrical outlets that will be conveniently located at each booth.

The trucks, airbrake system, couplers, draft gears and all other major components are being repaired or replaced and all new electrical wiring is being installed.

A group of 20 employees, including electricians, sheet metal workers, coach cleaners, car repairmen and foremen, is dedicated to this project.

Officer’s Actions Recognized at White House Ceremony

Officer Rodney Chambers attended a ceremony at the White House last month to honor recipients of the 2003-2004 Public Safety Officer Medal of Valor awarded by the Department of Justice. The awards were presented by Vice President Dick Cheney and Attorney General Alberto R. Gonzales.

Chambers was recognized for his role in a June 2003 incident at Washington Union Station where he wrestled a hand grenade away from a suspect’s control and, while moving away from bystanders, held it for 15-20 minutes waiting for the bomb disposal team to arrive. While it was later determined that there was no explosive charge in the grenade, Chambers had no way of knowing this at the time of the incident.

Chambers received one of five awards presented at the ceremony. The Medal of Valor is the highest national award for valor by a public safety officer, honoring outstanding heroic deeds performed above and beyond the call of duty by fire fighters, law enforcement and emergency medical service providers from across the United States.
The Eye Behind the Engine: A Locomotive Engineer’s Perspective

“In many aspects it’s like driving a car, but in other ways it’s quite different,” Hiawatha Engineer Craig Willett explained. “You have to watch for warning signals that let you know when to stop, slow down and go. And, you have to be alert to debris on the track and pedestrians and vehicles darting out in front of the train.

While Willett’s boiled-down description of operating a locomotive explains only a small part of what it’s like to perform an engineer’s job, the training required is much more complex than driver’s education and an engineer’s tour of duty is a far cry from taking the family on a six-hour road trip.

Willett’s 90-mile Chicago-to-Milwaukee run, which he makes three times a day, may not compare in distance to much longer trips, but, it requires the same knowledge, training and skills. The operation of the locomotive, the rules that govern each railroad and the physical characteristics of the route — all paired with a constant focus on safety — are the primary areas in which every engineer must be proficient. And, reaching this level of proficiency is no small task.

After meeting eligibility criteria based on federal regulations and Amtrak policies, individuals interested in becoming engineers are accepted into the Passenger Locomotive Engineer Training program. For the next 12 to 18 months, trainees must successfully complete a combination of classroom and on-the-job training to become a qualified engineer.

Learning the Locomotive — Inside Out

All Amtrak locomotive engineer trainees attend a rigorous seven- to 10-week classroom training program in Wilmington, DE. “This was harder than any training I’ve ever had, but it was worth it,” said engineer trainee Loretta Carr. “We attended class for eight hours a day and then I went back to the hotel and studied until I fell asleep.” Carr was in a class of 10 students that were promoted to student engineers after passing the classroom portion of the training program last month.

While in Wilmington, students study the operation of the locomotive, which includes the air brake system and every part of the engine. They learn how to diagnose problems and how to troubleshoot. “When I was working on the road as a conductor, I noticed an engineer inspecting a stopped engine and finding that there were leaves trapped in the traction motor air-intake area. In class, I learned that the leaves prevented air from flowing to the parts of the traction motor that need cooling,” said Carr.

“Even if the engineer can’t figure out the problem, by knowing the parts of the engine and how they work, he or she can save the mechanical team a lot of time by helping identify the cause,” explained Senior Analyst Operating Practices Jay Gillillian.

At the Wilmington Training Center, students get hands-on practice on the full-motion locomotive simulator, which can be configured to replicate most of Amtrak’s locomotives. “The students can feel the in-train forces, such as the acceleration and braking efforts that are a direct result of their actions, while operating the controls of the locomotive,” added Gillillian. The simulator also prepares students for numerous trips to mechanical facilities where they get an up-close look at the equipment, practice air brake tests and learn to handle a train as cars are coupled or uncoupled.

During one of the simulated training scenarios, one of the trainees realized that the second to last car was experiencing mechanical failure and needed to be removed. After the conductor notified the engineer that the car was uncoupled from the rest of the train, the trainee was required to pull forward then back the train downhill to a siding where the malfunctioning car was uncoupled and stored. The trainee then moved forward out of the siding to back up the locomotive to couple the car that was left on the mainline. “During the entire process, I was watching the gauges, checking the speed, making sure there is enough air pressure to brake and listening to the conductor’s car count, which tells me how far to back up,” explained trainee Carr.

Students also spend about two weeks learning the signal and operating rules that dictate how to operate through specific territory and what each signal configuration means. When the students complete the classroom training they receive their student engineer cards and for the next 12 months or more, they undergo on-the-job training working side by side an engineer instructor.

They’ve Got to Know the Territory

To get an idea of what an engineer needs to know, imagine how difficult it would be to memorize the location of every traffic signal, warning sign, and pavement marking along a highway. Try to commit to memory when the speed limit on the highway changes from 55 mph to 45mph — without the help of a warning sign. Or, try remembering the building, hill or tree near every traffic sign en route to work. Engineers must identify these types of landmarks throughout their territory to guide them in the absence of a signal or signage and under all types of adverse weather conditions.

If a signal is missing from its usual location or improperly displayed — first and foremost — the engineer must know that a signal is in fact
Engineer Craig Willett is focused on the road as he operates the Hiawatha from Chicago to Milwaukee, WI.

Engineer Roland Napoles.

tions,” added Kay. “It’s going downhill. So, the train feels like the train is going uphill but that’s not always obvious. Recognizing when the train is going uphill and when it’s heading down may mean approach at slow speeds. Operating through the fog is the hardest for me,” added Engineer Velida Morgan, Southwest Division.

“When you’re operating through a lot of cities with many traffic lights, you really have to be aware of where you are and be careful not to confuse a traffic light with a signal — but that’s part of knowing the characteristics of the territory,” explained Sunset Limited Engineer Roland Napoles.

Understanding the physical characteristics of the route can also mean recognizing when the train is going uphill and when it’s heading down — and that’s not always obvious. “There are a lot of places where it feels like the train is going uphill but actually it’s going down. So, the engineer must really know the territory well, because the train handles differently under varying conditions,” added Kay.

The Rule Book Rules

Each railroad has a book that includes hundreds of rules that an engineer must follow when operating over its respective track. And on some routes, like between Chicago and St. Louis, the train operates over six different railroads. Consequently, the engineer must learn the rules for each of those railroads.

Operating rules provide instruction on how to operate the train from point to point. There are rules that define permanent speed restrictions enforced at curves or hills, for instance, and temporary slow orders that are sometimes imposed when operating over poor track conditions. To protect the maintenance-of-way employees working on the tracks, there are rules to let the engineer know when and at what speeds to operate through a work zone.

Kay, who has been conducting on-the-job training for engineers for several years, explains, “Every railroad has a different signal system and learning these differences can sometimes be confusing. When operating over one railroad a signal may mean approach at slow speeds and then as you continue over another railroad the same color configuration may mean approach at a medium speed. So, you really have to know your signals and your territory.”

“To keep abreast of the new rules and the changes made to existing rules, engineers undergo recurrent training and are required to pass a rules and equipment test each year,” explained Senior Analyst Cornell Wallace who conducts the annual rules training.

Safety First

Even before the train leaves the station, an emphasis is placed on safety. During the crew briefing, the Train and Engine crew reviews the safety rule of the day and discusses any changes in railroad conditions and operating rules. On board, there is a process in place to minimize the chance of miscommunication between the T and E crew and dispatchers. Whenever the dispatcher radios an order to the engineer, the engineer is required to repeat the order exactly as given, first to the dispatcher and then to the conductor, who in turn repeats it back to the engineer. The engineer is also required to announce on the radio certain signals, speed and other restrictions encountered on route, which also must be repeated back by the conductor.

Additionally, the locomotive is equipped with a number of built-in safety features. A device known as an alertor requires the engineer to manually acknowledge visual and audible alarms or the locomotive will come to a stop. The engine will also stop automatically if the train exceeds the maximum speed for the type of territory it is operating over.

As every engineer knows from experience, the cliché — it’s hard to stop a moving train — rings true. While a car can stop suddenly when a traffic signal quickly changes, a train traveling at 79 mph may take a mile or more to stop after the emergency brakes are applied. Accordingly, some railroad signals are spaced at least two miles apart to allow at least four miles for the engineer to bring the train to a complete stop. Engineers also have to take steps to safeguard pedestrians and drivers near the railroad tracks. They are required to sound the bell and whistle when approaching railroad workers and grade crossings. But, there are some exceptions. For example, unlike most areas, the city of Chicago and some of its suburbs have noise regulations that prevent engineers from sounding the whistle, except when deemed necessary by the engineer.

Although advance warning signs, pavement markings and flashing red lights and gates advise drivers to slow down because a railroad crossing is nearby, approximately 3,000 grade-crossing collisions occurred last year in the United States — many of which were fatal. While this is of course traumatic for the person involved and their families, it may also have an effect on the engineer who encounters the incident.

“Everyone handles this type of incident differently,” said Willett. But experts say it is most important to try to remain calm, talk about the incident and, if necessary, take a couple days to mentally regroup.

“People try to beat the train all the time,” said Morgan. “Just last week, I was going about 79 mph approaching a grade crossing. The gates were down and as I approached the crossing blowing my whistle, a freight train was traveling in the opposite direction on the adjacent track. After the freight train went by, a car drove around the gates, without realizing that my train was traveling in the opposite direction on the second track. I was three seconds from hitting that car.”

During rush hour, Hiawatha Engineer Willett and other engineers encounter this situation every day as he and dozens of commuter trains travel through the metropolitan Chicago area. But, in response to the many grade-crossing and pedestrian incidents, an operating rule was adopted in Chicago that requires a train in the station to wait until the oncoming train comes to a complete stop or clears the station platform before proceeding. “This protects pedestrians and drivers from the common misconception that once the train goes by, it’s okay to cross the tracks,” said Willett.

Another safety consideration is hours of service. Engineers and conductors are governed by federal regulations that stipulate that they cannot be on duty for more than 12 hours. Additionally, Amtrak’s collective bargaining agreement with engineers stipulates that two engineers are required for trips that are scheduled for more than six hours.

Sunset Limited Engineer Roland Napoles, who works about 1 a.m. with either Passenger or Hiawatha Engineers Charlie Torres or Reuben Villareal, operates between El Paso, TX, and Maricopa, AZ. One engineer operates the train as the other sits next to him, repeating the signals and orders and restrictions. To stay alert during the long journey, they switch roles after every few station stops.

When the train is operating extremely late, Napoles recognizes the importance of staying alert and being flexible. “Last month when the train was 11 hours late due to sinkholes along the route, I had to be on duty at about 1 a.m. for the train expected in 3 a.m., but as the train lost more time, we had to take a van about 50 miles away relieve the inbound crew whose hours of service had expired in Finley, TX.”

Despite the challenges, Napoles, who has worked for Amtrak since 1971, enjoys his job and the people he works with at the El Paso crew base. “I wouldn’t trade being an engineer for anything else in the world.”
Millionth Rail 2 Rail Passenger Marks Milestone
Program Earns National Recognition

Balloons, confetti, cameras and microphones met Darayus Mistry, Amtrak’s millionth Rail 2 Rail passenger as he stepped off a Metrolink train pulling into Los Angeles Union Station on Aug. 3. Officials from Amtrak, Caltrans and Metrolink, the sponsors of the Rail 2 Rail program, were also on hand to greet Mistry. A 10-year commuter from Irvine, Mistry was given a giant-sized Metrolink annual pass, a California Rail Pass, and a Pacific Surfliner Business class ticket for two.

Rail 2 Rail, first initiated in 2002, integrates schedules, fares and marketing between Amtrak and Metrolink. Through the program, Metrolink monthly pass-holders may ride any Pacific Surfliner train within the trip limits of their Metrolink monthly pass at no additional charge.

Odyssey Award Winner
In recognition of its success, Rail 2 Rail was awarded the prestigious 2005 Odyssey Award from the Travel Industry Association of America (TIA) in the category of Travel Facilitation, crediting Amtrak, Caltrans and Metrolink for “jointly implementing a program that demonstrates a clear objective to ease travel.” The Odyssey award will be formally presented on Oct. 27 in Seattle, WA.

With the goal of getting more Southern Californians onto trains, Amtrak, Caltrans and Metrolink jointly offer passengers a range of options from one train line to the other.

The Rail 2 Rail program exceeded expectations and increased overall ridership for both Amtrak and Metrolink. The Pacific Surfliner has enjoyed record ridership for nine of 12 months in 2004. In 2004, more than 343,000 customers took advantage of this ticket reciprocity program. On average each month in 2004, 28,000 Metrolink passengers rode on Amtrak trains and 3,400 Amtrak riders rode Metrolink.

Celebrations Mark the Empire Builder Re-launch

Events commemorating the launch of the enhanced Empire Builder service were held on Aug. 21 in Chicago, Portland and Seattle. The general public, local, state and federal officials and members of the media attended the events, wishing passengers boarding the trains a good journey.

Clockwise from top to bottom:
Gay Banks Olson, assistant superintendent Passenger Service and Dan Engstrom (center), operations supervisor, confer about the day’s schedule with the master of ceremonies Lloyd Flem, executive director of the Washington Association of Rail Passengers, before the event at Seattle’s King Street Station.
Following a successful event at the Portland station, the eastbound Empire Builder is underway with an on-time departure.
Amtrak’s President David Gunn shares a laugh with Minnesota-bound passengers in the dome car as the Empire Builder heads east.
Train Attendant William Revilla (left) and Lead Service Attendant Rade Radović pour wine during a wine and cheese tasting reception for First class passengers, one of the newly introduced amenities aboard the Empire Builder.
Passengers touring the Empire Builder equipment in Chicago are given an overview of the dining car by Assistant Superintendent Passenger Services Jim Brieseński (right).
Systemwide Safety Accomplishments Recognized

This summer, a number of safety accomplishments throughout the system have contributed to progress in meeting this year’s safety goals. The company is close to being on target this fiscal year, with a safety ratio through July of 3.5 against a goal of 3.3, which represents a big improvement over the same period last year, when the fiscal year-to-date safety ratio was 4.8.

The following examples highlight some of the accomplishments that help steer the course for meeting the company’s safety goal.

New York High Speed Rail Safety Committee

The New York High Speed Rail (HSR) Safety Committee at Sunnyside Yard was recently recognized by the New York Division’s Employee Recognition Committee with a quarterly award for safety for their efforts in reducing employee injuries. As a result of its work, the High Speed Rail Mechanical group of 74 employees had more than 330 days without a reportable or lost-time injury through July 2005.

Unique among all the divisions, the New York Division’s Employee Recognition Committee was created about 15 years ago and is designed to recognize employees on a quarterly basis for innovative ideas, safety accomplishments, performance and achievement, valor, and honesty and integrity.

The HSR Safety Committee takes a proactive role in all safety areas while immediately addressing safety issues. The CUSEG is comprised of two teams that work together to maintain the entire physical plant that is Chicago Union Station. This includes not only the station, platforms and waiting area, but also a large area that covers six city blocks.

Foreman III Treadwell Smith leads his electricians, plumbers and machinists in performing a wide variety of tasks, while carpenters, painters and general laborers work under the guidance of Foreman Wally Lesniak. Each of these jobs presents varying challenges when it comes to working safely and their supervisors have gone a long way in creating and maintaining a safety-conscious culture. The teams maintain the lighting on platforms, monitor and regulate the facility’s heating, air conditioning and plumbing, while painting and other carpentry repairs are performed in areas that need that attention. They are also responsible for maintaining the fleet of mobile equipment that includes the people movers used by the red caps and baggage employees and station maintenance worker vehicles.

Several of these five groups have reached major safety milestones this summer. As of July 31, the electric and radio shop (six employees) has not had a reportable injury since March of 1970, reaching nearly 13,000 days injury-free. Additionally, the carpenter shop (three employees) has not had a reportable injury since 1996, going more than 3,380 days injury free, while the Engineering clerk (one employee) has been more than 3,000 days injury free, going back to 1997 for the last reportable injury. The track workers’ (12 employees) last reported injury was 2003 (652 days injury-free), while sheet metal workers’ (five employees) last reported injury was in 2004 (491 days).

Decline In Customer Complaints

continued from page 2

basis in the form of letters, phone calls and e-mails to the office of Customer Relations, Amtrak President David Gunn and others throughout the company.

Addressing Comments

A new approach to improving customer service and service recovery that involves reaching out to displeased customers and targeting problem areas and was introduced in May. Representatives from Customer Relations and the Call Centers located at CNOC meet daily to identify the most serious of the service failures, for instance, extreme delays combined with lack of information from front-line employees. The passengers who experienced these service shortcomings are then called, offered an apology and provided any other necessary service recovery, such as a refund or travel voucher. During May and June, 2,655 passengers were called as a result of the new outreach effort. “Even though this a relatively new program, passengers seem to really appreciate that we’re contacting them,” said Senior Director Reservation Sales Jon Maranda.
Authorization Legislation

continued from page 1

To put the figures in perspective, in FY’05 Amtrak will spend approximately $570 million for operating costs not covered by revenues, invest $516 million in capital projects, and spend $273 million on debt service.

Some of the measures included in the multi-faceted Senate bill formalize the steps Amtrak has taken, or plans to take, to improve cost accounting and operations, as outlined in the Strategic Reform Initiatives unveiled in April.

Next Steps

The bill must next be considered by the full Senate, which could happen this fall or early next year. The House also needs to act on its own bill, such as the one (H.R. 1630) introduced in the spring, which essentially extends Amtrak’s authorization, and funds Amtrak at $2 billion for each of the fiscal years 2006 through 2008.

Other highlights of the bill include:

Management Improvements and Financial Accountability

The Amtrak Board of Directors is expanded from seven to nine members and the Amtrak CEO is made a full voting member of the board.

The bill calls for implementation of a financial accounting system enabling Amtrak to assign revenues and expenses to each of its business lines and major activities. Amtrak is required to separate the costs of infrastructure and rail operations and provide this data for review to the Secretary of Transportation. Amtrak has already begun to do this.

Amtrak is mandated to develop a five-year plan that outlines projected revenues, expenditures, ridership, capital funding needs and other factors, much like the detailed five-year strategic plan that Amtrak has provided Congress and the FRA on an annual basis since 2003.

Performance Metrics

A range of measures in the bill is aimed at standardizing and establishing metrics for performance and decisions about service.

Working with the Surface Transportation Board, the FRA and freight partners, Amtrak will jointly develop standards for measuring performance and service quality, such as cost recovery, and on-board and station services. Compiling this information, the FRA will publish a quarterly report on train performance and service quality.

An independent auditor hired by the FRA will make objective recommendations on the methods for route and service decisions. Cost recovery, on-time performance of existing routes, the transportation needs of communities and other factors are to be taken into account. It would be left up to the Amtrak Board to adopt any of these recommendations.

To improve on-time performance of passenger trains, the Surface Transportation Board is empowered to investigate train delays where on-time performance falls below 80 percent over two consecutive quarters. If the source of the delay is the failure of a freight railroad to give passenger rail preference over freight trains, the STB may impose and collect financial penalties.

Long-distance Service

Using the performance and service quality standards described above, Amtrak will evaluate and rank the performance of each of its long-distance routes on an annual basis. This analysis will then be used to improve the trains’ performance, which may include making changes to the route, improving on-board service, changing sleeper car and food service options, and modifying the frequency of service. Monitoring this process, the FRA will have the authority to withhold funds for those routes that do not show progress.

Starting in 2007, the FRA will administer a bid program allowing another railroad over whose tracks Amtrak operates to compete to replace Amtrak as the passenger rail service provider on that route.

Rail Security

The bill also incorporates rail security and safety provisions proposed in previous legislation.

Ridership Figures Into Successful Summer

continued from page 3

with new vibrant background colors. The advertising will run in major daily newspapers in the top 21 Amtrak markets. Online advertising will run on Orbitz, Cheap Tickets and Travelocity travel Web sites, and Amtrak keywords will be placed on several search engine sites including Google and MSN.
2006 Wall Calendar Contest Winner Selected

This calendar year, the Empire Builder will travel across the country — as the featured photo on the 2006 Amtrak Wall Calendar. Since he retired last year, he’s taken advantage of the opportunity to dedicate himself to photography on a full-time basis.

Tom Cerwin, of Bartlett, IL, and his photo of the eastbound Empire Builder train near Bison, MT, was selected as the first place winner for Amtrak’s “Picture Our Train” 2006 Wall Calendar Contest. As the winning photographer, Cerwin will get photo credit on the 2006 calendar and an Amtrak travel voucher valued at $1,000.

A retired partner of a Chicago accounting firm, Cerwin has been photographing trains for 15 years. The winning photo was taken in October of last year, when Cerwin attended an Alta-Mont (Alberta-Montana) weekend — an annual gathering of railroad photographers held at the Izaak Walton Inn in Essex, MT. Cerwin stayed for an extra day to capture an early morning shot of train 8 as it traveled between Essex and East Glacier.

Shot with a wide-angle lens, the photo was the fourth in a series of five shots taken as the Builder sped by: “You get to a spot and intuitively sense there’s a great shot here, and then you wait for the sun to shed the right light,” explained Cerwin.

His first introduction to photographing trains began with steam trains in New Mexico and Colorado. Since then, Cerwin has incorporated all sorts of trains in his portfolio. Cerwin’s photos have appeared in magazines and he has sold some of his work.

In addition, winning photographers include: second place, Marty Petersen of Salt Lake City, UT; third place, Brian Sellers of Loveland, OH; fourth place David T. Hawkins of Plano, TX; and fifth place, James Springer of Effort, PA. The second through fifth prizewinners received travel vouchers.

This is the third year Amtrak has invited employees and the general public to submit an original color photograph featuring an Amtrak train. More than 100 photos were submitted for the contest, which began April 4 and ended June 10.

Congratulations to All of You!

Amtrak Ink September 2005 11
Dear Amtrak:

I write to commend the services of your employee, Vanessa Scurry, Passenger Assistance in Baltimore Penn Station. She was more than accommodating to a senior grandmother, who was to pick her grandchild up at the station. The child is visiting this country from Italy and was riding the Acela to Baltimore with her aunt, who was traveling on to Washington, D.C.

I inquired at the information desk if I might go down to the track to be sure I did not miss this seven-year-old child. I was advised to listen for the train announcement, but that I could not be on the platform when the train arrived.

I then sought the assistance of Ms. Scurry, who immediately took charge, and very pleasantly said she would assist me and would accompany me to meet the train to be certain I was able to get the child, her baggage, and her official foreign documents from her aunt. What a pleasure to deal with this charming lady.

I have used your services at least six times during the past year, finding some people pleasant and courteous and others officious. However, I have never had the service I received today.

My sincere appreciation to Ms. Scurry and my compliments to Amtrak for having such a fine representative to assist your patrons.

Sincerely,
Catherine T.
Towson, MD

Dear Amtrak:

I just returned from taking a group of 47 Girl Scouts from Indianapolis to Chicago via Amtrak train 317. We departed from Indianapolis at 5:50 a.m. and had the good fortune of having Alvin McCullough as our conductor. Due to a huge storm the night before, our train suffered delays en route of about an hour and 45 minutes, but because of our wonderful conductor, Alvin McCullough, the delay was only a small mishap and we had a wonderful first experience on Amtrak. Alvin McCullough was so very kind to our group and allowed the girls to view a sleeping car that was en route to Chicago, which they loved!

Please extend our most sincere appreciation to Mr. McCullough for his professionalism and kindness.

I want to compliment all Amtrak employees on how they handled our group. We received first class service both inbound and out and our Girl Scouts want to make this trip via Amtrak to Chicago an annual event.

Sincerely,
Dawn B.
Indianapolis, IN

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**VITAL STATS**

for July 2005

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*Reportable Injury Ratio*
Employees Apply Fuel Conservation Practices

This fiscal year, Amtrak will purchase over 65 million gallons of diesel fuel for its locomotives at an expected cost of over $125 million — $25 million more than last fiscal year — even before the recent price increases resulting from hurricanes Katrina and Rita.

In August, Amtrak paid $1.95 per gallon, on average, for diesel fuel for its locomotives and last month, the cost rose to approximately $2.25 per gallon. If the September price were to remain in effect throughout FY ‘06, the diesel fuel bill would increase by another $20 million.

In response to the escalating cost of fuel, the Transportation, Mechanical and Environmental Health and Safety departments have updated a number of energy conservation policies and practices designed to reduce fuel consumption.

“While we have always recognized that efficient use of energy is necessary to help ensure the company’s financial viability, the recent upsurge in fuel costs has caused us to take a closer look at areas where we can do even more to conserve energy,” stated Transportation Vice President Ed Walker.

Technological advances in equipment design and operations have helped reduce fuel consumption in recent years, but according to System General Road Foreman Don Savidge, “We realize that the greatest savings will be achieved by our employees’ efforts in the performance of their daily assignments.” To that end, employees put into practice new energy-efficient procedures last month.

Operating instructions issued in September directed employees to use wayside or ground power (when available) — rather than head-end power (HEP) — when trains are laying over for more than one hour at stations, yards or other facilities.

By plugging large electrical cables (that work like an extension cord) into the head-end power receptacle at either end of the train, electrical power is provided to the entire trainset, without the higher cost of HEP from the diesel locomotive. This practice saves about 33 gallons of fuel per hour, and, according to Environmental Health and Safety Vice President Roy Deitchman, “It also reduces emission of diesel exhaust and allows the company to maintain our already strong reputation as an environmentally friendly mode of transportation.”

Other policies have also been updated to help cut fuel consumption. When a train is operating with multiple locomotives, additional battery power is supplied. The number of HEP sets are used, depending on the length of the trip and the trainset, without the higher cost of HEP from the diesel locomotive.

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Employees Apply Fuel Conservation Practices

New Timetable Begins This Month

Amtrak’s Fall 2005 – Winter 2006 timetable that goes into effect on Oct. 31 formalizes many of the schedule changes that have been put into place over the last several months.

Acela Express service resumes a full schedule, with 14 weekday roundtrips between New York and Washington, D.C., and eight between Washington and Boston. One weekday Metroliner roundtrip continues to serve the Northeast Corridor.

Weekend service also expands. On Saturdays, four roundtrips between Washington and New York and two roundtrips between New York and Boston are offered, and on Sundays, the choices double with eight Washington - New York roundtrips and four between New York and Boston.

Most trains in the Northeast Corridor require reservations. While reservations are required on Keystone service between New York and Philadelphia, the trains remain unreserved for local travel between Philadelphia and Harrisburg.

When the timetable went to press, plans for resuming service to New Orleans had not yet been finalized. Consequently, arrival or departure times at stations beyond Meridian, MS, on the Crescent schedule; after Hammond, LA, on the City of New Orleans schedule; and past San Antonio, TX, on the Sunset Limited schedule were intentionally left blank.

With the start of Crescent and City of New Orleans service early this month, the full schedules for those trains will be printed on panel cards, which will be available in stations in early November. Other changes across the system are relatively minor. A number of timing changes and some additional stops, such as the resumption of service to Elyria and Sandusky, OH, on Capitol Limited train 29 and a Cary, NC, stop added to the schedule of the Silver Star are included.
As I travel throughout the system to attend President’s Service and Safety Awards ceremonies, I’ve had the opportunity to meet many employees whose dedication and commitment to the railroad makes me proud to be a part of Amtrak. At these ceremonies I have offered my thoughts on where we are headed. I enjoy answering questions, too, even if I don’t have all the answers. Let me address a number of current issues of interest, including our federal grant for FY ’06, the budget for the year ahead, new fares, Acela and the recent hurricanes.

There’s always a lot of interest among employees about our annual federal grant. I can tell you that as we kick off the new fiscal year this month, Congress has yet to pass the transportation spending bill, so once again we’re operating under a Continuing Resolution. This provides us funding at last year’s annual level ($1.2 billion) until an appropriation is passed. It is both temporary and less than what we will need in the year ahead, but it will enable us to continue our operations and capital projects. I am hopeful that we will ultimately be funded at the level the Senate Appropriations Committee recommended, which was $1.45 billion.

In the meantime, last month the board of directors approved a $1.45 billion budget for FY ’06 that includes $540 million for operating expenses. That’s less than what we had last year, and with inflation pressures and rising fuel, health care and other costs, this will be difficult, but doable. The budget also includes $562 million for our capital projects, $280 million for debt service and another $70 million in working capital.

The budget the board approved is tight, but achievable. It requires us to improve our passenger service, operate efficiently, make the most of our resources and make adjustments when necessary.

One such adjustment took place late last month. We raised fares an average of $3 on most trains excluding those on the Northeast Corridor. NEC fares went up $4 on average. While no one likes to pay more, the increases are needed to help us keep up with rising costs. We’ve also modified the discount that the approximate 2,000 NEC SmartPass® passengers get, from about 70 percent to roughly 60 percent. Those customers will see a second adjustment in February 2006 to 50 percent. At both the 50- and 60-percent levels, it is the biggest discount that any railroad in the U.S. offers its passengers.

As you probably know by now, we began running a full Acela Express schedule this month. I know that many of you on the Northeast Corridor will be pleased to see a more regular schedule than the one we’ve managed for the past several months.

Finally, let me acknowledge that the impact of Hurricane Katrina made for an extremely difficult August and September for many at Amtrak. On the operations side of things, we’re aiming to get our stations and facilities in the area back to working order. As I write this, it appears that we will resume service this month of the Crescent and the City of New Orleans.

The employees personally affected by the hurricane surely have their hands full. I am very proud of the way in which co-workers have rallied to their aid with donations of money and goods. Many employees worked tirelessly on many different fronts, and I thank you all for your commitment to your fellow employees, our passengers and the railroad.
Ridership and Revenue Grows Despite Significant Challenges

Amtrak closed out the summer with ridership and revenue growth in August that was stronger than last year, boosted by the solid performance of the Regionals, West Coast corridor trains and some long-distance services. System-wide ridership for August was 2.19 million trips, one percent above FY '04, and revenue for the month reached $108 million, about 3 percent above FY '04.

The ridership and revenue results for the month are remarkable given that Acela Express service was still in the re-introduction phase.

During the last week of August, ticket revenue losses due to Hurricane Katrina’s impact on the Crescent, Sunset Limited, and City of New Orleans services were estimated at $400,000, while ridership numbers dropped by approximately 4,000. Since the storm took place during the last three days of the month, the revenue loss in subsequent months will be greater. Likewise, with Hurricane Rita hitting the Gulf States in late September, there will be a further impact on ridership and revenue.

In the Northeast, overall August ridership was up 1 percent and down 1 percent on the revenue side, against '04 totals. With a gradual return of the high-speed service, ridership numbers on those trains were down about 90,000 trips during the month of August versus last year. By the end of August, there were nine Acela roundtrips, four Saturday roundtrips and five on Sundays. Amtrak returned to a full Acela Express weekday and weekend schedule at the start of October. The strength of the Regional service continued to make up for some of the lost business on Acela.

Long-distance Trains

While August long-distance train ridership finished 5 percent higher than last year and revenue up 9.5 percent, both ridership and revenue fell short of budget by 7 percent and almost 4 percent, respectively. The budget shortfalls are traceable to construction delays that affected the Coast Starlight, and the service affected by Hurricane Katrina. Track work being performed by freight railroads continues to hamper services across the country, particularly the long-distance services.

Some examples of excellent long-distance August performers include the California Zephyr, with increases in ridership of almost 5 percent and revenue of 9.5 percent and the Texas Eagle with an increase of almost 9 percent and revenue of 8 percent over the same period last year.

Sales of Superliner transdorm sleeping rooms on long-distance trains have resulted in a significant revenue contribution and helped meet the demand for sleeping car accommodations during the busy season this summer. On most routes, there are often more rooms in the Superliner transdorm than crew members, and to take advantage of these unused rooms, the space is sold to passengers after all the sleepers have been sold out. Because of the demand for sleeping car space on long-distance trains during peak travel times and on popular train routes, sleeping rooms in the transdorm on six trains were made available to the public this past summer: the California Zephyr, Texas Eagle, Sunset Limited, Empire Builder, City of New Orleans and the Capitol Limited.

Overall revenue generated from sleeping car sales from May through August was almost $52.5 million. Of that number, over $1.8 million came from sales of transdorm sleeping rooms — over 3 percent of the entire summer’s sales. The Texas Eagle was the first train on which transdorm space was sold in August of 2004 and consequently it has sold the most transdorm tickets. From August of 2004 to the same month this year, the train exceeded $1 million in transdorm sales. The Texas Eagle’s best month was July, when monthly total sales reached $118,000 with an average room price of $229 and 767 passengers accommodated.

Long-distance Transdorm Sales Augment Revenue

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Partly attributable to two fare adjustments implemented since January.

Corridor Trains

Once again, nearly all of the West Coast and Midwest corridor trains met or exceeded last year’s numbers for both ridership and revenue; some even experiencing double-digit growth. For example, Hiawatha trains that run between Chicago, IL, and Milwaukee, WI, experienced a 23-percent increase in ridership, and a nearly 24-percent increase in revenue over last year. Some of the success of the corridor service may be attributable to rising gasoline prices.

Equipment shortages and demand for sleeping car space led Amtrak to seek alternatives to meet passengers’ needs. While many of the standard rooms in the crew sleeping car were empty, passengers seeking sleeping car accommodations were being turned away because the space was sold out.

In August '04, transdorm standard bedrooms 17 through 24 were first entered into inventory on some long-distance trains to be put to use in case of a sold-out train and crew members used the remainder of the car. passengers traveling in these rooms receive the same level of service as those traveling in all other sleeping car rooms.
Dear Amtrak Co-workers:

As the High Speed Rail master mechanic, I’ve had a lot on my plate this summer to keep me busy. But, summer’s over and I’m glad to see all the Acela Express HSR equipment back on the road, now better than ever.

As you know, Amtrak’s Northeast Corridor HSR service was suspended April 15 when cracks were discovered on the Acela trains’ disc brake rotor spokes. Working closely with the Bombardier Alstom Consortium and the FRA, Amtrak soon had an approved redesigned component that was put into production. As replacement parts became available, trains were upgraded and starting July 11, the equipment began to gradually return to service. By early October, all 20 trains were operational and service was fully restored, something that we couldn’t have accomplished without the hard work and dedication of the whole HSR team.

While the consortium was working on the design and remanufacture of the new parts, the HSR mechanics went into high gear to maximize the equipment down time. With these trains in service now for nearly five years, it was a good opportunity to give the carpets, draperies and interiors a thorough cleaning while other HSR mechanics not on assignment were loaned out to work on Amfleet equipment, putting everyone’s time to good use. HSR technicians and mechanics also performed functional testing of the various trains’ systems and made necessary repairs to ensure a smooth return to service.

I’d like to share with you a bit of background about our HSR program. While the trains are about five years old, the project to introduce high-speed rail service started more than 10 years ago with the design specification stage. The design and construction of the equipment, however, was only part of the project — the equipment maintenance had also to be clearly defined along with building three HSR maintenance facilities and training mechanics to work on the highly technical equipment.

The HSR train equipment is not your average train. It’s the most advanced passenger rail equipment in North America and it incorporates the “next generation” of FRA requirements, including crashworthiness, a state-of-the-art braking system and a sophisticated truck and suspension design. While the maximum design speed is 165 mph, Amtrak’s current operating speed, approved in certain areas along the Northeast Corridor, maximizes at 150 mph.

Each trainset consists of two 6,000 hp power cars and six passenger cars and they operate as a complete, fully integrated trainset. The computer systems function throughout each trainset and continually monitor the status of the various systems for optimum safety and reliability and diagnose problems before trouble can begin.

These complex computer systems require a dedicated maintenance force and management services along with specialized facilities where the information networks and the system integration technology can be monitored.

The HSR Service and Inspection (S & I) mechanical facilities are set up to handle the performance of daily inspections and running repairs for all trainsets. They are located in Boston’s Southaments Yard, where 92-day periodic inspections are performed, in New York’s Sunnyside Yard, which handles both 92-day and annual inspections, and in Washington’s Ivy City Yard, which also handles regular preventative maintenance as well as heavy repair beyond the capability of the other S & I facilities, as well as major component change-outs and other maintenance operations that are part of the scheduled program.

The Ivy City shop is also equipped with a high bay area for making rooftop repairs and a 30-ton crane. The facility also has two additional tracks, one with a full truck drop table that accommodates the removal of powered and non-powered trucks, as well as single-axle units and provides the ability to remove underfloor equipment and to perform large-system component disassembly and assembly. The other is equipped with a Simmons tandem wheel true machine capable of truing two axles at the same time.

The Washington shop also houses a wheel set diagnostic inspection machine that is set up in the car wash. The diagnostics include crack detection on the tread and flat spots and wear measurement profiles (for wheel and flange thickness) and as well as diameter measurements. Trainsets must make a successful pass over this diagnostic machine every seven days.

Because of the integrated and complex technology on this equipment, the HSR mechanical employees must be FRA Tier II qualified. Not only are they highly adept mechanically, but they must also be computer savvy. The HSR team consists of Tier II QMP employees (highly qualified technicians), as well as cleaners, laborers and secretaries who presently work for NEC MSC (Northeast Corridor Maintenance Service Corporation), the maintenance contractor that was established as part of the HSR contract with the Bombardier Alstom Consortium. Amtrak expects to take over maintenance services for the Acela equipment Oct. 1, 2006, and Amtrak will continue to spend this year ramping up for the transition and filling positions in the new High Speed Rail Division.

So, while this summer’s work is behind us, this coming year will bring a new set of challenges as we move toward the Oct. 1 handover date and take full responsibility for the HSR mechanical operation. I’m looking forward to the transition and working closely with a fine group of dedicated employees.

Best to all,

David M. Schramm
Master Mechanic
High Speed Rail

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Open Enrollment for 2006 Benefits Begins This Month

The Open Enrollment period for 2006 benefits runs from Oct. 24 through Nov. 11, 2005. During this period, employees and retirees may change benefit elections or enroll in a benefit for the first time. An enrollment package has been mailed to employees and retirees this month, containing a personalized enrollment worksheet that shows each employee what benefits he or she has now and what the choices are for 2006. Do not return this worksheet — it is for informational purposes only. Personalized annual enrollment worksheets will not be accepted as enrollment forms.

The enrollment package includes a booklet that explains more about the Amtrak employee benefit choices.

**How To Enroll**

There are two ways an employee can enroll for benefits. The most convenient way is to use the Amtrak benefits Web site, amtrak-benefits.com.

Employees can also call the Amtrak Benefits Service Center at 1-800-481-4887, where customer service representatives are available Monday through Friday (except holidays), 8 a.m. to 8 p.m. Eastern Time.

Employees wishing to keep their benefits elections the same in 2006 do not need to enroll unless they want to participate in a Health Care Flexible Spending Account, Dependent Day Care Flexible Spending Account, or the Prepaid Legal Services Plan (for management employees only). Enrollment is required each year for participation in these benefits.
A reorganization of several operating functions within Amtrak earlier this year included the creation of a new post — vice president, Customer Services.

Former Amtrak executive Emmett Fremaux was appointed to the job in August, and he’s taken up the charge of recommending and implementing policies and programs to deliver consistent, high-quality services to customers — including reservations and information, ticketing, baggage, onboard services, stations, and food and beverage.

Amtrak Ink asked Fremaux how he plans to move forward as he builds the new Customer Services department.

Amtrak Ink: Welcome back to Amtrak. What were you up to while you were gone?

Fremaux: Thanks. It feels great to be back. The energy and commitment of the people at Amtrak is truly something special. I left Amtrak in 2001 to lead a new election administration practice for the global consulting firm Accenture. The experience was a very positive one, and it expanded my customer services background into the private sector. While I was at Amtrak from 1996 to 2001, I headed up Customer Relationships and Revenue, which gave me direct insight into customers’ experience both before and after their trips. In my new role, I have the broader opportunity to impact customer service from end to end. While there’s a lot that never changes about the need for great customer service and what it encompasses, there’s also a lot that’s different at Amtrak now, as in the way the railroad has been restructured with a centralized organization that enables us to better focus our resources on achieving defined goals. I like that.

AF: What’s the structure of your organization and what are your goals?

EF: The FY ‘06 organization has been developed in collaboration with the Transportation department vice president, Ed Walker, and has involved moving the Service Delivery organization from Transportation to Customer Services to form the initial core of the new department, and then adding several new components to strengthen its impact in the field. We have established a new reporting structure that gives the division general superintendents a dotted-line reporting relationship to me, reflecting a cooperative effort by all to work toward the roots of providing a great customer service experience. For instance, sales and distribution, call center resources, customer relations, division personnel, engineering, and mechanical departments — they have to be talking together about what matters to our customer and all speaking the same language.

AF: How does all of this tie in with the Strategic Reform Initiatives that were developed and published in April?

EF: The Customer Services department has been given a large role in helping to plan and implement strategic reforms in service-related areas that have been identified by the company as critical opportunities to improve our bottom line. For example, an immediate priority is improving management practices and cost recovery in the Food and Beverage area. Toward this goal, I’m currently leading a senior management team in the effort to negotiate a new contract with our commissary provider, Gate Gourmet, under terms more favorable to Amtrak. We are set to explore additional outsourcing projects, including on-board food and beverage provisions as well as certain station services, to test new business models that are capable of delivering quality services at lower cost while sustaining or increasing revenue.

AF: What are your next steps?

EF: I’ve been finalizing the organization charts as well as defining the business goals and objectives. Once these elements are clearly defined, I’ll be able to move quickly in the direction I want to take this department. I’m working with my fellow department heads to define other key strategic initiatives, including Long Distance Service Redesign, Electronic Ticketing, and Station Operations Efficiency. I am also focusing on ways to optimize the First class services in the Northeast Corridor aboard Acela Express.

We plan to unveil a new Customer Services Web site this month, which employees can access via the Internet using their SAP number. When an employee logs on to the site, he or she can access electronic versions of all Service Standards manuals; review every Operations Standards Update and Operations Standards Advisory issued; see full-color representations of the current, authorized Amtrak uniforms by craft, gender and season; and participate in an Employee Forum where they can post comments, suggestions and questions pertaining to Amtrak customer service. Later this year, employees will go to the site to order their uniforms electronically and track the delivery.

AF: What do you think is the key to making all of this work?

EF: The keys to success are engaging our front-line employees and responding to feedback from our customers — hearing what our customers say and doing something about it. We will do this in a number of ways, both by using new tools and by leveraging existing capabilities toward better ends. More than anything else, I see my leadership role in helping forge the connections between efforts being made in many different quarters to improve our service, and in making sure that the focus stays on the real bottom line of our business: the customer.

I’m frankly thrilled to be back at Amtrak and I’m looking forward to working with a lot of familiar faces — which for some reason, I must say, look generally happier on the job than they did to me four years ago. I think that is because the company has been doing the right things and is heading in the right direction, and that’s something that dedicated and talented employees always appreciate. Not much about what needs to be accomplished here looks easy to me, but challenges like the ones we face are rewarding when people are ready and willing to work together.
Hurricane Katrina Tests Gulf Coast Resilience

At the time of this writing, numerous communities in Louisiana, Mississippi and Alabama have begun what promises to be an extensive road to recovery and restoration following the devastation brought on by Hurricane Katrina on Aug. 27.

The following account of Amtrak’s initial account of Katrina is by no means a comprehensive record, rather a glimpse into the role every department and division played in reaching out to and supporting employees affected by the hurricane, protecting the railroad’s employees and assets, offering assistance in the relief effort, managing the operation of the three services that travel through the region, and cleaning up and getting back to business there.

At press time, all of the 376 employees in the area were accounted for. About half of those employees were back at work, either in the area or in new locations across the system. A Hurricane Katrina Amtrak Employees’ Relief Fund was established to enable all employees to make monetary donations to other employees through payroll deductions. Repairs to and cleanup of the system. A Hurricane Katrina in the area or in new locations across the region, and cleaning up and getting back to business there.

Heading north to Carrollton Junction, the tracks in the New Orleans Yard are washed out. Many of the signal components and switches were flooded as a result of Hurricane Katrina.

This truck, among other random items, is left on the right of way in New Orleans following the landfall of Hurricane Katrina.

Before Katrina’s landfall, Amtrak’s employees were working in Louisiana and Mississippi, most of whom were based in New Orleans, representing a range of crafts and disciplines: Mechanical, On-board Service, Station, Train and Engine, Maintenance of Way, Material Control, Amtrak Police, Catering, and Claims.

In anticipation of the hurricane, an operating plan was put in place for the three trains — City of New Orleans, Crescent and Sunset Limited — that serve New Orleans. The timing of the plan was in part influenced by the city of New Orleans, which notified Amtrak that the levee gates through which the railroad travels would be closed, thereby making travel to and from New Orleans impossible. After offering to transport evacuees, Amtrak routed equipment — five locomotives and 20 cars — and some New Orleans crew members to McComb, MS, for safety.

In McComb, the equipment served as temporary shelter for over 20 employees and family members who had no place to go. In addition to some displaced Canadian National Railway employees. Because security was a big concern, the APD watched over the temporary quarters, while Road Foreman Scottie Wright and Assistant Superintendent of Passenger Service John Barry ensured that the employees’ immediate needs were being met.

Submerged

Following Katrina’s landfall, an email from General Superintendent J.D. Wall shared his concern about the welfare of Southern Division employees, stating, “There are no phones, no water, no food, no fuel … nothing in our lifetime compares to what has taken place … [our] Amtrak employees are our most valued asset; without them, we have nothing … many of them will have lost everything.”

Amtrak’s first priority was to try to reach all of the employees in the area to ensure they and their families were safe. “Many of our employees were displaced, and logistical and communications obstacles made it very difficult for us to reach them and for them to reach us,” added Sid Birckett, superintendent passenger services.

The toll-free Employee Assistance Program (EAP) number was utilized to connect hurricane victims to the support desk at the Mid-Atlantic Reservations Sales Call Center in Philadelphia between 5:30 a.m. and 12:30 a.m. and an EAP vendor during the overnight hours, providing 24-hour access for those employees. The EAP coordinated with other departments to develop a document that provided information to answer employees’ questions regarding benefits, job status, payroll, finding shelter, locating missing family members, and getting Federal Emergency Management Administration (FEMA) assistance, among many other issues. Callers who needed assistance with managing trauma were transferred directly to an EAP counselor for immediate intervention.

“We received calls from employees who were with 10 to 18 family members staying in a shelter, or in one room at a hotel, or in the one-bedroom apartment of a family member. We spoke to employees who had seen corpses, who couldn’t find missing family members, and who were trapped by water and airlifted to safety,” said Maia Dalton-Theodore, Employee Assistance Program manager.

EAP stress debriefings were held for employees at locations, such as Meridian, MS, Lafayette and Hammond, LA. Sessions for groups and individuals at crew bases where employees had relocated took place when necessary.

In addition to the EAP hotline, there were other avenues established for employees’ questions. “We set up a satellite office in Sanford with a dedicated line for our employees,” explained Master Mechanic Tommy Farr.

Meanwhile, a master database maintained by the Southern Division was developed to account for all employees’ whereabouts, regardless of whether they called the EAP number, the payroll office, or their supervisors.

By serving as intermediaries with health insurance companies, personnel in the Human Resources and Labor Relations departments worked to meet the immediate healthcare needs of some employees. Among the questions asked by employees affected by Katrina was one about access to their paychecks. Thanks to the Federal Reserve’s rerouting of money to banks not affected by the hurricane, most employees who had direct deposit had access to their funds within a couple of days.

The Payroll department held all of the checks of employees in Louisiana, Mississippi and Alabama in the Chicago office, where financial manager Darryl Carr handled the incoming calls. For the approximate one quarter of the employees who do not use direct deposit, the department worked tirelessly to find a way to get employees their checks, by rerouting to other banks, or express mail to family members (if service had resumed in the area).

The Treasury and Payroll departments plan to make available some value-added banking alternatives for employees who elect not to use direct deposit; details about this will be forthcoming in the next couple of months.

Putting People to Work

In an Employee Advisory updating employees about the circumstances in the region, Amtrak President David Gunn said, “Many of our
employees) are facing very rough times right now. A number of them have lost all they have … we want to do all we can so that if they are able to return to work, they may.”

In an effort to place the employees who were furloughed and prepared to go back to work as soon as possible, Amtrak provided information about job opportunities across the system on a first-come, first-served basis, releasing craft rules.

Amtrak also offered OBS and T & E employees 30 days’ stay at crew base hotels. Many employees bid on vacancies and applied for transfers across the system in locations such as Seattle, Chicago, Washington, D.C., and New York. Mechanical employees were offered positions in Meridian and Jackson, MS. The Labor Relations department facilitated communication between various departments, the unions and employees, as well as the advancement of unused vacation.

Operations

The operating plan that had been made in anticipation of the hurricane remained in effect following its landfall. An updated plan followed about the remaining in effect following its landfall. An updated plan followed about the various departments, the unions and employees, as well as the advancement of unused vacation.

Amtrak Police Department officers were among the last to leave and the first to return to New Orleans. Joined by members of the department from across the country, including the Special Operations Unit, field detectives, Emergency Preparedness personnel and the APD’s inspector, the APD managed logistical and security operations at the yard and helped ensure the safety of passengers aboard a special train carrying evacuees from New Orleans.

APD also worked as a liaison between local law enforcement, FEMA and a number of Emergency Operations centers. The Emergency Preparedness staff helped manage the housing and feeding of the employees who were there to make damage assessments and repairs, the train crews who worked the rescue train, and mechanical employees.

Ready, Willing and Able

All four railroad lines going to New Orleans were hit hard. After it was suspended, the relief train because the track was damaged, but the trains and bridges were not damaged, but littered with debris.

With APD escort, New Orleans Track and Structures Engineer Russell Abbott, Manager Engineering Services Steve Haerter and a team of Engineering employees returned to the New Orleans facility the day following the hurricane to assess the damage. They found considerable debris on the tracks, such as several trucks, boats, mattresses and other random items that were left there by the floodwater.

Soon after, the New Orleans maintenance-of-way team was joined by six Engineering department employees from Michigan led by Foreman Terry Burgess with a newly purchased grapple truck, a refrigeration truck stocked with food from the Chicago commissary, boom trucks and other support vehicles including gasoline and diesel tankers and some basic necessities. Four RV’s were outfitted to serve as temporary housing for the Engineering crew, as no hotel accommodations were available within 200 miles.

The acquisition of this equipment was accomplished in a single day, thanks to the assistance of Material Control Director Christine Gambrell of the Procurement department. The department also facilitated the quick purchase of 275-gallon portable water tanks, since there were none on the site.

“Our first focus was to clear the tracks and remove an incredible amount of trash that took a team of about 22 people and four days to remove.”

Amtrak’s Mobile Command Center was in Lafayette, ready to facilitate what was anticipated to be ongoing rescue train operations. While the plan was to operate a twice-daily 600-person train from Avondale to Lafayette, federal authorities suspended the relief train because Texas was no longer accepting evacuees.

“The commitment of the crews that left on the train to McComb is amazing. So many of our employees really stepped up to the plate in very difficult situations,” said Williams.
Fuel Conservation Practices

procedures have been established that outline how many locomotives need to be powered up, or on-line, and how many need to be off-line, thereby minimizing fuel use. Based on established fuel usage data, a powered-down GE P-42 DC locomotive can save up to 50 gallons of fuel per hour. Expanding the territory over which locomotives should be off-line, when conditions permit, also helps save fuel. The System Operations team worked closely with each division to assess the need for locomotive power along each route, and identified a number of routes where this is feasible. For instance, while the Southwest Chief departs Chicago with three locomotives, the train only needs two engines to operate between Chicago and La Junta, CO, and from Albuquerque, NM, and Barstow, CA. “So, to reduce fuel consumption, we take one unit off-line over that segment of the route,” added Savidge. “But, to pull the train through the Rocky Mountains between La Junta and Albuquerque and again from Barstow to Los Angeles, we need power from all three units.” Updated guidelines on braking have also been developed. Dynamic braking involves the electric traction motors, which act as generators offering resistance to the rotating wheel axle, thereby slowing down the locomotive. This braking method is more fuel efficient than braking with power applied. Although the application of dynamic braking is up to the discretion of the engineer and is based on the train consist, physical characteristics of the route and other factors, new guidelines for this have been established for certain conditions. For example, a train with one P-59 locomotive and eight cars can save up to 47 gallons of fuel per hour when using dynamic braking. Amtrak has also revised its policy regarding the amount of time that a powered locomotive sits idling. While the previous policy required a locomotive to be shut off if the layover was expected to be more than two hours, that timeframe has been reduced to one hour. Doing this conserves three to four gallons of fuel per hour. “While employees are doing their part to reduce energy costs, the railroad is taking advantage of new technology to lower fuel consumption,” explained Chief Mechanical Office Vince Nesi. In February, Beech Grove mechanics began installing a new automatic shut-off system in the P-42 locomotives. This system cuts fuel use by automatically shutting down a diesel engine that is not in use after performing a series of checks and balances. This innovation will have a significant impact on the amount of fuel consumed.

In addition, technology improvements in new and rebuilt diesel locomotives for yard and work train service, such as those purchased last fiscal year, also cut fuel costs. Over the past five years, the introduction of high speed trainsets, HHP-8 locomotives and remanufactured AEM-7 A/C locomotives has enabled Amtrak to reduce energy consumption on electric locomotives by 8 percent through the use of the Regenerative Braking system, which returns electric energy to the catenary system and back to electric power substations, thereby replacing some of the electrical energy consumed. The railroad has been replacing and remanufacturing aging locomotives with newer more fuel-efficient units since 1993. In late 1999, Amtrak began utilizing electric locomotives on the Northeast Corridor between New Haven to Boston following the completion of electrification of that route. In addition, Amtrak has received a grant from the South Coast Air Quality Management District in Southern California to retrofit an SW-1200 switch engine with a RailPower Company patented diesel battery hybrid locomotive called the “Green Goat.” This hybrid will be used in the Los Angeles Yard and is expected to reduce fuel consumption by over 75 percent and emissions by 80 percent. The engine is expected to be in service by September 2006. The acquisition of new and remanufactured locomotives as well as new technology will continue to play a key role in energy conservation. But, most important, the skills and knowledge of Amtrak's Mechanical and Transportation department employees in applying the new policies and procedures will be the critical factor in saving energy.

