



governmentattic.org

"Rummaging in the government's attic"

Description of document:	AMTRAK Ink (A Monthly Newspaper for and by Amtrak Employees), February 2001 – September 2006
Requested date:	09-March-2008
Released date:	09-May-2008
Posted date:	15-May-2008
Title of Document	AMTRAK Ink
Date/date range of document:	February 2001 – September 2006
Source of document:	FOIA Request National Railroad Passenger Corporation Freedom of Information Office 60 Massachusetts Avenue, N.E. Washington, D.C. 20002 Fax: 202-906-2169

The governmentattic.org web site ("the site") is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file.



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,

A handwritten signature in black ink, appearing to read "Sharon Hawkins", written over a horizontal line.

Sharron Hawkins
FOIA Officer

Enclosure

FI-38469

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 5 . Issue 11 . February 2001

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 120 days, coaches and sleepers will be taken off line for maintenance and repairs (food service cars will continue on their current 60-day schedule).
- 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. As the schedule is geared up, guests will start seeing the difference, and employees will live the difference.



More preventive maintenance gives us a better product.

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 modern-

Continued on page 11

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 those trains frequently arrive late in Los Angeles, and the different options are being explained fully.

Inside

2

TRAIN OF THOUGHT

Congress to reintroduce High-speed Rail Investment Act

3

Amtrak to introduce standardized public announcements

Amtrak's Hewlett-Packard Employee Purchase Program

4

BRAND NEW

Amtrak's outstanding achievements from the year 2000

5

ON THE RIGHT TRAK

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

6

Amtrak's Marketing team is taking care of our guests – and you – this winter

7

Fiscal Year 2000 brings success to Amtrak Intercity

Safety Day sparks interest among guests

Notice: Changes to 2001 Railroad Retirement tax

8

EMPLOYEE MILESTONES

9

Amtrak West Intranet site has arrived

Service Recognition Program improved

10

RAILWAY ROUNDUP

AMTRAK IN THE NEWS

11

Safety in switching

Winter weather: When others can't get over or off the ground... Amtrak employees get you there

Is your mailing address current with the RRB?

12

PROMOTIONS IN MOTION

GUEST LETTERS

AMTRAK

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

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-busting 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.



George Warrington

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 important, the plan continues to prove itself as the blueprint we need to be a true business success. So, to make the plan even stronger, we're adding a sixth key strategy.

Since we unveiled the business plan in the fall of 1998, you're heard often about our five key strategies: Deliver consistent quality service; build a market-based network; develop corridor services; leverage partnerships; and revitalize the

Amtrak brand. Now we're adding increased focus on cost-effectiveness to the list, because no successful corporation in America can prosper without that discipline.

As for the capital plan, it's fitting to say that we're breaking new ground. For the first time in the company's history, we've done a long-term analysis of capital needs for intercity passenger rail in the U.S. With those figures in hand, we're going to urge Congress to truly invest in the future of a balanced transportation system for our nation.

This is not simply about funding Amtrak. It is about making the right investments in passenger rail to help alleviate the gridlock and congestion that exists today on our nation's highways and in our aviation system.

Unlike major European nations, where 10 to 15 percent of government transportation spending goes to passenger rail, the U.S. federal investment has historically been around 1 or 2 percent. But we're not even suggesting a major leap. By increasing that capital investment to a little less than 3 percent—or \$1.5 billion a year for the next 20 years—we can modernize the existing national system, and advance high-speed rail development throughout the U.S.

In Congress, leaders from both parties have pledged to pursue a dedicated long-term source of investment capital for passenger rail. And, by the time you read this, there might be at least two members of the president's cabinet with solid passenger rail credentials. Among the nominees, not only does Norman Mineta (Transportation) appreciate the value of an intermodal transportation system, but so does Tommy Thompson (Health and Human Services), who is still Amtrak's enthusiastic board chairman.

We'll keep you informed as we continue our drive for a dependable source of capital investment. But for now, congratulations on another great quarter of business success. You're doing a terrific job, and the proof is in the numbers.

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 Northeast, 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.

Continued on page 3

Amtrak Ink

Vol. 5, Issue 11, February 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered trademark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)
Employee publication:
Amtrak Intercity OnTrack

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW/SBU
Internet e-mail: AMW/SBU@amtrak.com

Amtrak to introduce standardized public announcements

Rewards 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 announcers 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.

The route to our success



Strategic Business Plan Key Strategies

We're all working to meet the goals of a Strategic Business Plan for 1999-2002. The Key Strategies of that plan are designed to create a more modern national rail system, and to lead us to being a business-like, market-based company.

Build a market-based network

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

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.

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.

Maximize 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.

Amtrak's Hewlett-Packard Employee Purchase Program

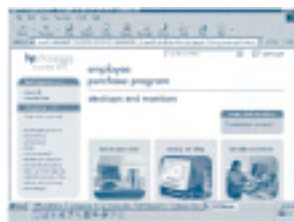
Buy personal computer equipment and accessories

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.

B R A N D N E W



Barbara Richardson
Executive Vice President

It's now been about seven months since we pulled back the curtain and unveiled our bold new corporate identity on July 6. More and more, that identity is becoming a part of our lives at Amtrak.

Since the unveiling, I've used this space to talk with you about what rebranding means, what it says about all of us and our work product, and how important it is for every one of us to be brand managers, or guardians. That's a central message you've also seen elsewhere, such as in the Brand Management Handbook mailed to employee homes.

Happily, everywhere I've been in the system, employees are excited about the "new" Amtrak. They're proud of what this refreshing change in our image represents—because our brand is truly us. And it's nice to see that clothing and other items with the new identity seemed to be popular holiday gifts!

So, is the transition complete? Of course not, because we simply can't

afford to just discard or repaint everything with the "arrow" on it. We said in July that the full transition could take as long as two years, and that still looks like an accurate estimate.

But a lot has already been done. New ticket jackets are already in use, and new ticket stock is starting to be introduced. All of our advertising reflects the new identity, new uniforms have begun their gradual debut, and the new P-42 locomotives are rolling out. Plus, work has begun on a plan to change the signs throughout stations—a massive job in and of itself.

We're also working on a design plan for our corporate partners to use in their promotions, and one that meets both our own standards and those of our vital state partners. This is going to be an ongoing project, and I thank you for your patience. You're not alone—I've heard of more and more "household-name" national corporations that are going through

the same kinds of gradual transitions. It's just so expensive to do it any other way.

Now that you've all gotten your handbooks and been officially "deputized" as brand managers, or guardians, I think this is a good time for me to turn back this space to the editors of *Amtrak Ink*. They need it to talk about all the great things that employees are doing every day.

I'll be back occasionally, to keep you updated on how we're doing with the transition. For instance, a major milestone later this year will be the introduction of our new long-distance sub-brand, a way of using our new identity to distinguish those wonderful product lines.

In the meantime, stay vigilant in looking out for misuses and abuses of our new brand identity. It's employees who have built the value of our brand over the past 29 years, and it's employees who will hold that value strong. Keep it up.

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:

- ◆ This summer, Amtrak introduced its new brand identity and the unconditional Satisfaction Guarantee. No other national transportation provider offers this kind of no-questions-asked guarantee. Amtrak promises all guests a safe, comfortable and enjoyable experience. Those who feel their experience fell short of expectations are compensated with future free travel.

- ◆ *Acela Express*, America's first high-speed train, began revenue service in December. The new service is competitive with the airline shuttles 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 totaled 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 plan 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 \$350 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.

O N T H E R I G H T R A K

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 business. 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.



From left to right are the following Auto Train employees: John McCaffrey, manager, Business and Marketing Analysis; Kellie Bonner, safety coordinator; Julie Byrne, chief, on-board services; Milagros Watson, on-board attendant; Joyce George-Forbes, on-board attendant; Sharon Mahoney, general manager; and James Mead, service manager.

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 Assis-

"Amtrak's exceptional commitment and investment in personnel and resources in this critical program will undoubtedly save suffering and the loss of lives."

Jolene Molitoris
FRA Administrator

tance 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."



Amtrak's Marketing team is taking care of our guests – and you – this winter

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).

Ski Resort	State	Special Offer	Dates Offer Valid	What Employee Needs to Do	For More Information
Aspen	Colorado	25 percent discount off lift tickets (Employee only) Buttermilk, Highlands and Snowmass (Employee only)	Through 4/22/01	Bring Amtrak ID and driver's license to resort ticket window	1-877-701-9463 www.aspensnowmass.com
Vail	Colorado	50 percent off lift tickets at Vail, Beaver Creek, Breckenridge, or Keystone (Employee and up to 2 immediate family members)	Through 4/22/01	Contact Laurie Mooney at lmooney@vailresorts.com or 1-800-733-9188 and provide employee pass number (e-mail is best)	1-888-830-SNOW www.snow.com
Winter Park Resort	Colorado	10 percent discount on lift tickets (Employee only)	Through 4/22/01	Bring Amtrak ID and driver's license to resort ticket window	1-800-977-6199 www.winterparkresort.com
Big Mountain	Montana	One free all day lift ticket (Employee only) 50 percent off regular room at Rocky Mountain Lodge	Through 4/8/01	Contact Susie Schenck at Big Mountain at least 48 hours in advance (e-mail is best) susies@bigmtn.com or 1-800-234-3249	Resort: 1-800-859-3550 www.bigmtn.com Rocky Mountain Lodge: 1-800-862-2569
Killington	Vermont	Free 1, 2, or 3-day lift tickets (Employee only) 50 percent off lift tickets for immediate family	Monday – Friday between March 5 – March 16, 2001 Anytime between March 19 – April 15, 2001	Reservations required seven days prior to arrival. Send fax to Killington at (802) 422-6118 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	1-800-432-0100 www.killington.com
Stowe	Vermont	"Stowe Card" for 25 percent off single day lift tickets (Employee only) Free ticket for every six tickets purchased with the Stowe Card	Through April 15, 2001 (Stowe Cards are valid Sunday through Friday, non-holiday)	Bring Amtrak ID to "Spruce Season Pass Office"	1-800-253-4754 www.stowe.com

Fiscal Year 2000 brings success to Amtrak Intercity



Ford Explorer winner

Fiscal year 2000 began with the opening of a new Mail and Express transdock facility in Chicago.

Throughout the year, Amtrak continued to bring new facilities and services on line and increased the shipping service we offer customers. By year's end, Mail and Express showed enough growth and promise to justify a spin-off as its own business unit.



Renovation celebrations

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 FY00, 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, 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 another employee received one of the railroad industry's highest

honors—the Burch Award for Safety.

The awards kept coming. The Amtrak-operated USPS 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.



Acela Express



Mail and Express

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



Jack Backert delivers a shocking demonstration

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.

EMPLOYEE MILESTONES

15 Years

December 2000

ALEXANDER, RODNEY
Mid-Atlantic Division

AYERS JR, DONALD
Mid-Atlantic Division

BANKS III, JAMES
Mid-Atlantic Division

BATCHO, MICHAEL
Metropolitan Division

BECAFT, ROD
Mid-Atlantic Division

BORDERS, KENNETH
Mid-Atlantic Division

BOYD, THEODORE
Mid-Atlantic Division

BRICKHOUSE, CLEOPHAS
Mid-Atlantic Division

BROADUS JR, WILLIAM
Mid-Atlantic Division

BUTLER, MICHAEL
Mid-Atlantic Division

CASTILLO, PHILIP
Los Angeles District

CLARK, JAMES
Mid-Atlantic Division

COOPER SR, KENNETH
Kansas City District

CROCKER, DORENE
Los Angeles District

CURRY, GERALD
Mid-Atlantic Division

DELIA, SOBNER
Mid-Atlantic Division

DEMPSEY, MICHAEL
Mid-Atlantic Division

DEMPSEY, WILLIAM
Mid-Atlantic Division

DESANTIS, STEPHEN
Mid-Atlantic Division

DROZYSKI, ROBERT
Mid-Atlantic Division

EBERSOLE, JERRY
Mid-Atlantic Division

EDLER III, KARL
Mid-Atlantic Division

ELDEN, JOHN
Mid-Atlantic Division

ERWIN, RANDY
Mid-Atlantic Division

EWALD, THOMAS
Mid-Atlantic Division

GARRETT, DAVID
Mid-Atlantic Division

GORDON, KEVIN
Mid-Atlantic Division

GORE, JOHN
Mid-Atlantic Division

GRAVES, THOMAS
Mid-Atlantic Division

HALE, RANDALL
Mid-Atlantic Division

HAMILTON, MARK
Mid-Atlantic Division

HANES, MARK
Mid-Atlantic Division

HARMON, BRENDA
Metropolitan Division

HIBBERT, MICHAEL
Mid-Atlantic Division

HOOKS, JAMES
Mid-Atlantic Division

JOHNSON, MICHAEL
Mid-Atlantic Division

KINNEY, DEMETRIOS
Mid-Atlantic Division

KISENDAFFER, NORMAN
Mid-Atlantic Division

KNOX II, WALTER
Mid-Atlantic Division

KREPKA, GEORGE
Mid-Atlantic Division

LATCHFORD, JAMES
Mid-Atlantic Division

LEE JONES, BARBARA
Mid-Atlantic Division

LYONS, ROBERT
Mid-Atlantic Division

MASCETTI, DONALD
Mid-Atlantic Division

MCDONOUGH, JOSEPH
Mid-Atlantic Division

MORALES, FERNANDO
Los Angeles District

MORGAN, JOSEPH
New England Division

MORGAN, RANDY
Mid-Atlantic Division

MORSCHAUSER, CHARLES
New England Division

MRUK, EDWARD
Mid-Atlantic Division

MYERS, RICHARD
Mid-Atlantic Division

NAHEM, ISAAC
Metropolitan Division

NAYLOR, JUANITA
Sanford District

NEAL, TIMOTHY
Mid-Atlantic Division

O'DELL CURTIS
Mid-Atlantic Division

PARKER, MICHAEL
Mid-Atlantic Division

PARKER, STEPHEN
Mid-Atlantic Division

PATTON, JOHN
Atlanta District

PHIFER, STEPHEN
Mid-Atlantic Division

RATHBUN, DEANN
Seattle District

ROWLAND, JOHNNY
Jacksonville District

RUSSELL, KENNETH
Mid-Atlantic Division

SCHRAMM, CHARLES
Mid-Atlantic Division

SHARP III, ALBERT
Mid-Atlantic Division

SIMMONS, STEWART
Mid-Atlantic Division

SIMMS, DAVID
Mid-Atlantic Division

SOCHRIN, STUART
Mid-Atlantic Division

SOMERVILLE, GLENN
Mid-Atlantic Division

STAUGHTON, HARRY
Mid-Atlantic Division

STENCIL, DOUGLAS
Jacksonville District

STENCIL, MICHAEL
Mid-Atlantic Division

STUREY, RONALD
Mid-Atlantic Division

TAULTON, JEFFERY
Mid-Atlantic Division

VANOVER, LAURA
Mid-Atlantic Division

WAGNER SR, STEPHEN
Jacksonville District

WEAKLEY, CURTIS
Mid-Atlantic Division

WHITE, FRANKIE
Mid-Atlantic Division

WILSON, DAVID
Mid-Atlantic Division

WOLFORD ROBERT
Miami District

20 Years
December 2000

BAILEY, CARL
Washington, DC, Headquarters

BASS SR, KEVIN
Beech Grove District

BOGGS, JEANINE
St. Louis District

CARSON, DONALD
Los Angeles District

COHEN, VIVIAN
Chicago Metro District

COTTRELL, ROBERT
Metropolitan Division

DRINKWATER, WILLIAM
New England Division

ESPOSITO, MICHAEL
New England Division

FAIRES, JOSEPHINE
New Orleans District

FOSTER, GLENN
St. Louis District

FOX, ROBERT
Metropolitan Division

HAMILTON, PATRICIA
Portland District

JOHNSON, RANDY
Portland District

KROSS, WENDY
Metropolitan Division

MURPHY, KEVIN
Metropolitan Division

PARKER, DAVID
Metropolitan Division

PAYNE, DAVID
Jacksonville District

POLLARD, LYNWOOD
New England Division

SOESBEE, JULIANE
Washington, DC, Headquarters

THOMPSON, FREDERICK
JADE
Metropolitan Division

TOROSIAN, PAUL
New England Division

TURKENKOPF, STEVEN
VARRASSO, LINDA
New England Division

VASSOR, JACQUES
Mid-Atlantic Division

25 Years
December 2000

BELLE, BERNICE
Miami District

BESS, LAURA
St. Louis District

BOGERT III, WILLET
Jacksonville District

BOHENEK, THOMAS
New England Division

BONSE, ALAN
Chicago Metro District

CASEY, MARTIN
Metropolitan Division

CONLEY, EDWARD
New England Division

COOK, LAWRENCE
Miami District

DARBY, MYRON
Metropolitan Division

DELGADO, MARIANO
Miami District

DUNBAR, RALPH
Mid-Atlantic Division

FISHER, PAULINE
Washington, DC, Headquarters

GARCIA, JOEL
Oakland District

GRAY, B JOAN
Mid-Atlantic Division

HASTINGS, SAMUEL
Mid-Atlantic Division

HAYES, GEORGE
Beech Grove District

HENRY, THOMAS
Metropolitan Division

HUEG, BRUCE
Mid-Atlantic Division

JOHNSON, LILLIAN
Seattle District

JOHNSON, WILLIE
KENNEDY, ROBERT
Mid-Atlantic Division

KOLLETZKI, PAULINE
Mid-Atlantic Division

KRAJCOVIC, JOSEF
Miami District

LEWIS, ESSIE
Mid-Atlantic Division

LOMBARDI, EDWARD
Mid-Atlantic Division

MARTINEZ, RICHARD
Metropolitan Division

MCCARTHY, DORIS
Seattle District

MITCHELL JR, NAPOLEON
Los Angeles District

NOONAN, ROBERT
Washington, DC, Headquarters

KANE, JEAN
Mid-Atlantic Division

PETERSON, JESSIE
Jacksonville District

PHILLIPS, WILLIAM
Mid-Atlantic Division

CARLETT, WARREN
Chicago Metro District

SINGLETON, HENRY
Miami District

SMITH, CHARLES
Jacksonville District

THOMAS WILSON, DOROTHY
Mid-Atlantic Division

THOMPSON, DOREEN
Mid-Atlantic Division

15 Years
January 2001

BAIRD JR, ALFRED
Mid-Atlantic Division

CRAWFORD, JANE
Lorton District

FLORES, FRANK
Los Angeles District

LETTERIELLO, JOHN
Metropolitan Division

RAUPP, KENNETH
Lorton District

REID, VINCENT
Metropolitan Division

SUDDOO MORGAN, MIRIAM
Mid-Atlantic Division

20 Years
January 2001

BROWN, NANCY
Portland District

CLARK, DAVID
New England Division

CRAWFORD, HAZEL
New England Division

DAPP, ROBERT
Mid-Atlantic Division

EHLEND, SHEILA
New Orleans District

LENARD, GERRI
Mid-Atlantic Division

RADLEY, LOUISE
Chicago Metro District

SALMON JR, RICHARD
Mid-Atlantic Division

25 Years
January 2001

ADAMS, JOSEPH
New England Division

ALLEN, MARK
New England Division

ALLEN, ROBERT
Chicago Metro District

ANDERSON, PATRICIA
Metropolitan Division

ARONSON, ALBERT
New England Division

AVENDANO, ERNESTO
Chicago Metro District

BALDINO, CRESCENSO
New England Division

BATTAGLIA, DAVID
Chicago Metro District

BATTS, IRVING
New England Division

BEEBE, NORMAN
New England Division

BEHUN, GREGORY
Washington, DC, Headquarters

BEL, DOUGLAS
Chicago Metro District

BIONDO, PAUL
Metropolitan Division

BOCK, JAMES
Chicago Metro District

BOGDAN, DANIEL
Chicago Metro District

BOOTH JR, NEVILLE
New England Division

BOOTY JR, MARLIN
Mid-Atlantic Division

BORNMAN, TERRY
Mid-Atlantic Division

BOUDREAU, JAMES
Chicago Metro District

BRENDIA, WALTER
Metropolitan Division

BROWN, CHARLES
Sanford District

BRUSS, RICHARD
Mid-Atlantic Division

BRZEZINSKI, EDWARD
Chicago Metro District

BUKOWSKI, JOHN
Chicago Metro District

BURNS, JAMES
Chicago Metro District

BUTLER, THOMAS
Mid-Atlantic Division

CAMPBELL, SIMIEL
Chicago Metro District

CASSELLA, ANDREA
Sanford District

CATALFAMO, JOHN
Metropolitan Division

CHADWICK, LARRY
Beech Grove District

CHRISTIANSEN, ROBERT
Mid-Atlantic Division

CINI, WILLIAM
Mid-Atlantic Division

COE, ROBERT
Metropolitan Division

CORCORAN, MICHAEL
Mid-Atlantic Division

COUGHLIN, ROBERT
New England Division

COZZI, STEVEN
Chicago Metro District

CRANE, JOSEPH
New England Division

D AMBROSIO, MARK
Chicago Metro District

D AMICO VINCENT
Mid-Atlantic Division

DALY, EDWARD
Mid-Atlantic Division

DANIEL, DENNIS
Chicago Metro District

DEIBLER, KIM
Mid-Atlantic Division

DELUCIA, DAVID
New England Division

Congratulations to All of You!

DERRICO, GLEN
Chicago Metro District

DEWITTE JR, ROBERT
Detroit District

DIAZ JR, MICHAEL
Chicago Metro District

DIAZ, JESSE
Chicago Metro District

DIAZ, RAUL
Chicago Metro District

DIBLASI, JOHN
New England Division

DIGREGORIO, JOHN
Mid-Atlantic Division

DILLON, RUTH
Chicago Metro District

DIPALMA, GILBERT
New England Division

DOBBINS, THEODORE
New England Division

DOUGHERTY, FRANCIS
Chicago Metro District

DOYLE, PAUL
New England Division

DREMANN, MICHAEL
Chicago Metro District

DUNN, MICHAEL
Mid-Atlantic Division

EAMES, DENNIS
Metropolitan Division

ELLINGTON JR, WILLIE
Chicago Metro District

ENGLISH, WILLIAM
New England Division

FAHRENKOPF JR, JOSEPH
Metropolitan Division

FALARIS, C
New Orleans District

FALLAVOLLITA, ROBERT
New England Division

FASSL SR, JOHN
Chicago Metro District

FERRITTO, CARL
Sanford District

FIGUENICK, ANTHONY
Miami District

FINNEGAN JR, PETER
New England Division

FITZGERALD, WILLIAM
New England Division

FLYNN JOHN
New England Division

GAMMILL JR, HOWARD
Metropolitan Division

GANGLOFF, JAMES
Metropolitan Division

GERMAIN, JOHN
New England Division

GHOLAR, JESSE
Chicago Metro District

GIBILARO, GERALD
Metropolitan Division

GILBERT, JOHN
Chicago Metro District

GOULD, RANDALL
New England Division

GRANATA, DAVID
New England Division

GREGORY JR, CHARLES
Chicago Metro District

GROSSKOPF, THOMAS
New England Division

GUGINO, JOHN
Metropolitan Division

GUNDBERG, PAUL
Chicago Metro District

HAMMOND, KEVIN
New England Division

HARDIMAN, DAVID
New England Division

HART, GLADYS
Chicago Metro District

HAYES, GEORGE
Sanford District

HAYMER, BETTY
Chicago Metro District

HEATH, EDWARD
Mid-Atlantic Division

HEITZ, PETER
Metropolitan Division

HIGGINS III, GEORGE
New England Division

HILL, SHIRLEY
Chicago Metro District

HRUBEC, RONALD
New England Division

HUGHES JR, EDDIE
Chicago Metro District

HUGHES, MARK
New England Division

HURTT, JAMES
Mid-Atlantic Division

IANNUCCI, RICHARD
New England Division

IMBRUGLIA, JOHN
New England Division

JOINER, WAYNE
Detroit District

JONES, DIANE
Washington, DC, Headquarters

JONES, WILLIE
Chicago Metro District

KAPLAN, IAN
Chicago Metro District

KELLEY, DAVID
New England Division

KELLEY, GERALD
New England Division

KENEE, JOHN
Mid-Atlantic Division

KENNEDY, TRACY
Los Angeles District

KENNEY, MICHAEL
New England Division

KIMBROUGH, PAUL
Chicago Metro District

KINNEY JR, DONALD
New England Division

KOLODZIEJCZAK JR, LUCIAN
Mid-Atlantic Division

KUNZ SR, JOSEPH
Chicago Metro District

LAVINA JR, CHARLES
New England Division

LE CLAIR, ARTHUR
New England Division

LESSIG, RONALD
Mid-Atlantic Division

LEWIS JR, JAMES
Chicago Metro District

LYDON, KEVIN
New England Division

MACDONALD JR, JOHN
New England Division

MACIE, BRUCE
Metropolitan Division

MACIE, JERRY
Metropolitan Division

MAGEE, THOMAS
New England Division

MAHONEY, THOMAS
Mid-Atlantic Division

MALONE, JOHN
New England Division

MARTIN, ALBERT
Mid-Atlantic Division

MARTIN, DOUGLAS
Chicago Metro District

MASSARO, MICHAEL
Mid-Atlantic Division

MASSARO, ROBERT
New England Division

MCAFFEE, MELDO
Chicago Metro District

MCAFFEE, STAFFORD
Chicago Metro District

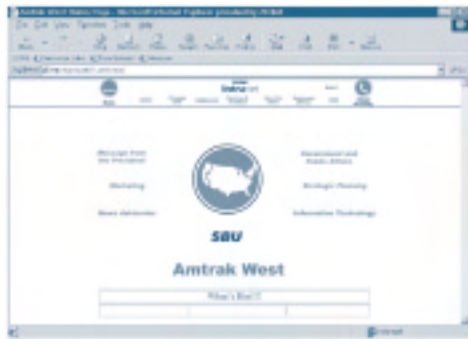
Amtrak West Intranet site has arrived

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.



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

As of Jan. 1, employees celebrating service anniversaries of at least five years will receive a "Magic Box."

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.

EMPLOYEE MILESTONES

Continued

MCCABE, MARK Metropolitan Division	NOVAK, ROBERT Chicago Metro District	RANNIE, JOHN Washington, DC, Headquarters	SLOWEY JR, JAMES Metropolitan Division	VANDENBERGH, KENNETH Chicago Metro District	WILSON, GERALD Chicago Metro District	SALOIS, RAYMOND New England Division
MCCANN JR, PAUL New England Division	LEARY, RICHARD New England Division	RILEY, RICHARD Chicago Metro District	SMALL, LAWRENCE Mid-Atlantic Division	VASSO, RALPH Mid-Atlantic Division	WOOD, LEE Chicago Metro District	VAUGHN, JOHN New England Division
MCDONOUGH, MARK New England Division	SHEA, GERALD New England Division	RODRIGUE, ROGER New England Division	SMITH II, McDONALD Metropolitan Division	VELDHOVEN JR, JOHN New England Division	YEAGER, ROBERT Mid-Atlantic Division	WILEY, JAMES New England Division
MCKERLANE, WILLIAM Mid-Atlantic Division	O'BRIEN, DENIS New England Division	ROMANO, FRANK Metropolitan Division	SMITH, ANTHONY Metropolitan Division	VENTURA, GLORIA Chicago Metro District	YONAN, HOMER Los Angeles District	Retirement December 2000
MCFEELY JR, WILLIAM Metropolitan Division	O'KANE JR, WILLIAM New England Division	ROONEY, MICHAEL Mid-Atlantic Division	SMITH, DONALD Los Angeles District	VOIGHT, MICHAEL Chicago Metro District	ANVETTOR, ROBERT New England Division	BORDEN, ROBERT New England Division
MCGILLIGAN JR, J Mid-Atlantic Division	O'MALLEY, THOMAS New England Division	ROSS, JAMES Metropolitan Division	SMITH, TED Chicago Metro District	VOIRA, MICHELANGELO New England Division	SMITH, CHARLES New England Division	BRANCH, SAMUEL Mid-Atlantic Division
MCKENNA, RICHARD New England Division	OATES, RALPH Chicago Metro District	ROUSARY, FRANK Chicago Metro District	SOLIMENE, ROBERT New England Division	VOIRA, ROMEO New England Division	KOEPEL, JOHN Metropolitan Division	CARRAS, THOMAS Chicago Metro District
MCLEES, ROBERT New England Division	PARKER, CEASAR Chicago Metro District	RUSSELL GEORGE Sanford District	SORAGHAN TERENCE Chicago Metro District	VONDERHEY, THOMAS Mid-Atlantic Division	MURPHY, FRANCIS Washington, DC, Headquarters	CLARKE, PERCY Mid-Atlantic Division
MCQUADE, WILLIAM New England Division	PARKER, JAMES Sanford District	RYDBERG, RICHARD Los Angeles District	SPACCAFERRO, VINCENTO Chicago Metro District	WAGNER, JAMES Mid-Atlantic Division	Retirement November 2000	DECKER, JAMES Mid-Atlantic Division
MCREYNOLDS, WARREN Chicago Metro District	PASIONEK JR, JOSEPH New England Division	SACCO, PAUL New England Division	SPISAK, WILLIAM Chicago Metro District	WARFIELD, JOSEPH Mid-Atlantic Division	BYRNE, PATRICK New England Division	ERKELENZ, WILLIAM Washington, DC, Headquarters
MERENDA, JOSEPH New England Division	PATTERSON, RAVION Chicago Metro District	SARRO, PAUL New England Division	SPRAGUE JR, JOSEPH Mid-Atlantic Division	WASHINGTON, JAMES Chicago Metro District	CANGIAMILA, VINCENT New England Division	HONEYCUTT, FRANKLIN Chicago Metro District
MERLIN, MICHAEL Chicago Metro District	PERRY, GEORGE New England Division	SCHOENHALS, JAMES Metropolitan Division	SPRINGER LEPKOWSKI, PATRICIA Metropolitan Division	WEATHERS, DOROTHY Chicago Metro District	CARMENATE, ROBERT Miami District	LEWIS, LARRY Mid-Atlantic Division
MOSCO, AUGUST Chicago Metro District	PETRELLI, ALLAN New England Division	SENSALE JR, LOUIS New England Division	SULLIVAN, JOHN New England Division	WENZ, LARRY Washington, DC, Headquarters	COLEMAN, ROBERT New England Division	MASON, JON Los Angeles District
MOSLEY JR, HOWARD Mid-Atlantic Division	POINTER, JAMES New England Division	SHARP, WILLIE Chicago Metro District	SULLIVAN, ROBERT New England Division	WHITE JR, JOHN New England Division	DAVID, GEORGE Miami District	SMITH, VINCENT Miami District
MULLEN, ROBERT New England Division	PONICKI, MICHAEL Chicago Metro District	SHEEHAN, GERARD New England Division	SUTHERLAND, JAMES New England Division	WHITE, EDWARD New England Division	FIELDS, BETTY Sanford District	STEMPOR, LOUIS Mid-Atlantic Division
MURDOCK, MICHAEL Mid-Atlantic Division	POZNANSKI, WILLIAM Chicago Metro District	SHEEHAN, LEO New England Division	SUTTON, THERESIA Chicago Metro District	WHITE, ROBERT New England Division	FIELDS, ERNEST Beech Grove District	SWANSON, NORMA Chicago Metro District
MURRAY, ROY Chicago Metro District	PRALL, FRANK New England Division	SHOTT, GEORGE Chicago Metro District	SWANSON JR, CHARLES New England Division	WIGDORSKI, RAYMOND Metropolitan Division	GLASER, CHARLES Beech Grove District	WILLIAMS, NORMAN Chicago Metro District
NEWMAN, CHARLES Chicago Metro District	PRATT, RONALD New England Division	SHOWE, GEORGE Metropolitan Division	TERRELL, RONALD Chicago Metro District	WILLIAMS JR, THOMAS Chicago Metro District	LOFTON, BERRY OLLIE Miami District	YOUNG JR, IRVIN Jacksonville District
NOLL, HOWARD Metropolitan Division	PULEO, STEPHEN New England Division	SIMMONS, EDWARD Metropolitan Division	TOLLIVER, NATHAN Chicago Metro District	WILLIAMS, BURNELL Chicago Metro District	MCCORMACK, THOMAS New England Division	
NORWOOD, MARSHALL Chicago Metro District	PYNE, MICHAEL New England Division	SIMMONS, ROY Chicago Metro District	VANDENBERGH, Charles Chicago Metro District	WILLIAMS, EARNEST Chicago Metro District	OOMENS, SANDRA Los Angeles District	
NOVAK, FRANK Chicago Metro District	RAMLOT, RANDALL Chicago Metro District	SLAY, GILBERT Metropolitan Division		WILLIAMS, PORTIA Chicago Metro District	PURDOM, BRENTON Seattle District	

RAILWAY ROUNDUP

Amtrak '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 weds 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



The newlyweds

1999 after 42 years. His new bride said she was surprised by her husband's idea for a wedding on the rails.

The diner car was decorated in green and white streamers, red bows and bells. Amtrak picked up the tab for the wedding cake, refreshments and nonalcoholic 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



Winter Haven, FL, to Orlando

"I married in a church the first time," said Willaford, who retired from CSX Transportation in

looked almost like the station's opening day 100 years ago.



Pictured above (left to right) Michael Canterbury-OBS, Gregory Vutler and Henry Carpintero-Bridges & Buildings (B&B), Jackie Hewing, Vernest Cantrell-OBS Safety Couriers, Ruben Negrere, B&B, and Jack Grizely, foreman, B&B.

Western Business Group Safety Advisory

Michael Canterbury says, "Thank you Western Business Group Safety Couriers and Chicago Yard Engineering Department." He has just used the newly constructed walkway for On-board Services personnel to move between the crew base and departing or arriving trains.

Santa, CNOC employees attend Radio City Music Hall show

On Dec. 9, a group of employees from the Crew Management Services boarded Train #162 from Wilmington to New York, to attend the Radio City Music Hall Christmas Spectacular.

Thanks to Q-team members **Chris McNamee**, **Shirley Bannon**, **Mario Bobbato-Clark**, **Jean Hornyak** and **Sue McNamee** for organizing the trip. Special thanks to **Suzanne Dill**, secretary, Crew Management Services, who played Santa and distributed candy canes to kids and adults on-board the train.



Suzanne Dill, "Santa," and Leroy Shepherd, lead service attendant.

From left to right, Bill Sample and John Fredericks as "Uncle Sam," are surrounded by local townspeople in Victorian elegance.

AMTRAK IN THE NEWS

"The concept of a single station seamlessly linking Amtrak and commuter trains, local and regional buses and taxis is such a natural, it's a wonder Raleigh hasn't attempted it much earlier. The people designing downtown Raleigh's intermodal station aren't wondering anymore. Within 10 years, a traveler could board a commuter train bound for the hub, switch to Amtrak train for a ride to Charlotte, and on return, grab a bus or cab home."

"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 Garciparra-Rodriguez, campaign. She hopes to reap the same benefits from NASCAR's lengthy season, which crisscrosses the country and spans February to November."

"Amtrak hitches its marketing train to Rusty Wallace,"
Sports Business Journal,
Dec. 7, 2000

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 continually 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 work they did over the New Year's Eve weekend, when a severe storm threatened to cripple travel in the region. Employees from various divisions, the Engineering Department, product lines, Crew Management, and others, kept trains running on the NEC without any major delays. Hard work and good

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 1

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



2001 Amtrak wall calendars are in

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, expiration date and your name as it appears on the card. Visa, MasterCard, Discover/Novus and American Express will be accepted.

Prices:

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

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.

Amtrak announces special fares, drives business to travel agents

Program benefits agents, guests, Amtrak

Amtrak is working closely with travel agents to increase ridership and revenue.

With the support of the American Society of Travel Agents (ASTA), Amtrak has launched a unique program that benefits both leisure travelers and travel agents.

Under this program, travelers are eligible for a 10-percent discount on Amtrak long- distance trains and selected short-distance trains with a coupon redeemable only through a travel agency.

"This program is a win-win-win situation because it offers a generous discount to travelers and generates business for travel agents and Amtrak," said Bill Maloney, ASTA executive vice president and COO.

To take advantage of the special fares, travel must be booked and ticketed between Jan. 12 and Feb. 24, and travel must be completed by May 24.



GUEST LETTERS

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 Pitts-

burgh 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

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 5 . Issue 12 . March 2001

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.



portation 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.

Continued on page 11

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



Five of the six employee award recipients shown here with their supervisors, along with Rienzi, Warrington and Hightower.

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

Inside

2

TRAIN OF THOUGHT

New HSR Investment Act

3

Caltrain certification



'NBA Train'

4

Uniform modifications

2001 Management Conference

5

ON THE RIGHT TRAK
Black History Month

6

Satisfaction Guarantee



8

EMPLOYEE MILESTONES

9

Employee Referral Program

Continuing education



10

RAILWAY ROUNDUP

11

Employee Broadcast System

REPORT CARD

12

PROMOTIONS IN MOTION

BENEFITS CORNER

GUEST LETTERS

AMTRAK

TRAIN OF THOUGHT

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.



George Warrington

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.

"Make no mistake about it: High-speed rail isn't just for the Northeast. It's for every part of this country."

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** 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."

Amtrak Ink

Vol. 5, Issue 12, March 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)
Employee publication:
Amtrak Intercity OnTrack

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW/SBU
Internet e-mail: AMW/SBU@amtrak.com

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

"Most of what we already did fit the standard, we just didn't know 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," said **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.

"This 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



L. to R. Coach Brown, NBA players, Polin, Williams and Warrington at the "NBA Train" press conference in Washington.

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 between Boston and Washington, D.C."

"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.



Media huddle on the platform awaiting Acela Express and some NBA All-Stars.

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.

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 10. 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.

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

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 uncon-

ditional 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 ques-

tions. 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.



L. to R. Amtrak West contestants Bill Duggan and Liz O'Donoghue, play "Who Wants to be a Million-Dollar Saver," with Regis impersonator asking some tough questions.

ON THE RIGHT R A K

Tacoma Amtrak Station staff named USDOT 'Best Practice'

For their participation in and continued support of the Amtrak *Cascades* "Schools on Trains Safety Program," the Tacoma Station Amtrak staff was recently named a U.S. Department of Transportation "Best Practice."

The safety program offers discounted train tickets on the Amtrak *Cascades* to students, teachers and chaperones in the Pacific Northwest to visit such places as the Seattle Aquarium, the Washington State Capitol, or the destination of their choice. As part of the program, Operation Lifesaver arranges a presentation with the participating school group on the

importance of "Look, Listen and Live" train safety on and around railroad tracks.

Schools on Trains provides an educational adventure, an invaluable opportunity to educate children on the importance of rail safety, and it introduces a new generation to rail travel.

The Tacoma staff has been instrumental in developing and implementing the program in Tacoma. From Bellingham, WA, to Beaverton, OR, more than 6,500 students have participated.

Rail advocate commends service success

"On *San Joaquin* train # 711, Jan. 20, my wife and I had the great pleasure of being served breakfast by lead service attendant, **Walter Abram**.

He was warm, friendly, full of smiles and very efficient. Mr. Abram could be a role model for all Amtrak service attendants."

Regards,
George Gaekle
Board member
San Joaquin Valley Rail Committee

Washington Mechanical's second A.R.A.S.A. training milestone

Wellington Gibson, Foreman I, is the second Foreman I at Washington Mechanical to successfully complete the Foreman II, 24-week training course. He is now a qualified bidder for a vacant Foreman II position.

General manager, **Daryl Pesce**, and general foreman, **Frank Cover** developed the mechanical curriculum to train Foreman I employees.



L. to R. Daryl Pesce; Wellington Gibson accepting a plaque for his accomplishments; Frank Cover; and assistant general manager, Mike Kapela.

Employees pay tribute to African Americans

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 country.

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."



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

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 festivities on Jan. 31, beginning with an art exhibit and a musical performance by the Bob Gunthrie Jazz Quartet.

A three-week-long Great Hall Mural Project in Chicago Union Station was truly a work in progress. More than 20 students of the Little Black Pearl Workshop created a vivid mural on over 400-sq. feet of wooden panels in the station. 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



The Duke Ellington Jazz Ensemble performs pieces composed by jazz legends

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



Budding artists from the Little Black Pearl Workshop do some preliminary sketching for their mural.

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.

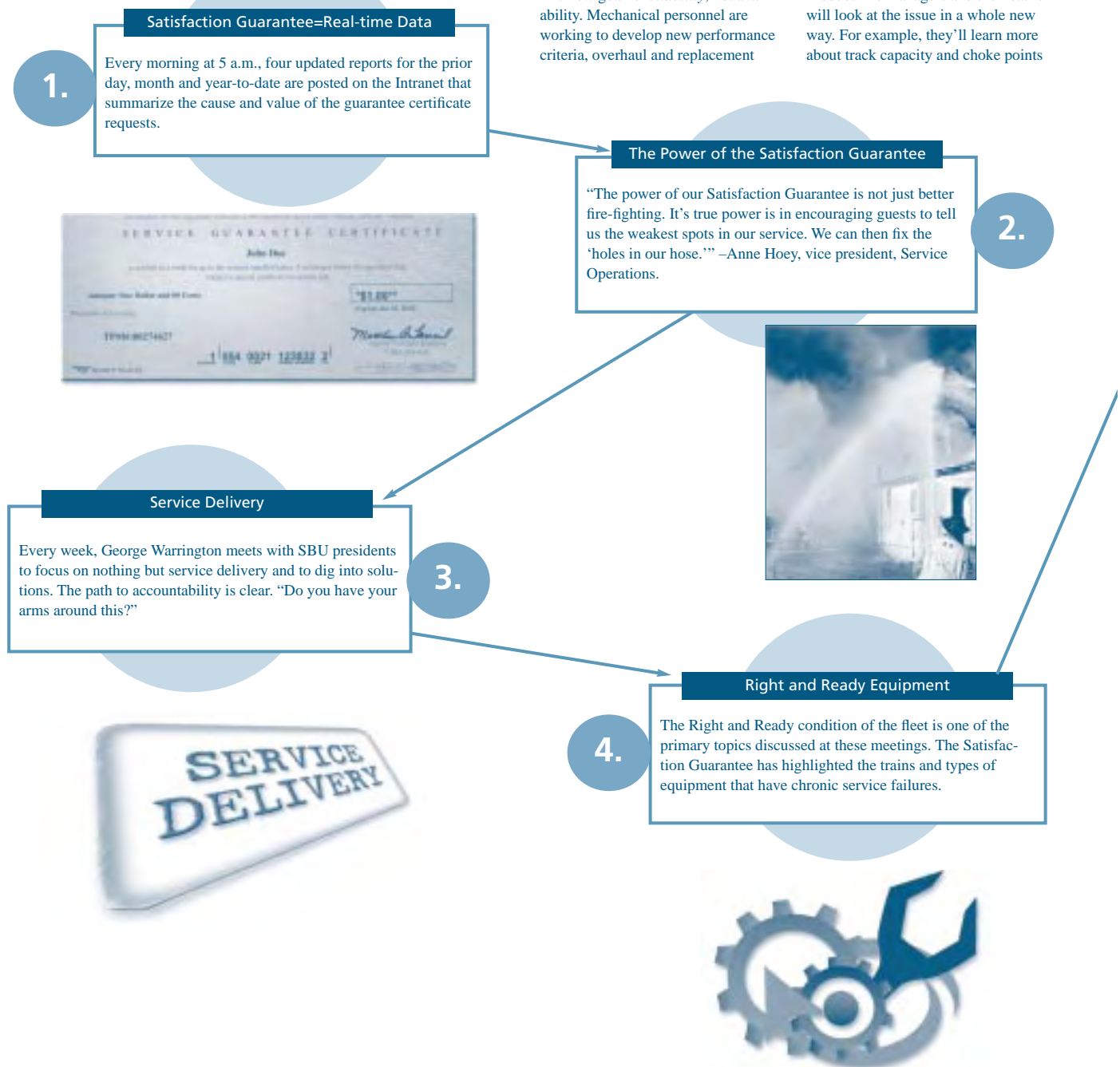
On-time Performance

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



re of how we manage our company

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

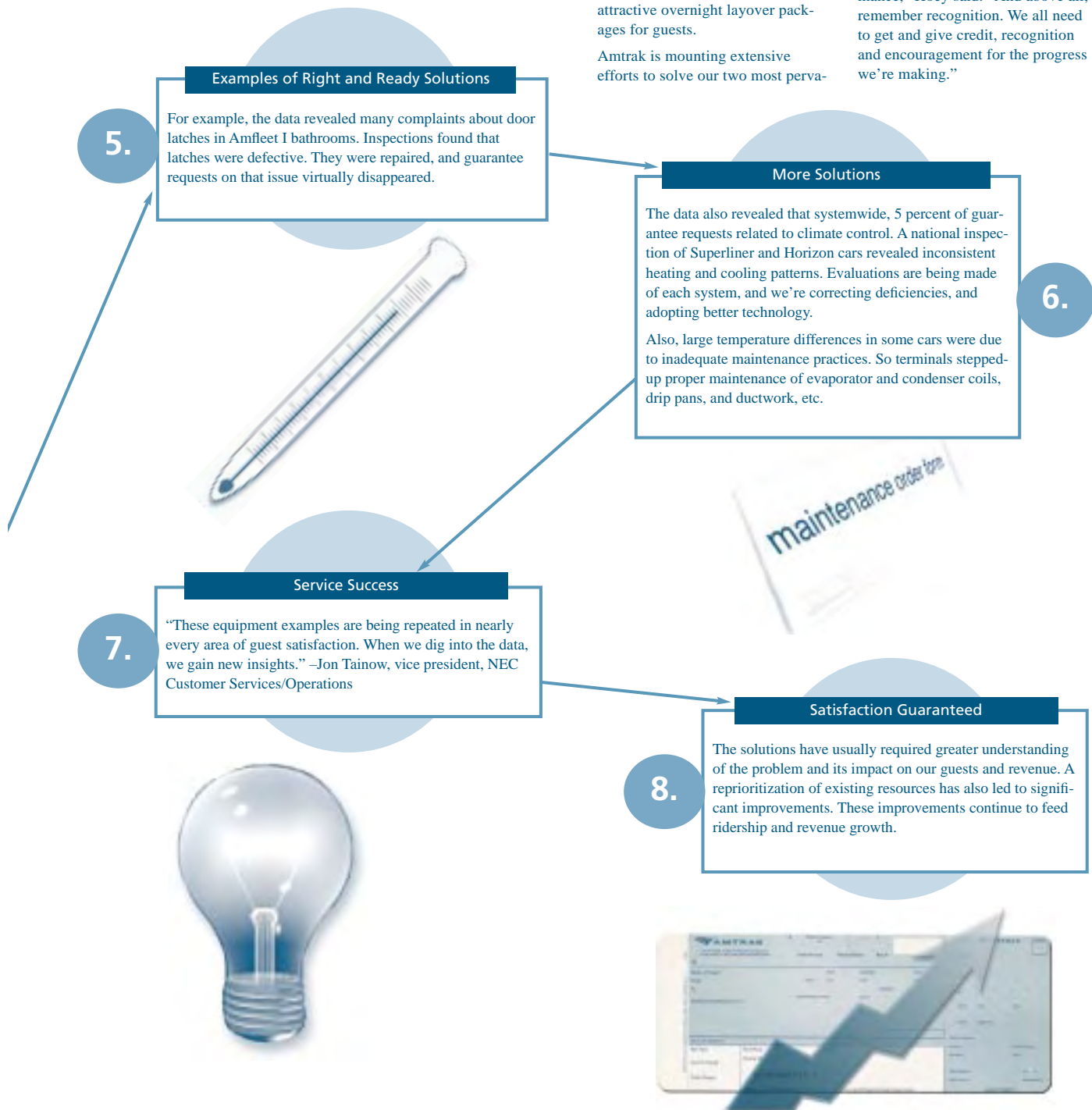
delays so that we can adjust our schedules accordingly. Amtrak also continues to work closely with the freights.