New York Division Staff Breaks Safety Record

“It is an awesome feeling when you are able to make something happen that has never been done before,” reflected Assistant Superintendent of Stations Mike Gallagher. “But it is especially gratifying when it means that all of our employees worked safely all year long.”

For the first time in Amtrak’s history, Sept. 1 marked more than a year with no reportable injuries for the New York Division’s Station Services employees, a group that includes red caps, baggagemen, gate ushers, ticket agents and clerks, as well as managers and administrative staff. Comprising more than 230 employees, the group works throughout the New York Division, including Newark, Stamford, Trenton, the Newark Airport Station, as well as New York Penn Station, which sees 1,200-plus daily train movements. With more than a half-million daily customers in New York Penn Station alone, these seasoned employees are professionals who have shown that they can deliver high-quality customer service safely. A safety achievement of this magnitude is particularly satisfying given the FY ’04 record of a reportable injury ratio of 4.1 against the division goal of no more than 3.8.

“This past year’s results, against a goal of no more than a 3.3 reportable injury ratio, demonstrates that the division put its collective nose to the grindstone and reversed the downward trend,” stated Rich Rubel, station relations specialist for the division. New York Division Passenger Services employees are recognized for their safety accomplishments — one year with no reportable injuries. Pictured (back row, L to R) are Sue Santini, Juanta Corners, Selwyn Mark, Karen Robinson, Cathy Ryan, John Rosen, Judith Tyson, Joe Devito, Mike Gallagher and Keith Wiertz; Front Row: Rich Rubel, Hovie Carter, Burt St. Lawrence, Joyce Davis, Claire Cuniff and Cathy Lewis.
Fall Promotions Bring Cool Savings

To boost ridership and revenue this fall, a number of marketing efforts have been launched across the country.

Students can save on most Amtrak trains though the International Student Identity Card (ISIC) program launched last month. The card earns students a 15-percent discount on train travel anywhere in the system.

The card is carried by five million students and also provides discounts on goods and services worldwide. It can be purchased for $22 online at myISIC.com and is also available at more than 850 issuing locations, including universities, bookstores and travel agencies.

Free Companion Coupons Offered to Amtrak Cascades Riders

Amtrak Cascades travelers do not have to go back to school to take advantage of special savings this year. They may bring along a free companion or child using coupons from Amtrak’s Chinook Book promotion. To help stimulate travel aboard Amtrak Cascades during off-peak travel times, two coupons — one for a free companion ticket and another for one child to ride free — are included in the Portland and Seattle editions of the 2005-2006 Chinook Book.

The Chinook Book is a resource guide that contains coupons along with information and discounts on environmentally friendly products and services. The books are available through select distributors in the Seattle and Portland region and may also be purchased online at ChinookBook.net.

Midwest Offers Savings to Passengers

Amtrak is also partnering with Midwest Airlines to offer airline passengers savings on train travel. A free companion coupon was mailed to Midwest Airlines passengers for travel on many Midwest corridor and long-distance trains including the Ann Rufeledge, Blue Water, California Zephyr, Capitol Limited and Texas Eagle. The offer is valid through Dec. 15.

Trains Stop at Local Attractions — To Bring More Riders Aboard

Amtrak makes it easy for football fans to get to the Oakland Raiders home games by taking the Raiders Trains. Starting with the first home game on Oct. 2, certain San Joaquin and Capitol Corridor trains will offer direct service to and from most Raiders home games. Various on-board promotional events will be featured enroute to the game and both trains will stop at the new Oakland Coliseum stop, which is a short walk from the stadium. Raiders Trains game dates are Oct. 2, 16, 23, Nov. 13, 27 and Dec. 18.

On the East Coast, the Carolinian will also make a special stop for travelers attending the North Carolina State Fair in Raleigh. Every day from Oct. 14 through Oct. 23, the train will stop at the Blue Ridge Road grade crossing across the street from the main entrance to the fair.

Employees Get Discount on Radio City Christmas Spectacular Tickets

Radio City is offering Amtrak employees special discounts for the 2005 edition of the Radio City Christmas Spectacular. Next month, the popular show — featuring the world-famous Rockettes — is returning to Radio City Music Hall for its 73rd season. On select non-peak November performances, employees may take advantage of a Buy One Ticket, Get One Free offer and from Dec. 1 through the Jan. 2, employees may save $7 per ticket for select shows. Full ticket prices range from $40 to $70 each.

To obtain discounted tickets, employees may call the Ticketmaster Christmas Hotline at 212-307-1000 or logon to radiocity.com and when prompted, reference the code “1AMTRAK” for tickets to November performances or “2AMTRAK” for December and January shows. Employees may also bring a copy of this article to the Radio City or Madison Square Garden box office or to any Ticketmaster outlet. To receive the discount, employees must mention “1AMTRAK” OR “2AMTRAK” when purchasing tickets.

THE 2006 AMTRAK® WALL CALENDAR

Order your 2006 full-color wall calendar featuring the Amtrak Empire Builder as photographed by Thomas Cerwin, winner of the Amtrak “Picture Our Train” Wall Calendar Photo Contest.

Dimensions: 23.5 x 34 inches vertical
Price: $8.00 each for Wall Calendar, $5.00 for 11”x17” Calendar (bulk quantities and pricing available)

Call 1-800-400-1229 or visit www.amtrak.com/store for details.
Much of the frozen food was used to feed law enforcement officials and over 300 inmates, with the help of each general superintendent in 12 different Amtrak locations where items were loaded: Baltimore, Boston, Chicago, Los Angeles, New Haven, New York, Oakland, Philadelphia, Portland, Sacramento, Seattle and Washington.

On the week of Sept. 12, a train carrying two Express cars — inside of which two tractor trailers can fit — loaded with personal hygiene and grooming items; school supplies; and mens’, womens’ and children’s clothing, as well as infants’ and toddlers’ clothing and supplies from employees on the West Coast made its way to the Houston station for distribution.

Groundswell of Support

The week following Katrina’s arrival, Amtrak organized a drive to transport donated essential items from employees all over the system for employees affected by the hurricane. During the drive, 500,000 items were donated to the Greater Chicagoland Chapter of the American Red Cross staff the Greater Chicagoland call center. And Chicago’s Brighton Park took on the maintenance of equipment that would normally be serviced in New Orleans.

In Seattle, all of the employees who had transferred there were being contacted to determine what their needs were and were provided donations of money, clothing, toys and other items. Pacific Division Superintendent Kurt Laird noted, “They are part of our Amtrak family and the important thing is that we are here for them.”

While each Amtrak division has its own set of challenges, the Southern Division faces annual battles with the hurricane season. Hurricane Katrina was obviously of epic and overwhelming proportions.

“We had employees whose homes were destroyed and who were worried about their families, doing their part to help others while working around the clock. We pulled it together, competently and safely, in extremely trying times and, for that, I am thankful and very proud of our employees,” said Southern Division General Superintendent Wall.
Safety Fairs Bring Resources to Employees

In an effort to promote health and safety awareness, the Engineering and Transportation departments hosted four health safety fairs over the summer. The largest event was held at New York Penn Station in September, while Albany Station, Sunnyside Yard and the Adams Maintenance-of-Way Base each held their safety fairs in June, July and August, respectively.

On hand at these fairs was a variety of safety equipment vendors, healthcare professionals and employee benefits representatives who provided information, gave demonstrations and answered employees’ questions. Vendors represented at the some of the events included safety shoe and glasses manufacturers, while health care professionals at various locations provided blood pressure screenings and massages. Optometrists, chiropractors, podiatrists and dentists were also on hand to answer questions and provide demonstrations. Additionally, employee benefits representatives participating in some of the events included the Railroad Retirement Board, Vanguard and Amtrak Benefits. In addition, the Alzheimer’s Association and the American Cancer Society were represented at the New York Safety Fair.

Given the large number of attendees at each event and the positive feedback received by the coordinators, the safety fairs provided valuable resources for many employees.

A vendor participating in New York’s Penn Station safety fair answers an employee’s questions.

EmpLOYEE MILESTONES

25-Year Anniversaries

- September 2005
- ALHADEFF, WAYNE
  Los Angeles District
- ANOL, ARCADIO
  Los Angeles District
- ARGENGIANO, THOMAS
  Miami District
- BARKER, MICHAEL
  Beech Grove District
- BERRY, CHARLOTTE
  Sanford District
- BOCCOCK, WILLIAM
  Beech Grove District
- BROWNING, MARK
  Beech Grove District
- CARMONA SR, ANTHONY
  Chicago Metro District
- CAUDILL, GARRY
  Wilmington/Bear District
- CHAMBERS, RONALD
  Wilmington/Bear District
- COLEMAN, JUDY
  Los Angeles District
- CREMEN, MICHAEL
  Philadelphia District
- DALLEGE, PATRICIA
  Chicago Metro District
- DAMICO, LOUIS
  Chicago Metro District
- GLASSING, ELMER
  Philadelphia District
- GRAVATT, ROBERT
  Wilmington/Bear District
- HAYDEN, DAVID
  Wilmington/Bear District
- JAROS, GARY
  Wilmington/Bear District
- JOHNSON, CAROLTA
  Washington, D.C.
- JOHNSON, CARLTON
  New York District
- KHAN, ABDUL
  Wilmington/Bear District
- KITCHEN, DEBORAH
  Wilmington/Bear District
- LEE, THOMAS
  Wilmington/Bear District
- MACON, GEORGE
  Beech Grove District
- MARTIN, KERMAN
  Philadelphia District
- MITCHELL, STEVEN
  Beech Grove District
- NIEDELMAN, PHILIP
  Philadelphia District
- PERRY, BETTE
  Chicago Metro District
- PINKHAM, WILLIAM
  Philadelphia District
- PLATT HALL, ELAINE
  Wilmington/Bear District
- PURDY, WILLIAM
  Washington, D.C.
- RATLIFF, JAMES
  Beech Grove District
- SCHLOTHAUER, JANET
  Los Angeles District
- STUrgis, VALERIE
  Philadelphia District
- TERRILL, SUSE
  Chicago Metro District
- THOMPSON, GARY
  Wilmington/Bear District
- VALENTINO, ANTHONY
  New Haven District
- VAWTER, DAVID
  Kansas City District
- VERNA III, GEORGE
  Philadelphia District
- WALLACE, VINCENT
  Philadelphia District
- YALE, VINCENT
  Philadelphia District
- YARKA, ANNA
  Chicago Metro District

30-Year Anniversaries

- September 2005
- RICHARD CASTILLO
  Chicago Metro District
- FANCHER, EDWARD
  New York District
- FERRAGUTI, TERRY
  Salt Lake City District
- GALLAGHER, MICHAEL
  New York District
- HANCOCK, BARBARA
  Washington, D.C.
- HARRISON, TIMOTHY
  Mid-Atlantic/DvDC Non-HQ
- HECKERTHORN, BARRY
  Mid-Atlantic/DvDC Non-HQ
- JANUSHKOWSKY, LELA
  Oakland District
- LAPPOLA, DANIEL
  Empire/Ballpark District
- MADDOX, TIM
  Chicago Metro District
- PARRISH, STEVENSON
  Beech Grove District
- SHAW, MARION
  Miami District
- SIMMONS, STANLEY
  Atlanta District
- TAHAN, ALBERT
  Atlanta District
- WOODS, STEVEN
  Beech Grove District
- Woudstra, DENNIS
  San Jose District

Retirees

- August 2005
- BAKHUIZEN, GERRIT
  Boston District
- BARWOOD, DONALD
  New York District
- BARR, CLYDE
  Philadelphia District
- BUSHMAN, WILLIAM
  Washington, D.C.
- CANARIS, JAMES
  San Jose District
- CARR, REMUS
  New York District
- CASTRO, RODOLFO
  Boston District
- DIMOND JR, JAMES
  Boston District
- DONOVAN, TIMOTHY
  Wilmington/Bear District
- FOSS JR, GERALD
  Wilmington/Bear District
- GILLIAM, EWELL
  Baltimore District
- GOODMAN, JOHN
  Twin Cities District
- GWYN, STEVEN
  Los Angeles District
- HOLLAND, DAVID
  Empire/Ballpark District
- HOWE, THOMAS
  Livonia District
- JOYCE, LOIS ANNE
  Philadelphia District
- KNOWLES, NORMAN
  Oakland District
- KURTZ, ROBERT
  Philadelphia District
- LITTLE, SYLVESTER
  Chicago Metro District
- MCGAHON, GERALD
  Philadelphia District
- MCGOVERN, EUGENE
  Seattle District

Empire Builder Collage Correction:

The September issue of Amtrak Ink carried the wrong photograph of the Empire Builder launch with the caption below. The photo reprinted here corresponds to the published caption. Amtrak Ink regrets the error.

Gay Banks Olson, assistant superintendent Passenger Service and Dan Engstrom, operations supervisor (center), confer about the day’s schedule with the master of ceremonies Lloyd Flem, executive director of the Washington Association of Rail Passengers, before the event at Seattle’s King Street Station.

Diner Light Correction:

In the Smoker Lounge Turns Diner Light story published in last month’s issue of Amtrak Ink, the caption incorrectly described the work being performed by Car Repairman Cliff Bailey and Sheet-metal Worker Jim Campbell. The mechanics were checking the size and location of the mock-up shelf, rather than determining the size and location of the shelf. The shelf was designed and built by Industrial Designers Chris Rowe and Nafie Nafie.
Dear Amtrak:

We are writing this letter to apprise you of a very pleasant experience we have had on your Amtrak as a result of the friendly and cheerful assistance of your conductor, Barbara Aylward on our trip to and from BWI.

My companion, John, who is blind, and I, were intercepted upon arrival on board the train at Penn Station by Barbara, who searched for and found very comfortable seating for us. She assisted my friend in placing his luggage overhead, and in retrieving it upon arrival at BWI. She was also very instrumental in making John’s exit from the train an easy one.

Upon our return from BWI, John was obliged to leave the train in Newark. Barbara escorted him to the elevator at the Newark station, and since she had called ahead for the services of a red cap, offered to wait with John for his arrival. Since this was not necessary, she then returned to the train.

We hope our commendation will help to make you aware of Barbara as an outstanding employee.

Sincerely,
Paula T. and John D.
Irvington, NY

---

Dear Amtrak:

Please acknowledge my written commendation of Dining Crew 7 [Gregory Rowe, lead service attendant and Ignacio Muniz, Michael Provost and Juan Sahagun service attendants] as a passenger traveling the Amtrak Southwest Chief, Chicago to Los Angeles.

I have enjoyed the long awaited trip immensely, however, it is the excellence of Mr. Rowe and his crew that has added to the remarkable impression Amtrak travel now has in my repertoire.

My many thanks and in order: Congratulations Crew 7!

Please take time to recognize the achievement of these individuals who tirelessly, professionally, with courteous and amiable service, give Amtrak train travel a good name.

Thank you for receiving my commendation and continuing the American travel experience by train to be enjoyable and rewarding.

Sincerely,
Jennifer T.
Washington, D.C.

P.S. [Sleeping Car] Attendant Simon Gonzales has also been wonderful on this leg of track on my Amtrak journey. Thanks!

---

VITAL STATS

for August 2005

<table>
<thead>
<tr>
<th>Month</th>
<th>Budget</th>
<th>Actual</th>
<th>Fiscal year-to-date</th>
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<th>Actual</th>
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<tr>
<td>Safety</td>
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<td>goal 3.3</td>
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<td>Total Operating Revenue</td>
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<td>$1,699,239,000</td>
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<td>65.3%</td>
<td>goal 85.0%</td>
<td>69.6%</td>
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</table>
**Keystone Corridor Improvements Yield Higher Speeds**

The launch of faster, more reliable and comfortable service on the 105-mile route between Philadelphia and Harrisburg is on target for fall 2006, according to Amtrak Engineering department officials. All-electric service on the Keystone Line and speeds of up to 110 mph between Paoli and Harrisburg are expected to reduce trip times to 105 minutes for local trains and 90 minutes for express trains, from 120 minutes today.

Since first unveiled by Pennsylvania Gov. Ed Rendell and Amtrak President David Gunn in August 2004, the $145-million project’s list of accomplishments continues to grow. Infrastructure improvements completed earlier this year now support speeds of up to 110 mph on parts of the 50-mile segment of the track between Park Interlocking in Lancaster and Roy Interlocking in Royalton. As a result of this work, on-time performance improved 8 to 10 percent over the nine-month period ending June 30, against the same period a year ago.

Over the past 16 months, the line has seen the installation of 128,000 concrete ties and 47,000 wood ties, replacement of rail and surfacing over 72 track miles, replacement of 28 turnouts and seven bridge decks, upgrading of 12 bridges five culverts and three retaining walls, renewal of over 14 miles of catenary wire and installation of more than 20 miles of new signal cable. Ride quality has changed for the better due to the installation of welded rail over concrete ties and high quality ballasting and surfacing to achieve the best track geometry. Also, special attention was given to drainage systems to eliminate water problems and the development of soft ground conditions.

As a major part of the infrastructure upgrade, extensive cleanup of the right-of-way yielded over 164 major interlockings, Roy and Lancaster; rebuilding of the track layout at the Lancaster station to provide more operational flexibility (separating freight and passenger operations); and the installation of automatic block signals that enable bi-directional movement of trains. Also this year, ongoing installation of a fiber optic system along the corridor will support high-speed communication between central control in Philadelphia, interlockings, power substations, the signal system, stations and railroad radio bases along the Keystone corridor. Amtrak has invested $2.3 million to replace the 70-year-old communication system, worn-out from age and weather. The system facilitates communication essential for improved trip time, reliability, centralized dispatching and other telecommunication needs. Shorter trip times and a more

FY ’05 Closes Out Third Consecutive Year of Record Ridership

Marking the third straight year of ridership gains, Amtrak carried 25.4 million passengers in FY ’05, despite service disruptions that included major hurricanes in the South and over five months without full Acela Express service in the Northeast.

Total ridership for last fiscal year exceeded FY ’04’s total of 25.1 million by 1 percent. Year-end ticket revenues totaled nearly $1.25 billion, 1 percent below FY ’04.

The increase in ridership is attributable to a number of factors, including the growth of short-distance trains like the Regionals, Keystones and state-supported trains in the West and Midwest. Ticket revenues, however, were slowed by the combined impact of the mid-year suspension of Acela Express service and the suspension of service to and from the Gulf Coast due to Hurricane Katrina and the California mudslides in January and February. Additionally, CSX track work near Rocky Mount, N.C., earlier this year, a weak job market and the airlines’ aggressive under-pricing also contributed to suppressing ridership and revenue.

Regional Service Drives NEC Increases

In FY ’05, the combination of the major Northeast Corridor services — Acela Express, Metroliners and Regionals — carried 9,476,923 passengers, an increase of 1 percent over FY ’04. Sept. 14 marked the first day of full Acela Express service, running 14 roundtrips between Washington and New

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I have just returned from what has become my annual President’s Service and Safety Awards trip across the country. I can tell you that I draw strength from these trips, which give me an opportunity to meet many of you and see our facilities.

Chicago Union Station really looks good. The new lounge is a big improvement, plus the ticket counter and office space has been redone since my last visit. Our people seemed happy with the improvements. The Chicago Yards are looking good with all the track work that has been done: new turnouts, rail and ties.

Beech Grove continues to impress me. The shops are quite busy as you know. FYI, any Superliner with the new logo has been to the shop for some work ranging from relatively minor repairs to a complete remanufacture.

The Empire Builder project has been successful. Ridership and revenue have been strong. Comparing September FY ’05 with September FY ’04, ridership is up 13.89 percent and revenue is up 22.4 percent. So far, the fall hull has hardly occurred. Our strategy appears to be working.

The next train to be upgraded will be the Zephyr, trains 5 and 6.

Being an old AT&SF man, I wanted trains 3 and 4 to be next, but I was outvoted. Trains 3 and 4 will be done in FY ’07.

On this trip train 11 was re-routed over the Tehachapi Loop as a result of track work on the coast route. I had not been on that line since I was in the Navy in 1959-62. The Union Pacific gave us a great ride and helped us reposition some equipment. Rail fans were everywhere and the train was well-patronized. We left Sacramento after 7 a.m. and arrived in Los Angeles at 5 p.m.

As most of you know, on these long trips, we take the Beech Grove. We slept in the Indianapolis Depot, Chicago Union Station, the Seattle Yards, and Los Angeles Union Station.

During much of the trip, we have six to eight people for meals. The table seats eight. As the chef, I was kept busy. We used commissary food for the most part and returned to Washington, D.C., with very little food left, i.e. no waste. The quality of our commissary food is quite good, I think.

My hat’s off to our dining car crews preparing food and doing dishes at 79 mph, especially on rough track. Remember, don’t fill the sink too full or you will be wearing it (the dishwasher).

In closing, let me tell you how humbling it is to meet so many 30-year veterans. By a quirk of fate — having been here just over three years — I am the one thanking them for 30 years of service to this company.

Thirty years of service to one company is a rarity these days. It’s nice to see that sort of commitment. Railroading is different from many professions. It’s more demanding and more rewarding. The people who achieve 30 years or more tend to exhibit a quiet confidence knowing that they have spent their careers doing something worthwhile. We are really quite fortunate.

David L. Gunn

Tampers Speed Track Work on Busy Corridor

The Engineering department is putting to work two new pieces of roadway maintenance machinery — DYNA-C.A.T. tampers — on the Keystone Corridor this winter. Because conventional tamping requires two machines that operate and move separately the new equipment reduces the time it takes to do the job and the associated costs and returns track to service more quickly.

The DYNA-C.A.T. machine combines two technologies pioneered by Plasser American Corporation. The machine merges the technology of a Dynamic track stabilizer, a machine that uses vibration and downward pressure to simulate the passage of trains over a section of track, with a Continuous Action Tamper, which is a computer-controlled 16-tool switch tamper that raises, lines and levels the track structure to precise standards.

The new tampers in service will make way for the retirement of older track machinery that will no longer cost the company money to repair.

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Third Consecutive Year of Record Ridership

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York and eight roundtrips between New York and Boston.

In FY '05, Regional ridership topped seven million passengers, 10 percent more than last year. Revenues of $363 million grew 13 percent over last year. The New York to Harrisburg, Penn., Keystone topped one million passengers, up 19 percent over last year. Revenues increased 28 percent over last year, contributing $25.5 million in FY '05.

The Share Fares program launched in February boosted ridership and ticket revenue. Available on the Regional, Keystone (between New York and Philadelphia), Downeaster, Empire, Ethan Allen, Maple Leaf and Vermont services, the promotion accounted for $2.9 million and nearly 91,000 trips through the end of the fiscal year.

Fuel Prices Give a Boost

Driven in part by travelers’ reactions to the rise in fuel costs later in the year, ridership and revenue showed marked increases on corridor trains, including those in the Midwest. The Chicago to Milwaukee Hiawatha trains exceeded the half-million mark with 525,000 passengers, 14 percent more than last year; ticket revenue rose 11 percent over last year.

All three Michigan routes showed notable increases over FY '04. Ridership and revenue aboard the Wolverines was up 11 percent and 16 percent; the Blue Water rose 18 percent and 21 percent; and the Pere Marquette grew 10 percent and 11 percent.

West Coast Highlights

In California, the Pacific Surfliner service carried 2.5 million passengers, an increase of 7.5 percent over last year. Revenues totaling $37 million exceeded last year by 7 percent.

Capitol Corridor service had more than 1.3 million riders, a gain of 8 percent over last year. Ticket revenues rose 17 percent above FY '04.

Ridership and Ticket Revenue for Fiscal Year 2005

<table>
<thead>
<tr>
<th>Fiscal Year 2005</th>
<th>FY '04/Actual</th>
<th>FY '05/Budget</th>
<th>FY '05/Actual</th>
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<tr>
<td>Ridership</td>
<td>25,053,564</td>
<td>25,732,437</td>
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<td>Ticket Revenue</td>
<td>$1,256,424,267</td>
<td>$1,314,825,909</td>
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Month of September

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<th>FY '04/Actual</th>
<th>FY '05/Budget</th>
<th>FY '05/Actual</th>
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<tr>
<td>Ridership</td>
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<tr>
<td>Ticket Revenue</td>
<td>$94,112,173</td>
<td>$103,435,026</td>
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Track Speeds Increase in Michigan

Trains Exceed 90 mph Outside of Northeast – First Time In Recent History

Amtrak trains in Michigan began operating at speeds of up to 95 mph this fall under a project that — when completed next year — will inaugurate 110 mph service in the Wolverine state.

On Sept. 19, trains traveling over three sections of track totaling 37.5 miles between Niles and Kalamazoo began operating at 95 miles per hour as part of the Incremental Train Control System (ITCS), marking the first time in over 20 years that Amtrak trains outside of the Northeast Corridor traveled at speeds over 90 mph.

As a result of the Michigan ITCS program — a partnership started five years ago between Amtrak, the state of Michigan, the Federal Railroad Administration, and General Electric Transportation Systems — speeds on the route are slated to increase to 110 mph in 2006.

“In 2002, speeds were increased from 79 mph to 90 mph and in 2005, speeds reached 95 mph along this line. In 2006, we expect trains on this corridor to operate at speeds of up to 110 mph, but testing of alternative radio systems and expansion of the system will continue for years to come,” explained Division Engineer Dave Klouda.

ITCS is a signal system that transmits data via radio waves from microprocessors along a route to processors inside the locomotives. This system continuously provides updated information to the locomotive engineer on the conditions ahead that impact the operation of the train.

In addition to enabling faster train speeds, the system enhances grade-crossing safety, provides train speed enforcement, on-track worker protection and prevents train-to-train collisions.

“In many respects, grade-crossing safety is one of the most critical components of the ITCS program. For trains to reach these high speeds, fail-safe and advance warnings for motorists at grade crossings are required, and that’s what the ITCS system provides,” stated ITCS Communications and Signal Engineer Robert Lotsbaich.

ITCS enables each crossing to receive radio signals from the locomotive informing it that a high-speed train is approaching.

“The system tells the crossings how fast the train is traveling and at what point to activate the devices to allow at least 20 seconds of warning to oncoming traffic,” added Assistant Division Engineer Rodney Pena.

While the recent increase to 95 mph won’t reflect a change in the public timetable, passengers aboard the Wolverines and the Blue Water have been enjoying shorter trip times and better reliability since the program began.

“We hope to improve the timetable even more as we approach our goal of 110 mph in 2006,” noted Pena.

“Amtrak’s ITCS is the first of its kind in the world,” stated Senior Director, Corridor Development Michael Franke. “Visitors from China, India and Iraq have come to Michigan to tour our high-speed operations.”

China recently purchased the technology for installation on a new rail route being constructed in Tibet.

Of particular note were the September results for the Empire Builder. Following the August launch of refurbished service, ridership surpassed September 2004 by 14 percent. Ticket revenues in September exceeded last year by 22 percent. At press time, future bookings on the Empire Builder were strong and ahead of last year through December.
Observations From New Orleans

Editor’s Note: The following column from Senior Vice President of Operations Bill Crosbie describes his visit to New Orleans following the hurricanes that hit the Gulf Coast.

As I write this, our Silver Service trains are not yet operating south of Orlando, Fla. — and may not for another few weeks — as a result of the damage that Hurricane Wilma caused. There’s still no power at Hialeah and some of the equipment on the railroad in southern Florida is pretty bad.

Before Wilma, came Rita and before that, of course, was Hurricane Katrina. This hurricane season is one that will go down in history, and we will all be pleased to see it come to an end.

Last month, I visited New Orleans to get a first-hand account of the condition of our facilities and to talk to some of the employees who had returned to work there following the damage from Katrina. I want to share with you some thoughts from my experience.

First, I should say that I am inspired by the tenacity and the dedication of our employees. Some of them have lost everything and are juggling trying to find a place to live, rebuilding their homes, having kids in schools outside of New Orleans, dealing with insurance claims and other issues, along with work.

Naturally, there were some employees who had chosen to not return or to transfer to other Amtrak locations and others still who were making their way back to New Orleans. But all of the employees represented in New Orleans are on their way back up to speed.

While the degree to which people have suffered from the catastrophe varies, there seems to be a unified desire for getting things back to normal and, for some employees, work is the closest thing to that.

The closer we get back to regular operations to and from New Orleans, the more stability we can offer our employees there. As you know by now, we resumed Crescent and City of New Orleans service in early October and Sunset Limited service will start again on Nov. 4. And some of our onboard service crews have returned to service aboard the City of New Orleans, starting Nov. 1.

Right after the hurricane, there was a fair amount of work to do at our facility in New Orleans. The coach yard building’s roof had to be repaired. The Louisiana Department of Corrections, which had used the station and other buildings for a range of purposes, vacated the premises mid-October.

There are some repairs that need to be made to the station, but it’s looking better with every passing day.

Part of the diesel shop had been occupied by hundreds of people looking for dry ground. The pits had flooded and the drop table, which dates back to before the 1950s, had to be removed and repaired because the mechanism was damaged after having been submerged in water for days — this was no easy task. Today the drop table is functioning again.

Employees from the Engineering department, including from New Orleans and others from Michigan and Chicago did an exceptional job of clearing the debris (crews filled six dumpsters a day for a week), making repairs to C & S equipment, and making basic repairs to some of the buildings (a lot of the doors and locks had been damaged), among other things.

While the plant and equipment has rebounded, for many of our employees, this event is far from over. I met employees whose homes were totally destroyed. One employee who lived in Mississippi had 30-feet of water in his yard and the home he’s been slowly building for retirement is ruined. He and his family have been staying with friends and family across the region. “I just want normalcy,” he said.

Another employee told me that she worked out of Chicago for a couple of weeks until she could return to New Orleans. She had a hole in her roof — minor damage compared to what some others suffered — but she is far from her children, who are now enrolled in school in Chicago.

One employee who chose to ride out the storm shared his experiences guarding his home from looters and helping his elderly neighbors who had nowhere to go — he had no running water for two weeks and no electricity for 30 days.

An employee who told me, “My desk is the only thing in my life that has not changed,” lost her home and most of her possessions. A few months later and with family in Houston, she is back at work, while trying to rebuild her life. As she put it, “I miss my guys,” referring to the employees she works with.

While it may sound simple, the things most of us take for granted are not available or in limited supply in New Orleans. “Everything you do now — if it took 5 minutes before — takes an hour now,” another employee told me.

Buying a hamburger at one of the few open fast food restaurants now takes almost two hours to get through the drive-thru.

Because of the shortage of places to eat, the Southern Division set up a dining car to feed employees. Two of the four cars loaded with items contributed by employees were brought to New Orleans (the other two were unloaded in Houston) and distributed to employees.

Many employees want to come back to work, but the biggest challenge is finding a place to stay. Not only is there a lack of apartments or temporary housing, but also rent and the prices of homes have escalated exponentially.

Along with these stories, there are countless others. I wanted to share them with you because they remind us all that we are part of a larger Amtrak family and these circumstances are extremely trying for our co-workers — it’s difficult to comprehend the depth and breadth of the obstacles they face.

I hope you’ll join me in supporting our co-workers by contributing to the Employee Relief Fund. We’re also looking into other ways that employees may be able to help other Amtrak employees. I’ll keep you up to date on anything that has been identified.

Give New Orleans Co-workers a Helping Hand

To make a contribution to the Amtrak Employee Relief Fund, please do so through payroll deduction or by sending a check by Dec. 31, 2005.

Donations may be made through payroll deduction by filling out form NRPC 3238, Amtrak Relief Fund Payroll Deduction Form, which is found on the Intranet home page under “Library,” then “Forms.” Forms are also available in HR offices. Employees may donate a one-time amount or chose an amount to be deducted from each paycheck until the designated amount is reached.

Checks should be made payable to the National Railroad Passenger Corporation (Amtrak) Employee Relief Fund and sent to P.O. Box 533126, Atlanta, GA, 30353-3126.

An Amtrak committee headed by Gerri Mason Hall, vice president, Business Diversity and Strategic Initiatives, will direct the distribution of funds to Amtrak employees who have been impacted by Hurricane Katrina. Details on how employees may apply for financial assistance from the fund will be announced.
Successful Contract Operation Continues at Coaster Commuter Service

Amtrak achieved a 99.2 percent on-time performance in FY ‘05 for the more than 6,000 trains it operated under contract for the Oceanside - San Diego Coaster Commuter Service owned by San Diego’s North County Transit District in California.

More than 1.5 million passengers rode Coaster in FY ‘05, an increase of 9 percent over FY ‘04. Of these, nearly 83,000 used the Amtrak/Coaster Rail 2 Rail pass permitting travel on either service. Amtrak has operated the Coaster since its inception in February 1995, and is currently working under a five-year, $7 million fixed-price contract that ends on June 30, 2006. Under contract, Amtrak provides Train and Engine crews, Engineering gangs and maintenance of the entire right-of-way as well as material control and administration. Amtrak also manages a subcontractor for equipment maintenance.

The Coaster route runs along 60.2 miles of some of the most scenic real estate in Southern California — the second busiest corridor in the nation. The San Diego Northern Railway (SDNR) main line single track supports a maximum authorized train speed of up to 90 mph through eight communities between Oceanside and San Diego. This segment contains an additional 26.9 miles of multiple main and passing tracks through one of the most highly sensitive environmental areas along the Southern Pacific Coast.

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Always Coaster gangs kept the SDNR open while working to repair damage from storms and improve the corridor for the four railroads operating over this busy track.”

Joe Yannuzzi
Superintendent of Coaster Commuter Operations

“Maintaining this right-of-way is no small task,” said Joe Yannuzzi, Amtrak’s superintendent of Commuter Operations for the Coaster. “Our maintenance-of-way gangs readily and safely step up to perform tasks above and beyond regular maintenance and signal work. Especially with all of this year’s weather conditions causing other railroads to close down, the Amtrak Coaster gangs kept the SDNR open while working to repair damage from storms and improve the corridor for the four railroads operating over this busy track.”

For example, the group rehabilitated a major wye complex involving the complete reconstruction of five switches, the changing one-quarter mile of new rail, and the replacement of 3,000 new wood and concrete ties. Two new turnouts were constructed at CP Ponto and CP Cumbres to ease congestion. A signage renewal program was completed along the right-of-way.

In addition, the gang supervised and assisted in the construction of six new pedestrian crossover installations. Also, three miles of concrete tie-pads, clips and insulators were replaced where needed. Again, the SDNR was always kept open during construction.

Currently, a 10-member crew from the maintenance-of-way gang is changing out 1,500 wood ties along a two-mile stretch of railroad on the Del Mar bluffs. The $200,000 project is being done at night to keep the busy rail line open. The crew averages 100 ties per night in its four-hour work window and plans to complete the project by Nov. 7.

Amtrak Coaster employees can be proud of their work along the SDNR — Train and Engine employees have worked over five years without an operating rule violation.

In Box

Do you have department news or information about company events or achievements? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a “contributing writer.” Please submit your story to Amtrak Ink via e-mail to lbeers@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, D.C. 20002, by the following deadlines:

For the January issue: December 5, 2005
For the February issue: January 6, 2006
Dear Amtrak Co-workers,

As we enter into the second month of the fiscal year, I'd like to tell you a little about the plans for the Mid-Atlantic Mechanical department. But first, I want you to give me a glimpse of some of the strides we made and challenges we faced in FY '05.

Let me start by saying I cannot adequately express the pride I feel for the hard work and “can-do” attitude our Mechanical employees exhibit. Because of the nature of our work, rarely do our employees get a chance to talk to passengers and hear their comments. But believe me, we know the customers care! So, if I could speak for the millions of customers that have enjoyed the fruit of our labor, I’m sure they would say thank you to the employees who work behind the scenes to provide safe, clean and reliable service.

I also want to take this opportunity to recognize Mechanical’s President’s Service and Safety Awards recipients for a job well done! Lead Machinist Robert Lear was recognized for achieving Sustained Excellence over his career, and Clerk Typist Shirley Howard received the Achievement award for developing a database that allows the department to closely monitor employees’ records — all at one glance. When information becomes available for next year’s award program, I urge each and every Amtrak employee to support your department by nominating your co-workers or yourself.

I’d also like to briefly mention our employees’ safety achievement. While performing their day-to-day tasks, the Mid-Atlantic Mechanical employees continue to maintain a constant focus on safety. A little over a year ago, we set an ambitious safety goal for FY ’05 to reduce the number of injuries from 4.9 for every 200,000 man-hours (which we had in FY ’04) to 4.2. Well, I am proud to say, not only did we reach our goal — we exceeded it with a ratio of 3.5. I want to thank our employees for this accomplishment and encourage them to keep up the good work in FY ’06 and keep safety first.

Now to give you a little more insight into what’s been happening in our shops located in Washington, D.C., at Ivy City and in Philadelphia, I’ll share a few of the highlights. Over the summer, when Acela Express service was suspended, our Mechanical employees pulled together and displayed enormous flexibility and teamwork to get the equipment back in service. To ensure that there was adequate seating capacity during this time, we assumed maintenance for 12 extra train sets that were pulled from storage and from our partnering divisions. We also relied on the work performed by the High Speed Rail employees who helped service the substitute equipment and maintain on-time performance.

Additionally, to maintain the reliability of our Amfleet equipment, our Philadelphia employees contributed to the effort by installing new HVAC controls and disaster lighting upgrades on much of our Amfleet equipment — they upgraded 18 cars in a two-month period.

And, because of the cooperative efforts of the Mechanical department, Transportation and CNOC, we managed to maintain the Acela schedules and also improve the condition of our fleet. Thanks to the efforts and ingenuity of our employees, our customers stayed with us. In business, there is no more important measure.

We also recognize the necessity of monitoring and maintaining quality assurance. Therefore, the Mid-Atlantic Division enhanced its riding program, which calls for highly skilled car and locomotive technicians to ride the train and provide accurate and timely information to correct any problems that occur over the road. This technical support helps collect the information necessary to maintain the fleet and to sustain the required level of service.

In addition to our core work, we have made positive steps in maintaining and modernizing our facility. Since we purchased a new wheel true machine last year, we have had a reliable source for truing wheels on cars and locomotives that consistently provides passengers with improved ride quality. Since the machine has been in use, we are averaging approximately 250 wheels cut per month. This machine provides quality finish cuts due to the new design of the cutter heads and it’s equipped with convenient computer controls that give the operator the benefit of a faster set-up time to true wheels. Its automatic lube system is another enhancement over the replaced equipment. Overall, the wheel true machine reduces the maintenance time and returns the equipment back to service faster.

Additionally, due to the reliability of the new material lift tables on the preventive maintenance line, we are saving time and improving efficiency every day by ensuring materials and supplies are accessible for employees at their work locations.

I’m also pleased to report that we will soon utilize our Senova Press, installed last year, which helps ensure that the trucks are level and balanced. I expect this critical piece of equipment to pay dividends in the future by allowing us to more efficiently rebuild equipment and repair trucks for high-horse-powered locomotives, power cars and coaches and return the equipment to revenue service more expeditiously.

As you probably know, we are awaiting the approval of our FY ’06 budget request. However, the Continuing Resolution allows us to keep working based on last year’s funding levels. Therefore, we are moving forward on a number of projects.

First, we intend to replace our sand distribution system used to supply locomotives with sand that provides added traction in inclement weather. Additionally, our current turntable is inoperable; thus, we are comparing the cost effectiveness of overhauling it or replacing it new. This table is a vital part of our operation because it allows us to save time and manpower by turning locomotives around instead of sending them around the wye for outbound service. As this is being written, we are also replacing our worn and outdated lift tables that enable us to change individual wheel sets or trucks on cars in Washington.

In addition to the above, we hope to make security improvements to our facilities and employee tool lockers.

Another upcoming key initiative for the Mid-Atlantic Division is to install a waste dump station for electric locomotives at the Annex motor pit at the Ivy City maintenance facility, which will allow multiple units to dump waste materials without spillage. This enhancement will help us improve the cleanliness of the cab, which is an FRA requirement.

In closing, I can assure you our efforts to run the best mechanical facility in the country will be unrelenting. I expect this fiscal year, like the last, to be a challenge. However, with continued excellence from our Mechanical forces and tremendous support from the Mid-Atlantic team, I am confident FY ’06 will also be a success.

Sincerely,

Michael Kapela
Master Mechanic
Mid-Atlantic Division
Environmental Review Essential Ingredient of Workplace Safety

During routine testing of materials last spring, air brake shop employees at the Bear Maintenance Facility detected elevated levels of cadmium — a naturally occurring element with potentially toxic effects — in sludge and wastewater samples taken from a machine used to wash air brake components. This quickly became a situation calling for sleuthing by environmental specialists and Bear employees.

Because some Amtrak jobs require that employees work with hazardous materials, the railroad relies on the know-how of environmental coordinators, adhering to federal and other regulations, and collaboration among departments to effectively manage the use of potentially toxic materials in the workplace.

Federal environmental regulations require that the sludge and resulting wastewater be tested for hazardous materials. If it is determined that the wastewater exceeds discharge standards, it must be disposed of according to environmental regulations.

Using the Environmental Review Process, which is similar to a Job Safety Analysis, environmental personnel at Bear immediately investigated the possible causes for the elevated cadmium concentration beginning with a comprehensive review of the chemicals used in the shop for parts lubrication.

Following the lead of local Environmental Coordinator Robert Brooks, members of the air brake shop, Car Repairmen Al Lewis and Steve Baker, examined the products being used in the washing process that might have contributed to the cadmium readings. After identifying each product, they cross-referenced its material safety data sheet for the presence of cadmium and, finding none, they investigated other sources of contamination.

After discovering several painted valves that had been supplied by a vendor, samples of the paint were sent for chemical analysis. The results revealed that the paint contained 0.005 percent, or 50 parts per million, cadmium.

Amtrak’s Procurement department contacted the valve vendor, which agreed to modify the painting process to remove the cadmium. As a result, the valves currently being received are no longer coated with paint that contains cadmium.

To test whether the cadmium could have become airborne, Superintendent Danny McFadden and Assistant Superintendent Ed Hill requested that the air be monitored for cadmium. The results of the testing indicated the working environment was below the permissible exposure limit for cadmium set by the U.S. Occupational Safety and Health Administration (OSHA) and there was no evidence of any potential hazardous material exposures.

“What took place at Bear is a great example not only of the importance of the routine testing we do, but also how vital training and collaboration is to ensure a safe workplace, particularly for health of those employees who must work are around a range of potentially harmful chemicals,” said Brooks.

Conference Focuses On Security

Amtrak’s Security and Police department and other law enforcement professionals gathered recently to examine the state of the industry at the International Association of Chiefs of Police (IACP) 112th Annual Conference and Exposition in Miami.

Of special interest to Amtrak officials in attendance was the wide variety of workshops on issues ranging from suicide bombings and “commanding the scene,” to privacy issues and the use of surveillance cameras.

Amtrak officials joined more than 14,000 participants attending the in-depth seminars, forums and technical workshops that focused on critical issues and solutions. For the Amtrak representatives, the sessions were a unique opportunity to engage in dialogue with scores of other law enforcement professionals. In addition to participating in the workshops, Amtrak representatives attended committee meetings and discussed joint security initiatives, all with an eye toward continuing to improve upon Amtrak’s security measures.

Other conference attendees included local, state and federal department heads, as well as railroad, transit and ground transportation law enforcement and security executives.

Passenger Train Service Returns to Downtown Greensboro

Train service returned to downtown Greensboro, N.C., in October following major renovation of the historic building by the North Carolina Department of Transportation (NCDOT). The Carolinian, Piedmont and the Crescent now stop at this station, rather than a much smaller station in the Norfolk Southern freight yard a few miles away.

Extensive track work, tunnels that needed rebuilding and significant building restoration made this one of the more extensive station restoration projects in the state. The two-part, $30-million renovation transformed the 1927 Southern Railway train station into a multi-modal transportation center with provisions for Amtrak, intercity buses and city and regional transit buses.

The opening of the Greensboro Depot marks the completion of the last — and largest — station renovation undertaken by NCDOT. The department has partnered with communities across the state to renovate a dozen stations and build two new ones to improve passenger rail service and create multi-modal centers where possible.

The NCDOT has invested nearly $200 million in station renovations, construction and track improvements. Historic stations have been renovated at current stops in Burlington, Hamlet, High Point, Rocky Mount, Salisbury, Selma, Southern Pines and Wilson, and new stations were built in Cary and Kannapolis.
On-board Signage Now Available for Crews

Amtrak recently unveiled a standardized on-board signage program that provides crews with a variety of signs to use aboard trains to fit a broad range of needs and situations. Available for ordering on eTrax, the signs are also being stocked at crew bases.

Ranging from “Restrooms Are Downstairs” to “Crew Members Only Beyond This Point,” the signs are designed to help crews manage the traffic and information flow aboard trains.

The 25 Amtrak-blue signs come in different shapes and sizes, depending on the purpose of the sign. Some come with adhesive backing, while others come in the form of a tent card, but they all share the same professional look.

“This signage program is a small but very important component of our customer service and its use should become second nature to our conductors and on-board service crews,” said Vice President Transportation Ed Walker.

An Operations Standards Update was issued to all on-train employees this month that detailed what the signs are and how and where they should be used aboard the trains. In addition, guidelines for the use of the signs are being incorporated into the latest revision of the On-board Service Standards Manual, due out Nov. 30.

“Based on feedback we got from managers and crew members, we developed the top 25 signs needed aboard trains,” noted Pat Willis, senior director Station and On-Board Service Operations in the new Customer Services department.

With the introduction of these signs, any other unofficial signage is prohibited. The signs may be ordered through Western Folder Distributing Company, via eTrax, which is accessed on Amtrak’s Intranet. Orders may also be placed by faxing a request directly to Western Folder.

The on-board signage program is one component of a broader effort to standardize signage on board trains and in stations and to make these tools available for ordering through a single source, eTrax.

In addition, Marketing materials such as timetables and brochures, which historically have been ordered for stations via ARROW, are also available in the eTrax system. As the use of ARROW for this purpose is being phased out, employees who are still ordering materials using ARROW (G/PSD/SPR and G/PSD/OBM) should familiarize themselves with the eTrax system. Starting January 2006, these items will be available on eTrax only.

Employees whose function involves ordering materials and who don’t have access to eTrax should talk to their supervisors about getting registered in eTrax.

Accessible via the Intranet, eTrax has become an Amtrak household term. The Web-based system serves as the company’s primary resource for payment requests, travel and expenses reports, procurement transactions, customer service requests and an assortment of other administrative processes.

The system has saved the company time and money by leveraging Amtrak’s buying power, maximizing efficiency, and controlling and managing spending.

System Upgrade Lays Foundation for Future Improvements

Just as Amtrak aims to return its railroad infrastructure and its equipment to a state of good repair, it also focuses on the company’s business infrastructure.

The upgrade of the mySAP HR/Payroll system is a key initiative that will enable the company to more efficiently manage all of its employee information needs.

Although the full system upgrade is more than a year and a half away — implementation is expected in early 2007 — once it’s in place, employees will have access to the system from their office desktop, home PCs via the Intranet and kiosks located throughout the company.

What does this mean to you? It means that employees will have the capability to maintain more of their own HR information, such as basic personnel data (name, address, telephone number, emergency contact information), enrollment of benefits, and life-event changes, like the birth of a child or a change in marital status. Employees will also benefit from easier and standardized ways to enter time worked.

As part of the upgrade, managers will also be able to view employee and contractor data and process many personnel transactions, such as recording new work locations, job changes, promotions, terminations and retirements, now performed by Human Resources.

Currently in the design stage, the multi-phased project has begun with department representatives throughout the company participating in workshops to redesign major HR, payroll, and time-keeping business processes, which will result in a more efficient and cost-effective new system.

The new system will provide the technical platform necessary for future business management systems to link with HR and payroll data, thereby providing managers with more complete information to guide decision making and management of Amtrak’s business.

Flexible Spending Account Rules Are Changed

Participants who have money left in their Flexible Spending Accounts (FSAs) on Dec. 31, 2005, may now continue to use this money for eligible out-of-pocket costs incurred through March 15, 2006, as a result of rules changes made by the Internal Revenue Service.

This change applies to both Health Care FSAs and Dependent Day Care FSAs. All claims for eligible expenses incurred between Jan. 1, 2005, through March 15, 2006, must be submitted to SHPS, Amtrak’s FSA administrator, no later than April 15, 2006. After April 15, 2006, money left in a participant’s 2005 FSA account will be forfeited, as outlined by the IRS.

New claim forms, now available for the Health Care, Dependent Day Care and Commuter Reimbursement (Transit and Parking) Spending Accounts, provide more space for claim details and, when completed online, calculate totals for the participant.

To complete forms online, go to mySHPS.com. Hard copies are also available through Amtrak Benefits Service Center at 1-800-481-4887 or access the Web site at Amtrakbenefits.com.
Portable Entertainment System Arrives on Auto Train

Amtrak Auto Train passengers this month are the first to be able to enjoy a revolutionary new personal and portable entertainment system that includes movies, television shows and music.

Called the digEplayer, the unit features a 7-inch screen with DVD-quality video and weighs only three pounds, yet holds dozens of movies, songs, sitcoms and children’s cartoons. Because it is battery-powered, the digE-player can be viewed wherever a passenger wishes — at a seat-back tray, in a private sleeping accommodation or anywhere on-board. The unit contains enough program variety to engage passengers’ interests and is refreshed from month to month to ensure that the only “old” movies are classics.

The digEplayer is different from a conventional DVD player, as all the video is pre-programmed right into the unit. Passengers may rent the digEplayer for $19 at both the Sanford, Fla., and Lorton, Va. Auto stations prior to train departure. At the end of the trip, passengers simply return the unit at the station.

According to Amtrak Marketing and Sales Vice President Barbara Richardson, “On-demand entertainment is something our passengers have been asking for and we’re pleased to offer the latest in the marketplace. Rather than carrying a several DVDs or multiple entertainment systems, Amtrak passengers will have all that they need in one pre-programmed convenient system via the digE-player.”

This new amenity is the product of a partnership between Amtrak and Railway Media, which is handling the day-to-day operations of renting the equipment to passengers.

Said District Supt. of Auto Train Fred Nardelli, “For the last two years, we’ve been looking into other methods of entertaining our Auto Train passengers, in addition to the movies currently shown in the lounge car — and we believe digEplayer is the perfect choice.”

Amtrak plans to expand the digEplayer service to other trains next year.

Annually, the Auto Train carries 200,000 passengers and their vehicles on the 855-mile overnight journey between the Washington D.C. suburb of Lorton, Va. and Sanford, Fla. The train is popular among snowbirds and family vacationers headed for Florida’s tourist destinations.

Available for rent to Auto Train passengers, the lightweight digEplayer offers hours of entertainment.

Redondo Junction Facility Reaches Remarkable Safety Record

Los Angeles Redondo Junction Locomotive Facility recently celebrated more than 870 days without a reportable injury — which goes back to June 1, 2003. This accomplishment is particularly remarkable, considering the kind of work that takes place at a full-production locomotive facility.

While he served as general foreman at the locomotive shop, Dave Cowan, currently Mechanical superintendent, made a point to participate in daily Safety Briefings to deliver messages and updates, and to coach and encourage employees as safety milestones approached. He also discussed injuries that occurred in other areas of the company to educate and alert the work force about the similar potential hazards.

“I empowered employees to come up with solutions to problems in their work places and they have come up with many good ideas that we’ve put to use. We would not have reached this milestone without the buy-in of every employee working at the shop,” said Cowan.

Safety Committee members Gary Howard and Margo Papadak-Mullinix also played an active role, which had a dramatic impact on the safety record.

Keystone Corridor

continued from page 1

comfortable ride are expected to draw more passengers to what promises to become an even more popular route. Year over year, ridership on the New York to Harrisburg service has grown nearly 19 percent and revenue 28 percent. On the Keystone Line specifically (passengers traveling through Philadelphia and points west), ridership increased 14 percent and revenue 22 percent this past year.

To meet the anticipated demand, plans are being made to boost the number of weekday roundtrips between Philadelphia and Harrisburg from 9 to 13. Amtrak’s Transportation staff is working with the Pennsylvania Department of Transportation to finalize new schedules.

“This growth demonstrates a clear demand for Keystone corridor high-speed rail service and also supports the need for improvements along this line,” said Project Management Director Vinay Mudholkar.

“The project certainly has proved to be a success, posting concrete results that benefit passenger as well as freight operations on corridor,” stated Chief Engineer David Hughes.

The corridor serves 20 Amtrak trains, 118 SEPTA trains and 12 Norfolk Southern Railway freight trains. Norfolk Southern is also participating in the program to upgrade certain track and bridges to carry 286,000 lbs. loads. The railroad has been cooperative in approving layout schemes to separate freight and passenger traffic flows, where possible. “We appreciate their willingness in joining the team’s efforts,” added Mudholkar.

Vinay Mudholkar contributed to this story.
Seasonal Marketing Initiatives Generate Interest

To increase ridership and promote the upgraded Empire Builder service, Amtrak signed an agreement with Flathead Travel to provide vacation packages to popular destinations in northwest Montana. Customized packages offer rail transportation, accommodations, car rental and other attractions, such as national park tours, horseback riding, fishing, skiing, golfing, snowboarding and white-water rafting.