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 perva-

sive 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."



EMPLOYEE MILESTONES

Congratulations to All of You!

15 Years February 2001

FINN, RODERIC
Metropolitan Division
HASTINGS, LORA
Seattle District
SPAULDING, ANGELA
Metropolitan Division
PARKER, SMITH WANDA
Washington, DC,
Headquarters
PIECHOCINSKI, MARK
Metropolitan Division
RIZZO, ELLEN
Metropolitan Division
WEASE, DAVID
Lorton District

20 Years

February 2001

BARNETT, REBECCA
Chicago Metro District
BOOK, RONALD
Mid-Atlantic Division
CINKOWSKI, SHARON
Chicago Metro District
DAVIS DEAN, CHINESE
Chicago Metro District
MITCHELL, VANESSA
Chicago Metro District
POUSTUS, STANLEY
Mid-Atlantic Division
RAIA, LARRY
Los Angeles District
WUCHICH, WALTER
Chicago Metro District

25 Years

February 2001

ADAMS, FRANCINE
Metropolitan Division
AHMED, KAMAL
Mid-Atlantic Division
ALATZAS, EMANUEL
Metropolitan Division
ALLEN SR, DOUGLAS
Mid-Atlantic Division
ALRIDGE, RONALD
Mid-Atlantic Division
ANDERSON JR, ROBERT
Mid-Atlantic Division
ANDERSON, REYNOLDS
Metropolitan Division
ANTOINE, EDWARD
Metropolitan Division
ANTOMEZ SR, MARK
Chicago Metro District
APANAH, RAMESH
Sanford District
APPOLD, RAYMOND
Metropolitan Division
AQUILIA, CHARLES
Metropolitan Division
ARCEO, BENIGNO
Mid-Atlantic Division
ARMSTRONG, JOHN
Metropolitan Division
ARNONE, ANTHONY
Miami District
ASKEW, JANIE
Metropolitan Division
BADGER, MICHAEL
Mid-Atlantic Division
BAKER, STEPHEN
Mid-Atlantic Division
BARDY III, RICHARD
Beech Grove District
BARRY, DOUGLAS
Metropolitan Division
BEHRL, DOUGLAS
Mid-Atlantic Division
BELGRAVE, CARLOS
Miami District

BELL, JAMES
Metropolitan Division
BENTHALL, JAMES
Metropolitan Division
BEST, TIMOTHY
Mid-Atlantic Division
BISCOE, JAMES
Mid-Atlantic Division
BLOCKER, ESTHER
Mid-Atlantic Division
BLOUNT, ANTHONY
Metropolitan Division
BLUE, CARROLL
Mid-Atlantic Division
BOLLING, LEE
Metropolitan Division
BORS, ROBERT
Mid-Atlantic Division
BOSTON, GWENDOLYN
Metropolitan Division
BOVARD, JOHN
Mid-Atlantic Division
BOZICH, MICHAEL
Kansas City District
BRADFORD, KERREY
Mid-Atlantic Division
BRADFORD, WAYNE
Mid-Atlantic Division
BRIGGS, NORMAN
Mid-Atlantic Division
BROCKINGTON, ANGELA
Mid-Atlantic Division
BRODERDORF III, EDWARD
Mid-Atlantic Division
BROSANAN, DAVID
Mid-Atlantic Division
BROWN JR, JOHN
Mid-Atlantic Division
BROWN, GARY
Mid-Atlantic Division
BRYANT, MICHAEL
Metropolitan Division
BRYCK, JOSEPH
Mid-Atlantic Division
BUCKLEY, JOHN
Metropolitan Division
CAGNONI RICHARD
Metropolitan Division
CAHILL, CAROL
Chicago Metro District
CALLAHAN, EDWARD
Metropolitan Division
CARLIN, KENNETH
Metropolitan Division
CARLIN, PATRICK
Mid-Atlantic Division
CARMAN GREGORY
Metropolitan Division
CARTER, ERNEST
Metropolitan Division
CARTER, JOHNNIE
Metropolitan Division
CASTRONUOVA, JOHN
Metropolitan Division
CENNAMO, VINCENT
Metropolitan Division
CERBONE, ANTHONY
Metropolitan Division
CERMINARA, PASQUAL
Mid-Atlantic Division
CHAGA, MICHAEL
Mid-Atlantic Division
CHANCE, CATHERINE
Metropolitan Division
CHANDLER, JERRY
Mid-Atlantic Division
CHERICO, JERRY
Mid-Atlantic Division
CHIN, ALBERT
Metropolitan Division
CICCARELLI, WILLIAM
Mid-Atlantic Division
CLINE, DENNIS
Mid-Atlantic Division

COGLIANO, JOSEPH
Mid-Atlantic Division
COLM, RONALD
Mid-Atlantic Division
CONNERS, RICHARD
Metropolitan Division
COPPO, FRANCIS
Mid-Atlantic Division
CORDREY, AUDREY
Metropolitan Division
COSCIA, JOSEPH
Mid-Atlantic Division
COSTELLO JR, ROBERT
Mid-Atlantic Division
COSTELLO, RAYMOND
Mid-Atlantic Division
CROMPTON JR, JOHN
Mid-Atlantic Division
CROSDALE, MARY
Metropolitan Division
CULLIGAN, BRUCE
Metropolitan Division
D'ANGELO, FRANK
Metropolitan Division
DALY, SEAN
Metropolitan Division
DAVID, JOHN
Mid-Atlantic Division
DAVIDSON, WILLIAM
Mid-Atlantic Division
DENNEHY JR, THOMAS
Chicago Metro District
DENZEL, RONALD
Mid-Atlantic Division
DESIGNES, EMMANUEL
Metropolitan Division
DEVITO, FRANK
Metropolitan Division
DEVITO, JOSEPH
Metropolitan Division
DICKY, DAVID
Mid-Atlantic Division
DIELEUTERIO, NICHOLAS
Mid-Atlantic Division
DILL JR, HENRY
Chicago Metro District
DIMEDIO, ANDREW
Mid-Atlantic Division
DINONNO, NICHOLAS
Metropolitan Division
DODDS, EDWARD
Mid-Atlantic Division
DOERING, PHILLIP
Mid-Atlantic Division
DORSOGNA, CARL
Metropolitan Division
DUBE, ROBERT
Mid-Atlantic Division
DUGAN JR, JAMES
Sanford District
ELDER, JAMES
Metropolitan Division
ENGELS, JOSEPH
Metropolitan Division
ENTROP, MARK
Chicago Metro District
ERION, GALE
Mid-Atlantic Division
EVANS, THOMAS
Mid-Atlantic Division
EVANS, WILLIAM
Mid-Atlantic Division
FARIES, ROBERT
Mid-Atlantic Division
FARLEY, ANDREW
Metropolitan Division
FEIN, ROBERT
Metropolitan Division
FERRETTI, THOMAS
Mid-Atlantic Division
FIGLIOLA JR, MICHAEL
Metropolitan Division
FISH, KEVIN
Metropolitan Division

FITZWATER JR, PAUL
Mid-Atlantic Division
FLOWERS SR, EDWIN
Metropolitan Division
FORGIONE JR, JOHN
Mid-Atlantic Division
FOWLER, LARNETTE
Metropolitan Division
FULWOOD, LEVAIN
Metropolitan Division
GALLO, PATRICK
Mid-Atlantic Division
GAM, JOSEPH
Mid-Atlantic Division
GAMBACORTA, RONALD
Mid-Atlantic Division
GANC, MARK
Mid-Atlantic Division
GARCIA, GRANADOS LILIA
Los Angeles District
GAUL, MARYELLEN
Chicago Metro District
GAWEL, PHILLIP
Mid-Atlantic Division
GENNUSA, JOSEPH
Metropolitan Division
GILKES, ELIHU
Metropolitan Division
GIMBUTAS, A
Mid-Atlantic Division
GOODEN, LLOYD
Metropolitan Division
GRANGER, RICHARD
Mid-Atlantic Division
GRANT SR, DONALD
Mid-Atlantic Division
GRANT, CHARLES
Mid-Atlantic Division
GREGORY, JAMES
Mid-Atlantic Division
GREY, JOHN
Mid-Atlantic Division
GRIFFIN JR, EDWARD
Metropolitan Division
GRYAN, MARK
Mid-Atlantic Division
HALL, STEVEN
Mid-Atlantic Division
HASSE, L EDWARD
Mid-Atlantic Division
HAYDEN, JACK
Mid-Atlantic Division
HICKSON, GLENN
Metropolitan Division
HOLDER, ESTON
Metropolitan Division
HOWARD, GARY
Metropolitan Division
HUHN, JOHN
Mid-Atlantic Division
HURLEY, WILLIAM
Mid-Atlantic Division
HUXLEY, THOMAS
Mid-Atlantic Division
IGNUDO, ANTHONY
Mid-Atlantic Division
ISAACS, DONALD
Miami District
JACOBS, HENRIETTA
Metropolitan Division
JAFKE, MICHAEL
Mid-Atlantic Division
JAMES, CORNELIUS
Metropolitan Division
JANDOVITZ, STEPHEN
Metropolitan Division
JAWORSKI, WILLIAM
Mid-Atlantic Division
JOHNSON, ALLAN
Mid-Atlantic Division
JOHNSON, AZELIN
Metropolitan Division
JOHNSON, HAMMIE
Metropolitan Division

JOHNSON, HARRISON
Mid-Atlantic Division
JOHNSON, RICHARD
Mid-Atlantic Division
JOHNSON, VELMA
Chicago Metro District
JONES, BETTY
Metropolitan Division
JORGENSEN, STEPHEN
Metropolitan Division
JOSSA LOUIS
Metropolitan Division
JULIANO, AUGUSTINE
Metropolitan Division
KACZUR, STANLEY
Mid-Atlantic Division
KANICH, MICHAEL
Mid-Atlantic Division
KANICKI, ROBERT
Mid-Atlantic Division
KAPEL, A MICHAEL
Mid-Atlantic Division
KARDOS, JOSEPH
Mid-Atlantic Division
KEARNEY, JOHN
Mid-Atlantic Division
KEA, T PAUL
Metropolitan Division
KEAT, STEVEN
Metropolitan Division
KEELEY, WESLEY
Twin Cities District
KELLY, ALAN
Metropolitan Division
KELLY, EDWARD
Metropolitan Division
KELLY, ROBERTA
Mid-Atlantic Division
KEY, BETTY
Metropolitan Division
KIND, RICHARD
Mid-Atlantic Division
KING, WANDA
Metropolitan Division
KIRBY, KATHY
Chicago Metro District
KITZ, RICHARD
Metropolitan Division
KONKLEWSKI, JOSEPH
Metropolitan Division
KORCZ, PAUL
Metropolitan Division
KRAVITZ, GARY
Mid-Atlantic Division
KRETT SR, RAYMOND
Mid-Atlantic Division
KUMPEL, CLAUDE
Mid-Atlantic Division
LANCIANESE, PATRICK
Mid-Atlantic Division
LANDISI, THOMAS
Metropolitan Division
LATIMORE, NELLIE
Metropolitan Division
LAVELL, ROBERT
Metropolitan Division
LAVERGNE, FERDINAND
Metropolitan Division
LAVISCOUNT, PEGGY
Mid-Atlantic Division
LAWTON III, JOSEPH
Mid-Atlantic Division
LAZARTIC, PETER
Mid-Atlantic Division
LEPKOWSK, I GARY
Metropolitan Division
LEPORE, GARRY
Mid-Atlantic Division
LEWANDOWSKI, JAMES
Mid-Atlantic Division
LEWIS, LILLIE
Metropolitan Division
LEWIS, WILLIAM
Metropolitan Division

LLOYD, DOUGLAS
Mid-Atlantic Division
LOFTON, LETHER
Mid-Atlantic Division
LOMBARDO, FRANK
Mid-Atlantic Division
LUNNON, ROOSEVELT
Metropolitan Division
LYNN JR, ROY
Washington, DC,
Headquarters
MACCHIO, FRANK
Metropolitan Division
MACCOLL, JOHN
Mid-Atlantic Division
MACDONALD, ROBERT
New England Division
MACOMSON, THELMA
Oakland District
MAJOR, CLAUDETTE
Metropolitan Division
MANLEY, LETA
Metropolitan Division
MANNIELLO, CARMINE
Metropolitan Division
MARINO, MICHAEL
Metropolitan Division
MATTHES, MAX
Mid-Atlantic Division
MATTINGLY, MARTINA
Mid-Atlantic Division
MATTSON, JOHN
Mid-Atlantic Division
MCALPINE, GEORGE
Mid-Atlantic Division
MCCLAFFERTY JR, PAUL
Mid-Atlantic Division
MCDOWELL SR, JAMES
Mid-Atlantic Division
MCFARLANE, WINSTON
Metropolitan Division
MCGINNNESS, RICHARD
Mid-Atlantic Division
MCGRORY, MICHAEL
Mid-Atlantic Division
MCGUIRE, D
Mid-Atlantic Division
MCKENZIE JR, HARRY
Metropolitan Division
MCNEIL, CLIFFORD
Metropolitan Division
MEADOWS, ROGER
Mid-Atlantic Division
MEALEY, THOMAS
Mid-Atlantic Division
MEDORA, JOSEPH
Mid-Atlantic Division
MENDEZ, MARVIN
Metropolitan Division
MERENA, THOMAS
Mid-Atlantic Division
MILLER, CARLOS
Metropolitan Division
MILLER, MICHAEL
Metropolitan Division
MITZEL, BRIAN
Metropolitan Division
MONSEN SR, EDWARD
Mid-Atlantic Division
MOONEY III, PATRICK
Mid-Atlantic Division
MORRELL, JON
Mid-Atlantic Division
MULLEN, JEROME
Metropolitan Division
MURPHY, JOSEPH
Metropolitan Division
MURPHY, THOMAS
Metropolitan Division
MURRAY, JOHN
Mid-Atlantic Division
MYERS, JOHN
Mid-Atlantic Division

Continued on page 10

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

Both chose to attend Cabrini because of its accelerated degree program, great staff, and Cabrini's innovative approach to assisting adult learners.

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.



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

"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

Mary Ann Lorimer, manager, System Operations and Police Services

RAILWAY ROUNDUP

Amtrak celebrates renovation of Raleigh station

Amtrak celebrated the \$584,000 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 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



L to R: Jay McArthur, general manager, Atlantic Coast Business Group; George Warrington; North Carolina Gov. James Hunt; North Carolina DOT Deputy Secretary, David King; and, Raleigh Mayor Paul Coble.

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, Well 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.

EMPLOYEE MILESTONES

Continued from page 8

ROO, RICHARD Metropolitan Division	SERFASS, RICKY Mid-Atlantic Division	STERLING III, HENRY Mid-Atlantic Division	TREUT, DONALD Mid-Atlantic Division	VIOLANO, GARY Metropolitan Division	WINSTON, MICHAEL Metropolitan Division	CHICOSKY, STEPHEN Mid-Atlantic Division
ROSOFSKY JR, MICHAEL Metropolitan Division	SEUBERT, HARRY Metropolitan Division	STEWART, WILLIAM Mid-Atlantic Division	TROVINGER, ROBERT Mid-Atlantic Division	WALKER, LILLIT Metropolitan Division	WOLFE, CHRISTOPHER Washington, DC, Headquarters	CONSTANTINO, REINALDO New England Division
ROWE, CHRISTINE Metropolitan Division	SHUMATE, JAMES Mid-Atlantic Division	SUBERO, KENRICK Metropolitan Division	TROVINGER, ROGER Mid-Atlantic Division	WARE JR, JACK Washington, DC, Headquarters	WORKMAN, BRUCE Mid-Atlantic Division	EARGLE, M EARL Jacksonville District
RUDE, WAYNE Mid-Atlantic Division	SIMS, TYRONNE Metropolitan Division	SYGOWSKI, THOMAS Mid-Atlantic Division	TROWER, DOROTHY Mid-Atlantic Division	WHITE, JAMES Mid-Atlantic Division	WORTHAM III, CHARLES Mid-Atlantic Division	GADSEN, SAM Chicago Metro District
RUSSO, JOSEPH Metropolitan Division	SLADE III, JOSEPH Metropolitan Division	SZACHACZ, THOMAS Metropolitan Division	TUCKER, THOMAS Mid-Atlantic Division	WHITE, TARSER Metropolitan Division	YOUNGER, MYLES Mid-Atlantic Division	GLEASON, MICHAEL Chicago Metro District
RYAN, ROBERT Mid-Atlantic Division	SLOAN, ANDREW Mid-Atlantic Division	SZCZESIAK, JOHN Mid-Atlantic Division	TUSSEY, STEPHEN Mid-Atlantic Division	WIERTZ, KEITH Metropolitan Division	ZANDERS, CARTER Metropolitan Division	ISRAELSON, NOEL Chicago Metro District
SALVATORE, FRANCIS Mid-Atlantic Division	SMITH, JAMES Mid-Atlantic Division	SZCZESIAK, RONALD Mid-Atlantic Division	UBIL, GEORGE Mid-Atlantic Division	WILEY, WM THOMAS Washington, DC, Headquarters	ZIZZO, ANTHONY Metropolitan Division	JOHNSON, THOMAS New England Division
SALVATORE, JAMES Mid-Atlantic Division	SMITH, JERRY Metropolitan Division	SZCZYPIENSKI, JAMES Detroit District	VANNES, ROBERT Metropolitan Division	WILLERTON JR, DAVID Mid-Atlantic Division	ZOLI, JOSEPH Mid-Atlantic Division	LAURENZO, JANICE Beech Grove District
SAMUELS, ROBERT Metropolitan Division	SMITH, WILBERT Metropolitan Division	SZOTKIEWICZ, MICHAEL Mid-Atlantic Division	VANSANT, EDWARD Mid-Atlantic Division	WILLEY, LESLIE Los Angeles District		MCGRAW, JOHN Chicago Metro District
SANCHEZ, JOSEPH Metropolitan Division	SNYDER, GARY Mid-Atlantic Division	TAPPAN, GARY Metropolitan Division	VASQUEZ, MICHAEL Chicago Metro District	WILLIAMS, RUDOLPH Metropolitan Division		MITCHELL JR, BENJAMIN Mid-Atlantic Division
SANDY, LAUREL Metropolitan Division	SOMERS, HENRY Chicago Metro District	THOMPSON, EDWARD Mid-Atlantic Division	VERMITSKY, JOHN Metropolitan Division	WILLIS, ROBERT Mid-Atlantic Division	ADAMS JR, JAMES Detroit District	RUSHING, OSCAR New Orleans District
SCOTT, KENNETH Mid-Atlantic Division	SQUIBB, DAVID New England Division	THOMPSON, ROSEMARIE Mid-Atlantic Division	VESCUSO, THOMAS Metropolitan Division	WILSON, JAMES Mid-Atlantic Division	BOND JR, FLOYD Chicago Metro District	VELAZQUEZ, PEDRO Los Angeles District
SEENEY, LINDA Mid-Atlantic Division	STAFFORD, ARTHUR Metropolitan Division	TOTARO, MICHAEL Mid-Atlantic Division	VILCA, ROMAN Metropolitan Division	WILSON, MARY Metropolitan Division	BUSHNER, CHARLENE Kansas City District	

Retirement**January 2001**

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.

Amino 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."

Minority Business Award recipients

Morris & Partners
District Safety Products
LAL Construction
Central Jersey Contractors
Sigma Computer Technology

Outstanding Employee Support Awards

Jeffrey Gydo
Senior contract manager

Andrew Hardesty
Senior contract manager

Marilyn Jamison
Senior contract manager

Sheryl Yoshida
Contract manager

Anne Wish
Contract manager

Kathleen Wickersham
Secretary

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 need to enter an EIN.

The EBS allows for senior management and department managers to broadcast vital information to their

staffs, and to collect data through question and answer voice-mail boxes. Managers are encouraged to provide new department messages on a weekly basis. Automated call handling will immediately direct messages to the appropriate question or answer box, without subjecting callers to waiting for a long time.

When you access departmental messages, the EBS relies on personnel information stored in the Human Resources database. Those employees who have had a recent departmental change may

want to verify their personnel information with their 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. We encourage the use of this powerful communications tool. You will find it most valuable in supporting your business needs—we guarantee it.

REPORT CARD

Year-to-date through December FY01

Financial Performance

	FY01 Actual	FY01 Plan	Better or worse?
Budget results ¹ (millions)	(84.3)	(83.8)	0.5 worse
Operating ratio ²	1.48	1.50	0.02 better
Ridership (millions)	5.96	5.84	.12 better

Operating Performance

	FY01 Actual	FY00 Actual	Better or worse?
Ridership (millions)	5.96	5.49	0.47 better
Customer satisfaction ³	84	84	- unchanged
On-time performance	76.1%	80.2%	4.1% worse
Total employee injuries ⁴	429	400	0 worse ⁵
Total guest injuries ⁴	738	633	105 worse

¹ All revenue plus federal operating funds and RRTA contributions, minus cash expenses.

² 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.

³ For the three months ended November 1999 and November 2000.

⁴ As of February 15, 2001.

⁵ Based on a 5.1 ratio for FY01, and a 4.8 ratio for FY00.

Amtrak unveils long-term capital plan

continued from page 1

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 will have 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 Surfliner* 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.



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.

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

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 6 . Issue 3 . April 2001

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.

The new Mail and Express business plan calls for complete cooperation with the freight railroads as partners, with sensitivity to their commercial markets and operating priorities.

Continued on page 11

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.



Vince Nesci, acting chief mechanical officer, gives information blitz at Wilmington Mechanical facility.



Anne Hoey, vice president, Service Operations, gives presentation to employees at the Wilmington Maintenance Facility.

Inside

2
TRAIN OF THOUGHT
Two new high-speed trains



3
Blueprint for California rail
Amtrak discontinues Lake
Country Limited

4
ON THE RIGHT TRAK
Amtrak brings family together

5
Right Care...Day One
Pacific Northwest service shaken



6
Cost management
8
EMPLOYEE MILESTONES
43 years of exemplary service

9
Amtrak Technologies stars
AMTRAK IN THE NEWS
REPORT CARD

10
RAILWAY ROUNDUP
Transition to new identity

11
Where's my train?
'Taking Safety On The Road'
ORGANIZATIONAL UPDATE

12
PROMOTIONS IN MOTION



AMTRAK®

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

You may have seen newspaper stories recently about the company planning \$200 million worth of actions to increase revenue and cut costs. There will be some tightening around routes, training costs, and more. And the company is going to get rid of some equipment, including three jumbo jets.

No, we don't have any jumbo jets at Amtrak.

The company was Northwest Airlines. And the point is that we're not the only ones trying to reduce expenses and increase revenue.

Our efforts don't mean we're in a crisis, with across-the-board job cuts and other severe measures. But they do mean that everything that costs us money or provides income is being thoroughly reviewed.

In two years—2003—our operating revenues have to meet or exceed our operating expenses. We're on track to reach that point, but this is going to require discipline, focus and vigilance. And that means digging deep into how we manage our business. It's an opportunity for us to discover ways to be more efficient, without sacrificing safety or service quality.

Already there are nearly 80 cross-functional and cross-departmental

teams studying projects that have potential annual savings of from \$500,000 to \$6 million (see pages 6 and 7).

This isn't about cutting service. We are building—and expanding—a market-based network. Any change in service will be market-driven. There are no plans to eliminate routes except the Lake Country Limited. (This service began last year, based on Mail and Express business potential. That business didn't materialize, but we'll continue to pursue other expansion ideas.)

And, as I said, this also isn't about across-the-board job cuts. We're taking advantage of natural attrition, non-filling of vacancies, and furloughs. While bumping rights make the total impact difficult to assess, a minimal number of management and agreement-covered employees are expected to be affected.

Our business plan is working. We're on track to meet the mandate to be operationally self-sufficient by 2003. And if we meet all the aggressive, but realistic goals we've set, Amtrak will be stronger financially and more in control of its destiny than it has ever been.

And we don't have to get rid of any jumbo jets.



George Warrington

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.



Acela Express

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

Amtrak Ink

Vol. 6, Issue 3, April 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation; Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory; *Because You Asked*

Northeast Corridor

Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity

Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)
Employee publication:
Amtrak Intercity OnTrack

Amtrak West

Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW/SBU
Internet e-mail: AMW/SBU@amtrak.com

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 Mallory**. "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'



Amtrak West President Gil Mallory announces the release of the California improvement plan.

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

"Amtrak can play a significant role in meeting future transportation challenges in California."

Amtrak West President
Gil Mallory

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/califuture.

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.

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."

"Like any successful company, we are simply making a prudent business decision and eliminating a service that is not meeting expectations."

Amtrak Intercity President
Ed Walker

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.

O N T H E R I G H T R A K

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."

Jordan honored as a 'Mover and Shaker'

Cedestra Jordan, NEC general manager of Safety and Environmental Control, was honored last month as a recipient of the 2001 "Movers 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.

Rewarding '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-leeze watch yourrrr step when BOARD-ing and keep ALL CHIL-dren well in hand. THANK yewwww for CHOOSE-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



Sharon Greene, usher, Baltimore Penn Station

mid-day energy for the later crowd.

One day last month, *Baltimore Sun* newspaper 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 I.D. 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.



Donesta Lay

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. With the assistance of our labor unions and vendors we feel we are accomplishing that goal" said **Pat Clarke**, regional director, Law department.

"It's the best thing since managed care, very professional. They do exactly what they claim."

Darnell McNeil,
foreman, C&S

Employees who participated in the program found it to be very beneficial. 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

"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

Form 260 to Central Reporting and the appropriate Claims office.

This employee program has been well received and has broad support. We look forward to the continued cooperation from all supervisors to obtain the full benefit of Right Care...Day One.

Dr. Malva Reid, director of Health Services

Pacific Northwest Amtrak service shaken up by earthquake, floods

Amtrak employees help passengers, crew on stopped trains

"All employees involved in minimizing the inconvenience to our guests during that challenging time are to be commended."

Amtrak West President
Gil Mallery

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 sustained 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 Cost Management 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.



Anne Hoey, vice president of Service Operations, answers questions from Bear employees.

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.

Cost management, cost management, cost management. We should all get used to hearing those two words. They have not just become a part of our "business vocabulary," cost management now drives the decisions we make every day in managing our business.

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.



Employees ask informed questions about Amtrak's financial status.

CMI #2— Credit Card Efficiencies

Problem: Interchange fees and credit card fraud.

Project goal: Save \$1 million per year in reduced fraud, interchange fees.

OVERVIEW:

Interchange fees on some transactions are being charged at the highest rate, because Amtrak's current authorization link does not enable us to pass all required data to the credit card processor.

Amtrak loses about \$2.5 million to credit card fraud each year. The company doesn't have the ability to analyze this fraud by sales channels because of the way data is transmitted by our existing systems.

SOLUTIONS:

Upgrade to a standard authorization link to reduce interchange fees.

Require a card identification number for all credit card sales over the phone and Internet to reduce fraud.

Collect sales channel data to enable analysis of fraud by channel.

CMI #22— Materials Consumption

Problem: Amtrak does not have adequate control over consumable inventory items; use of these items is high.

Project goal: Save \$1 million per year in operating costs.

OVERVIEW:

Potential for waste and misappropriation of products.

Inconsistent procurement and charge-out procedures.

Excessive numbers of items are "expensed" (bought outside inventory).

SOLUTIONS:

Recycle some cleaning cloths, gloves (annual cost savings: \$400,000+).

Enforce procedures on replenishing vs. replacing first-aid kits (annual cost savings: \$100,000).

Facility managers responsible for an incremental 10-percent reduction in consumable inventory categories

The "cards" you see on these summaries of just some of the Management Initiatives (CMIs) studied by special teams, and each project has far more details than shown here. Each project believes that if all the CMIs implemented, they could save \$1 million every year. Another \$1 million identified for round two that

Cost Management



Bear employees get the facts on Amtrak's cost management actions.

CMI #24— Travel Policy Revisions

Problem: Amtrak's business travel policy is not routinely followed; enforcement is inconsistent.

Project goal: Save \$500,000-750,000 per year in travel costs.

OVERVIEW:

Appropriate verification of expenses is not required in all cases.

Travel arrangements often not made with approved corporate travel agency.

\$50-per-day meal limit treated as an allowance; not all receipts required.

Policy doesn't reflect current fiscal reality.

SOLUTIONS:

Prior approval required for all business travel that will incur expenses.

Written justification for travel required, with analysis of lower-cost alternatives.

Approval required for all meetings costing more than \$1,000 (off-site, travel required).

Required approvals raised to Management Committee, department-head levels.

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.

Inattention increases possibilities for overlooked revenue and theft.

SOLUTIONS:

Require product line managers to review or audit remittances by conductors. (Pilot audits reveal some significant shortages).

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.

What about our record ridership and revenue growth? Doesn't that add millions to the bottom line?

This past fiscal year we set new Amtrak records for both ridership and revenue. Mail and Express continued to grow as a revenue source for us, with an increase of almost 25 percent. *Acela Express* will be phased in gradually. Looking further ahead, the service will generate up to \$180 million in additional revenue for us.

Our Satisfaction Guarantee is another great success. Since the guarantee was introduced last July, it's been helping to increase our revenue, and it's building a stronger and more loyal customer base. We're also getting smarter about revenue management, and the pricing of our product.

Financial challenges

Despite the record growth in ridership and revenue in FY2000, we did not "make plan." That's the handful of key financial targets that the Board of Directors holds us to.

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.

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.



Yolanda Mentz, manager; Yvette Perkins, team leader; Robin McDonough, director, Budget Analysis & Coordination; Jay Lawrence, senior director, Reservation Sales in discussion following presentation to Riverside RSCC sales agents.

Right now, we've identified more than 70 areas of our business where there can be significant cost savings. Here are just some of the projects we are looking into:

- Strictly monitor on-board revenue accounting, including enforcing procedures for linen control/laundry, first-class meal vouchers, crew meals, and reusable equipment.
- That initiative has the potential to generate \$5 million per year in bottom-line benefit (cost reduction, additional revenue).
- Systemwide, we will now purchase all of our computer equipment from one manufacturer, Hewlett Packard. Between big discounts, and savings on maintenance and warranty provisions, this could save us almost \$2 million a year.
- We have renegotiated our office supply contract, for a savings of \$1 million a year.
- Along with shutting down locomotives to conserve diesel fuel, we're going to develop a schedule so that locomotives can refuel only at the lowest-cost locations—and save at least \$1 million a year.



Work group hashes out cost management initiatives.

Those are just a few examples. We think those projects, and many more we're working on, can save the company in the hundreds of millions of dollars.

Each month in *Amtrak Ink*, we'll feature at least one CMI so you can stay informed about what the company is doing to regain control of our costs.

Remember, in addition to focusing on cost-management actions, and our on-going assessments of business practices, we need to stay focused on building revenue with our Satisfaction Guarantee. Keep our guests at the center of everything we do—keep them coming back.

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

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.

We have not dedicated staff resources to managing vehicle assignments.

The company needs to review its policy on garaged vehicles, vehicles used for commuting, and the related tax implications.

Maintenance and damage claims need to be centrally managed.

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.

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Years
March 2001

BENSON SR., LAWRENCE
Mid-Atlantic Division

CANBY, CHARLES
Mid-Atlantic Division

MCDADE, THOMAS
Mid-Atlantic Division

MUHAMMAD, RABB
Mid-Atlantic Division

POSTON, ROSLYN
Mid-Atlantic Division

POTTINGER, SAM
Los Angeles District

WOOD, RONALD
Metropolitan Division

20 Years
March 2001

KULLMAN, GARY
Metropolitan Division

LETIZIA, VINCENT
Mid-Atlantic Division

25 Years

March 2001

ALBRITTON, RENEE
Mid-Atlantic Division

AMOS, SAIMO
Salt Lake City District

BABINEAUX, HARRIET
Mid-Atlantic Division

BACHRACH, HARRY
Metropolitan Division

BARNIAK, MARY
Mid-Atlantic Division

BAZAN, JUDITH
Los Angeles District

BOGDAN, CHRISTOPHER
Chicago Metro District

BROCKWAY, DIANNE
Mid-Atlantic Division

BROWN, EDWARD
Lorton District

CAMERON, BETTY
Mid-Atlantic Division

CARTER, MARITA
Beech Grove District

CHANCE, ERNEST
Mid-Atlantic Division

COYLE, KEVIN
Mid-Atlantic Division

DELOZIER II, FRED
Mid-Atlantic Division

DOIRON, DENNIS
St. Louis District

EDWARDS, GILBERT
Mid-Atlantic Division

EYRICH, MICHAEL
Mid-Atlantic Division

FRIAS, HECTOR
Mid-Atlantic Division

FULLER, DONALD
Beech Grove District

GORDON, DAVID
Miami District

GRANT, DONALD
Metropolitan Division

GUARD, EILEEN
Mid-Atlantic Division

HAYES, ANNAMAE
Mid-Atlantic Division

HOLM, KAREN
Detroit District

HRICZAK, LARRY
Mid-Atlantic Division

HUNTER, BARBARA
Chicago Metro District

KEY, ETHERA
Metropolitan Division

KILBRIDE JR, JOHN
Metropolitan Division

KIND, JOHN
Mid-Atlantic Division

KOERNER, MARIE
Washington, DC, Headquarters

LEVINE, RONALD
Washington, DC, Headquarters

MATCHETTE WINFIELD, MARILYN
Mid-Atlantic Division

MAURO, PETER
Mid-Atlantic Division

MAYBIN AHMED, KATHLEEN
Mid-Atlantic Division

MOUNT, SHARON
Mid-Atlantic Division

MUNDIS, DAVE
Mid-Atlantic Division

MURPHY, MARK
Washington, DC, Headquarters

NELSON, ALLAN
Beech Grove District

OLDHAM JR, ERNEST
Mid-Atlantic Division

PATRICK JR, ELGIE
Mid-Atlantic Division

PIERRO, JOHN
Chicago Metro District

PINI, JOHN
Mid-Atlantic Division

PRATER, ROBERT
Mid-Atlantic Division

PRICE, GERALD
Mid-Atlantic Division

PRICE, MARY
Mid-Atlantic Division

RADOVICH, DEBRA
Metropolitan Division

ROBERTS, STEPHEN
Oakland District

SLOWEK, ROGER
Chicago Metro District

SOMERVILLE, RALPH
New England Division

STEINBEISER, ROBERT
Mid-Atlantic Division

STOCKUNAS, RONALD
Mid-Atlantic Division

TAYLOR, DARYL
Philadelphia District

VANSANT, JUDITH
Mid-Atlantic Division

WAGNER, TIMOTHY
Mid-Atlantic Division

WALDRON, ANN
Metropolitan Division

WARD, DAVID
Mid-Atlantic Division

WHARTON, LEWIS
Washington, DC, Headquarters

WINCHESTER, ELIZABETH
Mid-Atlantic Division

ZATORSKI, MARK
Chicago Metro District

HEAP III, ROBERT
New England Division

JOHNSON, GRANVILLE
Beech Grove District

MARKS, CAROLYN
Mid-Atlantic Division

LEWIS, PATRICIA
Washington, DC, Headquarters

MCGOWAN, ROBERT
Washington, DC, Headquarters

NATERAS, JOSE
Chicago Metro District

NIXON, ROBERT
New England Division

SHELTON, MYRON
Twin Cities District

SMITH, RONALD
Mid-Atlantic Division

STEVENS, GARY
Oakland District

TAYLOR, RONALD
New England Division

WHEELER, MACON
Washington, DC, Headquarters

WILSON, EDGAR
Lorton District

30 Years

Look! There is now a 30-year Milestones category. See anyone you know?

BALANDA, Beverly
Washington, DC Headquarters
February 22, 1971

JOHNSON, Marta
Washington, DC Headquarters
March 16, 1971

Retirement**March 2001**

BRZOWSKI, TADEUSZ
Washington, DC, Headquarters

CONSIDINE, JOHN
Miami District

FRICKA, DORIS
Chicago Metro District

GAINES, BLONDELL
Los Angeles District

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 talent, 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



Delaware Sen. Tom Carper, with the McGowans, praised Bob's railroad career.

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 Sunnyside, 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

"I have really enjoyed my railroad career; it has been a wonderful experience."

Bob McGowan

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 paid a compliment to his co-workers, saying that it has been a pleasure for him to have worked with so many outstanding people, and very much so with all of the great people at Wilmington, Bear, and Beech Grove.

Amtrak Technologies points to the stars



L to R: C. Gettys and T. Wiley display their bronze stars; E. Donovan, and G. Hill.

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 Gale**.

"I'm struck by the tremendous dedication, enthusiasm and talent displayed by our staff," Gale 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.

A M T R A K I N T H E N E W S

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.

"Expand Amtrak, but not at taxpayers' expense," News & Observer, Feb. 10, 2001

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 grew by 25 percent to \$122 million in revenue last year.

"Time Sensitive," trafficWorld, Feb. 19, 2001

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 might hit Iowa City by 2003," Daily Iowan, Feb. 12, 2001

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.

"Peace Train," The Washington Post, Feb. 28, 2001

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

R E P O R T C A R D

Year-to-date through February FY01

Financial Performance

	FY01 Actual	FY01 Plan	Better or worse?
Budget results ¹ (millions)	84.3	83.8	0.5 worse
Operating ratio ²	1.52	1.52	- unchanged
Ridership (millions)	9.31	9.27	0.04 better

Operating Performance

	FY01 Actual	FY00 Actual	Better or worse?
Ridership (millions)	9.31	8.65	0.66 better
Customer satisfaction ³	81	83	2 worse
On-time performance	77.4%	80.2%	2.8% worse
Total employee injuries ⁴	537	518	19 worse ⁵
Total guest injuries ⁴	849	772	77 worse

¹ All revenue plus federal operating funds and RRTA contributions, minus cash expenses.

² 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.

³ For the three months ended January 2001 and January 2000.

⁴ As of March 15, 2001.

⁵ Based on a 5.2 ratio for FY01, and a 5.0 ratio for FY00.

RAILWAY ROUNDUP

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.

"These changes are consistent with Amtrak's ongoing commitment to put our guests at the center of everything 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



L to R; George Warrington and Steve Guyton hang Operation RedBlock clock.

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.



P-42 Genesis diesel locomotive bearing Amtrak's new brand identity.

Corrections

In the February 2001 issue of *Amtrak Ink*, the page one story ("Bold new fleet plan") stated incorrectly that the Superliner I cars 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.

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.

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.

Each day, information is captured relating to the reporting time of arrivals, departures, ETAs and ETDs at each station. Reports are produced overnight and made available each morning on the Amtrak Intranet to monitor our progress toward achieving the reporting objectives. This is an excellent tool for reviewing train status entries for the previous day or over a period of time.

Here's how you can access these Train Status reports on the Intranet. Click on the *Reference Library* icon, then on the link for *Reports*, then on the *Train Status Reports* link.

'Taking Safety On The Road'

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.

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.

Cedestra 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 what 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."

ORGANIZATIONAL UPDATE

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.

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.

high-speed trains

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.

PROMOTIONS IN MOTION

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.



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.

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.

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 *VeteransAdvantage* 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 *Vermont*, 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.

The National Traveler magazine awarded the *Adirondack* last year as "one of the 10 best rail trips in the world." The heightened awareness of the *Adirondack* route generated from that article resulted in double-digit increases in ridership and revenue. Building on the success of

the *Adirondack*, Amtrak created a Scenic Adventures brochure designed to promote other Amtrak scenic routes across the country.

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



North America.

The pass gives our guests the opportunity to experience a dream vacation full of culture, history, beautiful scenery, and the opportunity to meet interesting people at a great value – 30 Days, 2 Countries, 1 Pass.

The pass is designed after the popular European rail passes. In FY'00, over \$2 million was generated from the sale of the pass.

Consumers are also directed to Amtrak's website www.amtrak.com/promotions/details.html for interactive, sample itineraries.

PRRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 6 • Issue 4 • May 2001

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.

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 chiefs 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 depart-

ments to ensure Right and Ready trains, and acting as coaches and support resources for on-board personnel.

"I give my personal commitment to making sure that this initiative is not a one-time event, but a true transformation of this position," said Walker. "This is a great initiative, and a good example of how labor and management can work together to develop programs that benefit our employees, the corporation, and our guests."

According to Walker, the product line supervisors will be stationed at strategic locations throughout the Amtrak system, including train originating and terminating points, as well as en route points to provide consistent support to onboard personnel. They will spend between 40 percent and 80 percent of their time riding trains, depending on their location and schedule.

The supervisor position will offer a clearer career path for 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.

Position now called 'product line supervisor'

Romano named Amtrak 'Police Officer of the Year'

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



Investigator Eric Romano reads the official mission and vision of the Amtrak Police.

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.

Happy 30th, Amtrak!

May 1, 1971-2001

See pages 6-7 for a bit of Amtrak's 30-year history.

Inside

2

TRAIN OF THOUGHT
FY2001 shows growth

3

Quik-Trak breaks record
Amtrak West's Calderon honored

4

ON THE RIGHT TRAK
5

New York celebrates Black
History Month



New England Division 'Springs
into Safety'

Amtrak recognizes RedBlock Day
6

Amtrak at 30



8

COST MANAGEMENT CORNER

9

EMPLOYEE MILESTONES

10

RAILWAY ROUNDUP

REPORT CARD

11

AMTRAK IN THE NEWS

GUEST LETTERS

12

BENEFITS CORNER

Award-winning Amtrak

'Tourism Works for America'

AMTRAK®

Continued on page 5

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



George Warrington

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 fortuneteller. 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.

First half of FY2001 shows growth in ridership, revenue nationwide

Increasingly, Amtrak
is building a loyal
customer base, and
attracting
first-time riders
every month.

Results for the first six months of the current fiscal year (Oct. 1, 2000-March 31, 2001) reveal that more than 11 million guests rode on Amtrak. This is great news; not only for us, but for all the travelers looking for relief from cramped airplane seats and bumper-to-bumper traffic.

The 11-million travelers who choose Amtrak between October and March, represent a 7-percent increase in ridership over the same period last year. Ticket revenue, \$564.3 million, was up 12.2 percent compared to this same six-month period last year.

As we celebrate Amtrak's 30th anniversary in May, it's fitting to recognize the steady rise in ridership and revenue our company is experiencing. Increasingly, Amtrak is building a loyal customer base, and attracting first-time riders every month. In just the last year, Amtrak

has served more guests with guaranteed satisfaction than any other year in our history.

Among the highlights of the most recent results was the popularity of Amtrak West service, with double-digit increases in ridership and ticket revenue. The *Texas Eagle* experienced an 18-percent increase in ridership, and an impressive 20-percent increase in ticket revenue compared to the first half of last fiscal year.

Acela Express is beating all projections. Since its launch last December, 55,000 guests have used the service, and revenue has exceeded expectations by 4 percent. On April 29, Amtrak doubled *Acela Express* service between Boston, Providence and New York, providing two morning and two afternoon roundtrip on weekdays, and introducing weekend service.

Amtrak Ink

Vol. 6, Issue 4, May 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000
Transportation Marketing
& Communications
Association "Tranny" Award
of Merit in the
publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)
Employee publication:
Amtrak Intercity OnTrack

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW5BU
Internet e-mail: AMW5BU@amtrak.com

Quik-Trak sales break monthly record

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:

- SBU's and several state partners have 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.

"Quik-Trak allows ticket agents to spend extra time with guests who have involved itineraries and require additional time at the window."

Harry Rogers,
ticket office manager, NYP

- 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.

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.

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.

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 West's Calderon honored for environmental excellence

The American Association of Railroads (AAR) Environmental Affairs Committee honored **Tami Calderon** last month for starting a workplace recycling program that has cut trash by more than a third at the Los Angeles Yards.

Calderon, a RideShare coordinator in Los Angeles, was the first runner-up among six people nominated for the John H. Chafee Environmental Excellence Award. Chafee, a Rhode Island Republican senator who died in 1999, was the author of landmark environmental legislation.

The award honors rail employees who have gone beyond their normal duties to implement environmental programs. All the Class I railroads are encouraged to nominate an employee for the Chafee Award. **Lisa Murdock**, who nominated Calderon, is director of Environmental Policy and Programs, and represents Amtrak on the committee.

Almost two years ago, Calderon spearheaded recycling efforts for white office paper and printer and toner cartridges at the LA Amtrak station and at the yards. The program has grown to include pallets, cardboard, plastic bottles, newspapers left by commuters, and much more—reducing the amount of waste sent to landfills by 35 percent.

Last year, 350,000 pounds of paper was recycled. Two trash compactors have been eliminated, saving \$30,000. Another \$3,700 was saved by refilling toner cartridges.

"The success of our recycling program was made possible first of all because my manager, **Jill Moyer**, supported my idea from the start and allowed me the time to implement it. Also, the success truly belongs to



Tami Calderon accepts AAR's award from Amtrak West President **Gil Mallory**.

each and every employee in L.A. that continuously supports such a great program," Calderon said. "I hope they take pride in knowing their efforts will leave a better environment for future generations."

In 1999, Calderon's coworkers recognized her commitment to environmental excellence. She received a President's Service and Safety Award for Environmental Achievement.

Calderon was unable to attend the AAR awards event in Washington, D.C. **Roy Deitchman**, assistant vice president, Amtrak Environmental, accepted the plaque on her behalf.

O N T H E R I G H T R A K



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.

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.

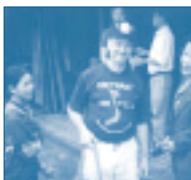
Both in the military and on the railroad, Johnson has always been involved with training. With the new assistant conductors, he works on safety and car handling techniques during their field exercises.

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.



Peter Birrow gives out clothes, novelties and toys to children in the Phu Bai village near Hue.

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 from 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



Silvia is ecstatic after Mike slips the "engagement ring" on her finger.

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 loud speaker... "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 to face Silvia and then said that magical phrase, "Will you marry me?" She said yes.

Silvia 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."

Eric Romano,
Amtrak Police Investigator

Amtrak Chief **Ron Frazier** expressed his gratitude. "Eric is to be commended for his immediate reaction to control an extremely dangerous situation. I am most grateful that this incident did not result in significant

injury to any of the three officers, or to bystanders in the station."