Empire Builder passengers destined for East Glacier Park or West Glacier may choose the Glacier National Park package, which offers more than 700 miles of hiking, panoramic views, waterfalls, alpine meadows and glacial lakes. Accommodations are available at several historic hotels and lodges in the park and in neighboring communities like the Izak Walton Inn in Essex or Belton Chalet in West Glacier. Travelers may also take the train to Whitefish and head to Big Mountain Ski and Summer Resort, which offers beginners and experts with some of the best skiing in the world. For travelers who want to spend their vacation touring a popular city in the Northwest, Flathead Travel will customize a package that features highlights and attractions in Sandpoint, Idaho and Essex, Belton and Whitefish, Mont.

Through December 2005, Amtrak reservation sales agents are referring interested callers to Flathead Travel and its rail/tour packages are also being promoted on Amtrak.com.

“We’re building relationships with some of the top tour operators in the Northwest like Flathead Travel in Montana, Ski-Pak in Seattle and Classic Holidays in Portland, to offer Amtrak passengers more vacation choices,” said Marketing Associate Doug Schwab.

Carolina Panther Football Fans Win a Trip to the Game

Amtrak is teaming up with local sports radio station this winter to sponsor the Carolina Panthers Train Trip promotion. WRBZ Sports Radio in Raleigh, N.C., will send two winners and their guests to Charlotte on the Piedmont to see the Panthers play at Bank of America Stadium on Dec. 12 and 24. WRBZ and Miller Lite will host two live remotes at local area restaurants to promote and give away the two trips.

Over 120 on air promotional announcements, 20 promotional e-mails sent to a listener database of over 100,000 and exposure on the station’s Web site is expected to drive fans to the events.

Contest Proves: Food and Scenery Move Kids Most

“It’s better than being stuck in the back seat of a car,” wrote seven-year-old Jessica Brown as she traveled aboard Carolinian over the summer. Brown was selected as one of 28 winners of the Amtrak-Lionel Kids’ Essay Contest to receive Lionel’s The Polar Express™ train set.

Over the summer — for the seventh consecutive year — Amtrak partnered with Lionel to sponsor an essay contest for children 12 and under to describe why they like riding Amtrak. Again this year, out of all the responses, scenery and food were the top two reasons why kids like the train.

Brown clearly agreed as her essay read, “The four best things about riding Amtrak are going fast, tunnels, looking out the window and exploring the Café car.”

After running for six years primarily on the West Coast, the contest was expanded to Amtrak systemwide. The contest concluded with 462 entries — up from 320 last year. The most entries (74) were received from children riding on Amtrak Cascades trains, followed by the Coast Starlight with 58 entries, and the California Zephyr with 43.

Another promotion that is sure to bring more kids on board is the Hiawatha Schools on Trains, which offers Wisconsin school groups a chance to ride the Hiawatha for $5 per person from Milwaukee to Chicago. The promotion starts this month and will run through next year.

Visual Profiles of Contemporary Railroaders

Sacramento Exhibit Showcases Freight, Amtrak Employees

Amtrak employees from California are currently featured along with employees from other railroads at a photography exhibit brought to the California State Railroad Museum in Sacramento, Calif., by the Center for Railroad Photography & Art.

Continuing through Jan. 8, 2006, “Still a World Apart” is a display of 31 black and white photographs that illustrates the unique environment of the railroad, a workplace unlike that of any other employer. Demanding work rules, irregular hours of service, and days away from family and friends set the railroad apart from other industries.

The workers themselves, on and sometimes off the job, are the focus of the photographs. Spanning more than three decades of railroad experience, the exhibit highlights contemporary railroad workers, mostly from the western United States and from a range of companies, such as Union Pacific and California Northern.

The public exhibit is presented by the Center for Railroad Photography & Art (www.railphoto-art.org), a non-profit arts organization that showcases remarkable rail photography in cooperation with the California State Railroad Museum.

Chart Correction:

In the October issue of Amtrak Ink, a chart illustrating revenue garnered from Transsorm sales included wrong totals. The correct figures appear below. Amtrak Ink regrets the error.
The Amtrak 2006 Wall Calendar is on its way! The full-color calendar, which is available for sale next month, features the eastbound Empire Builder as it travels near Bison, Mont., in a photo taken by Tom Cerwin, of Bartlett, Ill., winner of the “Picture Our Train” Wall Calendar Contest.

A small calendar will be distributed to each employee throughout the company before the start of the new year. Last year was the first year that Amtrak published the smaller, desktop-sized (11 inches by 17 inches) calendar, which proved to be a popular item among employees who used it in their workspace in offices and facilities. A large calendar (24 inches by 34 inches) will be sent to each station.

The large calendars will be for sale at the Amtrak Store on Amtrak.com for $8 each. Reduced prices are available when ordering in bulk quantity. Additional copies of the small calendar may be purchased for $5 each.

For personal orders of the large calendar or additional copies of the small calendar, visit Amtrak.com/store for details, or call 800-400-1229.

Congratulations to All of You!

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<th>Employee Milestones</th>
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For personal orders of the large calendar or additional copies of the small calendar, visit Amtrak.com/store for details, or call 800-400-1229.
Dear Amtrak:

This is not a letter of complaint, but praise.

I had taken a train from Erie, Pa., to Buffalo, N.Y. ... when arriving at my motel found I had taken the wrong suitcase from the overhead luggage compartment.

I had not checked in and was at the front desk explaining my plight to the desk clerk when I was approached by one of your employees, Damien J. Albert, who had overheard my story.

The gentleman then proceeded to make numerous phone calls and coordinated the return of my luggage to Niagara Falls and the wrong suitcase to the rightful owner.

From Damien to Mike Perry at Niagara Falls, the people involved were terrific. The conductor on the train (I wish I had gotten his name) was so nice when he handed me my suitcase that I’m still amazed. In this day of frenzied travel, security, bad or indifferent employees, it was refreshing to have had the honor of meeting these employees who actually care.

Thank you.

Ron K.
Randolph, Mass.
Replacement of Thames River Bridge Underway
Three-Year Project Replaces Nearly 100-Year-Old Connecticut Bridge

Work to replace the Thames River Bridge, a key link for the railroad between New York and Boston, began last month. The $76 million project is one of the biggest ticket items in the Engineering department’s FY ’06 budget and involves replacing the nearly 100-year-old Strauss Trunnion Bascule movable portion of the bridge span with a vertical-lift bridge span.

The contract for the three-year construction project, which was approved last May by Amtrak’s Board of Directors, was awarded to Cianbro Corporation, based in Pittsfield, Maine.

The work on the bridge, which is located between New London and Groton, Conn., includes fabrication and erection of two lift towers and a lift span, relocation of the bridge tender’s control house, the installation of new machinery, electrical system and underwater communications and signal cables. The project also calls for modification of the piers and a new marine fender system that protects the piers from marine traffic, as well as removal of the old bascule span, which includes a four-million-pound counterweight — all done while the railroad continues to operate with minimal interruptions during the course of the job.

The bridge’s four approach spans, which are fixed, are in good structural condition and do not require replacement. This monumental project also requires a lot of preparatory work, including the construction of office trailers and electrical and signal work to move the bridge tender’s control house.

“The bottom line is that the bridge, now an aged drawbridge prone to malfunction, will be replaced by a more efficient vertical lift bridge that rises between two towers,” said Peter Finch, project engineer. “Once done, Amtrak will have a reliable lift span for the better part of this century.”

The machinery currently operating the bridge and the bridge’s parts have reached the end of their lifespans. An engineering study conducted in the early 1990s recommended then that the lift span be replaced. However, budget constraints prevented that project from moving forward. Consequently, the railroad has instead kept the bridge working through short-term fixes and many emergency repairs over the past 15 years.

If the bridge becomes inoperable, it could block rail traffic in the busy Northeast Corridor and possibly obstruct the channel’s local commercial and private marine traffic. The channel is also used by the U.S. Naval Submarine Base.

Board Names Hughes Acting CEO, Congress Approves Record Funding Level

On Nov. 9, Amtrak Board Chairman David Laney announced the elevation of Chief Engineer David Hughes to Acting President and CEO in the wake of President David Gunn’s release.

“Together with your hard work, David Gunn made important operational improvements during his tenure,” said Laney in a letter to employees announcing the leadership change. “Now, as we look to the future our priorities are changing and Amtrak requires a different type of leader who will more aggressively tackle the company’s significant financial management and operational challenges.”

The change at the top of Amtrak’s management was followed a week later with the passage in Congress of the railroad’s funding for FY ’06. The legislation provides Amtrak with $1.315 billion in federal funding, the highest single annual appropriation for the railroad. Congress designated $495 million to subsidize train operations, $500 million to support capital programs and no more than $280 million to cover debt obligations. President Bush signed the bill into law on Nov. 30.

The appropriation should provide adequate funding to support the FY ’06 budget approved by the Amtrak Board. Amtrak officials are also reviewing a number of mandates contained in the legislation, including provisions requiring continued on page 16

A team from Amtrak and Cianbro, the contractor on the Thames River Bridge replacement project, studies the existing Thames River Bridge’s bascule operation. The four million pound counterweight that enables the bridge to raise will be removed as part of the bridge replacement project.

The following statement was issued by Amtrak on Nov. 9:

Amtrak’s Board of Directors today released its President, David Gunn, saying that the passenger rail service needed to intensify the pace and broaden the scope of its reforms. Amtrak said that David Hughes, Chief Engineer, has been named Acting President and CEO, and that its Board of Directors has launched a national search to

continued on page 16
Last month, I was asked by the Board of Directors to serve as acting president and chief executive officer while the board searches for David Gunn’s successor.

As I said in my first message to employees last month, under David’s leadership and as a result of a lot of hard work from all of you, the last three years have seen a great improvement in our structure, our business systems and, very importantly, our reputation. I’ve been in the railroad industry for over 30 years and before taking on the job of chief engineer here three years ago, I spent more than a decade in the consulting business working on railroad issues in the U.S., Europe, Africa, South America, Mexico and Asia. These experiences taught me the lessons of corporate poverty and redemption and have given me a perspective on the best (and worst) railroad practices around the world.

However, the past three years at Amtrak have been the most rewarding of my career. I’ve proposed and directed hundreds of millions of dollars in infrastructure improvements, and month after month, seeing crews make these projects a reality has been enormously satisfying. But the work is only just beginning — for all of us. When David Gunn came on board in 2002, he straightened out an enormous financial mess, reorganized and reinvigorated the railroad and gave us a second chance.

Our job must be to continue to build on our momentum. However long I’m in this position, I will not be an idle caretaker — I will aggressively push forward on the reforms and initiatives already underway.

We will certainly be tested in the next year or two. We will need to step up the pace on elements of the Strategic Reform Initiatives. Also, there is no question that new labor agreements will have to be reached. A renewed emphasis on customer service will be a high priority, as well as special emphasis on running a safe and secure railroad.

We will need to tighten our belt in some areas, but I believe that no company ever saved its way into success. Instead, success depends on giving customers more value — value they want and for which they will gladly pay.

I am optimistic about Amtrak’s future. The employees of this railroad are a fine group of talented people with unique skills. Given the right resources and clear direction, there’s nothing we can’t accomplish.

In closing, let me ask you to please continue to be safe out there and give the right resources and clear direction, there’s nothing we can’t accomplish. In closing, let me ask you to please continue to be safe out there and to take good care of our passengers, especially during the holidays this month.
Steady Ridership and Revenue Growth Continues Into FY ’06

Amtrak ticket revenue and ridership in the first month of FY ’06 remained strong, continuing the trend begun this summer. The $109 million collected in ticket revenue exceeded October ’04 totals by 7 percent and the ridership of 2,035,882 was 3 percent better than the same month a year ago. The fare adjustments implemented in October and economic trends, such as the high price of gasoline, appear to be factors in the revenue growth. However, the absence of full service on the Gulf Coast as result of Hurricane Katrina, and in Florida as a result of Hurricane Wilma, depressed both ticket sales and passenger counts on trains in those regions.

In the Northeast Corridor, the Regionals performed well, with ridership 6-percent higher and ticket revenue 20-percent greater than October one year ago. Of the $7-million increase from $102 million in October ’04 to $109 million in October ’05, $5.5 million was attributable to the Regionals. Acela Express was ramping back up from its service suspension earlier this year. It also experienced on-time performance challenges during October, especially between New York and Boston. As a result of these factors among others, Acela Express fell short of its ridership and revenue budget targets. To support the service, advertising is underway in major markets, as well as a special Amtrak Guest Rewards program. Among short-distance trains off the corridor, ridership improved most strongly against October ’04 on the Downeaster (up 26 percent), Keystone (19 percent), Hiawatha (22 percent), and Blue Water (23 percent) routes.

Southern Division Employees Recognized for Reaching Safety Milestones

Employees in the Southern Division reached noteworthy achievements this fall for maintaining a high degree of safety.

On Nov. 21, the New Orleans Engineering team marked its fifth consecutive year without a reportable injury. The group of 17 employees is responsible for maintaining the tracks, signals, and buildings and bridges in the New Orleans Union Passenger Terminal.

Division Engineer Dave Klouda credits each member of the team for this significant achievement. “This is an organization with members who watch out for each other and understand that we are our brothers’ keepers. Without the focused effort on the part of every employee, achieving this milestone would not have been possible,” said Klouda.

“Because there are so many work around live tracks and overhead wires, it is not safe to do the work, they must make it safe and not take the risk,” said Jim Drummond, the district manager of stations for the Atlanta District. When asked how they reached this milestone, employees repeatedly replied that support from upper management and communication are the driving forces. Throughout their duties, these employees worked through FY ’04 and up to press time with no reportable injuries. “These experienced employees realize the importance of doing the job correctly and understand that working efficiently and safely is not just luck. They also know that if it is not safe to do the work, they must make it safe and not take the risk,” said Jim Drummond, the district manager of stations for the Atlanta District.

Among the long-distance routes, the Lake Shore Limited (up 26 percent) and the Capitol Limited (28 percent) showed the greatest growth in ridership against October ’04. To help spur fall and winter ridership, a national advertising campaign kicked-off in October via print, online and multicultural media outlets.

Empire Builder Continues Improvement

Following its successful re-launch in August, the Empire Builder has continued to attract more passengers and revenue, becoming the most popular train and largest revenue producer of all the long-distance service in October. Ridership was up 8 percent against October ’04 on the Empire Builder and at $3.6 million, ticket revenue rose 31 percent, slightly out-earning the Auto Train ($3.4 million). The very popular online Empire Builder sweepstakes helped draw national attention to the route, with 187,000 entrants and winners from far away as Alaska.
Dear Co-workers,

Since taking the position as master mechanic of the New York/New England Division in June of 2003, I have been faced with many challenges and have been rewarded with equal successes. The joining of New England and New York mechanical forces under one umbrella in FY ’04 has streamlined both mechanical operations and has created better lines of communication in some of the busiest areas on the Northeast Corridor. Although many aspects of the New York and New England operation have been standardized, each area still has unique situations and accomplishments.

First I’d like to congratulate our mechanical employees who were recipients of this year’s President’s Service and Safety Awards. Network Instructor Deborah Polk received the Safety Achievement award and the 2005 Charles Luna Memorial Award and the New York Division employees received the Environmental Division of the Year award. I am proud of our employees and I encourage each of them to keep up the good work and continue to keep safety first.

I also want to mention that one of our employees, Field Environmental Specialist Harry Seubert, was recognized for his safety accomplishments by the Association of American Railroads. At a special ceremony held earlier this year, the AAR presented him with a certificate of commendation for his safety achievements in 2004.

Now, I’ll give you a snapshot of the work that’s being done at our facilities. In New England, there are three main facilities that service Amtrak equipment. Southamption Yard in Boston is the largest and busiest maintenance facility. It consists of a Service and Inspection (S & I) building, where major repair work is performed, as well as periodic maintenance to Amfleet equipment and service and repair of diesel and electric locomotives.

The New Haven, Conn., and Springfield Mass., facilities, although smaller in size than Boston’s, perform much-needed inspection work to Regional trains, Springfield Shuttles and the Vermonter service.

New Haven Mechanical employees are responsible for maintaining the state-owned, Amtrak operated Connecticut Department of Transportation commuter service, known as Shore Line East. Inspection, repair and periodic maintenance of this equipment are performed at the ConnDOT Maintenance Facility, a state-of-the-art facility located adjacent to New Haven Union Station.

While performing these day-to-day tasks, our employees remain focused on safety. New England Mechanical employees have the distinct honor of not only drastically improving their safety performance but also ending the fiscal year as the only group in the Mechanical department with only one injury — resulting in a .3 injury ratio. This was an outstanding accomplishment and a tremendous improvement over FY ’04, which closed with 19 injuries for a 5.6 injury ratio.

Additionally, I am proud of the productivity accomplishments our Boston and Sunnyside Mechanical team has made. Last fiscal year, the Boston shop was 24 percent under goal and Sunnyside was under by 38 percent, which — ironically — is a good thing. Let me explain why. Each facility has been assigned a maximum shop car count. This means anything above that number can affect availability for service. The Sunnyside Yard goal is 19 or fewer per day of various car types and Boston’s is six. Thus the under-goal numbers reflect improvement in the reliability of the fleet, which is a direct reflection on the quality of the work being performed in the backshops during periodic maintenance.

Now, I’ll tell you a little about the New York Division, which encompasses an area that stretches from Niagara Falls, N.Y. to the metropolitan areas of New York and New Jersey. The busiest is New York Penn Station, which hosts more than one thousand trains per day, including Amtrak, New Jersey Transit and Long Island Rail Road. The mechanical facility located in Queens, commonly referred to as Sunnyside Yard, is the busiest passenger car yard in the country, servicing and dispatching more than 60 trains a day.

Along with the regular maintenance of Amtrak equipment, there is a group of Amtrak employees whose jobs are funded by New Jersey Transit. They inspect, clean and perform minor repairs on NJT commuter trains, which are also dispatched out of Sunnyside.

Further north, at the Albany, N.Y., maintenance facility, mechanics service the Empire trains, diesel locomotives that operate on the Lake Shore Limited and the work engines used in the yards.

Our Niagara Falls mechanical team is comprised of a small work force responsible for ensuring the smooth operation of equipment that travels as far north as Toronto, Canada, where the Maple Leaf runs on VIA Rail.

From Boston and Niagara Falls to New York City, our Mechanical employees are dedicated to ensuring the safe and reliable operation of our fleet. And, as we move into the new year, we are prepared to meet the challenges ahead by staying focused and working each day according to the motto that rings throughout the New York/New England Division: Safety is our passion. Productivity is our goal. On-time performance is our obligation.

Sincerely,

Don Knapik
Master Mechanic
New England/New York Divisions

Katrina Employee Relief Fund Closes This Month

During this holiday season, consider your co-workers who were affected by Hurricane Katrina. If you are thinking about making a contribution, please do so now, as the opportunity to contribute to the Amtrak Employee Relief Fund will be coming to a close at the end of the month.

As of Nov. 28, approximately 200 employees and supporters have donated a little over $22,000 to the fund. You can still make your contribution through payroll deduction or by sending a check postmarked by Dec. 31, 2005.

Donations may be made through payroll deduction by filling out form NRPC 3238, the Amtrak Relief Fund Payroll Deduction Form. All donation forms for payroll deduction must be received by the Corporate Human Resources office by Dec. 20. The form is available on the Intranet home page under “Library,” then “Forms.” Forms are also available from HR offices. Employees may donate a one-time amount or choose an amount to be deducted from each paycheck until the designated amount is reached.

Checks should be made payable to the National Railroad Passenger Corporation (Amtrak) Employee Relief Fund and sent to P.O. Box 533126, Atlanta, Ga., 30353-3126.

An Amtrak committee headed by Gerri Mason Hall, vice president, Business Diversity and Strategic Initiatives, will direct the distribution of funds to Amtrak employees who have been impacted by Hurricane Katrina. Impacted employees who would like to request financial assistance through the fund may call 202-906-3991 or e-mail Amtrak Relief Fund@amtrak.com for further information.
Mechanics Prepare Horizon Fleet to Handle Freezing Winter Woes

This winter, Brighton Park mechanics don’t expect the Horizon fleet to encounter the same problems it had in previous years, due to the work being performed at the Chicago maintenance facility to ready the equipment for the frigid winter weather.

Operating mostly on Midwest corridor routes, the Horizon cars are often plagued by snow and freezing temperatures that in the past have caused the equipment to malfunction during the winter months. This year, mechanics have taken steps that will improve equipment reliability during the cold season. When Horizon coach, dinette and club/dinette cars cycle through Brighton Park to undergo their 92-day preventive maintenance visits, mechanics install a number of modifications to prevent the snow and freezing temperatures from affecting the equipment’s operation.

“Through November, 57 of the 82 Horizon cars serviced at the Brighton Park facility have undergone these winterization procedures and we expect to complete the remaining cars this month,” explained Master Mechanic Mike Heffner.

Heffner explained that the design of the Horizon fleet, which is similar to Amfleet equipment, makes the equipment extremely vulnerable to winter weather conditions.

“The major components are located in steel boxes underneath the car and are exposed to all types of inclement weather,” Heffner said. “The doors on these cabinets do not seal shut, and as a result, we’ve had problems with snow, rain, wind and dirt entering the cabinets that house the electrical panels, air conditioning and water raising systems.”

When this happens, the heating and air conditioning systems become inoperable and the water cannot be carried from the tank to the restrooms and other areas where fresh water is used.

“To address these problems, we are installing new doors that lock shut and insulate the mechanisms in the cabinet from the elements,” explained Assistant Superintendent Richard Navarro.

Another improvement to the Horizon equipment is a modification to the rinse line. The rinse line contains fresh water used to flush out the sanitation tank and runs from the exterior of the car to the equipment room in the car. In below-zero temperatures, the water in the rinse line outside the car freezes, often causing the line to split. Depending on how extensive the damage is to the line, it can take as much as a day to repair.

To combat this problem, the rinse lines have been removed from the Horizon cars and the sanitation tanks are completely emptied manually, rather than being emptied and rinsed automatically during everyday servicing.

During the car’s 92-day preventive maintenance visit, the tank is biochemically rinsed by connecting a water line to the car as part of the sanitation process. Over the winter months, Amtrak’s Public Health group monitors the system to evaluate sanitary conditions. Sheet Metal Worker Paul Gunsberg, who performs this task, explains the process. “First the sanitation tank is drained, and then it’s rinsed with water and a biochemical agent that destroys the waste. After the solution sits in the car for 24 hours it’s drained out and the tank is rinsed with fresh water.”

To further address cold winter temperatures, mechanics install insulation in the equipment room to prevent the water pipes from freezing. Additionally, to keep the cold air out of the passenger area of the cars, three of the four fresh air vents in the ceiling are covered.

Other measures are also taken as part of regular preventive maintenance to help keep the fleet in good operating condition during the winter.

For example, it is extremely important that the mechanics check, and repair if necessary, the temperature-sensitive Ogontz® valve that prevents water from freezing in the water lines and in the fresh water tank, which holds between 300 and 500 gallons of water.

“If the car is sitting without power and the temperature drops below 45 degrees, the Ogontz valve automatically triggers the release of water from the tank,” explained General Foreman James Mitchell. If the valve is not functioning properly, it could split the water lines.

“We also walk through the car and check the heat that comes out of every vent,” explained Electrician Ernesto Avendano. “We use thermal infrared guns to check the floor heat (and air conditioning) to make sure that proper temperature is consistent throughout the car. By shooting an infrared beam at the floor heater, the temperature is displayed on the thermal gun.”

The guns, which were designed for food service use, are also used to measure the external temperature of the grills, freezers and refrigeration units.

“By taking these steps to winterize our Horizon fleet,” stated Heffner, “our passengers should enjoy a more comfortable journey and more reliable service.”
Replacement of Thames River Bridge Underway

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Base and the U.S. Coast Guard Academy, located a short distance up river.

The project is a concerted effort between the contractor, Cianbro, and Amtrak, with each taking on clearly defined roles of responsibility. While the vast majority of the work will rely on the resources and expertise of the Cianbro team, a variety of Amtrak Engineering crews will play a supporting role in the replacement of the bridge span. Below are some of the highlights of Amtrak’s role.

Bridges and Buildings Work

To accommodate the installation of the new lift tower on Pier 2, Amtrak Bridges & Buildings crews will assist Cianbro with the relocation of the bridge tender’s control house, which contains the electrical controls, machinery and back-up engine generator to operate the bridge. Located on Pier 2 and abutting the bridge, the house will be moved to the edge of the pier, which is about 25 feet from its current location. Amtrak will also assist Cianbro with moving the engine generator and fuel tank, used for back-up power for the bridge’s openings, out of the control house. Amtrak will retrieve these units and, using the railroad’s rail-mounted crane, move them to Midway Maintenance-of-Way Base for storage or later sale.

Amtrak crews will also assist Cianbro with modifications to the two bridge piers that will support the new lift towers and to the new pier fender system, which protects the piers from marine traffic strikes.

Track Work

The new lift span, being provided by Cianbro, will have new track and walkways. Amtrak will assist Cianbro with the installation of new timber ties and tie spacers supplied by the contractor.

Amtrak track crews will install the running rails, guard rails, joint bars and tie plates. Amtrak crews will also install the long-point meter rail and meter rail joints and expansion joints, all of which will be supplied by the railroad. Amtrak track gangs will also perform the final track alignment.

Amtrak will build trenches that run directly below the ties and house the conduit carrying the electric cables between a junction box and the new generator.

Electrical

To accommodate the relocation of the bridge tender’s control house to the end of the bridge pier, Amtrak electrical crews will extend existing power and control cables, so that they reach the new control house and the electrification equipment. Amtrak will also monitor the installation of the new power control system and cutover to service, replace the navigation lights on the bridge and install lighting on the new pier fenders.

Communications and Signals

To continue passenger rail operations over the bridge during construction, Amtrak crews have repositioned and modified the underwater cable junction box connections and supports for the relocation of the control house. The crews will also install signal system cables and make all signal system connections to the local control panel in the new control house.

Amtrak C & S crews will also install the telephone service once the control house is moved and will maintain the radio communication devices during the relocation of the control house.

Electric Traction

So that work on the railroad is accomplished safely, much of it will be done at night when there is little or no traffic and the track can be taken out of service. Amtrak will coordinate the power outages needed by Cianbro crews by de-energizing, grounding, then re-energizing the individual catenary circuits, and test the catenary before the track is returned to service.

Amtrak ET crews will also de-energize the traction power underwater cables to permit the underwater cable support brackets, attached to the piers, to be relocated by Cianbro, until the original brackets can be remounted. Amtrak will also extend the existing static wire to the new termination points at piers two and three and will perform final alignment of the trolley breaks at those piers.

“We expect the impact of the work on rail service to be minimal, with no major outages during most of the construction, except when the bridge span is changed out,” said Bruce Willbrant, deputy chief engineer for the Northeast Corridor. During the final phase — the channel and rail outage is currently planned to take place in late 2007 or early 2008 — a four-day shut-

Advisory Committee Recommendations Put Into Action

The new members of Amtrak’s Customer Advisory Committee dove right into a slew of service delivery topics at the group’s biannual meeting in Wilmington, Del., last month. The committee, made up of 23 volunteers, including seven new members, covered a range of customer service issues and offered suggestions about how to improve service delivery.

One of the main objectives of the ACAC group is to provide Amtrak with feedback and recommendations from a customer’s perspective. Recent recommendations from the group have included ideas about signage and on-board announcements, food and beverage service, and student travel.

Following the recommendation of one ACAC member, Amtrak first instituted the Quiet Car® aboard some of its trains five years ago. Amtrak recently extended the availability of the popular designation to Hiawatha trains in addition to certain NEC and Capitol Corridor services.

Other suggestions have come from the committee’s very active Disabled and Senior Task Force, whose mission it is to make train travel as barrier-free as possible. The task force won a President’s Service and Safety Award in the Champion of the Rails category last year. As a result of discussions with Amtrak management about Special Service Requests, those requests are now given more prominent placement on the manifest for easy reference.

Another suggestion from the Task Force involved a mechanism to ensure that conductors and other on-board crew members were attentive and sensitive to the needs of anyone requiring special assistance throughout their trip. Passengers may require special assistance for a range of reasons, such as a particular disability or when a parent is traveling with young children. To make sure special requests are not overlooked, soon crews will use yellow seat checks as a reminder to check in with passengers who need special assistance.

In addition to offering recommendations, the new ACAC Chair David Block and Vice Chair Estelle Shiroma announced winners of the Customer Service Award, which is given to front-line employees nominated by ACAC members for outstanding customer service contributions. Coast Starlight Parlour Car Attendant Richard Talmy and Sacramento Ticket Agent Douglas Wheeler were recognized by the committee for providing passengers with exceptional service, noting the winners’ rapport with the passengers they encountered. Wheeler won the award for his service as a member of the Southwest Chief crew prior to becoming a ticket agent.

Last fiscal year, ACAC members submitted to management 300 trip reports based on committee members’ travels in excess of 137,000 miles, and gave over 6,000 hours of their time to help Amtrak improve its service.
EMPLOYEE MILESTONES

When the Weather Outside is Frightful, the Rails are so Delicious
Sacramento and Bay Area residents planning a trip to Reno this winter may enjoy a fun and hassle-free travel experience without the worry of driving under cold snowy weather conditions. As part of an ongoing partnership, Amtrak and tour operator Key Holidays are once again promoting two popular services — the Reno Snow Train and the Reno Fun Train.

On both trains, passengers may enjoy spectacular wintertime scenery, strolling musicians and live entertainment provided by a pianist in a special Piano Lounge car. The Snow Train, which departs on select Tuesdays between Jan. 31 and March 21, also includes historical narration provided by a Key Holidays employee as the train departs Sacramento and passes through the Sierra Mountains. In addition to mingling in the Piano Lounge car, passengers aboard the Fun Train en route to Reno may join a party in another car set up for live music and dancing. The Fun Train departs on select Fridays starting Jan. 6 through March 24.

Both trains operate to Reno from Emeryville, Martinez, Suisun and Sacramento. The Snow Train also departs from Roseville. Round-trip rail fare is $185 on the Snow Train and hotel packages range from $199 to $289. On the Fun Train, the rail fare is $199 and hotel packages that range from $229 to $369 can be added. Special discounts are available for children between two and 11 years old and seniors 62 and over.

Santa chooses Rails over Reindeer
Santa is spreading holiday cheer to passengers as he travels by rail to several stations over the Christmas season.

Kids of all ages joined Santa on board the North Carolina Santa Trains on Dec. 3 and 10. Santa traveled roundtrip on the Piedmont between Raleigh and Greensboro and the Carolina Division between Charlotte and Salisbury entertaining families, taking photos with travelers and passing out holiday candy treats. As part of a partnership with Radio Disney AM 1480, Santa’s activities aboard Amtrak garnered on-air exposure. In the Midwest, Missouri residents had two opportunities to welcome Santa as he traveled to Washington, Mo. and Warrensburg, Mo. on the Kansas City Mule. On Dec. 3, Santa traveled from Kirkwood to Washington, where he was greeted by local residents and visitors at the station.

Last month, a Kansas City radio station sponsored a broadcast of Santa’s journey from Sedalia to Warrensburg and offered listeners a chance to win a ride with Santa on the Kansas City Mule.

While in California last month, Santa officially opened the holiday season by boarding the San Joaquin in Fresno, traveling to Hanford and greeting passengers on the platform.

Passengers Take the Train to the Big Apple Circus
For the fourth consecutive year, Amtrak is partnering with Ticketmaster® to promote travel by rail to New York from Delaware and Maryland. Through Dec. 21, Amtrak passengers may take advantage of special discounts for select performances of the 2006 Big Apple Circus production, “Grandma Goes to Hollywood.”

The circus is held under a large heated outdoor tent at Damrosch Park, adjacent to the Lincoln Center of Performing Arts in Manhattan, N.Y. — a just short subway or taxi ride from New York Penn Station.

“By teaming up with Ticketmaster on this promotion, we gain tremendous exposure — at no cost to Amtrak — and build ridership and revenue by encouraging more passengers to travel to New York by train,” said Marketing and Sales Associate Paul Siegel.

During the promotional period, passengers may receive $7 off regular-price admission tickets that range from $28 to $64. The Amtrak discount is being promoted on Ticketmaster.com and Amtrak.com. Details were also included in a promotional e-mail to over 185,000 Amtrak Guest Rewards® members and in a mailing sent to 10,000 Ticketmaster customers.

New Members Earn Frequent Travel Rewards
Amtrak Guest Rewards launched its High-Value New Member campaign last month rewarding new members who travel frequently during the first three months of their membership.

The campaign targets new members whose travel frequency mirrors that of AGR’s top-earning members — identified as Select and Select Plus members — who spend over $2,500 and $5,000, respectively, on Amtrak travel during the calendar year.

These qualifying AGR members receive a package that includes coupons offering them a sample of the benefits generally reserved for Select and Select Plus members. “The primary goal of this campaign is to identify passengers who start out as frequent travelers, thank them for their business and encourage them to keep traveling on Amtrak and stay involved with the Amtrak Guest Rewards program,” explained Loyalty Marketing Senior Director Michael Blakley.

The campaign is intended to build customer loyalty and encourage these members to further increase their travel on Amtrak. “As enrollment in the AGR program now exceeds one million members, keeping our valued members riding the train is a top priority,” explained Loyalty Marketing Officer Vicky Radke.
2005 President’s Service & Safety Awards Recipients

Amtrak paid tribute to its extraordinary and dedicated employees at nine regional President’s Service and Safety Awards ceremonies this fall. Over 1,200 people, including co-workers and family members, attended the events to recognize the outstanding achievements of the award recipients in 2004. Employees celebrating their 30th anniversary were also honored at the events.

ACHIEVEMENT

Donna Carlson
Ticket Agent, Transportation, Lancaster, Pa.

Lancaster station Ticket Agent Donna Carlson is responsible for issuing tickets, mostly to Keystone and Pennsylvania passengers. Donna is best known for taking the lead every Christmas holiday season and turning the historic Lancaster station into a festive wonderland. Working on her off-duty and vacation time, she shops and makes decorations to create this display. In 2004, Donna recruited performers for musical entertainment for Amtrak customers and she and a team of volunteers decorated a 27-foot Christmas tree.

Donna’s supervisor, District Manager Stations Rich Esposito, said, “The achievement is enjoyed by thousands. You have to see our customer’s faces when they approach the front of the station to board a train or pick someone up. It brings that smile and warm holiday spirit.” Customers love Donna and employees appreciate what she does to make Amtrak a better place to work.

Shirley Howard
Clerk Typist, Mechanical, Washington, D.C.

Shirley Howard began her career at Amtrak in 1989. In 2001, she began working in the Mechanical department where she was responsible for creating a database to track disciplinary actions. In 2003, she was promoted to her current clerk-typist position.

Last year Shirley noticed a void in tracking discipline records, identifying rule violations and violations by craft, and monitoring time limits for rendering decisions. She designed a one-size fits all database that is highly useful in the production of on-demand reports for departmental use and for complying with requests from other departments such as Law, Claims and Labor Relations.

Shirley’s database allows department clerks to remotely employee records at all of Amtrak’s 220 facilities. As the facts are readily available, discipline decisions are handled expeditiously and productivity has improved.

Shirley Howard has been described as “the glue that holds the place together.” She is a perfectionist and, simply, someone who gets the job done.

Lawrence E. Light
Senior Director Advanced Technology, Engineering, Philadelphia, Pa.

Lawrence Light has been with Amtrak since 1983, working as senior engineer, C & S/Electric Traction, senior director C & S, and senior director C & S Maintenance and Design before moving to his current position.

Larry is being recognized for his achievements on Amtrak’s two positive train control systems, Advanced Civil Speed Enforcement System (ACSES) and Incremental Train Control System (ITCS). Larry oversaw the continued ITCS validation and verification process that will enable the Federal Railroad Administration to permit increased Amtrak train speeds on the Michigan Line up to a maximum 110 mph. He addressed technical concerns, and, during the process, enabled the prime contractor on this project, GE Transportation Systems, to market this system worldwide. This gave Amtrak positive international exposure.

Larry also successfully tested and implemented the ACSES wayside radio system that enables the transmission of Track Speed Restriction Bulletins (TSRB) directly to a locomotive’s on-board computer.

Andrew Pedro
Assistant Division Engineer Structures, Engineering, Groton, Conn.

Andrew Pedro, assistant division engineer, Structures, joined Amtrak in 1976. In the fall of 2004, Andy assisted the children of the Moriarty School in Northon, Conn., with a very special request. The children had collected $150 worth of medical and school supplies for victims of a terrorist attack on an elementary school in Beslan, Russia. They wanted to deliver the supplies to the Russian Embassy in Washington, D.C., but lacked transportation. Representatives of the school contacted Amtrak to inquire if a train could be used to transport the children, chaperones and supplies to Washington.

Because checked baggage service was not available between New London and Washington, Andrew secured a truck and driver to deliver the supplies to the embassy. The school children traveled by train. A first-time train ride for many among the group created some excitement and Andy’s positive spirit helped make the event unforgettable.

Thomas Rae
Assistant Superintendent Road Operations, Transportation, Boston, Mass.

Tom Rae began his 30-year railroad career in 1974 as a passenger train engineer. Tom joined Amtrak in 1985 and became a road foreman, senior road foreman and eventually assistant superintendent of road operations in the New England Division.

Tom saw a need to improve the qualification process for the New England Division Operations employees. Using his photography and computer skills, Tom developed and implemented a program that streamlines the qualification process. Tom also created programs for high-speed train sets as well as HHIP and AEM-7 locomotives.

Tom’s programs have resulted in employees’ having a more extensive knowledge of their territory and the equipment they use in the performance of their duties. Moreover, the programs have yielded positive customer impact by creating a more knowledgeable work force, resulting in safe and efficient resolutions of technical issues that had the potential to cause severe service disruptions.

Travel Agency Sales Center
Marketing and Sales, Philadelphia, Pa.

The Travel Agency Sales Center (TASC), located in Philadelphia’s 30th Street Station, comprises 10 Amtrak employees who provide quality customer service to Amtrak’s travel agent community.

This group of employees earned the achievement award for their crisis management and teamwork in the wake of Private Label Travel’s (PLT) demise in 2004. Due to its suspension of operations, PLT could not honor its Amtrak Vacations travel packages. With little warning, Amtrak was faced with 1,500 reservations comprising almost 5,000 passengers who needed to be accommodated.

To fulfill the vacation package obligations and maintain the integrity of the Amtrak Vacations brand, the TASC team took over PLT’s duties. The effort of the team averted what could have been a customer service and public relations disaster for Amtrak. This extraordinary effort also brought Amtrak praise within the travel industry.

BUSINESS DIVERSITY

Darlene Abubakar
Director Marketing, Sales and Marketing, Washington, D.C.

Hired in January 2000 as manager of Sales Promotions, Darlene Abubakar assumed her current position in December 2001. Early in 2004, Amtrak’s diversity marketing agency and a third-party partner were working on a program to reach out to the African-American market through a student travel scholarship program. At the 11th hour, the negotiations fell through and Marketing was left without a program. Working with the Business Diversity department, Darlene immediately began exploring other avenues to accomplish the program’s objectives.

Darlene identified the United Negro College Fund and the Historically Black Colleges and Universities (HBCU) as partners. A travel scholarship program was developed to award five $1,000 travel stipends per student at 20 HBCUs. Darlene has also been the lead on most diversity efforts in the Marketing department, which allocates nearly 10 percent of its media budget to African-American and Hispanic publications and for diversity programs or promotions.

David Lim
Chief, Sales and Marketing, Washington, D.C.

David Lim joined Amtrak in February 2000 as assistant vice president, Acela Marketing and Sales. He was promoted to vice president, Marketing and Brand Management in January 2001 and since August 2002, David has been Amtrak’s chief of Marketing and Sales Promotion.

In FY ‘04, David instituted a policy that Marketing would spend 5 percent of its overall budget and 9 percent of its media buys for diversity marketing. David was neither asked to do so, nor was he required to set this goal.
BUSINESS DIVERSITY (CONT.)

David identifies opportunities for participation in business diversity initiatives, including employment, supplier and corporate diversity. David tracks and evaluates the performance relationship between goals and results, which helps Amtrak become more inclusive and supports Amtrak’s diversity initiatives. The results of these goals have a direct bottom-line impact on Amtrak’s Supplier Diversity program.

Prince Reid

Special Assistant to the General Superintendent, Transportation, Boston, Mass.

Prince Reid is the personification of Amtrak’s Diversity Policy, says his supervisor, New England Division (NED) General Superintendent Michael DeCataldo. Prince has become an ambassador for Amtrak and the public face promoting diversity initiatives, both internally as the founder and chairman of the NED Diversity Advisory Council (DAC) and externally as the president of the Conference of Minority Transportation Officials (COMTO).

Prince authorizes the NED quarterly Diversity Moves newsletter that underscores upcoming cultural events as well as ethnic observances, and is put together by Prince and the members of the DAC. Another prestigious observance sponsored by Reid and the DAC is the Leroy Fergus Jr. Award ceremony, an event that is held annually during Black History Month. While Prince Reid does not establish policies or programs, he does implement awareness. He realizes that diversity is not about numbers; it’s about organizational behavior that demonstrates differences and similarities are valued.

CHAMPION OF THE RAILS

Elizabeth Burch

Creator of the Dr. Gary Burch Memorial Safety Award, Bristow, Va.

Elizabeth “Bette” Burch is being recognized for her dedication to rail passenger safety and her creation and nurturing of the Dr. Gary Burch Memorial Safety Award, in honor of her late husband, the Burch Award annually provides a grant to a railroad worker who has done the most to improve the safety of railroad passengers. Dr. Gary Burch was chief of the Ear, Nose and Throat Clinic at Eisenhower Hospital at Fort Gordon, Ga. He was one of eight passengers who died July 31, 1991, at Lugoff, S.C., while traveling on Amtrak’s Silver Star.

Bette, was traveling with him and was injured. Later, she and her children, Michael Burch and Kathryn Burch Pettyjohn, decided to do what they could to promote passenger rail safety. Ten years ago, Bette established the Dr. Gary Burch Memorial Award, conferred annually in recognition of railroad employees’ outstanding performance in the area of passenger safety.

ENVIRONMENTAL ACHIEVEMENT

Kirt W. Flowers


Kirt Flowers began his career with Amtrak in 1998 as a machinist in the Mechanical department. His position was transferred in September 2003 to the Automotive department in Philadelphia. Kirt has helped Amtrak make strides against diesel exhaust emissions and the growing problem of urban asthma, particularly in the Philadelphia area.

In 2003, Kirt developed a technical proposal to retrofit 14 heavy-duty vehicles with a device to reduce diesel emissions. A year later, Kirt coordinated with several departments and agencies to produce and complete his retrofit project; he installed the Luberzol control device, which reduces the concentration of carbon dioxide, nitrogen oxides and diesel particulate matter in post-ignition emissions. Kirt also coordinated the installation of fuel Catalysts in 10 Amtrak trucks that reduced carbon dioxide, nitrogen oxide and total hydrocarbons. Kirt successfully demonstrated how Amtrak can take a proactive approach to controlling emissions by starting the retrofit on heavy-duty diesel trucks.

PROJECT EXCELLENCE

E-Commerce Team

Marketing and Sales, Washington, D.C.

The E-Commerce Team’s project goal was to completely redesign Amtrak’s Web site, Amtrak.com. The new Web site is among the most user-friendly in the travel industry, with improved functionality that has led to higher sales and lower costs.

Many new features were added to the site and since the unveiling, online bookings in 2004 rose nearly 21 percent, resulting in a 34 percent share of ticket sales through Dec. 31, 2004, just three months after its launch. Ticket revenues for online bookings increased from $28.5 percent to 34 percent and e-mail messages were reduced to 4.8 percent 100 bookings, down from 6.6 percent 100 bookings prior to the launch. Amtrak’s Vice President of Marketing and Sales Barbara Richardson stated, “We are outsourcing the industry in percentage use of Internet sales. No other carrier (except Internet-only carriers) has met this level of success.”
SAFETY ACHIEVEMENT (CONT.)

Robert W. Wilbur
Locomotive Engineer, Transportation, Albuquerque, N.M.
Robert Wilbur began his railroad career in 1966 as a freight locomotive engineer. In 1987, he joined Amtrak as an engineer. For the past 11 years, Bob has worked extensively with Operation Life Saver, Inc. A one-on-one basis for OLS personnel and coordinating activities within the state of New Mexico concerning highway-rail safety. Bob also implemented the New Mexico Operation Life Saver volunteer program. In addition to his duties with Operation Life Saver, Bob helps fellow engineers who have been involved in grade-crossing accidents.

SAFETY COMMITTEE OF THE YEAR

North Carolina Safety Improvement Team, Raleigh, N.C.
Chartered five years ago, the North Carolina Safety Improvement Team is an employee-driven safety committee that includes employees from stations, Trains & Engineering and On-Board Service crews in Raleigh, N.C.

In conjunction with the Raleigh Police Department and the Amtrak Police at the department’s National Communication Center, the committee helps to coordinate an emergency evacuation bomb-threat drill. This committee also developed board plans for groups and evacuation plans for employees who travel overnight on Amtrak business. Working jointly with representatives of the freight railroads within the state, it also conducts Operation Lifesaver presentations throughout the district and conducts safety blitzes to increase safety awareness at grade crossings.

According to Superintendent of Operations Jay McArthur, “This team is the most structured and professional employee-driven safety team that I’ve seen in my career. I am proud of the committee as a whole and each member for delivering this outstanding performance in safety.”

SUSTAINED EXCELLENCE

Patsy L. Abraham
Manager Supplier Diversity, Business Diversity, Washington, D.C.
Patsy Abraham understands and values the contributions of a diverse workforce and supplier base. Her 29-year Amtrak career has been dedicated to supporting Amtrak’s corporate diversity initiatives and employees seeking assistance through the company’s Employee Assistance Program.

In her current position as manager, Supplier Diversity, in the Business Diversity Department and in her former positions as Business Service manager and administrator in the Minority Business Development department, Patsy has proven to be a true advocate for diversity. She has remained committed to the spirit of diversity by helping Amtrak become more inclusive in the supplier diversity arena.

In her positions as administrator and later project manager in the Minority Business Development Office, Patsy continued to ensure adherence to company policies and procedures. She was awarded the Outstanding Minority Business Enterprise Award by the U.S. Department of Transportation in 1992.

Robert L. Ahrens
Supervisor, Marketing and Sales, Riverside, Calif.
Robert Ahrens, a supervisor at the Riverside Call Center, began his Amtrak career in 1984. Bob has established a reputation for being a knowledgeable supervisor, and his peers frequently describe him as a strong leader who strives for excellence. For 20 years, he has used his skills and talents to enhance the workforce by developing training manuals, training sessions, incentives, skills and other presentations that help employees understand their jobs and Amtrak. He wrote and implemented the train-the-trainer program used at all Amtrak call centers and also developed special instructions that govern sales agents’ performance and are used systemwide.

Bob’s training sessions have had a positive effect on productivity improvement, and incentives that he created have also proved successful in his criteria for the acting supervisor pool. He is so successful that most of the acting supervisors exposed to it have been promoted to supervisor.

Clifton C. Bailey
Car Repairman, Mechanical, Bear, Del.
Clifton Bailey began his career at Amtrak in 1980 and currently works at the Bear Car Shop in Delaware as a car repairman and welder. While working on the Cab Car Overhaul Project, Clif found saved Amtrak thousands of dollars per car. He was key to the in-house designing and manufacturing of mounting brackets for the ACSE/Cab Signal System components, avoiding the need to outsource the work to a vendor.

Additionally, Clif was instrumental in determining how best to fit the new Amfleet I ADA-Compliant unisex toilet modules into cab cars, despite the cars’ slightly different layouts. Everyone knows of Clif’s love of the railroad. He is also a train buff and collector of model trains. But a co-worker stated it best: “Clif has model trains and will buy them, but to come to Bear and work on the real thing is what he really loves.”

Shirley A. Bannor
Program Manager, Transportation, Wilmington, Del.
Shirley Bannor has sustained a level of commitment and dedication for more than 25 years at Amtrak. Shirley has earned a reputation for her work ethic, dedication and willingness to take on new projects with enthusiasm. Shirley frequently acts as mentor and helps others by serving as a source of information and wisdom. Shirley is the executive assistant to the chief of System Operations at the Consolidated National Operations Center (CNOC), a position that entails many duties. Shirley has also been assigned to work on budgets and to be the facility manager. She takes pride in the CNOC facility and is responsible for all aspects of its operation.

She acts as liaison between CNOC and the community, between management and agreement-covered employees and between Amtrak and its contractors. Those who know her agree that if they need to get something done, and done well, Shirley Bannor is the person to do it.

Inez Baucom
Specialist, Human Resources, Washington, D.C.
Inez Baucom has handled and knowledge of Amtrak travel is commendable. In a moment she can provide details about various trains, including on-time performance, and station amenities. She has the skill of a travel agent and the knowledge of a seasoned ticket agent.

It is not uncommon for Inez to handle complicated last-minute business travel requests from employees, executives, board members and others. Knowing that she is the interface between Amtrak and many outside vendors, supporters and general traveling community. She is also the travel liaison for Amtrak’s Customer Advisory Committee.

Last year she assisted approximately 20 representatives from Amtrak’s advertising agency in booking familiarization trips on Amtrak’s long-distance trains. She also organized travel reservations for dignitaries attending the Republican National Convention in New York, balancing the security concerns inherent in such an undertaking with responsive customer service.

Sidney N. Birkett
Superintendent Passenger Services, Transportation, Jacksonville, Fla.
Sidney Birkett began his Amtrak career in 1977. Through his work ethic, positive attitude and leadership skills, Sid has earned the admiration and respect of all who have had the privilege of working with him.

He is committed to providing the best possible service to his customers and has directed his management team to continually look for ways to improve service in the stations and on the board trains. Sid’s initiatives have had a positive impact on the passenger service that is delivered in the Southern Division.

Throughout his career, Sid has been an advocate of teamwork not only within his own department, but also with other departments. He believes in communicating his expectations and providing employees with the tools and training necessary to perform their jobs successfully. Sidney Birkett continually works at improving relationships between management and employees to attain the highest level of service and productivity.

Jerry A. Bridgforth
Baggage Agent, Transportation, Savannah, Ga.
Jerry Bridgforth started his career in June of 1975 at the Savannah station. He was promoted to senior train conductor, a position he held for 22 years in Savannah, Ga., and later promoted to superintendent of Operations. After working that position for three years he became station supervisor for the Georgia, South Carolina and North Carolina stations. Jerry returned to his roots at the Savannah station, where he presently works.

Always on the move, Jerry is often referred to as the “Energizer bunny.” Jerry stays busy cleaning the stations, serving passengers and working on projects. Because of Jerry’s knowledge and years of experience in all aspects of passenger service, combined with his dependability, his fellow employees and managers have designated him as a role model for all Amtrak customer service. He is also deeply committed to safety and serves as chairman of the Jacksonville Safety Team. Jerry Bridgforth is a prime example of an employee who consistently demonstrates outstanding performance.
Leigh Cole
Detective, Police and Security, Fort Worth, Texas

Leigh Cole joined the Amtrak Police Department in 1994 after retiring from a successful career with the New Orleans Police Department. Leigh has sole investigative responsibility for 11 states, the largest territory of any AFD officer, and is a member of the DEA Task Force. Leigh has worked with the DEA in the seizure of approximately 1,100 lbs. of illegal narcotics and over $700,000 in drug money. He was specifically recognized by the governor of Texas for the seizure of 50 lbs. of methamphetamine and 9 kilos of cocaine.

In addition, Leigh has provided police protection to the Heartland Flyer and the Oktoberfest train in Missouri. He has also provided protection for Oklahoma and Texas legislators while they traveled on Amtrak trains. Leigh Cole has dedicated his life to law enforcement. Amtrak is thankful that after a full career In New Orleans, Leigh chose to join the railroading family.

Timothy Cooper
Assistant Superintendent Road Operations, Transportation, Dallas, Texas

Consistent, superior performance 365 days a year defines Assistant Superintendent for Road Operations Timothy Cooper. Although an operations man, Tim has a national reputation for excellent passenger service. His extraordinary organizational skills have prompted Assistant Superintendent Station Operations Joy Smith to call Tim’s abilities, “A rare orchestration of the difficult balance between passenger satisfaction and operating realities.”

Tim is described as one who consistently exceeds expectations by delivering smooth solutions.

A model veteran employee, Tim is both mentor and trainer to his team. Tim’s peers describe him as quietly excellent. Tim also provides support to important organizations such as Operation Lifesaver, Operation RedBlock, the Texas Eagle Marketing and Performance Organization (TEMPO) and the Heartland Flyer Coalition.

Tim Cooper is prime example of a front-line operating manager dedicated to making Amtrak the very best it can be. Tim represents the highest levels of sustained honesty and integrity with a job performance beyond the call of duty.

Ronald A. DeShields
Manager, Marketing and Sales, Philadelphia, Pa.

Ron DeShields began his career with Amtrak in April 1990 and is a consistent, hands-on manager with a positive attitude and an open-door policy regarding all concerns and all issues. Aiming to improve call quality, Ron found an area in the call center that would provide team leaders with a private consultation area to meet with agents and critique calls. Ron also assisted with the evolution of the Customer Relations Desk. He helped increase the telephone outreach calls to passengers concerning their travel to an average of one train each week.

Ron is a manager that leads by example and is well respected by his co-workers. His leadership qualities are unique, and when dealing with several different personalities and issues, Ron’s demeanor never changes. Ronald DeShields has demonstrated sustained excellence over the entire course of his Amtrak career. He is a team player with high expectations of himself and others.

Carl DiGregorio

Carl DiGregorio has continually excelled beyond his normal duties as material handler, chauffer and forklift operator. The Penn Coach Yard warehouse became much more efficient after Carl organized it, thus saving Mechanical employees data entry time when searching for parts. He also organized the outside car shop, making it more efficient. Because of Carl, it is now much safer and less of an eyesore to the community.

Carl created an easy-to-read safety manual, helping co-workers avoid injury. Carl also designed a carrier for the back of a forklift for transporting items, again making it much safer and more efficient for his fellow employees. Carl made several recommendations during the Penn Coach Yard Clean-up Project to store materials more efficiently until the new buildings were completed. Carl DiGregorio is a quiet, humble, hard-working man with high standards for himself and all of his co-workers.

Curtis J. Dilly
Machinist Technician, Mechanical, Washington, D.C.

Curtis J. Dilly is a highly dedicated employee, never having missed a day of work in over 20 years of service. Curtis conducts inspections, repairs, and periodic maintenance on high-speed rail locomotives. He identifies potential problems and frequently takes proactive measures to avoid component failures, thus averting potentially costly repairs.

Curtis assisted with the rewriting and issuing of a policy to protect employees working on the roofs of locomotives. He also helped to address a safety concern associated with mechanical lifting and exposing the nose of a high-speed locomotive to couple the train for towing. Today, workers no longer struggle to open the nose of the train. Curtis Dilly is one of a handful of employees that the high speed rail foremen refer to as “go-to guys.”

If you want to get it done right, give it to Curtis. He imparts a sense of pride to all Amtrak employees who see the results of his dedicated efforts.
SUSTAINED EXCELLENCE

J. Robert Duncan
Safety Officer, Mechanical, Wilmington, Del.

Robert Duncan is responsible for the safety of over 400 day-and-night Amtrak and contract employees at the Wilmington Shops. The safety of the Wilmington Shops is a remarkable tribute to Amtrak’s safety commitment, and to the hard work and leadership of Robby Duncan. By reducing last-time reportable injuries and increasing employee awareness, the facility has won the safety trophy for the best of the heavy maintenance repair shops in 13 of the past 16 years.

Wilmington Superintendent John Wood said of Robby, “His high-quality job performance has always been part of his work ethic, and when it comes to safety and the environment there is no compromising with Robby.” Duncan was named the 2004 RTP & CTA Large Shop safety award recipient.

“When you think of a safety person you think of Robby Duncan, not just at the shops but throughout the Amtrak corporate safety program.”

Isaac Gonzalez
Assistant Supervisor Track, Transportation, New York, N.Y.

“His respect for the traveling public is second to none,” said Assistant Division Engineer Gary Noto about Isaac Gonzalez. “Just as a track problem occurred on the highline that caused train delays, the workers had started opening their lunch. Gonzalez yelled, ‘Let’s go—we have a problem.’ Within seconds, Isaac and his workers were out the door, leaving lunch on the tables half-eaten. Within minutes they had trains moving with minimal delays.”

He supervises and mentors one of the most productive and fastest track crews on the Northeast Corridor. This crew has participated in construction projects such as the 10 Interlocking Realignment, Necaccus Project and major switch replacements in New York Penn Station. In 2004, Isaac received a safety recognition award for his contribution to working over 200 days injury free. “Isaac stands out because of his ability to motivate others,” said Senior Engineer Dane Wagner. “He is constantly vigilant about upgrading the track structure and has absolute passion for his job.”

Raymond A. Grainger, Jr.
Truck Driver, Engineering, Baltimore, Md.

Since Raymond Grainger began his career at Amtrak in 1976, he has taken great pride in his work. With Ray, every tool is accounted for, no matter how small, and material costs are reduced. The trackmen in Ray’s gang never worry about using a defective tool because he inspects them daily and separates the bad from the good.

Willie Powell, assistant division engineer in Baltimore said, “If you look at Ray’s vehicle you will see every tool in its place and all the safety equipment serviced and ready. He checks the job requirements and insures the necessary tools are on board. At the end of the day, when everyone else is kicking off their boots and washing up, Ray is servicing the vehicle, without ever asking for extra time. Whether he’s cleaning the vehicle, sweeping the floor or helping a supervisor, Raymond Grainger demonstrates superior performance.”

John C. Higgins
Manager Budgets, Mechanical, Boston, Mass.

John Higgins is one of those employees who avoids the spotlight and works quietly and diligently behind the scenes to produce high-quality achievements. In recent years, much of John’s time has been devoted to the Inland Rail division of the railroad business. This included the mechanical, transportation and engineering services provided under contract to the MBTA. John’s knowledge and experience were critical to the complex transition of the contract to the MBCR in 2002.

Master Mechanic Don Knappik stated, “John was a key player during the transition and was personally invaluable to me in providing vital information to manage the business.” John brings the same attention to detail to his current position and “runs rings around anyone I’ve ever seen in the areas of financial reporting and analysis,” said Al Marello, his current supervisor.

John’s integrity, dedication to teamwork and strong work ethic make him a credit to Amtrak.

Kathleen Isom
Analyst, Procurement and Materials Management, Washington, D.C.

Kathleen Isom is fondly and aptly referred to as the “Queen of Forms.” She earned this title as a result of her single-handedly taking control of a program. Kathleen initially organized and streamlined the program, eliminating waste, backorders, obsolete forms, and excess inventory. In doing so, she reduced the cost of the forms, as well as inventory storage and distribution needs. Kate has since taken the program to a whole new level through several transitions in technology, from hard copy forms to e-forms and more.

There are numerous productivity and service quality improvements that are a result of her attention to performance. The most visible was Kate’s initiation of the Forms Web site, the design and development of e-forms and the implementation of online ordering forms. This Web site is one of the five most popular “hit” sites on the Amtrak Intranet.

Juanita Johnson

Juanita’s 28 years of service to Amtrak have consistently been rated by her supervisors and peers as exceptional. This assessment is based on her technical knowledge, expertise and conscientiousness. She spends many hours of her own time striving to achieve a level of administrative excellence that is the hallmark of her professionalism. Juanita (also known as the “Queen of eTrax”) personalizes classes for the Executive Committee support staff for the rollout and implementation of eTrax.

Her thirst for knowledge and her awareness of the inner workings of Amtrak, plus her problem-solving ability, have helped Juanita grow in her position.

Mike Rienzi, vice president of Procurement and Materials Management, said, “I have not only worked with Juanita for different companies in my lifetime, and no one I have known, in her capacity, comes close to Juanita’s outstanding, consistent performance.”

Richard Johnson
Train Attendant, Transportation, New York, N.Y.

Richard Johnson started his career as a train attendant 31 years ago. He has served in several On-board Services positions, including chief of On-board Services. Because of his superior performance and demonstrated leadership qualities, the Training department has tapped Richard to assist in the training of newly hired On-board Service employees for the past 18 years.

Richard goes the extra mile to ensure that his passengers are comfortable and informed, adding his own personal touch to service. Richard is very mindful of train amienities and ensures proper account- ability of safety and service items. He ensures that coaches are made when ridership is low, saving the company a significant amount of money. He is a willing and dedicated team player who cares about his fellow employees. He shares his skills and assists co-workers in any way to ensure consistent and high-quality customer service. “Sustained Excellence” could very well be defined as the competent Richard Johnson.

Robert J. Jones
Director Automotive, Procurement and Materials Management, Bear, Del.

Robert Jones was responsible for managing Amtrak’s fleet of approximately 2,000 vehicles. He and his staff are also responsible for the administrative duties in the areas of commercial motor vehicles, licensing, titling, insurance and completing accident reports. With careful management in the areas of financial control, revised policies and procedures, and the implementation of consistent vehicle standards, Bob has been directly responsible for savings of approximately $7 million since taking this position.

Amtrak’s corporate structure allows it to participate in the General Services Administration’s (GSA) program to acquire vehicles. When the company’s participation was in jeopardy, Bob worked tirelessly to improve the relationship between Amtrak and the GSA, and in a very short time, Amtrak was awarded the “Worst to First” award from GSA. As a result, Amtrak has been singled out as a program to emulate, as evidenced by a benchmarking request from the U.S. Marine Corps.

Pamela K. Keyes
Manager Material Control, Procurement and Materials Management, Seattle, Wash.

Pam Keyes is the manager of the Seattle material control facility and is also responsible for the material requirements supporting the Sound Transit Commuter Service. Pam continually receives praise from the Sound Transit Board for her excellent service. Pam’s performance has also been noticed by the California Corridor Joint Powers Board and Peninsula Joint Powers Board. Pam reduced the obsolete and excess inventory in Seattle by 30 percent, saving Amtrak over $450,000. She also saved Amtrak approximately $300,000 by relocating the entire warehouse without any outside assistance to facilitate construction requirements. This relocation was done without any disruption of service to the Mechanical department, and it helped improve Engineering’s productivity. The move was accomplished while continuing to maintain high material fill rates and the highest safety standards without any reportable injuries.

The Mechanical superintendent complimented Pam by stating, “Material is the least of my worries.”

David B. Klouda
Division Engineer, Engineering, Chicago, Ill.

Dave Klouda is well known for providing technical expertise for signal and communication systems to help improve on-time performance. In 1999, he was promoted to C & S director construction/maintenance and project development. During this period, he acted as the project manager for the Lake Shore Interlocking (LSI) Rehabilitation Project. “The LSI Project is a complex multi-year endeavor and with Dave’s expertise there will not be any service disruptions with existing train services,” said Robert Olson, deputy division engineer of Projects. In 2000, Dave was promoted to division engineer of the Central and Southern divisions overseeing all Amtrak-owned or leased infrastructures in his area.

During his tenure as division engineer, Dave Klouda has led his groups to finish FY’00 and FY’01 with the lowest injury ratio of any Engineering division in the country. “I can depend consistently on things being done right with Dave,” said acting president and CEO David Hughes.
Robert J. Lear
Machinist Technician, Mechanical, Washington, D.C.

Robert Lear joined Amtrak in 1998 as a machinist journeyman. He is currently a machinist technician in the Mechanical department in Washington, D.C. As a machinist technician, Rob spends much of the time working on various components of the Amtrak locomotives, which requires a high level of knowledge and experience. His attention to detail and thorough work habits are an excellent example for less-experienced facility employees. To maintain his professional reputation, Rob is involved in almost every technical project undertaken at the Chicago Control System (ITCS) and the Illinois Positive Train Control (PTC) system, including the Michigan Incremental Train Service (MITS). Rob is a valuable team player who is often dispatched to work on equipment that is out of service. His wealth of knowledge and experience has earned him the reputation as the “go-to” technician for troubleshooting and repairing problems. He is well known for quickly recognizing the most efficient way to perform tasks.

Rob is an innovator, particularly when it comes to fabrication and in-house modifications. For example, to fix recurring breaks in a heater vent, Rob designed a locking device that eliminated the problem. Rob is often asked to take on challenging tasks that will allow him to use his knowledge and experience to solve problems effectively. His efficiency identifies problems, comes up with solutions, and returns equipment to revenue service promptly.

Gable LeBlanc
General Foreman, Mechanical, New Orleans, La.

A former Southern Pacific Railroad employee, Gable LeBlanc started his career with Amtrak as a carman in the locomotive shop at the New Orleans facility in 1997. As a facility foreman III, Gable is responsible for monitoring diesel locomotive performance. He has substantially improved the operation of the New Orleans facility based on the GE service agreement for diesel locomotives.

Gable sees to it that his foremen evaluate every locomotive failure, carefully reviewing whether the parts are covered by the service agreement. Since the Ge Brush has taken over the task of monitoring the GE contract, the average number of claims per month has increased from 65 to 125. Over a six-month period, the average has risen from 393 to 751. Through his superior understanding of the clause associated with the GE service agreement, Gable LeBlanc has demonstrated true dedication to his work and sets a shining example of on-the-job performance for other employees.

Charles C. Lin
Director, Environmental Health and Safety, Washington, D.C.

Charles Lin was the second environmental engineer and one of two environmental professionals at Amtrak from 1977-1992. His extensive knowledge and experience in environmental technology and improved facilities and operations. Charles successfully reduced costs as director technical support and the environmental monitor for the three Mechanical shops.

“Mr. Lin is the most honest and dedicated Amtrak employee I know. He is a true asset to both the Environmental department and Amtrak. Field personnel have great respect for his leadership and appreciate his support of their compliance efforts,” said Bob Noonan, superintendent, Safety. Mechanical Superintendent Lew Wood said, “Charlie always shows the highest level of integrity and morale. He is motivational, upbeat and positive.”

Despite his job’s many challenges, Charles has consistently performed to make Amtrak a better place.

William C. Lowes, Jr.
Field Environmental Specialist, Mechanical, Beech Grove, Ind.

Working in the 109-acre Beech Grove maintenance facility, William Lowes has relentlessly guided the employees there to increasingly strong environmental standards.

Through his dedication, Bill has consistently demonstrated a desire for the Beech Grove facility to exceed all local, state and federal environmental laws. Corporate environmental audit results from the last four years show that his diligence has paid off with an increase in positive findings and a decrease in findings of potential violations.

Bill has worked closely with the city of Indianapolis to institute controls related to testing and sampling of industrial wastewater discharge. With these controls in place, the city cancelled the annual industrial wastewater permit that it originally required. Bill has also been instrumental in the extraordinary environmental cleanup at Beech Grove. He has proposed and received approval for a new cooling tower that will eliminate health hazards and save the cost of maintaining the current anti-oxidant water system.

Phillip McCaig
Technician, Mechanical, Chicago, Ill.

One of Phillip McCaig’s specialties is the design and installation of modifications. These modifications have resulted in reduced failures and increased safety. One such example is the ground relay tester he developed for the 540 feet in the 1990s. Most recently, Phil helped outside vendors to develop new and improved systems to the Amtrak Genesis locomotives, including the Michigan Incremental Train Control System (ITCS) and the Illinois Positive Train Control (PTC) project. This project flows their trains to travel at 90 mph. He has been involved in almost every technical project undertaken at the Chicago facility since 1979.

Phil distinguished himself by conscientiously training scores of apprentices and new hires throughout his career with Amtrak. Phil’s patient and thorough work habits are an excellent example for less-experienced employees, and Phil has always been known as a person who graciously shares his knowledge with anyone willing to learn.

Wayne B. Moore
Lieutenant, Police and Security, Boston, Mass.

Amtrak Police Department Lt. Wayne Moore supervises 43 people in six field offices and, in the inspector’s absence, he manages the entire New England Division and Empire District. Wayne oversees the four community resource officers, who meet quarterly. He attends monthly community meetings to address Amtrak’s neighbors and their concerns. He serves as liaison with federal agencies such as the Department of Homeland Security, the FBI, the CIA and local law enforcement agencies to stay current on security and safety issues and ensure that our employees and passengers are safe.

In 2004, when the New England Division was tasked with providing security for both the Democratic and Republican National conventions, Wayne was responsible for developing a cohesive and strategic operations plan that would ensure the safety of all Amtrak passengers and employees. He worked with state and local police departments to ensure that manpower was effectively deployed. He worked to guarantee that plans for both conventions were successful, safe and cost-effective.

Clifford Norton
Station Agent, Transportation, Austin, Texas

Clifford Norton demonstrates consistent, exemplary job performance, especially when it comes to customer service. His colleague Bill Taylor said, “Cliff is always looking for better ways to help the passengers. During the many service disruptions between the Sunset Limited and the Texas Eagle, Cliff always does his best to help the customers. He never loses his cool, and always handles each situation with understanding and compassion.”

Cliff is both a team leader and a team player. His “can-do” attitude is an inspiration to all who know him. His supervisor, Assistant Superintendent Station Operations, Joy Smith says, “Cliff goes above and beyond his normal duties, is serious about his work and influences employees by example. He takes pride in his work and his work ethic is always neat and clean for our passengers. He treats everyone as he would want to be treated. Clifford Norton truly lives the Golden Rule.”

Douglass V. Paige

It’s been said that Douglass Paige cast the mold for the community police officer position. Doug has established a positive relationship with law enforcement agencies, schools, communities, government and private organizations throughout the metropolitan Philadelphia, New Jersey, Maryland and Delaware regions.

Doug has worked for years soliciting and organizing donations for children in need during the Christmas holiday season, and has been very active in his efforts to organize and support the Black History events at 30th Street Station. Doug has been recognized by Amtrak’s surrounding community for his dedication to area youth and was honored by Pennsylvania State Sen. Vincent Hughes for his community relations activities in Philadelphia. He was recognized by the Morgan State University for his mentoring/transportation program with the youth in west Philadelphia. Doug was acknowledged with the Marion Anderson Community Award, and honored by the Boone School for Discipline for mentoring troubled youth.

Gwen Payton
Lead Ticket Clerk, Transportation, Hartford, Conn.

Gwen Payton became lead ticket clerk in Hartford, Conn., in 1998. Gwen manages the Hartford ticket office and is well known for her strong interpersonal skills, attention to detail, and her dedication to customer service. Gwen has dedicated herself to establishing a positive example for her co-workers, who admire and respect her. She sets the standard for productivity in the office known for its pleasant working environment. Gwen has developed an excellent rapport and level of trust with daily passengers. When she is not on duty, passengers often ask, “Where’s Gwen?” Passengers have written to the company commending her “pleasant demeanor,” how her “kindness turned a mistake into a positive experience” and how she “provided a level of service and results, which were second to none.”

Although Gwen often faces various multi-tasking duties, she maintains a self-reliant, good-natured attitude, even during the most overwhelming times. Her warm personality and outstanding work ethic influences her subordinates by example. Gwen’s loyalty and enthusiasm are evident in every aspect of her work.

Thomas A. Perkins
Conductor, Transportation, Seattle, Wash.

Thomas Perkins is universally respected and appreciated by his peers and managers on both coasts. He has received numerous commendation letters that attest to his customer service skills. In fact, his Boston supervisor remarked that he wished he had more employees like Tom’s dedication and pride in their work.

Colleagues agree that Tom’s penchant for going the extra mile comes to him naturally. The same can be said for Tom’s ability to make passengers feel like VIPs. From his impeccable service record, to his high rating in customer satisfaction, Tom inspires co-workers and spoils his passengers. From working with law enforcement officers to assisting passengers, Tom is exceptional at acting in best interest of passengers while providing a safe and enjoyable travel experience. Tom’s friendly and professional demeanor is truly an asset to Amtrak.

SUSTAINED EXCELLENCE (CONT.)
SUSTAINED EXCELLENCE (CONT.)

Maureen Phelan
Officer, Human Resources, Philadelphia, Pa.

Since 1976, Maureen Phelan has made the Amtrak Human Resources department her career. Maureen’s recruitment expertise results in quick turnaround when it comes to filling vacancies. Maureen has built strong relationships with the Department of Labor, Dover Air Force base and technical schools in the Wilmington area to assist in her recruiting efforts. These relationships are also important in fostering good community relations for Amtrak.

It’s not uncommon for Maureen’s customers to expect miracles. This was evident during a time of reorganization when the chief mechanical officer needed to staff his organization and decided to conduct interviews on weekends. Maureen never complained. She worked steadily until all jobs were filled. When the advertising dollars have dwindled and recruiting qualified employees is top priority, Maureen has used her creativity to find new and innovative recruitment resources, whether it is attending a job fair, or networking with other Human Resource colleagues or the business community.

Marvin Plummer
Ticket Clerk, Transportation, Prince, W.Va.

Marvin Plummer is an outstanding employee with perfect attendance, never being sick more than a single day in 1975. Marvin has a positive attitude, always assisting passengers with tickets, baggage and boarding with a smile. He takes personal responsibility and uses his own funds for improvements, repairs and upgrades to the station. He supplies paper products, carryout trays, utensils and support items, should the train need them. With no vending machines in the station, Marvin purchases soda, water and snacks, which he distributes to customers waiting for trains at no charge. Marvin recently restored the station floor to its original condition, which displays an embedded design of the C & O Railroad’s famous “Chessie Cat.”

Marvin’s supervisor said, “Marvin’s attitude is always positive and joyous and he clearly demonstrates his willingness and ability to work as a member of a team. Every Amtrak station should have an employee like Marvin Plummer.

Jack E. Pulley
Carman Welder, Mechanical, Beech Grove, Ind.

Jack Pulley has long demonstrated his exceptional air brake knowledge by successfully troubleshooting air brake problems. He has contributed several cost-saving initiatives to Amtrak. For example, Amtrak was using a costly and time-consuming manual test device for testing a specific brake system. To solve the problem, Jack assisted a vendor in making a computerized test device that would be compatible for this particular car’s brake system. This saved about two hours per test, an approximate savings of $40,000 over two years. Jack was also instrumental in finding and repairing failures on the shut-off valves on Amtrak air brake systems. The pipes that supplied the air to the air brake systems were too short and were vibrating apart, causing a failure in the system.

Mr. Pulley has proven that he is a professional and dependable employee who has a positive attitude and is dedicated to his job. He is diligent and meticulous in his work and has innovative ideas.

Barry L. Schaffer

As a reservations sales team leader, Barry Schaffer was instrumental in coaching and mentoring a team of 20 agents to high levels of performance in sales revenue and on-phone productivity. Barry coordinated with manpower planning and other supervisors to develop training and familiarization tours for agents to experience the stations and on-board service amenities.

Barry has improved call center efficiency, eliminated waste and developed cost-effective systems and performance measurement. Barry manages 14 reservations sales agents. He initiated a program, now used in all call centers, for retraining agents returning from leaves of absence, which has saved Amtrak nearly $50,000. In another effort to reduce costs, Barry has carefully utilized training assistants’ time and combined training retraining agents returning from leaves of absence, which has saved Amtrak. He is diligent and meticulous in his work and has innovative ideas.

Victor W. Salenme
Assistant Superintendent, Maine Service, Transportation, Portland, Maine

Victor Salenme is well known for his loyalty, dedication, and leadership, having held positions in train operations, customer service and project management throughout his 30-plus year career in the railroad. In 1998, he was instrumental in the launch of the Downeaster service. He worked closely with Northern New England Passenger Rail Authority (NNEPRA) and built a strong partnership between Amtrak and the transportation agency.

Since the launch of the service, Victor has extended that partnership, creating highly regarded relationships with communities, external entities, passengers and employees. In 2002, he received the George J. Mitchell Award from NNEPRA, which is awarded to an individual who promotes excellence and stewardship for passenger rail service in Northern New England.

Trainmaster Paul Eastwood said, “I spent 24 years in the military and 13 years with Amtrak during which I have had a lot of bosses. Victor Salenme is the best mentor, teacher and supervisor I have ever had.”

Susan M. Santini
Chief Clerk, Environmental, Health and Safety
New York, N.Y.

Susan Santini is chief clerk in the Environmental, Health and Safety department in New York, but her co-workers call her the “The Great Santini.” Says one thing work owner, “She’s already given me several ideas, and my daughter already is like magic. Sue developed a Daily Injury Log, which has been adopted by other divisions. This report is the basis for the general superintendent’s daily safety briefing and is used by the system safety officer in the weekly report to the vice president of Transportation.

Sue is also the coordinator of quarterly health and safety fairs in the New York Division. At the fairs, many employees obtained health and safety information and swore them in. She also provided the systems for the employees to actually receive. She is also co-facilitator of the New York Division Recognition Program. Sue has a positive attitude and infectious enthusiasm. She has the willingness to go the extra mile.

Harry S. Seubert
Field Environmental Specialist, Mechanical, New York, N.Y.

The challenges faced by Harry Seubert have been substantial, with constant local, state and federal oversight of his activities as field environmental specialist in New York. The improved condition of Sunny-side Yard and facility is in no small part attributable to Harry’s efforts in the areas of the environment, health, and safety. His diligence has reduced the potential for adverse findings that could compromise Amtrak’s credibility with EPA, FDA, and the many other departments. Harry was awarded a President’s Service and Safety Award as a member of Sunny-side Yard Safety Committee in 1997. At that time he was employed as a car inspector and was also the local chairman for his craft.

The following year he was assigned safety coordinator and he produced an awareness training video regarding the FDA consent decree imposed on Amtrak. Harry’s dedication and loyalty to his fellow employees have resulted in a safer environment.

Patrick Q. Sinesi
Electronic Technician, Engineer, Philadelphia, Pa.

Few people in the Northeast Corridor are more integral to ensuring smooth electric train operations than Patrick Sinesi. According to Director of Policy and Standard Jerry Nangle, “Pat Sinesi is not just a cog in the mechanism, he is the reason it works at all.” Pat designed and built replacement pieces for the converter station and other areas of the ET system. Siemens Corporation used his evaluation of compatibility of the electrification system as the basis for their own designs and improvements.

When the station was changed over from mechanical to solid state, a vendor from Europe was selected to head the project. When the vendor left the property, Pat kept the system functioning. “Pat Sinesi has directed and directed the accomplishment of every major ET project for the last 10 years,” said Mario Basile, assistant division engineer of ET in the Mid-Atlantic Division.

Ralph L. Smith

Ralph Smith started his second railroad career with Amtrak as a laborer with a very strong work ethic. He came to Amtrak from the freight rail road where he was a foreman.

Last summer, Ralph assisted in reorganizing a rail-laying project that was struggling to meet daily goals. With his help, the team met its goals and set new records. His aggressive approach to teamwork has increased overall production without compromising safety standards. Recently, several turnouts were scheduled for installation as part of the Rhode Island Freight Improvement Project. As the switch exchange system was occupied elsewhere, Ralph developed a way of constructing the turnouts near the final installation site — using two cranes, he walked in the 100-foot switch panels.

Ralph is not afraid to make unpopular decisions. He does not play favorites and, if necessary, he is willing to be the bearer of bad news. He will always tell the real story and knows the operation.

Tom W. Spees
Manager Crew Services, Transportation, Seattle, Wash.

While working in several craft positions, Tom Spees served as the district chairman for the Transportation Communications Union. A former manager jokes that Tom was hired because he was tired of fighting the best district chairman at Amtrak. General Superintendent Joe Deely says, “He’s not afraid to tell his peers when he feels something won’t fly.”

Tom’s valuable insight for a manager who must keep his finger on the pulse of On-board Service was almost like magic. He developed a Daily Injury Log, which has been adopted by other divisions. This report is the basis for the general superintendent’s daily safety briefing and is used by the system safety officer in the weekly report to the vice president of Transportation.

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SUSTAINED EXCELLENCE (CONT.)

Joseph R. Stokes
Sleeping Car Attendant, Transportation, Chicago, Ill.

As an Onboard Service employee, Joseph Stokes delivers consistent high-quality service and provides a world-class experience on each trip to every passenger. Many of Joseph’s colleagues, customers and super-
visors think highly of him.

New York Crew Base Manager Debbie Johnson said, “He is an employee who is a tough act to follow.” Conductor Jesse Lewis states, “I wish I could clone Mr. Stokes.” His co-worker Wagah Ahmed states, “He is a true gentleman, a person you are really glad to see.”

One of his many commendation letters, reads, “Our trip was made more pleasant by the superb service we received from our train attendant... R. Stokes. He always displayed a positive attitude and has a pleasant demeanor. It’s apparent he enjoys his job.” He is a true professional and creates that special experience that keeps our passengers coming back again and again.

Herminio Vargas
Sleeping Car Attendant, Transportation, Los Angeles, Calif.

Herminio Vargas’ primary responsibility is to provide first-class service aboard the Coast Starlight — often under very difficult condi-
tions such as late trains, inclement weather and minimal rest. In spite of these obstacles, Herminio consistently provides Amtrak’s passengers with a great travel experience. Herminio’s co-workers consider him an outstanding person and a team player. Selected as a training resource employee, Herminio also trains new hires, teaching them how to be true service professionals.

To increase revenue, Herminio actively encourages the sale of available rooms during the trip, and he delivers snacks and beverages to his passengers along the way. Additionally, Herminio encourages passengers to purchase wines featured at the on-board wine tasting events. His assis-
tance has made the lead service attendant on his crew one of the highest revenue generators at a rate in the nation. Without a doubt, Herminio Vargas lives up to the Coast Starlight On-Board Service motto: “Make a Difference!”

Linda C. Williams
Reservations Sales Agent/Acting Supervisor, Marketing and Sales, Riverside, Calif.

Linda Williams has spent many of her 12 years of Amtrak service as a trainer and an onsales supervisor at the Riverside call Center. Her track record as a highly successful sales agent is a testament to her ability to be responsive to callers’ needs. Linda has consistently exceeded revenue generation targets and averages. She was Agent of the Year for seven consecutive years before becoming an acting supervisor and was consistently an Agent of the Quarter generating highest average revenue. In 2003, Linda generated the highest Advance Payment (AP) bookings at Riverside call center.

She had a 98.7 percent success rate for trainees and was under budget. Linda Williams is well liked, works hard and leads by example. She has a positive attitude, which affects everyone around her. She has been called a “Type A” person: intense, highly competitive, efficient, friendly, helpful and someone who “knows her stuff.”

Stan Winkler, Jr.

Stan Winkler has demonstrated outstanding overall job performance and dedication to Amtrak, its customers and fellow employees for the past 22 years. To the hundreds of field associates in Station Sales and 

Robert Tripp, Jr.
Engineer Work Equipment, Engineering, Long Island, N.Y.

Robert Tripp, Jr. was instrumental in stopping a runaway crane from crashing into a previous accident site in the East River Tunnel. “The crane was operating free-wheel,” said David Peveraro, Maintenance-of-
Way repairman. “It was rolling backwards at about 5 mph. Employees working on the track bed, Tripp shut the machine down to try to get the system back on line to restore braking power. Nothing electrical was working.”

With the outriggers extended, Bobby stopped the crane by using the outriggers to hit the concrete wall and derail the crane. “The presence of mind used by Mr. Tripp was extraordinary,” said Bill Hottenstein of Atlantic Crane Inspection Services. “The crane weighed over 50,000 lbs. The average person would have jumped. If the outriggers were not extended, the machine would have gone into the tunnel where two trucks were stalled. He saved lives.”

Robert Collins was severely injured while working on an Amtrak project near Perryville, Md., the morning of Feb. 17, 2005. His crew members worked quickly and diligently to administer aid and transport him to awaiting emergency rescue personnel. Collins later succumbed to his injuries and passed away on Feb. 21. Robert joined Amtrak in November 1997 and worked in three different work zones in the Mid-Atlantic Division. His most recent work site was the Perryville Maintenance-of-Way base. A resident of Baltimore, Robert came from an Amtrak family that includes two uncles who work in the Mid-Atlantic Division Engineering department. Robert Collins made many friends at Amtrak. His injuries and passing had a profound impact on those who worked with him, and he will be greatly missed. (Photo not available.)

In Memory of Robert S. Collins
November 28, 1970 – February 21, 2005
Electric Traction Lineman, Perryville, Md.

A seven-year veteran of Amtrak, 34-year-old Electric Traction Lineman Robert Collins was severely injured while working on an Amtrak project near Perryville, Md., the morning of Feb. 17, 2005. His crew members worked quickly and diligently to administer aid and transport him to awaiting emergency rescue personnel. Collins later succumbed to his injuries and passed away on Feb. 21.

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In Memory of Thomas M. Ormiston
July 14, 1946 – January 26, 2005
Conductor, Los Angeles, Calif.

Conductor Thomas Ormiston passed away on Jan. 26, 2005 from injuries he sustained in the Metrolink derailment that killed a veteran of 35 years, Conductor Ormiston served with both the Santa Fe and the Southern Pacific railroads prior to joining Amtrak in 1992. Many Amtrak and Metrolink colleagues and friends paid their respects at a memorial service in Glendale. Honoring Mr. Ormiston and the other victims of the derailment, Metrolink trains sounded their whistles at 12:01 p.m. on Wednesday, Feb. 2. In addition, the Control Point on the Metrolink River subdivision was renamed CP Ormiston, as a tribute to the conductor.

Tom cared tremendously about his passengers and co-workers, who felt the same way about him. He was truly loved by the entire Amtrak and Metrolink families and his kind and generous spirit and his great sense of humor will be missed.
Dear Amtrak:

My wife and I had the pleasure of taking Auto Train from Sanford, Fla., to Lorton, Va. The trip was especially nice and comfortable due to the outstanding service and efforts of our car porter, Dan Morgan. From the time our trip began until our arrival, he was extremely pleasant, courteous and helpful in every way. What a treat it is to meet someone who knows their job so well and goes out of their way to be so gracious and helpful, particularly to a couple of seniors like my wife and me.

We have taken your Auto Train before and will do it again on New Year’s Day. But this trip was extra special and we wanted you to know it. Please extend our sincere thanks to Dan and see that this letter becomes a permanent part of his employment record. And our thanks to your management for hiring someone of such high caliber.

John T.

Edgewater, Md.

Dear Amtrak:

I recently had the pleasure of riding the number 43 and 44 trains to New York City and also to Pittsburgh in September. A Mr. George Margaritis was the café car attendant on both trips. What a joy he was!! Asking everyone if they were comfortable, needed anything, and genuinely concerned for the passengers.

He made both trips very enjoyable. Please thank him formally for me.

Adrienne A.

Altoona, Pa.

Amtrak Statement

continued from page 1

Announcing the Board’s decision, Amtrak Chairman David M. Laney said: “David Gunn has helped Amtrak make important operational improvements over the past three years. Amtrak’s future now requires a different type of leader who will aggressively tackle the company’s financial, management and operational challenges. The need to bring fundamental change to Amtrak is greater and more urgent than ever before. The Board approved a strategic plan in April that provides a blueprint for a stronger and more sustainable Amtrak. Now we need a leader with vision and experience to get the job done.”

Gunn came out of retirement in May 2002 to lead Amtrak after a career that included running transit systems in New York and Washington, D.C.

The strategic plan produced by Amtrak’s Board and management calls for fundamental change with the goal of delivering better service for passengers and an improving financial performance. The plan calls for competition in U.S. rail passenger service, shared federal-state financial responsibility for passenger rail, as is the case with highways and aviation, and predictable multi-year federal funding.

A report released last week by the Government Accountability Office credited Amtrak’s management with some positive changes in recent years, but also was uncharacteristically blunt in concluding that more far-reaching changes were needed along the lines of those proposed by Amtrak’s Board.

VITAL STATS

for October 2004

<table>
<thead>
<tr>
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<th>Budget</th>
<th>Actual</th>
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<tr>
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Thames River Bridge

continued from page 6

down of that segment of the railroad will occur. A review is underway to examine what alternate transportation options will be offered to customers during the shutdown period.

Considering the scope of the project, its effect on maritime traffic will be minimal. The work schedule is being coordinated with the boating community, the submarine base and the Coast Guard, including plans to keep a portion of the channel clear, with the exception of a 12-day outage of the waterway that is scheduled during the change-out.

The long-overdue Thames River Bridge project is the first of three major movable bridge projects in Connecticut planned over the next 10 years.

FRONT LINE FOCUS

Dear Amtrak:

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Thanksgiving Revenues Contribute to Strongest Month Ever

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

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

What made this record revenue month possible? Three factors contributed to November’s bottom line. First, extra attention was paid to assign equipment to the expected peak holiday travel times. Next, the newly implemented revenue-management pricing strategy for Regional trains generated additional revenue. During peak Thanksgiving holiday travel days (Tuesday, Wednesday and Sunday), most Regional trains that were virtually sold out. And finally, the fare increases introduced in October produced results systemwide.

“These pricing initiatives, combined with right-sizing our trains, allowed us to maximize the period from Tuesday, Nov. 22 through Monday, Nov. 28, totaled $37 million — 14-percent higher than last year. The results were particularly strong in the Northeast Corridor on Regional trains. Ridership nationally resulted in 591,000 trips, about even with last year.

For the month, overall ticket revenues collected on short-distance and corridor trains rose 14 percent over last November and ridership increased almost 7 percent. Notable increases in November included Regional trains that produced ticket revenue continued on page 7

Simplified Dining Service Begins on Four Trains

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

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

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

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

### Top Five Routes (Ticket Revenue)

<table>
<thead>
<tr>
<th>Route</th>
<th>November 2005</th>
<th>November 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regionals</td>
<td>$37,189,725</td>
<td>+22%</td>
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<tr>
<td>Acela Express / Metroliner</td>
<td>$29,449,311</td>
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<tr>
<td>Auto Train</td>
<td>$4,012,966</td>
<td>+14%</td>
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<tr>
<td>Pacific Surfliner</td>
<td>$3,455,242</td>
<td>+10%</td>
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<tr>
<td>Empire Builder</td>
<td>$3,251,879</td>
<td>+27%</td>
</tr>
</tbody>
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Regional trains, allowed us to maximize the transition is successful.

### Regional

The Top Five Routes (Ticket Revenue) November 2005 vs. November 2004: Regional trains produced ticket revenue continued on page 7

With no cooking and less preparation and dish washing, smaller crews are required.

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

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

As a third major initiative to better control food service costs, in FY ’07 Amtrak plans to put into service new diner-lounge cars replacing current dining cars and lounge cars. These cars will make it continued on page 5

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

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

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

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

Some of these measures were set forth in the Strategic Reform Initiatives published nine months ago. But as much as this document laid the foundation for reform, it is an organic, living document that will change as reforms are implemented and new avenues of reform are developed. I don’t believe in making changes for the simple sake of reform itself, but because there’s a great deal of how we work today that is financially unsustainable in the long run. If we do not speed the pace of our reforms, others will step in and dictate those changes to us. One area that will see considerable reform is food and beverage. As you know by now, we’ve begun modifying the way we provide food and beverage service on four long-distance trains. Our purpose is to reduce the loss we incur on those trains. While cost reduction is our goal, that doesn’t mean inferior service. Ultimately, the vision for a number of our long-distance trains is to run one multi-purpose food service car that caters to passengers’ palates regardless of the time of day, maintaining our service standards, but utilizing smaller crews. While we’re making changes to the way we provide food and beverage on some trains, we’re also going to look at other ways to improve customer experience. We can accomplish this in a number of ways; including making sure that the equipment we’re running is in good shape. For example, we’ll be ensuring that when there’s an equipment failure, we know how it happened, why it happened, get it fixed and make sure that it doesn’t happen again. This year will also be a busy one because we are seeing more passengers than ever before. Through the first two months of the fiscal year, ridership was up 3 percent overall against last year. We had the highest revenue-generating month on record in November, evidence that the revenue management and fare changes are adding up the way we had hoped. On a final note, I’ll be traveling to California this month with Bill Crosbie and Vince Nesci to take a close look at all of our West Coast operations. I look forward to getting a firsthand look at the service as well as having the opportunity to meet the employees there. In the meantime, keep operating safely and professionally.

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

Amtrak closed out FY ’05 with the fewest number of on-duty employee reportable injuries ever recorded by Amtrak in a fiscal year. Despite the record, the company finished the fiscal year with a 3.6 ratio against a 3.3 goal, based on the number of reportable injuries for every 200,000 hours worked. Reportable injuries are those that require medical treatment exceeding first aid or that result in restricted duty or time away from work. Of particular note is a 5-percent drop in the number of passenger injuries in FY ’05, a year when the company achieved record ridership. Safety Superintendent Bob Noonan credits Amtrak’s operating departments for their leadership and the high level of personal involvement and rule compliance manifested by the work force. “Focus on safety-related behaviors, effective communication strategies and quality job briefings and planning sessions all contributed to help reduce injuries,” said Noonan. “This positive trend is evidence of our commitment to safety and the way we conduct business. Our onboard and station personnel are skilled at identifying at-risk behaviors and intervening quickly and effectively.” Leading major operating departments with an overall lowest reportable-injury ratio for FY ’05 was the Engineering department, with a 2.5 ratio (versus a 3.7 goal). The Transportation department finished the year with a 3.1 ratio (versus a 3.3 goal), while the Mechanical department ended the year at their goal of 4.2. President’s Safety Contest awards are given each year to recognize the best division performance within each of these Operating departments as well as the strongest commuter operation.

### President’s Safety Contest Winners for FY ’05

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<thead>
<tr>
<th>Department</th>
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<th>Ratio</th>
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<tr>
<td>Engineering</td>
<td>West Division</td>
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</tr>
<tr>
<td>Transportation</td>
<td>New York Division</td>
<td>2.6</td>
</tr>
<tr>
<td>Mechanical</td>
<td>New York/New England</td>
<td>1.8</td>
</tr>
<tr>
<td>Commuter</td>
<td>VRE (Mid-Atlantic Division)</td>
<td>0.9</td>
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APD NCC Re-Accreditted
Amtrak embarks on a new contract with Gate Gourmet this month that overhauls the way Amtrak conducts its food and beverage operations. Following months of lengthy discussions between senior management of both companies, the agreement replaces the previous contract, expands Gate Gourmet’s scope of work and makes fundamental changes to the business and legal terms of the relationship.

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

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

“By leveraging the provisions of the new contract, we intend to aggressively move forward in FY ’06, making significant inroads in reducing this loss as directed in our federal appropriation,” said Senior Vice President Operations Bill Crosbie.

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

“The new contract puts Amtrak in a much better position to manage and reduce food and beverage operating costs, while paving the way for some of the strategic initiatives we want to explore in the food and beverage arena,” explained Emmett Fremaux, vice president of Customer Service. On its own, the contract is expected to yield some degree of cost savings by creating incentives for Gate Gourmet to reduce food stock and operating costs, although the bulk of the food and beverage operation’s costs come from Amtrak’s labor expenses. The agreement is expected to promote operating efficiency in commissary functions and to put Amtrak in a position to test service alternatives that could result in additional cost cutting.

The agreement provides a much shorter initial term than the previous seven-year contract (with a five-year extension option) and includes two, two-year extension options. The initial term of the contract coincides with the Customer Service department’s plans for redefining overall customer service priorities while improving the food and beverage bottom line.

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

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

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

“In contrast, the compensation model contained in the past agreement provided no incentives for the vendor to keep Amtrak’s costs down,” said Tom Hall, senior director Commissaries and Contract Food and Beverage. The new contract also opens the door for Amtrak to consider other food and beverage operations on the Northeast Corridor. The terms of the old agreement granted Gate Gourmet exclusive rights to support food and beverage operations on all trains, with the exception of state-supported trains; a constraint that may have precluded Amtrak from pursuing relationships with vendors who could provide on-board food and beverage service alternatives to the commissary operation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Sincerely,

Michael A. Heffner
Master Mechanic
Central Division

The Communications & Signals team from the Midway facility in Groton, Conn., gathers to be recognized for outstanding safety record. The Communications & Signals team from the Midway facility in Groton, Conn., gathers to be recognized for outstanding safety record. The Communications & Signals team from the Midway facility in Groton, Conn., gathers to be recognized for outstanding safety record.
Mechanical Department Takes Action to Improve Leadership

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

Officially launched in early September 2005, the course was developed last spring under the guidance of Chief Mechanical Officer Vince Nesci. Discussing the need for the training, Nesci stressed areas for improvement.

“We need to become better at what we do. We need to better plan, organize, communicate, follow through and measure our work,” he stated.

The four-day workshop supports the company’s and the department’s goals and targets four key Performance Fundamentals: Reliability/Availability, Productivity, Regulatory Compliance and Safety. The program aims to hone traditional leadership skills and formulate strategies necessary to improve these Performance Fundamentals by focusing on root-cause analysis, problem solving and planning.

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

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

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

Taking on the task of developing the program and laying the foundation for the new workshop was a project team that included Staff Officer Kathy Huss, Sunny-side Yard’s Master Mechanic Don Knapiak and Senior Director of Employee Development Stephanie Pavlak. The team provided direction to Shaw Organizational Solutions, the vendor that developed the program.

While staying focused on the company’s strategic plan, the project team, along with Shaw Organizational Solutions, studied the department’s operations and goals, and reviewed job descriptions for middle management.

Program developers interviewed department staff and managers to learn as much as possible about the daily operations and gain insight about training needs.

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

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

Designed to complement the principles and objectives of the Leadership in Action class, another training program is currently being planned for foremen, while the development of training with other departments to address common objectives is also being explored. Master Mechanic Don Knapiak commented, “Training and continuing education should be a lifelong effort with emphasis on developing new skills as well as reinforcing the old.” Ken Rannels contributed to this story.

Simplified Dining Service

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

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

The revamped Superliner diners will offer integrated dining, lounge and bar service, depending on availability and passenger preference. The current pantry will be removed, and behind the new service bar will be a microwave, and a combo oven, coffee maker, a four-door refrigerator, a sink and overhead bins, among other appliances. No major changes would be made to the lower-level galley, which will provide the bulk of food preparation for the uppers using the dumbwaiters. This program is expected to deliver new cars for two routes over an 8- to 17-month period.

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

Running a single all-purpose food service car reduces annual maintenance and fuel costs on these trains by $3.5 million, and further reduces labor costs, as there will be no need for a separate lounge car. In addition, the design of the car increases food and beverage sales by being open throughout the day and catering to whatever passengers are in the mood for, early or late.

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

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

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

Revamping the food and beverage service is essential to achieve meaningful cost savings aboard long-distance trains, which are responsible for over 75 percent of the projected $12 million loss in the food and beverage service. For the first time ever, Amtrak has been mandated by law to reduce its food service losses. Progress is now being monitored by the Inspector General of the U.S. Department of Transportation and reported on a quarterly basis to the House and Senate Appropriations Committees.
Folk Singers Ride the Rails to Rebuild the Musical City

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

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

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

“When I think of New Orleans, I think of music,” said Guthrie. “When I wonder what the city needs to get back on its feet, I think of the stuff that was ruined by the water such as the sound boards, cables, lighting, microphones and instruments. I’m determined to help restore all those little places and bring the music back as soon as possible.”

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

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

Twenty concert tickets were raffled off for employees to attend the performance on Dec. 17 at Tipitina’s, New Orleans’ historic Garden District music venue. To support the cause, other entertainers boarded the train and performed with Arlo along the way. Guy Davis, Cyril Neville, John Flynn, Ramsay Midwood, Kevin Kinney with Drivin’ n’ Cryin’, The Burns Sisters and Gordon Titcomb were among those who were part of the tour. Willie Nelson joined the group at Tipitina’s.

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

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

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

Pacific Northwest Promotions Offer Something for All Ages

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

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

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

Through this partnership, Amtrak is being promoted via direct mail and e-mail messages that Quick Handle is sending sent to its database of approximately 15,000 families. Additionally, Amtrak will benefit from exposure on QuickHandle.com, t-shirts, brochures and signage on the buses and buses.

Amtrak will in turn provide Amtrak Cascades or Coast Starlight tickets to be used for travel or promotions throughout the year.

According to Amtrak Marketing Associate Doug Schwab, Coach Mendoza’s commitment to kids is unsurpassed. “Not only does he teach the key points of basketball, but he also focuses on helping the kids excel socially, emotionally and spiritually. With 21 years of coaching under his belt, he is simply the best at what he does. I’m pleased that we have an opportunity to partner with an organization of this caliber.”

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

Amtrak Cascades’ Mature Travelers program, which promotes travel on the service during off-peak travel days, offers passengers age 55 and older traveling in groups of 20 or more an opportunity to travel Mondays through Thursdays between any two cities from Portland, Ore., to Vancouver, B.C. for $10 one way or $15 roundtrip. This promotion runs through June 2006.
Thanksgiving Revenues

continued from page 1

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

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

Buoyed by the national fall advertising campaign that ran through November. Wolverine ridership was ahead of last year’s figure by 3 percent. Ridership jumped by nearly 28 percent over last year. Another strong performer, Eastern train was the Lake Shore Limited, which jumped in ridership by 22 percent over a year ago, while ticket revenue increased by 26 percent against last year.

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

APD’s NCC Re-Accredited

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

Amtrak’s NCC was also selected as a “Flagship Agency” by the commission acknowledging it met stringent criteria, including being reaccredited for the first time (having undergone two assessments) and that it also must have received unconditional accreditation awards.

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

Contract

continued from page 3

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

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

Amtrak’s decision to negotiate with Gate Gourmet was based on the vendor’s strengths in the industry, its track record at Amtrak and the considerable transition time, expenses and uncertainty that would have been incurred during the long bidding process. Gate Gourmet has the advantage of significant purchasing power of food and beverage stock, and has demonstrated excellent Food and Drug Administration and Amtrak Public Health department records. On the other side of the equation, Amtrak has the benefit of knowing first-hand the vendor’s capability to deliver service reliably.
Dear Amtrak:
After my recent Amtrak experience, I felt compelled to contact you and let you know what a pleasure it was. I hadn’t ridden on a train since the 60s, when I would take my four little boys from Kansas City, Mo., to Denver to visit my family.

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

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

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

Sincerely,
Claire F.
Ft. Smith, Ark.

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

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

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

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

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

Sincerely,
Beverly P.
Woodburn, Ore.

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

The Amtrak Police and Security department, along with national and local law enforcement and emergency response agencies, provided a wide variety of safety and security information to Philadelphia’s traveling public. At the day-long Nov. 30 event, agencies displayed their products and services, and introduced the public to their special enforcement units. Amtrak’s Mobile Command Center and K9 demonstrations were available for public viewing.

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

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

VITAL STATS
for November 2005

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* Number of reportable injuries per 200,000 worked hours.
December Ticket Revenue Growth Attributable to Fall Fare Increases

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

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

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

AGR members generated $19 million in revenue during December, most of it coming from Regional and Acela riders. Online and sports marketing promotions continued through December, with online sales at $48 million, an increase of 22 percent over a year ago.

On the Northeast Corridor spine, ticket revenues rose in December by more than 4 percent, reaching $58.5 million, on the strength of the Regionals. The gain was reached despite a three-day New York City transit strike that suppressed ticket revenue by an estimated $1 million. However, ridership for December of more than 757,000 was lower than a year ago by nearly 8 percent.

Other strong performers in the East included the Downeaster, which brought a double-digit increase for the month in ticket revenue and ridership against a year ago, and the Keystones, which also improved in both areas against last December. In the Southeast, the Carolinian generated significant ticket revenue growth (19 percent) south of Washington. The Piedmont earned a 42-percent increase in ticket revenue and 10-percent more riders.

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

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

In the Pacific Northwest, ticket revenues in December increased by 12 percent on the Cascades, supported by a 4-percent ridership increase in the month, which is a jump of more than 757,000 was lower than a year ago.

Engineering Advances State of Good Repair

Completion of the Keystone Corridor Improvement Project, start-up of the Thames River Bridge span replacement and continuing fire and life safety improvements on the New York tunnels are among the major projects the Engineering department is undertaking as part of its $23 million set for this year's capital program is twofold: make significant progress to meet the customer service needs and to invest in technology that will deliver safety, performance and reliability goals while reducing the cost of maintenance,” said acting Chief Engineer Bruce Willbrant. “We have worked hard toward bringing the railroad to a state of good repair and it shows in the progress we have made on key projects such as rail renewal, interlocking upgrades and the Keystone Corridor.”

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

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

In the most dramatic phase of the construction project to occur over 12 days during the fall of 2007, the bascule lift or movable center portion of the bridge will be removed, and a 188-foot long, 35-foot-wide, and 1,250-ton vertical lift will be floated into place on barges from Long Island Sound and then connected to the bridge.

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

continued on page 5
I just returned from an outstanding trip to meet with our California state partners and take a look at our West Coast operations.

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

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

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

I also toured the Oakland Maintenance Facility, which has the potential to become one of the best of its kind. The safety numbers are not what they should be and I discussed this with both management and craft employees in the facility. It’s clear to me that we need to work harder to make sure that the communication goes both ways and the team committed to progress on this front. I’ll know that the communication has improved when the injury numbers go down. After visiting with Doras Briggs — also known as the “Empress of Emeryville” — (Doras is, among many other things, volunteer coordinator extraordinaire on this corridor), I took the Capitol Corridor service to Sacramento. There, I met with the Capitol Corridor Riders (also known as the CC Riders), which is a group of commuters that has evolved into a powerhouse of an advocate for passenger rail service.

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

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

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

Traditional Uniforms To Return to NEC

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

The new uniforms will replace the Acela Express gray uniforms, which were introduced in 2000. “As the phase-out of the gray uniforms was coming to a close, it was time to move toward a more consistent uniform systemwide and our employees in the East are excited about the move back to blue,” said Vice President of Customer Service Emmett Freamux. He added that it is important for Amtrak passengers traveling across the system to experience consistent service “and that includes seeing our employees in a single style of uniform reflecting the Amtrak brand.”

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

One exciting update to the blue uniform for the entire system is the introduction of the Amtrak epaulet slides, which are color-coded to reflect the job function of the employee,” said Ross. An epaulet is a small ornamental strip of fabric that is worn on the shoulder, used primarily on military uniforms. An epaulet with a gold background and a blue Amtrak logo will signify a conductor and a navy blue background with a blue Amtrak logo will denote an assistant conductor. On-board service and station employees will wear epaulets with a navy blue background with a white Amtrak logo and red caps’ epaulets will feature a red background with a blue Amtrak logo.

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

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

Partnerships with Agencies Worldwide Bolster Security

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

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

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

Part of the solution was a new menu that costs only a little more to deliver, but delivers on passengers’ expectations. In the mornings, passengers may pick a continental breakfast or hot entrée, such as a Southwest omelet. Lunch includes hot soup and a choice of a fresh sandwich or entrée-sized salad. The dinner menu offers a choice between two hot entrées or lighter fare option. The lighter fare includes bite-sized hors d’oeuvres—items such as cheeses, salami and crackers that have become very popular with evening travelers.

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“For the cost of a First class ticket, which is 50-percent higher than the Business class fare, passengers anticipate exceptional service. “Passengers should feel that they are getting the value they expect from our premium service both in the quality of the food and from those who are delivering it,” said Fremaux. “So, we also initiated targeted training sessions for First class attendants to provide them the tools to enhance the service.”

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

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

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

In their “Lessons Learned” session, London officials also stressed the significance of relationship building and information sharing with partnering law enforcement agencies.

“We have gone to great lengths to build partnerships with law enforcement agencies and emergency responders to strengthen our security and is as best prepared to respond to security threats in a railroad environment. “The training program instructs employees to trust their instincts — if something just doesn’t seem right, it’s likely not,” said Broadbent.

A second level of follow-up training is being developed to continue to ensure that everyone at Amtrak knows his or her role in security and is as prepared to handle issues as possible.