Romano was recognized by the Crime Stoppers group for his alertness and quick response in a life-threatening situation, actions that also earned him an Amtrak Medal of Honor.

"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 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 Gallagher**, 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.

Weekly programs were put together by the Diversity Committee for what was a month-long celebration.

The kick-off event included 10-year old jazz saxophonist, Jamal Thompson; poet/actress Carolyn Evans, who re-created "Famous Women of Color;" and well-known jazz bassist Curtis Lundy and his Trio. The month-long celebration included participation and assistance from others, such as WBGO Jazz Radio; The New York Caribbean Cultural Center; Black Entertainment Television; and Sister to Sister Magazine, just to name a few. A highlight was a performance by the world-renowned ARC Gospel Choir, who brought the commuter traffic in the station to a standstill.

New England Division 'Springs into Safety'



Kids "Spring into Safety" with Amtrak.

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 "Spring 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 loitering along the railroad will be as taboo in our communities as the casual stroll across the Massachusetts Turnpike."

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 fraternalism 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 commended 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

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



Amtrak's newest locomotives--P42s--arrive in Chicago. 2000

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



Inherited reservation system, "The Drum." 1971



New Amcoaches arrive. 1975.

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 gridlocked 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 on-board 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.

New Turboliner equipment put in Empire Service. 1976.



On-board crew—Pioneer inaugural run. 1977.



New F40s in service. 1976. (Shown here on San Diego line.)



Central Reservation Office—Bensalem, PA. 1973.



First Automated Reservations and Ticketing System—ARTS. 1973.



Arrow's new, user-friendly application, STARS. 2000.



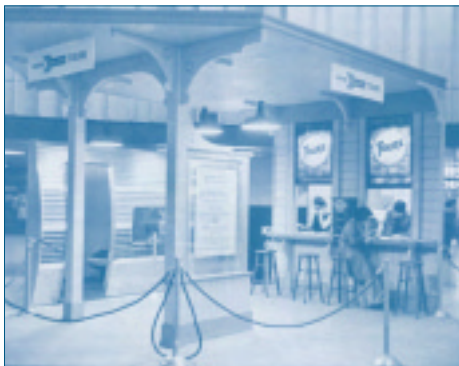
On-board service representatives. 1976.



New Chicago Union Station ticket office. 1972.



guaranteed satisfaction for every guest



New York Penn Station
Tour Desk opens.
1977.



Amtrak debuts twenty-first century uniforms. 1999.

Washington's Union Station becomes National Visitor Center. 1975.

Acela
Express
counter
display.
2000.



Superliners arrive. 1978.

On-board services uniforms. 1978.



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.



The Amlounge joins Amfleet service. 1976.



New Pacific NW Cascades Service debuts with Talgo equipment. 1998.



Acela Express Inaugural arrives Boston South Station. 2000.

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—intact. 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.

Name	Location	Hire Date
Anderson, JoAnn	Chicago RSSC	10/01
Bacchus, Rose	HR, Philadelphia	10/01
Balanda, Bev	Corp. Secretary	02/22
Barnes, Mary	Sta Svcs, Chicago	10/30
Beran, Tom	NEC System Ops	12/01
Bradley, Jim	Cust Serv, Chicago	11/23
Bucyk, Candy	Finance, Chicago	10/01
Courtemanch, Ed	NEC, Philadelphia	08/02
Darr, Mary	Sta Svcs, Cincinnati	10/01
D'Andrea, Diane	Cust Serv, Chicago	12/07
Fitzgerald, Millicent	Finance, Chicago	10/01
George, Charles	Finance, Chicago	11/13
Goble, Martha	Sta Svcs, Homewood	10/01
Hester, Mary	Sta Svcs, Chicago	12/10
Johnson, Marta	Labor Relations	03/16
Kiehn, Richard	Support Svcs, Chicago	11/01
Kotraba, Bill	Finance, DC	12/27
Kozij, Wally	Chicago RSSC	10/01
McIlvoy, Ken	Service Ops, DC	10/01
Medlicott, Lucy	OBS Extra Bd, CHI	11/22
Myers, Karen	Marketing, Oakland	10/27
Nies, Linda	Sta Svcs, Santa Anna	10/15
Samuel, George	Finance, DC	08/24
Slaughter, Jera	Sta Svcs, Chicago	10/01
Thomas, Gara	Sta Svcs, Chicago	11/24
Wingler, Lelani	Sta Svcs, Champaign	10/01
Wish, Anne	Procurement, DC	08/30



COST MANAGEMENT

Below are mini-profiles on just three of the dozens of Cost Management Initiatives the company is looking at that might help us reduce costs, build revenue, or both.

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).
- Assign locomotives to each dispatched train based on the train's makeup, e.g. horsepower and trailing tonnage.
- Require 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.

Dear Colleagues:

Cost management has become a factor in everything we do, everything we plan. It means we're taking steps that every successful corporation in America follows, year after year. It means we're taking advantage of every opportunity to control costs and generate more revenue.

It's true that every cost is being examined. But that doesn't mean that the doors are falling off, and that thousands of jobs are going to be lost. It means we're discovering ways to be more efficient, without sacrificing safety or service quality.

Here are the facts:

Our service standards will be kept high.

This isn't about cutting service. Any reductions in route segments or frequencies will be made on the basis of what the market wants or doesn't want.

This isn't about wholesale job cuts. Yes, some management and front-line positions have already been lost, and there could be more. We will manage staffing costs mostly through attrition, non-filling of vacancies, hiring freezes, and some furloughs. Altogether, we expect furloughs to affect only a minimal number of both management and agreement-covered employees.

Our business plan is working. We're on track to meet the mandate to be operationally self-sufficient by the 2003 fiscal year. And if we meet all the aggressive—but realistic—targets we're setting now, Amtrak will be stronger financially than it has been in its history.

To make this work, every one of us has to think "cost" in everything we do. If you've got ideas, let your supervisors know about them—because this is an effort that can help us all.

Sincerely,

George D. Warrington
President, Chief Executive Officer

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.

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Years April 2001

ADAMSON, ROBERT
New England Division
AMICK, MICHAEL
Mid-Atlantic Division
APPLER, CHARLES
Mid-Atlantic Division
BARRON, MATTHEW
Metropolitan Division
BARTOSIEWICZ, JAMES
Metropolitan Division
BEELMAN, MARK
Detroit District
BELKNAP, MARK
Detroit District
BENOIT, JOHN
Chicago Metro District
BERBEN, RONALD
Metropolitan Division
BLACK, RONALD
Detroit District
BOBO, KENNETH
Los Angeles District
BOEHLKE JR, FRANK
Metropolitan Division
BOEST, WILLIAM
Metropolitan Division
BOGOVICH, JOSEPH
Metropolitan Division
BOOR, BRADLEY
Chicago Metro District
BOUCHER, MICHAEL
Metropolitan Division
BRAHM, DONALD
Metropolitan Division
BRIGHAM, HAROLD
Chicago Metro District
BROWN, DAVID
Chicago Metro District
BROWN, ROBERT
Metropolitan Division
BROWN, RUSSELL
Metropolitan Division
BURGESS, GLENN
Chicago Metro District
BURNS, DAVID
Metropolitan Division
CAMP, HUGH
Metropolitan Division
CAPONIGRO, ELLEN
Chicago Metro District
CAREY, ROBERT
Metropolitan Division
CARLSON, WESLEY
Miami District
CARPENTER, GRANT
Washington, DC,
Headquarters
CAVANAUGH, JOSEPH
New England Division
CHILDROSE, JOHN
Metropolitan Division
CHILES, JAMES
Chicago Metro District
COBLE, DENNIS
Mid-Atlantic Division
COLLINS, GLENN
Mid-Atlantic Division
CONNORS, ROBERT
New England Division
CORSALE, DENNIS
Metropolitan Division
COSTELLO, JOHN
Metropolitan Division
COX, MICHAEL
Miami District
COX, WARREN
Metropolitan Division
CROSBY, JAMES
Metropolitan Division
CURRAN, DAVID
Metropolitan Division

CUTSINGER, WILLIAM
Chicago Metro District
DANIEL JOHNSON, GAIL
Los Angeles District
DAUGHERTY, EDWARD
Chicago Metro District
DEAN, RUDOLPH
Detroit District
DECKER, JAMES
Chicago Metro District
DICK, JOHN
Metropolitan Division
DILDAY, RUSSELL
Chicago Metro District
DIPACE, MARK
Metropolitan Division
DOCTOR, IRWIN
Metropolitan Division
DORMAN, WILLIAM
Chicago Metro District
DOUGHERTY, FRANCIS
Jacksonville District
DUBAY, DONALD
Metropolitan Division
EDWARDS, RONALD
Metropolitan Division
EICH, ROGER
Metropolitan Division
ELKINS, WILLIAM
Detroit District
FAMULARE, SANTO
Detroit District
FARBER, DONALD
Mid-Atlantic Division
FAVICCHIO, RALPH
Metropolitan Division
FIELDS, DANIEL
Metropolitan Division
FORSYTHE JR, WALTON
Metropolitan Division
FRENCH JR, CHARLES
Mid-Atlantic Division
FRITZ, MILTON
Chicago Metro District
FROST, JOSEPH
Metropolitan Division
GARCIA, DAVID
Chicago Metro District
GEIGER, EDWARD
Detroit District
GILL, JON
Mid-Atlantic Division
GILL, STEVEN
Metropolitan Division
GIORDANO, LINDA
Metropolitan Division
GRANN, GARY
Detroit District
GROGAN JR, DENNIS
Detroit District
GUINGRICH, THOMAS
Chicago Metro District
HALL, DONALD
Mid-Atlantic Division
HALLORAN, MICHAEL
Metropolitan Division
HALSEY, RICHARD
Detroit District
HARBIN, JOHN
Chicago Metro District
HARRIGAN, TIMOTHY
Chicago Metro District
HERMAN, DONALD
Mid-Atlantic Division
HIMES, LEE
Detroit District
HINRICHS, RICHARD
Chicago Metro District
HOLTZ, THEODORE
Metropolitan Division
HOLZMAN, JOHN
Metropolitan Division
HUBBARD, THEODIS
Chicago Metro District

INGRO, PAUL
Metropolitan Division
JAGE, ROGER
Chicago Metro District
JEFFRIES, GREGORY
Chicago Metro District
JOHNSON, JOHNNY
Detroit District
JOHNSON, JOSEPH
Chicago Metro District
JONES, CHARLES
Chicago Metro District
KAUFMAN, JAMES
Metropolitan Division
KAY, RICHARD
Chicago Metro District
KING, STEPHEN
New England Division
KLAMAN, LOUIS
Chicago Metro District
KRUHM, JAMES
Mid-Atlantic Division
KUBIAK, DAVID
Chicago Metro District
KYDD, DOUGLAS
New England Division
LANHAM, GEORGE
Chicago Metro District
LAWSON, RICHARD
Metropolitan Division
LE PAGE, KENNETH
Detroit District
LEE, JON
Detroit District
LEWIS, KENNETH
Chicago Metro District
LINDSEY, WARREN
Jacksonville District
LITTLEBOY, JARED
Metropolitan Division
LOGGINS, LAWRENCE
Mid-Atlantic Division
LYDON, RANDOLPH
Metropolitan Division
MACKER, WALTER
Metropolitan Division
MACKAY, RONALD
Chicago Metro District
MARCOLINI, CHARLES
Miami District
MAZUR, THOMAS
Metropolitan Division
MCCASLAND, RICHARD
Chicago Metro District
MCGUIRE, JAMES
Metropolitan Division
MCINTOSH, HARRY
Mid-Atlantic Division
MCKENNA, MICHAEL
Chicago Metro District
MCLAUGHLIN, HUGH
Mid-Atlantic Division
MINOR, WESLEY
Chicago Metro District
MITCHELL, HAYDEN
Chicago Metro District
MORGAN, MICHAEL
Metropolitan Division
MORRIS, FREDERICK
Chicago Metro District
MORROW, ROBERT
Chicago Metro District
MURPHY, JOHN
Los Angeles District
MURPHY, NEIL
Chicago Metro District
MURPHY, RICHARD
Metropolitan Division
MYERS, STEPHEN
Metropolitan Division
NEFF, JAMES
Detroit District
NELSON, MICHAEL
Metropolitan Division

NEWMAN, JAMES
Detroit District
NICHOLS, JOHN
Metropolitan Division
NICHOLSON, ALAN
Chicago Metro District
NICKENS, FREDRICK
Detroit District
NOOK, TIMOTHY
Detroit District
NORMAN, JOSEPH
Chicago Metro District
NOYES, JAY
Chicago Metro District
NUNZIATO, RICHARD
Metropolitan Division
O'NEILL, EDWARD
Metropolitan Division
OMANS, DAVID
Detroit District
PALMER II, RICHARD
Metropolitan Division
PALMER, GARRY
Metropolitan Division
PAPCUN, JOHN
Detroit District
PAPINEAU, MICHAEL
Chicago Metro District
PAPLOW, GARY
Metropolitan Division
PAZDZIOCH, RICHARD
Chicago Metro District
PERRY, GREGORY
Metropolitan Division
PETERSON, DAVID
Detroit District
PHELPS JOHNNIE
Detroit District
PICCINI, MARK
Metropolitan Division
POHL, JIMMIE
Detroit District
POOLE, WILLIAM
Chicago Metro District
PRITCHARD, STEPHEN
Chicago Metro District
RADOMSKI, JAMES
Chicago Metro District
RAFFERTY, JOSEPH
Detroit District
RAPTI, DINO
Detroit District
ORASMUSON, JAMES
Metropolitan Division
RATLIFF, JEFFREY
Metropolitan Division
REAS, STEPHEN
Detroit District
RIDER, ROBBY
Metropolitan Division
RIDLEY JONES, LYSA
Atlanta District
ROSS, ROGER
Detroit District
ROWLAND, BRUCE
Mid-Atlantic Division
RYAN, JAMES
Metropolitan Division
SANTANDERA, PHILIP
Metropolitan Division
SCARING, GERARD
Metropolitan Division
SCHENK, WYMAN
Kansas City District
SCHULTZ, PAUL
Metropolitan Division
SESOCK, JOHN
Metropolitan Division
SEYBOTH, GERARD
Metropolitan Division
SEYMOUR JR, GLENN
Chicago Metro District
SHIRLEY, THOMAS
Chicago Metro District

SHIVELY SR, GEORGE
Detroit District
SIRA, WAYNE
Chicago Metro District
SMOCK, DAVID
Detroit District
SNELL, RONALD
Metropolitan Division
SONICK, TIMOTHY
Chicago Metro District
SOREL, L VANCE
Metropolitan Division
SPRINGER JR, ROBERT
Metropolitan Division
ST AMANT, DAVID
Detroit District
STAATS, PETER
Metropolitan Division
SULLIVAN, GARY
Metropolitan Division
SUMMERSON, MICHAEL
Mid-Atlantic Division
SUMMERVILLE, MICHAEL
Detroit District
SWEENEY, JAMES
Metropolitan Division
THOMAS, WILLARD
Metropolitan Division
THOMPSON, DOUGLAS
Detroit District
TURNER, EARL
Chicago Metro District
TWYMAN, JAMES
Metropolitan Division
TYSKA, RAYMOND
Metropolitan Division
ULDRICKS, DANIEL
Detroit District
ULLERY, JAMES
Chicago Metro District
VANDERPOOL, LEE
Metropolitan Division
WALIER, THOMAS
Metropolitan Division
WALKER, JOHN
Metropolitan Division
WARD, HARRY
Mid-Atlantic Division
WEAVER, ROGER
Detroit District
WEST, JEROME
Chicago Metro District
WHITE, PAUL
Metropolitan Division
WHITE, ROBERT
Chicago Metro District
WILLIAMS, JONATHAN
Mid-Atlantic Division
WILLS, WILLIAM
Detroit District
WINDING, ANITA
Chicago Metro District
WISNIEWSKI, EDWARD
Chicago Metro District
WODOWSKI, WILLIAM
Metropolitan Division
WOTT, HERBERT
Chicago Metro District
ZACCAGNINO, NORMAN
Metropolitan Division
ZASADA, JAMES
Chicago Metro District
ZIEGLER, JAMES
Metro District

KAVOUKSORIAN, MARK
Metropolitan Division
SPENN, TERESA
Chicago Metro District

25 Years April 2001

CHANDLER, ROBERT
Washington, DC,
Headquarters
CHEIFETZ, LOUIS
Mid-Atlantic Division
CIRILLO, VINCENT
Mid-Atlantic Division
CRAIG, LARRY
Los Angeles District
CROWLEY, ROGER
Seattle District
DEPHILLIPS, LOUIS
New England Division
DESENS, ANNE
Chicago Metro District
DIGIACOMO, GERARDO
Sanford District
DUNCAN, REX
Mid-Atlantic Division
EICHHOLZ, KENNETH
Mid-Atlantic Division
FARTHING, MICHAEL
Mid-Atlantic Division
FORERO JR, GEORGE
Chicago Metro District
FRANKLIN, JERRY
Metropolitan Division
HOPELY, EVELYNE
Mid-Atlantic Division
INGERSOLL, STEPHEN
Mid-Atlantic Division
JACKSON, DONALD
Seattle District
JENKINS, ORIE
Metropolitan Division
KAHLER LINDA
Mid-Atlantic Division
KARINSKA, FREDRICK
New England Division
KASPAROVICS, CARMEN
Sanford District
KISSLING, WILLIAM
Beech Grove District
LABENCKI, DENISE
Mid-Atlantic Division
LUGO JR, RAMIRO
Metropolitan Division
MCCOUCH, MARILYN
Mid-Atlantic Division
MORGAN, JUDITH
Mid-Atlantic Division
MOSS, ROBERT
Mid-Atlantic Division
MURPHY, SHARON
Mid-Atlantic Division
NOONAN, JOHN
Chicago Metro District
NEILL, EDWARD
Mid-Atlantic Division
OWENS, WARREN
Chicago Metro District
PERKINS, ALICE
Chicago Metro District
PETERSEN, ARNE
Seattle District
POSTUS, A MICHAEL
Mid-Atlantic Division
RADWAN, KENNETH
Chicago Metro District
RAYFIELD, ISAAC
Seattle District
ROBINSON, LYNN
Chicago Metro District
OROSA, ANGEL
Mid-Atlantic Division

ROSSI, ANGELO
Chicago Metro District
SEARS, MARCIA
Seattle District
SLUGOSKI, RICHARD
New England Division
STANEK, MARTY
Chicago Metro District
STINSON, ELSIE
Mid-Atlantic Division
THOMPSON, EVELYN
Mid-Atlantic Division
TRINCIA JR, FRANCIS
Mid-Atlantic Division
WALKER, MARGO
Metropolitan Division
WARD, GEORGE
Mid-Atlantic Division
WHITE, EDWARD
Chicago Metro District
WILLIAMS, SANDRA
Mid-Atlantic Division
WILLINGHAM, JAMES
New Orleans District
WIMBISH, LINDA
Mid-Atlantic Division
WONG, NGOOK
Seattle District
ZARRILLO, BARBARA
Mid-Atlantic Division

Retirement

March 2001

AGRIESTI, JOHN
Beech Grove District
BANKS, ELLIS
Los Angeles District
COLELLA, CHRISTINE
Mid-Atlantic Division
DEITCH, D
Mid-Atlantic Division
JOHNSTON JR, JOSEPH
Miami District
KRAH, HELMUTH
New England Division
LESINSKY, RANDOLPH
Los Angeles District
MCKAY, JAMES
New England Division
RANNIE, JOHN
Washington, DC,
Headquarters
SPIES, JOHN
New England Division
WARNER, ROBERT
Salt Lake City District

Correction:

The September 2000 issue of Amtrak Ink neglected to include the following retirement. We apologize for the error.

Retirement June 2001

Kortright, Eddie
New York District

RAILWAY ROUNDUP

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.



Geri Tolson, service manager, Acela product line, makes friends with a guest from the Knoxville Boys and Girls Club.

"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 *Vermont* 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 Springfield, MA, paid only \$15 round trip. "It's a perfect day trip," Chittenden said. "Last year the parties were a big success. This year, they were even better." Bon appetit!

Amtrak renames coach café car on Pacific Surfliner

The coach café car onboard the *Pacific Surfliner* has recently been renamed the "Sea View Cafe and Lounge."

Formerly known as the Pacific Surfliner Shoppe, the cars were renamed to better reflect the scenic coastal view guests enjoy during the 347-mile route between San Diego and San Luis Obispo.

In the new Sea View Cafe and Lounge, guests will continue to

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.

Capitols increase daily frequency

Amtrak's popular *Capitols* 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 Motorcoach 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.

REPORT CARD

Year-to-date through March FY01

Financial Performance

	FY01 Actual	FY01 Plan	Better or worse?
Budget results ¹ (millions)	(182.9)	(182.4)	(0.5) worse
Operating ratio ²	1.50	1.50	- unchanged
Ridership (millions)	11.31	11.37	(0.06) better

Operating Performance

	FY01 Actual	FY00 Actual	Better or worse?
Ridership (millions)	11.31	10.57	0.74 better
Customer satisfaction ³	81	81	- unchanged
On-time performance ⁴	77.8%	80.8%	(3.0)% worse
Total employee injuries ⁵	648	630	18 worse
Total guest injuries ⁵	1238	986	252 worse

¹ All revenue plus federal operating funds and RRTA contributions, minus cash expenses.

² 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.

³ For the three months ended February 2001 and February 2000.

⁴ As of April 16, 2001.

⁵ Based on a 5.2 ratio for FY01, and a 5.0 ratio for FY00.

G U E S T L E T T E R S

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

A M T R A K I N T H E N E W S

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 Miami to Jacksonville with a possible stop in Vero Beach, FL. I believe there is a great need for this type of service to our fine city. Last May, I took a train ride from Vero Beach to Philadelphia. For me it was a wonderful experience to see our Southern states and cities and not worry about driving.

"Vero Beach needs Amtrak presence," Press Journal, Vero Beach, FL, March 13, 2001

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 cripple 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.

"Trains and Florida's future," Editorials, Stuart News, Stuart, FL, March 4, 2001

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

BENEFITS CORNER

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)

10 best months' returns:	\$2,356.50
Five best months' returns:	\$3,253.35
Staying invested in the S&P 500 Index:	\$5,016.24

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.

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**

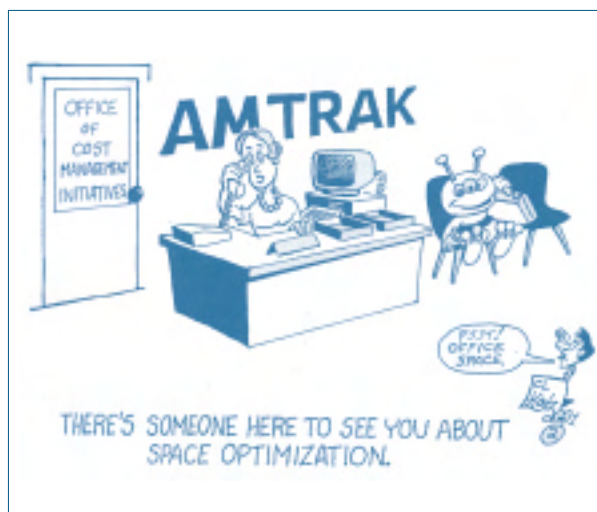
Thomas and the Magic Railroad—**Linda Park**

AARP promotion—**Linda Park**

Travel Planner—**Linda Park**

Pacific Surfliner launch—**Cyndi Darlington**

Amtrak Ink—**Dave Narsavage, Leslie Beers and Meeka Jackson**



'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



PSRST STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

AMTRAK

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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 \$521 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

continues on page 5



This year's 2001 President's Service & Safety Awards recipients gather to be honored at a special ceremony in Washington D.C.

Details on the honorees, page 8.

Amtrak takes fans to the NASCAR races

Dover Downs event a 'monster' success

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,

Inside

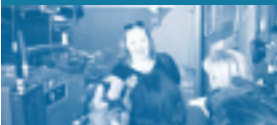
2

TRAIN OF THOUGHT

Relationship formalized with ARC

3

Capitol Corridor's one-millionth guest



Excellence in public announcements

4

ON THE RIGHT TRAK

Orlando station is revived

5

Awards for HSR signage project

BENEFITS CORNER

6

Amtrak's cost-cutters

7

Labor Management Award

Amtrak West safety notes

8

President's Awards

12

EMPLOYEE MILESTONES

14

RAILWAY ROUNDUP

Midwestern RSCC



15

GUEST LETTERS

16

PROMOTIONS IN MOTION

Amtrak West introduces entrees



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

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 the delivery of *Acela Express* trainsets has adversely affected our revenue. And while ridership and ticket revenue are at all-time highs, the soft economy has driven results below our expectations. This has meant a redoubling of our cost management and revenue generation measures, organizational reviews, and increasingly tightened budgets to ensure that we're as efficient and cost-effective as we can be. I understand that this is not done easily, but I do believe it is necessary for us to reach our goals, and I appreciate the hard work and the hard decisions being made.



George Warrington

There's also another kind of challenge we face—mission conflict—but it's something that only our country's transportation policymakers must resolve, not Amtrak. As I told the Press Club audience, you might say our history is the "Tale of Two Amtraks." One Amtrak is working hard to serve a national passenger rail network as a more customer-focused, market-driven organization. The other is striving to meet the expectations of operational self-sufficiency. Surprisingly, we're working toward both expectations. But no passenger railroad in the world operates profitably in a classic commercial sense—covering its operating expenses, capital costs, taxes, and showing a profit.

I fully believe we'll meet operational self-sufficiency in 2003. Look at the record: We've slashed operating support from \$318 million in FY99, to a projected \$59 million this year.

But it's time for federal policymakers to make the choices about what a national passenger rail system provides, and how it should be funded.

Our 20-year proposal for capital funding calls for increasing the federal investment in intercity rail to 2.5 percent of the U.S. transportation budget, to maintain current needs and expand high-speed rail service. I hope that's the model adopted by federal policymakers for the future of passenger rail in this country.

While this debate over mission conflict goes on, I know that the way 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 Satisfaction 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.

Amtrak Ink

Vol. 6, Issue 5, June/July 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2001 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*, *Employee Advisory*, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)
Internal e-mail: WE
Employee publication: *WE*

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW/SBU
Internet e-mail: AMW/SBU@amtrak.com

Capitol Corridor's one-millionth guest

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 in front of 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 Auburn, Sacramento,



Angela Smart, the Capitol Corridor's one-millionth guest, is greeted by the media.

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.

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.

Great announcements have something in common. They are delivered by confident 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.

Jim Young, uhr, TRE Station
Pamela Michaux, ticket agent, BWI Station
Sharon Greene, usher, BAL Station
Rendalla Saulthers, usher, WAS Station
Regina Robernough, usher, WAS Station
Linda Germanovich, usher, PHL Station
Jim West, usher, PHL Station
Ron Mazotas, assistant conductor, Train #116
John Sampell, assistant conductor, Train #106
Debra Crowder, usher, PHL Station
James Johnson, usher, NCR Station
Jim Wingood, usher, PHL Station
Elwood (Woody) Kraus, usher/Train Information, TRE Station
Jo Tressler, ticket agent, HAR Station
Debra Radovich, lead usher, Train Information, TRE Station
Tamika Bradford, ticket agent, WIL Station
Jim Carey, ticket agent, HAR Station
Darrell Green, asst conductor, Train #79
Bill Link, conductor, Train #86
Angelo Rodriguez, ticket agent, HAR Station
Charles (Bud) Foy, usher/Train Information, TRE Station
Kevin Mason, usher, PHL Station
Dixie Lee Jacobs, ticket agent, HAR Station
Kim Atkins, usher, PHL Station
Raymond Harold, usher, PHL Station
Laurie Malachowski, ticket agent, HAR Station
Charese Duppins, asst conductor, Train #115
Stephen Gethings, information clerk, NHV Station
James Stanley, conductor, Train #145
James Landolina, conductor, Train #2175
Terry Farrell, conductor, Train #2150
Charles Cockrell, Jr., conductor, Train #127
Bob Quinn, ticket agent, LNC Station
Dwayne Bateman, lead service attendant, Train #123
Carolyn Ramsey, usher, WAS Station
Cecil Fivens, asst conductor, Train #117
Ron Grizel, conductor, Train #2153
Warren Sweetnam, asst. conductor, Train #110
Donald Lewis, conductor, Train #124
John Riccardi, conductor, Train #186
Angel Rivera, asst conductor, Train #201

Howard Wilmot, asst conductor, Train #110
Robert DeAtley, ticket clerk, RVR Station
Lennee Graves, Customer Service, NYP Station
Donna Carlson, ticket agent, LNC Station
Peggy Roberson, Customer Service, NYP Station
Kim Bucher, ticket clerk, LNC Station
Sheila Herriott, Customer Service, NYP Station
Anthony Green, Customer Service, NYP Station
Arlene Joban, Customer Service, NYP Station
Don Sealey, lead ticket clerk, LNC Station
Margaret McGowan, Customer Service, NYP Station
Neil Dicks, Customer Service, NYP Station
James Conway, ticket agent, SPG Station
Brian Gendron, ticket agent, SPG Station
Winifred Costello, Customer Service, NYP Station
Gary Esposito, Customer Service, NYP Station
Debbie Hoeler, Customer Service, NYP Station
Joe Houston, Customer Service, NYP Station
Joe Ford, ticket agent, BLF Station
Richard Bradshaw, Customer Service, WAS Station
Marcos Torres, Customer Service, NHV Station
Rich Tudor, ticket agent, BUF Station
Jeffery, lead service attendant, Train #186
Tony Raimondi, ticket agent, MSP Station
Mike Grochowsky, asst conductor, Train #4
Steve Fruethtsch, asst conductor, Train #304
Debra Boyd, AutoTrain representative, Train #53
Brian Cutler, MSP Station Services
Sue Campbell, onboard chief, Empire Builder
Ron Gonzalez, onboard chief, Train #48
L. D. Rushing, asst. conductor, Train #49
Cocoo Mungin, coach attendant, Train #49
Sharon Holmes, lead service attendant, Train #49
Georgia Thomas, ticket agent, PGH Station
Terry Ard, lead ticket agent, TOL Station
Gary Westrope, ticket agent, SNB Station
Rene Dominguez, lead service attendant, Train #91
Cynthia Winslow, onboard chief, Train #91
Harold Moore, Auto Train service, Sanford
Dave Baker, ticket agent, Minneapolis, St. Paul
Mike Rustad, red cap/announcer, Minneapolis, St. Paul
Harry Patterson, SEA Station Services

Ashell Anderson, LAX Station Services
Ed Galvan, conductor, San Joaquins
Roy Redenbaugh, conductor, Pacific Surfliners
Eric Fritz, conductor, Pacific Surfliners
Peggy Roberson, Customer Service, Capitols
John Thomas, LAX Station Services
Michael Stewart, LAX Station Services
Flora Briscoe, LAX Station Services
Elaine Pfeiffer, BEL Station Services
Dave Yarbough, EUG Ticket Clerk
Ken Jackson, conductor, Cascades
Richard Talmy, lead service attendant, Coast Starlight
James Griffin, onboard chief, Coast Starlight
Roland Jones, sleeping car attendant, Coast Starlight
Woody Lambert, conductor, Pacific Surfliners
Phil Reiner-Deutch, LAX Travel Clerk
Marlene Koob, SEA Agent
Eric Lawrence, lead service attendant, Cascades
Bob Hodous, conductor, Seattle
Brad Swartzweller, conductor, Seattle
Ken Jackson, conductor, Portland
Lynn Brown, conductor, Portland
Lionel Johnson, onboard chief, Coast Starlight
Bob Pimm, conductor, Coast Starlight
Connie Helton, lead service attendant, California Corridor
Gary Burke, conductor, Capitols
Brian Sandier, conductor, San Joaquins
Christine Barnes-Acosta, ticket clerk, MOD Station Services
Norma Jones, ticket clerk, MOD Station Services
Ken Yamaoka, ticket clerk, FND Station Services
Carol Grimes, ticket clerk, MCD Station Services
Robert Harrison, ticket clerk, SNS Station Services
Norma Gonzalez, ticket clerk, SAC Station Services
Dianea Sibley, ticket clerk, HNF Station Services
Stan Stevens, lead service attendant, California Corridor
Phil Sloan, conductor, Coast Starlight
Kim Gilbertson, ticket clerk, TAC Station Services
Sean Strong, conductor, Pacific Surfliners
Karen Mundy, conductor, Pacific Surfliners
Lawrence Dixon, conductor, Pacific Surfliners
Donald Gillard, sleeping car attendant, Coast Starlight

Carol Williams, sleeping car attendant, Coast Starlight
Gene Engle, lead service attendant, Coast Starlight
Russ Settel, onboard chief, Coast Starlight
Cory Robideaux, lead service attendant, Coast Starlight
Bob Mesa, conductor, Southern California Product Line
Connie Helton, lead service attendant, San Joaquins
Bill Bailey, lead service attendant, San Joaquins
Earl Daughtry, lead service attendant, San Joaquins
Tami Donnelly, lead service attendant, San Joaquins
Paul Pinkosh, lead service attendant, Capitols
Val Durio, lead service attendant, Capitols
Stan Stephens, lead service attendant, Capitols
Dalton Parker, conductor, Pacific Surfliners
Elliot Lee, conductor, Pacific Surfliners
Gibran Bowden, conductor, Pacific Surfliners
Christy Pacheco, conductor, Pacific Surfliners
Misha Brank, conductor, Pacific Surfliners
Bonnie Brauer, conductor, Pacific Surfliners
Cindy Nicholson, conductor, Pacific Surfliners
Mauricio Perez, conductor, Pacific Surfliners
Dale Anderson, conductor, Pacific Surfliners
Ron Houston, conductor, Pacific Surfliners
Robert Heldenbrand, conductor, Pacific Surfliners
Arnold Poblete, conductor, Pacific Surfliners
Rick Reyes, conductor, Pacific Surfliners
Richard Albrite, conductor, Pacific Surfliners
Cathy Vaughan, conductor, Pacific Surfliners
Michael Lambirth, conductor, Pacific Surfliners
Linda Paul, lead service attendant, Pacific Surfliners
Anthony Bryant, lead service attendant, Pacific Surfliners
Ricardo Galicia, lead service attendant, Pacific Surfliners
Edwin Byrd, lead service attendant, Pacific Surfliners
Carl Crego, ticket agent, SBA Station Services
Robert Brewster, ticket agent, SBA Station Services
Richard Marshall, ticket agent, SBA Station Services
John Younggreen, ticket agent, SLO Station Services
Bruce Gaughan, ticket agent, SLO Station Services
Suzie Brown, ticket agent, ANA Station Services
Marty Kolden, ticket agent, SNA Station Services

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.

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.

ON THE RIGHT R A K



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

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.

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

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.

'Parcel G' facility opens in New Haven

The New Haven Locomotive S&I Facility, also known as 'Parcel G,' officially opened on May 16, with a ribbon-cutting ceremony and dozens of employees on hand.

Included in those who participated in the ceremony were NEC General Manager **Steven Alleman**, and Asst. General Manager **James**

Turngren, who expressed their thanks and appreciation to the Engineering employees who helped build the new facility.

Parcel G replaces the existing Motor Storage Facility, which had dispatched and stored diesel locomotives. Parcel G is equipped for locomotive changes from diesel to electric on through trains from Springfield to Boston, and electric to diesel locomotive changes on through trains from the west to Springfield and Boston.



Building tracks at the New Haven facility, from L. to R.: Chris Colbroski, Dave Vanderbilt, Ron Damoto, and John O'Donnell.

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



Valencia College Volunteers and Bishop Moore High School students at work.

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 SEG 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.



B E N E F I T S C O R N E R

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.

Navigator Plus is a registered trademark of The Clark Capital Management Group Inc., and is licensed for use by The Vanguard Group.

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.

High-speed rail support

Continued from page 1

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 16

Amtrak's cost-cutters

1 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.

3 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.

4 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.

5 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.

6 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.

7 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 \$2,266. 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.

8 In Chicago, Diane D'Andrea and **Lucy Ulrich** 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.

9 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.

11 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.

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."

13 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.

14 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.

15 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.

16 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.

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 on 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 Mallery, president of Amtrak West, accepted the award at the opening of the 2001 AFL-CIO Union



L. to R. Rich Trumka, secy. and treasurer, AFL-CIO; Daniel Pickett, Int'l president of BRS; Gil Mallery, Amtrak West President, holding labor/management award; and Charles Mercer, AFL-CIO

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," Mallery 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 Life-saver 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, "I am thankful Robin 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.



Gerri Mason Hall, vice president of Business Diversity, and Roscoe Swann, director of Supplier Diversity, accept the COMTO award on Amtrak's behalf.



President's Service & Safety Awards



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—their 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.

ACHIEVEMENT

MBTA Commuter Rail Frog Shop Team Somerville, MA



Accomplishment can come in many forms, but this may be the first President's Award for Achievement given to a frog team.

Being honored are **Christopher Galloway**, **Mark Tufts**, **Hank Przedpelski**, and **John "Jack" Reilly**, all members of Amtrak's MBTA Commuter Rail Division.



The group has produced a portable milling machine that will replace the time consuming process of hand-grinding track frogs after they have been welded. What previously took four to eight days to complete can now be accomplished in just one day.



If you didn't know, a frog is the part of a switch that enables a wheel to transfer from one track to another.

This machine, a one of a kind piece of equipment, was created to further improve the production capabilities of the Cobble Hill Frog Repair Shop. In addition to enhancing production, the machine eliminates the dust and fumes normally associated with the grinding process. This is an important added safety benefit that greatly reduces the risk of health hazards normally associated with hand grinding.



Enhanced productivity, improved safety, and increased flexibility can all be used to describe the benefits of this new portable milling machine. The successful design, development, and operation of the machine is evidence of this team's creative vision and proves the power of teamwork.

John E. McCaffrey Jr. Manager, Business & Marketing Analysis, Lorton, VA



John McCaffrey has left his mark on Lorton, VA. He managed design and construction of the new *Auto Train* terminal, mechanical, and administration buildings, a new track layout—and he even oversaw the landscaping.

John provided the immense coordination and oversight needed for a facility built through the cooperative efforts of both Amtrak labor and outside contractors.

With his leadership—including hours of personal time—the project was completed within budget, ahead of schedule, and without any disruption of train service.

The result—a customer-friendly and attractive facility that flatters the Amtrak brand, and meets the expectations of every *Auto Train* guest.

The new station offers seating for 450 guests, larger restrooms, improved employee facilities, upgraded retail, and commercial and food service areas. And, a new platform is now long enough to accept the entire consist of up to 50 cars.

John is accustomed to major projects. He led the reconstruction of our corporate offices at Union Station in Washington, and construction of the new call center in Riverside, California.

Thanks John, for adding one of the system's most attractive new stations to your list of achievements.

Thomas W. Yerge Electronic Technician, Odenton, MD



Genius. It lies in those who look at something complicated and costly, and see a better and less expensive alternative.

Thomas Yerge, an electronic technician, meets that criterion.

He troubleshoots problems with the wayside cab signal system on the Northeast Corridor. In simple terms, the system applies signal messages to the rails in the form of coded pulses, and those messages are then received by passing locomotives.

Tom decided that the many electro-mechanical relays used in the system were expensive to maintain and replace. Electronic relays would be better. But, they cost at least \$1,000 each, and would require an expensive redesign and rewiring of the system.

But Tom designed electronic relays that would work in our current system, without modifications. And, he designed them so they could be manufactured in our own signal shop in Lancaster, Pennsylvania—at a materials cost of less than \$100 per unit.

Amtrak gets a device that is much more reliable, much easier to maintain, and which will mean fewer failures and train delays—all for a tenth of the normal cost.

Thank you, Tom, and congratulations on your President's Award for Achievement!

BUSINESS DIVERSITY

Irma E. Garcia Team Leader, Western Reservation Sales Call Center, Riverside, CA



Amtrak is proud to honor **Yolanda Mentz**, **Irma Garcia**, and their colleagues at the Riverside call center with a President's Award for Business Diversity.



Yolanda and Irma were key elements in the solution to an important marketing and guest service challenge. Amtrak and the state of California had decided to launch bilingual advertising along the *San Joaquin* and *Pacific Surfliner* routes. And that would mean that Spanish-speaking guests would call Amtrak and expect service in their first language.

Gene Price, director of the Riverside call center, presented the challenge to Yolanda, the center's operations manager. She and Irma, a newly promoted team leader, are "can do" types. They decided they were up to the challenge. The two worked tirelessly, and Gene never wavered in his own commitment to serve the large and growing population of Spanish-speaking guests. Within three months, the Spanish desk, Amtrak's first specialized language desk, was operational.

Every goal of the ambitious project was achieved. Thanks to Gene, Yolanda, Irma, and others at Riverside who helped in this important effort, Amtrak was able to prove again that every guest is at the center of everything we do.

CHAMPION OF THE RAILS

Alandra Abrams Music Teacher, Tilden Middle School, Philadelphia, PA



Music can be a magnet—and it can inspire great ideas. An Amtrak community resource officer discovered that when he walked by the classroom of **Alandra Abrams**.

The officer was at the Tilden Middle School in Philadelphia to talk about the dangers of trespassing on railroad property. As he walked through a hallway, he discovered Alandra, directing a rehearsal of the school's performing arts student choir. Jokingly, the officer said, "We could use you to sing about railroad safety."

To Alandra, that sounded like a wonderful challenge.

Not only did she write a song about *Acela*, but she also developed a small play that would help carry its message about the dangers of playing on or near railroad property.

Since then, the Tilden choir has performed the *Acela* song at numerous community functions, schools, colleges and senior centers, and the group was also featured at Amtrak's Management Conference in Philadelphia. Best of all, railroad trespassing and vandalism incidents near Tilden and a nearby high school have declined.

Alandra's creative talents have helped promote safety, Amtrak, and the *Acela* brand. And they have demonstrated how a "champion of children" can also be a Champion of the Rails!

Senator Joseph R. Biden Jr. State of Delaware

Senator Kay Bailey Hutchison. State of Texas



Senator **Joe Biden** of Delaware, and Senator **Kay Bailey Hutchison** of Texas are two of passenger rail's strongest champions.



Senator Hutchison became a powerful leader on passenger rail issues through her chairmanship of the Senate Commerce Committee's Subcommittee on Surface Transportation. For instance, she responded to the cry from cities and towns along the *Texas Eagle* route—from Marshall, to Mineola, to Fort Worth—to preserve their train service. Under her leadership, a partnership was formed that has helped produced significant ridership and revenue growth for the route.

Senator Biden demonstrates his support for Amtrak every day Congress is in session—he commutes between Wilmington and Washington. Our honorary on-board service "employee" is often seen chatting up guests, offering assistance, and asking them what they think of Amtrak.

Even with everything he has done for Amtrak, what Senator Biden did in the closing days of the 106th Congress was truly remarkable. For the first time in his 28 years in the Senate, he threatened to lead a filibuster. He said he would do so if the High-Speed Rail Investment Act was not included in the final budget bill.

Senator Hutchison shares that passion for the importance of passenger rail. She understands that America faces a national transportation crisis that limits economic growth, restrains urban mobility, and undermines our quality of life. For that reason, she

has joined Senator Biden as a lead sponsor of the High-Speed Rail Investment Act.

For their extraordinary vision and commitment, we are proud to honor Senator Kay Bailey Hutchison and Senator Joe Biden as Champions of the Rails.

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.

He has been a leading supporter of the High-Speed Rail Investment Act, and he joined with 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. Owning 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 Glenn Payne, president, accepts on behalf of the association.



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.

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 Thruway Motor-coach connection now serves Hot Springs—one of the nation's most popular resorts.

When elimination of the *Texas Eagle* was proposed, Dr. Pollard rearranged his patient schedule to attend every hearing in Austin, Texas, rallying support for 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 have continued 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.

ENVIRONMENTAL 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 ease and environmental safety of a common task.

That job is the removal and replacement of wooden block ties that are embedded in concrete. Dennis devised a way of doing it with no damage to the concrete, minimum stress to the track structure, and full 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 creosote 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 vanguard 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.

SAFETY ACHIEVEMENT

Harry H. Barnes Jr. Police Officer, New York, NY



Since joining the Amtrak Police Department 16 years ago, Officer **Harry Barnes** has made safety his personal specialty. He saw that the railroad environment creates unique safety risks, and he dedicated himself to providing educational material to the public, and to other police, fire, and rescue agencies.

He's presented hundreds of safety programs to children in communities along the right of way. To hold the children's attention, he developed a magic show to augment important safety messages. His "presenter" creations include *Sam the Robot*, *Chrissy Crossing*, *Forgetful Freddy*, and *Skip the Clown*. The response to his entertaining programs has been overwhelming, with numerous requests for return visits. He accommodates all that he can, even though most of the presentations are made on his personal time.

Harry has also been an Operation Lifesaver presenter since joining Amtrak. He has traveled from Rutland, Vermont, to Washington, D.C., presenting to thousands of children, young adults and seniors.

Amtrak is proud to honor him with the President's Award in Safety Achievement, and to name him as the recipient of the prestigious Charles Luna Memorial Safety Achievement Award.

Jeffrey A. Merriman C&S Maintainer, Washington, D.C.



Look around you—there may be at least one person nearby who owes their safety awareness to **Jeff Merriman**. Just in the past year alone, Jeff has trained more than 2,000 Amtrak employees in subjects such as back safety, MoveSmart training, winter weather preparedness, and overall safety awareness.

Jeff is a model of commitment to safety. His record reflects a professional who not only leads by example, but who is also eager to protect the welfare of his colleagues.

Jeff, an assistant inspector for Engineering, is president of the General Manager's Safety Committee for the Mid-Atlantic Division. He has also served as chairman of the President's Safety Council for the Northeast Corridor.

Among many safety accomplishments, Jeff was responsible for safety compliance and planning on two major construction projects within the NEC—and both were completed with perfect safety records. He's participated in guest safety days and safety performance reviews, he's actively involved in Operation Lifesaver—and much more.

Jeff Merriman is truly a professional who is dedicated to getting everybody home safely. And that concern for his teammates has earned him the President's Award for Safety Achievement.

SAFETY COMMITTEE OF THE YEAR

Michigan Safety Committee

Dave Kuhns, ticket agent, Dearborn, MI, accepts on behalf of the 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 agrees—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 property, 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 on cars and engines, 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

Paul Cunningham accepts on behalf of Governor Gray Davis.



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 privileged to honor him with the President's Award for State Partners.

Theresa Gren Rail Communications Specialist, Washington State DOT Stan Suchan Communications Manager, Washington State DOT



One of Amtrak's strongest state partnerships is the one we enjoy with the Washington State Department of Transportation. And no one personifies the partnership any better than the DOT's **Stan Suchan** and **Theresa Gren**.

Much of the success of the highly popular *Cascades* service can be attributed to the early efforts of Stan and Theresa.



They insisted that the new trainsets reflect both market and Amtrak employee preferences. Even today, Theresa and Stan interview guests and Amtrak employees to get new ideas.