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Materials Management Facilities Aim to Deliver Efficiency and Cost Savings

The opening of a new warehouse in Delaware is the latest project completed by the Procurement and Materials Management department to streamline the distribution of supplies to its Mechanical and Engineering partners. The new 119,000-square-foot warehouse for materials used in the Northeast Corridor opened its doors for business to address capacity issues brought on by the significant increase in the quantity of supplies needed to support the company’s fleet and infrastructure state-of-good-repair goals. The facility also reduces costs and improves the material distribution process.

Located in the Boulden Industrial Park in New Castle, Del., the facility is used to distribute materials to the Wilmington Locomotive Facility, Bear Car Shops and maintenance-of-way projects along the Northeast Corridor. It houses some of the materials that were being stored in the jam-packed warehouse in Wilmington, Del., and in trailers at other locations. “Since the warehouse opened a few months ago, we’ve moved quite a lot of materials out of the Wilmington warehouse and completely cleaned out approximately 50 tractor-trailers filled with materials at Bear Car Shop and the Wilmington Locomotive Facility,” explained NEC Material Control Director Harry Bailey.

By moving to Boulden, the department eliminated an annual cost of approximately $120,000 associated with leasing storage space and the overall cost of the operation has been substantially reduced. The primary items stored at the warehouse are long-lead-time materials, capital spare items and maintenance-of-way materials. Items such as large components for electric locomotives that sometimes take in excess of 120 days for delivery comprise the first category of supplies warehoused at Boulden. “While these items are not typically used on a day-to-day basis, if a locomotive fails and a part is needed, it is critical that you have it on hand,” explained Bailey.

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

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

The opening of the Boulden facility follows the 2003 opening of the Indianapolis Distribution Center, which is the company’s central storing and shipping facility for most of the materials for Mechanical projects throughout the country. At this time, the Boulden warehouse supplements the IDC in the Northeast Corridor because the Indianapolis facility does not support Amfleet equipment and electric locomotives. The IDC maintains $41 million worth of inventory with 14,000 items of all sizes and types to supply the Mechanical shops systemwide, including the $74 million FY ’06 material plan for the work that is done at the Beech Grove Maintenance Facility. Before the IDC opened, these materials were stored in larger quantities at local material control facilities.

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

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

By developing a good distribution network, the amount and cost of stock is more tightly managed and therefore reduced considerably. “For example, instead of storing five door operators at 10 different material control locations, each facility can have two on hand while the distribution center maintains a stock of 20,” explained Senior Material Control Manager John Brawley. “Rather than investing $150,000 in 50 door operators we can reduce that to around $120,000 by lowering the quantity to 40.” According to Golden, “The efficient operation at IDC can be attributed to the hard work and dedication of Brawley and his staff who have been instrumental in designing and overseeing the entire project.”

At the 200,000-square-foot Indianapolis facility, approximately 70 orders of items from vendors are received every week and 1,500 are shipped out utilizing Exacta™, a software application for inventory control. The Exacta system has enabled the IDC Material Control staff to produce bar coded labels that can be scanned and affixed to every item in stock. Using handheld devices, employees scan every item that enters and exits the facility, which provides real-time information on the availability and quantity of materials in stock. The bar code system has also led to fewer errors during transactions by eliminating many handwritten documents.

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

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

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

Catenary and Electrical Upgrades

Major elements of the capital program designed to upgrade catenary and electrical systems are the replacement of the aged 138 kV oilstatic (oil insulated) cable in Baltimore, and phase one of a three-year catenary project between New York’s Hellgate Bridge and the junction with Metro North at New Rochelle, N.Y. Installed in the B&P Tunnel in Baltimore over 80 years ago, the oilstatic cable is the principal distribution source of electric power for trains operating between Washington and Baltimore.

“The failure of this cable would seriously reduce the capacity required to run trains between these points, which would cause havoc on train schedules throughout the Washington to New York corridor,” said Bob Verhelle, deputy chief engineer, Electric Traction. The total cable replacement program will cost $20 million, with $9 million budgeted this year, and will virtually eliminate the operational risks associated with the oil-insulated cable. The new catenary on the Hellgate line replaces the old “floating beam” catenary installed during the 1920s, and is designed to minimize the impact of a failure to adjacent tracks. Part of a multi-year $35 million project, the upgrade is budgeted at $11 million this fiscal year.

Communications & Signals

Much of the $30 million Communications & Signals investment program is dedicated to interlocking replacements, the bulk of which occur between New York and Washington and along the Harrisburg Line. The most critical interlocking project is the replacement of signal cables and equipment at Dock Interlocking in Newark, N.J., to be completed over a five-year period ending in FY ’09 at a cost of $26 million. Dock Interlocking, a large multi-track interlocking including three movable bridge spans over the Passaic River, is one of Amtrak’s busiest interlockings handling all Amtrak trains operating between New York and Washington and all NJT trains operating over the Northeast Corridor through Newark.

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

Keith Holt  
Deputy Chief Engineer, Communications and Signals

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

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

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

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

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

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<tr>
<th>Discipline</th>
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<tr>
<td><strong>Track</strong></td>
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<tr>
<td>Concrete Ties</td>
<td>116, 688 concrete ties installed</td>
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<td>Rail Replacement</td>
<td>37 track miles replaced with new rail</td>
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<td>Wood Ties</td>
<td>51,500 wood ties installed</td>
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<td>Bridge Ties</td>
<td>1,398 ties installed on 14 bridges</td>
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<td>Bridge Undergrades</td>
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<td>Automatic Block Signaling System (ABS)</td>
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Highlights of FY ’06 Engineering Capital Plan
Special Train Move Carries Precious Cargo

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

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

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

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

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

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

Steepled in Tradition

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

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

In the 1950s, dozens of Penn and Baltimore & Ohio trains transported thousands to the games. Back then, so many trains headed to the (now gone) Municipal Stadium in Philadelphia that it took as many as nine weeks to plan the movements. In 1955, over 20,000 people arrived at the stadium on the PRR alone.

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

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

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

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

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

Liberty Limited on the Move

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

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

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

Bennett Levin
Liberty Limited Organizer
Army War College Foundation Trustee

Promptly at 9:30 a.m., the Liberty Limited departed with its 18 private cars and about 80 service personnel from all branches of the military. On board, the honorees were treated to a first-rate breakfast served by the private cars’ staff. On the return trip, a gourmet dinner was served in the dining rooms of the office cars that were in the consist.
To ensure that the medical concerns of the special passengers were well taken care of, two medical staff were on-hand in every car, and every car provided a bedroom for the comfort of anyone who needed some rest. Accommodations were made for those in wheelchairs who dined in the lounge cars.

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

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

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

While pointing out that many people worked with enthusiasm to pull off the move seamlessly, Levin named names: “Don Cushine in Wilmington, Frank Bower (assistant superintendent, Train Movement) in Philly, and Tom Guerin (assistant superintendent, Stations) in Washington — they really put the shoulder to the wheel. They and their associates really made our guests feel comfortable.”

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

A Day to Remember

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

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

“These soldiers just had a terrific day. Two sergeants who were on the medical staff told me that of all the things that have been done on behalf of the wounded soldiers, this was the best because there were no strings attached,” added Levin.

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

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

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

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

The package includes two nights’ accommodations at the Paramount Hotel downtown Portland, breakfast each morning and tickets to six festival concerts. It also includes round-trip travel to Portland from cities along the Amtrak Cascades route as far away as Seattle and Bellingham, Wash., on Amtrak Cascades trains 507 and 506, which are designated as the Portland Jazz Trains. En route, passengers may enjoy music, prizes and activities provided by one of KPLU’s on-air personalities.

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

To gain visibility at the Jazz Festival, Amtrak Cascades will serve as the exclusive Official Concert Sponsor of Grammy-Award-winning jazz artist Bill Frisell, who will be performing at the festival’s finale performance. All billings for the concert and other associated events will be displayed as “Amtrak Cascades presents Bill Frisell Unspeaking Orchestra at the Portland Jazz Festival.”

Mardi Gras Celebration Drives Train Travel to St. Louis

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

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

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

Local Marketing Efforts Heat Up Winter Travel

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

• Women’s History Month (March)
• Asian/Pacific American Heritage Month (May)
• Hispanic Heritage Month (mid-September to mid-October)
• National Disability Employment Awareness Month (October)
• National American Indian Heritage Month (November)
Incidents of Workplace Violence Decline in 2005

For the third consecutive year, the number of workplace violence incidents reported dropped in the calendar year 2005, with a 40-percent decrease in reported occurrences over 2004. Seventy incidents stemming from a workforce of more than 19,000 employees were put on record last year, while in 2004 there were 132 reported and in 2003 there were 199. While the number of events reported in 2005 is relatively small, it is nevertheless far more than is acceptable, as made clear by the company’s policy. Amtrak has zero tolerance for threats and violence.

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

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

In case there’s any confusion about the definition of threats and violence, every employee must be thoroughly familiar with Amtrak’s policy on workplace violence. The policy is found on the Intranet under “Library” and “Policies” in the drop-down box. From there, select the Amtrak Policy and Instruction Manual (APIM), click on the APIM icon, select 3.0 Operations and then 3.12.0 Workplace Violence.

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

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

How to Report Threatening Behavior

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

Employees should report any threat or act of violence to his or her appropriate supervisor, to any manager, or to the Amtrak Police Department. After receiving a report of workplace violence, the supervisor or manager is required to notify the Amtrak Police Department as soon as possible.

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

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

What is Workplace Violence?

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

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

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

Security

continued from page 3

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

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

Amtrak has been conducting tabletop drills to test emergency management procedures for some time and the Emergency Preparedness unit has held numerous drills different locations working with local emergency responder teams. A multi-agency major drill, funded as a part of a Department of Homeland Security (DHS) Inter-City Passenger Rail Security Grant Program for FY ’05, is slated to take place in Washington, D.C., later this year.

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

The Central Division’s station employees achieved major safety accomplishments recently. Since Oct. 1, 2004, station employees at outlying stations throughout the division have not suffered an FRA-reportable injury. Chicago Union Station employees have improved their safety performance over the same period by 62 percent. The outlying stations, which include approximately 175 employees, are spread over a wide geographic region that includes more than 7,000 route miles and 50 staffed stations. These employees provide a high degree of quality customer service. They don’t just sell tickets behind a counter, they also handle checked baggage and express shipments and perform typical housekeeping chores, such as cleaning windows, mopping floors and emptying trash.

“An increased awareness and accountability are combined with our annual Block Improvement team’s actions, and feedback. They have been helping each other to replace at-risk behaviors with safe ones.”

From the Midwest, we move to the New York region, where another noteworthy record was attained. New York’s Penn Station Mechanical department has gone more than three years without a personal injury of any kind. Under the direction of General Foreman Tom Murphy, when this injury-free streak started in December 2002, there were approximately 75 employees. The group now numbers 31 employees and covers the area from Trenton, N.J., to New Rochelle and Yonkers, N.Y. The busiest train terminal in the country, New York Penn Station dispatches more than 130 trains daily. Working in this demanding environment, this group consists of electricians, car inspectors, machinists, coach cleaners and foremen working shifts that cover 24 hours a day, 365 days a year. Commenting on how this accomplishment was achieved, Murphy noted that these employees are not afraid to intervene and explain to someone taking a shortcut why that behavior could be unsafe.

When a safety situation is discussed during safety briefings, rather than complain or point fingers, the employees band together to rectify the problem. “They truly walk the walk and don’t just talk the talk,” said Murphy. Murphy added that had it not been for the support of Master Mechanic Don Knapp, Mechanical Superintendent Patrick Walsh and Assistant Mechanical Superintendent Joseph Sanchez, this goal would not have been accomplished.

Ticket Revenue Growth

continue from page 1

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

<table>
<thead>
<tr>
<th>Top Five Routes</th>
<th>December 2005 (Ticket Revenue)</th>
<th>vs. December 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regionals</td>
<td>$33,497,375</td>
<td>+14%</td>
</tr>
<tr>
<td>Acela Express / Metroliner</td>
<td>$24,894,678</td>
<td>-6%</td>
</tr>
<tr>
<td>Empire Builder</td>
<td>$4,117,021</td>
<td>+15%</td>
</tr>
<tr>
<td>Auto Train</td>
<td>$4,119,367</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Pacific Surfliner</td>
<td>$3,237,768</td>
<td>+12%</td>
</tr>
</tbody>
</table>

California ridership on the Pacific Surfliner and Capitols was down from a year ago. Long-distance services experienced a gain in ticket revenue for most trains, including the Empire Builder with a 15-percent improvement over December a year ago, (although ridership stayed about even, with 1 percent fewer riders). The Cardinal continued its strong pace with a 21-percent rise in ticket revenue against last December and a 3-percent increase in ridership. Silver Service trains — the Silver Star, Silver Meteor and Palmetto — improved in December with a 10-percent jump in ticket revenue and 5-percent ridership growth. However, an ice storm in mid-December in the Southeast and a freight derailment in late December near Savannah resulted in multiple cancellations of the Crescent and Auto Train, cost the company approximately $1 million in ticket revenue and contributed to the 4-percent downturn in ridership.

For the first quarter of FY ‘06, ticket revenue was $343.3 million, 8 percent better than first quarter FY ’05. Ridership of 6.1 million for the first quarter of FY ’06 was about even, with a gain of 1 percent. Northeast Corridor ticket revenue improved by 7 percent over the first quarter in FY ’05, earning $186.3 million. Ticket revenue for short-distance trains climbed 11 percent, totaling $72.4 million. Long-distance trains brought in $84.6 million in ticket revenue, which is an 8-percent rise over the same period last year.
EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries
January 2006

BROWN, NANCY Portland District
CLARK, DAVID Boston District
CRAN, DAVID Portland District
DEFRANCESCO, JOHN Portland District
GILBERT, JOHN Chicago Metro District
HARTMANN, LEROY Portland District
HOLTON, ROBERT Portland District
JOHNSON, RON New Haven District
LUDWIG, ROGER Chicago Metro District
MAKEMAN, ROBERT Portland District
MAITLAND, ROBERT Portland District
POPE, ROBERT Portland District
STEVENS, ROBERT Portland District
VANDERWOUDE, ROBERT Portland District
WILL, WILLIAM Portland District
WRIGHT, JONATHAN Portland District
ZACHARY, ROBERT Portland District

30-Year Anniversaries
January 2006

ALLEN, ROBERT Chicago Metro District
ARONSON, ALBERT New Haven District
AVENDANO, ERNESTO New York District
BATTAGLIA, DAVID Chicago Metro District
BEHUN, GREGORY Washington, D.C.
BIONDO, PAUL Empire/Albany District
BOOTH, JR, MARLIN Chicago Metro District
BOUDREAU, JAMES Chicago Metro District
BRENDA, WALTER Empire/Albany District
BRASS, RICHARD Wilmington/Bar Harbor District
BUKOWSKI, JOHN Chicago Metro District
BURNS, JAMES Chicago Metro District
BUTLER, THOMAS Wilmington/Bar Harbor District
CAMPBELL, SIMIEL Chicago Metro District
CHADWICK, LARRY Beech Grove District
CORCORAN, MICHAEL Wilmington/Bar Harbor District
COUGHLIN, ROBERT Boston District
COZZI, STEVEN Chicago Metro District

Employee Milestones feature of the January issue, the December 2005 30-year anniversaries header was incorrectly labeled as March 2005. In the January issue of Amtrak Ink, Red Cap Paul Sokolowski’s name was misspelled. Amtrak Ink regrets the errors.
Basketball Fans Train Their Way to the CIAA Tournament

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

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

More than 100,000 fans, students and alumni are expected to attend the event scheduled Feb. 27 through March 4 at the Bobcat Arena in Charlotte, N.C., The tournament is the oldest Historically Black College athletic conference and is comprised of 12 Historically Black College and Universities located along the Eastern Seaboard.

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

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

Dining Changes Planned for Most Long-Distance Trains

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

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

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

The rollout of the new service in mid-February encompassed four long-distance trains — the Texas Eagle, the City of New Orleans, the Sunset Limited, and the Capitol Limited. To support the implementation, extensive training classes for on-board managers to supervise the introduction of the new service began last month, and in-depth sessions for on-board service employees are slated before the launch of the service on each train.

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

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

By reducing labor requirements in the galley with the elimination of most griddle, scullery and dishwashing work (utilizing attractive disposable dinnerware), smaller crews are needed. On most trains, the base dining car crew of five will be reduced to three, for meal counts of up to 96. At higher meal counts additional staff will be added.

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

Spanish-Language Site Targets Market

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

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

“Spanish-speaking consumers living both in the U.S. and outside represent an important and growing part of our nation’s economy and our customer base,” said Matt Hardison, acting vice president Marketing and Sales. Nearly half (48 percent) of the Hispanic population in the U.S. today resides in six cities — Los Angeles, New York, Miami, Houston, Chicago and San Antonio — all Amtrak-served locations.

Amtrak hopes that its new Web site will not only attract the Spanish-speaking public within the U.S., but also the Hispanic population from around the globe. “Worldwide, Spanish is second only to English among Western languages used on the Internet today, so we want to make Amtrak’s information accessible for Spanish-speaking people all over the world,” added Hardison.

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

“Several carriers provide minimally translated versions of their Web sites but ours contains every feature available on its English-language counterpart,” said Craig White, principal marketing officer, E-Commerce. “The two sites mirror each other virtually word for word and the new version has continued on page 8
Every year around this time, Amtrak presents to Congress and the U.S. DOT a proposal for its federal funding in support of operations and capital expenditures for our services. The foundation for our proposal — to come later this month — is clearly spelled out in our Strategic Reform Initiatives. These initiatives are the guiding vision for Amtrak’s future; raising standards for our passengers as well as for ourselves and transforming the company into an indispensable provider of passenger rail service. Some of these initiatives are not visible to most employees, such as an accounting change that attributes costs to one of our five business lines. Others are visible to some employees, such as the Simplified Dining Service that we’re gradually implementing on long-distance trains (see the story about Simplified Dining in this issue). The new dining service has been a success, and especially so because it has been embraced with an improved and more personalized level of service from our on-board staff. But whether visible or transparent, implemented by a handful or by many, the success of all of these initiatives is critically important to Amtrak’s long-term future and the support we have from federal taxpayers.

Later this month, I expect that our chairman, David Laney, and I will be testifying publicly before Congress about our funding request and the progress of our reforms. In this space and through the Employee Advisories, I will continue to update you on developments. In closing, I want to emphasize that the single measure of success that our passengers will judge us on is the service they receive — not on how well they think we’ve implemented our reforms. So, please continue to put our customers first and take pride in the job you do.

Celebrating Black History Month

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

Hosted by the Jacksonville Black History Committee, the event theme was “Honoring Leaders of the Past and Their Lasting Legacy.”
Ticket Revenue and Ridership Continues Strongly

Amtrak ticket revenue for the first four months of FY '06 totaled $437.6 million on ridership of 7.8 million passengers, an 8-percent increase over the same period one year ago and 2 percent ahead of budget. January ticket revenue was 5 percent ahead of a year ago, but fell short of budget by nearly 3 percent.

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

<table>
<thead>
<tr>
<th>Fiscal Year-to-Date</th>
<th>FY '06/Actual</th>
<th>FY '05/Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>7,835,844</td>
<td>7,770,285</td>
</tr>
<tr>
<td>Ticket Revenue</td>
<td>$437,599,650</td>
<td>$407,041,338</td>
</tr>
</tbody>
</table>

The January Acela delivered in January an overall 86 percent OTP, with a solid 90 percent on the south end and an improving 84 percent on the north end, systemwide OTP was 69 percent for the month, with long-distance OTP dropping to 37 percent, or 13 points lower than January a year ago.

On the NEC spine, ticket revenue through January reflected a 6-percent gain, while ridership fell by 4 percent. However, corridors outside the Northeast remained strong through the first four months of FY '06 with more than $92 million in ticket revenue, a jump of nearly 12 percent over last year. Ridership, at 5.5 million, was 6 percent better than the same period a year ago. Long-distance service year-to-date was 7 percent ahead of last year’s ticket revenue at nearly $108 million. Ridership of 1.2 million was even with the same period a year ago.

January ticket revenues of $94.3 million reflected an increase of 5 percent over a year ago, due mostly to the strength of the Northeast Corridor Regionals and other short-distance and state-supported services, but was nevertheless lower than budget by 3 percent. Ridership was 1 percent ahead of last January with 1.72 million trips, with the slight increase attributed mostly to short-distance trains outside the Northeast spine.

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

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

Dining Changes Planned

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

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

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

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

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

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

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

To prepare for this launch schedule, 64 managers specifically chosen for this assignment participated in training sessions held last month in Wilmington and Los Angeles. The coursework for the managers included orientation of the kitchen and dining room operations. Coming from locations across the system, each of the managers is responsible for riding trains with the crews at the onset of implementation. The role of the manager is to offer guidance, hands-on training and support during the trip, and to provide a detailed evaluation of the implementation.

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

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

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

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

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

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

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

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

“The cab car is equipped with control devices that, when coupled with other passenger cars and a locomotive, enables the engineer in the cab to remotely control the functions of the locomotive,” explained Bear Car Shop Superintendent Danny McFadden. “To operate in the opposite direction, the engineer simply climbs down from the cab car and goes to the locomotive.”

In a typical train consist, the cab car is positioned at the front of the train, followed by additional passenger cars and a push-pull electric locomotive at the rear. The improvements most apparent to passengers are new fiberglass bathroom modules that contain new toilets, sinks, fixtures, vinyl flooring and easy-to-clean fiberglass walls. The 68-seat coach section is equipped with new lighting, carpet and seat cushions.

Other upgrades that are not quite as obvious include reconditioned public address systems and overhauled trucks, brake systems, air conditioning systems, electrical panels and 480-volt electric cable. The cars are also outfitted with updated safety features such as new nine-aspect cab signal systems and ACSR civil speed enforcement systems that work together to prevent collisions and derailments by automatically stopping or slowing the train when necessary.

Federal Railroad Administration-compliant event recorders, similar to airline black boxes, are also installed in the cars to record the actions of the locomotive engineer regarding the movement of the train. The cab car is equipped with a safety device, known as an alertor, that applies the brakes if the locomotive engineer fails to manually acknowledge an alarm that periodically sounds and flashes while the train is moving.

At press time, Human Resources’ Employee Development team is developing a cab car maintenance class to re-train Mechanical employees on updated methods of repairing and servicing these units. The training is expected to take place late this spring in New York, Harrisburg, Philadelphia, Washington and New Haven.

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

Performance Results

continued from page 3

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

To help promote Acela Express ridership, Amtrak’s Marketing department launched a new Guest Rewards® “Double Points” Acela offer in January, promoted through direct mail, e-mail and all NEC Quik-Trak screens. Several direct mail offers were also sent to a targeted audience of AGR members based on their past travel histories. Additionally, from March 13 to June 17, AGR members may take advantage of Amtrak’s “Buy 2, Get 1 Free” offer. After signing up for the promotion, AGR members who complete two roundtrips or four one-ways on Acela between select city pairs get a free roundtrip. This promotion is featured in a new television ad debuting this month.

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

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

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

Overall, long-distance trains did well despite some operational troubles, such as the service suspension of the Sunset Limited east of New Orleans (due to Hurricane Katrina), the Crescent (freight derailments and reduced sleeper inventory) and the Cascades and Coast Starlight (mudslides).

Together, these complications accounted for a loss of nearly $1 million in ticket revenue. Total long-distance ticket revenue was nearly $23 million, an increase of more than 5 percent over last January. Ridership was 2 percent ahead of a year ago, with more than 254,000 trips. The Empire Builder service produced $2.5 million in ticket revenue, an increase of 11 percent over last January, boosted by the sleeper bookings. Empire Builder ridership was even with January one year ago.
A new vehicle and equipment spray wash facility at the Providence R.I., Maintenance-of-Way base, designed to minimize impacts to the environment is also more efficient at washing the roughly 40 oversized work vehicles and another 40 pieces of track maintenance equipment used by the Engineering department in New England. Equipped to handle large track equipment, the new facility opened in December after more than two years of planning, engineering design, and construction. The $700,000 facility was financed by the Environmental Health and Safety department’s capital program.

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

To prevent the wash water from potentially polluting the storm water, an environmentally sound drainage system conveys it to the underground holding tank. When the holding tank becomes full, the spent water is hauled off site to a treatment facility for proper disposal. The tank was less expensive to construct and is more cost-effective to operate than a complex wastewater treatment system.

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

While keeping potential contaminants from impacting the environment is essential, keeping the vehicles and track equipment clean also makes good sense as oil leaks are more easily discovered and fixed and proper maintenance and care of the track equipment extends its lifespan.

The preliminary engineering design for the spray wash facility was developed by Jim Mann of the Amtrak Engineering Design group in Philadelphia. Cardi Corporation of Warwick, R.I., was selected through a competitive bid process to develop the final design and to construct the facility. Construction oversight was provided by Anthony Scorpio, New England Division area construction engineer.

Amtrak Ink March 2006

Supports Tighter Environmental Controls, Yields Greater Efficiency

First-Quarter Safety Results Reflect Positive Trend

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

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

Overall, Amtrak employees sustained 124 injuries during the first quarter, down from 183 injuries recorded in first quarter of FY ’05, and much lower than the 217 reported in the first quarter of FY ’04. The progress is also reflected in year-over-year comparisons, with a 3.7 ratio for FY ’05 and 4.5 ratio for FY ’04. Year-end totals for those years were 712 and 891, respectively.

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

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

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

The Transportation department also focused on reducing injuries by targeting high-profile injuries, such as slips, trips and falls, analyzing the root cause of each injury and then focusing on specific prevention, including MoveSmart® techniques. Transportation also targeted weather-related causes of injuries, such as extreme heat in the summer and icy conditions in the winter.

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

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

Proper reporting is also a key to reducing injuries. A message was sent to employees by the Safety department about the importance of accurate and timely reporting — an effective tool to help prevent similar incidents from occurring.

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

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

Based on this progress, the safety performance bar has been raised. The injury ratio goal has been lowered from 3.4 in FY ’04 to 3.3 in FY ’05 and, most recently, to 3.0 for the current fiscal year.
Acela Television Campaign Highlights On-board Flexibility

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

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

For instance, one destination depicts Business class travelers seated around a conference table aboard the train. “Destination: Restaurant” shows a passenger enjoying at-seat meal service in the First class car. “Given television’s power of sight, sound and motion, this campaign portrays business travelers making good use of travel time by conducting a meeting on board the train.”

“Given television’s power of sight, sound and motion, this campaign portrays business travelers making good use of travel time by conducting a meeting on board the train.”

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

Train Travelers Save at Six Flags Marine World

Amtrak and Six Flags Marine World are currently offering passengers and Amtrak employees a sightseer package that includes train travel and significant discounts on admission to the popular amusement park. The package, available only through Amtrak, includes admission to the park, travel on San Joaquins or Capitol Corridor trains to Martinez and direct Thruway bus connection to Vallejo-Marine World Six Flags. By purchasing a sightseer package through Amtrak, adults and seniors may save 50 percent and children save 16-percent off the regular admission price through October 2006.
Correction: The header for retirees in the Employee Milestones feature of the February issue was misspelled. It read January 2006, but should have read December 2006. Amtrak Ink regrets the error.
Dear Amtrak:

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

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

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

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

Kudos to Ms. Patterson and Ms. Strong!

Rudolph R.
Warsaw, Mo.

Charles M.
Wilmington, Del.
FY '07 Budget Request Submitted to Congress
Proposal for Next Year Driven by Reform Initiatives

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

Amtrak’s request to Congress for FY '07 funding is largely driven by the Strategic Reform Initiatives first introduced last spring. Assuming key reforms are successfully implemented, the SRIs are estimated to reduce the level of federal support required over the next three to five years by $500 million or more, Laney told the panel.

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

Capital projects are projected at $730 million next fiscal year, $235 million more than this year. Contributing to the difference are major one-time projects such as the replacement of the Thames River Bridge in Connecticut, upgrading of the Northeast Corridor dispatching system and other investments aimed at supporting the Strategic Reform Initiatives.

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

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

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

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

At the hearing, Chairman Laney reported on reforms the company is currently pursuing, such as measures to reduce the cost of food and beverage service. The railroad is rolling out a new model for delivering food service on most of its long-distance trains. By summer, those trains will offer reserved-seating meal service delivered by smaller crews. Based on initial feedback from passengers, the staggered seating has led to a higher degree of personalized service. Because dining car service is available for longer periods under this new model, sales are up. The company is also considering the less-costly option of outsourcing some food and beverage service.

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

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

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

February Shows Strong Revenue, Ridership Gains

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

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

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

On the Northeast Corridor spine, February’s Acela/Metroliner combined ridership of approximately 195,000 passengers was 12 percent behind last year. Due to the combined effects of north-end service frequency reductions, higher fares and low-cost air competition, Acela/Metroliner ticket revenues of $24 million in February were also lower than last year by more than 5 percent, but are expected to improve in March due to the

Ridership and Ticket Revenue

<table>
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<th>FY ’05 Y-D-T</th>
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<table>
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</table>

percent behind last year. Due to the February implementation of revenue management. Despite the disappointing numbers, Acela service has shown remarkable improvement in its on-time performance. In February, the service delivered an end point on-time performance of more than 88 percent — with 90 percent on the south end between New York and Washington, and 86 percent on the north end between New York and Boston.

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

These gains are the result of targeted efforts by the Engineering, Transportation and Mechanical departments to improve the performance of Amtrak’s premium service. The FY ’05 OTP percentages stated above use the current, continued on page 10
Last month, Amtrak submitted its FY ’07 Grant and Legislative Request to Congress. In a nutshell, we’re asking for about $40 million less next year to support operations and about $235 million more in capital project funding to continue our state-of-good-repair goals. When you exclude several of the one-time big ticket items such as the replacement of the Thames River Bridge in Connecticut and the updating of our Northeast Corridor dispatching system, we’ve asked for about as much capital funding as we’re working with this year. The proposal, including debt service and working capital, adds up to $1.598 billion.

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

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

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

One particular area in which we’ve made progress this year has been in reducing the cost of delivering food and beverage service. In addition, we’re evaluating our current fleet management practices, to see how we can better utilize equipment and will soon upgrade our maintenance practices so that they have a more direct effect on equipment availability and reliability. And we’re aiming to modernize our ticketing processes.

Across business lines, we’re looking at what functions cost, what value they bring to the customer, and how we can do them better.

The level of funding Amtrak gets for next year will be a matter for debate on Capitol Hill, but our Strategic Reform Initiatives are not. It’s important for all of us to embrace these changes, because they will result in a more resilient Amtrak that better serves its customers — and that’s the key to success.
Long-Awaited East Side Access Agreement Signed by Amtrak, MTA and LIRR

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

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

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

For Amtrak, the East Side Access project will result in many improvements in and around Sunnyside Yard in Queens. Among the most significant is the creation of two independent grade-separated routes through Harold Interlocking adjacent to the yard. This is the busiest railroad interlocking in North America and one of the busiest in the world, handling more than 600 Amtrak and LIRR trains per day. Also included is the renewal and/or upgrade of much of the existing infrastructure though Harold and the nearby “F” interlockings.

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

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

With preliminary site work such as surveying and collection of soil samples currently on schedule, construction is expected to begin on Amtrak property this summer, and the project is expected to be complete in 2012.

“We’re very pleased with the benefits that East Side Access is providing to Amtrak, to rail commuters and to the New York region,” said Amtrak’s Drew Galloway, chief of Corridor Development Project Planning. “Amtrak is getting $200 million in much-needed infrastructure improvements from the project, commuters are getting better service and the region is getting the equivalent of about two lanes of traffic on the East River bridges and tunnels during peak hours in passenger rail capacity. That’s a very big environmental plus — when this project is completed, we’ll have helped decrease auto travel in the region by more than 500,000 miles per day.”

Drew Galloway and Vinay Mudholkar contributed to this story.

New Schedules Reach Stations This Month

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

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

Outside the corridor, long-distance trains are marked in blue, reserved Regional trains in orange, and connecting Thruway motorcoach service in grey. White is designated for the few remaining unreserved trains Amtrak operates. Timetable collectors may notice the introduction of a new color — green — that indicates connecting trains.

To make traveling easier for those who plan to extend their trips by connecting to local transit or airports, the timetable features intermodal connectivity that is available at many Amtrak locations. A box next to the schedule of the Heartland Flyer, for example, explains local transit options that include Dallas Area Rapid Transit (DART), “the T” bus service operated by the Fort Worth Transportation Authority, and Trinity Railway Express. Transportation service from New York Penn Station to John F. Kennedy and LaGuardia airports or from Los Angeles Union Station to Los Angeles International Airport, for instance, helps customers with their travel plans. Other rail/air connections at airport locations such as Milwaukee, Burbank and Oakland, Baltimore/Washington and Newark are also referenced.

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

In the Northeast Corridor, Acela Express Train 2290 will run Saturday mornings on the north end (New York to Boston). On the Empire Corridor, two trains that traveled from New York to Albany (one weekend and one weekday) are now consolidated into one train that departs New York on daily basis just before noon. On the Keystone Corridor, an early morning train that had low load factors from Harrisburg to continued on page 5
Mechanical Goals Advance Toward a State of Good Repair

Reliability and Availability Improves in FY ‘06

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

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

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

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

A remanufacture differs from an overhaul in that all of the car’s components are removed and new and rebuilt parts are installed, often according to a new or updated design. Remanufactured Superliner cars are equipped with new bathroom modules, toilet systems, lighting, carpet and interior walls, along with overhauled bunks and other amenities.

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

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

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

Also at Bear, mechanics are remanufacturing eight cab cars that will operate along the Keystone Corridor. This is just one element of the Keystone Corridor Improvement Project aimed at providing all-electric service and a faster, more reliable and comfortable trip on the 105-mile line starting this fall.

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

“This doesn’t include the cost of preventive maintenance, layover servicing and periodic bad order repairs either,” said Mechanical Director of Master Scheduling Tom Butler.

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

On the electric locomotive side, overhauls are being performed on 21 locomotives at Wilmington Maintenance Facility this year. Mechanics are overhauling five AEM-7 ACs, eight AEM-7 DCs and eight HHP-8s. Four AEM-7s owned by MARC, whose fleet is operated and maintained by Amtrak, are on tap for overhaul.
Progress Seen in 2005 National Railroad Safety Numbers

Amtrak Sees Improvement In Most Areas


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

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

The on-duty injury rate for employees in the railroad industry dropped almost 13 percent, while railroads’ train-to-train collisions rose over 8 percent. On the Amtrak front, the company’s focus on safety resulted in a drop in all categories but one from 2004 to 2005. Amtrak’s workforce achieved a 23-percent decrease in its injury rate; a significant accomplishment largely attributed to a focus on personal involvement by craft and management personnel alike.

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

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

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

Lorton Team: Putting Safety First is Auto-matic


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

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

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

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

New Schedules

continued from page 3

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

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

Keystone schedules now reflect faster speeds along the route as a result of the Keystone Corridor Improvement Project (KCIP), with trains traveling over a 35-mile segment of track just east and west of Lancaster operate at 110 mph.

Westbound schedules between Philadelphia and Harrisburg have been adjusted to allow for the work being performed by the Track Laying Machine between 30th Street and Paoli as part of KCIP.

Other changes in the East include Trenton added as a stop on the Chicago-New York Cardinal trains. The northbound Silver Meteor departs Miami 25 minutes later than the previous schedule’s 6.50 a.m. departure, giving passengers a few more minutes to sleep in. Trains 91 and 92 add a new stop at Cary, N.C., at the same station served by the Piedmont and the Carolinian. Lake Shore Limited Train 49 operates 30 minutes earlier, and Train 449 reverts to a daily operation, departing Boston 60 minutes earlier.

On the West Coast, some San Joaquins will run five minutes faster, thanks to a new section of double track funded by the state of California that eliminates train-meet delays. Westbound Capitol Corridor trains are two minutes faster between Richmond, Calif., and Oakland Jack London Square, as a result of signal modifications paid for by the Capitol Corridor Joint Powers Authority.

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

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

More noticeable changes that have been made to schedules as a result of track work are referenced in a box. For example, the Empire Service schedule includes a note that reads, “Empire Service schedules have been adjusted to accommodate track maintenance being performed by CSX to keep the route in a good state of repair. Normal schedules will be restored in the fall timetable.” The time allowances for this work are most evident on the schedules of trains that run to and from Niagara Falls. While it’s difficult to anticipate all of the track work planned across the country, the developers of the timetable made every effort to alert passengers to significant projects of which they were made aware at the time, even if dates, times and other specific were not readily available. In this case, orange boxes include text that generally describe operational changes that may affect those schedules. More up-to-date information about schedules and track work will be available on Amtrak.com.
Emergency Plans and Practice Lead to Better Preparedness

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

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

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

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

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

Training: Key to Effective Response

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

To better prepare a range of agencies for a variety of incidents on the railroad, the Emergency Preparedness team provides first-responder training. “Depending on the magnitude of the emergency, multiple response agencies report to the scene,” explains Josie Harper. This includes local, state and federal emergency management, law enforcement and emergency medical personnel, as well as volunteer agencies such as the American Red Cross and the Salvation Army. There are an estimated 22,000 local responding agencies personnel, as well as volunteer agencies such as the American Red Cross and the Salvation Army. There are an estimated 22,000 local responding agencies.

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

During the classroom and equipment familiarization instruction, responders study emergency procedures, such as how to properly remove emergency exit windows. Participants are taught how to turn seats in coach cars, which increases available working space in front of an emergency exit window. “Responders also learn how to raise and lower the sleeping car berths so the window of a coach. The fire formed a thick cloud of smoke throughout the station and caused minor injuries to railroad and fire department employees, heavy damage to an elevator and major disruption to rail operations. All service on the 21 normally busy tracks was shut down for nearly four hours, while the New York Fire Department and other emergency personnel worked to extinguish the fire and expedite the return of normal station operations.

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

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

Disaster Drill: A Well-Designed Training Event

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

Albert, along with the BNSF and local response agencies, conducted an MCI drill in November in California that simulated a terrorist attack involving the release of a dangerous chemical nerve agent on board the train. “Generally, the benefit of simulated emergencies is that they reveal potential vulnerabilities that might not have been previously considered. The goal of this particular drill was to measure how well the agencies communicated with each other. One of the benefits from this exercise was that we found that one of the participant’s radio systems was not linked to other agencies,” said Albert.

“The drills help us find out these kinds of things and fix them before a real emergency happens.”

Analyzing and measuring the effectiveness of the drill enables the Emergency Preparedness team to identify areas that call for corrective action. After the drill, various elements of the exercise are critiqued, such as the mize the risk of coming in contact with potentially dangerous electrical cables and hoses.

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

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

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Analyzing and measuring the effectiveness of the drill enables the Emergency Preparedness team to identify areas that call for corrective action. After the drill, various elements of the exercise are critiqued, such as the
timeliness and accuracy of the notification of the event, what communications channels were used and the subsequent response. The time it takes for information to travel from a conductor, engineer, dispatcher, CNOC, Amtrak Police and host railroad is of vital importance. “In an emergency, effective plans and good communication are necessary elements to help response teams be better prepared and to mitigate risks to our employees and operations,” explained Police and Security Vice President Alfred Broadbent.

*Investigating an Incident*

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

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

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

*A Response Plan Unlike Most Others*

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

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

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

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

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

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

employees and responding agencies.

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

“Because we do so much training to improve awareness, our employees are better prepared and more confident in dealing with emergencies and responders. Employees realize that they are an important part of the response team,” explained Assistant Superintendent of Stations Mike Gallagher.
Yankee Holidays takes over Amtrak’s national tour program, Amtrak Vacations®, starting this month. The Beverly, Mass.-based tour operator began accepting tour package reservations from consumers and travel agents on April 3, the same date that the AmtrakVacations.com Web site was launched.

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

Packages may include any combination of rail and air reservations, car rentals, hotel accommodations, attraction admissions, theater tickets and other sightseeing options. In addition to the Web site, an Amtrak Vacations brochure, which will also provide details of all the packages, will be available in the spring. “Amtrak is looking forward to working with Yankee Holidays, a well-established company who has earned respect within the travel industry and with vacation travelers,” said David Lim, Amtrak’s chief of Marketing and Sales Promotions. Amtrak will continue to work with regional tour operators, such as Yankee Holidays at 800-AMTRAK-2, or visit AmtrakVacations.com.

Questions and Answers Regarding Noise Exposure and Hearing Protection

Q: Do you get used to high levels of noise?
A: No, you don’t get used to noise. However, repeated exposure to high noise levels can cause hearing loss. Noise exposure can occur both on and off the job. The potential for exposure to noise is one of the most common occupational health issues encountered in the U.S. workplace. To address this issue, Amtrak’s Noise Exposure and Hearing Conservation Program, administered by the Environmental Health and Safety department, describes the protocol for evaluating high-noise areas and procedures for providing protection of employee hearing.

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

When it is determined that employee noise exposures are above an acceptable level, a Hearing Conservation Plan is developed to outline how noise levels will be monitored and controlled and how employees will be protected. Areas where high noise levels exist are identified by reviewing noise monitoring records and conducting noise surveys. Some employees may be asked to wear a noise dosimeter, a small instrument that measures personal noise exposure. After evaluating noise exposure measurements, Amtrak can identify and notify employees who should be included in the program. Some tasks or positions that may be included in the Hearing Conservation Program are locomotive engineer (mandated by the Federal Railroad Administration), yard conductor, watchman, track worker, mechanic and welder.

Employees who are placed in the hearing conservation program are provided with training about the effects of noise and how to protect their hearing. Additionally, they are issued earplugs or earmuffs that are to be worn at all times in high-noise areas, an important step in preventing hearing loss. Participants in the program are also included in Amtrak’s annual audiometric testing program to evaluate whether hearing loss has occurred. Early detection of hearing loss provides an opportunity for prevention.

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

Yankee Holidays has been providing travel packages to worldwide destinations for 34 years and has long demonstrated its ability to professionally manage major travel industry partnerships. Moreover, Amtrak has worked directly with Yankee Holidays for more than 20 years booking regional tour packages in the Northeast, including the more-recent promotions Radio City Christmas Spectacular promotions in 2004 and 2005. “The Amtrak Vacations brand is a welcome opportunity as we continue to diversify our product and approach within the industry,” said John Tavano, President of Yankee Holidays. “The Amtrak Vacations brand is a great addition to our other business segments and revenue streams and Amtrak will benefit from the many strategic business alliances and synergies that Yankee has to offer within the travel industry,” Tavano added. To book Amtrak Vacations packages, consumers, travel agents and tour operators may contact Yankee Holidays at 800-AMTRAK-2, or visit AmtrakVacations.com.

Hearing Health Hazards

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Kids Ride and Play Free

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

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

And kids riding the Auto Train are also in luck — families traveling between Lorton, Va., and Sanford, Fla., may enjoy substantial savings specifically for children ages six to 12.

Lights of Liberty Shine for Employees and Passengers

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

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

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

A musical score is performed by 100 musicians of the Philadelphia Orchestra and the voices of Walter Cronkite, Ossie Davis, Charlton Heston and many others tell the dramatic story of the nation’s birth. Youngsters may turn their headsets to the “Children’s Channel” to hear a special version narrated by Whoopi Goldberg and geared specifically for children ages six to 12.

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

Passengers Save on Travel to the Art Museum

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

Train Travel Promoted at Native American Festival

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

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

continued from page 1

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

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

Low rail fares and high gasoline costs boosted ticket revenue and ridership on several Midwest and West Coast short-distance trains. In California, the San Joaquins February ridership of over 89,000 and revenues of over $1.5 million surpassed last year by more than 26 percent and 27 percent, respectively. Posting February ticket revenue of close to $996,000, Michigan’s Wolverine service showed exceptional increases of more than 28 percent over last year. Ridership was up strongly as well, at almost 17 percent over the same period.

Through February, the Chicago-to-Milwaukee Hiawatha service posted double-digit increases in revenue for 12 consecutive months and equal growth in ridership for 12 of the past 13 months. February revenue of more than $72,000 was over 20-percent higher than last year, while ridership climbed to 40,500, an 11.5-percent increase over last year.

The Downeaster has also performed well through February with double-digit ridership increases for nine consecutive months and revenue gains for the previous eight months. In February, the Downeaster carried over 37-percent more riders than a year ago while the revenue jumped 42.5 percent over the same time period.

In the Pacific Northwest, service cancellations on the Cascades resulting from mudslides, track work and equipment issues contributed to a 13-percent decrease in ridership. For the most part, long-distance services did quite well despite the Sunset Limited’s truncated service and track work or equipment problems that affected the Palmetto, Crescent and Silver Meteor.

Top Five Routes (Ticket Revenue) February 2006 (vs. February 2005)

<table>
<thead>
<tr>
<th>Region</th>
<th>February 2006 (vs. February 2005)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regions</td>
<td>$28,037,705 +12%</td>
</tr>
<tr>
<td>Acela Express / Metroliner</td>
<td>$24,339,587 -5%</td>
</tr>
<tr>
<td>Auto Train</td>
<td>$3,537,967 +2%</td>
</tr>
<tr>
<td>Pacific Surfliner</td>
<td>$2,802,983 +44%</td>
</tr>
<tr>
<td>Empire Service</td>
<td>$2,592,876 +3%</td>
</tr>
</tbody>
</table>

Notwithstanding these setbacks, February long-distance ticket revenues of nearly $21 million reflected a gain of 9.5 percent over last year.

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

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

EMPLOYEE MILESTONES

25-Year

Anniversaries

March 2006

BAZAN, JUDITH Los Angeles District
BOGDAN, CHRISTOPHER Chicago Metro District
BROWN, EDWARD Lorton District
CAMERON, BETTY Philadelphia District
CARTER, MARITA Philadelphia District
COYLE, KEVIN Philadelphia District
DORON, DENNIS Beech Grove District
EDWARDS, GILBERT Baltimore-Washington District
FIAS, HECTOR Mid-Atlantic Dv/Dc Non-HQ
FULLER, DONALD Beech Grove District
GORDON, DAVID Miami District
GORGAS, ROBERT Philadelphia District
GRANT SR, DONALD New York District
GUARD, EILEEN Philadelphia District
HAYES, ANNMAE Philadelphia District
HOLM, KAREN Detroit District
HRICZAK, LARRY Philadelphia District
HUNTER, BARBARA Chicago Metro District
KILBIDE JR, JOHN New York District
KOERNER, MARIE Washington, D.C/HQ
LEVINE, RONALD Washington, D.C/HQ
MATCHETTE WINFIELD, MARILYN Philadelphia District
MAYBIN AHMED, KATHLEEN Philadelphia District
MOUNT, SHARON Philadelphia District
MUNDIS, DAVE Philadelphia District
MURPHY, MARK Mid-Atlantic Dv/Dc Non-HQ
OLDHAM JR, ERNEST Wilmington-Bay Area District
PIERRO, JOHN Chicago Metro District
PINI, JOHN New York District
PRATER, ROBERT Philadelphia District
PRICE, MARY Mid-Atlantic Dv/Dc Non-HQ
RADOVICH, DEBRA New York District
ROBERTS, STEPHEN Oakland District
SLOWEK, ROGER Chicago Metro District
SOMERVILLE, RALPH New Haven District
STEINBEISER, ROBERT Philadelphia District
STOCKunas, RONALD Philadelphia District
TAYLOR, DARYL Philadelphia District
WAGNER, TIMOTHY Philadelphia District
WALDRON, ANN Empire/Albany District
WARD, DAVID Philadelphia District
WENGERT, GERALD Wilmington-Bay Area District
WINCHester, ELIZABETH Philadelphia District

Retirees

February 2006

BECKWITH, EARL Washington, D.C./F
CARNEY, WILLIAM New York District
CHADwick, LARRY Beech Grove District
CROCKET, ROBERT Mid-Atlantic Dv/Dc
CROOK, ROYER Mid-Atlantic Dv/Dc
KANE, PAUL Empire/Albany District
KERSHNER, DAVID Mid-Atlantic Dv/Dc Non-HQ
LANGEVIN, DAVID Seattle District
MACKey, RONALD Chicago Metro District
MORRIS, EDWARD Washington, D.C./F
NEALE JR, HARRY Boston District
POITTI, JOSEPH Philadelphia District
RADANOVICH, MICHAEL Philadelphia District
RICHARDS, GARY Los Angeles District
RICHARDSON, JOSEPH Miami District
ROBERSON, LEROY Philadelphia District
SENN, KENNETH Kansas City District
TRUE JR, HARRY Los Angeles District
WEINGAERTNER, KURT Los Angeles District

Congratulations to All of You!
Picture Our Train – 2007 Amtrak Wall Calendar Photo Contest Official Rules and Regulations

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

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

2007 Amtrak® Wall Calendar Photo Contest Official Rules

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

How to Enter: Mail an 8 x 10 color photograph suitable to be enlarged to approximately 25 inches (horizontally) and 20 inches (vertically) and equipment are private property are also eligible. The photograph must be original and it, or any substantially similar one, may not have been published, nor have won, or be currently entered in any other contest. The entrant must own all rights to the photograph, including copyright. The photograph must be clearly labeled on the back with entrant’s name, day and evening phone numbers, address, and e-mail address (if available). The front of the photograph may not include names, signatures, or other identifying marks. Finalists will be contacted to submit their original transparency, slide, negative or digital image with a resolution of 300 dpi at approximately 25 inches across for use in producing the calendar with the winning photograph. Entries must be postmarked by June 9, 2006, and received by June 16, 2006. This contest ends June 9, 2006, at midnight EDT. No purchase necessary. Amtrak shall not be responsible for late, lost, incomplete, damaged, misdirected, illegal, or postage-due entries.

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

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

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

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

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

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

General: This contest is subject to all federal, state, and local laws. Void where prohibited by law. U.S. law governs this contest.
Dear Amtrak:
I am writing this letter as a happy frequent passenger on the Northeast Acela Express train. ... Through my Amtrak Rewards program, I was ... upgraded to First Class where I met one of your employees, Emma Carr. She made my trip so comfortable and pleasant that now I only go by train and I choose to ride First Class. I am the vice president of a large company ... I am responsible to assure our customers are happy and continue to do business with us. I wish all my staff had the qualities I have seen in Ms. Carr. She has a friendly professional manner, quickly establishes rapport, greets the passengers by name and effectively handles very difficult situations and passengers.

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

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

Sincerely,
Frances M.
West Chester, Pa.

Dear Amtrak:
I am a frequent Amtrak traveler, and I am writing to let you know what a terrific employee you have in Kwame Howard. I have had the pleasure of traveling on trains with him as my dining car waiter, and I cannot say enough good things about him. He is efficient, has great humor, intelligence and is in every way a top notch employee... I believe the two trips I took in which Kwame was on board were both Lake Shore Limited ... Alise M.

Hearing Health

continued from page 8

Dear Amtrak:

... To carry on a conversation with someone standing arm’s length away, do you have to raise your voice significantly to be heard above background noise?

• When you leave a noisy environment do your ears feel plugged or is there a minor ringing or whooshing sound that goes away after an hour or two?

If you answer yes to either of these questions, or you think you need hearing protection, please discuss your concern with your foreman, supervisor, or local safety officer. Activities away from work can also affect your hearing. Some sources of high off-the-job noise exposure that could contribute to hearing loss include high-volume iPods or Walkmans, high-volume amplified music, power tools, chain saws, lawn mowers, vacuum cleaners, motorcycles, trucks, or outboard engines, attendance at concerts and sporting events such as car racing or sport shooting.

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

Contributed by Barbara Brill.

VITAL STATS

for February 2006

<table>
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<tr>
<th>Month</th>
<th>Safety Reportable Injury Ratio*</th>
<th>Ridership</th>
<th>Total Expenses</th>
<th>Total Operating Revenue</th>
<th>On-time Performance</th>
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<td>66.7%</td>
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* Number of reportable injuries per 200,000 worked hours.
As the state-of-good-repair goals operations and investment in focus was on managing day-to-day and zero-based budgeting, and the Accepted Accounting Principles controlled according to Generally cial reporting was more tightly through 2003 and 2004. The finan- aimed at stabilizing the company placed over the last couple of years. areas as a result of measures put in achieved by the company in key Hughes noted that in more specific terms, the initiatives are designed to improve all segments of the company, ranging from the call centers to mechanical operations to labor agreements. So far, the initiatives have resulted in better on-time performance on the Northeast Corridor, tighter fiscal responsibility, higher revenues, more cost-efficient changes to food and beverage service, and a new fleet planning process that is under development.

Examining key indicators of the company’s progress, Hughes outlined a remarkable list of achievements to date, starting with safety. The first six months of the fiscal year have seen a 26 percent drop in employee FRA-reportable injuries over the same period in FY '04. Annual ridership has shown steady growth with 22 million passengers in FY '02 to 24 million in FY '05 (excluding the Cloc, ker, service). By implementing certain pricing actions, the company has improved its revenue per passenger mile, with a 10 percent improvement over the same period last year. Ticket revenue through March is $8 million better than budget. Barring any major setbacks, ticket revenue this year is expected to hit an all-time high of $1.3 billion, with NEC ticket revenues projected at $717 million. Hughes made a point to add that the company is reaching these benchmarks cost-effectively. A leaner workforce, from nearly 25,000 to under 19,000 today, has managed to keep total operating expenses and depreciation flat for the past five years, including paying down $400 million in debt since FY '02 and not incurring any new debt since that year. Amtrak's need for federal support for operations actually decreased from FY '02 to FY '06. Conversely, financial contributions from states have grown in the form of oper- ating and capital support has shot up 82 percent from FY '00 to '05.

Amtrak is on the right track, acting President and CEO David Hughes said in remarks to the National Association of Railroad Passengers board of directors during its annual meeting in April. Hughes reported on the progress achieved by the company in key areas as a result of measures put in place over the last couple of years. Following its brush with bank- ruptcy in 2002, Hughes said that state-of-good-repair goals were aimed at stabilizing the company through 2003 and 2004. The financial reporting was more tightly controlled according to Generally Accepted Accounting Principles and zero-based budgeting, and the focus was on managing day-to-day operations and investment in equipment and infrastructure. As the state-of-good-repair goals began to bear fruit, attention was turned in 2005 to the Strategic Reform Initiatives, which seek to expand passenger rail corridors, return the Northeast Corridor to a state of good repair, establish performance thresholds for long- distance trains and foster competition and commercial participation in an expanded passenger rail service. Hughes noted that in more specific terms, the initiatives are designed to improve all segments of the company, ranging from the call centers to mechanical operations to labor agreements. So far, the initiatives have resulted in better on-time performance on the Northeast Corridor, tighter fiscal responsibility, higher revenues, more cost-efficient changes to food and beverage service, and a new fleet planning process that is under development.

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As this month marks the 35th anniversary of Amtrak service, I wanted to share with you some thoughts about how we’re doing — there’s much to take pride in right now.

The work that we have put into bettering our business, from improving our financial performance, to addressing operational issues over which we have control, to striving toward a state of good repair the last several years, is making a difference.

We’re operating the railroad more safely, thanks to the focus that’s being demonstrated by all our employees. Our FRA index for reportable injuries for the first six months of FY ’06 is at 2.9, or 26 percent lower than two years ago.

The financial indicators are all pointing in the right direction. We’re on target to earn $1.3 billion in ticket revenue — the most in Amtrak’s history. Our per-passenger-mile yield is up 10 percent over last year. We’ve kept our reliance on federal operating assistance in check the past four years, and we actually reduced it nearly $20 million from FY ’02 to FY ’05. We’ve also reduced our debt by $400 million since FY ’02 — with no new borrowing.

Our service is more popular than ever, with record ridership expected to exceed last year’s totals States’ support of passenger rail service is growing as well. State contributions have grown 82 percent since FY ’00, to more than $260 million annually for operations and capital projects.

Our performance indicators are headed in the right direction, too. On-time performance in the Northeast Corridor, which carries about two-thirds of our ridership, has been above 90 percent for the past two months, on a steady climb that began earlier this year.

However, on the long-distance front the OTP news isn’t good. On-time performance over the host railroads has deteriorated unacceptably and we are going to work hard to turn that around in the coming months. Most of the problem lies with the freights; it is not, for example, due to equipment issues.

In fact, our equipment is in better shape than in recent memory, thanks to the focus and hard work of our Mechanical employees. The number of equipment overhauls and remanufactures has grown nearly five-fold recently, with 86 done in FY ’05 to 416 we plan to complete just this fiscal year. Consider this: In FY ’05 we completed 113 Amfleet remanufactures and heavy overhauls; much better than the 20 we did in FY ’03.

The minutes of delay on the Northeast corridor are the lowest they’ve been in over 2 years and that progress is mostly attributable to the capital we’ve invested in the infrastructure, and the productivity of our Engineering gangs. Delays due to infrastructure problems have dropped 25 percent from FY ’03 to what we expect this year. And the same goes for the C & S crews — the average minutes of delay due to communications and signal failures and malfunctions are reduced by 55 percent since FY ’03. This work has resulted in a more reliable railroad, and that in turn gives us a railroad that costs less to maintain.

I’m a big believer in meaningful metrics — tangible measurable goals — that serve as the measures of health of a company and are used to not only sustain good health but to improve its vitality. Without your commitment, we would not have realized these numbers. It proves the point that every employee plays a role in the success of the business. I want to thank those of you who have worked hard to make it happen.

Without metrics, you don’t know what progress you’ve made and you don’t have a plan to follow. While we still have a long way to go, we’re on the right track. Please continue to keep up the good work and do it safely.

Mid-Year Safety Record Shows Outstanding Results

Through March, the FY ’06 year-to-date number of FRA-reportable injuries was 274, compared to the same period a year ago, when the number of injuries stood at 330.

The FY ’06 figure represents a year-to-date safety ratio of 2.9, much lower than the safety ratio of 3.4 for the same period last year. The company’s goal is to have a safety ratio no higher than 3.0. The safety ratio represents the number of injuries per 200,000 hours worked.

“So far this year, the FRA-reportable injury rate is the best the company has had in recent history, and I look forward to taking this improvement even further so that we are on par with other Class I railroads,” said Safety Superintendent Chris Williams. Williams joined the Environmental, Health and Safety department last month as safety superintendent, bringing with him 32 years of experience in safety program management, emergency response, accident and loss prevention and field industrial hygiene/occupational health services.

Based in Washington, D.C., Williams is responsible for directing field safety, safety and health auditing, safety policies and procedures, industrial hygiene, emergency preparedness and central reporting activities.

While at Georgia Pacific Corporation, Williams developed and promoted policies and procedures for continuous safety improvement with participation in the OSHA Voluntary Protection Program. He has also worked for the Texaco and Mobil Oil corporations. He has a Master’s Degree in Environmental Health Engineering/Industrial Hygiene from the Johns Hopkins Bloomberg School of Public Health, and is a Certified Industrial Hygienist by the American Board of Industrial Hygiene.

David J. Hughes
Thanks to double-digit ticket revenue increases south of New York, March was a strong month for the Regionals, which rose more than 10 percent over last March. However, ridership of more than 571,000 passengers was nearly 5 percent behind last year.

Among the off-corridor short-distance trains, improvements were strongest compared to last March on the Downeaster, with ticket revenues soaring almost 37 percent over last year and ridership rising more than 29 percent. The Keystone service was also a top performer, carrying almost 74,000 riders in March — an increase of more than 11 percent — and bringing in 14 percent more in ticket revenues over last March.

Several short-distance trains in the Midwest and on the West Coast continued to perform well compared to last year. The state-supported Wolverine service boasted more than $1 million in ticket revenue, a 12.5 percent increase in March over last year — while carrying 4 percent more riders than a year ago. The Chicago-to-St. Louis corridor was also ahead of last year, collecting more than $511,000 in ticket revenue, up 10.5 percent from last March with ridership up 4.5 percent. The Hiawatha also topped last March’s ticket revenue by more than 11 percent and ridership by almost 3 percent.

On the West Coast, Pacific Surfliner ticket revenue of more than $3 million shot more than 9 percent higher than last year, while ridership was just above last year’s number. The San Joaquins collected close to $1.8 million in ticket revenues for the month, an increase of almost 6 percent from last year.

In the Pacific Northwest, March ticket revenues of almost $1.2 million on the Cascades were more than 7 percent better than last year, although ridership was about even with last March.

While long-distance trains overall showed a drop in ridership and revenues due in part to the Easter holiday shift, there were some highlights. For instance, the Lake Shore Limited showed strong ridership gains in March, carrying over 16 percent more passengers than last year and earning more than $1.5 million in ticket revenues, which was 14 percent higher than a year ago. The upgraded Empire Builder service collected more than $3 million in ticket revenues, up almost 11 percent from last year with ridership up almost 5 percent.

### Riderhip and Ticket Revenue

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<th>Year-to-Date Through March</th>
<th>FY '06 Y-T-D</th>
<th>FY '05 Y-T-D</th>
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<tr>
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<tr>
<td>Ticket Revenue</td>
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### Auto Carriers Return the Investment

Savings of more than a quarter of a million dollars a year in damage claims is just one way that Amtrak is yielding big benefits from last summer’s introduction of new bi-level auto carriers on the Auto Train. Lower fuel costs, reduced maintenance costs and an easier and quicker vehicle loading process also distinguish the new auto racks.

The Auto Train operates daily between Lorton, Va., and Sanford, Fla., and utilizes special auto carriers that enable passengers to take their vehicles aboard the train.

After 30-40 years of service, the train’s 64 antiquated auto carriers that ranged in size were replaced with 90 new, one-size carriers. The standardized sizing means that the equipment accommodates a wider variety of vehicles. Consequently, the loading and unloading process is simpler and faster because vehicles no longer need to wait to be loaded on carriers that can accommodate only a certain size car.

Made of aluminum, the 90-foot-long carriers also weigh considerably less than the old equipment. Larry Beedis, senior director Procurement campaigned for the use of aluminum equipment, which was previously viewed as an unacceptable option because of fire safety concerns. However, Amtrak consulted a metallurgist who provided a written opinion that the concern was unfounded. As a result of the lighter weight, aluminum equipment yields significant fuel savings per month, translating to a monthly cost savings.

In addition, the lighter weight of the auto carriers results in less wear and tear on the equipment. A tear-down and inspection of one of the auto carriers after approximately seven months of operation and over 192,000 miles of service revealed minimal wear to the trucks and wheels, because the lighter-weight of the new auto carriers makes them less vulnerable to stress.

While the new carriers come with a warranty contract that covers the cost of maintenance, the old equipment was plagued by frequent maintenance needs that cost the company approximately $33,000 per month. In addition to the maintenance costs, spare equipment and parts, such as additional truck assemblies and components, were included in the overall purchase price.

“This new carriers have been a real help in keeping costs down for us,” said Southern Division Master Mechanic Tommy Farr. “And the time saved not having to perform defect maintenance on these new car carriers is being put to good use and helping us stay ahead in other areas.”

The reduced weight also has a direct impact on the ride quality of the unit. Less stress to the suspension system, combined with a new wheel chocking system, results in an environment less jarring to passengers’ automobiles. This and better protection inside the equipment, results in less damage to the automobiles and fewer claims filed by passengers. Claims for the first six months of the fiscal year was $136,819 less than budgeted — 64 percent better than expected.

“The success of this procurement is the result of a considerable amount of coordination and effort among a number of departments and the cooperation of Johnstown America Corporation,” stated Dan Boogay, senior contract manager responsible for the procurement and contract administration of the auto carrier project.

The Mechanical department’s Engineering group played a significant role in redesigning a standard freight car auto carrier and retrofitting it to meet the strict compliance of passenger car regulatory requirements. Amtrak acquired the car carriers from Johnstown America Corporation in February 2005, and delivery was completed last June.

Dan Boogay contributed to this story.

A vehicle is loaded on one of Auto Train’s new auto carriers at the Lorton, Va., terminal. Use of the new, lighter-weight carriers, in service since last summer, has resulted in significant savings for the company.
With just a few clicks of a mouse, train directors at the Chicago Control Center (CHCC) can move a train through 13 switches and four signals — a task that previously took 17 separate operations because the train director had to align each switch and signal and then check to make sure the path was correct.

This improvement is a result of a new Digital Traffic Control™ system manufactured by Digital Concepts, Inc. (DigiCon) and recently installed at the Chicago Control Center to more efficiently control the movement of trains.

The installation of the system is a key component of a long-term project completed in February to consolidate all Central Division train movement operations to the Chicago Control Center, established in 2004 and located within the 14th Street Mechanical and Transportation facility at the Chicago Yards.

As a result, the Chicago Control Center is responsible for train movements on all Amtrak-owned track outside of the Northeast Corridor, including approximately 115 miles of track between Porter, Ind., and Kalamazoo, Mich., almost 14 miles of track extending from the north and south ends of Chicago Union Station, and the tracks at New Orleans Union Passenger Terminal.

The consolidation process began eight years ago with the closing of Chicago’s Lumber and Harrison Street Towers, followed by the 2003 closing of the New Orleans Tower. The process continued in 2004 with the closing of the Trail Creek Drawbridge Tower in Michigan City, Ind., and the 2005 shutting of Chicago’s 21st Street Tower.

The DigiCon system, installed in conjunction with the transfer of operations to 14th Street, automatically sets all the switches and signals in the proper positions along the route and eliminates the potential for human error associated with manipulating each switch and signal manually.

“The digital traffic control system is much better than the previous one because it allows me to preview the route that I lined up and make sure that it is acceptable before executing it,” explained Train Director Cesarina Welch.

Additionally, the DigiCon system has complete archive and playback capability that allows past events to be reviewed through the use of two data servers that support the system’s operation and record all activity on the system. “If one server fails, the other immediately picks up with no loss of functionality,” explained Trainmaster Harold Krewer.

The system keeps a record of all trains that enter Amtrak property and the time at which they pass every checkpoint along the route. “We can fast-forward the video, play it slow, freeze a frame or print out the screen display. It allows us to analyze periods of congestion and refine the operation when necessary — the replay capability is invaluable. If a switch malfunctioned, I could find out which switch failed, what time it occurred and what tracks were affected by simply replaying the event,” continued Krewer.

The efficiency of the centralized operations center is largely due to the Engineering department’s reconstruction of the busy Lake Street Interlocking, a mile-long stretch of track at the Chicago Terminal that handles approximately 350 train movements on a typical weekday. The project, which is in its final stages, involves completely rebuilding the track, Orleans terminal and the Michigan Line was new computers.

Remote cameras that display nine images of the South Branch Bridge in Chicago and the Trail Creek Bridge in Michigan City were also set up at the center to allow train directors to open and close these movable bridges for marine traffic.

“We have finally accomplished our goal to centralize; it doesn’t mean the job’s done. We intend to continually improve the capabilities of our operation and the skill of our train directors,” explained General Superintendent Don Saunders.

As an example, the DigiCon system is currently being upgraded to include a train schedule database that will enable train directors to identify late trains at a glance. The system is also being enhanced to automatically present the train director with a route to the train’s scheduled arrival track.

To support the expanded operation, the Chicago Control Center is open 24 hours a day, seven days a week. A digital communication system equipped with a monitor and stand-up desk microphone replaced handheld radios and manages the numerous radio base stations and intercom lines the train directors use to communicate with the locomotive engineers and freight railroads, among others.

To insure uninterrupted operations, the office is equipped with a backup generator and heating and air conditioning systems that are separate from the rest of the building. Each computer terminal is supported by an uninterrupted power supply to protect against a power outage. And, if a fire or other emergency should require the building to be evacuated, there is a complete alternate office with duplicate computer equipment located in another area within the Chicago Terminal.

“We intend to continually improve the capabilities of our operation and the skill of our train directors.”

Don Saunders
General Superintendent
Adjustments Fine-Tune Dining Service

With the last of the long-distance trains starting the new dining service model this month, Amtrak Ink sat down with Senior Director, Customer Service Field Operations Brian Rosenwald to learn more about how it’s going so far and what adjustments have been made since it was first put into service.

AI: By now, most employees know what simplified dining service is, but can you tell us what its goal is?

Rosenwald: Simplified dining is one part of the company’s strategy to reduce our food and beverage costs. We’ve also renegotiated our contract with Gate Gourmet and are examining other ways to improve how we manage that aspect of the business.

The new dining car service model for most long-distance trains (except for the Empire Builder and Auto Train) modifies the way we prepare food and serve our customers. The meals require minimal on-board cooking; we're seating passengers according to reserved, 15-minute increments; and we’ve eliminated all dishwashing and most scullery work. As a result, we have a base staffing level of crews of three rather than five.

As a result of the change, chefs are not overwhelmed because orders are coming to the kitchen on a more manageable basis and the wait staff isn’t stressed because they’re seating no more than eight passengers at a time.

Contrary to what some may say, it’s not a change of menu — the vast majority of the items are the same ones we’ve been serving for years. However, we have taken off a couple of items that are time-consuming to prepare, like the steak entrée.

Ultimately, the goal is to reduce costs while improving customer service and increasing on-board sales. By keeping the dining car open for longer periods of time, we aim to attract more coach passengers and therefore boost revenues. Congress has told us that we need to cut our costs or risk losing food and beverage and sleeping car service altogether.

AI: What is the status of the rollout of the new long-distance dining car service model?

Rosenwald: By the end of this month, all long-distance dining car service — but for the Builder and Auto Train — will have simplified dining in place. We started in February with four trains and we’ve learned a lot since then.

AI: So does that mean that you’ve changed some things since you first implemented this new service?

Rosenwald: Absolutely. We’ve relied on our crews and our customers for feedback, and the input we’ve gotten from them has made a big difference — after all, they know what works best from their point of view. Plus, we have specially trained managers that are working with the crews in the first few weeks of implementation and they’re providing a lot of input as well.

We’ve made a number of changes — probably about 40-some modifications — to fine-tune what we started with. We first tested the casserole-style high-heat pre-plates but they were not well received, so we switched to disposable dinnerware that looks like china. Crews have told us that they like the disposable dinnerware because it’s not as heavy as the china and easier to handle with a full plate of food. It also looks much better than the high-heat dish.

I’ll give you a couple of other examples — because we’ve cut out the griddle work, the omelets were initially not made fresh. Based on feedback from passengers and chefs, it was not a good change. It just didn’t look as appetizing as a freshly made omelet. As a result, several chefs told us that making omelets from fresh eggs on the griddle would not add to the time spent on the order. Food Specialists Allen Karz and Christian Natoli, supported by the other chefs on the Sunset Limited, convinced our team to add it back and so we made the change.

On the Capitol Limited, Service Attendant Nancy Bonnano and Lead Service Attendant Suzanne Russell came up with ways to be more efficient by recommending that we serve the rolls — they’re heated and in a basket — just before the customers are seated. So rather than seating customers and then making another trip to get them, the rolls are served up front. Suzanne and Nancy found that doing this saved them time and it’s a nice customer service touch.

Here’s one more: Taking reservations for breakfast from sleeping car passengers as well as coach passengers wasn’t working very smoothly, chiefly because people would change their minds and want to sleep in, or sometimes it was difficult to track down people as they boarded overnight. We’re now testing how breakfast works without reservations, but still seating people with the staggered seating approach, and we’ll see how that goes.

AI: What else have you learned from implementing this dining service model?

Rosenwald: We’ve learned that most employees have come to understand...
Gearing Up for Summer Travel Season

As the summer season approaches, departments throughout the railroad are implementing plans developed months ago in anticipation of the busy travel period. The increase in ridership, the effects of warmer weather and the rise in the number of track work projects will have a major impact on railroad operations over the next few months.

Before passengers walk through the station and step on board the train, often their first contact with Amtrak is through the Western and the Mid-Atlantic Reservation Sales Call Centers located in Riverside, Calif., and Philadelphia. Although the majority of bookings are made through automated channels such as Amtrak.com, Julie (Amtrak’s automated voice response system), and Quik-Trak machines, reservation sales agents handle approximately 45,000 calls a day during the summer months, compared with about 35,000 calls a day during off-peak seasons.

To prepare for the increase in call volume and to minimize the amount of time that callers are on hold, forecasting is done nearly a year in advance, and then periodically throughout the year, to determine how many employees are needed to manage the phone lines. “Our goal is to respond to every call within 51 seconds and during the summer we make staffing adjustments to help accomplish this. For example, out of the pool of 200 part-time employees, we are offering between 50 and 70 agents an opportunity to convert to full-time positions from the middle of June through mid-August,” states Ed Madden, manager of Manpower, Planning and Controls department.

When speaking with customers, reservation agents advise passengers who aren’t ready to book a summer trip to call back as soon as they are prepared to do so, because space sells out quickly. Agents also recommend that passengers allow ample time at the station, particularly if they need to pick up their tickets before boarding. At major stations, including New York, Los Angeles and Chicago, passengers should arrive at least an hour before their train’s scheduled departure.

Station Operations Heat Up

When passengers arrive at the stations, every effort is made to move them through the ticketing process as swiftly as possible. And, because the ticket office lines are longer during this time of the year, passengers are directed to use the Quik-Trak machines, where they are available. “We see a sharp increase in ticket revenue during the summer months — approximately 62 percent of the total ticket revenue generated at Penn Station comes from Quik-Trak,” explains Assistant Superintendent Stations Mike Gallagher.

Efforts are made at other stations as well to reduce the amount of time passengers wait in ticket lines. “To move passengers through the lines as quickly as possible and to help prevent passengers running late from missing their trains, we often offer an express window for credit cards, checked-baggage-only windows and, when necessary, we dedicate certain ticket windows to passengers boarding trains that are departing soon,” explains Central Division Passenger Services Superintendent Jeff Snowden about Chicago Union Station’s ticket office.

At this busy time of the year, baggage is also an area of special focus. “Because the amount of baggage increases dramatically, we get heavily into briefings on proper baggage handling to help eliminate the potential for injuries,” describes Southwest Division Superintendent of Passenger Services Lynn Berberian. During briefings, managers discuss with employees proper lifting techniques and emphasize the importance of enforcing the checked and carry-on baggage policies. “We make sure extra boxes are available in case passengers have to re-pack their belongings due to their luggage exceeding the 50 pound limit. We also order additional bike boxes to have on hand because biking is so popular in California during the summer months,” adds Berberian.

At New York Penn Station, which sees over a half-million travelers and commuters most days, every effort is made to help ensure that all the station equipment, including its 23 elevators and 22 escalators are in good working condition by the start of the summer. “We also scheduled station upgrade projects so they’re completed in time for our summer travelers,” notes Gallagher. These improvements include installing new public address systems, purchasing new wheelchairs and hand trucks and repairing the yellow ADA-required tactile edge that lines the platforms.

More Passengers, More Equipment

Long before the train leaves the station, decisions are made about how many on-board employees are needed during this heavily traveled time. Crew Management Services works closely with System Operations, Customer Services and Crew Base supervisors, to help ensure the trains are sufficiently staffed.

A major consideration in determining how many employees are needed is the number of cars used on each train. To ascertain the equipment needs for each route, System Operations examines several important factors. “It’s a delicate balancing act where we must make decisions by carefully analyzing ridership, equipment availability and potential revenue,” explained Senior Director, System Operations Chris Jagodzinski.

First, historical data is reviewed to determine when ridership is expected to be high enough to warrant additional equipment. But ridership data alone is not enough to justify adding cars to a route; revenue must also be considered.

Therefore, System Operations works closely with Sales and Marketing to compare routes to figure out which will generate the most revenue from adding a car.

Additionally, System Operations must work with the Mechanical department to determine if the needed equipment will be available. “To help make this decision we must take into considerations the number of trainsets used on each route. For instance, if we plan to add a car to the Empire Builder, which utilizes five train sets, we’ll need five extra cars. So, if we don’t have that many available, we may instead choose to add a car to the Capitol Limited, which uses only three trainsets,” continued Jagodzinski.

Once the equipment counts are established, Crew Management Services can begin staffing the trains. And when ridership is at its peak, particularly among long-distance trains during the summer, adding another sleeping car to a train means adding another attendant to staff that car as well.

Train and Engine crews may also get an additional member, based on equipment needs. “For example, when a corridor train has more than six revenue cars, we may add another assistant conductor,” explained Senior Director Crew Management Thom Chawluk, Sr.

The Customer Service team works with Crew Management to set the required staffing level in the dining car based on the number of meals expected to be served. When the anticipated meal count exceeds 96, an additional service attendant is usually added. Coach car attendant staffing is also predetermined, but in a different way — if a train operates for more than four hours during daylight with more than 150 passengers, additional coach attendants may be added.

Mechanical Team Provides a Cool Ride

Temperature control during the heat of the summer season is key to providing passengers with a comfortable and relaxing ride. When cars come to the Beech Grove Maintenance Facility in Indiana for overhauls, remanufactures, or wreck repairs, mechanics perform season-specific work to ready the equipment for the summer. Air conditioning units are rebuilt and tested for hours in a heated room that simulates conditions in a passenger car. After air leaks in the car are sealed to ensure that the cool air stays inside the car, a test is performed to ensure that the interior temperature is maintained and the thermostats are calibrated.

“Sometimes we have to replace individual room thermostats or equalize the air flow to eliminate hot spots. In some cases we may need to lower the thermostat temperatures to overcome the heat load. For example, the Sightseer Lounge car, where glass windows encase much of the car, creates a much greater heat load because of the constant sun exposure,” explained Beech Grove
Assistant Superintendent Roger Riggen. Additionally, the duct work throughout the cars is thoroughly cleaned and all filters are replaced. Mechanics must also ensure the doors work properly and the seals are in place to prevent air and humidity from entering the car.

“The refrigeration units work harder in the summer than other times of the year, so we also test the refrigeration using electronic thermometers, record the stats and download the data on a computer that enables us to see when the freezers go into a defrost cycle and how long it takes to recover the required temperatures,” added Riggen.

The Heat Effect

Amtrak’s Engineering department also plays an important role in providing safe working conditions for employees, a comfortable ride for passengers and a safe, reliable infrastructure for train operations. And during the summer months, the hot temperatures add an extra component to consider when accomplishing these goals.

In preparation for the summer, Engineering conducts “spring training” with employees to review practices and prepare for the work ahead. “On hot summer days, working outdoors on the railroad can be tough and the safety of our employees is a key concern,” said Engineering Production Superintendent Thomas Denio.

When the temperatures rise, employees working under hot weather conditions are encouraged to drink plenty of water. “During briefings, we talk to employees about recognizing the signs of heat exhaustion and fatigue, especially when we have several days in a row when temperatures rise above 90 degrees.”

The heat affects not only the track, but also the catenary, signals and structures. In the Northeast, the overhead catenary wires are affected by the heat and may sag due to expansion of the wire. While the New England Division installed new catenary wires that don’t sag because they’re under constant tension, the heat can cause distress to other components of the system. To minimize the malfunction of the catenary and its components, the system is regularly monitored during hot weather conditions.

When it is hot outside, the continuous welded rail can reach a temperature of up to 130 degrees, expanding the rail and generating high-compressive forces that must be restrained by ties, fasteners and ballast to prevent the track from buckling. These stresses make it critically important that the rail is adjusted properly to withstand the summer heat.

Under extreme temperatures above 95 degrees, speed restrictions are placed on the track and special inspections are made to monitor the conditions. “Train operations can be severely affected by heat restrictions, therefore, Engineering works closely with Transportation to limit these restrictions whenever possible,” explained Deputy Chief Engineer Track, Walter Heide.

Working on the Railroad

To the railroad industry, warmer weather also means better working conditions for the freight railroads’ Engineering forces. And, when summer arrives, their heavy track work season, which began in March, is well underway. Work being performed from coast to coast has major impact on Amtrak service and results in service delays, alternate routing and motorcoach service when trains can’t operate.

“While we’ve done as much as we can to prepare for these periods, once the summer starts, we’ll continue to work to mitigate the delays,” says Assistant Vice President of Transportation Thomas Schmidt, who took on the top Transportation position in the Customer Service department last month.

In Missouri, a project being performed by Union Pacific Railroad has a major impact on service between St. Louis and Kansas City on the Ann Rutledge, St. Louis Male and the Kansas City Male through Oct. 1. During this period, UP’s tie gangs are installing about 1,200 ties per work day. Consequently, Amtrak trains are required to operate through the work zones at slower speeds and delays may result from congestion on the tracks. Also while this work is underway, motorcoach service may be substituted for train service.

Initially, UP notified Amtrak that it would not permit any passenger service over this corridor for an extended period of time while it was conducting track maintenance. After Amtrak’s Law department intervened, a neutral arbitration panel determined that the UP could not bar Amtrak from operating if it planned on running its own freight trains over the railroad during the work period. The Law department’s success before the panel paved the way to an agreement between Amtrak and the UP allowing continued service during the track work.

On the West Coast, service on the southbound Coast Starlight is affected through the end of the year due to UP track work along the route and a Metrolink tunnel upgrade project near Chatsworth, Calif. The combined effect of these two projects results in potentially significant delays along the route and motorcoach service being provided between Simi Valley and Santa Barbara.

Passengers traveling on the Lake Shore Limited, Maple Leaf and certain Empire Service trains may also experience delays this summer between Albany-Rensselaer and Niagara Falls, N.Y., due to track work being carried out by CSX Railroad.

While the freight railroads are conducting their improvement projects, likewise, Amtrak’s Engineering employees are also out in full force repairing, rebuilding and renewing Amtrak-owned track.

As part of the ongoing Keystone Corridor Improvement Project (KCIP), a 24-hour-a-day track laying machine project is underway between Philadelphia and Paoli on the Harrisburg Line, where Amtrak and SEPTA trains operate. Because of the track laying machine’s many functions and the complexity of the operation, the majority of the TLM work performed is done during daylight hours.

“Whenever we work on the tracks, we affect train performance, and the KCIP is no exception,” explained Denio. “To minimize the delays on this line while keeping the safety of our gangs at the forefront, we have worked closely with the Transportation department to prepare a schedule to accommodate the train operations and the requirements of the track work project.”

During certain parts of this project, the gangs may work on Sundays or during very early morning hours when traffic is not as heavy. By making adjustments like this, the Engineering team is able to perform improvements on the line while helping to alleviate passenger inconvenience that results from late trains.

“In spite of the inconvenience, in the long term, these improvements to the infrastructure will provide our passengers with a more reliable service and comfortable ride,” added Schmidt.

The departments that contribute to making the summer season a good one are certainly not limited to those mentioned in this story. Meeting and exceeding passengers’ expectations during this busy season requires a collaborative effort from employees of all crafts and departments. “It takes a tremendous amount of work to prepare for the millions of summer travelers who choose to ride Amtrak,” said Vice President of Customer Service Emmett Frencaux. “While every customer should feel like they’re the most important customer on any given day, the summer season is our time to shine and to show America professional, first-rate service and how special Amtrak travel is.”
Advisory Committee Announces Award Recipients

The value ACAC brings to the company may be subtle, but powerful. “Our relationship with ACAC is truly a two-way street,” said Service Delivery Chief Kevin Scott. “They learn from us how we want service to be provided and what we’re trying to do to improve it, and we learn from them because they provide a unique perspective — that of savvy passengers who know what should be done.”

Another function ACAC serves is to recognize exceptional customer service provided by employees on the front lines. Accordingly, the committee announced the Customer Service Award winners, which are identified twice a year for exemplary front-line customer service, at the meeting in Jacksonville.

Lead Service Attendant Ed Muhs was praised for outstanding service on the Wolverine. In addition to providing friendly and efficient service, Muhs enthusiastically sells customers on items, including making recommendations, promoting merchandise available for sale and even carrying items back to passengers’ seats.

“... He acted as though he truly enjoyed serving passengers and putting smiles on their faces,” said the committee member who nominated him.

Two Lakeshore Limited sleeping car attendants were also saluted by the committee. Tom Finnegan consistently addresses passengers by name, checks frequently to make sure passengers are comfortable, advises them of the train’s time status, and asks how passengers want their coffee served in the morning. While Finnegan does everything he is supposed to do, he does it all, time and again, with a level of graciousness and professionalism that distinguishes him from most other employees. “I have never received this level of service excellence,” noted one ACAC member.

Another Lakeshore Limited sleeping car attendant, Richard Johnson, caught the eye of this level of service which is identified twice a year for exemplary front-line customer service, at the meeting in Jacksonville.

Lead Service Attendant Ed Muhs was praised for outstanding service on the Wolverine. In addition to providing friendly and efficient service, Muhs enthusiastically sells customers on items, including making recommendations, promoting merchandise available for sale and even carrying items back to passengers’ seats.

The committee, made up of 23 volunteers from across the country that serve as customer service ambassadors, gathered with Amtrak managers to discuss a range of issues, including the need for service to be provided and what we’re trying to do to improve it, and we learn from them because they provide a unique perspective — that of savvy passengers who know what should be done.”

Another function ACAC serves is to recognize exceptional customer

“Recommendation: Make frequent announcements advising passengers (1) what the problem is (2) how it affects them, and (3) what Amtrak is doing about it.”

This was just one of many recommendations made by Amtrak’s Customer Advisory Committee as part of a comprehensive “Late Train Protocol” presentation at its bi-annual meeting in Jacksonville, Fla., last month.

The late train presentation considered how delays are handled from the passengers’ perspective before they leave home, while aboard late trains, while waiting in stations and after late arrivals. Recognizing that some delays are nearly impossible to avoid, the committee’s proposal was designed to offer some ideas about how to improve difficult situations.

Some of the recommendations are already in the standards manuals, but are not implemented on a consistent basis. “One of the things we’re trying to nail down is the consistency of the service, and ACAC is one of the key resources we use to get that kind of in-depth feedback,” said Vice President Customer Service Emmett Fremaux.

The committee, made up of 23 volunteers from across the country that serve as customer service ambassadors, gathered with Amtrak managers to discuss a range of issues, including the dining car service model, deployment of new Quik-Trak machines, on-time performance and ADA accessibility.

ACAC members Eleanor Cunningham and Alma Goodwyn, two of the six members whose terms expired in the fall, contributed to improving customer service in the areas of special needs requests and implementing the Quiet Car on some services.

In addition to honoring great employees, the committee also thanked the six members whose terms on the committee expire this fall for their service to the committee and Amtrak. They are: Eleanor Cunningham, Glenn Reynolds, Alma Goodwyn, George Bradford, Steve King and Matt Losee.
Employee Earns Environmental Accolades

In his previous position as a fleet maintenance technician for the Philadelphia motor pool, Equipment Engineer Kirt Flowers’ job description didn’t include any specific environmental responsibilities. Even though it wasn’t part of his job, he nevertheless took it upon himself to reduce diesel exhaust emissions of Amtrak vehicles in the Philadelphia area. His dedication to environmental improvement won him recognition by the Association of American Railroads (AAR) as a Finalist for the John H. Chafee Environmental Excellence Awards ceremony at the U.S. Capitol on April 26.

With assistance from the Environmental Health and Safety department, Flowers conducted a study to test two emission control devices on heavy-duty engineering vehicles to reduce exhaust emissions. Fuel catalysts that re-format the fuel molecular structure for a cleaner burn before it enters the engine were installed in 14 trucks, along with another device that decreased the carbon dioxide, nitrogen oxides and diesel particulate matter in emissions in the exhaust stream before leaving the tailpipe.

“Kirt is an exemplary environmental steward and we’re pleased that he is being recognized for taking such a proactive approach to controlling heavy-truck diesel emissions,” said Environmental Health and Safety Vice President Roy Deitchman. Flowers’ work has contributed to the company’s efforts to reduce air emissions and maintain its reputation as an environmentally responsible mode of transportation. In addition, Flowers has educated others at Amtrak about diesel exhaust emission control measures, including informing the Automotive group about air pollution concerns.

His initiative also earned him a President’s Service and Safety Award in 2005. Flowers also participates in Amtrak’s environmental engineering internship program with Temple University and serves as

Dining Service

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that the reality is that we’re doing this to save the service while trying to improve it for our customers. We’re asking more of the employees across the board — to be more flexible, to act more as a team.

It’s critical that we work hard to increase revenue and the participation of coach passengers by extending the hours of the dining car, adding lower-priced items to the menu that would be appealing to price-sensitive coach passengers, and having our crews market the service. Coach attendants contribute to the effort by announcing that reservations can be made for lunch or dinner and walking through the car making the reservations.

And some employees are doing this really well. For instance, rather than just telling passengers that reservations could be made for dinner, a train attendant on the Capitol Limited really markets the service, which we applaud. So while he’s making announcements about the dining car, he describes the menu and even makes recommendations about the selections. The collaboration of employees like these will make the difference in how successful we are.

Al: Speaking of selections, there seems to be the perception that the quality of the food has been downgraded, is this really true?

Rosenwald: No, it isn’t. Ninety-plus percent of the entries are the same as those we served before. If the meals are being prepared according to the training, they should be as good as they were before. I bet if we did a taste test and didn’t reveal how the meals were prepared, the tasters wouldn’t notice a difference. And if there is a difference, they may notice that the meals prepared this new way may actually taste better as they aren’t being heated in advance and held for an extended period of time.

And we’ve added several items to the dinner menu. As I mentioned earlier, we need to increase revenues to entice coach passengers to join us, so we’ve added the pizza that’s on the lunch menu to the dinner menu. It’s an appealing choice for our budget-conscious passengers riding in coach. In fact, on the Florida service, it’s the most popular item served to our coach passengers at dinner — it outsells every item on the menu.

Al: How does cutting crew size translate into good customer service?

Rosenwald: I’m glad you asked that question. Because our labor costs are very high, we had to see how we could do more with less. And we had to fight the perception that it would mean a downgrade in service because we were — and are — committed to maintaining good service. By requiring reservations and staggering the seating according to 15-minute increments, we’ve found that passengers are getting more personalized service. Think about it — if you walk into a restaurant that isn’t overcrowded, you’re more likely to get personalized and friendly service.

And we’ve had employees tell us as much — Texas Eagle LSA Tim McGinnis told us that he likes the staggered reservations, because “it’s easier to handle the customers.” Board the same service, Chef Ken Lahr says that the method helps him get the food up in a more orderly fashion and provide a better quality meal for the customer.

Al: While the model is not yet fully implemented, how are you measuring its progress and its effectiveness?

Rosenwald: By the start of the summer, we’ll have new on-board customer service managers that will spend most of their time on the trains. Their job will be to help resolve problems that the crews encounter, as well as to coach our crews so that they have the tools and information they need to deliver consistent great service. Another key responsibility of these managers will be measuring customer service. We will be actively collecting feedback from passengers in ways that we’ve never done before — we’re currently finalizing some of the methodology, and should be ready to start this effort in June.

In addition, our team meets weekly about how things are going and where we need to make changes to improve the situation for our crews or for the customers, depending on the nature of the problem.

We also held focus groups with passengers at the end of April in Washington, Chicago and Seattle to learn about what’s working and what’s not from the passengers’ perspective. We also monitor the comments we get from our passengers and receive feedback on a regular basis from the Amtrak Customer Advisory Committee.

We’re also monitoring on-board commodity trends, which have dropped significantly, because we’re not making a lot of meals at once, resulting in too many at the end of the meal period — that has also reduced our costs.

Al: Is there anything else you’d like employees to know?

Rosenwald: I’d like to add that most employees have done a commendable job of working to make this a success — they’ve used their skills, knowledge and talents to make this work. We need to make sure that we recognize great work and the new customer service managers starting this summer will help identify those employees. The truth of the matter is that we have to do this, and do it right. Our message to employees is join in the effort or get left behind.
**Promotions in Motion**

**Summer Travel Brings Fun in the Sun**

Whether it’s the theme parks at Orlando and Kissimmee, the sunny beaches of Miami and Jacksonville or the exciting nightlife of Tampa Bay, Florida destinations are closer now, thanks to a promotion offering passengers savings on travel to Florida. Through partnerships with several Florida convention and visitors bureaus, Amtrak is offering passengers 20 percent off the lowest available rail fare when traveling to these cities on the Silver Star through March 15, 2007.

Disney Hosts Family Adventures on California Corridor

Amtrak, in partnership with Radio Disney, is hosting two “Family Adventures” aboard Pacific Surfliner and San Joaquins trains this month. The on-board events, which involve games and give-aways hosted by Radio Disney’s Family Fun Zone personalities, are the focal points of a four-month campaign launched last month to encourage family travel on these routes.

To help generate awareness about the Family Adventures, Radio Disney flyers were distributed at local community events. Additionally, on-air personalities encouraged kids to log on to Radiodisney.com to download a free companion coupon that allows children to treat their parents (or other family members) to a free train ticket with the purchase of a regular-priced ticket.

In addition, all participating Radio Disney stations will air Amtrak advertising throughout the campaign and radio stations will also offer trip giveaways on the Pacific Surfliner and San Joaquins. After participating in the Family Adventure, travelers will offer on-air testimonials describing their experiences and encouraging listeners to book a trip on Amtrak.

**Dine-In, Carry-Out and Save on Train Travel**

After winding down from all the Radio Disney festivities, California travelers may take advantage of special savings on train travel while enjoying an appetizing meal through an offer promoted by Amtrak and Applebee’s restaurant franchises in Northern and Southern California. Through this promotion, Applebee’s customers may request from their server a free Amtrak companion coupon that is good for travel through June 15, 2006, on the Pacific Surfliner and San Joaquins.

“We are excited about the opportunity to partner with one of the largest casual dining restaurant chains in the country and expand our brand awareness to thousands of Applebee’s patrons throughout California,” said Director Marketing West Carol Shannon. The offer is being promoted via radio in 11 markets in the San Joaquin Valley and Southern California with additional exposure via radio stations’ Web sites. It is also being promoted through tabletop and point-of-sale displays at participating Applebee’s.

**Campaign Lands Excellence Award**

Amtrak, in partnership with Caltrans, won a first place Award of Excellence in the television category from the California Travel & Tourism Commission for its “Travel Made Simple” commercials that are being aired in six major California markets. The spots highlight the ease of travel on the Pacific Surfliner and San Joaquins and feature passengers dining on board, gazing at scenery and taking a nap.

The award was presented to Director Marketing West Carol Shannon, Regional Marketing Director Karen Myers and other Amtrak attendees at the California Conference on Tourism held in Anaheim, Calif., in late March. Amtrak also won a second place Award of Merit in the newspaper category for its “Magic” ad promoting the Pacific Surfliner in the Disney 50th anniversary advertising section that ran in the USA Today in select markets.

**Santa Barbara Welcomes Red Hat Group**

After stepping off the Pacific Surfliner, more than 500 members of the Red Hat Society donning their trademark purple attire and red hats, gathered at the Santa Barbara station in March. There, Mayor Marty Blum, members of the media, station employees and local residents welcomed the group as part of an event hosted by Amtrak, the Santa Barbara Conference and Visitors Bureau and Santa Barbara Car Free, an organization sponsored by the Santa Barbara County Air Pollution Control District.

“We collaborate with the CVB and Santa Barbara Car Free to encourage people to visit Santa Barbara and leave their cars at home, and Amtrak offers an excellent travel alternative. Not only was it an economic boost to the community, but were distributed these ladies traveled by train, more than 200 cars were off the road,” explained Sales and Marketing Associate Brian Hart.

Hart has worked with the National Red Hat Society’s ‘Hat Quarters’, located just a few blocks from the Fullerton station, since 2002. “These women dressed in red and purple can be seen taking Amtrak trains from almost every station in the nation,” added Hart. The group that traveled to Santa Barbara in March represented the largest single Red Hat Society group the railroad has ever carried. Last year, over 3,800 Red Hat Society members traveled on Amtrak, generating almost $121,000 in revenue.
K9 Undergoes Cutting-Edge Training

This isn’t your average K9 unit. Amtrak Police Department Officer Kevin McMullen and his canine partner, Maximus, possess special skills that few other K9 units in the country have. In an effort to stay at the forefront of law enforcement practices, APD sent the team to an intensive, four-month Washington Metropolitan Police Department training session. On the cutting-edge of K9 training, the course was developed by the Washington MPD in conjunction with the University of Rhode Island. While the specifics of the program cannot be shared due to security reasons, it is so advanced that it’s the only one of its kind in the country.

“We are extremely pleased to be one of the first law enforcement agencies to participate in this progressive training program,” said Amtrak Chief of Police Sonya Proctor. “This supports our goal of leading best practices in passenger protection.”

Dogs trained in detection of illegal drugs or explosives are known to be far more reliable than any other detection devices currently in use. They can be trained to perform dual functions, such as patrol and bomb detection, thereby allowing a K9 officer to support daily patrol functions and to investigate suspect items on trains or in facilities.

Amtrak has K9 units deployed throughout the system that are trained in detection, including those trained to detect illegal drugs or explosives.

Construction Begins on St. Louis Multimodal Station

Amtrak Police Officer Kevin McMullen and his K9 partner Maximus exit a train at Washington Union Station. Maximus recently attended an extensive, four-month bomb detection training course, making him one of the few K9 units in the country qualified at his level.

A new St. Louis multimodal station, which will house Amtrak, Greyhound bus operations, a food court and a concourse linking Amtrak and Metrolink bus and rail service. The project, scheduled to be completed by the summer of 2007, is funded by federal, state and local government agencies with participation from Amtrak, Greyhound and Metrolink.
Dear Amtrak:

This letter is being written to express my appreciation for the efforts that four of your conductors put into their jobs on a regular basis. I am a monthly commuter on the Keystone Line between Downingtown and Harrisburg.

Wednesday evening … my new cell phone slipped out of my coat pocket, falling between the seats without [my] realizing it. I did not notice it was missing until I had disembarked from the train. As a result of the coordinated efforts of John Garvey, Felix Diaz, Tom Foley and Curtis Hodge, my phone was returned to me within twenty-four hours.

… There have been many other examples of extraordinary service from these men that demonstrate pride in their performance and respect for passengers from all walks of life. Whether speaking Spanish to passengers with a limited command of English or simply providing scheduling information, these conductors have always been courteous and helpful. Their integrity and honesty have been above reproach [and they] deserve to be recognized for the outstanding service they provide to all Amtrak passengers.

Sincerely,

Ernest K.
Riverside, Ill.

Dear Amtrak:

My wife and I rode #59 … and encountered two of the most delightful dining car attendants we’ve ever experienced. Patriciana Mitchell-Bowman and Patricia Gaudreau were friendly, extremely thoughtful and portrayed a “can do” spirit during the three meals we enjoyed while riding down to the Crescent City … They both made us feel welcome and contributed to our enjoyment of the ride. This pair could easily serve as role models for every Amtrak dining carew.

I thought you would appreciate a complimentary letter as opposed to a complaint. Keep up the good work.

Sincerely,

Eugene F.
Downington, Pa.

Key Indicators

The number of equipment overhauls and remanufactures grew nearly five-fold with 86 done in FY ’03 compared to 416 planned for this fiscal year. In FY ’05, 113 Amfleet remanufactures and heavy overhauls were completed, versus the 17 done in FY ’02.

Hughes told the group that on-time performance in the Northeast Corridor, where Amtrak has control of most of the railroad, is currently the best its been in years. The company’s premium service, Acela Express, operated over 90 percent on time in March and April.

While there’s significant progress in on-time performance on the Northeast Corridor, the opposite is true when it comes to the trains traveling over host railroads. Amtrak has experienced a steady and steep drop in performance over freight railroads, as evidenced by a 50 percent drop in FY ’05 from FY ’00 levels.

Capital investments have led to a more reliable railroad and a drop in maintenance costs. From FY ’02 to FY ’06 capital investments soared 150 percent, while man-hours decreased 20 percent. The minutes of delay on the corridor are the lowest they’ve been in over two years. Since FY ’03, delays due to (unplanned) infrastructure problems have dropped 25 percent and the average minutes of delay due to communications and signal failures and malfunctions have dropped 35 percent.

Hughes added that the company would continue to push ahead with the Strategic Reform Initiatives to transform Amtrak into one that offers customers a successful value proposition.

VITAL STATS

for March 2006

<table>
<thead>
<tr>
<th>Month</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>goal 3.0</td>
<td>2.2</td>
</tr>
<tr>
<td>Reportable Injury Ratio*</td>
<td>goal 3.0</td>
<td>2.9</td>
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<tr>
<td>Ridership</td>
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<td>2,033,876</td>
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<tr>
<td>Total Expenses</td>
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<td>$267,058,000</td>
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<tr>
<td>Total Operating Revenue</td>
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<td>$169,820,000</td>
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<tr>
<td>On-time Performance</td>
<td>(safety goal 85.0%)</td>
<td>73.7%</td>
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</table>

* Number of reportable injuries per 200,000 worked hours.
Action Plans Guide Mechanical Progress

The Mechanical department is currently focused on making improvements in four key performance areas: reliability and availability of equipment, productivity, regulatory compliance and safety.

Behind these objectives are action plans developed during the Leadership Workshop classes attended during the past year by Mechanical department managers. As part of the classroom curriculum, the participants were asked to develop action plans that put to use the problem-solving, planning and organizational skills reviewed and practiced during class to target particular problem areas, both large and small.

While Superintendent Danny McFadden’s Bear Car Shop was not initially designated as the sole shop in the system to produce and repair passenger car seats, his team now meets the entire system-wide demand for seats as a result of an action plan it adopted. The Seat Shop team identified areas for improvement to the work space that included adding shelving that made materials readily available at the start of their shift, coach cleaners now collect cleaning tools and supplies from centralized storage boxes. They also removed debris and cleaned, painted and installed new flooring, thereby improving the working environment.

These are two examples of changes that resulted from action plans developed during the four-day classes completed in January by more than 160 participants, including general foremen, assistant superintendents, superintendents and master mechanics. The class focused on improving operations and reducing expenses by using analysis, problem-solving and planning techniques to make improvements in the four major performance areas.

The Mechanical department is improving the frame suspension; by adding reinforcements and improving the frame suspension; resulting in a safer, more durable and comfortable seat.

On-Board Appliance Reliability Improves

The Equipment Standards and Compliance team, headed by Superintendent Mark Murphy, has increased the reliability and availability of food service appliances, such as microwave and convection ovens, coffee makers, refrigerators, freezers and dishwashers, and improved its regulatory compliance. This effort has also led to a decrease in customer complaints about on-board services.

To accomplish this, the group posted online testing procedures for each appliance and incorporated the processes into each

Customer Comments Reflect On-Board Improvements

Customers offered more commendations and made fewer complaints during the second quarter ofFY ’06 compared to the same period a year ago, an indication that the company’s efforts to improve the quality of the service are on the right track.

The total number of customer contacts made from January through March, which includes both commendations and complaints, increased over the same period last year by 11 percent. The 1,949 commendations received during the three-month period, or an average 0.36 per 1,000 passengers, translates to a 4 percent increase over the same period in FY ’05.

Accompanying the rise in the number of commendations was a 3 percent drop in the overall number of complaints, at 52,238, which is an average of 9.6 per 1,000 passengers.

A 13 percent decline in complaints about employees is in part attributed to the Block Training customer service module for Transportation department employees. Credit is also due to managers riding trains and offering on-the-spot coaching and encouragement. As part of the implementation of the new long-distance dining service, managers from within the company were temporarily assigned to trains to provide guidance and support to employees during the first few weeks of implementation, and their presence had a positive effect on customer service.

The majority of employee complaints and commendations are associated with on-board staff, as they spend the most time with passengers.

On-time performance remains the greatest cause of customer dissatisfaction accounting for more than half of the complaints received during the second quarter. During this period, OTP complaints increased by almost 16 percent compared to last year. Most OTP delays were caused by host railroads, which were responsible for 77 percent of delay minutes per 10,000 miles. This is one of the company’s biggest challenges and an issue over which senior management continually negotiates.

Amtrak-responsible delays accounted for 17 percent and third-party delays, related to factors such as police activity, bridge openings and weather conditions, were 6 percent of the total. While Acela Express and Metroliners experienced reduced OTP ratings during the past year, improvements seen since January should turn into compliments. “... I stopped using your service for a period of time as a result of a couple of ‘nightmare trips’ that severely inconvenienced...”

continued on page 8

continued on page 3
As we roll into summer, I am optimistic that we will have a great travel season. With ridership up on many routes, improved on-time performance on the Northeast Corridor and high gas prices leading people to travel by rail, we are poised to make the most of the summer.

Other factors are in our favor, too. The investments we’ve made over the past several years are putting us in a position to do well. In many ways, we are on a mission. Specifically, that mission is to provide America with safe, reliable, intercity rail passenger service in an economically sound manner that exceeds customer expectations.

To accomplish our mission, we’ve got to aim high and pursue a handful of clear goals to guide progress in five key areas: Customer Service, Safety, Employee Commitment, Business Partner Satisfaction and Fiscal Responsibility.

In the area of Customer Service, our goal is to have 90 percent of surveyed passengers rate our service as “good” and that they would recommend it to others. The same percentage of people should say that they were treated professionally and that the trains are clean.

Another element of customer satisfaction is the reliability of the service. We’re aiming to maintain Acela on-time performance at 90-plus percent and/or better than competing airlines. A cross-departmental collaborative effort has produced Acela OTP at 90-plus percent over the last couple months, so we know it can be done.

On other corridors, we’re going to strive for on-time performance of 85 percent (or as otherwise agreed with our state partners). To measure our customer service progress on long-distance trains, our goal is to have 80 percent of our passengers tell us that their on-time performance expectations were met and that they were well informed of any deviations or delays during their trip. I know that on-time performance on the long-distance trains is underperforming, and we’re taking steps to change that.

On the Safety front, we’re aiming to exceed the record of all other passenger railroads in the Northeast Corridor next year and to win the industry’s safety gold standard, an E.H. Harriman Memorial Award — and we are well on the way to doing that.

With states supporting nearly half of our trains, they are extremely important partners. To that end, our goal is to have 90 percent of our partners say that they would like to maintain or expand the business relationship with us.

While our financial performance over the years has improved, we still have a long way to go. Our goal in this area is to consistently reduce the level of, and improve the return on federal operating support.

One of our most important goals is Employee Commitment. We want to have at least 75 percent of our employees personally and regularly engaged in improving safety and business processes.

Employee Commitment means that regardless of your function, every employee participates in meeting these goals. Among other things, it means using good safety practices throughout the railroad, maintaining zero operating rule violations, making on-board and in-station announcements about a delay, meeting the needs of state partners, making the most of our resources and materials in the backshops, being sensitive to a passenger’s special needs request, serving a meal as though your customer was a VIP, checking the cleanliness of bathrooms en route and representing the company with the utmost professionalism.

You’ll be hearing more in the coming months about specifically what you and your department are doing and can do to make it happen. In the meantime, keep up the good work, continue to be safe and look out for each other.

Rountrip Added to Amtrak Cascades

On July 1, representatives from Amtrak and Washington State Department of Transportation (WSDOT), along with local officials and residents will gather at Seattle’s King Street station to launch Amtrak Cascades’ fourth roundtrip between Seattle and Portland.

Festivities will also be held in Bellingham and Centralia, Wash., and Portland, Ore., to commemorate the additional service. “The new frequency along with adjustments in current schedules will offer passengers more travel options and shorter trip times on certain routes,” stated WSDOT Rail Communications official Theresa Gren.

Funded by WSDOT and operated by Amtrak, Amtrak Cascades service between Vancouver, B.C. and Portland has experienced 11 consecutive years of ridership and ticket revenue growth since service began in 1994. “This growth is largely attributable to a strong economy, rising fuel prices and good service delivery. In response to this strong demand for rail service, we are launching this additional frequency and expect it to benefit everyone involved — our passengers, Amtrak and WSDOT,” added Gren.

From the start of this fiscal year through April, ticket revenues of more than $8 million are nearly 7 percent higher than the same period in FY ’05. And, despite a number of service cancellations earlier this year due to mudslides, equipment issues and track work projects, ridership of more than 330,000 passengers is about even with last year.