Working with Operation Lifesaver, they developed the "Schools on Trains" program. It gives students a chance to experience train travel, and learn about 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.

more recipients on next page

continued from page 9

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** career. He has served his fellow state residents since 1967, 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 guest 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—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 responded without hesitation: "Nothing short of amazing...extremely courteous...impeccable manners...unsung hero."

Although Carol works the slower afternoon/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.

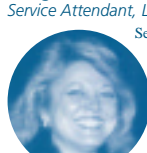
Carol Bowersox never seems to have a "bad day"—she just does the right thing, no matter what. That dedication makes her a natural choice for a President's Award for Sustained Excellence.

Lisa A. Castillo

Service Attendant, Los Angeles, CA

Doug G. Wheeler

Service Attendant, Los Angeles, CA

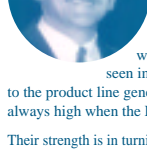


Service attendants **Lisa Castillo and Doug Wheeler** have worked as a team for six years, providing superior service.

As one 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 they would in their own homes.



A mayor riding a special train for the U.S. 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 turning unhappy guests into Amtrak fans. As a colleague said, "I have seen their magic work many times." Because of their special abilities, they were asked to train new-hire classes, 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.

Damian C. Garden

ARASA Track Supervisor, New Haven, CT



According to a colleague, **Damian Garden** "does the work of 10 people." But by the numbers, Damian is a one-of-a-kind professional.

An ARASA track supervisor in Connecticut, he has been out in the New England weather for more than a quarter of a century, ensuring that our guests remain safe.

He received the prestigious Dr. Gary Burch Memorial Award, administered by the National Association of Railroad Passengers. The annual award honors one employee from all railroads who displays exceptional devotion to safety.

Damian's abilities make him the "go-to guy" for many others. He has earned the respect of not only his crew, but also his peers and supervisors. He is unselfishly loyal to his company, and to the men and women he works with every day.

That strength of character motivates others to perform consistently at his level of excellence. His positive attitude, combined with an enormous command of track knowledge, led to his selection as a mentor for others in the department.

Amtrak is a better place with Damian Garden. He is a model of Sustained Excellence.

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 commitment to guaranteed satisfaction. In fact, he was one of the employees chosen to announce the program in employee rallies. And that's his smiling face on the first advertisements for the program.

He lives the guarantee. For years, he's decided whether the best solution is an upgrade, or a complimentary drink or snack. But the most effective response may be Bill himself, with that great warm smile, and the impeccable display of his tailored Amtrak uniform.

Whoever the guest, whatever the situation, whether it's 2 p.m. or 2 a.m., Bill will always provide first-class service. His Sustained Excellence is truly making a difference.

Dale Loggins

Reservations Sales Agent, Midwestern Reservation Sales Call Center, Chicago, IL



The achievements of reservations agent **Dale Loggins** speak for themselves. But consider this phenomenal accomplishment: This is the second consecutive year that he has received a President's Award for Sustained Excellence.

In fact, Dale's results in the year 2000 have been called "one of the best years ever" in the history of Amtrak for a sales agent.

Since joining Amtrak in 1993, Dale has substantially exceeded performance standards every year. His exceptional job performance has resulted in an extraordinary amount of revenue to support Amtrak's business plan to become operationally self-sufficient.

Never in eight years has Dale fallen below 100 percent productivity for a month. The level of 100-percent productivity is difficult to obtain for one day, let alone an entire month.

In addition to being a superior performer, Dale is well liked by all his colleagues. He is known for his positive outlook and integrity. His manner and performance combine to form a powerful motivator for everyone who works with him.

Through his hard work, perseverance and creativity, he truly epitomizes the best that Amtrak can be. Dale Loggins, you are one of Amtrak's finest.

M. Steven McConnell

Senior Multimedia Producer, Wilmington, DE



Steve McConnell has been the energy behind hundreds of Amtrak videos—literally and figuratively.

Steve 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 quiet surface, 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's a ticket or ticket 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 presenting 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 Helper, Sunnyside, NY*

Heureuse Polycarpe Pierre, called Ms. Polly by co-workers, is an excellent example of dedication and sincerity. She is a "behind the 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. But, 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.

Benedicto Vilca*Gang Watchman, Sunnyside, NY*

Benedicto Vilca, 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 "Pee 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 "Pee Wee" Walker. And that's why he's being honored with a President's Award for Sustained Excellence.

Larry Williams Sr.*Baggageman, Miami, FL*

If you're at the Amtrak station in Miami, you'll see evidence of 27 years of contributions by **Larry Williams**.

Officially, Larry is a baggage man. And he's a great one—his jovial and respectful attitude makes every guest feel like the most important person in the station, truly at home in Larry's environment.

But there isn't any job that Larry won't do to make his station better. He volunteers to clean windows, plant roses, maintain the landscaping, or anything else to beautify the Miami station.

And he boosts the morale of colleagues with his upbeat attitude, and his ideas for improvement. It's not unusual for Larry to prepare a large meal at home and bring it in to treat his teammates.

There's also a good bit of Santa Claus in Larry. He wants no child in a distressed neighborhood to pass the holidays without a gift—even if that means paying for the toys himself.

To the people at the Miami station, and the guests who pass through it, Larry Williams is their silent hero. And because he's Amtrak's hero, we honor him with a President's Award for Sustained Excellence.

VALOR**Ginger L. Brown***Assistant Conductor, Kansas City, MO***Keith J. Burks***Engineer, Kansas City, MO***Lewis R. Buckner Jr.***Conductor, Kansas City, MO*

Ginger Brown, assistant conductor; **Keith Burks**, assistant locomotive engineer; and **Lewis Buckner Jr.**, conductor, would be the first to say they did nothing their colleagues wouldn't do.

Based in Kansas City, they had just come aboard the *Southwest Chief* in the night of March 14, 2000, as the train headed toward Los Angeles.



Approximately 2 a.m. on the 15th, just southwest of Topeka, Kansas, the train derailed. Six Superliner cars and nine Mail and Express cars were off the track. Some cars lay on their side in a muddy cornfield. The only sound was from a cold driving rain.



Ginger, Keith, and Lewis jumped into action. Working with other employees, they climbed down into dark cars and helped move guests and colleagues to safe locations. They went from car to car, calming and reassuring our guests. And they directed emergency responders to the injured.

Because they carried flashlights or light sticks, the three were being called the "Guiding Light Leaders" by guests and colleagues. Their actions typified the entire crew, which was commended by guests and investigating officials.

Amtrak is proud to honor Ginger Brown, Keith Burks, and Lewis Buckner Jr. for their display of valor, and for their representation of their teammates.

John F. Dooley*Manager Train Operations, New York, NY***David C. Karpinski***Foreman II, New York, NY*

Some say that New York City is the heart of Amtrak's Northeast Corridor operations, but others like to joke that there's no heart in New York. **John Dooley** and **David Karpinski** are heroes who offer evidence to the contrary.



John is manager of Train Operations at Penn Station. David, who joined Amtrak as a coach cleaner, is a Foreman II.

But both jobs turned heroic on March 15, 2000. Separately, the two men heard that someone had been struck by train 174 in the station, and they hurried to the scene. They arrived to find an injured person trapped under the equipment.

Although it was a dangerous situation, neither man hesitated. John and David crawled under the then live equipment. Working together, they were able to free the person, who was brought out for immediate treatment by emergency service personnel.

Thanks to the courageous actions of John Dooley and David Karpinski, an Amtrak guest was quickly removed from a life-threatening situation and given important medical treatment. Their display of valor proves that when it comes to finding a heart in New York City, you might find it wearing an Amtrak hardhat.

Eric J. Romano*APD Investigator, Chicago, IL*

On Dec. 12, 2000, while conducting a drug interdiction at Chicago Union Station, Amtrak Police Investigator **Eric Romano** was in a life and death struggle with two heavily armed men.

Investigator Romano was working that day as part of a special task force that included a DEA agent and a Chicago police officer. While the three were questioning two men who had gotten off the Lake Shore Limited, Investigator Romano spotted a gun.

When he alerted his fellow officers, both of the suspects drew firearms. For a moment, the Chicago officer was being held hostage by one of the two men. In a brief gun battle, both suspects were fatally wounded.

Later, it was learned that they were fugitives. Both were armed with Glock .40 caliber semi-automatic weapons, and were wearing bulletproof vests. One had vowed to a friend that he would never be taken alive.

In addition to the President's Award for Valor, Investigator Romano has been honored by the Amtrak Police as its "Officer of the Year." And, he is the third officer in the history of the department to receive its most prestigious award, the "Medal of Honor."

2001 President's Service & Safety Awards Committee**First Row (left to right)**

Patsy Abraham, Lynda Richards, Margaret Collins, Leslie Beers (advisor), Erica Underdown (advisor), Carolyn Stagger (chairperson), Patricia Green, Jade Thompson-Frederick, Alice Pinkney, Noreen Ellis

Second Row

Ed Vogel (advisor), Donna Pedati, Deborah Polk, June Brown, Kerry Gregory, Linda Harris, Keith Osbourne, Ronald DeShields

Third Row

Leonard Bethea, Michael Taylor, Mitchell Moore, Anita Fernald, Donald Johnson, Martin Yurth, Larry Smith, Rod Bailey, Joseph Derillo, Alvin Richardson

Missing

Tracy Deloney, Kathleen Ford, Marie Koerner, Arthur Lawson, Mary Ann Lorimer, Maureen McCole, Michael McKenna, Lisa Moze, Eliseo Nora, Rodney Ruffin (advisor), Scott Weddle



EMPLOYEE MILESTONES

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.

15 Years May 2001

ADAMS, DONALD
St. Louis District

AIMAQ, BETTY PATERNO
Los Angeles District

ALBERT, DAMIAN
Empire / Albany District

ANDERSON, THORPS FAITHIA
Chicago Metro District

BAIORI, ANN
Philadelphia District

BARNES, ROSA
New York District

BARRINGER, GWENDOLYN
Wilmington / Bear District

BATES, C
Chicago Metro District

BAYLES, ANNIE
Wilmington / Bear District

BECK, ROBERT
Philadelphia District

BOULWARE, FELICIA
Washington Div/DC Non-HQ Dist

BRESLIN, ROBERT
Philadelphia District

BRODY, SCOTT
Washington, DC, Headquarters

BROWN, ELIJAH
New Orleans District

CAMPBELL, KENNETH
Philadelphia District

CARROLL, TIMOTHY
Jacksonville District

CARTER, CANDACE
Philadelphia District

CARTER, PATSY
Empire / Albany District

CHERRY, ANDREA
Philadelphia District

CLARK, JACQUELINE
Washington Div/DC Non-HQ Dist

COBB, TERRY
Seattle District

COFFMAN, MARGARET
Philadelphia District

COLLINS, JOHN
New Orleans District

CURLEY, JOHN
Boston District

DENNIS, VANESSA
Chicago Metro District

DRURY, TED
Detroit District

DURHAM, RODNEY
Los Angeles District

ESCAMILLA, LORENZO
Chicago Metro District

FARRELL, MICHAEL
New York District NEC

FARRENHOLZ, BOYKE
Jacksonville District

FAULDS, ROBERT
Detroit District

FOSTER, BRIAN
Los Angeles District

GALLAGHER, JOHN
Washington Div/DC Non-HQ Dist

GREEN, JOHN
Seattle District

HAIG, SCOTT
Philadelphia District

HAMPTON, MICHAEL
New York District

HARRIS, MAURICE
St. Louis District

HARVILLE, JAMES
Beech Grove District

HEADLEY, THOMAS
Washington Div/DC Non-HQ Dist

HENDERSON, RHONDA
Los Angeles District

HILL, ELIZABETH
Jacksonville District

HOLDEN, TARA
Wilmington / Bear District

HOLMWOOD DANT, JANICE
Wilmington / Bear District

HOUSE, MARENTAY CHRISTY
Los Angeles District

HOUT, JO
Los Angeles District

JACKSON, LEE
Los Angeles District

JAGIELLO, ALEXANDER
Los Angeles District

JONES, MARK
Oakland District

JUDKINS, LINDA
Lorton District

KAHLE, JANET
Los Angeles District

KIEFNER, MARGARET
Philadelphia District

KUSHTA, WILLIAM
Chicago Metro District

LADD, WILLIAM
Philadelphia District

LADWIG, WESLEY
Miami District

LAWLER, THOMAS
Seattle District

LOTT, UNDRAR
Chicago Metro District

LOVE, JAMES
Philadelphia District

MARSTON, DANIEL
Miami District

MCDANIEL, JIMMIE
Miami District

MCDONALD, DWAYNE
Philadelphia District

MCGINNIS, TIMOTHY
Chicago Metro District

MCINTOSH, WINSTON
Los Angeles District

MCKISSIC, TIMOTHY
Jacksonville District

MCLEOD, GENEVA
Miami District

MELLER VINCENT
Wilmington / Bear District

MITCHELL, HARMON SUSAN
Philadelphia District

MOON, DORIS
Philadelphia District

MURPHY, JAMES
Beech Grove District

NEWTON, ADAM
Empire / Albany District

NORVILLE, DONALD
New Orleans District

O'DONNELL, DARLENE
Los Angeles District

OATES, CHARLENE
Wilmington / Bear District

OATES, JAMES
Wilmington / Bear District

OSTERHOUT, STEVEN
Washington, DC, HQ

PALMINTERI, BARLOW
Seattle District

RAFFERTY, KENNETH
Philadelphia District

REALS, DONALD
Empire / Albany District

ROBINSON, ERIK
Los Angeles District

SANOGUET JR, MAX
Los Angeles District

SAUNDERS, WANDA
Philadelphia District

SCHMIDT, PETER
Empire / Albany District

FORTUNE, NETTIE
New York District

SHORT, CRAIG
Washington Div/DC Non-HQ Dist

SIMARD, ISABEL
Chicago Metro District

SIMS, ERIC
Lorton District

SINGLETARY, RALPH
New York District

SMITH, BARBARA
Philadelphia District

SMITH, EDWARD
Beech Grove District

SOCK, GREGORY
Oakland District

SPERLING JR, LEON
Philadelphia District

STREBY, PHILLIP
Washington Div/DC Non-HQ Dist

TATUM, JIMMIE
Los Angeles District

TEKLE, SAMUEL
New York District

TESLOW, JANET
Chicago Metro District

THOLSTRUP, RALPH
Philadelphia District

VALIQUETTE, BONNIE
Seattle District

WANG NING, CHEN
New York District

WHITMARSH, STEPHEN
Empire / Albany District

WRIGHT, NAPOLEON
Detroit District

WYRWASZEWSKI, BOGDAN
Washington Div/DC Non-HQ Dist

20 Years May 2001

HAYNES JR, RUDOLPH
Los Angeles District

HERGENRADER, MICHAEL
Salt Lake City District

NEUMANN, CLIFFORD
Detroit District

PHILLIPS, MICHAEL
Mid-Atlantic Division

25 Years May 2001

ABATE, FRANK
Metropolitan Division

ACAMPORA, RONALD
New England Division

ALBANY, JAMES
New England Division

ALEXANDER, HERMAN
Mid-Atlantic Division

ALLEN, CHARLES
New Haven District

ALLEN, FREDDY
Atlantic Division

ALSTON SR, ERIC
Mid-Atlantic Division

ALSTON, SYLVIA
Mid-Atlantic Division

ALVAREZ, ELISEO
Metropolitan Division

ALVES JR, JOSEPH
New England Division

AMARU, CHARLES
New England Division

ANDERSON, JAMES
Mid-Atlantic Division

ANDERSON, RAYMOND
Metropolitan Division

ANDERSON, WILLIAM
New England Division

AUDLEY JR, JAMES
Mid-Atlantic Division

B BEY, DANIEL
Mid-Atlantic Division

BAILEY, EDWARD
Mid-Atlantic Division

BANAS, ALFRED
New England Division

BANFORD JR, FRED
Lorton District

BARGHOLZ, DONALD
Metropolitan Division

BARNES, CRAIG
New England Division

BARNES, ERIC
Mid-Atlantic Division

BARNETT, PETER
Mid-Atlantic Division

BARRETTA, CHARLES
New England Division

BARTUCCIO, ANTHONY
Mid-Atlantic Division

BATES, JOHN
Mid-Atlantic Division

BATTISTINI JR
Metropolitan Division

BAUMGARDNER, DENNIS
Metropolitan Division

BAUMGART, JEFFREY
Mid-Atlantic Division

BEAUPARLANT, MICHEL
Mid-Atlantic Division

BENCIVENGO, FRANK
New England Division

BENNETT JR, JAMES
Mid-Atlantic Division

BENTLEY, BRUCE
New England Division

BENYAK, FRANK
Metropolitan Division

BESSETTE, MICHAEL
New England Division

BINDER, HOWARD
Mid-Atlantic Division

BLANKENSHIP JR, CHARLES
Mid-Atlantic Division

BLAUTH, BRENDA
Jacksonville District

BOATWRIGHT, FRANK
Metropolitan Division

BOGAN, ANDERS
New England Division

BONGIORNO JR, JOSEPH
Mid-Atlantic Division

BOONE, RANDY
Mid-Atlantic Division

BORLEIS, A
Mid-Atlantic Division

BOULAIS, NORMAND
New England Division

BOWDEN, DENNIS
Seattle District

BOWERMASTER SR, RICHARD
Mid-Atlantic Division

BOYD JR, JIMMIE
Chicago Metro District

BOYER, BRUCE
Mid-Atlantic Division

BOYLE, FRANCIS
Mid-Atlantic Division

BRANCIFORT, SALVATORE
Metropolitan Division

BRENEMAN, WILLIAM
Mid-Atlantic Division

BRESLIN, KENNETH
Metropolitan Division

BROEGG, ADOLFO
Metropolitan Division

BROOKMAN, DONALD
New England Division

BROWN, DAVID
New England Division

BROWN, GARY
Mid-Atlantic Division

BROWN, ROOSEVELT
Metropolitan Division

BROWNLEE, STEVIE
Metropolitan Division

BRUMBAUGH, D
Detroit District

BRUNO JR, FRANK
Metropolitan Division

BRYDGE, GUY
Mid-Atlantic Division

BUFORD, STAN
Seattle District

BURGESS, RAY
New England Division

BURKE, ELIZABETH
Mid-Atlantic Division

BUTLER, MICHAEL
Mid-Atlantic Division

BUZZURO, JOHN
Mid-Atlantic Division

BYRNE, JOSEPH
Metropolitan Division

CADIEUX, ANDREW
New England Division

CARROL, WILLIAM
Mid-Atlantic Division

CARTER JR, JOE
Mid-Atlantic Division

CARTER, CHRISTOPHER
New England Division

CARTER, DONALD
Mid-Atlantic Division

CARTER, MICHAEL
New England Division

CASTALD, AUGUSTINE
Mid-Atlantic Division

CASTRO, DANIEL
Metropolitan Division

CHAPMAN, JONATHAN
Los Angeles District

CHASE, WILLIAM
New England Division

CHECORSK, BERNARD
Metropolitan Division

CHICOSKY JR, EMIL
Mid-Atlantic Division

CIGANIK, JOSEPH
Metropolitan Division

CLARK, HOWARD
Mid-Atlantic Division

COBBS, JAMES
Metropolitan Division

COFFIN, JAMES
Mid-Atlantic Division

COHEN, STEPHEN
Mid-Atlantic Division

CONATY, WILLIAM
Mid-Atlantic Division

CONRAD, ROBERT
Mid-Atlantic Division

CORBETT, STEPHEN
New England Division

COSENZA, FRANK
Metropolitan Division

COUSINS JR, HARRY
New England Division

CRAWFORD, PAUL
Mid-Atlantic Division

CROSBY, EZELL
Mid-Atlantic Division

CROSS JR, RUSSELL
Beech Grove District

CRUZ, JOSE
Metropolitan Division

CUOZZO, MICHAEL
Mid-Atlantic Division

CUSHING, MICHAEL
Mid-Atlantic Division

D'AMATO, RONALD
New England Division

DALY, EDWARD
New England Division

DANIELE, FRANK
New England Division

DASHIELL, JOSEPH
Mid-Atlantic Division

DATZ, JOHN
Metropolitan Division

DAVIES, KEITH
Metropolitan Division

DAVIS, CARL
Mid-Atlantic Division

DAVIS, JERRY
Mid-Atlantic Division

DAVIS, NETTIE
Jacksonville District

DAVIS, WILLIAM
Mid-Atlantic Division

DEFRANCESCO, RICHARD
New England Division

DELAURO, ANTHONY
New England Division

DELLINGER, GARY
Chicago Metro District

DENGLER, RICHARD
New England Division

DENNIS, GARY
Mid-Atlantic Division

DERILLO SR, JOSEPH
Mid-Atlantic Division

DEVERAN, LAWRENCE
New England Division

DEVITO, ANN
Metropolitan Division

DEVITO, MARY ANN
Metropolitan Division

DI, BONAVENTURO JOSEPH
Mid-Atlantic Division

DIAMONTE, JOHN
Mid-Atlantic Division

DICKEY JR, WILLIAM
Mid-Atlantic Division

DIGGS, BARRY
New England Division

DILLON, JOSEPH
Mid-Atlantic Division

DINARDI JR, ANTHONY
Mid-Atlantic Division

DOCHNAHL, CHARLES
Metropolitan Division

DOMEK, STANLEY
Mid-Atlantic Division

DOORISS, MICHAEL
New England Division

DREW, ROBERT
New England Division

DUJINIC, RANDOLPH
Metropolitan Division

DUSSAULT, RAYMOND
Mid-Atlantic Division

E BERWEIN, ROBERT
Mid-Atlantic Division

ELLENBERGER, DANIEL
Mid-Atlantic Division

ENNIS, CHARLES
New England Division

ESPOSITO, ANGELO
Metropolitan Division

ESPOSITO, GARY
Sanford District

EWING, DANNY
Mid-Atlantic Division

FALCON, JULIO
Metropolitan Division

FALLOWFIELD, JOHN
San Jose District

FAY JR, JAMES
New England Division

FERRASCI, JERRY
Oakland District

FETTEROLF, JOHN
Mid-Atlantic Division

FITZGERALD, GERALD
Mid-Atlantic Division

FLINT IV, WILLIAM
Mid-Atlantic Division

FLOCCO JR, NICHOLAS
Metropolitan Division

FOSETT JR, WILLIAM
Metropolitan Division

FOURA, WALTER
Mid-Atlantic Division

FOX, PHILIP
Mid-Atlantic Division

FRANCESCO, AUGUST
Mid-Atlantic Division

FRANKEL, SAMUEL
Metropolitan Division

FRITZ, ROBERT
Mid-Atlantic Division

FULTON, THOMAS
Chicago Metro District

GADDY, CONWAY
Mid-Atlantic Division

GANOUNG, KEITH
Chicago Metro District

GARDEN, DAMIAN
New England Division

GAYMON, KIMORAGE
Metropolitan Division

GESNER, ALBERT
Mid-Atlantic Division

GIAMPETRO, RICHARD
Mid-Atlantic Division

GIBBONS, STEVEN
New England Division

GOCHENAUER, DAVID
Mid-Atlantic Division

GODEK, RUSSELL
New England Division

GOLA, DENNIS
Mid-Atlantic Division

GOLDBERG, JUDITH
Mid-Atlantic Division

GOLDINGER, CHARLES
Mid-Atlantic Division

GONZALEZ, ISAAC
Metropolitan Division

GORMLEY, THOMAS
Mid-Atlantic Division

GOTTSABEND, JOAN ANNE
Mid-Atlantic Division

GOUIN, MICHAEL
New England Division

GRAB, PATRICK
Mid-Atlantic Division

GRANT, JOHN
New England Division

GRELLI, VICTOR
Mid-Atlantic Division

GRIMES, BRANDON
Metropolitan Division

GUERRA, FRANCISCO
Metropolitan Division

GURLEY, JERARD
Metropolitan Division

HAERTER, STEVEN
Jacksonville District

HALL, FRANCIS
Chicago Metro District

EMPLOYEE MILESTONES

Congratulations to all of you!

HALL, MICHAEL Mid-Atlantic Division	JONES, RICHARD Metropolitan Division	LODGE, GARY Metropolitan Division	MELLO, JOHN New England Division	OLIVER, JOHN Metropolitan Division	RIVERA, MAXIMINO Metropolitan Division	SLOBODA JR, STEPHEN Mid-Atlantic Division
HAMBY, MARTIN Mid-Atlantic Division	JONES, ROBERT Mid-Atlantic Division	LORENZO, ROBERT Kansas City District	MELLOTT, GERALD Mid-Atlantic Division	OLSEN, ANDREW Metropolitan Division	RIVERS, CLARK New Orleans District	SMEBY, ROLF Chicago Metro District
HARBO, THOMAS Mid-Atlantic Division	KEARSE, LINDA Mid-Atlantic Division	LOTITO, LUCAS Metropolitan Division	MELTON, RICHARD Metropolitan Division	OLSON, ALFRED New England Division	ROBERSON, LEROY New England Division	SMITH JR, ELWYN New England Division
HARDISON, JACOB Mid-Atlantic Division	KEGRIS, DENNIS Mid-Atlantic Division	LOUNDER, DAVID New England Division	MENDEZ, ANTONIO Metropolitan Division	OWENS SR, FREDDIE Mid-Atlantic Division	ROBERTS, ALPHONSO Mid-Atlantic	SMITH, HAROLD New England Division
HARGROVE, CHARLES Mid-Atlantic Division	KEMBLE, WALTER Mid-Atlantic Division	LYNCH, TIMOTHY Mid-Atlantic Division	MEYER, E THOMAS Chicago Metro District	PACK, JAMES Mid-Atlantic Division	ROBERTS, STEVAN Mid-Atlantic Division	SMITH, ROCCO Mid-Atlantic Division
HARRINGTON, JOHN New England Division	KENT, WILLIAM New England Division	MACADAM, MICHAEL Mid-Atlantic Division	MICHAELS, KEVIN Metropolitan Division	PAMPINELLA, FRANK Metropolitan Division	ROBERTSON, GEORGE Mid-Atlantic Division	SOETE SR, JOHN Mid-Atlantic Division
HARRIS, DONALD Mid-Atlantic Division	KEOGH, PATRICK New England Division	MACKENZIE III, FRANK Mid-Atlantic Division	MICHALSKI, ANDREW Mid-Atlantic Division	PARSONS, RALPH Mid-Atlantic Division	ROBINSON, WALTER New England Division	SOKOLOSKY, PETER New England Division
HARRISON, RICHARD Mid-Atlantic Division	KEOUGH, STEPHEN Mid-Atlantic Division	MACKEY, ALPHONSO Mid-Atlantic Division	MIECZYNSKI, THOMAS Sanford District	PASQUALE JR, JOHN Mid-Atlantic Division	ROGO JR, JOEL Mid-Atlantic Division	SOKOLOWSKI, LEO Mid-Atlantic Division
HATFIELD, WILLIAM Mid-Atlantic Division	KERLIN, RUSSELL Metropolitan Division	MADDEN, DAVID Mid-Atlantic Division	MIHALKO, JOHN Metropolitan Division	PASTERNAK, EDWARD Mid-Atlantic Division	ROTH, MARTIN New England Division	SOLE, STEPHEN New England Division
HAYNER, JOHN New England Division	KERN, ROGER Salt Lake City District	MADONNA, CARMEN Mid-Atlantic Division	MILLER JR, JOHN Mid-Atlantic Division	PATTAY, BERNARD Metropolitan Division	ROTTMANN, EUGENE Mid-Atlantic Division	SPEER JR, WILLIAM New England Division
HEININGER, DAWN Mid-Atlantic Division	KHANNA, HARI Metropolitan Division	MAGUIRE, DANIEL New England Division	MILLER, GARY Mid-Atlantic Division	PAULIN, FRANK Mid-Atlantic Division	RUDDLE JR, FRANCIS Sanford District	SPENCER, LARRY Metropolitan Division
HENDERSON JR, WILLIAM Mid-Atlantic Division	KIESLING, RONALD Metropolitan Division	MANCUSO, MARIO Metropolitan Division	MILLER, MICHAEL Mid-Atlantic Division	PAVUSIK, STEVEN Mid-Atlantic Division	RUGGIERO, JOHN Metropolitan Division	SPRULL, RONNIE Metropolitan Division
HENDRICKS JR, JOHN Mid-Atlantic Division	KIND, JAMES Mid-Atlantic Division	MARCELL, HENRY New England Division	MININCHELLI, EDWARD Metropolitan Division	PAYNE, EUGENE Mid-Atlantic Division	RUPP, JOSEPH Mid-Atlantic Division	STAKES, ARTHUR Metropolitan Division
HENRY, WILLIE New England Division	KIRBY, DAVID Seattle District	MARCHIONNI, FRANK New England Division	MIODONSKI, DAVID Detroit District	PENMAN, ROY Mid-Atlantic Division	RUSH, ALBERT Mid-Atlantic Division	STAUB, JAMES Metropolitan Division
HERDER, PERVIS Mid-Atlantic Division	KISH, BRUCE Metropolitan Division	MARCHITTO, THOMAS New England Division	MOLLOY, THOMAS New England Division	PEREZ, ANGEL Metropolitan Division	RUSH, DANIEL Mid-Atlantic Division	STILLMAN, RANDALL Chicago
HIGGINS, ODELL Mid-Atlantic Division	KOEHLER, ROBERT Metropolitan Division	MARCINEK, PAUL Mid-Atlantic Division	MOORE, DONALD Mid-Atlantic Division	PERRIERO, ROBERT Metropolitan Division	RUSO, JOHN Metropolitan Division	STINSON, DANNY Mid-Atlantic Division
HILL JR, RICHARD Mid-Atlantic Division	KOLDEN, MARTHA Los Angeles District	MARENHOLZ, JOHN New England Division	MOORE, JEFFREY Los Angeles District	PETERSON, RICHARD Los Angeles District	SABOL, PETER Metropolitan Division	STONE, JAMES Metropolitan Division
HINDS, ROMINIE Metropolitan Division	KOLONICK, PETER New England Division	MICHAEL, MARGE New England Division	MORGAN IV, JOHN Mid-Atlantic Division	PETERSON, ROBERT Metropolitan Division	SADOWSKI, ALEXANDER New England Division	STOPKOSKI, ROBERT New England Division
HODGES, GERALD Metropolitan Division	KOWALSKI, STANLEY Metropolitan Division	MARKUNAS, WILLIAM New England Division	MOSSMAN JR, DENNIS New England Division	PETRANCURI DENNIS Mid-Atlantic Division	SALZMAN, THOMAS Mid-Atlantic Division	STRALLOW, DENNIS Metropolitan Division
HOLLAND, MICHAEL Mid-Atlantic Division	KRAUSS, DAVID Mid-Atlantic Division	MARLIN, JACOB Metropolitan Division	MOSSMAN, FRANK New England Division	PETTIE, RANDALL Mid-Atlantic Division	SANDERSON, RICHARD New England Division	SULLIVAN, MITCHELL Metropolitan Division
HOLLOWAY, ROBERT Metropolitan Division	KREDENSOR, EUGENE Mid-Atlantic Division	MARSH JR, RALPH New England Division	MOTT, JEREMY Metropolitan Division	PIECZYNSKI, JOHN Metropolitan Division	SANDT, KARL New England Division	SULLIVAN, RICHARD New England Division
HOLM, CHRISTOPHER New England Division	KRYWY, JOHN Metropolitan Division	MARSH, WILLIAM Metropolitan Division	MOXLEY, ROBERT Mid-Atlantic Division	PIELLI, JOHN Metropolitan Division	SANTOS, AGOSTINHO New England Division	SUPERAK, KENNETH Metropolitan Division
HOLMES JR, DOUGLAS Mid-Atlantic Division	KUBICH, DAVID Metropolitan Division	MARSHALL, ANNIE Mid-Atlantic Division	MULHERN III, JOSEPH Mid-Atlantic Division	PORRECA, ANTHONY Mid-Atlantic Division	SARRICA, FRANK New England Division	SWAN, MAUREEN Mid-Atlantic Division
HOLMES, LUTHER Metropolitan Division	LA PLUME JR, JAMES Mid-Atlantic Division	MARTIN JR, ROBERT New England Division	MURRAY, BRUCE Mid-Atlantic Division	PORTER, CAREY Los Angeles District	SAUERWALD, LAMONT Mid-Atlantic Division	TAMASI, RICHARD Metropolitan Division
HOLMES, THOMAS Mid-Atlantic Division	LAMBIRTH, CALVIN Mid-Atlantic Division	MATHEWS, JAMES New England Division	NADDEAU, JOSEPH Mid-Atlantic Division	POTTER, EDWARD Metropolitan Division	SAUNDERLIN JR, JAMES Mid-Atlantic Division	TAWNEY, RICHARD Mid-Atlantic Division
HOLT, LEON Mid-Atlantic Division	LANE, JAMES New England Division	MATLACK JR, CHARLES Mid-Atlantic Division	NAGTEGAAL, MARC Mid-Atlantic Division	POWELL, WILLIE Mid-Atlantic Division	SAUNDERS, ROBERT New England Division	TAYLOR, GEORGE Metropolitan Division
HORTON, WILLIAM New England Division	LANO, ROCCO Mid-Atlantic Division	MATTIE, JOSEPH Mid-Atlantic Division	NALL, THOMAS Mid-Atlantic Division	PRATT, RICHARD New England Division	SCHAFFREN, EDWARD Mid-Atlantic Division	TAYLOR, RONALD New England Division
HOTCHKISS, DAVID New England Division	LAPOS, ANDREW Metropolitan Division	MAXWELL JR, JOSEPH Mid-Atlantic Division	NAZARIO, EDWARD Metropolitan Division	PUPILLO, CHARLES Mid-Atlantic Division	SCHMIDT, WILLIAM New England Division	TEGGS, GORDON Mid-Atlantic Division
HUBBARD SR, CHARLES Mid-Atlantic Division	LAU, LORENZO Metropolitan Division	MC CARTHY III, DANIEL Mid-Atlantic Division	NOGUEIRA, JOSE Metropolitan Division	PURNELL III, EARL Mid-Atlantic Division	SCHNURR, WILLIAM Metropolitan Division	TENNEY, ROBERT Mid-Atlantic Division
HUNT, KENNETH New England Division	LAURIE, DANA Metropolitan Division	MCCOLE, JAMES Mid-Atlantic Division	NOTO, GARY New England Division	PYLE, PAUL Mid-Atlantic Division	SCOTT, MICHAEL Mid-Atlantic Division	TENNIS, WILLIAM Metropolitan Division
HUNT, ROGER Mid-Atlantic Division	LAW, CLIFFORD Metropolitan Division	MCCONNELL, MATTHEW Washington, DC, Headquarters	NOWA, JUANITA Detroit District	RABUCK SR, CRAIG Mid-Atlantic Division	SEMMENS, DAVID Mid-Atlantic Division	THOMAS, CORNELL Mid-Atlantic Division
HURLBURT, KEVIN Mid-Atlantic Division	LEAMAN, DONALD Mid-Atlantic Division	MCCORMICK, DONALD Mid-Atlantic Division	NUTT, ROBERT Mid-Atlantic Division	RASHADA, SHADEED Mid-Atlantic Division	SHAKIR, YAHYA Mid-Atlantic Division	THRASHER, DANJANIRA Mid-Atlantic Division
IANNELLO, STEPHEN Mid-Atlantic Division	LEBED, GREGORY Metropolitan Division	MCENERY, WILLIAM New England Division	O'KEEFE, PATRICK New England Division	RASMISON, EDWARD Metropolitan Division	SHANLEY, THOMAS Metropolitan Division	THURMAN, JASPER Metropolitan Division
INGRAM, AUGUSTA Metropolitan Division	LEE, GEORGE Mid-Atlantic Division	MC GILL, MICHAEL New England Division	O'MALLEY, THOMAS Metropolitan Division	RAYMOND, PHILLIP Metropolitan Division	SHAPIRO, MICHAEL Metropolitan Division	TIBERI, STEPHEN Metropolitan Division
JACKSON, JACKIE Mid-Atlantic Division	LENART, JOHN Metropolitan Division	DETRICK, MICHELE Mid-Atlantic Division	O'NEIL, KENNETH Mid-Atlantic Division	REALE, DENNIS Mid-Atlantic Division	SHAW, DOUGLAS New England Division	TOLER JR, JACOB Mid-Atlantic Division
JACOBSEN, JENS Metropolitan Division	LEPMAN, JOSHUA Mid-Atlantic Division	MCKEEVER, JOSEPH Mid-Atlantic Division	O'NEILL, PATRICK Mid-Atlantic Division	REED, BENJAMIN Metropolitan Division	SHELLY, VERNON Detroit District	TORRES, JUAN Metropolitan Division
JAHS, LAWRENCE Mid-Atlantic Division	LEWIS III, ALBERT Mid-Atlantic Division	MCNERNEY, BRIAN New England Division	O'BRIEN, JOHN Metropolitan Division	REID, THOMAS Mid-Atlantic Division	SIBIGA, RONALD Metropolitan Division	TRAUGER, J Metropolitan Division
JESTER, GARY Metropolitan Division	LILLQUIST, LEONARD New England Division	MCNULTY, TIMOTHY New England Division	O'BRIEN, JOHN New England Division	REILLY, JOHN Mid-Atlantic Division	SICHELSTIEL III, JOSEPH Mid-Atlantic Division	TRAUGER, RONALD Metropolitan Division
JOHNSON, DONALD Mid-Atlantic Division	LILLQUIST, ROBERT New England Division	MEASE III, GEORGE Mid-Atlantic Division	O'DONNELL, JOHN New England Division	REINHARD, HORACE Mid-Atlantic Division	SINESI, PATRICK Mid-Atlantic Division	TREUT, SCOTT Mid-Atlantic Division
JOHNSON, JOHN New England Division	LIPPA, CRAIG Mid-Atlantic Division	MEEHAN, JAMES Mid-Atlantic Division	OAKES JR, VINAL New England Division	RICHARDSON, CYRENA Metropolitan Division	SIRPENSKI, GARY New England Division	TROTMAN, JOHN Mid-Atlantic Division
JONES, PHILLIP Metropolitan Division	LISZEWSKI, STANLEY Mid-Atlantic Division	MEEHAN, WILLIAM New England Division	OBRENNIA, MARK Mid-Atlantic Division	RICKS, THOMAS Mid-Atlantic Division	SKOLYAK JR, BENJAMIN Mid-Atlantic Division	TUCKER, BRYCE Mid-Atlantic Division
JONES, PROPHET Mid-Atlantic Division	LOCKWOOD, DAVID Mid-Atlantic Division		ODOM, CONNIE Mid-Atlantic Division	RILEY, RICHARD Mid-Atlantic Division	SLAPER, MICHAEL Metropolitan Division	TUCKER, JOHN Mid-Atlantic Division

continued on page 14

RAILWAY ROUNDUP

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 sight-seers 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.

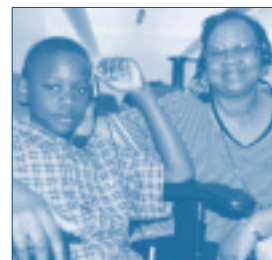
Busy at the Midwestern RSCC

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



Javon Butler learns about reservations sales from his grandmother, sales agent Marguerite Butler.

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

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
Corporate System Safety

EMPLOYEE MILESTONES

continued from page 13

URBANSKI, STEPHEN
Metropolitan Division
VACULIN WISE, CYNTHIA
Seattle District
VAN DER MAELEN, DAVID
New England Division
VANASSE, BURTON
New England Division
VANDERBOSCH, JOSEPH
Mid-Atlantic Division
VANDERWARKER, DONALD
Metropolitan Division
VAZQUEZ, FRANCISCO
Metropolitan Division
VERRELLE, RAYMOND
Mid-Atlantic Division
VILCA, BENEDICTO
Metropolitan Division
VILCA, JESUS
Metropolitan Division

VILE, WAYNE
Mid-Atlantic Division
VILLEGAS, MARCO
Metropolitan Division
VILLENEUVE, GARY
Metropolitan Division
VONBRITTON, JOSEPH
New England Division
WALKER, RONALD
Mid-Atlantic Division
WALTERS EARL,
Mid-Atlantic Division
WARING, JAMES
Mid-Atlantic Division
WARWICK JR, HERBERT
Mid-Atlantic Division
WASHINGTON, JOAN
Metropolitan Division
WASHINGTON, PATRICK
Mid-Atlantic Division

WEBBER, MICHAEL
New England Division
WELLER, JAMES
Mid-Atlantic Division
WELLS, WILLIAM
Mid-Atlantic Division
WHALEN, JOHN
Mid-Atlantic Division
WHELAN, ROBERT
New England Division
WHELAN, WILLIAM
New England Division
WIDDOES, WAYNE
Mid-Atlantic Division
WIECZOREK, EDWARD
Chicago Metro District
WILES III, LAWRENCE
Metropolitan Division
WILEZOL, SAM
Metropolitan Division

WINSLOW, WAYNE
New England Division
WISE JR, LEWIS
Seattle District
WISELEY, EDWARD
Mid-Atlantic Division
WOLFE, CAROL
Washington, DC,
Headquarters
WOLFORD, CHARLES
Mid-Atlantic Division
WONG, DON
Los Angeles District
WOOD, MICHAEL
Metropolitan Division
WOODS, ELIZABETH
Mid-Atlantic Division
WORTH, BRUCE
Metropolitan Division
YALE, JAMES
Mid-Atlantic Division

YOUNG, HARRY
Metropolitan Division
YOUNG, THOMAS
New England Division
ZAGAGLIA, DENNIS
New England Division
ZUROSKI, LUCILLE
Mid-Atlantic Division

Retirement
April 2001

BOWEN, NORMA
Los Angeles District
BOYD, MAE
New England Division
CHASE JR, JAMES
Chicago Metro District
DE MINK, RICHARD
Chicago Metro District

ETCHISON, CARLTON
Mid-Atlantic Division
GATES, BILLY
New Orleans District
HARRIS, CARL
Jacksonville District
HILL JR, BENJAMIN
New England Division
KENNEY, HELEN
Oakland District
MEIRIES, WILLIAM
Chicago Metro District
OBRIEN, ROBERT
New England Division
STINSON, BYRON
Chicago Metro District
SUDOL, MICHAEL
Chicago Metro District
VOGELE JR, ADOLPH
Los Angeles District

ZOOK, DENNIS
Beech Grove District

Correction:
The September 2000 issue of Amtrak Ink incorrectly identified the following 25-year anniversary.

25 Years
August 2000

COY, LOUIS M
Beech Grove District

GUEST LETTERS

This letter was submitted by Neyna Johnson to **June Norfleet**, service manager, Midwest Corridor (IL/MO), 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 couldn't breathe. My friend, who was with me, began the Heimlich maneuver on me, but 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 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 a paid reservation to travel Philadelphia to Washington...I had paid for it on my VISA card the previous week.

I arrived at the station, swiped 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 it was going to be tight. 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 will 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*.

Commendations are in order for all these teams, but especially 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, pleasurable 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 chiefs 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

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 one's race, sex, color, religion, national origin, age, disability, veteran status, sexual orientation, or other personal characteristic protected by law
- Authorized and committed to taking appropriate corrective action (including disciplinary action, up to and including termination) where 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
- The complaint is filed with the Dispute Resolution Office within one year of the date of the alleged discrimination or within one year of the time at which you learned of the alleged discrimination, whichever comes first

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 federal Equal Employment Opportunity Commission (EEOC) and/or a state or local fair employment practices agency even if you file a complaint with Amtrak's Dispute Resolution Office. There are various federal laws (such as Title VII of the

Civil Rights Act of 1964, the Americans with Disabilities Act, and the Age Discrimination in Employment Act of 1967) which prohibit employment discrimination. In addition, many states and local jurisdictions have anti-discrimination laws. A person claiming discrimination must file a complaint with the EEOC within certain time limits. Generally, a complaint must be filed with the EEOC within 180 days after the alleged discriminatory conduct occurred. However, in states where there are state/local agencies with authority to deal with discrimination complaints, complaints must be filed with the EEOC within 300 days after the alleged discriminatory conduct occurred. In order for a complaint to be timely filed with the EEOC, these time limits must be met even if an employee files a complaint with Amtrak's Dispute Resolution Office.

How the Internal Complaint Process Works:

Amtrak takes discrimination complaints very seriously. Therefore, complaints filed with the Dispute Resolution Office will be addressed and resolved as promptly as practicable.

Once a complaint is filed:

- You will receive written confirmation of your complaint
- Your complaint will be evaluated by the Dispute Resolution Office to determine whether the complaint is timely filed, whether the complaint concerns matters handled by the Dispute Resolution Office, and the most appropriate manner in which to resolve the complaint
- Whenever possible, the Dispute Resolution Office will attempt to resolve your complaint by using alternative resolution methods such as mediation, facilitated open dialogue, and neutral intervention within 30 days of the date that your complaint was filed
- Where the use of early resolution methods is not appropriate (such as where sexual harassment or retaliation is alleged) or where the early resolution attempt is unsuccessful, the Dispute Resolution Office will conduct a thorough fact-finding investigation. This investigation will be completed within 90 days of the date your complaint was filed
- At the conclusion of an investigation or successful early resolution attempt, the Dispute Resolution Office will notify you in writing of the results

Amtrak policy prohibits retaliation against any employee who reports or files a discrimination or harassment complaint, or who participates in or cooperates with an investigation into such allegations. Any employee who believes that he or she has been subjected to retaliation should immediately contact the Dispute Resolution Office.

Complaints can be filed by calling toll-free to the Dispute Resolution Office hotline: 1-877-351-8338

Dear Amtrak:

This is a letter commending the quick-thinking action and compassion 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 welfare.

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

PROMOTIONS IN MOTION

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 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 Smartrak 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*.

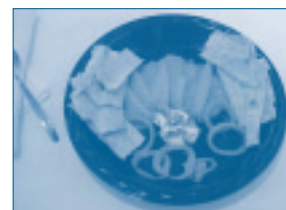
Last year, 184,000 disabled guests took advantage of discount fares to travel on Amtrak trains, an increase of nearly 6 percent over 1999's



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 Joaquins* regionalized its dining and lounge car entrees to better meet the tastes of its expanding ridership. In addition to revamping the menu, the *San Joaquins* have 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."

BENEFITS CORNER

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 car pooling 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.shps.net. Reimbursements will come quickly through direct deposit, or by check.

For more information, agreement covered

PSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 6 . Issue 6 . August 2001

Satisfaction Guaranteed —you bet!

Editor's note: This letter describes a perfect example of how the Satisfaction Guarantee can work. We make a promise...if we can't deliver, we apologize and do what's necessary to satisfy the guest, then thank the guest for being our customer... it works! It's the way it should be. The Satisfaction Guarantee has now been in effect for a year. Next month, Amtrak Ink will review the program's year-end results. We think you'll be "satisfied" with the picture.

April 18, 2001

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 March 4, in the amount 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)

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 Fritch, 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.

continued on page 7

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.