The new Seattle-to-Portland service will be an extension of trains 513 and 516, which currently operate between Bellingham and Seattle. Beginning July 1, service on these trains will continue south.

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Amtrak Ink

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InfoSource

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April Ridership Fueled by Gas Price Increases

Boosted by Easter holiday travel and the rising cost of gas, April ridership was 4 percent higher than last year and ticket revenues rose 18 percent over the same month last year.

While the Easter holiday shift — from March last year to April this year — contributed to the growth, so did high gas prices. The average price of regular gas rose to $2.79 per gallon, 22 percent higher than the national average in April of 2005, prompting more people to travel by rail.

Short-distance services brought in $2 million in ticket revenue (22 percent better than last April), while ridership on those trains rose 7 percent. The only train in this classification with a ticket revenue deficit compared to last April was the Heartland Flyer. Long-distance trains collected nearly 15 percent more revenue and 3 percent more riders than the same month last year.

On the Northeast Corridor, April results brought to mind the suspension of Acela Express service that took place in mid-April of last year due to cracks found in disc brakes. For this reason, starting with April 2006, year-over-year comparisons do not accurately reflect Acela performance. However, measuring the premium service's results according to budget, Acela ridership was about even with what was expected. Ridership on Acela service between Boston and New York has waned for a number of months due to reduced frequencies, low-cost air competition and higher fares. On the ticket revenue side, Acela service fell short of budget by 10 percent. The disappointing results may be attributed to a couple potential factors — revenue-managed fares were dropped to stimulate demand and the budget may have been overestimated. These factors are being closely monitored to more conclusively determine the causes of the short-fall.

Since many Acela customers were diverted to Regional trains as a result of the service suspension last year, year-over-year analysis of actual results is also skewed. However, against budget, Regional service earned 6 percent higher revenues than expected, but attracted 2 percent fewer passengers in April.

With the start of the baseball season in April, special trains on the Northeast Corridor made a small, but meaningful, contribution. What’s important about it is that revenue exceeded budget by 54 percent. Since the move of the Montreal Expos to Washington last year, a series of new baseball-related opportunities have opened up this season. Building on the success of providing travel for National Football League and other professional sports organizations, baseball moves are growing in number; from six trips for two customers in FY '04, to 26 trips for continued on page 6

Mechanical Progress

continued from page 1

preventive maintenance inspection for every food service car. The team also developed a list of all the components as part of a master technical manual, including layout drawings of each food service area. This list was then distributed to all mechanical facilities.

To complete the action plan, Steve Covell, manager Mechanical Standards and Compliance in Los Angeles and Kevin Koppel, manager of the 24-hour CNOC Mechanical Desk in Wilmington, briefed Customer Service managers on the importance of accurate and timely defect reporting and the availability of the 24-hour hotline (800-424-0217 ext. 2082) for en-route train reporting problems.

Chiller Unit Re-Engineered for Better Performance

Thanks to Master Mechanic Gerry Mescall and his team’s focus on improving the reliability, availability and regulatory compliance of refrigerator chiller units, retrofitted units are slated to be loaded on the California food service cars by November. Superintendent Rick Trippoli and Lucrece Van De Strreek, maintenance analyst, worked with Dick Bruss from Equipment Engineering who re-engineered the unreliable chiller units. They also put in place a comprehensive maintenance and repair program that clearly defines the required tests, inspections, maintenance and repairs for the units. The maintenance phase of the program will begin once a sufficient number of units have been placed in service. Once the program is fully implemented, fewer chiller unit failures will help Amtrak more consistently meet its obligation to increase cost savings and improve service quality.

Conserving Fuel Saves Money, Helps Environment

With rising fuel prices, fuel conservation is extremely important. To that end, then master mechanic for the New York and New England divisions, Don Knapiak, and Assistant Superintendent Paul Carver, sought the use of ground power that led to a 15 to 20 percent reduction in fuel consumption at all four of the mechanical facilities — Boston’s Southhampton Yards, Springfield, Mass., New Haven, Conn., and New York’s Sunnyside Yards — in the divisions.

Because each facility is different when it comes to layout of ground power stations and storage tracks, Carver assigned a team to assess yard operations and found ways to effectively stack trains so they have access to ground power.

Fuel conservation bore additional benefits. Employees at the facilities also found that because the engines were running fewer hours, diesel exhaust emissions were reduced, leading to a better environment and longer-lasting engine components.

Clean Sites Are Picture Perfect

A creative communication strategy yielded productivity, safety and security improvements for Southern Division Master Mechanic Tommy Farr. As a result of Farr’s efforts, the division’s mechanical employees have focused on cleaning and organizing targeted areas of their facilities, making their work sites neater, safer and more secure. To encourage employees to better manage their work areas, Farr used the old phrase, “a picture is worth a thousand words.”

Farr encouraged his assistant superintendents to install bulletin boards in their facilities throughout the division and post photos of work areas that needed cleaning. The photos became daily reminders, spurring managers and employees to keep their areas clean. In one example, a sheet metal workers’ area was filled with trash, old parts and other junk. Once the photo of the area was posted, the employees were quick to do a good job of cleaning up the area.

Rotating Responsibilities Fosters Better Understanding

Mid-Atlantic Division Master Mechanic Mike Kapela’s “Walk in My Shoes” action plan, which was geared toward improving all four performance areas, led his managers to better understand each sub-group’s responsibilities and limitations.

Working with Kapela, Ron Truitt, superintendent at the Ivy City Maintenance Facility in Washington, put together a plan that eliminated production barriers by rotating the responsibilities and work locations of the assistant superintendents for approximately three days. The interaction between management and labor forces at the shops, combined with experiencing the physical and environmental realities of each location, helps employees better appreciate the restrictions under which each operates. By anticipating the needs of others, the communication between teams flows more smoothly.

“Walk in My Shoes” has reduced over-the-road failures, increased locomotive reliability and improved the performance of the preventative maintenance line and turnaround servicing. The program has been expanded to New York and will soon be introduced in Boston.

Overall, these action plans have helped Amtrak become more efficient and have improved face-to-face communication between employees and managers. As Southern Division Master Mechanic Tommy Farr put it, “During our team-building exercises, we were able to communicate with each other and better understand what role we play in the overall plan and the adverse effects of not performing as expected.”

Added Chief Mechanical Officer Vince Nesici, “The Leadership Workshop class was a catalyst for change ... .”

Vince Nesici Chief Mechanical Officer

“The Leadership Workshop class was a catalyst for change ... .”

During our team-building exercises, we were able to communicate with each other and better understand what role we play in the overall plan and the adverse effects of not performing as expected.”

Added Chief Mechanical Officer Vince Nesici, “The Leadership Workshop class was a catalyst for change, big and small, throughout the system and I think participants learned a lot from each other.”

Amtrak Ink June 2006
‘A Prairie Home Companion’ and Amtrak Join Forces

When the motion picture “A Prairie Home Companion” is released this month, Amtrak will have a role to play with the promotion of the film, which boasts an all-star cast including famed radio show host Garrison Keillor, Meryl Streep and Woody Harrelson.

Based on Keillor’s popular radio show that is broadcast by public radio stations across the country, the film is a comedy about the backstage antics during the last broadcast of a long-running fictitious radio show.

“ar partnership with ‘A Prairie Home Companion’ is very exciting because it gives us an opportunity to not only be part of this celebration of legendary family entertainment, but also to entice the show’s many devotees to take a ride on Amtrak,” said Principal Marketing Officer Deborah Varnado.

A promotion is underway that pairs with the “A Prairie Home Companion” movie. Building on the theme of the movie, Amtrak customers may enter a sweepstakes offer to win a trip for two to attend a taping of Garrison Keillor’s legendary radio show, “A Prairie Home Companion,” followed by dinner with the radio show’s cast and crew. The grand prize also includes round-trip train travel and two nights’ hotel accommodations.

The first prize winner will receive a private screening of the movie in or near his or her hometown for up to 50 guests, 50 second place winners will receive Amtrak picnic baskets and movie soundtrack CDs, while 25 third prize winners will get soundtrack CDs. The sweepstakes, which runs through July 31, 2006, is being promoted on Amtrak.com and counter cards displayed at over 80 stations nationwide.

In addition to the sweepstakes, Amtrak is currently working with Picturehouse, the film’s distributor, to explore other promotional opportunities associated with the film that will provide even broader exposure.

Amtrak Cascades

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to Portland and serve six interme-
ciate communities.

As a result of schedule adjustments, Amtrak Cascades north- bound trip times between Portland and Bellingham will be reduced by 70 minutes while southbound travel times will be almost 30 minutes shorter. Additionally, the round-trip schedules will be more convenient for travelers planning to spend a day in Seattle.

“Amtrak Cascades passengers taking day trips from the north will gain three more hours in Seattle and will have nearly eight hours to shop, visit or conduct business in the area,” explained Assistant Superintendent Passenger Services Gay Banks Olson.

The July event in Seattle will also serve as the finale in a series of events held to commemorate a historical milestone in Seattle — King Street Station’s 100th anniversary. Centennial celebrations that began in May and continue through July 1 are being held at venues throughout Seattle and at the King Street Station, which serves the Amtrak Cascades, Coast Starlight and local Sounder commuter service.

At a ceremony held at the station on May 10, an original painting by rail artist and passenger advocate J. Craig Thorpe was presented to Ticket Agent Marlene Koob, who is the third generation in her family to work at the King Street Station. Koob accepted the painting on behalf of Amtrak and was joined by other employees and guests at a reception in honor of those who have worked at the station since 1906.

The King Street Station has evolved to become a vital trans- portation hub serving 26 trains a day operated by Amtrak and Sound Transit and serving 1.7 million passengers annually.

Paving the Way to China

Amtrak’s first USA Rail Pass customers from China, Yang Yimin (center) and his wife Wu Shuxian (right), pose for a photo with International Sales Manager Christine Suchy last month upon their arrival in Washington.

Increasingly, citizens of the People’s Republic of China are visiting the U.S. as tourists. According to the International Trade Administration’s Office of Travel and Tourism Industries, China was ranked 13th among the top overseas travel markets to the U.S. in 2004, with an estimated 26,900 travelers; that number is projected to grow by 50 percent in 2008. The Travel Industry Association of America is exploring new opportunities in China, hoping to attract even more travelers to the U.S.

Amtrak just began offering USA Rail Passes for sale to overseas customers via Rail Europe, and Yang Yimin was the first to purchase a pass. Using the Rail Europe office in Shanghai, he helped pave the way to selling USA Rail Passes in his country. “I will tell Chinese people that Amtrak is a great choice to travel America . . . .” wrote Yang in an e-mail about his Amtrak experience.

Today, international travelers may purchase point-to-point tickets through Amtrak.com, and this summer they will also be able to purchase passes through the Web site.

“Because rail travel is so popular in China, as it is in many other countries, we expect that making rail passes available for sale online, as well as through agencies like Rail Europe, will be well received overseas,” said Barbara Richardson, vice president of Marketing and Sales. “Amtrak has an advantage, as many international travelers are already avid rail travelers and understand that trains are an ideal way to see America.”
Web Site Gets Nod

Just weeks following its debut on Amtrak.com, the Route Atlas feature that enables customers to explore train routes and destinations was distinguished with an award highly regarded by Web design professionals.

Selected as the “Macromedia Site of the Day” on May 10, the Route Atlas feature was showcased on the Adobe (Macromedia’s parent company) Web site.

A winner’s badge posted on the Route Atlas page identified it as an award-winning site, which was chosen for its use of strong visual designs, superior functionalities, and innovative use of Adobe products.

“This is a big deal in the world of interactive design,” said Roger Sitzinger, director Web Design and Production. “Macromedia is the company that developed Flash, so it is quite an honor to be the ‘Site of the Day.’”

Promotions in Motion

Essay Contest Inspires Kids to Write about Trains

Kids across the country will have an opportunity to showcase their writing skills while providing Amtrak with valuable feedback about why they like trains when they enter the Amtrak-Lionel Kids Essay Contest. For the second consecutive year, Amtrak is partnering with Lionel to sponsor the contest on all but two routes, after running for five successful years aboard various routes in the West.

The contest, which began June 1 and ends Aug. 31, is designed to stimulate children’s interest in train travel and to provide a means to showcase Lionel toys. To enter, kids 12 and under must complete an entry form along with a short essay about why they enjoy riding Amtrak.

Essays will be judged on content and originality, and the grand prize winner will receive Lionel’s Santa Fe El Capitan Train Set. Additionally, 14 first place winners will be chosen to win The Polar Express™ Train Set by Lionel, which is a replica of the original train featured in the movie and best-selling book “The Polar Express.”

“Our ongoing partnership with a worldwide leader in toy train manufacturing has been key to broadening our visibility among children and families across the country, and has provided us with firsthand information about what attracts kids to trains,” explained Senior Marketing Officer Ric Ewing. Based on data gathered from past Lionel Essay Contests, scenery and food service continue to rank as the top two reasons why kids are partial to riding the train.

To promote the contest, posters are displayed at 47 stations systemwide and entry forms are available in coach seatbacks and sleeping car accommodations of participating trains. The contest will not run on the Keystone and the Hoosier State.

Families Save with Kids Ride Free Offers

The Lionel contest is not the only way to for kids and families to win this summer. Kids Ride Free promotions on the Crescent, Auto Train and Hiawatha services are expected to encourage families planning vacations to forego paying high gas prices and take the train to their destinations. The offers allow up to two children to ride free with each paying adult.

In the Midwest, families traveling between Chicago and Milwaukee may take advantage of the Hiawatha Kids Ride Free offer that is good for travel through Aug. 26 on Fridays, Saturdays and Sundays only.

To stimulate family travel on the East Coast, Amtrak is also promoting a Kids Ride Free promotion on the Crescent and Auto Train. The Crescent offer is good for travel between New Orleans and Greensboro, N.C., and intermediate points, and runs through the end of August. The Auto Train offer is valid through Sept. 30.

Northeast Events Expect to Draw Riders

Families in the Northeast looking for entertainment, family fun and an economical way to travel are in luck this summer. Amtrak is partnering with Sunoco, Inc. to promote travel to Philadelphia’s “Sunoco Welcome America” festival being held June 27 through July 4. The festival is free to the public and offers eight days of family-oriented entertainment including a spectacular July 4 Sunoco Sweet Sounds of Liberty Concert, featuring five-time Grammy award winner Lionel Richie.

Passengers traveling to the event may receive a 50 percent discount off the lowest available rail fare for one companion when traveling with a passenger purchasing a regular fare ticket. The discount is valid for travel in the Northeast Corridor on Regional and Keystone Service trains only. Approximately 350,000 festival brochures that promote the special fare are being distributed throughout the Northeast Corridor.

During the summer break, Amtrak employees and passengers may also reap savings on a day at the Baltimore & Ohio Railroad Museum through a partnership aimed at increasing ridership to Baltimore. Through March 2007, employees and passengers may receive a $2 weekday museum admission discount by presenting their Amtrak ticket stub or valid Amtrak employee identification when purchasing tickets at the museum entrance.

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

Chicago Union Station Showcases Michigan and Illinois Destinations

While eight-year-old Taskam Khan enjoys a Michigan apple, her parents Farhat Khan (left) and his wife Naazish (right) speak with Benzie Area Convention and Visitors Bureau representative Mari Heffelfinger about tourist attractions in Northern Michigan.

Amtrak teamed up with two of its Midwestern state partners — Illinois and Michigan — to promote the convenience of train travel to their residents. Commuters, employees and visitors at Chicago Union Station had an opportunity to see what Michigan and Illinois has to offer during two separate events, Downstate Illinois Day and Michigan Day, both held last month.

At each event, over 20 participants representing convention and visitors’ bureaus and various communities along Amtrak routes were on hand to provide information about local tourist attractions. Visitors attending the Downstate event had a chance to win free train tickets on the Illini, State House or the Illinois Zephyr, while Michigan Day attendees entered a drawing to win a trip to destinations along the Blue Water, Pere Marquette and the Wolverine routes.

“This is the fifth Downstate Illinois Day and the second Michigan Day, and both events continue to provide excellent opportunities to boost ridership and tourism to communities served by Amtrak,” said Marketing Director Tracy Robinson.

During the first seven months of this fiscal year, each of the Illinois and Michigan service trains carried more passengers and showed double-digit increases in revenue compared to the same period last year. So far this fiscal year, Wolverine revenues jumped more than 22 percent above the same period last year, while ridership of more than 200,000 passengers was up almost 7 percent. During this same period, the Illini generated nearly 23 percent more in revenue compared to last year, while the number of passengers rose more than 7 percent.

Chicago Union Station Showcases Michigan and Illinois Destinations
Environmental Exchange Promotes Best Practices

As a result of a two-day workshop held in Wilmington Del., a group of specialized Environmental Health and Safety (EHS) department employees are standardizing practices and making certain wastewater treatment systems run more efficiently. In April, the EHS department brought together employees from across the country that are responsible for managing and supporting the most widely used technology for wastewater treatment at Amtrak mechanical shops and maintenance facilities.

While the benefits of the workshop included technical training, what made the April meeting particularly important to the EHS department was the opportunity to share information and develop consistent best practices for the 12 Dissolved Air Flotation (DAF) wastewater treatment systems the company owns or operates across the system.

The DAF system is no ordinary wastewater treatment system. Specially designed to collect and pretreat water that contains emulsified oil, the system removes the oil so that the wastewater released into waterways or transferred to municipal wastewater treatment plants meets environmental discharge standards. When petroleum, oil and lubricants used in maintenance facilities come in contact with non-petroleum-based chemicals such as detergents, cleaners and degreasers from car wash operations, the oil-based elements break down, or emulsify, and become more difficult to remove from wastewater.

The group of 30 employees at the meeting included wastewater treatment operators for the DAF systems, EHS personnel who provide technical support, and environmental coordinators from the Engineering and Mechanical departments who directly support DAF operations and environmental compliance in the field.

“The operators are critical to helping Amtrak maintain compliance with Clean Water Act regulations at our large maintenance facilities,” explained Director of Field Operations Rich Mohlenhoff. The operators’ primary responsibilities are to operate and maintain meters and gauges to make sure equipment and treatment processes are working properly and efficiently. They also perform wastewater analysis and calculate the proper amount of chemical additions, so that the wastewater is processed at its optimum condition.

While these employees all work toward the same objectives, the workshop provided a venue for sharing information about their respective facilities. “It was important to provide our employees with updated training and the latest technical information in this very specialized field,” said Environmental Health and Safety Vice President Roy Deitchman. “But what proved equally valuable was what the participants learned from one another with respect to best practices.” As a result, certain procedures are being modified or standardized to make not just one or two facilities, but all of the operations, even more efficient.

Employees at the workshop listened to presentations by EHS personnel and environmental consultants on design challenges for wastewater treatment systems, operations and maintenance, system upgrades, wastewater sampling and data collection, wastewater and storm water audit protocols and applicable EPA and state regulations. Attendees also toured the Wilmington Maintenance Facility, including its modern DAF water treatment system, and participated in hands-on field demonstrations and system troubleshooting scenarios.

To continue the dialogue and team building that began at the workshop, a quarterly teleconference call for all wastewater treatment operators has been instituted. As Director of Environmental Technical Support Charles Lin put it, “These quarterly calls enable the operators to network, develop strategies and share information to improve and optimize system operations.”

Based on employee feedback, the workshop was well received. According to Lagos Angeles DAF Operator David Parra, it was one of the best workshops he has ever attended. “Seeing how other wastewater facilities operate was a great learning experience. I enjoyed sharing my ideas and experiences and gained a lot of knowledge that I was able to put to good use.”

The workshop supports Amtrak’s Environmental Management System, a program established in 2000 to facilitate environmental compliance through various means, such as implementing employee training, broadening employee awareness, developing policies and procedures and conducting environmental audits.

Amtrak owns and/or operates DAF systems in Seattle, Los Angeles and Oakland, Calif., Chicago, New Orleans, Rensselaer and New York, N.Y., Boston, Wilmington, Del., and Washington.

April Ridership Fueled by Gas Price Increases

11 customers this year, Director of Charter and Group Services Bill Ladd noted that in addition to the Washington Nationals, Amtrak now carries teams like the Pittsburgh Pirates, New York Mets and the Florida Marlins, adding that, “Once teams travel on Amtrak, they tend to stick with us and tell other teams about the benefits of traveling by rail. Plus, this generates valuable media coverage.”

Off the Northeast Corridor, much of the revenue growth in April was tied to the popularity of state-supported short-distance trains like Michigan’s Blue Water and Wolverine services (30 and 39 percent, respectively), the Illini and Hiawathas (41 and 13 percent) in Illinois and the San Joaquins (32 percent) in California. These corridor trains benefited greatly from the rise of gas prices.

For the first time since November, long-distance ticket revenue exceeded the budget. This performance occurred despite losses not accounted for in the budget, including the lack of travel demand to and from the New Orleans area, the truncation of the Sunset Limited and the CSX East Bridge outage, which by itself caused a $500,000 loss. The Empire Builder, for which enhanced service was inaugurated last August, was one of the bigger long-distance revenue generators, with $2.9 million in ticket revenue — 23.5 percent more revenue than a year earlier.

Amtrak’s on-time performance average for April was 72 percent, supported by big improvements on the Northeast Corridor. Long-distance trains experienced a dismal 29 percent on-time performance in April. The on-time performance of long-distance trains was the subject of discussion at a recent meeting between key congressional staff and representatives of the freight railroads and Amtrak, as this continues to be a challenge for passenger rail. Conversely, Acela on-time performance was over 90 percent — at 92 percent — for the second consecutive month.

Fiscal-year-to-date ridership numbers were about even with the same period last year, while ticket revenues were 6 percent ahead.
EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

May 2006

HAYNES JR, RUDOLPH Los Angeles District
HEGERMANN, MICHAEL Salt Lake City District
NEUMANN, CLIFFORD Detroit District
PHILLIPS, MICHAEL Wilmington/Bear District

30-Year Anniversaries

May 2006

ABATE, FRANK New Haven District
ALBYE, JAMES New York District
ALEXANDER, HERMAN Philadelphia District
ALLEN, CHARLES New Haven District
ALLEN, FREDDY Philadelphia District
ALSTON, ERIC Baltimore District
AMARAL, JAMES Boston District
ANDERSON, JAMES Philadelphia District
ANDERSON, RAYMOND Philadelphia District
ANDERSON, WILLIAM Boston District
BERRYMAN, REY JR, DANIEL Baltimore District
BANAS, ALFRED New Haven District
BANFORD, FRED Philadelphia District
BARNES, CRAIG New Haven District
BARTLET, JAMES Philadelphia District
BATES, JOHN Mid-Atlantic Div/DC Non-HQ
BATTISON, JR, MICHAEL New York District
BAUMGARDNER, DENNIS Empire/Wabash
BEAPAUL, MICHIEL Wilmington/Bear District
BENCIVENGO, FRANK New Haven District
BENNETT, JAMES Mid-Atlantic Div/DC Non-HQ
BENTLEY, BRUCE New Haven District
BENYAK, FRANK New Haven District
BESSETTE, MICHAEL New Haven District
BLANKENHOF, JAMES Baltimore District
BLAUCH, THOMAS Jacksonville District
BOGAN, ANDREWS New Haven District
BONGIORNO, JOSEPH Baltimore District
BOONE, FRANCOIS Philadelphia District
BOULAS, NORMAND New Haven District
BOYD, MISTER JR, RICHARD Baltimore District
BOYER, FRANCOIS Philadelphia District

continued on page 8
Comments

continued from page 1

me ... However, beginning in January this year, I decided to start traveling on your service again ... I have been very impressed with the service, the trains have run perfectly to time ...,” read a letter penned by an Amtrak Guest Rewards® member.

During the second quarter FY ’06, the number of equipment-related complaints declined by approximately 18 percent compared to a year ago, thanks to the company’s state-of-good-repair focus.

Complaints about restrooms and climate control, both of which increased by double digits over the same period last year, headed the list.

Other areas of dissatisfaction included unsatisfactory accommodations, unavailable accommodations and unacceptable substitution of equipment.

Dear Amtrak:

I am writing to express my sincere gratitude to an exceptional employee: Mr. Harry Knapton, who was a conductor on ... train service from New Haven, Conn., to Montpelier, Vt.

I was traveling with a group of 12 school students who had never been on a train before ... Mr. Knapton made certain that our students were all able to sit in the same general area and he made it his business to make certain that each one of them had the experience of a lifetime. He offered them explanations of various procedures whenever he had the opportunity to enlighten their minds … He helped us with connecting information when it became available and he even tried to notify the connecting train that there would be a group of students who would benefit from group seating.

I cannot tell you how much Mr. Knapton’s services were appreciated and how much he helped to make our trip successful and enjoyable for everyone … including the chaperone.

He is indeed a credit to your company …

Sincerely,

Roberta C. Hudson, Mass.

FRONT LINE FOCUS

VITAL STATS

for April 2006

<table>
<thead>
<tr>
<th>Month</th>
<th>Budget</th>
<th>Actual</th>
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</thead>
<tbody>
<tr>
<td>Safety</td>
<td>3.0</td>
<td>2.1</td>
</tr>
<tr>
<td>Ridership</td>
<td>2,047,854</td>
<td>2,071,630</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$247,619,000</td>
<td>$246,775,000</td>
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<tr>
<td>Total Operating Revenue</td>
<td>$162,168,000</td>
<td>$170,066,000</td>
</tr>
<tr>
<td>On-time Performance</td>
<td>85.0%</td>
<td>72.5%</td>
</tr>
</tbody>
</table>

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

Retirees

April 2006

BETHA, LEONARD
Mid-Atlantic Div/Dc Non-Hq
BLAIR, BETTY
Mid-Atlantic Div/Dc Non-Hq
BROCKLINER, LINDA
Philadelphia District
BROWN, ROBBIN
Wilmington/WreathBear District
FRAZIER, ANN
New York District
FURMAN, THELMA
Philadelphia District
HALLORAN, MICHAEL
Sanford District
HANSEN, JEFFREY
Seattle District
HARTLEY, EDWARD
New York District
HAYES, ANNAMAE
Philadelphia District
JONES, HERBERT
Mid-Atlantic Div/Dc Non-Hq
MARTIN, WILLIE
New York District
MEYER, ROBERT
Los Angeles District
MILLER, LLOYD
Jacksonville District
MCDONALD, JOHN
Wilmington/WreathBear District
MYERS, JOHN
Mid-Atlantic Div/Dc Non-Hq
OHLY, FREDERICK
Washington, Dc/Hq
OSIKO, ROLAND
Los Angeles District
PATITI, MARIO
New York District
RUDDY, GEORGIA
Seattle District
RUSSELL, CHARLES
Sanford District
SHARPE, MICHAEL
New York District
SIMONEN, RICHARD
Washington, Dc/Hq
WATERHOUSE, WILLIAM
Oakland District
WOLFE, CHRISTOPHER
Washington, Dc/Hq
WRIGHTSTONE, CLARENCE
Philadelphia District
Amtrak is currently taking steps to prevent power outages on the Northeast Corridor and developing response procedures in case an interruption occurs, following outages experienced in May and June.

Utility suppliers are providing data from their systems and the equipment manufacturers are reviewing the control sequence of the solid state electric converters. An investigation lead by the North American Electric Reliability Council (NERC) is underway that will shed light on past incidents and provide valuable information on how to avert subsequent problems.

In the event of future outages in the New York tunnels, the New York Division Superintendent of Operations is formulating a detailed set of policy, procedural and physical changes that will enable a rapid response. For instance, a dual-mode locomotive is being moved from Sunnyside Yard to Penn Station to more easily perform rescue operations when an electric locomotive is disabled. In addition, trains will be prohibited from entering tunnels if there is a low voltage condition, minimizing the possibility of trains getting stuck in a tunnel during a power outage. Lastly, the Richmond frequency converter in Philadelphia is being staffed 24 hours a day to monitor the facility’s operations, and the other two Amtrak owned converter stations are staffed during the morning and evening rush hours.

The utility owned converter stations are normally manned stations.

These actions are being taken in response to power interruptions that occurred on May 25, June 2, 3, 10 and 21, 2006. On May 25, the problems experienced with the electrical system resulted in a total system shutdown of the Northeast Corridor, affecting 91 trains, including 27 Amtrak trains, 26 New Jersey TRANSIT trains, 35 SEPTA trains and three MARC trains. In testimony given before the New Jersey Senate Transportation Committee, on June 22 Senior Vice President of Operations William Crosbie described the problem as “a load sharing failure” of power stations between Chester, Pa., and Philadelphia. This caused significant delays on the Northeast Corridor and 12 trains were stranded in tunnels during the outage. There were no injuries and trains reached their destinations when power was restored three hours later.

The power interruptions in June were all attributed to separate, unrelated causes.

In his testimony Crosbie also apologized to passengers affected by the outages and vowed that Amtrak “will take all action to rectify any problems we find and do our utmost to ensure that this does not happen again.”

Ridership, Revenue Up Slightly in May

Amtrak ticket revenues reached $119.3 million in May, the eighth consecutive month of growth in FY2006. This trend was sustained in large part by the popularity of short-distance corridor trains and increasingly high gas prices. With 2.12 million passengers, ridership for the month saw a slight increase (1 percent) over last year.

As gasoline hovered at a near-record $2.95 per gallon, passengers took to the rails — particularly aboard short-distance trains. Most short-distance and state-supported routes generated considerable ticket revenue growth, with an overall increase of 11 percent over last year. Ridership in May was up 3 percent.

One of the exceptions to the revenue growth was the Kansas City-St. Louis service, which saw declined 6 percent against May one year ago, ticket revenue rose 8 percent. Trains that contributed to the revenue gain included the Auto Train (19 percent), the Cardinal (17 percent) and the Empire Builder (14 percent). Unfortunately, May on-time performance for long-distance trains was down 10 percentage points from May 2005, to 32 percent. Fiscal-year-to-date, revenue increased 9 percent while ridership rose 1 percent over the same period last year. Short-distance trains saw a 5 percent increase in passengers and brought in a 12 percent increase in revenue. Long-distance ridership dropped 2 percent, while ticket revenue rose 7 percent.

On the Northeast Corridor, results against last year were difficult to compare, as Acela Express service was suspended throughout May 2005 for brake rotor cracks. Additionally, the May 25, 2006 power outage resulted in an estimated loss of $800,000 in revenue.

The bigger revenue increases over May ’05 were seen on Downeaster (26 percent), Illini (26 percent) and Pere Marquette (25 percent) trains. The revenue decline $100,000 in May, largely due to Union Pacific track work.

While long-distance ridership revenue decline $100,000 in May, largely due to Union Pacific track work.

Top Five Routes (Ticket Revenue) May 2006 (vs. May 2005)

<table>
<thead>
<tr>
<th>Route</th>
<th>May 2005</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regionals</td>
<td>$34,321,113</td>
<td>+1%</td>
</tr>
<tr>
<td>Acela Express / Metroliner</td>
<td>$29,895,065</td>
<td>+75%</td>
</tr>
<tr>
<td>Auto Train</td>
<td>$5,022,786</td>
<td>+19%</td>
</tr>
<tr>
<td>Pacific Surfliner</td>
<td>$3,676,054</td>
<td>+11%</td>
</tr>
<tr>
<td>Empire Service</td>
<td>$2,971,425</td>
<td>+7%</td>
</tr>
</tbody>
</table>

On the Northeast Corridor, results against last year were difficult to compare, as Acela Express service was suspended throughout May 2005 for brake rotor cracks. Additionally, the May 25, 2006 power outage resulted in an estimated loss of $800,000 in revenue.
With the busy summer travel season in progress, I’d like to take this opportunity to thank you for your hard work and to take stock of why we’re here in the first place — the comfort and safety of our customers.

Millions of people will walk through our stations and travel aboard our trains this summer. For some, the trip aboard Amtrak is the vacation, for others it’s the preferred mode of transportation to their destination. They’ve made these plans in advance and, like you, look forward to their time off.

Our goal is to treat people as we’d like to be treated on our vacations, so being busy shouldn’t become an obstacle to delivering quality customer service. Whether you’re a ticket agent managing a long line or a conductor loading a full train, remember to act in a professional and courteous manner, regardless of how busy things get.

I know that at times we feel like we have little control over some of the obstacles we face, like overcoming poor host railroad on-time performance, for example. But I want to thank those employees who do their best in those situations to make passengers’ on-board experience a positive one. Informed passengers about delays and keeping a professional and upbeat attitude makes a big difference in passengers’ trips — I know, because I read their letters.

We’ve maintained a respectable safety record so far this year, and as you know, accidents don’t take holidays. Being busy is never an excuse for a lapse in safety. Each season has its safety hazards, but with all of the activity on the right-of-way and in the stations and on trains, please watch out for your fellow co-workers and our passengers this summer.

I hope you have an enjoyable and safe summer.

Rebuilt Corridor Clipper Back in Service

The 10002 Track Geometry Car that operates with Northeast Corridor Regional trains is back in service, following a complete remanufacture performed by Bear Car Shop and Engineering Track employees last month.

Known as the Corridor Clipper, the 10002 assesses track conditions. It generates data used to monitor the rate of track degradation and evaluates the quality of maintenance work by using gyroscopes and accelerometers similar to an airplane navigation system to measure how the car runs across the track.

It also includes a second system of optical sensors and distance transducers that locate the rail. These systems work together to measure the track while the car operates as part of revenue trains that travel at speeds of up to 125 miles per hour.

To perform these and other functions, the rebuilt car is equipped with 17 new computers that collect, interpret and display track and catenary measurements.

New wiring was installed throughout the car that connects these computer systems to a Global Positioning System and an instrumentation beam, which is equipped with a laser and digital camera sensors to survey and measure the track.
Popular Group Promotion Extended Through Winter

Two prestigious awards announced in May brought the company industry recognition for its safety consciousness. The E.H. Harriman Memorial Awards Institute recently recognized Paul Servansky, Jr., a track inspector assigned to the Lancaster, Penn., subdivision, with a Harold F. Hammond Certificate of Commendation for his contributions to employee safety in FY ’05. In addition, in May, the Coaster commuter rail operation received a nod for its role in the San Diego Northern Railway’s (SDNR) 2005 JAKE Award for excellence in rail-road safety.

The Harriman Institute each year honors individual railroad employees who have demonstrated outstanding safety achievement. It is Amtrak’s goal to win a safety award from the Harriman Institute for its system-wide safety record. Servansky, one of nine railroad employees to be honored with a certificate for promoting safety, helped the Lancaster Track department go injury-free during FY ’05.

A 30-year railroad veteran, Servansky’s extensive knowledge of track standards has proven to be invaluable. He actively mentors and instructs foreman and workers on the important safety aspects of track geometry, tie conditions and track buckling countermeasures.

As for the West Coast honors, the JAKE is the highest safety recognition bestowed by the American Short Line and Regional Railroad Association on a non-Class I railroad.

Wayne Penn, Rail System Safety and Compliance officer for North County Transit District (NCTD) stated, “While the efforts of many people contributed to this honor, this award is largely the product of Amtrak/Coaster General Manager Joe Yannuzzi’s leadership and the dedication of his staff.” To which Yannuzzi added, “The recognition is the result of the positive

continued on page 8
Customer Service Managers to Foster Service Excellence

Editor’s Note: This is the second in a series of periodic question and answer sessions with the Customer Service department. This month, Customer Service Vice President Emmett Fremaux describes the role of the Field Operations team and its Customer Service Managers.

Amtrak Ink: You’ve established a Customer Service Field Operations group in your department — can you tell us more about the team?

Fremaux: Amtrak is devoting a great deal of attention to the delivery of quality customer service. That’s reflected in a number of ways, for example, the recent integration of the Transportation department with Customer Service to better align customer service objectives with our day-to-day operations.

A key new component of the department, the Customer Service Field Operations group, is dedicated to ensuring that the customer service standards we set are being consistently delivered on trains and in stations. This team, led by Senior Director Customer Service Field Operations Brian Rosenthal, is there to support all of the Transportation divisions in carrying out our customer service objectives. Jim Brzezinski, based in Chicago, is the Director, Field Operations for the West. Together, they oversee the more than 20 newly hired Customer Service Managers that are being deployed this month.

We were extremely selective in filling these positions — we had nearly 500 applicants for the 24 openings — because these managers need to be effective leaders, coaches, and advocates for the passengers, among other things.

AI: What is the role of the Customer Service Managers?

Creating the Customer Service Manager position was a key component of our Strategic Initiative aimed at measuring and improving customer service. The primary goal of these managers, who spend the majority of their time on the road aboard long-distance trains, is to improve the overall experience of the customer. Specifically, that means making sure that the service is delivered in a coordinated and consistent manner by assessing front line employees’ customer service performance, recognizing outstanding work, intervening and coaching where we have weaknesses and addressing problem areas.

While riding a train, the manager examines all aspects of customer service, ranging from food service preparation to the friendliness and quality of service delivery of the conductors and OBS employees, to the revenue generated aboard a train. The manager also surveys passengers in coaches and sleeping cars, taking note of what they say about their experience during the trip and taking action to improve service as needed.

Before leaving the train, the manager reviews each employee’s customer service performance, offering positive feedback and/or immediately addressing problem areas when it’s required. For instance, the manager may coach an employee to help him or her make on-board announcements that are more consistent and professional. This assessment then goes to the division managers as well as the Field Operations group.

The customer service managers will be dispatched to trains or stations that aren’t making the grade, will be utilized to introduce and help manage change when we are launching something new, or to intervene where we have detected a trend that requires attention. Let’s say for example, that a certain train continually undersells items in the lounge car — that’s something that a manager would review with the division supervisors and the crew to determine how to improve sales.

If a train is chronically underperforming, managers will be dispatched to address the problem area by providing employees coaching, re-direction and/or counseling until it improves.

AI: Why do we need these managers?

Our goal is to elevate the level of customer service across the board and what we’re missing is this group of managers whose sole purpose is to work with train crews and station employees to raise the customer service bar — in a more effective way than we have done in the past.

The key is to change inconsistent service to dependable, professional service and we can’t achieve that without this kind of focus on observation, coaching, assessment and performance measurement.

As part of the company’s mission, we have very specific customer satisfaction goals that the managers and our crews must achieve. We want 90 percent of the passengers we survey to rate our service as “good,” indicate that they would recommend it to others, and feel that they were treated helpfully, courteously and professionally. We also want the same high percentage to rate our trains as being clean.

To measure our progress toward these goals, we’ve got to have reliable, up-to-date data. One of the first things the managers are going to do is contribute to the design of a new customer satisfaction data collection process. We want to make sure that we capture the data from customers using a variety of methods, so we’re considering surveys that can be completed online, by recorded message and on comment cards. The information will be train specific, and we’ll use it to gauge our progress, target problem areas (to which these managers would be dispatched) and work with division management to improve employee performance.

Mineola Station Gets New Look

A rededication ceremony was held last month at the Mineola station to celebrate the completion of its $800,000 restoration.

The station, which served more than 4,000 Texas Eagle passengers last fiscal year, was restored to resemble its original 1906 exterior design. As part of the project, a new railroad artifacts museum was established. Improvements were also made to the parking area, station signage, landscaping, ticket office and waiting area.

Utilizing grants from the Texas Department of Transportation, Mineola Development Inc., and a private foundation, among others, the city brought the station back to its early 1900s splendor.
currently finalizing the initial phase of this performance assessment process, in which we will collect detailed data from this management team on an ongoing basis, and we expect to have that up and running next month.

The information we gather will be in addition to the customer feedback from passengers that is captured by the company each month as the Customer Service Index (CSI scores, which report at the route level, but are not train or crew specific) and the feedback we get from the Amtrak Customer Advisory Committee.

**AI: Will these managers be solely focused on long-distance trains?**

Because customer complaints about train travel far exceed the complaints we get about stations and because this is where we see the greatest number of inconsistencies, our primary focus is the on-board experience, with a secondary — but no less aggressive — concentration on stations.

Our initial focus is long-distance service, but that doesn’t mean that we won’t dispatch managers to other trains as needed.

**AI: Are these managers like the on-board chiefs that were in place a number of years ago?**

No, the functions and responsibilities of these managers are significantly different. They manage key functions that the chiefs didn’t: responsibility for budgeting, involvement in the implementation of the discipline process, establishment of performance metrics and corrective action that addresses conduct and service delivery.

These employees should also not be confused with the supervisors that had stepped in to help with the first few weeks of implementation of the new long-distance dining service, all of whom are now back to focusing on their other job responsibilities.

**AI: How often will crews see these managers?**

How frequently crews get a visit from the managers depends on how well the train is performing, based on a variety of customer service criteria. At the very least, every long-distance train crew member will be assessed by a manager, in person, twice a year.

**AI: Does this change the reporting structure on trains and in stations?**

No, it doesn’t. The customer service managers are not members of the crew or these employees’ direct supervisors, so the conductor is still in charge and he or she still reports to the current supervisor. That said, the customer service managers absolutely have supervisory authority over conductors, OBS crews and station employees while working with them on the trains and in the stations. They will work closely with divisional management on any necessary corrective action and on ensuring that service excellence is appropriately recognized.

**AI: Do you have anything else to add about the managers?**

Our ultimate goal here is to deliver safe, consistent and professional service to all passengers on every train and in all stations. All employees who are part of the customer service team — OBS, stations and conductors — the faces of Amtrak who greet our passengers every day and deliver service in a friendly and professional manner are the keys to reaching this goal.

Providing our front line employees with effective management support, oversight, direction, and understanding of the challenges they face and how to overcome them is the mission of this new group. Making a positive impact on service quality that registers strongly with our customers is one of the keys to our survival.

**Amtrak Police Department Leads the Way**

The Amtrak Police Department supported community efforts by taking the lead on a couple of events in June.

Detective John Mumford (photo, left) bears the torch for the Special Olympics Law Enforcement Torch Run in San Francisco last month. The 13-mile, four-hour run was a fundraising event held to support the children and adults who participate in the Northern California Special Olympics Programs.

This is the third time that Mumford has participated in the run and the first time APD has been given the honor of bearing the torch.

In another demonstration of its community support, APD held a Security and Emergency Preparedness Expo at New York Penn Station in partnership with 37 area law enforcement and emergency response agencies to provide crime prevention and emergency response materials to the public. On display at the June 22 event were special units that included command center vehicles and illustrations, and live demonstrations were held throughout the day.
More Stations Offer Entertainment Rentals

The digEplayer™ portable entertainment unit, first enjoyed exclusively by Auto Train passengers, is now available to passengers departing from five more stations. The player, which comes loaded with 12 of the latest movies, 10 popular TV shows, music and music videos, is being offered for a nominal rental charge to passengers traveling from Chicago, Los Angeles, Emeryville, Portland and Seattle.

Travelers may rent digEplayers at station kiosks staffed by Railway Media employees before departing for a trip and return the unit to the kiosk when they reach their destination — the players should not be returned to Amtrak employees. Passengers traveling to stations without a Railway Media kiosk pay an additional shipping charge and return the unit in a pre-paid FedEx package provided at the time of rental.

The hand-held unit is about the size of a portable DVD player, contains a 40 gigabyte hard drive, and utilizes the latest digital technology. Movies are rated G, PG or edited to be PG in compliance with Amtrak’s current standards for onboard movies. All entertainment options are updated every 30 days. The cost for travelers to rent the player from Chicago to Los Angeles is about $22, while passengers taking a five-hour trip from Chicago to St. Louis will pay approximately $13 for the rental, plus an $8 shipping charge. Plans are in place to equip Superliner lounge cars with a special drop box to allow passengers to return the units before leaving the train.

Local Festivities To Boost Summer Ridership

Thousands of athletes and spectators from more than 70 countries are expected to travel to Chicago this month to attend the Gay Games. Amtrak has a special promotion in place to attract travelers going to the week-long series of events, which will feature competitions in 30 sports, along with band and choral performances from July 15 to 22 at several venues including Wrigley Field and Soldier fields.

According to the Travel Industry Association of America, the gay and lesbian community represents a $65 billion market in the United States. Passengers traveling to the games are expected to travel to Chicago, Los Angeles, Emeryville, Portland and Seattle.

Similar programs are also being offered in other parts of the country to take advantage of other large summer gatherings or festivities.

To promote travel on the Pacific Surfliners, Amtrak is the Official Transportation Sponsor of the 13th Annual Oxnard Salsa Festival being held July 29 and 30, which is expected to attract 75,000 attendees. Amtrak is being featured on the festival’s Web site and 10,000 rack cards are being distributed at consumer shows, in stations and at hotels.

The company is also a sponsor of Fort Worth’s largest multi-day Hispanic/Latino festival — Gran Fiesta de Fort Worth — being held July 28, 29 and 30. The free event, expected to attract 75,000 people, is a colorful outdoor celebration of Latin music, art and cuisine. Amtrak’s involvement includes a booth at the event and train ticket giveaways on five local Tejano radio stations a week prior to the event.

Three Marketing Programs Recognized for Innovation

The Transportation Marketing & Communications Association (TMCA) awarded the Marketing department with three TMCA 2006 Compass Awards for outstanding marketing communications initiatives: two Awards of Excellence and an Award of Merit.

An Award for Excellence in the New Media category was earned for the creation of the Amtrak Guest Rewards® member Web site, promotional e-mails and e-statements.

A second Award of Excellence was received in the Publications category for the company’s redesigned 2005-2006 Amtrak America brochure that includes a system map, train routes, information about riding trains, a glossary of train terms, descriptions about accommodations and dining services, and tips for planning a trip.

Positive Response Extends On-Board Product Program

An overwhelmingly positive response to the pilot product sampling program launched last summer has given the green light to extending a brand new gift package to sleeping car passengers this summer.

Originally developed and coordinated by the Marketing department, the program enhances the travel experience by improving customer satisfaction and the quality of the service. New products in this season’s special box include Celestial Seasonings® tea, Gold Bond® body powder, Dove® chocolate, Wrigley’s candy and St. Ives® hand lotion.

As a result of this product sampling program, the companies with which Amtrak partners benefit from additional customer exposure to their products, which are distributed in 60,000 boxes — six months’ supply — through Western Folder and commissaries. The boxes also complement other sleeping car amenities, such as the morning newspaper and coffee.

Passenger product surveys, a high return ratio on the mail-in response form and favorable on-board employee feedback resulted in the program’s continuation. "This program creates a great opportunity for Amtrak to grow future partnerships," noted Joe Wencawia, manager, Marketing Operations Support department.

Contributed by Amanda Hoey

APTA Opens Doors

At the American Public Transportation Association’s (APTA) 2006 national conference held in New York, (L. to R.) acting President David Hughes, Caltran’s (California DOT) Chief Division of Rail Bill Bronte, Amtrak Board Chairman David Laney and Vice President of Planning and Analysis Paul Nossenaum gather for a photo at Amtrak’s rail products and services showcase booth.

The June conference provided the company with an opportunity to present itself to state representatives and commuter partners as the industry leader in providing passenger rail and contractual services.

Contributed by Keith Bonnecarrere
New York Division Group Recognized for Safety Accomplishment

The New York Division Electric Traction Substation Gang at New York Penn Station has worked over 1,000 days without an FRA-reportable injury. The gang inspects and maintains substations 43 and 44, the transmission line and signal line power through East and North River tunnels as well as installs new equipment and protects contractors on the job. The accomplishment was officially recognized in March when the team reached the 1,000 day mark. These employees have demonstrated their dedication to working with a focus on both safety and quality workmanship. Their consistent safety awareness and attention to the tasks at hand have enabled the team to achieve this goal.

Computer System Monitored for Proper Use

The use of Amtrak computer systems, software applications and computer facilities is to be done in a manner that is consistent with the company’s standards of business conduct. The use of Amtrak computer facilities or equipment in any manner that may be considered abusive, unethical or inappropriate, including accessing, transmitting, or receiving desensitizing, harassing, sexually oriented, offensive, illegal or improper messages, materials or Web sites is not permitted.

Many of the “jokes” that circulate on the Internet are inappropriate in the workplace and should not be forwarded using company equipment or systems.

Inappropriate use of an Amtrak computer is subject to disciplinary action (including dismissal). Computer systems, including the Internet, e-mail and stored files are not private and are routinely monitored to ensure their proper use. Using Amtrak computers to retrieve inappropriate material from personal e-mail accounts is also a violation of company policy. Additionally, deleted e-mails are archived and can be recalled.

Amtrak has a legal responsibility to ensure that its resources are being used for legal purposes and to report evidence of illegal activity to the appropriate authorities. Moreover, the company may refer to law enforcement authorities any

continued on page 8
Dear Amtrak:

My wife and I recently traveled via Amtrak. This was our first opportunity to travel by train in the U.S. and it was a very favorable event. Our trip from Chicago to San Antonio could not have been any better. Not only was the service very enjoyable but the persons who attended to our every need were very professional. Our conductor on our sleeper car was Dan Small. He not only kept us informed but also treated the passengers with the utmost customer service. We appreciated his attitude and him very much.

... Our attendant in the dining car, Chris Worley, attended to all of our needs in a professional manner. He made attending ... dinners seem like an event in itself. I appreciated his attention to detail and to customer service.

Both individuals made a point of knowing the passengers’ names and treating everyone as valued customers. ... I will certainly travel on Amtrak whenever the opportunity presents itself due to individuals such as Dan and Chris.

Sincerely,

Jim K.
San Antonio, Texas

Safety Awards

The Coaster commuter rail service is administered by the SDNR, a subsidiary of the NCTD and was operated by Amtrak until July 1.

VITAL STATS

for May 2006

<table>
<thead>
<tr>
<th>Month</th>
<th>Budget</th>
<th>Actual</th>
</tr>
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<tbody>
<tr>
<td>Safety Reportable Injury Ratio*</td>
<td>3.0</td>
<td>2.0</td>
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<tr>
<td>Ridership</td>
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* Number of reportable injuries per 200,000 worked hours.

Computer System Monitored for Proper Use

continued from page 7

activity involving computer use for legal investigation.

The Computer Security and Usage Policy (P/I 3.1.0), which also addresses the security of Amtrak’s computer systems and safeguarding information loaded, unloaded and transmitted via the company’s systems, is posted on the Intranet, under “Library,” “Policies,” Amtrak Policy and Instruction Manual (APIM), and then Operations. It is employees’ responsibility to be familiar and in compliance with the policy.
Initiatives Yield Improvements in Key Areas

While the company has achieved some operational savings, Amtrak must continue to seek out and implement cost-reduction measures, according to a U.S. Department of Transportation Inspector General report on the progress to date of some Strategic Reform Initiatives.

The U.S. DOT Inspector General was required by law to certify that Amtrak has achieved operational savings by July 1, 2006. Without this certification, Amtrak would be prohibited from using federal funds to subsidize food and beverage and sleeping car service.

First unveiled in the spring of 2005, the series of initiatives is designed to increase the efficiency of the company, optimize assets, reinforce quality customer service, reduce costs and ultimately trim the company’s reliance on federal subsidies.

To that end, the company continues to examine every angle of the business to identify areas for improvement — an endeavor that is multi-faceted and that doesn’t happen overnight. Just as various proposals are being developed for consideration down the road, others are already taking shape and beginning to show quantitative results. As reported by the DOT Inspector General in its report, the company has achieved $46.3 million in operational reforms through May. The company expects to meet its strategic reform initiatives goal of $44.7 million in additional reduced costs and new revenue next fiscal year.

Among the initiatives currently underway are those associated with food and beverage service. The negotiation of the Gate Gourmet contract that became effective Jan. 1, 2006, is expected to yield $900,000 in savings this fiscal year. In FY ‘07, the first full year of the contract, the company is projecting $1.5 million in savings.

As for the new long-distance train dining service model that was fully implemented across the system in June (excluding the Empire Builder and Auto Train), preliminary results show that the company will reduce costs by $3.9 million in the second half of this fiscal year. The company estimates that it will reach $15 million in cost reduction next fiscal year as a result of the new dining service. Federal law directs Amtrak to reduce the loss associated with food and beverage and first class (sleeping car) service or face the loss of funding.

Following two weeks of intensive training in June, Customer Service managers are being deployed on selected long-distance trains to optimize the crews’ customer service delivery. In addition to the on-the-road duty, the managers are contributing to the development this summer of a new Customer Service Quality Measurement system that will aggregate passenger comments and track customer service metrics. Initial data collected this month from the Capitol Limited will begin the service quality measurement process.

Sustaining a reputation for quality customer service also puts the company in a strong position to compete for state and commuter agency contracts, which are important revenue generators. State operating support for passenger rail has grown significantly — from $8 million in 1989 to $150 million this year, and experts point to corridor development as the most

**MOW Crews Complete Harrisburg Line’s Cork Interlocking**

As an integral part of the six-year $145 million Keystone Corridor Improvement Project, the rehabilitation and electrification work being done at Cork Interlocking in Lancaster, Pa., is near completion, thanks to a force of 70 Maintenance-of-Way employees that is getting the route ready in time for the launch of improved Keystone service in October.

In partnership with the Commonwealth of Pennsylvania, the Keystone Corridor Improvement Project will increase the number of frequencies to 14 daily roundtrips between Harrisburg and Philadelphia, as well as provide smoother rides and shorter travel times. The electrification of the railroad will cut the standard trip time between Harrisburg and Philadelphia from 120 minutes to 105 minutes, with several daily express trains making the run in just 90 minutes.

Maintenance-of-way disciplines involved in the project include Track, Electric Traction, Communi-
cations and Signals, and Bridges and Buildings. While the trains that travel the rails today, are operated with diesel engines, at the opening of the new service trains will be all-electric.

MOW crews participating in the rebirth of the Harrisburg Line at Cork Interlocking are installing turnouts and switches during available work windows over the course of the 11-month project. To reduce the impact to the traveling public, crews are frequently scheduled during planned 5-hour electric outages on the track beginning on Friday nights and running through Monday mornings.