Inside

2

TRAIN OF THOUGHT

Amtrak commitment to environmental protection

3

Bush appoints Mineta to board

Training for dispatchers



Penn Station emergency drill

4

ON THE RIGHT TRAK

Renewal to Merced station

5

Good is the enemy of great!

'Freedom Express' special guests



Transition to the new identity

6

Marketing dept. makes strides

Crew Management reorganizes

7

ASK THE DOCTOR

Engineering Management Associate Program

8

COST MANAGEMENT

9

EMPLOYEE MILESTONES

10

REPORT CARD

11

RAILWAY ROUNDUP

A timely decision

12

Visit Amtrak Intranet @ home

President's Safety Contest winners



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



George Warrington

Amtrak is in the middle of a cash crunch, and it isn't being made any easier by all the hits the economy has been taking. One of the first places that the effects of a weakened economy start to show up is in travel. The financial reports being announced by the airlines certainly reflect that.

In messages to employees last month, I said we haven't been meeting the targets we set before the economy began falling. That has forced us to be even more aggressive in our cost management efforts. As a result, we're reviewing every aspect of our business, and that careful process that will continue through the summer.

In order to achieve our goals and meet our financial obligations, we're going to need to make some tough decisions. Some actions might be taken before the Oct. 1 start of our new fiscal year. Others might be put off until later in the fall—or they might not be necessary at all.

I know that uncertainty is a distraction to you at best, and annoying at worst. I apologize for that, but it's just the way the budget process works. In fairness to every part of our business, and the hopes we have for our company, we have to put almost everything on the table. And only then, after all the options are weighed, can decisions be made.

Back in February, with the briefing blitz that reached more than 9,000

employees in small settings, we started letting you know about our serious need for better cost management. We said we'd have an operating loss of \$119 million this year, why that was happening, and that we were looking at measures that could save us \$270 million annually for the next several years. We said everything was being looked at. And that's just what we're doing.

So the situation is certainly no surprise to you. But that doesn't make the uncertainty of the next couple of months any easier. I understand that. But I also won't deceive you. To protect ourselves, we need to plan next year's budget—starting October 1—with the assumption that the economy will continue at a sluggish pace. Depending on those conditions, and our own business performance, either fewer or more cost-cutting measures will be needed.

With all that in the background, please try to keep your focus on doing the same great job that has allowed us to keep setting revenue and ridership records—despite our slips in cost management. Even with the softened economy, our ticket revenue so far has been up about 10 percent over the same period last year.

Our guests deserve your great service. Just as important, keep your focus on staying safe. Because you deserve that.

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 (FESs), 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 principles: environmental leadership, stewardship, and compliance.

continued on page 12

Amtrak Ink

Vol. 6, Issue 6, August 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2001 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)
Internal e-mail: WE
Employee publication: *WE*

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW/SBU
Internet e-mail: AMW/SBU@amtrak.com

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 interactive 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.



L to R. From Amtrak Workforce Development, **Glen Stickler** and **Boyd Crouse**; **Mike Kates**, **Ed Flexer**, and **Frank Hogan** of Crew Management Services; **Don Cushine** and **Bill Morrison** from Service Operations; **Joanne Bedwell** and **Helan Graft** of DEDO; and **Rob Boschetto** from ALS.

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.

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.

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 predetermined 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.

O N T H E R I G H T R A K

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 2000 cubic yard 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, and the slogan will appear on flyers and posters 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 Depart-



L. to R. Ellen Jurczak of Chicago Safety and Environmental, slogan winner Becky Johnson, and Amtrak Intercity President Ed Walker show the "big" \$500 savings bond Johnson received for submitting the winning slogan entry.

ment submitted the winning entry. Her slogan: "Train your self to recycle."

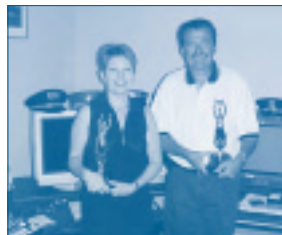
Johnson didn't spend a long time tossing around slogan ideas. "I just came up with one," she said. "I am adamant about recycling."

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.



Eileen Magee and Steve McConnell hold the awards they received in recognition of their artistic achievement.

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 Montgomery 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.

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.

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



The lobby area 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.

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 baggage conveyer 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 façade 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.

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 Montgomery 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



Sue White proudly displays her Soaring Eagle award.

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.



Brenda Klauditz with her two sons, Daniel 17 (left), and Andrew, 12

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 Clavering 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 logo. They will replenish their stock with items featuring Amtrak’s new logo as they become available.

Like other product lines, the *Southwest Chief* is selling much of its “old” merchandise on board the train.

“We’ve been able to sell a lot of the items we have in stock, like hats, shirts, key rings, and pins,” said **Patsy Hall**, service manager of the *Southwest Chief*. “We’re just about sold out of the hats, and the mugs have been the most popular seller. I’ve even had people call me asking for mugs from other trains as well. People collect these things as souvenirs from their travel on Amtrak.”

The *Coast Starlight*, often satisfying merchandise requests from Asian tour groups, has also done well with sales.

Sales are strong in stations and in some independent shops. For example, our collectibles are sold at “Barbara’s Best

Sellers,” located in Amtrak’s Boston station; The “SEPTA Store” in Philadelphia; and “Antiques Etc.” in Oklahoma.

The *Auto Train* is applying the new brand to a variety of materials. Amtrak’s graphic designers have rebranded the Auto Train ticket jacket and created a new design for on-board menus that reflect our new identity. A new car carrier for the service bears the new logo, as do several ads and promotions for the service.

In addition to the *Auto Train*, a menu design has been approved that will help to continue the rebranding process on board many of our other trains. The menu designs will be implemented the next time menus are printed, which is scheduled for later this fall.

Also, **Dianne Penn** of Amtrak’s Uniform Program is working with others to develop a uniform rollout schedule for *Amtrak Intercity* and Amtrak, beginning with fitting sessions this fall.

As we’ve said before, the full transition to the new brand is a gradual one. There’s lots to be done. The Brand Transition Task Force continues to work steadily to develop a rollout schedule for a variety of items that will be seen across the system.



New ticket jacket for the Auto Train.

Marketing department makes strides to improve ridership, revenue for long-distance train service

Amtrak's long-distance train services provides an opportunity for our guests to relax and enjoy the beautiful scenery and on-board amenities. 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 team has adopted the "whatever-it-takes" approach when addressing these issues.

According to **P.J. Sherban**, assistant vice president of Marketing and Brand Management, the greatest challenge with long-distance train travel is time. Many guests would like the experience of traveling cross-country by rail, but they don't have the time.

Delays are another concern for our guests traveling long distance. Amtrak is introducing a new genera-

tion of P-42 Genesis locomotives. When asked about how the 85 new locomotives would help reduce delays Sherban said, "They give us better reliability, therefore improving on-time performance. That's the overriding point—the newer the equipment, the more reliable and efficient the performance."

An important element of increasing ridership on our long-distance trains is creating promotions that appeal to our guests and draw them to our products. 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



Florida Rail Pass promotion

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 giveaway with Philadelphia radio station WALC 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, ATS 777-4077.

*By Julieanne Joseph, intern,
Corporate Employee Communications*

Crew Management Services reorganizes for renewed focus

"We are committed to providing our customers with superior service, plus cost management and accountability."

When Amtrak decided to revamp its image, it introduced a revitalized brand identity, a rededication to service, and the travel industry's first unconditional guarantee of guest satisfaction.

The key element was our renewed commitment to service. In order to keep setting ridership and revenue records, we must deliver world-class service to both guests and our internal customers. To meet that goal, Crew Management Services (CMS) has evolved.

After a management restructuring, CMS is now better aligned with field operations. **Michael Kates**, the new general manager of CMS, said, "We realize the responsibility we have in proving world-class service, because what we do affects the lives of 7,000 front-line employees serving guests every day."

The restructuring followed a careful analysis of what were then current processes, along with a request for

opinions and advice from the field managers served by CMS. After the self-examination, it was decided that the operation needed to refocus itself.

Three assistant general managers are now dedicated to the SBUs: **Milton Lundy** for the Northeast Corridor, **Robert Schmitt** for Amtrak West, and **Quin McRae** for Amtrak Intercity. Other staff reorganization adds to the renewed focus of the department.

Dennis Smith and **Monica Miller** head Verification, and **Debra Allen** manages the Assignments function. **Terry Berkey** and **Gary Kennedy** supervise the On-board Services department. Five managers are acting as "chief dispatchers" in Crew Dispatching, providing around-the-clock service every day of the year. They are **Maria Bobbato-Clark**, **Joe Carroll**, **Patrick Kerr**, **Mike Goldsmith**, and **Arno Adamari**.

The most significant part of the restructuring involves process improvement. For instance, training lesson plans for

new CMS personnel have been revised to provide a strong foundation for customer service. **Kerry Gregory**, supervisor of Operations Support, is the new trainer. She will also distribute a monthly "CMS Report Card." As part of the CMS commitment to providing field managers with the assistance they've requested, the new reporting system will track absenteeism and crew-associated costs.

Work has begun on improving many assignments and verification processes through automation. CMS recognizes that every error has a relative cost, so the new programs will hold the department accountable, plus provide immediate answers to field managers.

Better communication, both within the department and with the field, is also being stressed. "We are committed to providing our customers with superior service, plus cost management and accountability," Kates said.

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 train 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.



This group attended the first phase of the product line supervisor training in Miami, one of six cities where the training was held.

**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 on-going for the second phase of training scheduled for this fall.

ASK THE DOCTOR

"Ask the Doctor" will appear periodically to answer employee questions about health, wellness, and healthy work practices. The source is Dr. Cheryl Opalack, Amtrak's corporate medical director, and a founding member of the American Osteopathic College of Occupational and Preventive Medicine.

Summer's heat and bugs

Q For track workers like me who work out in the sun, how do we prevent heat-related injuries?

A The Occupational Safety and Health Administration (OSHA) has developed a Heat Stress Card. It provides simple prevention tips you can use, including drinking water every 15-20 minutes, and avoiding alcohol, coffee, tea, and caffeinated soft drinks—they all dehydrate the body. Workers are encouraged to protect the face, ears and neck with sunblock and hats; alternate work with rest periods in a cooler area; and wear lightweight, light-colored clothing.

Q I heard that Lyme disease is prominent in the summer because of moisture and humidity. What is Lyme disease, and how can I protect myself from it?

A Lyme disease is a bacterial infection transmitted by the bite of deer ticks and western black-

legged ticks. Symptoms include a slowly expanding red rash at the site of the bite, and flu-like symptoms—fatigue, headache, stiffness in muscles or joints, etc. You can prevent infection by wearing light-colored clothing, long sleeve shirts, and by tucking pants into socks or boot tops. You should also apply insect repellents containing DEET (diethyl-m-toluidide) to clothing and exposed skin. Try to avoid areas that are likely to be infested with ticks, particularly in spring and summer, when nymphal ticks feed.

Q I've read about the West Nile Virus. How is that a threat to us here, and what can we do about it?

A Mosquitoes and some birds may carry the West Nile Virus. The disease originated in Egypt and was first recognized in Romania in the late '90s. It arrived in the U.S. via birds imported by the Bronx Zoo. In the last two years there have been 62 clinical cases of the virus in the U.S., resulting in seven deaths. Symptoms include fever, chills, and other flu like symptoms. As with anything involving mosquitoes, you can avoid infection by using insect repellent and wearing full coverage of cotton clothing. Drain stagnant water, and install window and door screens.

Engineering Management Associate Program



L. to R.: Management associates Carla Johnson, Frank Vaida, Smitha Varaghese, Kerry Engelhardt, and Ruga Eskender, along with 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.

A June 15 graduation ceremony was held for the six associates: **Carla Johnson, Ruga Eskender, Frank Vaida, Smitha Varghese, Kerry Engelhardt** and **Nayer Mirnasiri**. Alison Conway-Smith, NEC vice president and chief engineer, and many other Engineering personnel were there to congratulate the graduates. **Hattie McCoy**, director of Special Projects for Engineering's Workforce Planning Unit, opened the ceremony.

Each associate gave a presentation on a project he or she had to complete during training. Their achievements covered database development, assisting in the completion of two bridges, a garage project, and analyzing data to help in our efforts to enhance the infrastructure.

continued on page 12



COST MANAGEMENT

Below are mini-profiles on just four of the dozens of Cost Management Initiatives the company is looking at that might help us reduce costs, build revenue, or both.

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 assignment 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.

CMI 65: Discretionary Telecommunications

The team assigned to CMI 65 is looking at cutting costs associated with long-distance calls, calling card usage, cellular phones, pagers, and more.

Their analysis isn't finished, but one cost that needs immediate attention is directory assistance calls. Although the cost of these calls is not evident to the manager of a department, the company has spent over \$42,000 on them this year. The team projects that we will spend more than \$81,000 on directory assistance service by the end of the fiscal year.

It is important that we minimize these costs. For example, when possible, use alternative sources to directory assistance, such as the Intranet directory and Yellowpages.com.

What about long-distance calls?

Amtrak authorizes a telephone access code for employees who need to make frequent long-distance business-related calls. The charges for these long-distance calls are covered by Amtrak, and are tracked to your authorized telephone access code.

Telephone service is an Amtrak resource, and it is against policy to abuse this resource for personal use. Details on the Amtrak Telephone System (ATS) are found in section CS-2 of the Policies & Procedures Manual, and on the Intranet FAQ page, found under the "Ask Us" icon.

As part of CMI 65, every Amtrak employee who has an authorized access code can now view on the Intranet a personal report on the calls charged to their authorization code.

Also, managers can view all calls charged to their ResCen(s), by individual access. Security has been established to allow only ResCen managers to view detailed data that lists accessed long-distance telephone numbers.

You can access these reports from the Intranet by clicking on "What's new on the Intranet," from the homepage. Next, scroll down to the link, "Find out about long distance calls charged to you!" Then you will see two links for Telecommunications Expense Reports. Select either "Individual use" or "Manager's summary."

CMI 18: Package Express

Our Package Express business consists of three primary elements: Walk-ins, accounting for 70 percent of revenue; regular accounts, representing 20 percent of the revenue; and bulk shippers, bringing in about 10 percent of the total revenue.

The team assigned to CMI 18 has a goal of generating \$500,000 per year in cash generation, cost reduction, and/or revenue improvement for the Package Express business.

Several ideas are now being considered that would help Amtrak meet its cost management targets for Package Express:

Begin billing all customers at point-of-sale. This will simplify the process, reduce clerical errors, and improve cash flow by 60 days.

Identify lanes with excess baggage capacity, and secure customers willing to use this capacity on a take-or-pay basis.

Restructure rate table for bulk shippers, and apply rates commensurate with actual volumes. Expected results: An additional \$100,000 per year.

Generate additional revenue through national accounts and special moves (e.g. motorcycle events).

"The potential for Amtrak to generate additional revenue with Package Express is so great, I am 100-percent committed to this," said **Camille Thomas**, Sales and Marketing manager, Package Express. "We have identified areas for process improvements, as well as opportunities to build the business."

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Years June 2001

ADAMS, ARLENE
Mid-Atlantic Division

ADDY, JUDSON
Chicago Metro District

ANDERSON, STRANGE
ADRIANE
Mid-Atlantic Division

ATKINSON, CHRISTINE
Mid-Atlantic Division

BAKER, JEROME
Chicago Metro District

BUCK, JOHN
Beech Grove District

BUFORD, MARTHA
Metropolitan Division

CHASE, KENNETH
Mid-Atlantic Division

CHATTERJEE, SUNIL
Washington, DC,
Headquarters

CHESTER, GARY
Kansas City District

CICHOWSKI, CHARLES
Chicago Metro District

CLAEYS, JOHN
Metropolitan Division

COLLINS, JOHN
Beech Grove District

EBB, EUGENE
Mid-Atlantic Division

EXUM, BETTY
Mid-Atlantic Division

FRIZZELL, RONALD
New England Division

FRYE, GEORGE
Mid-Atlantic Division

FUNK, RICHARD
Mid-Atlantic Division

GREAVES, EMERSON
Metropolitan Division

HARRIS, SHARON
Mid-Atlantic Division

HELMS, ROBERT
Jacksonville District

HOPPE, WILLIAM
Twin Cities District

JACKSON, RICHARD
Los Angeles District

JACKSON, WESTBROOK
Mid-Atlantic Division

JOHNSON, DAWN
Mid-Atlantic Division

JONES, MARSHA
Mid-Atlantic Division

KATES, MICHAEL
Mid-Atlantic Division

KELLER, THOMAS
Beech Grove District

LEWIS, DARLENE
Mid-Atlantic Division

LEWIS, MARVIN
Mid-Atlantic Division

LOPRESTI, JOSEPH
Los Angeles District

MALLORY, WILLARD
Mid-Atlantic Division

MASKE, JAMES
Chicago Metro District

MCCOLE, MAUREEN
Mid-Atlantic Division

MCGOLDRICK, EDWIN
Mid-Atlantic Division

MEYETT, PERRY
Mid-Atlantic Division

MORRISON, VERNON
Metropolitan Division

MULDROW, JENNIFER
Mid-Atlantic Division

O'DEA WILLIAM
Chicago Metro District

O'MARA, PAUL
New England Division

OZINSKY, ALTON
New England Division

PALERMO, SANDRA
Mid-Atlantic Division

PARKER, VIVIAN
Mid-Atlantic Division

PAVLOPOULOS, ALEXANDER
Los Angeles District

BARRON, SUSAN
Chicago Metro District

PONTON, KAREN
Chicago Metro District

RAINEY, EVERETT
Mid-Atlantic Division

RANDOLPH, RONALD
Mid-Atlantic Division

RAYNER, JAMES
Mid-Atlantic Division

REYES, RICHARD
Chicago Metro District

REYNOLDS, BRENDA
Mid-Atlantic Division

RIEGER, RONALD
Mid-Atlantic Division

ROBINSON, MARGARET
Los Angeles District

SABAN, SCOTT
Chicago Metro District

SCOTT, ELIZABETH
Metropolitan Division

SHEPARD, VICTOR
Beech Grove District

TAYLOR III, JAMES
Mid-Atlantic Division

TOMASCO, LOUIS
Mid-Atlantic Division

TWADDELL, WENDY
Mid-Atlantic Division

UPTON, DOREEN
Metropolitan Division

VALLE, ROBERT
New England Division

WALKER, ERNESTINE
Mid-Atlantic Division

WARD, ANTHONY
Metropolitan Division

WARD, DAVID
Chicago Metro District

WHITE, KEITH
Detroit District

WHITE SANDRA
Los Angeles District

WILBEKIN, EDWINA
Metropolitan Division

WOMACK, PAULA
Mid-Atlantic Division

WOOD, KEITH
Detroit District

15 Years July 2001

ADAMS, GARCIA ALICE
Chicago Metro District

ARBAIZA, JACK
Chicago Metro District

AVALOS, MANUEL
Chicago Metro District

AVALOS, PEDRO
Chicago Metro District

AVILES, MONSERRATE
Chicago Metro District

BARBERA, ANTHONY
Metropolitan Division

BARNAK, HERBERT
Chicago Metro District

BAUER, KURT
Kansas City District

BELL, DEBORAH
Mid-Atlantic Division

BLANAR, JOHN
Mid-Atlantic Division

BRIZIC, MICHAEL
Chicago Metro District

BURGMANN JR, GUSTAVUS
Mid-Atlantic Division

BUTLER, GREGORY
Chicago Metro District

BYNUM, COBB
JACQUELINE
Mid-Atlantic Division

CHILDS, LEMARR
Los Angeles District

CLARK, LEON
Chicago Metro District

COLE, CALVIN
Chicago Metro District

CONROY, PAUL
New England Division

CORTEZ, JUAN
Chicago Metro District

COX, BRYANT
Los Angeles District

CRUZ, EUSTASIO
Chicago Metro District

DAVIS, MCKINLEY
Chicago Metro District

RIEGER, RONALD
Mid-Atlantic Division

DAY, FREDERICK
Chicago Metro District

DELANEY, DAVID
Mid-Atlantic Division

EBERSON, BRIAN
Mid-Atlantic Division

ENGSTROM, EUGENE
Chicago Metro District

FLORES, CLEOTILDE
Chicago Metro District

FLORES, MARGARITO
Chicago Metro District

FLORES, PEDRO
Chicago Metro District

FORST, ROSE
Chicago Metro District

GAINES, JEROME
Mid-Atlantic Division

GARCIA, CASIMIRO
Chicago Metro District

GARCIA, JAVIER
Chicago Metro District

GUERRA, ROBERT
Metropolitan Division

HAPPNIE, JANET
New England Division

HART, WILLIAM
Chicago Metro District

HENDERSON, O'DARON
Chicago Metro District

HEPPNER, LAWRENCE
Chicago Metro District

HILE, JAMES
Chicago Metro District

HOUFF, BRYAN
Mid-Atlantic Division

HUTCHINGS, DARREL
Beech Grove District

KARMILOWICZ, JON
Mid-Atlantic Division

KIENZLE, THOMAS
Chicago Metro District

KLOUDA, DAVID
Chicago Metro District

LEE, MICHAEL
Chicago Metro District

LEE, ORIE
Chicago Metro District

LEVY, JAMES
Chicago Metro District

LOPEZ, OLECIA
Chicago Metro District

MACNEIL, VINCENT
New England Division

MALONE, JORDAN
Chicago Metro District

MARTIN, DEBORAH
New England Division

MARTINEZ, M
Chicago Metro District

MCCONNELL, THOMAS
Sanford District

MOONEY, MAUREEN
Mid-Atlantic Division

MURPHY, BRIAN
Chicago Metro District

MURRAY, CATHERINE
Mid-Atlantic Division

NUGENT, DENNIS
Chicago Metro District

OLSEN, THOMAS
Mid-Atlantic Division

PARKER, JOHNNY
Chicago Metro District

PAWELEK, THOMAS
Chicago Metro District

PENA, JESSE
Chicago Metro District

PERNELL, MOSES
Mid-Atlantic Division

PICKETT, CARL
Chicago Metro District

POWELL, DAVID
Mid-Atlantic Division

PROVOST, MICHAEL
Los Angeles District

RADKE, KENNETH
Mid-Atlantic Division

REESE, MICHAEL
Chicago Metro District

REYES, ISRAEL
Chicago Metro District

ROBERTS, MICHAEL
Chicago Metro District

SANTIAGO JOSE
Chicago Metro District

SANTOYO, FLORENTINO
Chicago Metro District

SILENCIEUX, JEAN
Chicago Metro District

SILVER, WILLIAM
Chicago Metro District

SMITH, EDWARD
Chicago Metro District

STAPLES, DONALD
Mid-Atlantic Division

STECH, RICHARD
Chicago Metro District

STOLZENBACH, EDWARD
Chicago Metro District

STUMPE, WILLIAM
Chicago Metro District

SWEETMAN, TRISHA
Mid-Atlantic Division

TAM, ROGELIO
Chicago Metro District

TAWNEY, GREG
Mid-Atlantic Division

URICH, LUCY
Chicago Metro District

VASSOR, CARL
Mid-Atlantic Division

WEBSTER, GARY
Mid-Atlantic Division

WEINEL, RAYMOND
Chicago Metro District

WEINZAT, L DONNA
Twin Cities District

WOODWARD, MARK
Chicago Metro District

WORK, KEVIN
Los Angeles District

WRIGHT WILLIE
Mid-Atlantic Division

LEAGUE RONALD
Los Angeles District

20 Years June 2001

DIPPNER, RONALD
Chicago Metro District

MATLACK, DONNA
Mid-Atlantic Division

WATSON, KELSIE
Seattle District

20 Years July 2001

BRENNAN, BARBARA
Seattle District

THOMAS, MARK
New Orleans District

ADIMARI, VERNA
Mid-Atlantic Division

ALFANO, MICHAEL
Metropolitan Division

AMOS, ROBERT
New England Division

BARBA, FRANK
Mid-Atlantic Division

BERG, LAWRENCE
Seattle District

BEST, KAREN
Mid-Atlantic Division

BONDS, ROBERT
Washington, DC,
Headquarters

BOYLE, ROBERT
Chicago Metro District

BUTLER, PHILIP
Mid-Atlantic Division

CALHOUN, CHARLIE
Chicago Metro District

CALHOUN, JEAN
Mid-Atlantic Division

CALINSKY, FRED
Los Angeles District

CARTEN, JOHN
Washington, DC,
Headquarters

CARTER, STEPHEN
New England Division

CHAMPION, RONALD
Chicago Metro District

CLARK, BENJAMIN
Chicago Metro District

COLEMAN, DEBORAH
Chicago Metro District

CONNELL, WILLIAM
Mid-Atlantic Division

CONNER, JOHN
Mid-Atlantic Division

COOPER, MARK
Chicago Metro District

DAHL, RICHARD
Los Angeles District

DEAN, ANNIE
Chicago Metro District

DILLON, D TIMOTHY
Metropolitan Division

DRUMGOOLE, JERRY
Chicago Metro District

FETTERMAN, RICHARD
Mid-Atlantic Division

FIELDS, JR CLAUDE
Chicago Metro District

FINIZIO, THOMAS
Mid-Atlantic Division

FINN, THOMAS
Mid-Atlantic Division

FOY, CHARLES
Metropolitan Division

FREW, JOHN
Metropolitan Division

FRIAS, HERLAND
Mid-Atlantic Division

FROYSLAND, TERRY
Jacksonville District

GARDNER, DAN
Chicago Metro District

GERGICH, WAYNE
Chicago Metro District

GOSS JR, JOSEPH
Chicago Metro District

GOSS, JOAN
Los Angeles District

GRAVES, GARY
Mid-Atlantic Division

GRECO, ROBERT
Sanford District

HALL, FRANKLYN
Mid-Atlantic Division

HAYWARD, WILLIAM
Mid-Atlantic Division

HESS, EMIL
Chicago Metro District

HILL JR, TOMMIE
Chicago Metro District

HOGUE JR, MURREL
New Orleans District

HOLLIDAY, WILLIAM
Miami District

HOSE, RUDOLPH
New England Division

HOWARD, CLYDE
Chicago Metro District

HUGHES, MICHAEL
Chicago Metro District

HURST, GARY
Los Angeles District

JACKSON, ST CLAIR A
Metropolitan Division

JOHNSON, COLDING
PATRICIA
Washington, DC,
Headquarters

JONES, VERNON
Chicago Metro District

KEELEY, DAVID
Mid-Atlantic Division

KICK, CHARLES
Metropolitan Division

KING, ALBERT
Mid-Atlantic Division

LANDLER, BARBARA
Mid-Atlantic Division

MADARASSY, RICHARD
Mid-Atlantic Division

MALACHOWSKI, LAURIE
Mid-Atlantic Division

MASLONA, STEPHEN
New England Division

MASON, ALBERT
Chicago Metro District

MASON, THOMAS
Mid-Atlantic Division

MAZZOCHIA JR, LOUIS
New England Division

MCCAIG, PHILIP
Chicago Metro District

MCCARTHY, CARLENE
Mid-Atlantic Division

MCKAY, TRACY
Chicago Metro District

MCLAUGHLIN, PATRICK
Metropolitan Division

MCVEIGH, JOHN
Oakland District

MEZIERE, DANIEL
Chicago Metro District

MISTRETTA, LOUIS
Metropolitan Division

MONTGOMERY, DEBBIE
Mid-Atlantic Division

MOORE, PHYLLIS
Mid-Atlantic Division

MUNOZ, CHERYL
Metropolitan Division

NEAL, LORRANCE
Mid-Atlantic Division

NESCI, FRANCIS
Mid-Atlantic Division

O'CONNELL, JOSEPH
New England Division

O'CONNOR, THOMAS
Metropolitan Division

PARKE, RICHARD
Mid-Atlantic Division

PARKER JR, DAVID
Mid-Atlantic Division

PERKINS, MERRILL
New England Division

PRUGH, JOHN
New England Division

ROACH, CHRISTINE
Washington, DC,
Headquarters

ROSSBACH, KEVIN
Mid-Atlantic Division

RUGGIERO, JOHN
New England Division

SAULS, ELBERT
Metropolitan Division

SCHMIDT, SHARON
Mid-Atlantic Division

SELLITTO, MICHAEL
New England Division

SHULTZ JR, ROBERT
Mid-Atlantic Division

SMITH JR, WILLIAM
Chicago Metro District

SORIANO, GEORGE
Mid-Atlantic Division

STAFFORD, GARY
New England Division

STAPLETON, JUDITH
Mid-Atlantic Division

SWANGLER, JOHN
Chicago Metro District

TOPEL, ARTHUR
Chicago Metro District

TRACEY, JOHN
Chicago Metro District

TRIBER, PAUL
New England Division

BONNER, BETH ANN
Mid-Atlantic Division

WAGNER, MARK
Mid-Atlantic Division

WALKER, MANCINI
GERALDINE
Mid-Atlantic Division

WATSON III, EARL
Mid-Atlantic Division

WATSON, CURTIS
Chicago Metro District

WILLIAMS, KENNETH
Chicago Metro District

WINERIP, SUSAN
Mid-Atlantic Division

WRIGHT, IRETHA
Metropolitan Division

YORKEY JR, JAMES
Mid-Atlantic Division

25 Years July 2001

ANTONELLI, MICHAEL
Mid-Atlantic Division

ARCHDEACON, DANIEL
Mid-Atlantic Division

ASBURY, EARL
Mid-Atlantic Division

ASKEW, HUEY
Chicago Metro District

AUVE JR, WILLIAM
Mid-Atlantic Division

BAIR JR, ALBERT
Mid-Atlantic Division

BISSEX, DAVID
Mid-Atlantic Division

BLAYLOCK, MARK
New Orleans District

BONANNO, JOSEPH
Mid-Atlantic Division

BONGIOVANNI,
RICHARD
Metropolitan Division

continues on page 10

EMPLOYEE MILESTONES

Congratulations to All of You!

BRADY, JOHN Mid-Atlantic Division	CRANDLEY, JOSEPH Mid-Atlantic Division	GILLIAM, EWELL Mid-Atlantic Division	KIRK, ROGER Chicago Metro District	RICHERT, ERIC Metropolitan Division	WECH, DAVID Mid-Atlantic Division	DAFFRON, GEORGE Beech Grove District
BROOKS, TYLER Mid-Atlantic Division	CRAWFORD JR, GARLAND Mid-Atlantic Division	GLENN JR, RALPH Metropolitan Division	KOEHLER, KEVIN Metropolitan Division	ROBERTS, J Mid-Atlantic Division	WEEKS, DARYL Mid-Atlantic Division	DILALLA, JAMES Mid-Atlantic Division
BROWN, ROBERT Mid-Atlantic Division	CUNEO, EDMUND New England Division	GLEYSTEN, LELAND Chicago Metro District	KOSOWESKY, RONALD Chicago Metro District	ROBERTSON, CHRISTIAN Mid-Atlantic Division	WHELAN, STEPHEN New England Division	DOWNEN, KAREN Chicago Metro
BURGER, THOMAS Mid-Atlantic Division	DACRUZ, FRANCISCO Metropolitan Division	GRAHAM, FRANK Salt Lake City District	LANCIANESE, MICHAEL Mid-Atlantic Division	ROBINSON SR, ARTHUR Mid-Atlantic Division	WILSON, JON Mid-Atlantic Division	FLAHERTY, JOSEPH Mid-Atlantic Division
BUTTON, BRIAN Metropolitan Division	DE MAIO, ANTHONY Metropolitan Division	GUNKLE JR, WILLIAM Mid-Atlantic Division	LATHAM, ROBERT Metropolitan Division	ROBINSON, WESLEY Mid-Atlantic Division	WOLF, WAYNE Mid-Atlantic Division	FLORES, FRANK Los Angeles District
CABA, MICHAEL Mid-Atlantic Division	DELGIUDICE, BERNARD Mid-Atlantic Division	HAMBY, STEVE Mid-Atlantic Division	LAUDICANO, PAUL Metropolitan Division	ROSAS, FEDERICO Metropolitan Division	WORSTER, JOHN Metropolitan Division	GRAVES, JOSEPH Jacksonville District
CALDWELL, MICHAEL Mid-Atlantic Division	DEMATEOS, RICARDO Metropolitan Division	HARRIS JR, SAMUEL Mid-Atlantic Division	LAWLER, FRANCIS Mid-Atlantic Division	RUDOLPH III, FREDERICK Metropolitan Division	WURPEL, MARK Mid-Atlantic Division	JOHNSON, MARTA Washington, DC, Headquarters
CARBONARO, MICHAEL Metropolitan Division	DESROCHES, THOMAS New England Division	HARTFIELD, SCOTT Mid-Atlantic Division	LEAHEY, PATRICK Mid-Atlantic Division	RUSSELL, RICHARD Mid-Atlantic Division	YANNUCCI, PATRICK Metropolitan Division	KEITH, DANIEL Los Angeles District
CARNEY, THOMAS Mid-Atlantic Division	DIBENEDETTO, JOSEPH New England Division	HARTLEY JR, GEORGE Mid-Atlantic Division	LOCKARD III, LLOYD Mid-Atlantic Division	SALEH, EMIL Chicago Metro	ZELLER, EDWARD New England Division	MACEACHERN, JOSEPH New England Division
CARTER, JOHN Atlantic Division Philadelphia	DUNLEAVY JR, MARTIN Metropolitan Division	HEARNE, RALPH Mid-Atlantic Division	LONGENDERFER, STEPHEN Mid-Atlantic Division	SAMHAMMER, CURTIS Mid-Atlantic Division		MORRISON, JOHN Mid-Atlantic Division
CARTER, KEVIN Mid-Atlantic Division	DUNN, MICHAEL Metropolitan Division	HODGES, STANLEY Mid-Atlantic Division	MAGEE JR, CHARLES Mid-Atlantic Division	SAUSELEIN JR, GEORGE Mid-Atlantic Division		MOSCAL, JACK Seattle District
CASSISTRE, RICHARD Mid-Atlantic Division	EBBRECHT, FREDERICK Metropolitan Division	HOLMAN, CHARLES Metropolitan Division	MASLANKA JR, WILLIAM Mid-Atlantic Division	SAWYER, GEORGE Metropolitan Division	BALANDA, BEVERLY Washington, DC, Headquarters	PAIGE JR, CHARLES New England Division
CENTENO, EFRAIN Metropolitan Division	EDWARDS, RONALD Mid-Atlantic Division	HOLTER, JEROME Mid-Atlantic Division	MATTHEWS JR, ROBERT New England Division	SCACCIA, JOSEPH Chicago Metro District	BENITEZ, MANUEL Miami District	PERA, ROBERT Chicago Metro District
CHIMICS, MICHAEL Mid-Atlantic Division	EDWARDS, SYDNEY Metropolitan Division	HORTON, REGINALD Mid-Atlantic Division	MCARDLE, PATRICK Mid-Atlantic Division	SCHECK, JOHN Mid-Atlantic Division	BOLAND, WILLIAM New England Division	PLUMMER, HOWARD Mid-Atlantic Division
CLARK, JAMES Metropolitan Division	EHLERS, JOHN Mid-Atlantic Division	HUFFMAN, GREGORY Mid-Atlantic Division	MCCANN, JOHN Mid-Atlantic Division	SCHLEGEL, RODNEY Mid-Atlantic Division	CONE, OLIVER Mid-Atlantic Division	PRITCHARD, CLYDE Beech Grove District
CLARK, STEVEN Metropolitan Division	FARRELL, MATTHEW Metropolitan Division	IRIZARRY, ANTONIO Metropolitan Division	MCCULLOUGH, JOSEPH Mid-Atlantic Division	SERVANSKY JR, PAUL Mid-Atlantic Division	CREWS, DIANE Jacksonville District	QUILES FERNANDO San Jose District
CLAWSON, DAVID Mid-Atlantic Division	FEELEY SR, ALBERT Mid-Atlantic Division	JOHNSON, ELMER Mid-Atlantic Division	MCDUGALD, JAMES Metropolitan Division	SHAHER, JERRY Metropolitan Division	DAVISON, EARL New England Division	REEDY JR, WILLIAM New England Division
CONNORS KEVIN Metropolitan Division	FOLEY, THOMAS Metropolitan Division	KAHL, RANDY Mid-Atlantic Division	MCGROARTY, ROBERT Mid-Atlantic Division	SHEERAN, RICHARD Mid-Atlantic Division	DOWLING, HENRY Mid-Atlantic Division	ROBY, WELDON Beech Grove District
CONWAY, JOHN Mid-Atlantic Division	FUNARO, GEORGE New England Division	KALANDRANIS, GEORGE Metropolitan Division	MEGOWEN JR, ROBERT Mid-Atlantic Division	SHERLOCK, DOUGLAS Mid-Atlantic Division	FLATTES, TEODORO New England Division	SABOL, PETER New England Division
COOPER, JOHN Mid-Atlantic Division	GARRITY, THOMAS Mid-Atlantic Division	KAUFFMAN, LESTER Mid-Atlantic Division	MERRILL, ROCK Mid-Atlantic Division	SILFIES III, ARTHUR Mid-Atlantic Division	FORCZEK, STANLEY Mid-Atlantic Division	SINKER, MARION Beech Grove District
COSENTINO, GERARD Metropolitan Division	GARY, HERMAN Chicago Metro District	KELLY, THOMAS Mid-Atlantic Division	MEYERS, NANCY New England Division	SIMPSON, JOHN Metropolitan Division	FORSYTHE JR, WALTON Metropolitan Division	STEWART, AIMUEL Beech Grove District
COX, CHARLES New Orleans District	GASKINS, DURANT Metropolitan Division	KENDZIORA, DONALD Metropolitan Division	MICICHE, WILLIAM Mid-Atlantic Division	SIMS, NORMAN Metropolitan Division	HATTENFIELD, DESSA Mid-Atlantic Division	WALLACE, RICHARD New England Division
CRAIG, JESSIE Chicago Metro District	GIBSON, MARK Mid-Atlantic Division	KING, JOHN New England Division	MOORE, KENNETH Mid-Atlantic Division	SINOPOLI JR, GEORGE Mid-Atlantic Division	HERGENRADER, GARY Salt Lake City District	WALTERS, EARL Mid-Atlantic Division

REPORT CARD

Year-to-date through June FY01

Financial Performance

	FY01 Actual	FY01 Plan	Better or worse?
Budget results ¹ (millions) ²	(211.7)	(195.4)	407.1 worse
Operating ratio ³	1.49	1.45	0.04 worse
Ridership (millions)	17.46	18.03	0.57 worse

Operating Performance

	FY01 Actual	FY00 Actual	Better or worse?
Ridership (millions) ⁴	17.46	16.54	0.92 better
Customer satisfaction ⁵	82	85	3 worse
On-time performance	76.4%	79.5%	3.1% worse
Total employee injuries ⁶	1004	950	54 worse
Total guest injuries ⁶	1803	1558	245 worse

¹ All revenue plus federal operating funds and RRTA contributions, minus cash expenses.

² 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.

³ For the three months ended February 2001 and February 2000.

⁴ As of July 13, 2001.

⁵ Based on a 5.2 ratio for FY01, and a 5.0 ratio for FY00.

⁶ As of May 2001

Retirement

May 2001

BALANDA, BEVERLY Washington, DC, Headquarters	BENITEZ, MANUEL Miami District	BOLAND, WILLIAM New England Division	CONE, OLIVER Mid-Atlantic Division	CREWS, DIANE Jacksonville District	DAVISON, EARL New England Division	DOWLING, HENRY Mid-Atlantic Division	FLATTES, TEODORO New England Division	FORCZEK, STANLEY Mid-Atlantic Division	FORSYTHE JR, WALTON Metropolitan Division	HATTENFIELD, DESSA Mid-Atlantic Division	HERGENRADER, GARY Salt Lake City District	HUBBARD, KEITH Detroit District	HUTCHINGS, ISAAC Los Angeles District	LAMBERT, PAUL New England Division	MARTIN, DAVID Seattle District	MCCRIMMON, FREDDIE Miami District	MUIR, DOUGLAS Los Angeles District	PITCAIRN, ROBERT Mid-Atlantic Division	PRICE, GERALD Mid-Atlantic Division	SMALL, ROSCOE Mid-Atlantic Division	WACLOFF, DONALD Twin Cities District	WHITAKER, DANIEL Mid-Atlantic Division
--------------------------------------------------	-----------------------------------	-----------------------------------------	---------------------------------------	---------------------------------------	---------------------------------------	-----------------------------------------	------------------------------------------	-------------------------------------------	----------------------------------------------	---------------------------------------------	----------------------------------------------	------------------------------------	------------------------------------------	---------------------------------------	-----------------------------------	--------------------------------------	---------------------------------------	-------------------------------------------	----------------------------------------	----------------------------------------	-----------------------------------------	-------------------------------------------

Correction:

The following retirement was listed earlier with an incorrect date. Amtrak Ink regrets the error.

Retirement

June 2000

KORTRIGHT, EDDIE New York District

Retirement

June 2001

BAILEY, CLIFFORD Mid-Atlantic Division	CADMAN, JAMES New England Division	CROUSE, MARVIN Mid-Atlantic Division	CUMMINGS, DONNA Mid-Atlantic Division
-------------------------------------------	---------------------------------------	-----------------------------------------	------------------------------------------

REED JR, WILLIAM New England Division	REES, THOMAS Mid-Atlantic Division	RHOADES, GEORGE Mid-Atlantic Division	RICHARDS, PETER Metropolitan Division
------------------------------------------	---------------------------------------	------------------------------------------	------------------------------------------

RAILWAY ROUNDUP

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 PricewaterhouseCoopers, 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."



The Capitols celebrates additional frequencies and a new partnership for transfer passes with AC transit, the local bus service in the east bay at the Oakland station in Jack London Square. L. to R.: Mayor of Oakland, Jerry Brown; Director of Caltrans, Jeff Morales; Richmond City Council, Irma Anderson; Amtrak G.M. California Corridor, Jay Commer; AC transit Director, Chris Peoples; and Eugene Skoropowski, managing director, California Corridor Joint Powers Board Authority.

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



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.

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 Lohman**, mechanical superintendent, Rensselaer and **Gary Violano**, assistant general manager, Terminal Services, Sunnyside Yard. They'll meet through the summer to keep Penn Station running like clockwork.

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.



*Northeast Corridor Ratio: 4.0
Accepting the SBU award is Daryl Pesce, general manager, Mid-Atlantic Division, Northeast Corridor.*



*Midwestern RSCC Ratio: .8
Accepting the call center award is Linda Garlich, team leader, Midwestern Reservation Sales Call Center.*



*Coaster Commuter Service Ratio: 1.8
Accepting the Commuter Service award is Joe Yannuzzi, general manager, Coaster Commuter Service.*



*Wilmington Mechanical Shop Ratio: 1.3
Accepting the Mechanical Shop award is Rosa Nesmith, report clerk, Wilmington Maintenance Facility.*

PSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 6 • Issue 7 • September 2001

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.

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."

continues on page 4

'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:

- Simplified navigation
- Improved, consistent information for all stations, trains and destinations
- Fast Fare Finder on all train and station pages

- 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.

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.

continues on page 12

Inside

2

TRAIN OF THOUGHT

Focus On Safety

Approved service in PNW

3

Introducing On-board fares

Amtrak Guest Rewards™ card



4

Kentucky Cardinal arriving

Computer training delivered

5

ON THE RIGHT TRAK

6

Business Diversity achievements



7

SAFETY



8

COST MANAGEMENT CORNER

9

EMPLOYEE MILESTONES

10

RAILWAY ROUNDUP

REPORT CARD

11

Call center recognizes diversity

Awards Of Excellence

AMTRAK IN THE NEWS

12

BENEFITS CORNER



TRAIN OF THOUGHT



George Warrington

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 systemwide 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 systemwide, 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 time 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 operations, maintenance and marketing 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 Ink

Vol. 6, Issue 7, September 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor

Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity

Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)
Employee publication:
Amtrak Intercity OnTrack

Amtrak West

Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW/SBU
Internet e-mail: AMW/SBU@amtrak.com

Mail & Express: Reliable service attracts customers

continued from page 1

The Amtrak advantage

Our national network offers something no other railroad can—a coast-to-coast trip under one management. Having a car handed off from one railroad to another can cost the shipper as much as several days of added time, plus hundreds of dollars more.

Acela Express is to our others trains what *any* Amtrak train is to a freight train. The fastest freight will cross the country in five days. We can do it in as little as three days. Team-driven trucks can also go cross-country in three days, but at a much higher cost than Amtrak. Even with that cost advantage, shippers are willing to pay a premium for our speed, consistency, and reliability.

Another advantage we have over trucks is size. To move three truckloads of oranges across the country in four days takes three pairs of team drivers. But just one Amtrak refrigerator car can carry that same load. It can join other M&E cars on a cross-country train with no additional crew requirements. Because of that efficiency, the shipper pays 10-20 percent less than if he had used the team-driven trucks.

Marketing 1-2-3

The new M&E marketing plan is focused on three segments of the transportation market: less-than-truckload (LTL); less-than-carload (LCL); and both refrigerated and premium truckload. These high-paying segments are easily integrated into passenger operations, and have requirements that match our strengths.

Amtrak has been handling LTL and LCL business since day-one. For instance, the U.S. Postal Service, Amtrak's single biggest customer, paid over \$80 million last year to move first- and second-class mail in baggage cars, mail handling cars, express cars, and RoadRailers.

A new computerized shipment tracking system, due to be fully implemented next year, will help expand the business. "This kind of information is as important to the customer as moving the shipment," said **Ken Asztalos**, vice president of M&E marketing. "You can move a product faster and cheaper, but if you can't tell the customer where their shipment is, you won't have that customer for long."

Amtrak is also leading the way in moving high-value refrigerated perishables. With its marketing partner ExpressTrak, Amtrak is re-entering a lucrative market largely abandoned by the freight railroads decades ago. Interestingly, other railroads are now following our suit. However, "Our fast service, coast-to-coast network, and competitive prices can't be matched by freight railroads or truckers," said Sargrad.

So far, new "reefers" have carried oranges, lemons and other citrus fruit for distribution giant Sunkist from Los Angeles, Bakersfield and Oakland to Philadelphia, Detroit, Hartford, Chicago and Jacksonville. And soon, apples from eastern Washington may move east in our gray and blue cars. "We could fill all our M&E slots with just reefers," says **Mike Cleary**, leader

of the refrigerated marketing team. "The market is that huge."

Carriers in the premium truckload market specialize in moving small shipments on guaranteed schedules. Examples include United Parcel Service, Roadway Express, and Federal Express. Each trailer represents tens of thousands of dollars in payments by individual shippers. But that same trailer also represents tens of thousands of dollars in penalties if shipments are late. As a result, premium carriers have increasingly turned to Amtrak for our fast and reliable service.

Premium service requires...premium service

We market M&E as a premium service that can demand premium prices. But to retain that business, Amtrak must provide premium service every time.

Just as guests expect to arrive safe and on time, M&E customers expect the same for their shipments. Some dissatisfied guests don't complain, they just never come back. It's the same with owners of late of damaged shipments—they just ship with someone else the next time. And, like with our guests, shippers tell friends and colleagues about their Amtrak experiences, good or bad. The shipping community is very small, so word spreads quickly.

Employees have to be committed to meeting or exceeding the expectations of M&E customers. This means loading cars and RoadRailers properly to avoid damage, consistently scanning mail and periodicals, containing costs, and

ensuring that cars make trains and connections. "Our employees have done a great job in making us a player in the premium market," Asztalos said. "We need to maintain that focus on service excellence."

Every department plays a role. For instance, "It's not M&E employees who run the trains, load the cars and track the shipments," Sargrad said. "Every employee plays a part in determining whether we succeed or fail."

By Tracy Davis, Mail & Express, Chicago

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.

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, 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 transfer 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 Galligan 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."

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."

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, (Access, Excel, Word, 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).

"This program benefits individual employees and the company."

Richard McGarity

To access courses, you must register with Amtrak's AT Department to request a subscription. For information, contact Patricia Lusk, Amtrak Technologies, at plusk@amtrak.com, ATS 777-4996/(202) 906-4996. Or see the Amtrak Intranet (Employees/Education & Development/Computer Training). Subscriptions are free to you and your department. Please note that the most instructor-led courses will require a textbook, which may be purchased right on the site via credit card.

"This program benefits individual employees and the company because the training is offered on software used in the business environment," said **Richard McGarity**, manager of Technical Training & Information Delivery. "Employees are encouraged to always seek to learn new skills."

Introducing On-board Fares: A new policy for on-board ticket sales

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.

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. The OBF is the basic fare plus \$9, or plus 50 percent when the basic fare is less than \$18. It has also been posted in the conductor's tariff book.

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." Conductors 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.

O N T H E R I G H T R A K

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 in Albany celebrated the diamond anniversary in grand style.

In 1941, Corsale began his career with the Delaware & Hudson Railway Company in Saratoga Springs. After serving overseas in World War II, he returned to the states and to the rails,



Dennis Corsale, a 60-year railroader.

Superliner II restrooms get system upgrade

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 trans-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.

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 capitol.

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.



Pictured with the WTC engine are: K. Gordon, J. Banks, T. Boyd, J. Morgan, P. Ryan, S. Sochirin, R. Morgan, J. Ebersole, F. White, C. Brickhouse, J. Redmon, D. B. Kinney and W. Costello.

WTC employees not pictured include: S. Phifer, A. Sharp, D. Liverette, C. Schramm, M. Hanes, J. Elden, S. Simmons, R. Alexander, M. Parker, M. Shaw, K. Russell, G. Curry, J. Gore, T. Graves, D. Mascetti, R. Becraft, T. O'Neal, R. Sturey, M. Butler, R. Lyons, M. Stencil, R. Hale, M. Easton, D. Garrett, S. Desantis, J. Clark, J. McDonough, R. Myers, W. Dempsey, S. Parker, H. Staughton, M. Dempsey, C. O'Dell, D. Ayers, M. Hamilton, R. Drozynski, B. Rowland, C. Weakley, N. Kisendaffer, E. Price, D. Simms and M. Hibbert, C. Auvil, D. Moffett, C. Harris, B. Exum, D. S. Liverette and J. Eskeu, R. Peters and M. Gossman.

Amtrak initially employed about 172 WTC Train and Engine (T&E) employees, 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.

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 **George Warrington** obtained approval from our Board of Directors 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.



Left to right, Hugh B. Price, president & CEO, National Urban League; Gerri Mason Hall, vice president Business Diversity & strategic Initiatives; and Stan Bagley, executive vice president, Operations

Since its inception, the department has created and maintained an atmosphere of inclusion.

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 Britt 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!



This program from the Daughters Day event features some of Amtrak's women of power and little known facts about women in transportation.



Gerri Mason Hall talks with summer intern Michael Luke about how to shape his summer work experience.

S A F E T Y

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."



Amtrak Police Chief Ron Frazier announces Operation Safe Tracks at a press conference. He is joined by Caltrain representatives and San Mateo, CA law enforcement.

Martino, who is also an Operation Lifesaver assistant chairperson, was recently named as APD's local commander in San Jose, where the department is contracted as the full-service law enforcement provider to Caltrain.

Seventeen fatalities occurred last year along the Caltrain corridor spanning from Gilroy to San Francisco, one of the highest incident rates in the country.

Backing up a commitment made to Caltrain's executive director to provide the necessary resources to reduce fatalities and injuries, Amtrak Police Chief **Ronald Frazier** initiated "Operation Safe Tracks."

The operation was launched at a press conference, where Caltrain's board Vice Chair Mike Nevin, Chief Frazier, and San Mateo Police Chief Susan Manheimer committed to working together to save lives through enforcement and education.

The launch received wide coverage from newspaper, radio and television accounts, highlighting the deployment of Track Star I, APD's 206B III

Bell Jet Ranger helicopter, and announcements of a newly initiated APD bike patrol unit.



A member of the bike patrol unit, Amtrak Police Detective John Mumford stands in front of Amtrak's "Track Star I".

The bike patrol unit is staffed by two dedicated Amtrak Police detectives,

John Mumford and **Mike Cuevas**, who received widely accepted support from the community and partnering agencies. The flexibility of the bike unit was demonstrated throughout the blitz as the detectives patrolled onboard the trains and along the right of way.

A new Juvenile Diversion Program was also initiated during the week of the blitz. Under the program, youths who are caught trespassing or lesser railroad violations have the option of attending OL rail safety education classes with their parents, instead of being cited and referred to the juvenile court system.

"The combination of enforcement and education is the formula for saving lives," said Chief Frazier. "The commitment of all the officers involved in Operation Safe Tracks is to be highly commended, and I am assured that they will continue to be dedicated to this life-saving mission."

Bear complex employee wins prestigious safety award

Albert J. Feeley Sr., a safety and environmental Foreman III at the Bear maintenance facility, is a recipient of the Harold F. Hammond Safety Award for calendar year 2000, in the category of "Outstanding Safety Achievement by an Individual Railroad Employee."

With Amtrak since 1976, Freely has been involved in different facets of safety for about 12 years.

Nominees for the Hammond Safety Award represent outstanding individuals from railroad companies throughout the U.S. The contest also recognizes railroad companies with outstanding safety records.

Christine S. Marks, director of Mechanical Programs, nominated Feeley for the award. "I think he truly exemplifies all of the behaviors that a Hammond winner should possess. His constant presence on the shop floor and on the facility grounds enables him to identify, report, and help correct hazards to prevent possible accidents and injuries," Marks said. "He exhibits a high degree of safety awareness and displays exemplary work performance."

Feeley accepted his award at a ceremony held in Washington, D.C., and cited the team spirit and combined efforts of the Safety department and safety committee in meeting their goals. After the ceremony he said, "Safety training, specific structured programs, a strong safety presence, practicing good house-keeping around the facility, and setting high levels for safety standards is a great combination for success in achieving Bear's safety objectives."

Michael Annone, Bear Maintenance Facility

Safety in big numbers

The Communications department in Providence, RI, just keeps going, and going, and going! They recently celebrated 3,000 injury-free days. For insiders, this remarkable achievement comes as no surprise.

"We do whatever it takes to get the job done," says technician **Rich Atkinson**. "And we always do it safely."

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 Proulx**, **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.



Left to right: Kansas City employees Kevin Lewis, Richard Vidana, David Bergman.



Left to right: Back row: Kansas City employees Larry Taylor, Robert Lopez, David Bergman; Front row: Richard Vidana, Norman Manning (chief), Andrew Zuniga. Not pictured: Roland Swafford, Samuel Jones, Curtis Powell, and Edward Dampier. Photo: Michael Bozich

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 Falaris 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 Chaidez**, **Ron Sherley**, **Denise Nelms**, **Arzelia Borne**, **Cliff Sims**, **Noval Jackson**, **Kris Malone**, **John Burrell**, **Greg Fondren**, **Guy Cavey**, **Harold McDowell**, **Roxi Winslow**, **Bill Stricherz**, **Eugene Cornish**, **Kim Davis**, **Frank Graham**, **Jeff Holmes**, **Laura Jensen**, **Mike Markle**, **Jimmy Means**, **Ted Wang**, and **Louise Rivas**.

C O S T M A N A G E M E N T

Amtrak's cost-cutters

1 Joyce Brown in Chicago received two credit card payments fortickets 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

2 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 Pauley** trained the Denver Safety Committee to do the inspections, saving Amtrak \$21,252 annually.

3 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."

4 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.

5 Elaine Barnett in New Orleans received an invoice from a company with an outstanding balance of \$2,226. After checking her records, she recovered \$1,460 in payments already made. A big savings for Amtrak.

6 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!

In the June/July issue of Amtrak Ink, we put the spotlight on some of the many employees whose efforts to save Amtrak money are paying off. Here's another installment of the same. To all of Amtrak's creative cost-cutters, thank you.

7 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.

8 Bill Kolacke 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.

The following was sent in by **Althera Stiggers** in Ivy City, Washington, D.C.

"**Bob Huber** and **Ron Ellifritz**, who are responsible for FDA Compliance, came up with the idea of cleaning and sanitizing potable water nozzles in a washing machine. These nozzles are used with special hoses to funnel drinking water into a car's holding tank. The nozzles were being replaced once a week.

"Bob, Ron and I placed 70 water nozzles in a washing machine with a germicidal cleaner in the wash cycle, and bleach in the rinse cycle. In 40 minutes, we saved the company \$1,540 (the cost of 70 nozzles), and potentially \$84,480 a year."

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

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Years August 2001

ALLEN, RONALD
Mid-Atlantic Division

ALVAREZ, JOHN
Jacksonville District

ARMSTRONG III, JOHN
Mid-Atlantic Division

BADU, KODWO
Jacksonville District

BAILEY, JEROME
Jacksonville District

BARRIEAULT, RICK
Mid-Atlantic Division

BATES, WILLIAM
Mid-Atlantic Division

BEVERLEY III, JAMES
Metropolitan Division

BIGGS JR, ALLEN
Mid-Atlantic Division

BIGGS, MICHAEL
Mid-Atlantic Division

BLISS, KENNETH
Mid-Atlantic Division

BOONE, JAMES
Jacksonville District

BRIDGER, WILLIAM
Jacksonville District

BUSH, JAMES
Atlanta District

CARPENTER, CRYSTAL
Chicago Metro District

CHANCEY, JERRY
Jacksonville District

CHESTOVICH, ROBERT
Beech Grove District

COLEMAN, GEORGE
Mid-Atlantic Division

COLEMAN, HERBERT
Jacksonville District

COLEMAN, KATRINA
Mid-Atlantic Division

CONDY, JOANN
Mid-Atlantic Division

COOPER, JOSEPH
Jacksonville District

COTTRELL, STAUNTON
Jacksonville District

CRENSHAW, LARRY
Jacksonville District

CUCCI, MICHAEL
Jacksonville District

CUNNINGHAM JR, MILES
Jacksonville District

DAWKINS, THOMAS
Atlanta District

DOBSON, EUGENE
Mid-Atlantic Division

DOWDY, LEWIS
Jacksonville District

DOXTATER, ROBERT
Mid-Atlantic Division

DRURY, RICHARD
Metropolitan Division

EDENFIELD, LARRY
Jacksonville District

FABBRICANTE, LISA
Mid-Atlantic Division

FOYE, DAVID
Mid-Atlantic Division

FRATANGELO, JAMES
Mid-Atlantic Division

FRITTER, STEVEN
Mid-Atlantic Division

GALLAGHER, MARK
Metropolitan Division

GARRARD, JOHN
Jacksonville District

GAY JR, WAVER
Atlanta District

GOODKNIGHT, BRIAN
Beech Grove District

GOODLETT SR, ROY
Atlanta District

GRAY, ALAN
Chicago Metro District

GRIFFITH, JERRY
Beech Grove District

HARPER, RALPH
Jacksonville District

HARRIS, LINWOOD
Jacksonville District

HEFLIN, CLINTON
Jacksonville District

HENRY, VERA
Mid-Atlantic Division

HILL, THOMAS
Jacksonville District

HILLIARD, ISAIAH
Jacksonville District

HOFFER, ROBERT
Mid-Atlantic Division

HOLLAND, BOBBY
Jacksonville District

HOWLETT, LYNDON
New England Division

HUES, CLINTON
Jacksonville District

HULL, LARRY
Mid-Atlantic Division

HUNSUCKER, FREDERICK
Atlanta District

JARNECKE, STEPHEN
Mid-Atlantic Division

JOHNSON JR, MELVIN
Mid-Atlantic Division

JONES, HUBERT
Mid-Atlantic Division

KELLEY, TIM
Atlanta District

KENNEDY, THEODORE
Jacksonville District

KEY, DARRELL
Jacksonville District

KLOTZBACH, PIPER
KAREN
Mid-Atlantic Division

LAMY, KENNETH
Jacksonville District

LAWRENCE, MICHAEL
Beech Grove District

LEE, JOHN
Mid-Atlantic Division

LICHTENBERGER, KARL
Jacksonville District

LOGAN, WARREN
Mid-Atlantic Division

LONG, RICHARD
Jacksonville District

MASULA, MELVIN
Mid-Atlantic Division

MAXEY, GERALD
Jacksonville District

MCCORMICK, WILLIAM
Mid-Atlantic Division

MILLER, SOUTH
Beech Grove District

MORRIS, RICHARD
Jacksonville District

MURRAY DARRYL
Jacksonville District

NEAL, STANLEY
Jacksonville District

NEWMAN SR, JAMES
Jacksonville District

O'CONNELL, SHEILA
New England Division

PARKER JR, GEORGE
Jacksonville District

PELLETIER, JOHN
Metropolitan Division

PICARD, LAWRENCE
Mid-Atlantic Division

PRICE SR, CORBETT
Mid-Atlantic Division

PRINCE, CHARLES
Jacksonville District

PROCTOR, BRIAN
Mid-Atlantic Division

OPRZYWARA, WALTER
Mid-Atlantic Division

RAHN, DAVID
Jacksonville District

RANDOLPH, CHARLES
Mid-Atlantic Division

REED, JERRY
Mid-Atlantic Division

RIDDELL, ALVIN
Jacksonville District

RIGGAN JR, EDWARD
Jacksonville District

ROBINSON, NETTIE
Mid-Atlantic Division

RODRIGUEZ, JULIO
Los Angeles District

SHUMAN, RICHARD
Jacksonville District

SMITH, CHARLES
Jacksonville District

STEWART III, JOHN
Mid-Atlantic Division

STOKES, DANIEL
Miami District

STRAUSS JR, WALTER
Mid-Atlantic Division

SULLIVAN, DONALD
New England Division

SWEAT JR, ROBERT
Jacksonville District

TACCONI, JOSEPH
Mid-Atlantic Division

THORPE, ANDREW
Mid-Atlantic Division

WARD JR, WILLIAM
Jacksonville District

WATSON, DWAYNE
Jacksonville District

WILKINS, JOHN
Mid-Atlantic Division

WOODARD, RAMON
Jacksonville District

WYNNIS, LEWIS
Mid-Atlantic Division

YATES, CURTIS
Jacksonville District

20 Years

August 2001

HURD, JAMES
Detroit District

KEETON, RICK
Detroit District

TUKA, FRANK
Detroit District

25 Years

August 2001

ALBRIGHT JR, WILLIAM
Metropolitan Division

ALEXANDER JR, JOHN
Mid-Atlantic Division

BARNES SR, ORLANDO
Mid-Atlantic Division

BARROW, JEFFREY
Mid-Atlantic Division

BEHNKE, JAMES
Metropolitan Division

BELZ, JEFFREY
New England Division

BITLER, HARRY
Mid-Atlantic Division

BLANKENSHIP, BOBBY
Mid-Atlantic Division

BOVE, ANTHONY
Mid-Atlantic Division

BREEN, JOHN
Metropolitan Division

BREMER, MICHAEL
Mid-Atlantic Division

BROWN, WESLEY
Chicago Metro District

BROWNE, ALPHAEUS
Metropolitan Division

CAREL, STEPHEN
Mid-Atlantic Division

CARR, GREGORY
Jacksonville District

CARR, REMUS
Metropolitan Division

CATARELLI, MICHAEL
Mid-Atlantic Division

CHOYCE, DAVID
Los Angeles District

COE, ROBERT
New England Division

COLANDREA, MICHAEL
New England Division

DAVIS, VAUGHN
Mid-Atlantic Division

DICKTER, MICHAEL
Chicago Metro District

DIXON, ROCKLAND
Mid-Atlantic Division

DODGE, MARJORIE
Mid-Atlantic Division

DOMBROWSKI, DENNIS
Metropolitan Division

DORSEY, CLIFTON
Mid-Atlantic Division

DOWD JR, JOHN
Mid-Atlantic Division

ECONOMOS, KRISTINA
Chicago Metro District

EDWARDS, JOHN
Beech Grove District

FAHEY, LEO
New England Division

FALANGO, FRANK
New England Division

FEDEROWICZ, DENNIS
Metropolitan Division

FERICH, VAUGHN
Mid-Atlantic Division

FITTER, GEORGE
New England Division

FORTUNE, THOMAS
Jacksonville District

GARDEN, JAMES
New England Division

GELLOCK, JOSEPH
New England Division

GILLIS, KENNETH
Mid-Atlantic Division

GRAVES, WILLIAM
Mid-Atlantic Division

GUZZARDO, MICHAEL
Metropolitan Division

HEAVENS, CHARLES
Mid-Atlantic Division

HIGGINS, DAVID
New England Division

HILL, EDWARD
Mid-Atlantic Division

HIXSON, RUSSELL
New England Division

HORN JR, WILLIAM
Sanford District

HORNEY, EDWARD
Mid-Atlantic Division

HURNEY, PETER
Metropolitan Division

JACOBS, RANDOLPH
Los Angeles District

JAVINS, ROSCOE
New England Division

JOHNSON, DEBORAH
Metropolitan Division

KELLY, WILLIAM
Metropolitan Division

KUJAWA, SUE ANN
Chicago Metro District

LARRY, WILLIAM
Mid-Atlantic Division

LAVELLE PAUL
Mid-Atlantic Division

LOCKARD, PAUL
Mid-Atlantic Division

LOOBY, TIMOTHY
Mid-Atlantic Division

LOWERY, LONZO
New England Division

MALEWSKI JR, RAYMOND
New England Division

MARIN, ANTHONY
Metropolitan Division

MERAKLIS, GUST
Mid-Atlantic Division

MESURE, JOSEPH
Mid-Atlantic Division

MIKLAS, JOSEPH
Metropolitan Division

MILLER III, JAMES
Mid-Atlantic Division

MOORE, JERRY
Mid-Atlantic Division

MORRESI, MARCO
Metropolitan Division

MORRIS SR, CHARLES
Mid-Atlantic Division

MUSCO JR, EDWARD
Metropolitan Division

NEWTON, KENNETH
New England Division

NEWTON, ROGER
New England Division

NICOMETO, JAMES
Metropolitan Division

ONCU, IRFAN
Mid-Atlantic Division

PARTLOWE, GARY
Mid-Atlantic Division

PEDRO ANDREW
New England Division

PENDLETON, JAMES
Mid-Atlantic Division

QUINN, PETER
Metropolitan Division

RAFFERTY, MARK
New England Division

RAO, THEODORE
Mid-Atlantic Division

RATCHFORD, RICHARD
Metropolitan Division

RAYMOND, GEORGE
New England Division

READING, BERNARD
Mid-Atlantic Division

RITOH, JOHN
Metropolitan Division

RIVERA, ERNESTO
Metropolitan Division

ROCCHI, PASQUALE
Metropolitan Division

ROMECKI JR, EDWARD
JOHN
Mid-Atlantic Division

SCHWEITZER, STEPHEN
Los Angeles District

SKOUTELAS, NICHOLAS
Mid-Atlantic Division

SPINKEN, FREDERICK
Mid-Atlantic Division

STAGGERS JR, JAMES
New England Division

SUAREZ, MANUEL
Metropolitan Division

TANSEY, MARIE
Mid-Atlantic Division

THORPE, JANET
Chicago Metro District

URQUHART JR, ROBERT
Mid-Atlantic Division

VELARDI, MICHAEL
New England Division

WALTERS, JOHN
Mid-Atlantic Division

WILLIAMS, ALAN
Metropolitan Division

WILLIAMS, CRAIG
Metropolitan Division

WILSON JR, DAVID
Mid-Atlantic Division

WILSON, LARRY
Mid-Atlantic Division

WILSON, RUBIN
Chicago Metro District

WINTERBOTTOM, JAMES
Metropolitan Division

WISE, BILLY
Metropolitan Division

WOLFE JR, GERALD
Mid-Atlantic Division

WOOD, DAVID
Mid-Atlantic Division

YEAGER, KENNETH
Mid-Atlantic Division

YIRAK, MICHAEL
Mid-Atlantic Division

ZAGARSKI, THOMAS
Metropolitan Division

ZISSIMOS, STEPHEN
Mid-Atlantic Division

ZOLNIERZ, GLEN
Mid-Atlantic Division

30 Years

August 2001

COURTEMANCH, EDGAR
Mid-Atlantic Division

SAMUEL, GEORGE
Washington, DC,
Headquarters

WISH, ANNE
Washington, DC,
Headquarters

Retirement

JULY 2001

ABBOTT, WILLIAM
Chicago Metro District

BAKER, EDWARD
Washington, DC,
Headquarters

BARNETT, MELVIN
St. Louis District

BOYDE, JAMES
Salt Lake City District

CALHOUN, CHARLIE
Chicago Metro District

DEMARS, EMIL
New England Division

DISTON, HELENE
New England Division

DOHERTY JR, THOMAS
New England Division

DOMIKOSKI, DONALD
Mid-Atlantic Division

DONAHUE, ROBERT
Los Angeles District

GARCIA, PEDRO
Los Angeles District

GUIJARRO, ALBERTO
Los Angeles District

HOPE, MIKKI
087401220
Miami District

HUNT, NATHAN
New England Division

LEONARD JR, JOHNNIE
New Orleans District

MAGEE, JOEL
New Orleans District

MCCORMICK, DONALD
Mid-Atlantic Division

MENDONCA JOAQUIN
Los Angeles District

MEYER, CHARLES
Los Angeles District

MORRIS, MEREDITH
Mid-Atlantic Division

RHOADES JR, LEONARD
Mid-Atlantic Division

ROTTMANN, EUGENE
Mid-Atlantic Division

THOMPSON, JAMES
Mid-Atlantic Division

VOGEL, VICTOR
New England Division

WARNER, PETER
New England Division

WHELAN, WILLIAM
New England Division

RAILWAY ROUNDUP

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 Sponsler**, Caltrans Marketing Manager **Dennis Winger** and Washington State DOT employee **Theresa Gren** 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 bookings 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. Joined by New York Lottery TV hostess Yolanda Vega, the guests enjoyed a ride complete with an authentic Mummies 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.

"Everyone 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.

REPORT CARD

Year-to-date through July FY01

Financial Performance

	FY01 Actual	FY01 Plan	Better or worse?
Budget results* (millions)	-\$246.9	-\$178.0	\$68.9 worse
Operating ratio ²	1.47	1.40	0.07 worse
Ridership (millions)	19.58	20.35	0.77 worse

Operating Performance

	FY01 Actual	FY00 Actual	Better or worse?
Ridership (millions)	19.58	18.60	0.98 better
Customer satisfaction ³	82	85	3 worse
On-time performance	75.9%	78.9%	3.0% worse

Employee and Guest Safety Snapshot

	FY01 Actual	FY00 Actual	Better or worse?
Total Employee injuries ⁴	1,162	1,052	110 worse
Total Guest injuries ⁴	2,107	1,814	293 worse

* All revenue plus federal operating funds and RRTA contributions, minus cash expenses.

² 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.

³ For the three months ended February 2001 and February 2000.

⁴ As of Aug. 15, 2001.

⁵ Based on a 5.6 ratio for FY01, and a 5.0 ratio for FY00.

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 Auye**, 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 bearskin 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*.

AMTRAK IN THE NEWS

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 grass-roots 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.

"Acela Express heads Amtrak expansion drive," TrafficWorld, July 2001

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.

"Bring back the trains, fast" The Christian Science Monitor, July 2001

America 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.

"Amtrak: Part of the solution to our traffic woes," The Washington Post, July 2001

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 more and more congested.

"Stop Starving Amtrak," The Providence Journal, August 2001.

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 exists, 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.

"Rail Corridors," Patriot - News, August 2001.

GUEST COLUMN

There is a real sense
of urgency about
how to save our
national system,
and bring us to
the 21st-century level
of 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 need to operate an efficient passenger railroad that all of our citizens can depend on.

Most of the speakers admitted that we have not been funded properly by Congress to provide the kind of transportation service the public deserves 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 TVG, 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

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

must 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.

BENEFITS CORNER

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

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 6 • Issue 8 • October 2001

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

We will all remember what we were doing on Sept. 11, 2001, when news broke of the terrorist attacks on

to ensure their security, moving equipment and resources to where they were needed, or handling the thousands of calls that flooded our reservation system, 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 Wash-

ington to New York, so that they could survey the damage at "ground zero" first-hand.



American Red Cross workers wait on the platform at Washington Union Station before boarding a special train to "ground zero" in New York.

Employees pitch in to help at stations

Anticipating the increased activity in their stations, NEC managers put out a call for volunteer assistance.

Within minutes, volunteers were in place, helping to serve volumes of guests who filled the stations. The additional challenge was that many of the guests were unfamiliar with rail travel.

Paula Porter, asst. vice president of Human Resources, and **Martha Tancil**, director of Customer Relationships &

continues on page 4

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

continues on page 2

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

continues on page 12

Inside

2

TRAIN OF THOUGHT

3

A Year of Success

Redondo Junction Flyover

4

Health Services offers tips

5

ON THE RIGHTRAK

Coming through in a crisis

Day of Remembrance observed



6

DEAR AMTRAK:

8

Where is my new uniform?

Voice Response Unit now has 'human' quality

The ease of eTrax

9

EMPLOYEE MILESTONES

BENEFITS CORNER

10

RAILWAY ROUNDUP

11

Amtrak West meets commuter challenges

Caltrain contract renewal



Amtrak winning editorial support

12

LETTER TO THE EDITOR

2002 Amtrak Calendar

AMTRAK®

TRAIN OF THOUGHT



George Warrington

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

continued from page 1

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 new 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 departments, 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 SBUs, focusing on the delivery of our products and services, and the forging of new local-commu-

nity, 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 redefined 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.

continued on page 8

Amtrak Ink

Vol. 6, Issue 8, October 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW5BU
Internet e-mail: AMW5BU@amtrak.com

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.

Successes

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 to 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 to us 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."

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.

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 North-east Corridor services.

Redondo Junction flyover: An engineering marvel



Spectators marvel at Redondo Junction flyover.

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," said **Gil Mallery**, president of Amtrak West. "The benefits of the Redondo flyover are helping to build momentum for implementation of the 20-Year Passenger Rail Plan for California."

"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**, asst. 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, asst. 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



Barbara Richardson (Rt.), Amtrak executive vice president, stands with Dr. Bernadine Healy, president and CEO of the American Red Cross, and pledges Amtrak's commitment to run special trains as necessary to New York for the A.R.C.

Employee Assistance Program even offered "group diffusing" sessions.

Amtrak moves more than people

Amtrak proudly assisted the American Red Cross in the recovery efforts in New York by donating the use of a train to transport thousands of packages of emergency medical 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 hundreds of cases of apple juice to 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.

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 card ("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 airlines 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:

Get support from people you love and trust. Talking about the event can help you process it and feel more in control.

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.

ON THE RIGHT R A K

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



Employees Kathy Barge, Bonnie Schwartz, Romanda Davis, Josie Harper, and Cynthia Rogers.

support to the annual telethon. They readily agreed.

Employee volunteers included: **Romanda Davis, Bonnie Schwartz, David Pryor, Josie Harper, Sharon Slaton, Juliette Jordan, Derrick Douglas, Cynthia Rogers, Josephine Guede, 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

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!

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, Wolfe was booting up 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 ensured 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."

continues on page 10

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



Bill Conaty, assistant general manager of NEC Customer Services, bows his head as Tom Kane plays "Taps" at the foot of the Walker-Hancock Angel statue at 30th Street Station.

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.

continues on page 10

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. ”

“ 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. ”

“ 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. ”

“ 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. ”

“ 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 again 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 their 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. ”

“ Please forward this to the company's President. I live in Jacksonville, Fla., and I would like to give the highest praise possible to two of your employees at the Jacksonville station. My son-in-law who works at the Pentagon is missing at this present time. My wife needed to be with our daughter so we arranged for her to travel by train. We wanted our niece to travel with my wife so we tried all day on the computer and by phone to get reservations but we couldn't get through. By faith, we went to the station we were told that there were no seats available. At the station we met one of your EAP Counselors, who explained the situation and offered to see what she could do. Well, my hat's off to Amtrak, my wife and niece boarded Train 98-*Silver Meteor*-out of Jacksonville. We thank you from the bottom of our hearts, and may God bless 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. ”

“ 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. ”

“ 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
Ink

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

continued from page 2

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

"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

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," said **Vince Zagorski**, director of Telephony. "It allows the sales agents to focus more on other revenue producing activities. This is a great example of technology partnering with agents—not replacing them.

For the caller, it means the elimination of wait time to speak to an available agent to get train status. The end result is an increase in guest satisfaction.

So, for our 1,500 agents who listen to guest complaints about the VRU, things are looking up! That's what we want you to tell our guests too. Encourage callers to use the new system and explain its new efficiencies.

Over the next year, Amtrak will implement other improvements to the VRU; expanding its capabilities to handle credit card payments, special discounts and promotions, and station and baggage information. Speech technology is an important component in our efforts to keep Amtrak's call centers among the best in the transportation industry.

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 "approvers." 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.

eTrax

EMPLOYEE MILESTONES

15 Year Anniversary September 2001

ALBERT, DANIEL
Metropolitan Division

BADGER, ELLIOTT
Atlanta District

BERGMAN, DAVID
Kansas City District

BISHOP, KEVIN
Mid-Atlantic Division

BROWNING, LARRY
Detroit District

CARN, JAMES
Metropolitan Division

CHAVEZ, ROBERT
Los Angeles District

CONNOR, EDWARD
Beech Grove District

CORMAN, JEFFREY
Beech Grove District

CRICK, LOUIS
Jacksonville District

DACE JR, EDWARD
Chicago Metro District

DAVIS, JOHN
Mid-Atlantic Division

DIGIOVANNANTONIO, JAMES
Mid-Atlantic Division

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, ROMIE
Jacksonville District

JACKSON, JOHN
Metropolitan Division

JACOB, JAMES
Metropolitan Division

JOHNSON, GLEN
Chicago Metro District

RIDLEY-JONES, L.M.
Atlanta District

KELLER, DONALD
Mid-Atlantic Division

KRANZ, CONNIE
Chicago Metro District

KUKLIS, DENNIS
Oakland District

LEAVITT, ROBERT
Metropolitan Division

LINDSTRAND, GARY
Detroit District

MALONEY, JANICE
Chicago Metro District

MARRONE, ALICE
Chicago Metro District

MC CARTNEY, TIMOTHY
Detroit District

MCALLISTER, BRUCE
Beech Grove District

MILLER, RON
Mid-Atlantic Division

MUSEL, RODNEY
Metropolitan Division

NICHOLS, GARY
Mid-Atlantic Division

PAUL, WESLEY
Mid-Atlantic Division

PENDER, DALE
Chicago Metro District

PERNELL, PATRICIA
Chicago Metro District

PERRY, JAMES
Metropolitan Division

PIERRE, CHANTAL
Metropolitan Division

PLISINSKI SR, GEORGE
Beech Grove District

RIGGIN, JESSICA
Mid-Atlantic Division

ROGERS, BILLY
San Jose District

ROGERS, WILLIAM
Chicago Metro District

RONSTADT, RONALD
Chicago Metro District

SCHARF, PHILLIP
Jacksonville District

SCHER, ELLEN
Mid-Atlantic Division

SCHEURER, KIMBERLY
Chicago Metro District

SEARLES, JAMES
Jacksonville District

SMITH MONROE, PATRICIA
Chicago Metro District

SPINDLE JR, JOHN
New England Division

SWIHART, CARL
Detroit District

THOMAS JR, ROBERT
New England Division

TIMMONS, MARGIA
Mid-Atlantic Division

VARGAS, REGGIE
Los Angeles District

WAGNER, RONALD
Detroit District

WILKINS, ROY
Mid-Atlantic Division

WILLEMS, PAUL
Chicago Metro District

20 Year Anniversary September 2001

EASTERWOOD, D.R.
Atlanta District

FOSTER, WILLIAM
Mid-Atlantic Division

HAINS, BRIAN
Metropolitan Division

KING, DAVID
Mid-Atlantic Division

25 Year Anniversary September 2001

AGES, M.
Atlanta District

ALLEN, RICHARD
Washington, DC, Headquarters

BASARA, THOMAS
Mid-Atlantic Division

BEATTY, JEFFREY
Mid-Atlantic Division

BESSLER, ALBERT
Chicago Metro District

BETTERSON, C.E.
Atlanta District

BEYFUSS, PAUL
New England Division

BLACKBURN, DOUGLAS
Mid-Atlantic Division

BOCKHOLT, JOAN
New England Division

BOYCE, BRIAN
Metropolitan Division

BRANDT, HARRY
Mid-Atlantic Division

BREININGER, RAYMOND HELEN
Chicago Metro District

BREININGER, ANGELA
Chicago Metro District

BROWNING, ROBERT
Mid-Atlantic Division

BULLIS, GERALD
Mid-Atlantic Division

BUONO, ANTHONY
Metropolitan Division

CARBONARO, NETTIE
Mid-Atlantic Division

CAVALIER, CHRISTINE
Mid-Atlantic Division

CHESTNUT, MILDRED
Mid-Atlantic Division

CLAESON, RONALD
New England Division

CLARK, MYRNA
Mid-Atlantic Division

COATES, THOMAS
Chicago Metro District

COLEMAN-STEWART, DENISE
Mid-Atlantic Division

COULSON, TERRY
Mid-Atlantic Division

DALESSANDRO, JOSEPH
Metropolitan Division

DANELLA 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

DRZYMALA, PETER
Metropolitan Division

EADSON, RONALD
Mid-Atlantic Division

EDWARDS, ROBERT
Chicago Metro District

EPISCOPO, FREDERICK
Mid-Atlantic Division

ESCHENBACH, JOHN
Los Angeles District

FLOHR III, JESSE
Mid-Atlantic Division

FLORO, NICK
Chicago Metro District

FOULKS, JOHN
Metropolitan Division

GAWARZEWSKI III, JOSEPH
Mid-Atlantic Division

GIRON, ANNABEL
Mid-Atlantic Division

GRADY JR, FRANCIS
New England Division

GRAHAM, ROY
Mid-Atlantic Division

GRAINGER 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

HAMPE, FREDERICK
Metropolitan Division

HENDERSON, ALONA
Mid-Atlantic Division

HUGHES, PATRICIA
Twin Cities District

HUNGERFORD, ROBERT
Mid-Atlantic Division

JEREW, VERNE
Metropolitan Division

JOHNSON, GLORIA
Mid-Atlantic Division

JONES, MARTIN
Mid-Atlantic Division

JONES, RICHARD
New England Division

KAWACIN, NICHOLAS
Chicago Metro District

KEENAN, BARRY
New England Division

KERSHAW III, CHARLES
Mid-Atlantic Division

KLEIN, ANNE
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

LETTIS II, NICHOLAS
Mid-Atlantic Division

LEWIS, JOHN
Mid-Atlantic Division

MAJSZTRIK III, ANDREW
Metropolitan Division

MALAVE, HECTOR
Metropolitan Division

MARTINEZ, MILAGROSA
Mid-Atlantic Division

MARX JR, JOHN
Chicago Metro District

MCCREADIE JR, EDGAR
Mid-Atlantic Division

MCDERMOTT, THOMAS
Washington, DC, Headquarters

MCGILL, TERENCE
New England Division

MCINTYRE, CHERYL
Mid-Atlantic Division

MCMENAMIN, JOSEPH
Mid-Atlantic Division

MELCHIORRE, JOHN
Metropolitan Division

MICICHE, WALTER
Mid-Atlantic Division

MILEWSKI, GARY
Mid-Atlantic Division

MONGILLO, ANTHONY
Jacksonville District

MONUTEAUX, GLENN
Metropolitan Division

MORRISSEY, PAUL
New England Division

MOTEN, ARTHUR
Mid-Atlantic Division

MULROONEY, THOMAS
New England Division

MURPHY, MARK
Jacksonville District

MURPHY STEPHEN
Metropolitan Division

MURTER, JOSEPH
Mid-Atlantic Division

CONNELL, JOHN
Mid-Atlantic Division

OLMOS, MAXIMO
New Orleans District

PALMER, HENRY
Metropolitan Division

PAUL, JEFFREY
Mid-Atlantic Division

PEREZ, DANIEL
Chicago Metro District

PETERS, TARRANT
Metropolitan Division

POLK, EDWARD
Metropolitan Division

PRESCOTT, GARY
New England Division

REILLY, MICHAEL
Metropolitan Division

RESPASS JR, DOUGLAS
Mid-Atlantic Division

RICKERT, JOHN
Mid-Atlantic Division

ROBINSON, JAMES
Beech Grove District

ROBINSON, MACKAY
Metropolitan Division

ROCHE, CAROLYN
Metropolitan Division

ROMANO, DONALD
Mid-Atlantic Division

RYAN PATRICK
Mid-Atlantic Division

SANDERS JAY
Mid-Atlantic Division

SANTOS, ALICIA
Washington, DC, Headquarters

SCHWEIZER JR, OSCAR
Mid-Atlantic Division

SENA, KENNETH
Kansas City District

Congratulations to All of You!

SHARPE, MICHAEL
Mid-Atlantic Division

SIMS, MINNIETTE
Metropolitan Division

SIVO, ANTHONY
Metropolitan Division

SKRZYPEK, JOSEPH
Chicago Metro District

SLADE, 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.
Atlanta District

WILSON, FRED
Metropolitan Division

WYSOCKI, JOHN
Mid-Atlantic Division

ZIMMERMANN, BEVERLY
Mid-Atlantic Division

DOYLE, SYLVIA
Beech Grove District

GIBSON, BEVERLY
Los Angeles District

GREEN, DONALD
Beech Grove District

HAWRAN, EUNICE
Los Angeles District

JACKSON, ULYSSES
Washington, DC, Headquarters

LOCKHART, CLISBY
Mid-Atlantic Division

LUBY, JOAN
Mid-Atlantic Division

MAGGIORE, COSMO
San Jose District

MASON, JOHN
New England Division

MCQUADE JR, JAMES
Seattle District

OVELMAN, ROBERT
Mid-Atlantic Division

PICONE, VINCENT
Mid-Atlantic Division

QUEBEC, HENRY
New England Division

ROBICHEAU, ALLEN
New England Division

SAMBRANO, RUDOLPH
New England Division

SNYDER, JAMES
Chicago Metro District

SULLIVAN, HAROLD
Beech Grove District

SULLIVAN, WILLIAM L
Oakland District

TAYLOR, WAYMAN
Mid-Atlantic Division

Retirement August 2001

CAULFIELD, THOMAS
New England Division

COLEMAN, WARREN
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:
www.dol.gov/dol/pwba/public/pubs/finalq&a.htm.

RAILWAY ROUNDUP



Amtrak's Bakersfield station, awarded for its design and construction.

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



Gil Mallery at the podium announcing the resumption of passenger service to White Rock

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 immigrations 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.

By: *Josie Harper, Safety, Chicago*

Employees observe day

continued from page 5

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.

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.

Coming through in a crisis

continued from page 5

Most of the checks arrived Saturday, and some on Sunday. **Stephanie Audette**, Amtrak Controller, called the entire accomplishment a "Herculean effort." Wolfe just said, "A lot of people from different departments made this happen."

A special salute to **Darryl Carr**, **Leonard Villamor**, **Sheila Poindexter**, **Sonya Huckleby**, **Arshell Qualls**, **Lemette Goldston**, **Bill Engstrom**, **Michael Hill**, **Bobbie Nicholson**, **Sal Rodriguez**, **Officer Brenda Breeden**, **Charlie Miller**, and **Sandy Thompson**.

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.



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 Peninsula 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 Mallery**, 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 PCS employees celebrate their efforts toward the Caltrain contract renewal. Photo credit: Robin Reynolds

There, **Twilva "Cookie" Simpson**, supervisor of Material Control, led the group through the Material Shop, where she was complimented for her organization of cost-saving initiatives. Warrington commended employees and gave them an update on funding for the new maintenance facility.

In both San Jose and Oakland, Warrington raffled off tickets for the San Francisco 49ers home opener. **Diana Booker**, conductor; **Jerry Weber**, signal maintainer; and **Katherine Tolson**, coach cleaner; were the lucky winners. Amtrak and the 49ers are involved in a joint sports marketing campaign for the 2001 football season.



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 railroad travel, lip 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."

LETTER TO THE EDITOR

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 kills 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

continued from page 1

end of that trial period can do so at a cost of \$21.95 per month.

If you register for the 90-day promotional offer, then decide not to keep the service, you must cancel your registration before the end of the 90-day trial period. If you don't, you'll have to pay \$21.95 for the following month.

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

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*.

and install the necessary software. You will need the eight-digit employee ID number that's on the front of your paycheck. 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.

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. Already, nearly 600 employees have completed the process and are enjoying their home access to the Amtrak Intranet.



Amtrak's 2002 wall calendar at a glance

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.

PSIRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 6 . Issue 9 . November/December 2001

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

continued on page 2

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

continued on page 3

'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!



Marathon champion Ludmila Petrova is greeted by Sujuanika Blanks, a first class car attendant on *Acela Express*.

Hank Hubar - Engineering, NYC

Mike Campbell - Engineering, Philadelphia, PA

Robert Lee - HSR Department, Philadelphia, PA

Robert Brown - Engineering Structures, Philadelphia, PA

Janet Bobo - Finance & Planning, Washington, D.C.

Marko Djukanovic - Systems Management, Washington, D.C.

Craig Roodenburg - Labor Relations, Washington, D.C.

John Morrell - Engineering Track Department, Somerville, MA

Angel Taylor - Market Research, Washington, D.C.

Peter Finch - Safety Environmental Control, New Haven, CT

Joe Konklewski - Customer Services, NYC

Hyeon Kang - ITSC, Washington, D.C.

Thomas O'Brien - NY Penn Crew Base / NYC

Jim Henry - Customer Services, NYC



Six members of Team Acela gather for a press conference at Washington Union Station. Executive Vice President Barbara Richardson wishes them good luck before presenting them each with team jerseys.

Inside

2
TRAIN OF THOUGHT

3
Cost Management in 2001
VeteransAdvantage program



4
Ground zero remembered
Chicago call center
Riverside call center



Amtrak and Red Cross

5
Acela Club Restaurant
ON THE RIGHTRAK

6
LETTERS

7
Andy Rooney speaks

8
EMPLOYEE MILESTONES
9



Secretary Tommy Thompson

Operation RedBlock

10
RAILWAY ROUNDUP
11

Injury-free for El Paso

Amtrak's international sales team
12

PROMOTIONS IN MOTION
Security, Safety Departments

AMTRAK®

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



George Warrington

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.

Congress 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.

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.

Amtrak Ink

Vol. 6, Issue 9,
November/December 2001

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation; Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW5BU
Internet e-mail: AMW5BU@amtrak.com

Cost management for fiscal year 2001

continued from page 1

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. "Next, it takes team diligence to see the project to full implementation."

In other words, employees are the force behind Amtrak's financial success. The financial benefits Amtrak received last fiscal year didn't find us; employees found them.

Take a look at just a few of the successful CMIs that added millions to Amtrak's bottom line in FY01:

CMI 5/Vehicle Fleet: +\$5,200,000. This team worked to ensure vehicle leasing and related expenses were reduced, and unnecessary vehicles

"A successful CMI starts with getting the right people involved to research the cost issue and to provide creative solutions for improvement."

Anne O'Brien, senior director, Cost Management

were returned. The target of 274 returned vehicles was exceeded.

CMI 24/Travel Policy: +\$5,000,000. Significant savings reflect a company-wide effort to reduce travel costs. This CMI created a formal process for travel justification.

CMI 27/Locomotive Fleet Cash Generation: +\$4,600,000. Although there was no specified target, \$4.6 million was received from sales of excess locomotives, and another \$2.4 million is expected in the first quarter of FY 02.

CMI 26/Locomotive Fuel Consumption: +\$1,100,000. This CMI required the shutdown and isolation of locomotives to reduce energy costs. Most of the benefits were seen in Amtrak Intercity.

We've also successfully negotiated millions of dollars in annual savings in existing contracts with our vendors.

"Employee participation and commitment have been essential in achieving the desired results. It's so easy to lose sight of progress—staying power is key," Friner said. "Support from senior management is also critical. Without that, this project goes nowhere."

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.

So where do we stand now? How are we approaching cost management in fiscal year 2002? We focus on the CMIs that haven't realized full financial benefits for Amtrak. The teams are taking different approaches with those CMIs, and continuing to talk with informed colleagues. This is how many of the FY02 financial targets were established.

Also, employees are submitting cost saving ideas with an estimated target via the Amtrak Intranet. This is the kind of

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.

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.

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



Lt. Gen. Martin R. Steele USMC (Ret.) welcomes those attending the Intrepid Sea-Air-Space Museum's Annual Veterans Day Ceremony. Seated (L. to R.) are Chaplain W. Kloner, David Lim, vice president of Marketing, Amtrak; H. Scott Higgins, chairman of Veterans Advantage; Maj. Gen. Nels Running USAF (Ret.), Keynote Speaker Col. Paul William Bucha US Army (Ret.), recipient of the Congressional Medal of Honor.

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

continued on page 12

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." Atop 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



World Trade Center memorial is displayed at 30th Street Station in Philadelphia.

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*



Chicago call center employees show their support for the Sept. 11 victims.

Riverside call center... giving from the heart

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 Poirot** 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*



(L. to R.) Peggy Beverage, Mike Eisenberg, Gene Price, Yolanda Mentz and Sandi Poirot display the results of their fundraising efforts.

Amtrak and Red Cross still working together

"So many of us felt
helpless but wanted
desperately to
do something.
This is it.
This is what I could do."

Barbara Knight,
blood drive coordinator

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 stopped 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.



Jean Hughey and Judy Wilson donate blood.

"What better way 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."

Acela Club Restaurant opens at the MCI Center

Overlooking the action-packed event floor of the MCI Center, the contemporary Acela Club Restaurant offers American bistro cuisine and attentive hospitality.

Is Amtrak now in the restaurant business? No, not quite. But we are tapping in to a big business—sports.

Sports generate big bucks, and Amtrak has found a great way to direct some of that business our way.

As part of the Acela sports marketing campaign, we have opened the Acela Club Restaurant in one of Washington's biggest sports venues.