Tom Denio, superintendent, Engineering Production, credited the Engineering and Transportation departments in particular for their work to fully optimize the available work windows. “They have really done an outstanding job of keeping the project on track as we work toward the launching of the new service.”

Denio noted that the completion of the interlocking will also have other advantages. “Cork will streamline the operation between the freight railroad [Norfolk Southern] and Amtrak. It will make the railroad more efficient and reliable to dispatch trains through the area,”

explained Denio. The interlocking spans four miles and when completed, will consist of three interlockings: Litzit, Cork and Conestoga.

Mid-Atlantic Division Engineer Joe Guzzi noted that while Cork is an important part of phase I of the overall Harrisburg Line rehabilitation, a second phase of the project will begin following the launch of the new service at the beginning of FY 2007. “While the work that is being done in time for the inaugural launch is important, it doesn’t mark the completion of the job. Additional projects including extensive track, the bridge and communication and signal work will begin near the start of the next fiscal year,” said Guzzi.

Other planned infrastructure improvements to occur during the first quarter of 2007 include wood and concrete tie installation; surfacing of track; substation improvements (for electrical reliability); signal, bridge and building improvements.

continued on page 5
Expanded Amtrak Capitol Corridor Service Begins This Month

Beginning Aug. 28, Amtrak’s Capitol Corridor service will offer passengers more travel options with new schedules and added train service — four new roundtrips between Sacramento and Oakland and three between Oakland and San Jose replace Thruway motorcoach service.

“As while the schedule changes will be minor, passengers will experience slightly shorter trip times between Oakland and San Jose and see new numbers for some trains,” explained Assistant Superintendent Road Operations Brody Heilman.

Funded and managed by the Capitol Corridor Joint Powers Authority and operated and maintained by Amtrak, the service has seen seven consecutive years of ridership growth through FY ’05 and nine straight years of ticket revenue increases. From the start of this fiscal year through June, ticket revenue of almost $11 million rose nearly 11 percent over last year and 7 percent over budget, while ridership during the same period was slightly higher.

“Through savings realized from our operational efficiencies, we’re funding a 33 percent expansion without an increase in state funds,” said CCJPA Managing Director Eugene K. Skoropowski. “Along with growth comes a need for an increase in service, and based on the growing popularity of the service, most would agree that this investment has proven to be very worthwhile.”

Events will be held in Sacramento and San Jose later this month to celebrate the service expansion.

As I write this, record-high temperatures beat down on many areas of the country. The extreme heat and poor air quality can do a number on the human body; so I caution everyone working outside to stay properly hydrated and listen to your internal warning systems. Don’t push yourself to the extent that you put yourself, your co-workers or passengers at risk.

But as the heat abates (hopefully) and summer winds down, so does our fiscal year. While we still have a bit of time before the start of the new fiscal year on Oct. 1, it looks as though we’ll close out the current year financially sound ground.

Overall, we made our dollars go a long way to finish the capital work we had planned for the year — and we should feel good about this accomplishment. And, at this point, it looks as though we will exceed both our ticket revenue and rider-targets.

As you know by now, the Senate Appropriations Committee last month voted to provide us $1.4 billion in funding for next fiscal year, which is higher than the $1.1 billion approved by its House counterpart. The full Senate still must consider the bill and then the two chambers have to iron out their differences, so a few steps remain.

As Congress considers the appropriate level of funding for Amtrak for 2007 it might be useful for us to review what we owe them for their money.

Among the highest priorities is consistent, good customer service. Part of our mission is to have 90 percent of our customers rate our service as “good.” Currently, that figure is running in the 70s. Clearly, we need to do better.

I know that our front-line employees sometimes face a number of challenges, some of which they have little control over, like poor on-time performance or unreliable equipment. However, managing around those obstacles is part of the job; it’s what separates the pros from the rest. Our pros have the unique qualities that make them true customer service professionals. We all need to be pros when it comes to handling customers even the ones that are momentarily in bad humor.

Amtrak must support these key employees with the right tools, comprehensive training, coaching, reliable equipment and schedules, and the support needed to get things fixed when they are broken. And we are putting more money and attention into doing just that. But, it doesn’t end there — employees in other departments must know that they are there to support our collective goal of providing consistently good customer service.

All roads lead to customer service, no matter what your job is. To those of you who are aboard a train today, thanks for delivering good Amtrak service. For those who are in a shop, on the track or in an office, thanks for supporting Amtrak in providing good service. That is the least we can do to earn our keep.

We’ve still got a long row to hoe, but we’re making progress. I’ll keep you up to date on our budget and the outlook for next year — in the meantime, stay focused, properly hydrated and look out for one another.

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**Newly Adopted Maintenance Practice To Improve Reliability, Reduce Costs**

**High Speed Rail Division Begins RCM**

The High Speed Rail Division recently began implementing Reliability Centered Maintenance (RCM), a highly effective maintenance practice used by the likes of the U.S. Navy and NASA, among others.

Based on the basic principle that maintenance should both benefit the hardware and be worth doing, RCM seeks to validate current maintenance procedures to preserve and extend equipment reliability. In other words, RCM analyzes maintenance procedures to make sure that the right tasks are being done at the right time on the right equipment for the right reason.

By determining the most effective approach to maintenance, costs are reduced, reliability goes up and a standardized set of more efficient maintenance procedures becomes part of the daily work routine for the High Speed Rail Division.

This summer, High Speed Rail Mechanical, Operations and Customer Service employees completed five week-long RCM analysis sessions. Each week-long session, known as a Maintenance Effectiveness Review (MER), comprises one day of training on the In-Service RCM process followed by four days of hands-on RCM analysis.

Each MER examines maintenance tasks for a specific set of equipment or systems — the first MER, for example, scrutinized the daily, quarterly and annual scheduled maintenance requirements performed on car bodies, couplers, doors and internal systems.

The In-Service RCM evaluation process considers the functionality of the system being reviewed; the failure modes affecting that function; as well as the applicability and effectiveness of a certain maintenance requirement. The analysis is facilitated by professional RCM practitioners and includes participation of design engineers, along with Operations and Mechanical employees. Those employees represent a range of crafts including trainmen, locomotive engineers, rolling stock engineering, and Engineering department employees. On occasion, onboard service employees are consulted as well.

As a result of the five MERS conducted this summer, more than 90 percent of all maintenance tasks analyzed were modified in some way; whether combined for efficiency or removed.

**June Closes With Better-Than-Expected Results**

High gas prices in June drove more travelers to the rails — particularly to short-distance corridor trains — and helped boost ticket revenue of $130 million and ridership of 2.2 million to 4 percent above budget.

High Speed Rail Maintenance Effectiveness Review participants come from all three facilities and a range of crafts. Taking a break from the fourth MER in July are: (Front Row, L to R): Pipefitter Alex McAslan (New York), Electrician Tech Mike Santagata (Boston), Locomotive Engineer Carlyle Smith (Washington), Electrician Stacey Deffenaugh (Washington), General Foreman Gary Jackson (Washington), Senior Engineer Chris Startenmeyer (New York), (Second Row, L to R): Locomotive Engineer Randy Halsey (Washington), General Foreman "Jaq" Japamohan (New York), Air Brake Engineer Chuck Ronian (Wilmingtom), Machinist David Patterson (Washington). (Back Row, L to R): T-Solutions RCM Facilitator Chris Wenz (Washington), Carman Pat Flannery (New York), Supervising Tech Foreman David Smith (Washington), Senior Director High Speed Engineer Rudy Vazquez (Washington), Carman John Federici (Boston), Machinist Mike Moraissey (Boston), General Foreman Gordon Palmer (Boston), Pipefitter Bill Counts (Boston), Deputy RCM Ken Jacobs (Washington).

For the fiscal year through June, ticket revenues of $1 billion were favorable 7 percent, and generated $32 million in ticket revenue, dropping 3 percent under budget.

Even though June results were favorable to budget, growth was hampered by nearly a week of flooding on the East Coast that forced the railroad to offer alternate motor coach service on some routes and shut down or significantly reduce service on others, causing ridership and ticket revenue losses of 18,000 trips and approximately $1.2 million.

In general, long-distance services fell short of budget during June in both ridership and revenue, primarily due to poor on-time performance — under 10 percent — of Silver Star, Sunset Limited and California Zephyr trains. Systemwide, the average for on-time performance in June was 64 percent, with long-distance trains at 25 percent OTP. Furthermore, an estimated $300,000 in ticket revenues was lost due to the Sunset Limited’s continued service elimination east of New Orleans.

Among long-distance trains showing increases over budget in both ridership and revenue were the Empire Builder and Coast Starlight, up slightly in each category; and Auto Train, which experienced a 4 percent increase in ridership and was just above budget in ticket revenue.

Due to a technological anomaly, June results included revenue from one day of ticket sales that occurred in May but that was not included in the May results. As such, the $2.6 million generated on that day in May contributed to the June results.

For the fiscal year through June, ticket revenues of $1 billion were favorable to budget (2 percent), while ridership during the same period was up 3 percent.

<table>
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<th>Ridership and Ticket Revenue for June 2006</th>
<th>June '05/Actual</th>
<th>June '06/Budget</th>
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<td>Month of June</td>
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Automotive Group Drives Down Vehicle Costs

Since centralizing control of its automotive functions, Amtrak’s vehicle-related costs have steadily dropped by more than $8 million over the past six years, according to the Procurement and Materials Management’s Automotive group. “Everything from fleet spending and procurement to vehicle disposal, which previously was handled independently by each department, now comes out of Bear, Del., giving the company better control of the operation and progress on each vehicle from start to finish,” explained Senior Director Utilities Management Bob Jones, who worked for several years as Automotive director. Consolidating operations provides the company with better oversight, resulting in reduced costs associated with vehicle replacement, leases and maintenance. It also enables the Automotive group to achieve considerable savings by strengthening its relationship with U.S. General Service Administration (GSA), which leases over 200,000 vehicles worldwide and provides Amtrak with over 75 percent of its fleet. Because GSA leases are available at about half the cost of those on the open market, Amtrak over the past few years has moved away from commercial leases whenever possible and increased the percentage of vehicles acquired through GSA. Systemwide fleet management has placed the company in a better position to negotiate improved lease, fuel and replacement costs with the GSA. The railroad’s fleet of nearly 2,000 vehicles ranges from minivans that support employees’ day-to-day transportation needs, to trucks used to install track, maintain switches and repair the catenary system. Of this total, Amtrak leases approximately 1,350 vehicles from GSA. 30 from other vendors and owns about 600.

Through working closely with employees who operate these vehicles and determining their needs, the Automotive group eliminated variations by assigning a specific vehicle for every job function. By reducing the variety, the company takes advantage of savings associated with purchasing multiple vehicles of the same type. “We have made a remarkable difference in the bottom line by making a number of significant changes,” Automotive Director Donald Lubinsky explained. For example, by advising employees to switch from premium to regular gasoline, fuel costs have decreased significantly. In other instances, costs were reduced by switching from four-wheel-drive to two-wheel-drive vehicles and from SUVs to minivans.

Outside Support Sought for Call-Handling Function

Action Won’t Result in Full-Time Job Loss

Amtrak announced last month that it would seek bids from vendors to handle some portion of the calls to its toll-free reservation line. However, the railroad said it would do so only to address call center agent attrition, and that there will be no layoffs of full-time call center agents. Additionally, because Amtrak is discontinuing the part-time labor agreement, it will offer all part-time employees full-time employment in early 2007.

This action is consistent with the company’s efforts to reduce costs and become more competitive. By shifting more reservation and ticketing transactions to interactive channels such as Amtrak.com, Quik-Trak machines and voice response technology over the past five years, Amtrak has successfully reduced reservation and ticket distribution costs. Today, nearly half of ticketed reservations are completed via these channels.

Having achieved these savings, Amtrak faces a situation in which 89 percent of call center cost is labor, and this labor cost is among the highest in the industry.

Consequently, the RFP (Request for Proposals) issued by the company seeks bids from vendors to replace agent attrition at its call centers in Riverside, Calif., and Philadelphia. Amtrak asked vendors to submit proposals for call-handling services for a portion of the public gate function, and not special services such as Spanish-language, international sales and emergency calls. The RFP process will take about six months to complete, with a vendor beginning to handle some calls in early 2007.

This RFP does not affect continuing operation of the call centers in Riverside or Philadelphia. All part-time agents were offered full-time positions to begin in early 2007, consistent with the TCU labor agreement covering call center agents. “It is important that agents know that their commitment to Amtrak for providing our customers with quality service remains highly valued. But it is imperative that we improve our financial performance, which this initiative will do,” said Marketing and Sales Vice President Barbara Richardson.

Maintenance Practice To Improve Reliability, Reduce Costs

Additional RCM familiarization is planned for the week of August 21 at Sunnyside Yard, South Hampton and Ivy City for all shop employees. RCM better matches resources with operational needs, to improve reliability and reduce maintenance costs. “Our operational needs are always subject to change, so this is a continuous improvement project. It doesn’t end here — we’ll be looking at all this again in three years,” noted Chief Mechanical Officer Vince Nesci.

Amtrak owns 20 Acela trainsets, 14 of which are currently in service. With the start of the new schedule in the fall, 15 trainsets will operate on the Northeast Corridor thanks, in part, to the implementation of RCM.
In a series of recent ceremonies, APD recognized the exemplary performance of a number of its staff and associates with an event to honor its 2005 Officer of the Year, another to mark the promotion of 18 officers and a third to celebrate the accomplishments of members of the Philadelphia Law Enforcement Explorer Post while kicking-off the Washington Explorer Post.

APD Officer of the Year

For his role in leading over 50 criminal investigations including larceny, acts of vandalism, credit card fraud, employee threats and robbery, Amtrak Police Department Sgt. Kenneth Metz was recognized by APD Chief Sonya Proctor and Vice President Security Al Broadbent as Amtrak’s 2005 Officer of the Year at a July 20 ceremony in Iselin, N.J. Letters of commendation from local politicians were presented to Sgt. Metz at the ceremony.

Based in New York Penn Station, Sgt. Metz was involved in making over 15 arrests, seven of which were directly connected to his investigations in 2005.

Highlights of his crime-fighting activity in 2005 include the arrest of an individual who threatened an employee in messages left on voicemail. In another instance, Sgt. Metz quickly responded to a robbery in progress in New York Penn Station that led to the identification and capture of a suspect who pleaded guilty to felony charges and was sentenced to prison. Metz was also involved in an investigation that resulted in a street gang member being charged with misdemeanor reckless endangerment, criminal mischief and disorderly conduct in New York Penn Station.

In addition to being active on the beat, Metz is also a founding member of the Amtrak Police Pipe and Drum Corps, for which he is the senior piper. The Amtrak Police Pipe and Drum Corps performs at functions such as the National Law Enforcement Officers Memorial held in May in Washington, as well as functions and ceremonies for the Amtrak community, and funerals or memorials for fellow law enforcement officers around the country.

Metz began his law enforcement career with the Amtrak Police Department in October 1990 and has served in the capacity of police officer, criminal sergeant, and investigator, receiving his criminal investigator training in 1998 through the FBI in Valhalla, N.Y. He also has served in a field training officer and has trained dozens of recruits. Metz was awarded “Officer of the Month” eight times, the “Lifesaving Award,” and “Distinguished Unit Citation” in 2003, and an “Exemplary Achievement Award” in 2004.

APD Promotional Ceremony

In another ceremony, 18 APD members from locations throughout the system were recognized for their recent promotions to the ranks of sergeant, captain, and inspector. To attain these promotions, the candidates must successfully complete a battery of tests and exercises. The June 2 event, which included acting President David Hughes and Senior Vice President of Operations Bill Crosbie, was held in Washington and included a performance by the Pipe and Drum Corps.

Law Enforcement Explorers Recognized

A Washington chapter has been added to APD’s Law Enforcement Explorers program, which helps teens explore careers in law enforcement while developing their leadership abilities through community outreach and volunteer efforts. The eight-member Washington/Baltimore Explorer Post 5050 falls under the guidance of Baltimore Officer Art Lawson and Washington Officer Dorothy Franklin. Chief Sonya T. Proctor recognized the new group at a June 29 ceremony held in Washington that also paid tribute to the accomplishments of the 25-member Philadelphia Explorer Post 0651.

In another effort to reduce costs, the company announced last month that it would seek bids from vendors to address employee attrition at its call centers in Riverside, Calif., and Philadelphia, starting in early 2007. While the company’s shift to interactive sales channels like Amtrak.com has lead to overall cost reductions, call center labor expenses are still high, making up 89 percent of call center costs.

Vice President of Marketing and Sales Barbara Richardson told employees in July that no current full-time call center agents would lose their jobs and all part-time agents would be offered full-time positions as a result of this action (see story on page 4).

On the sales front, strategies are being developed for deploying modern e-ticketing capabilities within the next couple of years. Because of the nature of the current reservations system, significant technological improvements are required to make this a reality. One of the near-term benefits of this effort is the station automated refund and exchange project, which enables ticket agents to process refund and exchange transactions for most tickets automatically and in real-time, thereby decreasing the number of requests that are sent to the Refund department for manual processing.

Initiatives in the Mechanical department include the Superliner equipment modification tied to the long-distance dining service model. A small group of management and on-board service employees were consulted recently for input on work flow and other issues that affect the design of the dining cars. At press time, a Mechanical Engineering team was in the process of finalizing design specification, and plans for the first prototype were about 90 percent complete. The car is expected to be completed in the first quarter of FY ’07.

The High Speed Rail Division has begun implementing Reliability Centered Maintenance (RCM), a maintenance practice that involves the examination of current maintenance procedures to preserve and extend equipment reliability, availability and safety. By determining the most effective approach to maintenance, costs are reduced. The result is a standardized set of more efficient maintenance procedures (see story on page 3).

RCM is just one of the measures aimed at improving the reliability and availability of the fleet. The development of a fleet utilization plan that looks beyond the typical yearly forecast for equipment needs, to an orchestrated five-year plan, is currently in its early stages. Among the benefits of looking at equipment requirements with a long-term lens is improved reliability and availability of locomotives and equipment. In addition, there are the obvious cost savings from not rebuilding equipment that is not slated to be in service a couple years in the future.

The company provides the board of directors, the U.S. Department of Transportation, members of Congress and staff with regular updates on the status of these and other initiatives.

Baggage Screening Pilot Conducted in Philadelphia

At Amtrak Police Department’s request, the Transportation Security Administration conducted a baggage screening project at Philadelphia’s 30th Street Station for three days in July that targeted carry-on baggage for randomly selected trains. Local Philadelphia police provided support, as needed.

The multi-agency effort was designed to determine the ability to quickly send TSA security teams to a rail environment to screen for explosives. Building on inter-agency relationships, the pilot also helped establish command, control and coordination aspects of passenger screening operations.

Initiatives Yield Improvements

continued from page 4

promising segment of the passenger rail industry.

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Marketing Efforts to Attract International, Domestic Audiences

The Marketing department is currently engaged in activities to attract distinct travel audiences both domestically and in several foreign countries.

With a growing number of leisure and business travelers booking online, a marketing campaign was launched recently to promote the USA Rail Pass®, which became available for purchase online on July 17 by the international market. The advertising campaign is geared to attract two primary audiences that typically visit the U.S. from the U.K., Mexico, Australia and New Zealand — students ages 18-24 and retired seniors over 60.

Banner ads promoting the passes appear through the end of September on popular Web sites, including Travelocity, Trip Advisor and Yahoo. Additionally, the ads tout the Spanish-language Amtrak.com site to travelers from Mexico.

Online travel agency consolidation, new search engine start-ups and growing travel rates in Europe and Asia make this an optimal time to pursue an international campaign aimed at attracting the online travel market.

“It’s an interactive way to educate travelers planning to come to the U.S. and encourage them to travel on Amtrak,” said Alan Orchison, senior director, Industry Alliances.

The Amtrak USA Rail Pass is available for travel within three geographic regions — Western, Northeast, or Eastern — as well as the entire United States. Depending on the region, the passes are good for a 5-day, 15-day or 30-day period.

Focusing on audiences at home, Amtrak is participating in a number of community events this summer and fall to reach out to the increasingly important Hispanic and African-American travel market. According to the latest Travel Industry Association Minority Traveler Report (2003), leisure travel increased by 20 percent and 4 percent, respectively, among Hispanics and African-Americans, while it grew by only 2 percent for all audiences during the period between 2000 and 2002.

With this in mind, Amtrak is participating in several community events this summer to build brand identity and attract new passengers from these diverse markets. The sports, literary and cultural events will take place in three cities — Chicago, Los Angeles and Washington — through mid-November, and will provide an opportunity to spotlight the importance the company places on diversity, as well as make Amtrak’s routes known to a targeted market.

“This is a great opportunity to connect with the diverse communities that support us,” said Darlene Abubakar, director, Advertising and Sales Promotion. “Our participation in these events allows us to get the Amtrak message directly to them.”

The USA Rail Pass® is available for purchase online on Amtrak.com and is geared to attract two primary market. The advertising campaign is aimed at attracting the online travel market.

AAA Kids Ride Free

Community and family celebrations are the hallmark of the season. As the summer draws to a close, a great way for travelers to relax and enjoy as well as save money is a special family-friendly deal for AAA members available now through Sept. 30.

The promotion permits AAA members to have two children (ages 2 – 15) travel for free with each fare paying adult for most long distance trains. The promotion is valid for travel from Aug. 21 through Dec. 14.

New York Terminal Operations Over One Year Injury-Free

New York Division’s Terminal Operations covering New York’s Penn Station and Sunnyside Yard have worked since June 2005 without an FRA-reportable injury.

“This is a remarkable accomplishment by a group of employees that includes yardmasters, engineers, conductors and assistant conductors who are responsible for the daily movement of Amtrak and NJ TRANSIT train equipment between Sunnyside Yard and New York Penn Station,” said New York Division General Superintendent Lenore Slimbock.

Their work, performed at Amtrak’s busiest facility, includes climbing on the equipment, pulling high-voltage electrical cables, coupling hoses, adjusting knuckles, applying and removing chocks, and throwing hand switches. The employees perform their work surrounded by other moving equipment, third rail and high-voltage catenary wires.

How did they do it? Assistant Superintendent of Terminal Operations Tom Connolly and his team have raised safety awareness by educating employees on how to safely perform yard operations, including training on FRA’s five Switching Operations Fatality Analysis (SOFIA) Lifesavers, three-point protection, radio rules and shoving procedures.

Additionally, the division hands out safety alerts that are discussed at daily job briefings, and they also conduct internal audits to assure adherence to policies and procedures. Employees who have had multiple injuries in their careers were brought in for formal safety reviews during which each incident was carefully examined to see how it could have been avoided.
Better financial controls that help keep maintenance costs down are also in place. “Just two years ago, it was up to the drivers of the vehicles to make decisions about repairs. Consequently, it was difficult to retain good maintenance records for each vehicle,” explained Lubinsky. “Now, if a truck needs a new engine, we have the capability to check the vehicle’s maintenance history and if we find the truck is scheduled for replacement in a couple months, we won’t invest thousands of dollars for repairs.” Furthermore, this improvement gives field employees more time to focus on their jobs without the added responsibility of managing vehicle maintenance issues.

The Automotive team’s success has not gone unnoticed by the federal government. Among others, Jones was asked to speak at the U.S. General Services Administration’s annual convention last month to share how Amtrak attained its savings through its partnership with the agency. The cost-saving practices have also caught the attention of the U.S. Marine Corps, which recently approached Amtrak about using this program to make improvements in its fleet management. And, the vehicle program was profiled in Fleet Owner magazine last fall.

“These results could only be achieved by setting lofty goals that could not have been attained without changing the way we do business. And, without the cooperation and feedback from departments across the system, this could not have been accomplished,” explained Senior Director Procurement Larry Beddis. “The Automotive team understands that vehicles are tools to help employees do their jobs efficiently, and as a support organization, we try our best to put the right truck in the hands of the person fixing the track.”

Continued from page 4
Dear Amtrak:

Last fall my husband and I had the pleasure to ride the Amtrak Train #6 in the handicapped accessible in car 632. We boarded in Emeryville, CA...and got off the rain in Osceola IA...

Our introduction to Carl Cisek, the attendant for that sleeping car, was as he helped me up the steps into the car, handed up my walker and assisted my husband with getting our luggage on board.

Throughout the trip Carl was caring, thoughtful and went out of his way to help make our journey pleasant and relaxing. He volunteered to bring me meals when he sensed that I was not feeling up to struggling up the stairs...to the dining car.

...You have a very good employee whose efforts are a genuine credit to Amtrak.

Sincerely,

Dobbie R.
Sunnyvale, Calif.

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Dear Amtrak:

I just wanted to say how pleased I am with the excellent service provided by Amtrak employee Derek Marsala at the Washington, DC Union Station... My husband and I are senior citizens and needed assistance getting through the station. We had made arrangements for red cap service prior to our arrival from New York on Friday and had no problems and assumed this would be the case on our return trip. However, we could not locate a tram and when we asked several employees, they said none were available. As we walked through the station, we stopped Derek and he offered to help us. He located a tram and drove us to the train platform. He went aboard to get us settled in our seats and even put away our luggage. Without his help, I do not think we would have made our train...

Derek was wonderful and went out of his way for us; his kindness was much appreciated.

Sincerely,

Ms. Annette A.
Yonkers, N.Y.
Cross-Functional Teams Devise Solutions to Safety Risks

The Environmental Health and Safety department has worked with the company’s major operating departments to establish six teams to analyze and address targeted safety risks across the system.

The Engineering, Mechanical and Transportation departments each created two teams comprising six to 12 employees that represent local management and various crafts within their respective departments. The teams are tasked with generating and analyzing lists of specific potential safety hazards or concerns in a particular discipline and recommending corrective actions to local management. Amtrak was assisted by Liberty Mutual, the nation’s largest workers’ compensation insurer, in developing this team approach.

Over the past several months, Engineering team members assigned to review the Track Laying Machine operation recommended mechanical modifications to minimize the need for employees to manually reposition heavy and cumbersome wooden ties on their way from the pick-up wheel to the conveyor belt. By repositioning the conveyor belt approximately three inches, the old ties require much less manipulation.

A Mechanical department team examined the practices of jacking up cars from wheel trucks, connecting 480-volt cables and procedures for installing and removing couplers, while a Transportation department team evaluated practices for baggage handling and safely getting on and off equipment. “The benefit of the team is that it brings to bear multiple perspectives, lending insight about potential safety hazards and that our employees are willing and able to identify practical corrective action,” said Safety Superintendent Chris Williams. “In an effort to expand the current number of cross-functional teams, last month we conducted a two-day training program for 17 employees to prepare them to provide the leadership, environment and structure necessary for additional teams to be successful.”

Each risk reviewed is rated based on the frequency of the activity, the continued on page 8

Alexander Kummant Appointed President and CEO

Veteran railroad and industrial executive Alexander Kummant was appointed President and CEO by the Amtrak Board of Directors at a board meeting on Aug. 29 and is scheduled to assume duties Sept. 12.

Kummant, 46, previously served as regional vice president of the Union Pacific Railroad where he directed 6,000 employees working in transportation, engineering, construction, mechanical and other positions. He also served as vice president and general manager of the UP’s Industrial Products division, a $2 billion revenue business. In these positions, Kummant was responsible for substantially improved customer service, on-time delivery of client products and significant gains in financial and operational performance. Additionally, while at the UP, Kummant held the role of vice president of Premium Operations, which was responsible for intermodal and automotive network performance.

Most recently, Kummant served in executive positions at Chicago-based Invensys Corp. and at Komatsu America Corporation, a division of the second largest supplier of construction equipment worldwide.

Kummant fills the position that had been held by David J. Hughes on an interim basis since November 2005. Formerly chief engineer of Amtrak, Hughes will continue with Amtrak in a yet-to-be-specified capacity. “For the past nine months, David Hughes has stepped in and performed exceptionally in leading our strategic reforms and operational improvements,” said Chairman David M. Laney. “On behalf of the Amtrak Board of Directors, he has our deepest admiration and respect, and we are delighted that he will continue to play an important role in Amtrak’s future.”

Kummant wasted little time in getting down to business before his first official day on the job. On Wednesday, Aug. 30, he was introduced to the executive staff at a one-hour meeting in Washington by acting President and CEO Hughes. The following day, Kummant met with numerous front-line employees while touring Washington’s Ivy City conventional and high-speed operations and Union Station’s ticketing, crew base and baggage facilities. Friday afternoon, he wrapped up the week in Chicago, meeting ticketing and customer service employees at Union Station, as well as employees at the car and locomotive shops. He also held a brief get-acquainted session with senior Central Division staffers at the Congress Center Building.

Kummant’s first job working on a railroad came 28 years ago. When continued on page 8
It has been a real honor to lead Amtrak as acting president and CEO for the past 10 months. This month completes my fourth year at Amtrak. I was pleased to have the chance to join Amtrak in 2002, at such a critical time. Back then, my only concern was that legislative action might cut short our chance for the first time since the service started. Those are OTP numbers the air carriers in the Northeast can only dream about. The long-term demand for Amtrak service will depend largely on the company’s ability to demonstrate that it is an efficient and effective provider of intercity rail service, whatever the scope of that service may be. Our efficiency and effectiveness numbers show great progress, but we have just started. Being “good enough” isn’t good enough. Amtrak has everything it needs to be a great operator. We just have to want it bad enough.

Finally, I know many of you are struggling to deliver good service while the on-time performance of our long-distance trains is at an all-time low. Thank you for that extra effort. The board and management of Amtrak are giving this problem their full attention and we expect improvement in coming months. Stay safe, look out for the person next to you and be great at whatever you do.

Welcome New Board Members

Amtrak’s newest members of the board of directors, Donna McLean and R. Hunter Biden, were confirmed by the Senate on July 26. McLean participated in the July 27 board meeting and both have had a series of private sessions with senior managers in recent weeks to be briefed on key corporate issues. Biden is a founding partner of Oldaker, Biden & Belair, a Washington, D.C.-based law and government relations firm that specializes in financial services, international business and information technology, consumer privacy and telecommunications work. Biden is of course a familiar name among T&E and OBS crews in the NEC. Both he and his father, Delaware Sen. Joseph Biden, are regular passengers in the New York-Washington corridor.

Also based in Washington, D.C., McLean is owner of Donna McLean Associates, LLC, a transportation policy consulting firm. McLean has held a variety of senior federal government positions, including assistant secretary for Budget and Programs and most recently as Chief Financial Officer at the U.S. Department of Transportation.

Both McLean and Biden were confirmed by the U.S. Senate in July to serve five-year terms on the Amtrak board. In her statement for the Senate Committee on Commerce, Science and Transportation confirmation hearing, McLean said, “I look forward to helping Amtrak better position itself to play an improved role in our transportation network.”
With the much-anticipated Keystone Corridor Improvement Project near completion and the new service set to debut on Oct. 30, plans are underway for a number of promotional activities to increase community awareness, of promotional activities to increase from 11 to 14, with 10 trains traveling through New York City, passengers may find the service more convenient than ever.

To publicize the new service to travelers in the area, a brochure detailing the scope of the corridor’s improvements was distributed on trains this month. In addition, a series of drops to promote the upcoming service are being distributed starting this month and running through November.

Further, advertising in local newspapers, such as the Lancaster Intelligence Journal and Harrisburg Patriot-News, is slated to appear in late October and will continue through mid-November. Because the service is popular with business travelers, ads will also run in the Central Penn Business Journal. Radio ads will hit the airways on Oct. 30 at local stations in Harrisburg and Lancaster.

When the new service launches on Oct. 30, all-electric locomotives and cab control coaches will be used on each train. The Metroliner I cars, originally built in the late 1960s and used into the early 80s, are being remanufactured for the service, including the installation of 110-volt outlets at each seat, as well as an overhaul of the trucks, air conditioning units, door operators, seats, carpet and upholstery.

The work involved in restoring the cars varied according to the condition of each car. However, all new fiberglass unisex and handicap-accessible lavatories along with full interior upgrades are being added to each car. In preparation for the service launch, Amtrak has already begun to operate several existing diesel trains with cab control coaches to familiarize train crews and mechanics with this type of equipment.

Commenting on the popularity of the service as well as outreach efforts to promote new trains, Director Mid-Atlantic Marketing and Sales Tom Sabo said, “The launch of the new service is a monumental achievement and a true testament to the strength of the partnership between the commonwealth of Pennsylvania and Amtrak. Our outreach efforts to businesses, colleges and universities as well as to the community, will inform even more people of the shorter trip times, smoother rides and more frequencies that will help make their travel even better.”

July Results Beat Company Budget Despite Major Obstacles

Fiscal Year Results Remain Ahead of Annual Target

Despite some major operational challenges in July, Amtrak closed the month beating its ridership and ticket revenue budget targets with 2.2 million passengers and $127 million. While East Coast flooding and poor long-distance train on-time performance affected service, strong ridership on a number of short-distance services helped sustain positive results.

Northeast Corridor ridership was in line with the budget, but ticket revenue fell slightly below (1 percent) in July. Despite increased ridership on Acela Express (better than forecast by 3 percent), ticket revenues didn’t do as well (off by 9 percent). This may have been in part a reaction to higher fares and the timing of this year’s Fourth of July holiday, which resulted in many business travelers taking four-day weekends with the holiday falling on a Tuesday.

Regional service ridership was 1 percent below the budget, but ticket revenue surpassed the target by 6 percent. Like previous months, sustained high gas prices helped drive passengers to rail travel in July. Short-distance train ridership and ticket revenue were both favorable to forecast by 6 percent, reflecting gains across the system. In the Pacific Northwest, Amtrak Cascades service gained 7 percent more riders and 11 percent more revenue than expected. In the Midwest, the Wolverine and Illini services earned double-digit gains against the budget.

However, flooding in upstate New York, freight railroad track work and congestion across the system resulted in some losses. For example, that flooding and the ongoing Union Pacific track work on the Kansas City/St. Louis corridor cost the railroad an estimated $500,000 in lost ticket revenue.

Poor on-time performance over many freight railroads affected a number of long-distance trains in the height of the summer travel season. The Silver Star, Sunset Limited, Lake Shore Limited, Coast Starlight and California Zephyr, each of which suffered extremely low OTP, contributed to long-distance train results’ falling short of the budget for both ridership and ticket revenues. Overall, long-distance ridership and revenue were unfavorable by 4 percent and 1 percent, respectively. On the whole, long-distance on-time performance was 23 percent in July; 4 percentage points worse than last July.

Year to date, with the help of the July results, Amtrak ridership was 3 percent ahead of the budget with more than 20 million trips recorded. With $1.1 billion collected, Amtrak was 1.5 percent ahead of its ticket revenue budget.
Plans Underway to Meet Future Workforce Needs

The magic number is 30/60, and it’s very familiar to most Amtrak employees of any length of service. Employees who have 30 years of railroad service and reached 60 years of age qualify to retire with full Railroad Retirement benefits. With nearly 1,800 employees, including approximately one-third of management, celebrating 30-or-more-year anniversaries in 2006 alone, Amtrak faces the prospect of a large and sudden turnover of employees in the coming years. However, measures are being put in place to address this issue.

To ensure the company has the leadership, continuity and talent it needs, Human Resources’ strategy includes workforce planning, succession planning and training programs, with a goal to provide the right people at the right time in the right position.

While there are a number of routine hiring initiatives underway, the company has taken steps to get ahead of the game and boost the hiring of qualified job candidates to combat the brain trust drain that Amtrak faces in the near term. For instance, Director of Workforce Planning Sheila Davidson was recently assigned the responsibility of planning to meet short- and long-term hiring needs. Davidson works with department managers to define their workforce needs and build corresponding plans that use various recruitment strategies to quickly fill crucial vacancies at all levels — from top management to administrative and agreement-covered positions.

To cultivate potential future managers, the company last fall reinstalled its Management Associate Program. The program is designed for recent college graduates (including Amtrak employees) who have demonstrated outstanding performance, and orient them to the company and its strategic plans and reform initiatives, while also providing them with the skills and experience required in business and technical management. Qualified candidates are offered entry-level assignments in Transportation, Engineering and Mechanical departments and are groomed for leadership roles within the organization.

Currently, five associates, Lauren Anderson, Harris Cohen, Matt Donnelly, Chris Maziarz and Nafie Nafe, are participating in the program’s first session and recruiting will begin soon for the second session, which is slated to begin in fall 2007. Reflecting on the program, Cohen noted that the rotating assignments provide valuable exposure to a variety of jobs, and Donnelly appreciates learning about the unique characteristics of each division.

Each session’s curriculum includes rotational assignments along with leadership training and mentoring. The rotations consist of 12- to 18-month field assignments within various departments, including a six- to eight-week corporate rotation.

While not a new approach, another example of the company’s workforce planning efforts is an internship program that provides full-time undergraduate or graduate college students an opportunity to gain experience in the transition to a career.

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Scholarship Established in Memory of John Cunningham

The American Railway Engineering Maintenance of Way Association (AREMA) Educational Foundation has established a memorial scholarship in the name of John J. Cunningham, who served Amtrak for 32 years in the Engineering department and passed away last November. The AREMA Educational Foundation awards scholarships to college sophomores, juniors and seniors with an interest in the railroad industry.

The first John J. Cunningham scholarship recipient will be recognized at the AREMA Technical Conference to be held in Louisville this month. A senior at Clarkson University, Jarad Roach is majoring in mechanical engineering and completed an internship with GE Transportation’s Locomotive Repair Services department last summer.

John Cunningham was the point person for introducing modern European track maintenance machines and work practices to North American railroads. Amtrak’s need for innovative procedures that could rebuild Northeast Corridor track quickly resulted in technological development that has been adopted by many of North America’s railroads. John will perhaps best be remembered for his quiet manner that encouraged other employees to grow and learn, and the scholarship is a lasting legacy to him.

Information on scholarship applications or contributions can be obtained from www.arema.org.

Employees Helped Build the Railroad—35 Years Ago

When Lelani Wingerle answered the first Amtrak customer call that came into the Chicago Reservations Sales Office (RSO) on Oct. 1, 1971, she had no idea that she would still be working for Amtrak 35 years later — and she is not alone. The former reservation agent and current ticket agent is among 10 active employees who joined Amtrak at its inception and continue to contribute to the railroad in a variety of positions across the country.

After the freight railroads turned their passenger service operations over to the National Passenger Railroad Corporation in 1971, a number of their employees accepted jobs with Amtrak. Among them were Management and Operations Agent Candy Bucyk, who came from Burlington Northern Railroad and Ticket Agent Martha Goble from Santa Fe Railroad. Goble recalled what the Chicago RSO was like in 1971. “There were paper diagrams for each train every day that showed how many seats were available.” And, if the agents didn’t know certain information about a route, Bucyk added, “We would ask someone who came from that railroad for assistance.”

Other 35-year employees who started at the Chicago RSO are Accounting Clerk Wally Kozi from Amtrak Technologies Principal Business Liaison Ken McIvory. When the Chicago call center first opened, reservation agents could only make one-way reservations. If a person needed a round-trip ticket, the agents used a teletype machine and wired the request for a return reservation to Amtrak’s other reservation offices at the endpoints of every train route or from one of the freight carriers that hadn’t yet terminated passenger operations. “Even though there were no computers, and reservations and tickets were prepared manually, Amtrak was our ‘baby’ and we just wanted to nurture it and see it become great,” recalled Train Director Diane D’Andrea.

Computers in the railroad passenger business were unheard of until 1971, when Amtrak got its first computerized reservation system. “And the capability to make round-trip reservations for all trains didn’t transpire until 1974,” McIvory added.

When asked about the most unforgettable moment over the years, the events of Sept. 11, 2001, stand out for some including, Ed Courtemanch, senior principal with the Planning and Analysis department, and Route Accounting Manager William Kotraba.

“I had the opportunity to see thousands of Amtrak employees rise to the occasion,” Courtemanch recalled. “Nationwide, the railroad was shut down in a matter of minutes. Tracks, bridges, tunnels and equipment were systematically inspected, and personnel were posted to guard critical bridges and tunnels. Subsequently and carefully, Amtrak became the first intercity passenger carrier to resume service within hours, not days, after those horrible events.”

Passenger Information Display System Clerk Jera Slaughter, who has worked in several front-line positions at Chicago Union Station, describes why she has remained with the railroad.

“Delivering customer service has been my whole life and the gratification I get from doing a good job has been my reward for 35 years of service.”

Many agree with Marketing Director Karen Myers who said, “Without a doubt — the employees have meant the most to me over the years. Their dedication to the Amtrak product and their desire to make Amtrak succeed is one of the reasons I stayed with the company so long.”
Fall Advertising Campaigns To Spotlight Rail Travel Benefits

As summer winds down, schools open up and travelers across the country get back to their daily routines. Marketing efforts are in place to boost sales this fall by teaming up with MasterCard® to launch Amtrak’s first system-wide national advertising campaign in four years.

Starting this month, MasterCard customers across the country will have an opportunity to enter a sweepstakes to win the grand prize — a $15,000 MasterCard gift card and 15,000 Amtrak Guest Rewards® points. Each time a customer makes an Amtrak purchase such as on-board food and beverages, train tickets, Amtrak Vacations or merchandise using a credit or debit card displaying the MasterCard logo, he or she will be entered in the sweepstakes.

Other prizes include an Amtrak Vacation package, free train tickets, Amtrak Guest Rewards points and additional MasterCard gift cards. “And, during the promotional period, which runs from Sept. 18 through Dec. 16, AGR members who register for this promotion will earn an added bonus — double points for all trips taken (except during blackout dates), regardless of the form of payment used,” added Senior Director of Loyalty Marketing Michael Blakey.

“With more than one billion MasterCards issued in over 210 countries, MasterCard is a world leader in payment cards and we’re especially pleased to partner with such an outstanding global brand,” explained Marketing Senior Director Gail Reisman. “We want to communicate to our customers that there has never been a better time to travel with Amtrak and to pay with a MasterCard because they have a chance to win wonderful prizes with every purchase.”

The fall advertising campaign will also target both Acela and long-distance leisure travelers by promoting popular destinations, competitive fares, convenient schedules and on-board experiences. The campaign will be promoted nationally, including direct marketing efforts to AGR members and on Amtrak.com, as well as through local and grassroots efforts, such as trade shows and corporate account activities and events.

Acela advertising is aimed at attracting business travel and emphasizes the frequency, convenience and amenities of the premium service. With the one remaining Washington-to-New York Metroliner roundtrip being replaced with Acela service on Oct. 30, the campaign will also promote on-the-hour Acela schedules along with additional north-end frequencies between New York and Boston.

Print advertising that utilizes the colorful and nostalgic Michael Schwab illustrations will be featured in online advertising and in many print publications such as business journals and daily newspapers. Television advertising plays a key role in the campaign with ads appearing during early morning and evening news programs, late night shows and select prime time programming this fall.

The campaign is also promoted via special broadcast vehicles such as elevator ads and CNN Airport advertising. Other advertisements are planned for various sports and media venues along the Northeast Corridor.

Advertising for the long-distance service, in contrast to the Acela campaign, is geared toward the general traveling public and touts the affordability, comfort and convenience of the service. The long-distance leisure brand will be promoted through print ads in daily newspapers, on radio, The Weather Channel, CNN Airport ads and through online advertising.

“In addition to promoting the ease and comfort of train travel, we also hope to raise brand awareness and spur repeat purchases,” added Marketing Director Darlene Abubakar.

Outreach Efforts to Disabled Expanded

According to the U.S. Census Bureau, one in five Americans has at least one disability and 21.2 million people have a physical disability that could limit their mobility. Because persons with disabilities may find some travel modes to be particularly difficult, Amtrak is actively promoting the unique benefits of rail travel to this important segment of the travel market.

Working with various consumer organizations that support the disabled, the company has begun a special outreach effort to promote its services to disabled travelers and boost awareness of the advantages of train travel — accessibility, ease of use, special accommodations and economical fares.

At this fall’s World Congress & Expo on Disabilities at Philadelphia’s Convention Center Nov. 17-19, Amtrak will participate by distributing information on its services. A 10 percent discount off the lowest available fare to Philadelphia for travel to the event between Nov. 14 and 22 is available to disabled passengers, in addition to the standard 15 percent discount for disabled passengers and their traveling companion. Plans are also being made to partner with Guide Dogs for the Blind on a special promotion later this year.

The major accommodations for disabled passengers traveling on Amtrak include assistance with wheelchairs, help with navigating stations, and in-room or at-seat meal service on trains. In addition, with advanced notice, disabled passengers may arrange for special services such as oxygen equipment transport. Trained service animals are allowed to accompany passengers with disabilities in all customer areas, including in stations and on board trains.
Meeting Future Workforce Needs

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portation industry during semester breaks. The company also offers a college-sponsored cooperative education program that integrates classroom instruction with work experience. While recruiting at colleges, universities and vocational technology schools is currently underway, a plan has been drafted that increases the focus on these institutions to expand the company’s pool of qualified job candidates.

Succession planning, which is designed to help fill vacancies with current employees, will be fully implemented with the launch of the new mySAP HR/Payroll database system scheduled for next spring. The new system will have the capacity to record employee skill sets and match them with specific job profiles.

In another effort to target qualified candidates for specific positions, the Human Resources department works closely each summer with the Transportation department to identify trends and create a hiring plan to meet anticipated needs throughout the coming fiscal year.

Other standard Human Resources initiatives include working with state and local agencies and nearby military offices and their outreach programs. For example, HR contacts veterans’ representatives throughout the state of California whenever there are job openings, which has resulted in the successful job placement of several veterans in primarily agreement-covered positions. In recognition of the success of this initiative, Amtrak was honored in May by the California Employer Advisory Council as Employer of the Year for providing ongoing and outstanding employment services to the veterans in that state.

Like other organizations, Amtrak posts job openings online, now using target-specific sites, such as those representing trade associations, that are more suited to the position’s requirements. The Railroad Retirement Board Web site also links to Amtrak’s job postings through a link to Amtrak.com.

And finally, the Employee Referal Program rewards employees for referring job applicants who are successfully hired for posted, non-agreement positions with bonus points that may be used toward the purchase of Amtrak merchandise. Referral forms are available on the Intranet (Employees/Job Ops and Referrals/ Amtrak Jobs) or on Amtrak.com.

“All these programs work together to produce a cohesive employee and organizational development plan to meet strategic reforms and the Amtrak of the future,” explained Paula Porter, assistant vice president of Human Resources.

Amtrak’s challenge is not unique in the railroad industry. For example, the Union Pacific Railroad is aggressively recruiting new employees as nearly 40 percent of its workforce will reach retirement age over the next five years. The UP expects to hire about 2,000 employees just this year and BNSF and NS are faced with similar situations. Additionally, the freight lines are growing their business to meet an all-time-high demand, exerting more pressure on workforce issues and requiring Amtrak to vigorously compete for qualified employees.

APD Aims to Reduce Local Crime

Providence APD Officer Ted Oliver offers crime prevention tips to a customer during National Night Out, an event sponsored by APD as part of the department’s ongoing effort to build strong community relations and help deter neighborhood crime.

Held in August at stations in Baltimore, Boston, Chicago, New York, Philadelphia, Providence and Washington, National Night Out provided an opportunity for APD officers to talk about crime prevention and offer employees and passengers handouts that provide helpful safety tips and other crime-fighting information.

Preparedness Drill Assesses Responder Performance

During an emergency responder drill in Washington, a District of Columbia Fire and Emergency Medical Services crew plans its strategy to rescue victims aboard a train while others on the platform are evaluated before being sent to triage.

The full scale training exercise held in August at Washington Union Station provided Amtrak and a wide range of federal and local emergency response agencies the opportunity to test established policies, procedures, equipment and the effectiveness of communications as a coordinated multi-agency response effort.

“This was one of the most well orchestrated events I have ever seen,” said Emergency Preparedness Officer Larry Beard. “A lot of people put a great deal of work into this drill and now the real work begins — evaluating the results and determining what we should change.”

Evaluators will compile their comments on the exercise and provide recommendations for improvements to response procedures and for future training endeavors.

Safety Solutions

continued from page 1

likelihood of injury and the severity of injury or illness that might result. Procedures associated with the tasks are also evaluated to ascertain how current hazard-mitigating methods impact the work environment, and the capabilities and motivation of employees.

Once a corrective plan is devised by the team, a statistical comparison for injury risk is done between the new plan or revised procedure and previous practice to ensure that the change is indeed worth making. An action plan summarizes these findings and outlines a timetable for executing the plan and the persons responsible for doing so.

A year ago, the Environmental Health and Safety department began working closely with a group from Liberty Mutual and Amtrak employees to review existing safety programs and employees’ involvement in their development. The assessment began with a comprehensive review of past safety performance data followed by field visits with employees to discuss their experiences, observe their work practices and solicit their ideas.

Another result of the assessment was the January launch of a Safety Executive Oversight Committee, which is designed to provide senior management with vision and direction for health and safety, remove potential institutional barriers that can hinder progress, and review and endorse major safety activities and programs. The committee is chaired by the president and CEO and includes members of the Executive Committee.
Ceremony Unveils New Sturtevant Station

A new Sturtevant station draws local and state officials, community residents and Amtrak employees for a dedication and ribbon cutting ceremony on Aug. 12.

The new structure, built with funding from Wisconsin Department of Transportation and the village of Sturtevant, includes a pedestrian bridge that runs across the two main tracks. Through July of this fiscal year, 48,000 passengers (10 percent more than the same period last year) visited the Sturtevant station at its previous location.

Kissimme Station Employees Keep Safety First

Local officials, residents and past and present station employees gather to celebrate a safety milestone at the Kissimme station — no FRA-reportable injuries since 1990.

Kissimme Mayor Linda Goodwin-Nichols presented station employees with an award in July for their safety record. “This achievement can be attributed, in part, to the efforts of the Central Florida Safety Team, a proactive committee of dedicated individuals who interact with employees in this area to promote a safe working environment on the job and at home,” explained District Manager Gessner Canadate.

(Pictured L. to R.): Kissimme Baggage agent Cary Stephanson, Safety Committee member and Guaranteed Extra Board David Anderson, Winter Park Ticket Agent Glen Norman, Lake-Safety Committee members Ticket Agent William Craig and Ticket Clerk Danny Gregg, Secretary Barbara Vozel, Relief Agent Astrid Schettini-Rodriguez, Safety Committee member and Orlando Ticket Clerk Donnie D’Orto, Central Florida Lead Ticket Agent Marcia Kostival, Relief Ticket Agent Marvin Scott, Mayor Linda Goodwin-Nichols, District Manager Stations Gessner Canadate, Safety Committee member and Orlando Ticket Clerk Sharon Lane and Sales and Marketing Associate Dennis Lyons.

EMPLOYEE MILESTONES

Congratulations to All of You!

Photo: T. J. Van Haag
Dear Amtrak:

We want to commend the entire crew aboard Train 4, the eastbound Southwest Chief ... and Train 3 westbound Southwest Chief with particular appreciation for sleeping car attendant Lori Scott.

When the eastbound train was significantly delayed due to a freight derailment ... the crew did a remarkable job of providing service, maintaining a positive, upbeat attitude, and managing what could have been a very challenging situation.

... After spending an entire night in the Barstow station we awoke to learn of the incident ... Lori kept us as informed as possible, and went out of her way to keep everyone comfortable and well cared for ...

While we understand that the derailment and its impact on rail travel were not the fault of Amtrak; we do recognize Amtrak’s response in caring for its passengers and especially appreciate the extra efforts of Lori and the Train 4/Train 3 crew. Please pass along our thanks and appreciation to those involved.

Sincerely,
Amtrak Passenger
Santa Maria, Calif.

Dear Amtrak:

I recently took Amtrak from Michigan to Chicago ... While waiting at the Battle Creek station for the train to arrive the passengers all learned that the train had encountered a shopping cart somewhere around the Ann Arbor area and would be delayed.

I was so impressed with ... Tod Virgil, at his continual professionalism, patience, and conduct during the ensuing hours. He made numerous announcements keeping the passengers up-to-date and answered countless questions and concerns from the waiting passengers with courtesy and kindness regardless of how many times the same questions were asked.

Sincerely,
Amtrak Passenger
Bourbonnais, Ill.

“Alex Kummant has the outstanding credentials and experience to lead a changing Amtrak that is more customer-focused and fiscally responsible,” said Laney on Aug. 29. “His appointment fulfills the board’s commitment to select an extraordinarily strong and capable leader for Amtrak’s future, building on the growing national desire for more and improved passenger rail service.”

### Photo Contest Winners Announced

For the first time since the “Picture Our Train” Wall Calendar contest was launched in 2003, Amtrak will be featuring a photograph taken by one of its own employees when it releases the 2007 wall calendar later this fall.

Ticket Agent Jared Forcier’s shot of the Pacific Surfliner train arriving at San Diego station will appear on Amtrak’s 2007 wall calendar. The contest-winning photograph was taken by Amtrak ticket agent Jared Forcier.

This photograph of a Pacific Surfliner train arriving at San Diego station will appear on Amtrak’s 2007 wall calendar. The contest-winning photograph was taken by Amtrak ticket agent Jared Forcier.

Just a week after purchasing a new camera, Forcier was taking pictures of a rainstorm that had hit the San Diego station while passengers were awaiting the Surfliner’s arrival from Los Angeles. The winning photograph, one of three he took that day, “quite literally knocked the socks off everyone who saw it,” he said. He submitted his photographs to the wall calendar contest at the urging of co-workers and family.

Congratulations to the second through fifth prize winners:

Second Place: Joe Osciak of Hammonton, N.J.

Third Place: Jim Thompson of Santa Fe, N.M.

Fourth Place: Amtrak Engineer Phil Gosney of Castro Valley, Calif.

Fifth Place: Amtrak Director of Station Programs Joe Rago of Yardley, Pa.

This year’s contest launched on April 3 and ended on June 9 and received a record 151 entries. The grand prize winner receives photo credit on the calendar and a $1,000 travel voucher; the second through fifth place winners received travel vouchers.

### VITAL STATS

for July 2006

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