On Nov. 2, Amtrak President **George Warrington** was joined by two big names in Washington sports for the grand opening of the exclusive Acela

Club Restaurant at the MCI Center in Washington, D.C.

As part of our expanded partnership with Washington Sports and Entertainment, owner of the MCI Center, the arena's club-seat concourse has been renamed the Acela Club Level, and the club-level restaurant has been branded with the Amtrak signature and renamed the Acela Club Restaurant.

Sports attract a young and active population—people who are on the go for both business and pleasure. We want to reach those people and increase their awareness of high-speed train service. The opening of the restaurant is just one component of Amtrak's larger sports marketing effort.

With the Acela name so prominently displayed in the restaurant, and on other signage throughout the arena, we can reach some key audiences.

Abe Pollin, chairman of Washington Sports and Entertainment and the NBA Washington Wizards, and Ted Leonsis, chairman of the NHL Washington Capitals, were at the arena with Warrington for a ribbon-cutting ceremony and official unveiling of the new restaurant.

"Amtrak is proud to be on the same team with the Capitals and Wizards to help make Amtrak passenger rail service more popular than ever," Warrington said. "Our new high-



Acela Club diners get a fantastic view of game action.

speed *Acela Express* has enjoyed a terrific inaugural season and with this partnership it will soar even higher."

As part of the restaurant's rebranding, the Acela name adorns china, menus, napkins, the restaurant's glass doors—even Acela Root Beer.

ON THE RIGHT TRACK



Yes, a dog named "Amtrak."

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 in our tickets 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—his 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 redcap **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.

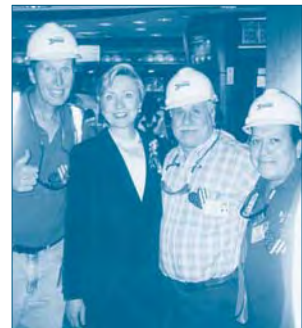
Within a week, English, a lead radio technician, and B&B foreman **Dale Glick**, took to the station roof to see what had to be done with the existing flagpole. After some rehab work to the pole, and adjustment of the station flood lights, a flag donated by **Rich Esposito** of the *Keystone Service* was raised over the station. Also participating in the project from the ET



The American flag now flies over Lancaster station.

department were **Rich Dengler**, **Ed Bogush**, and **Bob Mauger**.

"After 25 or more years, Old Glory flies from the Lancaster Amtrak station" English said. "I thank everyone involved in this project."



Guest Satisfaction, that's the ultimate goal. And, the guest here is Sen. Hillary Clinton (D-NY), who is being directed to her train at New York's Penn Station on Sept. 26. Personally assisting the senator are, (L. to R.) **Steven Clark**, **Adolfo Broegg** and **Marco Villegas**, all B&B inspectors, each with more than 25 years of service.

LETTERS



Professional Fire Fighters of Massachusetts
 Affiliated with International Association of Fire Fighters AFL-CIO and Massachusetts AFL-CIO Council
 130 Bowdoin Street, Suite 710, Boston, Massachusetts 02108
 Tel. (617) 529-4506 http://www.pffm.org/ Fax (617) 529-5212

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



Massachusetts Bay Transportation Authority
 Jane Swift Governor
 Kevin J. Sullivan Secretary and MBTA Chairman
 Robert H. Prince, Jr. General Manager

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 Amtrak Intercity and Amtrak Commuter Rail employees and supervisors and MBTA Railroad Operations staff, combined with the united support provided by the MBTA and Amtrak Police Departments.

Through the MBTA Write To The Top and the Feedback Programs, we have received numerous emails filled with praise and recognition of the effort that was put forth during this extraordinary event. ...

On behalf of the MBTA please extend our thanks to all involved for their dedicated and unselfish contribution.

Sincerely,

Anna M. Barry
 Director of Railroad Operations

Congress of the United States
 House of Representatives
 Washington, DC 20515

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 writing a letter to Secretary of Transportation Norman Mineta, expressing that sentiment. You have our commitment that we will continue to pursue financial support for Amtrak.

Once again, thank you for answering America's call in our time of need. We look forward to working with you to provide a safe and secure national rail passenger system.

Sincerely,

Jack Quinn
 Chairman
 Subcommittee on Railroads

Bob Clement
 Ranking member
 Subcommittee on Railroads

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

Dear Amtrak:

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 checkouts 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 Kiely; Alex Rodriguez; Ronda Altergott; Erik Lawrence; and Mike Dingess.

Sincerely,

An Amtrak Guest



American Red Cross
 of Massachusetts Bay

285 Columbus Avenue
 Boston, Massachusetts 02116
 617-375-0700 phone
 617-375-0750 fax

Dear Governor [Dukakis]:

... Your assistance during these difficult days and your continued support of the Red Cross has been outstanding. We are especially grateful for your offer to coordinate with Amtrak to bring desperately-needed people and supplies to New York. ... Support like this has been and will continue to be crucial to our ability to provide critical humanitarian services. ... On behalf of the entire Mass. Bay Red Cross, I sincerely thank you.

Mark Robinson
 Acting Chief Executive Officer

JOSEPH R. BIDEN, JR.
 (Delaware)

United States Senate
 WASHINGTON, DC 20510-2052

Dear Mr. President [Bush]:

Last week's devastating attacks demonstrated the vulnerabilities of our national transportation system. I applaud your efforts to make air travel more 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 our economy. It also proved to be a critical part of our nation's homeland defense as it not only carried an increased passenger load, but also allowed for the efficient transfer of goods and services across the country. Now we must also rise to the challenge and provide Amtrak with the type of support it deserves.

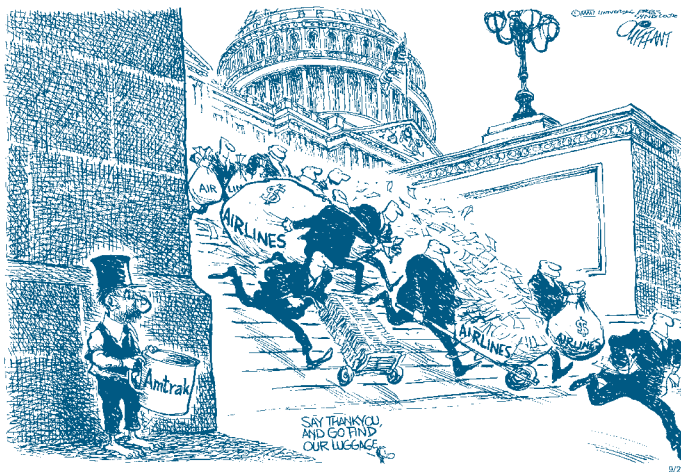
Therefore, as you move forward in making decisions about helping certain segments of the transportation industry, I hop you will include Amtrak. ... This is a small investment for this essential component of our transportation system and one that I hope you will support.

Very truly yours,

Joseph R. Biden, Jr.
 United States Senator



Reprinted with permission. Copley News Service
Cartoonist, Steve Breen.



OLIPHANT © 2001 UNIVERSAL PRESS SYNDICATE. Reprinted with permission. All rights reserved.
Permission includes non-profit editions for use by the handicapped and visually impaired.

The inequity of Amtrak's federal support—compared to that given other forms of transportation—has attracted the attention of some of the nation's most prominent syndicated editorial cartoonists.

The Breen cartoon top left, speaks to a change in public sentiment regarding travel intentions.

The Herblock cartoon bottom right, is notable for two reasons. It was distributed before the attacks, but it seemed to predict a sentiment that many others would soon share. Second, it was one of the final Herblock cartoons. Herbert Block, 91, and the winner of three Pulitzer Prizes for cartoons, died in early October.

The Oliphant cartoon, was inspired by congressional approval of \$15 billion in emergency funding for airlines soon after the Sept. 11 terrorist attacks.



—copyright 2001 by Herblock in The Washington Post

Andy Rooney speaks out on trains



CBS correspondent
Andy Rooney

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.

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Year Anniversary October 2001

ARMSTRONG, DAVID
New Haven District

BARRETT, JOHN
Philadelphia District

BRIDGEFORD, THOMAS
Empire / Albany District

CALIBOSO, THOMAS
Chicago Metro District

COLE, WILLIAM
Chicago Metro District

CORMAN, MARILYN
Philadelphia District

COX, RICHARD
Philadelphia District

CURRAN, DANIEL
Boston District

ELAM, LYDIA
Wilmington / Bear District

ENGELHARDT, EDWARD
New Haven District

FOURNIER, THOMAS
New Haven District

FOWKES, PAUL
Boston District

GHATAK, MAHADEV
Washington, DC, HQ

GIBSON, RANDY
Chicago Metro District

GRAY, HALE DEBRA
Wilmington / Bear District

GROCE, JESSE
Beech Grove District

HEINSTR, BEN
Chicago Metro District

HENDERSON, GERALD
Beech Grove District

HENMAN, RALPH
Chicago Metro District

HOLLAND, DAVID
New York District

HUNTER, AUDREY
Philadelphia District

KAIRIS, JOHN
MBTA / Boston District

KEENAN, RONALD
Philadelphia District

KELLY, SEAN
MBTA / Boston District

KNIGHT, RUTH
Washington DivDC Non-HQ Dist

KOBRINSKY-HEFLEY, MARIA
Philadelphia District

MARTINO, JAMES
San Jose District

MCCRACKEN, THOMAS
San Jose District

MCNAMARA, COLLEEN
Chicago Metro District

MILLER, WILLIAM
Philadelphia District

PETERSON, ROBERT
Chicago Metro District

PHILLIPS, CLYDE
Washington DivDC Non-HQ Dist

PRIMUS, AMY
Philadelphia District

RAWLINS, GLENN
New York District

ROGERS, ERIC
Chicago Metro District

RYAN, STEPHEN
New York District

SAMPLE, CRAIG
Philadelphia District

SAUNDERS, ANTHONY
Washington DivDC Non-HQ Dist

SAUNDERS, JOHN
Empire / Albany District

SCHIRF, PAUL
Washington DivDC Non-HQ Dist

SCOTT, DEBORA
Philadelphia District

SLAUGHTER, MALCOLM
Philadelphia District

SNYDER DONALD
Philadelphia District

STROZZA, LOUIS
Detroit District

THOMPSON, DAVID
Philadelphia District

TONER, SUSAN
Philadelphia District

TURNBLACER, CHRISTINE
Washington, DC, Headquarters

WACKES, NANCY
Philadelphia District

WADE, RONALD
Chicago Metro District

WASSON, TOM
Chicago Metro District

WERTZ, DAVID
New York District

WIGFIELD, DAVID
Washington DivDC Non-HQ Dist

WILLIAMS BARRY
Boston District

20 Year Anniversary October 2001

ADDISON-ROGERS, DEBORAH
Philadelphia District

FRAZIER SR, ERNEST
Philadelphia District

GARNETT, DESIREE
Philadelphia District

GUZEWSKI, RAYMOND
Empire / Albany District

HARRIS, STEVEN
Wilmington / Bear District

MCDONOUGH, ROBIN
Washington, DC, Headquarters

RAGLAND ROBERT
Philadelphia District

25 Year Anniversary September 2001

ADAMS, GERALD
Philadelphia District

ALBRECHT JR, WILLIAM
Wilmington / Bear District

ALTMAN, WALTER
Wilmington / Bear District

AMBER, BRIAN
Philadelphia District

ANDERSON, JAMES
New Haven District

ANTHONY, JOHN
Baltimore District

ARRIGHI, RICHARD
New Haven District

BEAUREGARD, RONALD
New Haven District

BELL, CRAIG
Beech Grove District

BENNETT, MARK
Boston District

BERTRAND JR, CHARLES
Philadelphia District

BIBLEHIMER, MICHAEL
Baltimore District

BINFORD-MEBANE, GAIL
New York District

BLACKWELL, WILLIAM
Philadelphia District

BOGGS, SHELDON
Philadelphia District

BOHNE, ROBERT
Philadelphia District

BOWER, FRANK
Philadelphia District

BRACY, SANDRA
Philadelphia District

BRADLEY, JAMES
Philadelphia District

BRANDER, MARK
New York District

BRANDLI, PAUL
Boston District

BRIDES, OWEN
Boston District

BRYSON, ALLEN
Philadelphia District

BUCCI, FLOYD
Philadelphia District

BUCKLEY JR, GEORGE
MBTA / Boston District

BUDNICKI, R
Philadelphia District

BUDRECKI, JONATHAN
Baltimore District

BUNDA, EDWARD
New York District

BURNS III, WILLIAM
Boston District

BURR, DAVID
Boston District

BUTLER, JOHN
Philadelphia District

CALAMAR JR, EDWARD
Boston District

CANDENQUIST, ARTHUR
Headquarters

CAPELLO, RICHARD
Philadelphia District

CAPIK, JOHN
New York District

CARLSON, NORMAN
Boston District

CARR, JAMES
Boston District

CHAMBERS, STEPHEN
Washington DivDC Non-HQ Dist

CHURCH, WAYNE
Baltimore District

CIARLO, RAYMOND
Boston District

CIVITILLO JR, VINCENT
New York District

COLLINS, ROBERT
New York District

COMEAU, GEORGE
Boston District

CONNOR, WALTER
Boston District

CONSTANTINEAU, JEFFREY
MBTA / Boston District

COOK, MARGARET
New Haven District

CORSETTI, DAVID
New Haven District

COSENTINO, THOMAS
New York District

CRESCENZO, ROBERT
New Haven District

CROWLEY, ROBERT
Philadelphia District

CRUISE, FRANK
New York District

DANCHISKO JR, PETER
New York District

DAVIS, GERALDINE
Philadelphia District

DAVIS, JOSEPH
Boston District

DEAN, EDWARD
Baltimore District

DEBERARDINIS, MARIO
Philadelphia District

DEFORD, LARRY
Beech Grove District

DELACY, JOHN
Los Angeles District

DELOUGHERY, JOHN
New York District

DIFILIPPO, ROBERT
Philadelphia District

DINDINO, PAUL
Philadelphia District

DONNELLY, PHILIP
New York District

DOOLEY, JOHN
New York District

DOUGHERTY, JAMES
Philadelphia District

DULD, CHARLES
Philadelphia District

DUNCAN, J ROBERT
Wilmington / Bear District

DUNSTON, HERMAN
New York District

DUNSTON, RONALD
New York District

EARLY, JOHN
New Haven District

EGAN, JOSEPH
Philadelphia District

EGRIE, JAMES
Philadelphia District

ENGLISH, WILLIAM
Philadelphia District

ESCHER, GEORGE
Philadelphia District

FAGAN, JOHN
Philadelphia District

FALLERS SR, JOHN
Wilmington / Bear District

FARRELL, JACKIE
New York District

FERNALD, MICHAEL
Sanford District

FESSEY, CHRISTOPHER
New York District

FILANOWSKI, DOMINIC
Philadelphia District

FOLWELL, KENNETH
New York District

FORNWALT, JAMES
Los Angeles District

FOURNIER, FREDERICK
Boston District

FULLERTON JR, CHARLES
New Haven District

GADBOIS, RICHARD
Philadelphia District

GADOMSKI, PAUL
New York District

GAMBRELL, CARLTON
New York District

GATELY, DAVID
Boston District

GATLEY, PAUL
Wilmington / Bear District

GEESON, TIMOTHY
Washington DivDC Non-HQ Dist

GEMZIK, PAUL
Baltimore District

GENOVARIO, WILLIAM
New York District

GETZ, JOHN
Boston District

GIBBONS, VINCENT
Philadelphia District

GIBSON JR, DONALD
Boston District

GIGUERE, GERARD
Boston District

GILBERT, GWENDOLYN
Washington, DC, Headquarters

GILLESPIE, DANIEL
New York District

GOLDSTON, LEMETTE
Oakland District

GORDON, RONALD
Boston District

GRIFFIN, JOHN
Wilmington / Bear District

GULYA, JEFFREY
MBTA / Boston District

HAFFER, RICHARD
Washington DivDC Non-HQ Dist

HARGAN JR, HOWARD
Wilmington / Bear District

HARMON, WILBUR
Philadelphia District

HART, CURTIS
Philadelphia District

HATMAN, RANDALL
Philadelphia District

HAYES, BRUCE
Boston District

HAZARD, RICHARD
New York District

HEALY, DENNIS
Philadelphia District

HITE, CHARLES
Baltimore District

HOFFMAN, JOSEPH
New York District

HOLDER, CHARLES
New York District

HONER, RAYMOND
Philadelphia District

HOSUTLER, PATRICIA
Philadelphia District

HOUSMAN, ROGER
New York District

HOWEY, TIMOTHY
Philadelphia District

INSTONE JR, GEORGE
Philadelphia District

IRISH, FRED
Boston District

IZZO, THOMAS
Wilmington / Bear District

JAREMA JR, ANTHONY
Philadelphia District

JOHNSON, LEE
New York District

JONES, PATRICIA
Chicago Metro District

JULIEN, JOSEPH
Philadelphia District

KADLICK JR, JOSEPH
Boston District

KELAHAR, WILLIAM
New Haven District

KEYES, JAMES
New York District

KIJULA, DAVID
New York District

KIRCHER, JOHN
Empire / Albany District

KIRTADZE, SUSAN
Chicago Metro District

KNAPIK, DONALD
Philadelphia District

KOCUBINSKI, STEPHEN
New York District

KOWSKY, JOHN
New York District

LAIDLER, ALLEN
New York District

LAIRD, DAVID
New Haven District

LAKOFF, LYNN
New Haven District

LANGVIN, PAUL
Boston District

LOEHRS, STEPHEN
Philadelphia District

LYNN, RUSSELL
New York District

MAGEE, KIERAN
Philadelphia District

MANGER, PAUL
New York District

MANNI, WAYNE
Boston District

MANNING, JOHN
Boston District

MARSHALL, JAMES
Atlanta District

MC CARGO, FLOYD
Baltimore, District

MCCALLISTER, ROBERT
Philadelphia District

MCARDLE, JOSEPH
Philadelphia District

MCCARTHY, ROBERT
New Haven District

MCCAUGHEY, CHARLES
Boston District

MCCLOSKEY, MARYANN
Philadelphia District

MCDANNELL, WAYNE
Wilmington / Bear District

MCGIVERN JR, WILLIAM
Philadelphia District

MCGOVERN, STEPHEN
Boston District

MCKEEVER, TERENCE
Philadelphia District

MCLEOD, PETER
Boston District

MELLISH, WILLIAM
New Haven District

MENGES, ANTONIJA
Chicago Metro District

MEYER, VERNON
New York District

MICHALSKI, PAUL
New York District

MILLER SR, CHARLES
San Jose District

MOORE, JOHN
Wilmington / Bear District

MOORE, KEVIN
New York District

MOORE, TIMOTHY
Philadelphia District

MOORE, WAYNE
Boston District

MUSSO, LAWRENCE
Boston District

NARUSEWICZ, JAMES
New York District

NATTILE, NARVELLE
Philadelphia District

NAZARIAN, PETER
New York District

NIEBALA, RAYMOND
Boston District

NIEWIADOMSKI, IRENE
Philadelphia District

NUGENT, JAMES
New York District

O SULLIVAN, MARTIN
New York District

O'BRIEN, THOMAS
New York District

O'CONNELL, MICHAEL
Philadelphia, District

OCONELL, DANIEL
New Haven District

OWINGS, J BLAKE
Philadelphia District

OWSIANY, MARK
Chicago Metro District

PACHECO, JR MANUEL
MBTA / Boston District

PEELE, STEFAN
Philadelphia District

PELLEGRINO, SUSANNE
New Haven District

PEREZ, FELIX
Philadelphia District

PEREZ, ROGELIO
New York District

PETRELLA, ROBERT
Philadelphia District

PIASKOWSKI, RAYMOND
Wilmington / Bear District

PITZ, GEORGE
Wilmington / Bear District

POLICK, MICHAEL
Philadelphia District

PONDER, MICHAEL
MBTA / Boston District

POTTER, JACK
Philadelphia District

POWERS JR, JOHN
Boston District

PRETTYMAN, WALTER
Philadelphia District

PRICE, THOMAS
Baltimore District

RAE, WILLIAM
MBTA / Boston District

RAGAN, CRAIG
New York District

RAY, WILLIE
Philadelphia District

RAZLER, PATRICK
New York District

REBELLO, JOHN
New Haven District

REYNOLDS, ROGER
Boston District

REYNOLDS, STEPHEN
Chicago Metro District

RICKARDS, GLEN
Philadelphia District

RINALDI, LOUIS
New York District

ROBERSON, FRED
Wilmington / Bear District

ROBINSON, CHRIS
Wilmington / Bear District

ROBUSTO, RONALD
Los Angeles District

RODGERS JR, DAVID
Philadelphia District

ROSEMOND, RODNEY
New York District

ROSS, FRANCIS
Philadelphia District

ROSS, FRANK
Philadelphia District

ROUSSEAU, STEPHEN
New York District

ROUTZAHN, RONALD
Washington DivDC Non-HQ Dist

RUANE, JOHN
New York District

SARKADY, ERNEST
New York District

SCHATZ, DAVID
Philadelphia District

SCHROEDER, HARRY
Philadelphia District

SCHWARTZ, ROBERT
Philadelphia District

SEIBERT, JOHN
Chicago Metro District

SERBIN, FRANK
New York District

SERFESS, MICHAEL
New York District

SETTLEMYER JR, DAVID
Baltimore District

SEVILLE, WALTER
New York District

SHARAR, JOHN
Philadelphia District

continues on page 9

Secretary Tommy Thompson is honored in a dedication ceremony



Sylvia de Leon and Amy Rosen, Amtrak board members and long-time friends of Secretary Thompson, participate in the champagne christening of the P42 locomotive Amtrak dedicated to Thompson.

"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 loco-

motive 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 it 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.

Forty 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 Mewes**, 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.



Caesar Jimenez and Angie Starr, proud to have been a part of the successful tournament.

EMPLOYEE MILESTONES

Congratulations to All of You!

continued from page 8
SHERLOCK, GREGORY
Philadelphia District

SHERLOCK, MICHAEL
Philadelphia District

SHERROD, GEORGE
Baltimore District

SHIMANEK, DARLENE
Baltimore District

SIBERT, JAMES
New York District

SIBLEY, WAYNE
Empire / Albany District

SIEBERT, ROBERT
New York District

SIMKUNAS, EARL
New York District

SIMON, HUBERT
New Haven District

SINGH, DEONARINE
New York District

SINGH, RANJIT
New York District

SLABY, GEORGE
Chicago Metro District

SMITH JR, CLIFFORD
Miami District

SMITH, DONALD
Beech Grove District

SMITH, ROBERT
Boston District

SONNENBERG, THOMAS
New York District

SOUCY, DAVID
Boston District

SPAIN, DONALD
New York District

SPRINKLE, PAUL
Boston District

ST LAWRENCE, EGBERT
New York District

ST SAUVEUR, JOHN
Los Angeles District

STACHOWSKI, RONALD
Boston District

STAMMEL, MICHAEL
Empire / Albany District

STANFORD III, JOHN
Philadelphia District

STEFFNEY, ROBERT
Philadelphia District

STILLWAGON, RONALD
New York District

STRAUSS, DAVID
New York District

STROLIS, RENEE
Philadelphia District

SULLIVAN JR, FRANCIS
Jacksonville District

SUND, JOHN
Wilmington / Bear District

SUTTON, RICHARD
Philadelphia District

SWAN, RONALD
Boston District

SWEET CHARLES
Philadelphia District

TAYLOR, GARY
New York District

TEMPLE, GREGORY
Washington Div/DC Non-HQ Dist

THOMAS, DOUGLAS
Philadelphia District

THOMAS, ROBERT
New Haven District

THOMPSON, JEFFRY
Boston District

TIMMONS, VINSON
Boston District

TOADVINE, JAMES
Philadelphia District

TRAINOR, DONALD
Baltimore District

TRIVETT, GWENDOLYN
Wilmington / Bear District

TWOMBLY, GEORGE
Baltimore District

URBAN JR, STEPHEN
New York District

VASCONCELLES, DONALD
Boston District

VASSALLO, RICHIE
New York District

VASSOR, JOCELYN
Washington, DC, Headquarters

VEISZ, RICHARD
New York District

VENNER, JOSEPH
New York District

VERDI, RICHARD
Philadelphia District

WADE, ELIZABETH
Wilmington / Bear District

WALKER JR, FORREST
New York District

WALLS, JAMES
Wilmington / Bear District

WALTON JR, ALBERT
Washington, DC, Headquarters

WARFORD, ROBERT
Boston District

WARNER, BARRY
Wilmington / Bear District

WELCH, CATHERINE
Empire / Albany District

WHITEHURST, KENNETH
New York District

WILEY JR, DAVID
New York District

WILSON, DAVID
MBTA / Boston District

WINTERBOTTOM, ALBERT
New York District

WONNEBERGER, CHARLES
Boston District

WOODWARD, KENNETH
Boston District

WYSONG, ANNE
Philadelphia District

YOST, RAYMOND
Baltimore District

YULFO FERDINAND
New York District

ZOLTANSKI, RONALD
New York District

30 Year Anniversary
October 2001

ANDERSON, JOANN
Chicago Metro District

BACCHUS, ROSIE
Philadelphia District

BARNES, MARY
Chicago Metro District

BUCHYK, CANDY
Chicago Metro District

DARR, MARY
Detroit District

FITZGERALD, MILLICENT
Chicago Metro District

GOBLE, MARTHA
Chicago Metro District

KOZIJ, WALLY
Chicago Metro District

MCILVOY, KENNETH
Washington Div/DC Non-HQ Dist

MYERS, KAREN
Oakland District

NIES, LINDA
Los Angeles District

SLAUGHTER, JERA
Chicago Metro District

WINGLER, LELANI
Chicago Metro District

Retirement
October 2001

CRAIG, RAYMOND
Oakland District

CUADERES, LORENZO
San Jose District

GILLETTE, DAVID
Beech Grove District

JOHNSON, MARY
Detroit District

LACEY, DONALD
Boston District

LACHAPELLE, GEORGE
Boston District

MILLIEN, JACQUES
New York District

NUICE, LARRY
Washington Div/DC Non-HQ Dist

PFEIFFER, ELAINE
Seattle District

RODRIGUEZ, CLAUDIO
Los Angeles District

RYAN, PATRICK
Washington Div/DC Non-HQ Dist

SNOW, JOE
Wilmington / Bear District

SWANN JR, ROSCOE
Washington, DC, Headquarters

VENANGO JR, THEODORE
Philadelphia District

RAILWAY ROUNDUP

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. I soon ran out of Travel Planners, bags, time tables and the like. Fortunately, extras were brought. This was expected to be a small event, but I estimate we gave out more information on passenger rail than at any show I have attended. We brought chairs, but never got a chance to sit down!

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, Rensselaer, 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 Hollis**, **Armen Megrabyan**, **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.



Eleven employees were recognized for environmental excellence; five are pictured here. (Top row) Jose Flotte and Armen Megrabyan. (Front row) Rufino Casal, David Pirenian, and Billy Hollis.

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

Grand opening of Amtrak Martinez station

Newly built and serving more guests every year, Amtrak's Martinez station is now an intermodal facility.

On Sept. 22, local residents, state and local dignitaries joined **Gil Mallery**, senior vice president of Amtrak West, at the grand opening and dedication ceremony for the new Martinez Amtrak station. Mayor Michael

Menesini officially opened the station with a ribbon cutting ceremony, as the Alhambra High School band and choir filled the air with music.

The Martinez station serves eight daily *San Joaquin* trains; 18 *Capitol Corridor* trains; two daily *Coast Starlight* and *California Zephyr* long-distance trains, and Amtrak Thruway motorcoaches.

"We are seeing a renaissance of rail throughout the country," Mallery said. "Martinez already knows what the rest of the country is beginning to find out—that rail is a viable part of the nation's transportation system."

"Governor Gray Davis has made congestion relief one of his highest transportation priorities," said Jeff Morales, director of the California DOT. "One important tool in the governor's initiative is to increase the state's intercity passenger rail program. New and convenient facilities such as the Martinez Amtrak station will help encourage riders to climb aboard the trains."



(L. to R. foreground) Linda Lewis, Martinez City Council member; Sen. Tom Torlakson; Jeff Morales, Caltrans Director; Martinez Mayor Michael Menesini; and Gil Mallery, senior vice president of Amtrak West.

West used revenue generated from recycling to buy promotional items from recycled materials, saved 500 pounds of materials and \$3,000 by refilling toner cartridges, and saved \$33,700 through the elimination of two trash compactors.

WasteWise is a voluntary EPA program, and it has 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 asking **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

"El Paso's safety record is a fantastic accomplishment."

**Joy Smith, general manager
Southwest Business Group**

or more. These employees include Conductors **George Arredondo, Roman Barragan, Juan Fernandez, John Marcee, Norman Marestein, Jimmy Moreno, George Natividad, Oliver O'Bryant, Danny Smith and John Wylie**; Engineers **Robert Berroteran, Bill Herron, Nickee Keene, Karl Kinstle, Edward Kollar, Roland Napoles, Charlie Torres, Ruben Villareal and John Stutes**; B&A Clerk **Lupe Medina**; and Ticket Clerk **Gilbert Page**.

*By: Dave Morgan
service manager, El Paso Crew Base*

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. FY00 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.

A M T R A K I N T H E N E W S

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 it 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 intercity drives.

"Terrorist attacks increase interest in high-speed rail." Sarasota Herald - Tribune, October 2001.

The train, 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.

"Back on track." The Philadelphia Inquirer, September 2001.

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.

"Congress should help Amtrak." Providence Journal Bulletin, October 2001.

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 an 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, trains help prevent sprawl. In many communities, train stations are centrally located, which can spur downtown development.

"America turns to rail—when will Congress." The Sun, October 25, 2001

PROMOTIONS IN MOTION



Amtrak is prominently featured in a scoreboard advertisement at a football game between the 49ers and the Falcons.

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.

Amtrak 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 Quick-Trak kiosks, 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
60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

Amtrak

ink

Volume 7 . Issue 1 . January 2002

Passenger rail service returns to Maine

Amtrak's 45-state passenger rail network grew one state larger last month, as strong, long-standing popular support and an active grassroots 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 Track 7, raised his voice and called out, "All Aboard!"

With that, the nearly 400 invited guests moved out to the platform and began boarding as Gov. King christened the engine for good luck.

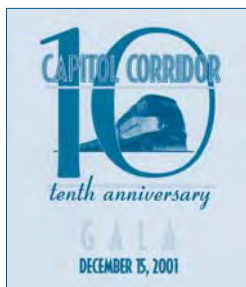
The inaugural trip lasted over four hours as the train made a whistle-stop tour, allowing each town to welcome the *Downeaster* with local fanfare and festivities. However, the regular service makes the 114-mile trip in about two hours and 45 minutes, stopping at a total of seven stations in three states.



L. to R.: Gov. Michael Dukakis and Maine Senators Olympia Snowe and Susan Collins look on as Gov. King christens the inaugural train.

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.

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.

Citing a steady growth in ridership, Thomas Blalock, chair of the *Capitol Corridor* Joint Powers Authority Board, said, "Riding the train offers travelers an alternative to driving Interstate 80, which the train route parallels, and the trains are an economical, comfortable and reliable way to travel between downtown Sacramento and cities in the Bay Area."

The corridor parallels the highly congested I-880 and I-80 highway corridors between San Jose, Oakland/San Francisco, Sacramento and Auburn. Amtrak Thruway Motorcoaches provide dedicated connections between the trains and a number of areas in the Central Coast, Northern California, and Nevada.

At the gala dinner, **Gil Mallory**, senior vice president of Amtrak West, reminded the guests that six years ago, the *Capitol Corridor* was in danger of elimination in the face of a

continued on page 11

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.

The 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.

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

continued on page 5

Inside

2

TRAIN OF THOUGHT

Liquidation plan overturned

3

Signage standards



Ticketing at the gate

4

ON THE RIGHTRAK

5



Dukakis visits staff in Chicago

Ground zero workers

6

Amtrak achievements in 2001

Double milestones for *Acela*

7

Right Care...Day One

Cities receive GASF grants

Displaced employees give thanks to coworkers

8

EMPLOYEE MILESTONES

9

AMTRAK IN THE NEWS

10

RAILWAY ROUNDUP

11

Amtrak returns to Louisville Union Station

Intranet getting upgrade

12

PROMOTIONS IN MOTION

BENEFITS CORNER

Laptop theft

AMTRAK®

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



George Warrington

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 now 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 destruc-

tive 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.

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

"The measure we passed sends a clear message that there are no plans to liquidate Amtrak."

Sen. Joe Biden of Delaware

limited 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 defense appropriations bill 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 Ink

Vol. 7, Issue 1, January 2002

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory, *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMW5BU
Internet e-mail: AMW5BU@amtrak.com

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 impor-

tant 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

As with other applications of the logo, all design layouts with the new brand identity require approval from the Brand Management Team.

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.

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.

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 that 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,

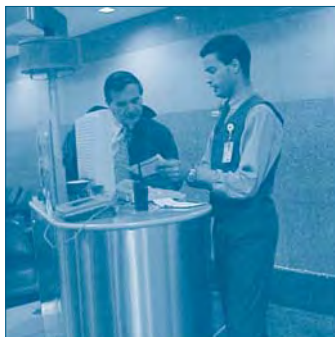
Mobi-Check earned positive responses from both ushers and the agents assigned to work the device.

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. They reported that several guests expressed their appreciation for having this ticketing option available.

The project team is compiling its report now, and will make its recommendation to senior management soon.



Mohamed Ghazzar, a ticket agent at Washington Union Station, assists a guest at the Mobi-Check workstation. Ghazzar says, "It's great for helping customers at the last minute."

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.

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.

O N T H E R I G H T T R A K

Christmas on the Lake Shore Limited

Christmas Day in Chicago was a jolly one for many travelers at Union Station.

With great holiday cheer, Ole Saint Nick greeted children and the young at heart as they waited inside the station and relaxed onboard trains.

The *Lake Shore Limited* crew, along with Santa—A.K.A. engineer **Terry Chenore**—entertained passengers for hours. He was Santa all the way to Toledo!



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



(L. to R.) Team leaders Barbara Schmidt and Betty Fleming.

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 Pellettieri**, 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.



Pellettieri and his work in progress.

The mural highlights many American icons, including the Statue of Liberty, the emblems of New York City's police and fire departments, and of course Old Glory. Its inscription reads "We extend our thanks to America's heroes, past and present."

Always modest, Pellettieri is quick to thank his creative colleagues for their suggestions and support. "My fellow employees took great interest in this project and helped to speed along its completion. All that's left are some finishing touches," he said.

Foreman **Ray Guzowski**, 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 Pellettieri'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



Officer Apostolico and Cijo thank Jeff Campbell for his donation.

for K-9 officers like Amtrak's Cijo. Officer Apostolico was thrilled with the donation, and with the peace of mind that comes with knowing his partner is that much safer on duty.

'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



Susan Reed, reservation agent, talks with an Amtrak guest as Gov. Dukakis monitors the call.

Dukakis stressed the need for Congress to earmark dedicated funds for rail, just as they currently do for airports and highways.

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 **Don Saunders** and Government Relations Vice President **Cheryle Jackson**, 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 Reservation Sales 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 550 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

regular 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 that 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 was 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 airlines 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 VRU 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 \$180 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 inter-city 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



December 2000: *Acela Express* inaugural arrives in Boston.

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 produc-

tive 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 manage-

"Day One is a great example of how labor and management, working together, can really change things for the better."

Joe Bress, vice president of Labor Relations

ment, working together, can really change things for the better," said **Joe Bress**, vice president of Labor Relations. "It is well on its way toward becoming an integral part of our corporate culture."

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," said Hank Dittmar of the GASF. "We're pleased at the level of interest displayed in station revitalization from around the country,

and particularly happy that this year's grant winners combine economic revitalization with the provision of convenient transportation choices."

To promote development beyond the doors of the stations, grantees include those stations with the potential to provide a variety of travel options including Amtrak, commuter rail, intercity bus, and local transit as well as support vehicle, bicycle and pedestrian activity.

"Station revitalization can provide the spark that brings downtown back to life," said John Robert Smith, chairman of the foundation's Board of Directors and mayor of Meridian, MS, which revitalized its Amtrak station a few years ago. "Our station project in Meridian has sparked over \$18 million in investment in our downtown at the same time that it has prompted a boom in Amtrak ridership."

For a detailed summary and photo of each winning project, along with more information on the Great American Station Foundation, visit www.stationfoundation.org.

The 2001 honorees include

- Kingman, AZ
- Fresno, CA
- Grand Junction, CO
- Hollywood, FL
- 79th Street Station in Miami, FL
- Centralia, IL
- Mattoon, IL
- Normal, IL
- Lawrence, KS
- Louisville, KY
- Natchitoches, LA
- Edgewood, MD
- Deming, NM
- Myrtle Beach, SC
- Wharton, TX
- Brookfield, WI

Employees displaced by fire thank coworkers for support

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 Southampton 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*

EMPLOYEE MILESTONES

15 Year Anniversary November 2001

ABRAHAM, JAMES
Oakland District

ADAIR, BRUCE
Oakland District

ANDERSON, DALE
Oakland District

BAKER, ROBERT
Wilmington / Bear District

BALLEJOS, DAVID
Los Angeles District

BEIL, THOMAS
Los Angeles District

BELLUOMINI, RAYMOND
Oakland District

BELYEU SR, JEROLD
Los Angeles District

BOWLER, GARY
Salt Lake City District

BOYD, ROBERT
Los Angeles District

BRAGG, MICHAEL
Oakland District

BROWN, DENNIS
Los Angeles District

BROWN, DENNIS
Beech Grove District

BROWN, FRANK
Los Angeles District

BURK II, JOSEPH
Oakland District

BURKE, GARY
Oakland District

CARBIENER, DARLAND
Los Angeles District

CARLSON, DARRELL
Los Angeles District

CASE III, STEPHEN
Los Angeles District

CASSARA, DONALD
New Orleans District

CASTRO, MARIO
Oakland District

CLAUSEN, YOLINDA
New York District

CLEVELAND, GROVER
Los Angeles District

COOPER, GREGORY
Oakland District

COTTON JR, WILLIAM
Oakland District

CREGO, ROBERT
Los Angeles District

DAVIS, DUSTIN
Los Angeles District

DAVIS, ZERITA
Washington Div/DC Non-HQ

DE LA ROSA, THOMAS
Oakland District

DE STEUNDER, WILBERT
Los Angeles District

DIKE, WILLIAM
Oakland District

DIPILLA, PASQUALE
Wilmington / Bear District

DRUMMETER III, LOUIS
Washington Div/DC Non-HQ

DWYER, THOMAS
New Haven District

EDSON, RICHARD
Oakland District

ELNER, ROBERT
Oakland District

EVANS, RICHARD
Los Angeles District

FERRIS, MICHAEL
Washington Div/DC Non-HQ

FINASE, RICHARD
Boston District

FLESHMAN, MICHAEL
New Orleans District

FRIESEN, MONTY
Los Angeles District

FRITZ, WILLIAM
San Jose District

FRIZZELL, ROBERT
Boston District

GALUSHA, KENNETH
Los Angeles District

GARRETT, JEFFERY
Oakland District

GLASS, CHARLES
Los Angeles District

GONZALES, CHARLES
Oakland District

GOSNEY, PHILLIP
Oakland District

GREEN, RICHARD
New Haven District

GRISWOLD, JAMES
Los Angeles District

GWIN, STEVEN
Los Angeles District

HARTMAN, NANCY
Detroit District

HARTSFIELD, CHARLES
Los Angeles District

HENSEL, DAVID
Oakland District

HICKS, LARRY
MBTA / Boston District

HIDALGO, PETER
Oakland District

HOLMES, EDWARD
Washington Div/DC Non-HQ

HOLMES, FLOYD
Los Angeles District

JACKSON, MELVIN
Oakland District

JOHNSON, HARVEY
New York District

KIRCHANSKI, JON
Oakland District

KISER, SHAWN
Wilmington / Bear District

KLENKE, DENNIS
Oakland District

KONSTANZER, GREGG
Chicago Metro District

KROLL, CYNTHIA
New York District

KUNZER, THOMAS
Sanford District

LAMBIRTH, MICHAEL
Los Angeles District

LAPPIN, DAVID
Oakland District

LAVOIE, LIONEL
Washington Div/DC Non-HQ

LONG, DAVID
Oakland District

LUCAS, ANDREW
Los Angeles District

LUIZ, GREG
Los Angeles District

MACFADDEN, WADE
Sanford District

MASCHMEYER, ROBERT
Oakland District

MATHEWS, RICHARD
Los Angeles District

MCDUGALL, THOMAS
Los Angeles District

MCCRATH, RICHARD
Oakland District

MCCRIF, SHARON
Wilmington / Bear District

MEDARIS, JOHN
Oakland District

MINTO, ALLEN
Oakland District

MISIASZEK, ALAN
Washington, DC,
Headquarters

MOREAU, STEPHEN
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
Washington Div/DC Non-HQ

PESCEVIC, LOUIS
Los Angeles District

PETERSON, ROBERT
Twin Cities District

PETROSKI, GEORGE
Chicago Metro District

PIMM, ROBERT
Oakland District

PITMAN, GEORGE
Kansas City District

PRETLOW, KEVIN
Philadelphia District

PRICE, BARRY
Washington Div/DC Non-HQ

PUGH, JAMES
Los Angeles District

PUGH, ROBERT
Los Angeles District

RAY, MARVIN
Oakland District

REDENBAUGH, ROY
Los Angeles District

RODRIGUEZ, DANIEL
Oakland District

RODRIGUEZ, L
Los Angeles District

ROGERS, WILLIAM
Los Angeles District

ROSS, CAMILLE
Washington, DC,
Headquarters

SANDERS, DARRELL
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
Washington Div/DC Non-HQ

THEIS, JOSEPH
Los Angeles District

VINCENT, GORDON
Washington Div/DC Non-HQ

WALKER II, NORMAN
Los Angeles District

WEEKS, JOHN
Oakland District

WEIGLE, RICHARD
Los Angeles District

WHITTLE, ROBERT
Oakland District

WILLIAMS, NOEL
Washington Div/DC Non-HQ

WONG, HARVEY
Los Angeles District

WONG, THOMAS
Los Angeles District

WRIGHT, CHARLES
Los Angeles District

15 Year Anniversary December 2001

BARR JR, ROBERT
Wilmington / Bear District

BECHAND, ROBERT
Empire / Albany District

BOTT, BRIAN
Empire / Albany District

BROWN, ROBERT
Washington Div/DC Non-HQ

CASENAVE, ARLENE
New York District

COOK, JULIE
Miami District

FARRELL, TERRANCE
New Haven District

FOLEY, THOMAS
Philadelphia District

HANEY, PHILLIP
Atlanta District

JONES, NORMA
Oakland District

KEYSER, BRENT
Philadelphia District

KLEIN, EDWIN
Washington Div/DC Non-HQ

MAZOTAS, EDWARD
New York District

MCCOLLUM, JOHN
Philadelphia District

MCHUGH, CHARLES
Chicago Metro District

MCKANAS, KATHLEEN
MBTA / Boston District

MOLNAR JR, DETROIT DISTRICT

MOORE SR, KEITH
Los Angeles District

MULLINS, GENE
Washington Div/DC Non-HQ

PROCHASKA, JOSEPH
Washington Div/DC Non-HQ

RACE SR, JEFFREY
Empire / Albany District

RODRIGUEZ, JOEL
Oakland District

SMITH, ANTHONY
Wilmington / Bear District

TAYLOR, L'VONNE
Wilmington / Bear District

WALLACE, CAUSA
Washington Div/DC Non-HQ

WEDDLE, SCOTT
Chicago Metro District

YOUNG, DANETTE
Lorton District

20 Year Anniversary November 2001

GALLAGHER, TIMOTHY
Chicago Metro District

MCCALL, ROBERT
Boston District

SANTIAGO, ROBERT
New York District

VENEZIA, JAMES
New York District

25 Year Anniversary November 2001

ALBERT, PAMELA
Philadelphia District

ANDERSON, ALAN
Wilmington / Bear District

APODACA, VIRGINIA
Los Angeles District

ARMSTRONG, RICHARD
Chicago Metro District

BAILEY, HARRY
Philadelphia District

BAKER, MICHAEL
Philadelphia District

BANNON, SHIRLEY
Wilmington / Bear District

BARCZAK, JAMES
New York District

BARRETT, NANCY
Philadelphia District

BASANAVAGE, LILLIAN
Philadelphia District

BEYNON, RICHARD
Philadelphia District

BIELECKI, DENNIS
Boston District

BOGART, JOHN
New Haven District

BRADLEY, FRED
New York District

BRADLEY, MICHAEL
Baltimore District

BRISBON, SHIRLEY
Philadelphia District

BROWN, DAVID
Baltimore District

BROWN, ROBERT
Philadelphia District

CAMPBELL, JOYCE
Chicago Metro District

CARLTON, JOHN
Wilmington / Bear District

CASTILLO, ENRIQUE
New York District

CHASEN, THOMAS
Washington Div/DC Non-HQ

CIUPINSKI, JOHN
Philadelphia District

CORMIER, GENEVA
Chicago Metro District

CORSETTI, CLIFFORD
Boston District

CRAIG, LEOLA
Philadelphia District

CURRY, WILLIAM
Philadelphia District

DA CRUZ, JORGE
Chicago Metro District

DEEGAN, ROBERT
Philadelphia District

DELANEY, THOMAS
New Haven District

DIAS, GERALD
Jacksonville District

DODD, ROBERT
New Orleans District

DRAIN, BENNIE
New Haven District

DUNFEE, HARRY
Philadelphia District

ECKARD, TIMOTHY
Philadelphia District

EZOVSKI, KENNETH
New Haven District

FIKES, THOMAS
Philadelphia District

FRANKLIN, KEVIN
Oakland District

Congratulations to All of You!

GAGLIONE, KENNETH
New York District

GIRARDI, FRANCIS
Wilmington / Bear District

GOLDEN, MICHAEL
Chicago Metro District

GONTKOF, RONALD
Philadelphia District

GRIFFITH, THOMAS
Philadelphia District

GRONERT, KENNETH
New York District

HAGUE, BARBARA
Washington Div/DC Non-HQ

HARDCASTLE, PASCHAL
New Orleans District

HARGROVE, BARBARA
Philadelphia District

HARRIS, ARNOLD
New Haven District

HEINTZ, KENNETH
New York District

JOHNSON JR, ALFRED
New Haven District

JONES, RICHARD
Philadelphia District

LACHAPPELLE, DENIS
Boston District

LANE, STANLEY
Philadelphia District

LOZANO, JOSE
Los Angeles District

LUCKE, STEPHEN
Boston District

MADISON, CURTIS
Boston District

MARTENS, GARY
Chicago Metro District

MC DANIEL, CARL
Chicago Metro District

MCCLEARY, ROBERT
Philadelphia District

MCCONNELL, DIANE
Philadelphia District

MCNAMEE, JOHN
Philadelphia District

MINNIEFIELD, HELEN
Philadelphia District

MOLINO FRANK
Wilmington / Bear District

MOON, MARCUS
New Orleans District

MORAN, JAMES
Boston District

MORREALE, ANTHONY
New York District

MUSSER, ROBERT
Philadelphia District

NICHOLS, BRUCE
Wilmington / Bear District

O'KEEFE, THOMAS
Boston District

O'ROURKE, JOSEPH
Philadelphia District

ONDECK, JOHN
Washington Div/DC Non-HQ

PALUMBO, ROBERT
Philadelphia District

PARRISH JR, ISAAC
New York District

PEBERDY, CATHERINE
Philadelphia District

PELILLO, FRANK
New York District

PETTIWAY, WILBERT
Philadelphia District

PIRELLI, AMEDEO
Philadelphia District

POKOISKI, JOHN
Wilmington / Bear District

PRATT, VICKIE
Seattle District

PRUITT JR, WILLIAM
Philadelphia District

RAMAND, JOHN
New York District

RIETHER, THOMAS
New York District

ROBERTS, ROBERT
New Orleans District

ROBINSON, BRIAN
Philadelphia District

SCHUTH, PAUL
Chicago Metro District

SEESTADT, FRED
Empire / Albany District

SHOOP, BARRY
Philadelphia District

SLATER JR, DONALD
New Orleans District

SMITH, MELVIN
Chicago Metro District

AMTRAK IN THE NEWS

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 qualities we discovered September 11. We need our trains.

"September 11 events remind us we need Amtrak." The Oakland Tribune, October 2001

Congress' 1997 requirement that Amtrak wean itself from federal operating subsidies may be appealing to those who oppose most federal largess, but Amtrak is more than another example of what some see as federal welfare. It's a vital link in the nation's transportation system. Congress should recognize that fact and remove the self-sufficiency deadline and then act to shore up Amtrak's equipment, routes and security needs.

"Lift Amtrak's deadline." Register Guard, Eugene, OR, November 2001

The self-sufficiency requirement imposed on Amtrak is stupid. No passenger railroad anywhere in the world pays its own way; neither do other forms of transportation in the United States. From the airlines (currently being bailed out with billions of tax dollars) to the cars and trucks that travel on government-built free highway. To let Amtrak go down the drain—or even to let it continue to limp along without the support and resources it needs—would be folly.

"Amtrak Folly." Times, Trenton, NJ, November 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 highways.

"Amtrak deserves aid." Editorial Letter, The New York Times, December 2001

EMPLOYEE MILESTONES

Congratulations to All of You!

continued from page 8

FORMAN JR, WILLIAM
New York District

FULLER, THOMAS
Detroit District

GHECAS, JAMES
Philadelphia District

GILLAM, PATRICK
Detroit District

GIRARDI SR, ANDREW
Philadelphia District

GONZALES, ROBERT
Kansas City District

GRIFANTINI JR, FRANK
Wilmington / Bear District

HANSON, PAUL
Boston District

HARKINS, STEPHEN
Philadelphia District

HASTY, BOB
Atlanta District

HUNT, JEFF
Chicago Metro District

JONES, SAMUEL
Kansas City District

JULIEN, JOSEPH
Philadelphia District

KANES, CHARLES
Boston District

KNOX, GARY
Philadelphia District

KOLETAR, LARRY
Kansas City District

LACH, PETER
Philadelphia District

LAEGREID, SIGBJORN
Seattle District

LETOURNEAU, DANIEL
Oakland District

LODISE, PETER
Wilmington / Bear District

LOPEZ, JOSE
Philadelphia District

LUCAS, WELLINGTON
Wilmington / Bear District

MACZYNSKI JR, EDWARD
Wilmington / Bear District

MALTBY, ROBERT
New York District

MCKIM, RAYMOND
Beech Grove District

MUNOZ, ANGELO
New Orleans District

MYERS, MARTIN
Baltimore District

NOTORFRANCESCO, MICHAEL
Wilmington / Bear District

O'CONNOR, MICHAEL
Philadelphia District

ORONA, GEORGE
Chicago Metro District

PALMER, JOHN
Boston District

PARISH, EDWARD
Detroit District

PELLEGRINO, RALPH
Baltimore District

PHELAN, MAUREEN
Philadelphia District

PIZIRUSSO, JAMES
New York District

RAINES, NAOMI
Boston District

REED, GARY
Chicago Metro District

REIDY, TIMOTHY
Wilmington / Bear District

RILEY, KEVIN
Beech Grove District

ROSSETTI, WILLIAM
Chicago Metro District

SCOTT JR, CLARENCE
Wilmington / Bear District

SHORT, THOMAS
Beech Grove District

SPRING, DONALD
New York District

TARPEY, THOMAS
New York District

URBANK, RAYMOND
Philadelphia District

VELEZ, STEVEN
Salt Lake City District

WILKINSON JR, ALPHEUS
New Haven District

WILSON, ROBERT
Wilmington / Bear District

WSZOLEK, FRANK
New York District

30 Year Anniversary November 2001

BRADLEY, JAMES
Chicago Metro District

GEORGE, CHARLES
Chicago Metro District

KIEHN, RICHARD
Chicago Metro District

MEDLICOTT, LUCY
Chicago Metro District

THOMAS, GARA
Chicago Metro District

30 Year Anniversary December 2001

BERAN, THOMAS
Wilmington / Bear District

D'ANDREA, DIANE
Chicago Metro District

HESTER, MARY
Chicago Metro District

KOTRABA JR, WILLIAM
Washington, DC, Headquarters

Retirement October 2001

ALEXANDER, ORDISTER
New York District

BACCHUS, ROSIE
Philadelphia District

BALDINO, CRESCENSO
New Haven District

BISHER, MAUREEN
Philadelphia District

BLACKWELL, PATRICIA
Washington, DC, Headquarters

BRUNNER, GEORGE
Wilmington / Bear District

BULLOCK, LEE
Washington, DC, Headquarters

BUZZURO, JOHN
Philadelphia District

CARBONARO, NETTIE
Philadelphia District

CONNORS, JOHN
Wilmington / Bear District

DAWSON, DAVID
Los Angeles District

DEAN, ANNIE
Chicago Metro District

DEBERARDINIS, MARIO
Philadelphia District

DELONG, KERRY
Philadelphia District

DELOZIER II, FRED
Philadelphia District

EDELSTON, ALLAN
Jacksonville District

ELLIFRITZ, RONALD
Washington Div/DC Non-HQ

ESLER, BARRY
New Orleans District

EYRICH, HERMAN
Los Angeles District

EYRICH, MICHAEL
Wilmington / Bear District

FALLOWFIELD, JOHN
San Jose District

FISHER, GEORGE
Philadelphia District

FLANAGAN, JOHN
Boston District

FLORES, ENRIQUE
Chicago Metro District

FORTIER, THOMAS F
New England District

GARY, JEROLINE
Washington, DC, Headquarters

GRAY, SHARON
Jacksonville District

GUGINO, JOHN
Empire / Albany District

HARRELL, PRINCE
Chicago Metro District

HATFIELD, WILLIAM
Philadelphia District

HEARD, BRUCE
Los Angeles District

HESSE, GEORGE
Philadelphia District

HOFBAUER, JOSEPH
Philadelphia District

HOLT CAMP, BARBARA
Washington, DC, Headquarters

HOSTUTLER, PATRICIA
Philadelphia District

HOWES, THOMAS
Chicago Metro District

HUNTER, MARGARET
Boston District

JENKINS, VIOLA
Los Angeles District

JOHNS, CATHERINE
Washington Div/DC Non-HQ

KHANNA, HARI
New York District

KOLIG, HELMUT
Philadelphia District

KUEBLER, JAMES
New York District

LACLAIR, PAUL
Detroit District

LANE, JAMES
Boston District

LEPERA, VINCENT
Philadelphia District

LOMBARDI, EDWARD
Wilmington / Bear District

MAHONEY, ROBERT
New York District

MAYS, ROBERT
Philadelphia District

MCCLELLAND, CHARLES
Washington, DC, Headquarters

MCCOY KEMP, HATTIE
Philadelphia District

MCCULLOUGH, ANN
Beech Grove District

MEEHAN, JAMES
New York District

MERTENS, PAUL
Philadelphia District

MICKELS, ROGER
Salt Lake City District

NORRIS, ROBERT
Washington, DC, Headquarters

NORVILLE, DONALD
New Orleans District

PATEL, DILIP
Wilmington / Bear District

PAULIN, FRANK
Philadelphia District

PAWK, JOHN
Philadelphia District

PETTIT, EARL
Philadelphia District

PRITCHETT, CHARLES
Beech Grove District

RAWNSLEY, FREDERICK
Miami District

REED, BENJAMIN
New York District

REILLY, PETER
Washington, DC, Headquarters

ROBINSON, ERIK
Los Angeles District

ROSS, FRANCIS
Philadelphia District

SAETIA, ATH
Chicago Metro District

SALEH, EMIL
Chicago Metro District

SANCHEZ, EMILIO
Los Angeles District

SAYSAVANH, VILAVANH
Chicago Metro District

SCARPELLINO, THOMAS
Wilmington / Bear District

SCHLAX, PETER
Chicago Metro District

STAFFORD, JOHN
Jacksonville District

STANDISH, JOHN
Philadelphia District

STARR, JAMES
Jacksonville District

TAKACS, STEPHEN
Boston District

THOMAS, CAMILLE
Chicago Metro District

THOMAS, CHARLES
Washington, DC, Headquarters

THOMPSON, NORMA
Washington, DC, Headquarters

TRIMBUR, PAUL
Philadelphia District

TRUEMAN, MARY
Philadelphia District

TYRE, ARTHUR
Miami District

WASHBOURNE, ROBERT
Washington Div/DC Non-HQ

WIESINGER, JAMES
Wilmington / Bear District

WILLIAMS, MADONNA
Beech Grove District

WILSON, FRED
New York District

WILSON, JUDITH
Washington, DC, Headquarters

WINGSTAD, ROBERT
Philadelphia District

WITT, RICHARD
Washington, DC, Headquarters

YOUNG, VINCENT
Philadelphia District

ZIMMERMAN, BARBARA
Philadelphia District

Retirement November 2001

ARRIETA, ANTONIO
Los Angeles District

BROOKS, MARVIN
Chicago Metro District

CASEROTTI, JOSEPH
Beech Grove District

CHAMBERLAIN, MARION
Boston District

CORNISH, WILLIAM
Beech Grove District

DELONG, PATRICIA
Philadelphia District

DYE, HARRY
Miami District

FALASCA, MICHAEL
Philadelphia District

KLEIN, KENNETH
Los Angeles District

LEWIS, JOHN
Washington Div/DC Non-HQ

MAHONEY, ROBERT
New York District

MCGHEE, DOROTHY
Los Angeles District

MERAKLIS, GUST
Wilmington / Bear District

MUHAMMAD, HUSAIN
Chicago Metro District

NOONAN, JOHN
Chicago Metro District

PAQUETTE, ROBERT
MBTA / Boston District

RAHEEM, ABDUL
Chicago Metro District

RIOS, ORLANDO
Miami District

ROLLE, ROBERT
Miami District

TAYLOR, ETHELEEN
Washington Div/DC Non-HQ

THIEM, MARVIN
San Jose District

TOWNSEND, RICHARD
Beech Grove District

WASHINGTON, ALBERT
Washington Div/DC Non-HQ

WILLIAMS, BETTY
Chicago Metro District

WIMBISH, THOMAS
Washington Div/DC Non-HQ

RAILWAY ROUNDUP

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 great to work with Amtrak and the Rowell Foster Children's Positive Plan to give these young children 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.



Phillip Jones - Operation Lifesaver volunteer and ventriloquist, with child grand prize winner.

For the past seven years on the Thursday before Thanksgiving, the station has hosted an event known as Vista Lights. The evening celebration ushers in the holiday season for the Vista neighborhood, but people from far and wide come to combine the festivities with a night of shopping, dining, and fun.

The day actually starts earlier, with a live broadcast on the "Good Morning Columbia" radio show on station WIS. Listeners call with questions about the day's activities, and to share their Amtrak travel experiences. Amtrak employees are at the station all day, providing travel information, answering questions, and promoting Operation Lifesaver and rail safety.

Employees look forward to their roles among the neighborhood crew of 40-50 volunteers who prepare and present the festivities. They offer much of their own time and resources to plan the event, decorate, and set up displays.

Vista Lights features entertainment by local musical groups, delicious food, and door prizes for all ages, including guest passes to the Columbia Museum, wooden whistles for children, and the grand prize of a deluxe round-trip for two adults on Amtrak.

Pappy Sherrill, a renowned local fiddle player who has been featured every year at Vista Lights, played his final note at this year's event. He died just two weeks later, and he will be missed.

By: Richard White
Ticket agent, Columbia, SC

Play (foot)ball!

Diehard college football fans appreciate any game, but they'll always tip their mugs to the legendary Army-Navy rivalry. And when the two service academies took to the field on Dec. 1 for their annual game, Amtrak was in the thick of it.

Army and Navy typically duke it out in Philadelphia. This year, Amtrak continued its tradition of transporting the Secretary of the Navy and the

Secretary of the Army, along with their staffs and guests, to the big game. The train pulled out of Washington Union Station right on time, and made a flawless trip to Philadelphia and back.

Guests gushed over Amtrak's timeliness and friendly service. (The trains arrived early on both legs of the trip, a welcome relief for excited fans!) Both trips were staffed entirely by T&E, mechanical, station services and Acela product line volunteers. Score a touchdown for Amtrak's terrific performance!

It's a wrap

Amtrak rang in the holiday season colorfully. In late November, New York travelers got some gift wrapping out of the way at the annual 3M holiday gift wrapping contest at New York Penn Station.

Guests competed for the "most creative wrapping job," and they also learned some tricks for securing those oversized and tough-to-wrap presents. Hint: Use plenty of tape!

MARC and VRE hosts successful Toys for Tots drive

Every year, Commuter Services coordinates a MARC and VRE toy drive.

In a balancing act of brief cases, laptops, and tote bags, VRE commuters

manage to bring in their toys to leave onboard the trains. Those toys are then collected by VRE mechanical employees at the Coach Yard in Washington, and are organized for pick-up by the Marine Corps.

Guest son MARC trains take their toys to Gate A in Washington Union Station, where they are greeted by Santa (Timmy O'Neil) and his helpers from the Terminal Services Safety Committee: Art Tram, John Eskew, Jim Hardy, Frank Hudson, Bruce Rowland, Roxanne Wilmot, and many others who help with this event. Also on hand are representatives from the Marine Corps Reserves to collect toys and donations.

This year, MARC collected over \$4,850 in donations and 1,098 toys, and the VRE collected \$9,300 in donations and over 1,130 toys. This makes the combined cash total from commuters and Amtrak employees \$14,150 — over \$3,000 more than last year's drive!

"The desire of people in the Washington area to help others in need is certainly evidenced by the overwhelming generosity of those who participated in this year's Toys for Tots drive," said Linda Davenport, Commuter Services.

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, San Diego, Santa Ana, and Edmonds.

When asked about how their event went, Mike Garetti, of the Van Nuys station, responded, "Very nice! Gail Cunningham and Dolly Dappa did a great job. We got lots of donations for our toy drive. Krispy Kremes donated 20 dozen doughnuts. Starbucks donated coffee. Local stores donated gift certificates."



Amtrak teams up with local Marine Corps 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 Salli 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 "Goooooood 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)

5. 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.
3. 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... "Goooooood Morning!"

And the No. 1 reason to ride the Capitol Corridor trains ... (drum roll, please)

1. The train takes cars off the highways and helps the environment. You can smile when you see the backup on I-80, especially on a Friday night.

Amtrak service returns to Louisville's Union Station

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.

"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."

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."

The *Kentucky Cardinal* began its daily, overnight service from Chicago to Jeffersonville, 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. By the end of FY01, after its first two full years of operation, ridership had grown 12.4 percent, to 55,109 guests. And, now that Amtrak is serving Union Station, growth in ridership is expected to continue.

Amtrak achievements from 2001

continued from page 6

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.

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.

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.

PROMOTIONS IN MOTION

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.

BENEFITS CORNER

Retirement 401(k) savings plan improvements

Effective Jan. 1, 2002, Amtrak's retirement 401(k) plan has been improved to help you save more for the future.

Increased contributions

The maximum amount you may contribute to your account on a tax-deferred basis will increase from \$10,500 to \$11,000. This limit will go up \$1,000 each year for the next five years.

Also, Amtrak has increased the maximum percentage of pay that you may contribute to your account:

will increase each year until it reaches \$5,000 per year in 2006.

Saver's credit

Employees who contribute to the retirement 401(k) savings plan (or an IRA), and who fall into certain income brackets, may be eligible for a special tax credit. The amount of the tax credit will be 10 to 50 percent of your contributions, depending on your income.

The amount of federal income tax you owe will be reduced, dollar for dollar, by the amount of the tax credit you are eligible to receive. For example, if your tax credit is \$500, the amount of your income taxes will be reduced by \$500.

	Management Employees		Agreement-covered Employees	
	2001	2002	2001	2002
Tax-Deferred Contributions	12%	40%	10%	40%
After-Tax Contributions	5%	10%	N/A	N/A

Extra contributions for older participants

Employees age 50 and older may contribute an additional \$1,000 per year to their accounts — increasing the maximum contribution amount to \$12,000 in 2002. The limit for extra annual contributions

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.

***The tax credit is limited to the first \$2,000 of your contributions.**

Income Tax Filing Status	Adjusted Gross Income	Your Saver's Credit Rate*
Married, filing joint	\$0 - \$30,000	50% of contribution
	\$30,001 - \$32,500	20% of contribution
	\$32,501 - \$50,000	10% of contribution
Head of household	\$0 - \$22,500	50% of contribution
	\$22,501 - \$24,375	20% of contribution
	\$24,376 - \$37,500	10% of contribution
Single, married filing separate, qualifying widow or widower	\$0 - \$15,000	50% of contribution
	\$15,001 - \$16,025	20% of contribution
	\$16,026 - \$25,000	10% of contribution

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 case "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.

Keep your laptop with you when in lines at newsstands, coffee shops, rest rooms, etc.

Beware of scams and distractions at security check points. Your laptop may be stolen from the x-ray conveyor belt when you're not looking.

On board planes, trains and buses

Don't stow your laptop overhead, place it under the seat in front of you. Otherwise, the laptop may be stolen.

When using the laptop, be aware of other passengers "shoulder surfing" data on your screen.

On the road

Be alert to risks of theft or loss when using rental cars, taxis, buses and shuttles, or while on parking lots or in garages.

Secure and conceal your laptop in the trunk, if you must leave it in a parked car, but not while people may be watching.

In hotels

Keep your laptop on your shoulder during check-in and check-out.

Store your laptop in the hotel safe or in the safe in your room.

If you must leave your laptop in your room when no safe is available, don't leave it out in the open.

Other laptop safety tips

Be sure your laptop is in no danger of falling or dropping.

Follow virus prevention procedures to avoid infection.

Don't loan your laptop to unauthorized users.

Keep your business laptop for business use.

PSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 7 . Issue 2 . February 2002

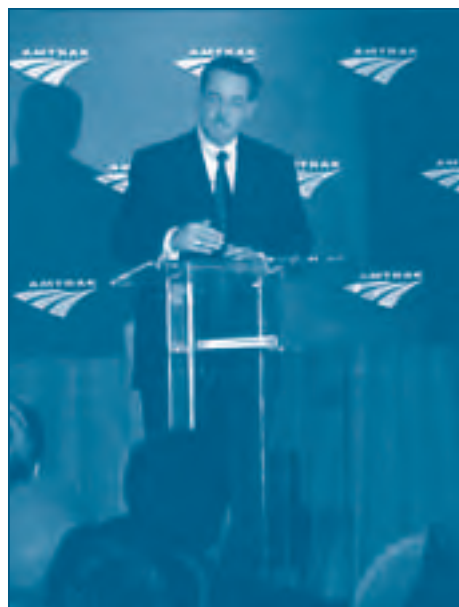
Amtrak announces management actions

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 policy-makers 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



At a press conference on Feb. 1, Amtrak President and CEO George Warrington discusses actions the company is taking to address current financial and political uncertainties.

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 employees 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.

continued on page 3

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,

continued on page 5

Inside

2

TRAIN OF THOUGHT

U.S. Conference of Mayors show strong support for Amtrak

3

Mid-Atlantic RSCC sends agents home



4

ON THE RIGHTRAK



6

Amtrak employees keep the mail moving for USPS after September 11

8

EMPLOYEE MILESTONES

10

RAILWAY ROUNDUP

Don't upgrade to XP

11

Amtrak, Continental announce new code share

FRA Reg. 238 effective

Want to get Amtrak news electronically?

12

PROMOTIONS IN MOTION



Black History Month

AMTRAK®

TRAIN OF THOUGHT

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.



George Warrington

U.S. Conference of Mayors shows strong support for Amtrak



New Orleans Mayor Marc Morial speaks to the press in Washington, "It's time for America to catch up with Germany and France — to build a first-class system."

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

Amtrak Ink

Vol. 7, Issue 2, February 2002

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications

60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*,
Employee Advisory; *Because You Asked*

Northeast Corridor Employee Communications

Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications

Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)

Amtrak West Employee Communications

530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMWSBU
Internet e-mail: AMWSBU@amtrak.com

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**



Paulette Waskiewicz, one of 10 agents participating in the Extended Agent program, takes a call from her home PC.

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 7

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 it may suspend the service of 18 long-distance trains after Oct. 1, if necessary. If Congress appropriates \$1.2 billion for FY 2003, Amtrak plans to continue to serve the network as it does today.

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.

Following are some definitions that may be helpful when reading about the changes and challenges that Amtrak will be facing during the next few months:

Appropriation An amount of money provided by Congress in a piece of legislation. Typically, there are 13 appropriations bills to be passed every year by Oct. 1, and Amtrak’s federal grant is contained in the transportation appropriations bill.

Authorization A Congressional action that establishes a program by means of legislation, and sets funding limits for the program.

Capital Money used for major purchases and long-term maintenance for things like fleet, facilities and infrastructure. (e.g. rolling stock, office space and track beds, etc.)

Infrastructure The “foundation” or assets of the corporation (e.g. right-of-way, tracks, facilities and fleet.)

Net loss Refers to the actual difference between earned income and cash expenses of the company. Does not include non-cash items, such as the loss in value of a depreciating asset.

Operating loss A loss as defined under the Generally Accepted Accounting Principles (GAAP) and includes non-cash items, such as depreciation.

Operational self-sufficiency A federal mandate requiring Amtrak to cover all operating costs (except an annual tax liability called Excess RRTA) with its own revenues, and not a share of its annual federal grant for capital purposes.

Reauthorization An authorized continuation of a previously established legislative program.

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.

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.

O N T H E R I G H T R A K

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 Northeast 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

Philadelphia call center
brings holiday cheer to
special people

Because the holidays are a time for spreading cheer and sharing gifts among friends, two teams at the Philadelphia RSCC made a special impact on residents of the Langhorne Gardens Home for Senior Citizens, and the Christ Home for Children.

At the suggestion of team leader **Barb Schmidt**, the Customer Support and Refund Desks collected close to \$800 to buy clothes, shoes and toys for the children at Christ Home, and to sponsor a bingo party at Langhorne Gardens.

With the enthusiasm and hard work of **Maria Kobrinsky**, **Jolyn Sykes**, **Kathy Davis** and **Jody Miller**, both departments did an excellent job in sharing their giving spirit with others.



Barb Schmidt presents some special gifts to some special people.

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 worrisome 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, while Mechanical employees and station ticket agents assisted weary travelers disembarking from trains.

Howard Noll, supervisor of Customer Services, and **Mike Halloran**, service manager, kept station operations running seamlessly, bringing in contractors from Rochester to help clear snow with mega-tractors. With the support of our Mechanical crews from Niagara Falls and the handiwork of General Foreman **Jim Schoenhals**, the tracks were cleared and guests were back on their way ASAP.

Web site delivers

“Amtrak’s Web site will continue to change to reflect the demands of our customers ... ”



The Amtrak Web site team: (L. to R.) 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.

continued from page 1

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*

80% Increase in sales, FY01 vs. FY00

9/20, 11/3 Days when reservations reached \$1 million

6,769 New one-day Thanksgiving on-line bookings record

80% Share of reservations converted to tickets

Double Customer response rate to promotional e-mail, compared to industry average

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 is 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

- **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.

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.

And everything had to be completed on time, on budget.

And, on July 29 — 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
- Site attracted 1.43 million individual customer visits in December

Amtrak’s Web site 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
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. Integrated Product Developer, AT
Steve Nishiura, Director, Content Management
Linda Park, Director, Customer Segmentation Marketing
Karina Van Veen, Manager, Corporate Communications
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

Amtrak employees keep the mail moving for USPS after

"As chaotic and confusing as it all was, so many Amtrak employees stepped up to the challenge and did whatever they could to move the mail. I think everyone had a feeling it was something they could do to help the country during this crisis."

Morrison Manner,
director of M&E Sales



Jerry Young, of the Philadelphia mail facility, prepares to log-in mail that has just arrived.

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) employees was 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 does 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

customers, M&E Sales personnel contributed critical information.

Things were chaotic in the beginning. It wasn't only the USPS calling. Other customers who were in a jam because of the air restrictions were calling; and so were new customers — all looking to Amtrak to help them satisfy their customers. They wanted to know: "How many cars do you have available? ... How much space do you have? ... What kind of volume can you handle? ... Where do your trains go?"

Morrison Manner, director of M&E Sales, said he and many others stayed in constant contact with USPS national and regional Emergency Control Centers, providing information, making arrangements, and trouble-shooting. In many cases, short-term changes to contracts had to be made to keep the mail moving.

"Even with all these efforts, often mail trucks just showed up at Amtrak facilities without any advance notice," Manner said. "As chaotic and confusing as it all was, so many Amtrak employees stepped up to the challenge and did whatever they could to move the mail. I think everyone had a feeling it was something they could do to help the country during this crisis."

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.

"**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.

Three M&E locations deserving 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 learned 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**,

er September 11



Tyrone Richardson, also of the Philadelphia mail facility, is up to his neck in mail.

Bruce Hueg, **Len Fundalewicz**, and **Derrik Thompson** did an exceptional job coordinating the record-setting extra lines for USPS.”

Don Muscat, M&E field manager in Toledo, OH, extended special thanks to **Phil Paden** and the Pittsburgh staff for handling one to two trucks of Florida mail almost daily from mid-September through early December. He also noted **Vickie Blynt** and the Toledo staff, and **Jerry Bridgeforth**, **Tim Otto**, **Israel Stallings** and the entire Jacksonville staff, for handling enormous additional volume. Muscat also thanked the Charlotte staff, saying, “It took individuals from various crafts to pull this one together, and they did it.”

Kenyon Williams, M&E service manager at the Dock Street Terminal in Harrisburg, said, “At a moment’s notice, mail was transloaded into express cars, and extra blocks of equipment were built whenever possible. All this was done because of a unified effort from our employees.”

Calvin Cole, M&E Chicago, said they had triple the usual volume of mail. He praised all M&E employees, but particularly tipped a hat to **Kecia Gillespie**, **Sarah Pickering**, **Vashon Edmondson**, and **Ed Baker**, who monitored mail volumes and equipment, and maintained constant communication with managers and CNOC.

Cole thanked Mechanical for maintaining M&E equipment to accommodate demand, and all the individuals behind the scenes. “Thanks to everyone for stepping it up a notch during a critical time, displaying what a valuable asset Amtrak is to the country, the USPS, and the world.”

While facilities on the East Coast had a critical job to do, **Charles Parham**, M&E field manager in Los Angeles, reminded us that employees in Amtrak West also had an expanded role to play. “Our northern California area added two

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.

delivery locations at Oakland and San Francisco, the L.A. basin post office was provided with RoadRailers to transport mail to the East Coast, and we delivered mail to San Diego, Santa Ana and the L.A. International Airport.”

Holiday mail performance

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. Our 2001 USPS holiday revenue was \$1.6 million, compared to \$800,000 in 2000, and no additional resources were added.

Five locations had exceptional results from the holiday period. The *Auto Train* group ran 83 RoadRailers from Lorton to Sanford between Dec.4-Dec. 24, for dispatch to Florida postal facilities.

Chicago increased network volume connecting to western trains, and in Jacksonville, carload and RoadRailer volumes doubled. Philadelphia experienced a 35-percent increase in outbound loadings. **Mike Jerew** and his Richmond staff doubled their normal holiday mail volumes. And, Washington saw a 150-percent increase in outbound loading, including loading of all RoadRailers moved on *Auto Train*.

Other mail handling facilities that really stepped up their performance during September-December 2001 include Miami, Raleigh, Springfield, New York and Louisville.

Mid-Atlantic RSCC sends agents home

continued from page 3

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 Waskiewicz**. In the second group are **Ruth Arties**, **Carol Bowersox**, **Beth Burke**, **Mike McGinley**, 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 I.D. 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 566 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.

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Year Anniversary
January 2002

ADAMS, JOHN
Boston District

ADAMS, LOUIS
Boston District

ALLEN, DAMON
Boston District

ALLEN, WILLIAM
Boston District

ANDREW, FERRELL
Jacksonville District

ANNAIAN, ROBERT
Boston District

ARENDT, HENRY
Boston District

ARTZ III, CHARLES
Boston District

ASHER, WILLIAM
Boston District

AUBUT, WILFRED
Boston District

AUGER, THOMAS
Boston District

BAGLEY, THOMAS
Boston District

BALESTRIERI JR, JOSEPH
Boston District

BANGS, EDWARD
Boston District

BARNES, PETER
Boston District

BARRY JR, JOHN
Boston District

BARSAMIAN, DENNIS
Boston District

BATEMAN JR, EUGENE
Boston District

BEAL, ROBERT
Boston District

BEAULIEU, BERNARD
Boston District

BEAULIEU, ROBERT
Boston District

BEAUNOYER, HOWARD
Boston District

BEAUREGARD, MARK
Boston District

BEMIS, DANIEL
Boston District

BENNETT, GEORGE
Boston District

BEOTES, JAMES
Boston District

BERGERON, KENNETH
Boston District

BERGIN, DONALD
Boston District

BERTHEL, DARREN
Boston District

BESSETTE, RICHARD
Boston District

BETTENCOURT, MANUEL
Boston District

BETTES, SHARON
Chicago Metro District

BILLS, JEFFREY
Boston District

BISSOL, MARGARET
Philadelphia District

BLANKS, SONYA
Washington Div/
DC Non-HQ Dist

BLATCHFORD, FREDERICK
Boston District

BLOWEY, JOSEPH
Boston District

BLY, RICHARD
Boston District

BONIN, DAVID
Boston District

BOSCO, JOHN
Boston District

BOSCO, JOSEPH
Boston District

BOTELHO, JOHN
Boston District

BOUDREAULT, ROGER
Boston District

BOUTIN, ROBERT
Boston District

BOWES, RICHARD
Boston District

BRADY JR, JAMES
Boston District

BRANDER, PETER
Boston District

BROWN, ANYTRA
Washington, DC,
Headquarters

BROWN, PHILIP
Boston District

BROWN, ROBERT
Boston District

BUCKLAND, WILLIAM
Boston District

BUKER, DAVID
Boston District

BUKOSKI, KENNETH
Boston District

BULLERWELL, GEORGE
Boston District

BURGESS, JOSEPH
Boston District

BURKE, JEREMIAH
Boston District

BURRELL, RONALD
Philadelphia District

CAGNINA, ANTHONY
Boston District

CALLAHAN, PAUL
Boston District

CALVERT, WILLIAM
Boston District

CAMPBELL, ROBERT
Boston District

CANDELOORO, RICHARD
Boston District

CANNON, JOSEPH
Empire / Albany District

CANO, GUILLERMO
Los Angeles District

CANTONE, DAVID
Boston District

CARBONE JR, JOHN
Boston District

CARBONE, JOSEPH
Boston District

CARLSON, PAUL
Boston District

CARROLL, PAUL
Boston District

CASHMAN, RAYMOND
Boston District

CASHMAN, ROBERT
Boston District

CASTINE, PETER
Boston District

CATUARA, SANDRA
Chicago Metro District

CAVALIERI, LAWRENCE
Boston District

CHAMBERLAND, RAYMOND
Boston District

CHARDO JR, ANTHONY
Boston District

CHEEVER, DONALD
Boston District

CHESTNUT, TRINA
Los Angeles District

CIFRA, JOHN
Boston District

CINCOTTA JR, JOSEPH
Boston District

CLANTON, SAUL
Bear District

CLARK, CHARLES
Boston District

CLARK, THERESA
Philadelphia District

CLARK, PAUL
Boston District

CLARKE, DOUGLAS
Boston District

CLEVELAND, JON
Boston District

COADY, RONALD
Boston District

CODY, DENNIS
Boston District

COLLINS JR, WILLIAM
Boston District

COMEAU, PATRICK
Boston District

CONNELLY, ROBERT
Boston District

CONSIDINE, DANIEL
Boston District

COOLEY, MARY BETH
Chicago Metro District

CORCORAN JR, WILLIAM
Boston District

CORCORAN, JAMES
Boston District

CORDOBA, ANTONIO
Boston District

COUGHLAN JR, THOMAS
Boston District

COVINO, JAMES
Boston District

COWEN, SHELDON
Boston District

COX, ROLAND
Boston District

COX, RONALD
Boston District

CRAWFORD, HENRY
Boston District

CRAWFORD, JOSEPH
Boston District

CRONAN, JOHN
Boston District

CRONAN, KENNETH
Boston District

CRONIN, KEVIN
Boston District

CROPLEY, ROBERT
Boston District

CROWE, BRIAN
Boston District

CROWLEY, GLENN
Boston District

CUCINOTTI, JOSEPH
Boston District

CUDDY, HOWARD
Boston District

CURRIER, RICHARD
Boston District

D'AMBROSIO, ANTHONY
Boston District

DALY, WILLIAM
Boston District

DARDINSKI, ROGER
Boston District

DAVID, GARY
Boston District

DAVIDSON, THOMAS
Lorton District

DEBLASIS JR, JOSEPH
Boston District

DEJESUS, RECARDO
Boston District

DEMERS, PHILIP
Boston District

DEMODENA, GERARD
Boston District

DEMPSEY, PAUL
Boston District

DENNIS JR, RICHARD
Boston District

DENNIS, FRANK
Boston District

DEVINE, JAMES
Philadelphia District

DEYESO JR, JOHN
Boston District

DICRESCE, KAREN
Albany District

DIMOND JR, JAMES
Boston District

DINOCCO, PAUL
Boston District

DOHERTY, JAMES
Boston District

DONNELLAN, WILLIAM
Boston District

DONOVAN, TIMOTHY
Jacksonville District

DRAPER, EARL
Boston District

DUGGAN JR, RICHARD
Boston District

DUMAIS, RONALD
Boston District

DUNBAR, STEPHEN
Boston District

DUNCAN, JAMES
Boston District

DURAND, KENNETH
Boston District

EATON, CHARLES
Boston District

ERNST, ROBERT
Boston District

EVANS, ROBERT
Boston District

FANION, EDWARD
Boston District

FAUVEL, DAVID
Boston District

FEOLE, RICHARD
Boston District

FIELD, RAYMOND
Boston District

FLAHERTY, MICHAEL
Boston District

FORD, JOHN
Boston District

FORD, MARIA
Philadelphia District

FORGET, LEO
Boston District

FORTIN, DAVID
New York District

FRANCIS, DANIEL
Boston District

FRIEND, CHARLES
Chicago Metro District

FUREY, WILLIAM
Boston District

GAGNE, WAYNE
Boston District

GALVIN, MICHAEL
Boston District

GANLEY JR, JAMES
Boston District

GARABEDIAN, RICHARD
Boston District

GASTONGUAY, PAUL
Boston District

GAY, ERNEST
Boston District

GEORGE JR, CHARLES
Boston District

GERBICK, STEVEN
Boston District

GESNALDO, MICHAEL
Boston District

GESWELL, WALTER
Boston District

GIARD JR, MILTON
Boston District

GILARDI, JOSEPH
Boston District

GILLERY, DONALD
Boston District

GODDARD, LAWRENCE
Boston District

GOMES, RONALD
Boston District

GONET, RICHARD
Boston District

GONYEA, RONALD
Boston District

GOOD, ROBERT
Sanford District

GOODNOW JR, LLOYD
Boston District

GOODWIN, DANIEL
Boston District

GOSSETT, KIM
Los Angeles District

GOUVEIA, JOSEPH
Boston District

GOYETTE, DONALD
Boston District

GRANT, GARY
Boston District

GRASSI, JOHN
Boston District

GRAVES JR, EDDIE
Boston District

GRAVES, BARRY
Boston District

GRAY, ALLEN
Boston District

GRIFFITHS, JOHN
Boston District

GRINTER, MARC
Boston District

GRUNDSTROM, EDMUND
Boston District

GUILBEAULT, RICHARD
Boston District

GULIANO, EDWARD
Boston District

HAEFNER III, PHILIP
Boston District

HALL, RONALD
Boston District

HAMEL, GERARD
Boston District

HAMEL, RICHARD
Boston District

HANSBURY, STEPHEN
Boston District

HANSIS JR, JOSEPH
Boston District

HANWELL, ROBERT
Boston District

HARDY JR, ALFRED
Boston District

HARDY, DENNIS
Boston District

HARDY, RICHARD
Boston District

HARKINS, ROBERT
Boston District

HARTLEY, ROBERT
Boston District

HASENFUSS JR, PAUL
Boston District

HASKINS, DAVID
Boston District

HAYHURST, VINCENT
Boston District

HENCE, JANICE
Philadelphia District

HERRICK, THOMAS
Boston District

HERSEY, ROBERT
Boston District

HIGDON, WILLIAM
Boston District

HIGGINS, JOHN
Boston District

HILL, BRUCE
Boston District

HILL, HAROLD
Boston District

HILL, THOMAS
Boston District

HILLS, WAYNE
Boston District

HILTON, CLYDE
Boston District

HOLMAN, WILLIAM
Boston District

HORGAN, ARTHUR
Boston District

HORGAN, ROBERT
Boston District

HOWARD, MICHAEL
Boston District

HOWE JR, PHILIP
Boston District

HOWLAND, JAMES
Boston District

HOWLAND, SCOTT
Boston District

HUGGAN, ROBERT
Boston District

HURLEY, MICHAEL
Boston District

HURST, RICHARD
Boston District

HUTCHINSON, DAVID
Boston District

JACQUES, DAVID
Boston District

JARKKO, DON
Boston District

JOYCE, ALAN
Boston District

KADDY, RAYMOND
Boston District

KANE, JOHN
Boston District

KAPTURKIEWICZ, STEVEN
Los Angeles District

KEATING, ARTHUR
Boston District

KEATING, JOHN
Boston District

KEAVENY, PATRICK
Boston District

KEEVAN, THOMAS
Boston District

KELLEY, DANIEL
Boston District

KELLEY, JOHN
Boston District

KELLEY, P PHILIP
Boston District

KELLEY, WILLIAM
Boston District

KELLY, EDWARD
Boston District

KEMPTON JR, JOHN
Boston District

KEMPTON, WILLIAM
Boston District

KERAGHAN, DENNIS
Boston District

KESSLER, RICHARD
Philadelphia District

KIMBALL, ROBERT
Boston District

KING, KENNETH
Albany District

KNOWLTON, DAVID
Boston District

KOWALSKI, STEPHEN
Boston District

KRESS, ROBERT
Boston District

LA CARBONARA, RALPH
Boston District

LA PORTE, RICHARD
Boston District

LABOLLITA, ANTHONY
Boston District

LABOLLITA, DENNIS
Boston District

LABONTE, STEPHEN
Boston District

LACARBONARA, MARTIN
Boston District

LACARBONARA, PAUL
Boston District

LANGATHIANOS, GEORGE
Boston District

LANKFORD JR, JAMES
Boston District

LAUZON, DANIEL
Boston District

LAWRENCE, ROBERT
Boston District

LAWTON, JAMES
Boston District

LEARY, DENNIS
Boston District

LEEPER, JAYSON
Boston District

LEETCH, JOHN
Boston District

LEONE, MARIO
Boston District

LETOURNEAU, JOHN
Boston District

LETOURNEAU, RICHARD
Boston District

LEVASSEUR, GEORGE
Boston District

LEVASSEUR, JOHN
Boston District

LEWIS JR, JOHN
Boston District

LEWIS, WAYNE
Boston District

LIBBY JR, WALTER
Boston District

LIEBFRIED, PAUL
Boston District

LINCOLN, STEPHEN
Boston District

LIPP, PAUL
Boston District

LONG JR, NORMAN
Boston District

LOWE JR, RICHARD
Boston District

LUTKUS, RONALD
Boston District

LYNCH, JAMES
Oakland District

LYONS, JOHN
Boston District

MAC AULAY, DAVID
Boston District

MACAULAY, ALEXANDER
Boston District

MACDONALD JR, WILLIAM
Boston District

MACLEOD, DOUGLAS
Boston District

MACMILLAN JR, ALAN
Boston District

MACOMBER, PETER
Boston District

MAHONEY, JAMES
Boston District

MAHONEY, MARY
Boston District

MAHONEY, ROBERT
Boston District

MAISEY, JOHN
Boston District

MALGIOGLIO, CHARLES
Boston District

MALONEY, CHERYL
Boston District

MANGIAFICO, THOMAS
Boston District

MANIX, ALAN
Boston District

MARGESON, ROBERT
Boston District

MARION, PAUL
Boston District

MARK, WALTER
Boston District

MARSDEN, SR JOSEPH
Boston District

MATTHEWS, STEPHEN
Boston District

MAZENKAS, MICHAEL
Boston District

MAZZOCHIA JR, ROBERT
Boston District

MAZZOCHIA, JOSEPH
Boston District

MC CABE JR, JOSEPH
Boston District

MC CABE, MATTHEW
Boston District

MC CARTHY, JAMES
Boston District

MC CARTHY, JOSEPH
Boston District

MC CARTHY, WILLIAM
Boston District

MC CAULEY, THOMAS
Boston District

MC CLURE, JAMES
Boston District

MC INNIS, PAUL
Boston District

MC LAUGHLIN JR, ROBERT
Boston District

MC NEMAR, ROBERT
Boston District

MCADAM, RICHARD
Boston District

MCCABE, JOHN
Boston District

MCCARTHY III, TIMOTHY
Boston District

MCCARTHY, WILLIAM
Boston District

MCCOLLEY, WILLIAM
Los Angeles District

MCENANEY, STEPHEN
Boston District

MCEVOY, EUGENE
Boston District

MCGILVRAY, DAVID
Boston District

MCGILVRAY, MICHAEL
Boston District

MCGRATH, RAYMOND
Boston District

MCGUIRE, ROBERT
Boston District

MCHUGH, LAURENCE
Boston District

MCKENNA, PAUL
Boston District

MCKINNON JR, THOMAS
Boston District

MCMILLAN, CHARLES
Boston District

MCNALL, DANIEL
Boston District

MCNALL, DAVID
Boston District

MCNALL, JOSEPH
Boston District

MCNUTT, MICHAEL
Chicago Metro District

MEDEIROS, ROBERT
Boston District

MEEHAN, RICHARD
Boston District

MERCIER, GERALD
Boston District

MERRILL, JAMES
Boston District

MERRILL, LESLIE
Boston District

MIER, JOHN
Chicago Metro District

MILLETTE, ERNEST
Boston District

MITCHELL JR, STANLEY
Boston District

MITCHELL JR, THOMAS
Boston District

MITCHELL, JOHN
Boston District

MITCHELL, RICHARD
Boston District

MITTON, JOHN
Boston District

MOCCIA, ROBERT
Boston District

MOODY JR, CHARLES
Boston District

MOODY, DANIEL
Boston District

MOODY, KERRY
Boston District

MORANI, DANIEL
Boston District

MORANI, WILLIAM
Boston District

MORIARTY, JAMES
Boston District

MORIARTY, JOHN
Boston District

MORRISON, FRANCIS
Boston District

MOSES, JOHN
Boston District

EMPLOYEE MILESTONES

MULLEN, EDWARD
Boston District

MURPHY JR, JAMES
Boston District

MURPHY JR, JOHN
Boston District

MURPHY, DANIEL
Boston District

MURPHY, DAVID
Boston District

MURPHY, THOMAS
Boston District

MURRAY JR, WALTER
Boston District

MURRAY, JEFFREY
Los Angeles District

MURRAY, THOMAS
Boston District

MUTTER, JAMES
Boston District

NEWFELL, PHILIP
Boston District

NICHOLSON, JAMES
Boston District

NICHOLSON, ROBERT
Boston District

NOONAN, EDWARD
Boston District

NORTON, KEVIN
Boston District

NUNZIATO, RICHARD
Boston District

NUTTER, WALTER
Boston District

O'BRIEN III, DANIEL
Boston District

O'BRIEN JR, CORNELIUS
Boston District

O'BRIEN, PAUL
Boston District

O'BRYAN, MICHAEL
Boston District

O'CONNOR JR, EDWARD
Boston District

O'CONNOR JR, FRANCIS
Boston District

O'LEARY, CORNELIUS
Boston District

O'LEARY, JAMES
Boston District

O'LEARY, THOMAS
Boston District

O'NEIL, DANIEL
Boston District

O'NEIL, JOHN
Boston District

O'NEILL, MICHAEL
Boston District

O'REILLY, PATRICK
Boston District

OBREMSKI CHERYL
Boston District

OBREMSKI, THOMAS
Boston District

OLIVERI, TIMOTHY
Boston District

OLSON, EDWIN
Boston District

ONEIL, WILSON
Washington Div/
DC Non-HQ Dist

ORDWAY, ALLAN
Boston District

OSBORNE, BARRY
Boston District

OSER, JOSEPH
Boston District

OWEN, LAWRENCE
Boston District

PAIGE, JAMES
Boston District

PAIGE, PATRICIA
Boston District

PALLESCHI, RAYMOND
Boston District

PARSONS, MARIE
Boston District

PATEL, MANU
New York District

PATENAUDE, WALTER
Boston District

PATTERSON, LAWRENCE
Boston District

PATTON, BERNICE
Los Angeles District

PEARSON III, DAVID
Boston District

PELLETIER, RONALD
Boston District

PELTON, COURTLAND
Boston District

PENNEY, LANCE
Boston District

PEPEL, WILLIAM
Metro District

PEREIRA, JOSE
Boston District

PERRY, WALTER
Boston District

PERRY, WILLIAM
Boston District

PETERS, DANIEL
Boston District

PINKHAM, FREDERICK
Boston District

PIPER, STEPHEN
Chicago Metro District

PLATT, WALTER
Wilmington / Bear District

POOLE, BRADFORD
Boston District

PORTER, JAMES
Boston District

POWERS, JOHN
Los Angeles District

PROUDE, JOHN
Boston District

PULSIFER, ROBERT
Boston District

PURICELLI, MARC
New York District

QUAN, SAMUEL
Boston District

RADLEY, SCOTT
Oakland District

RAFFERTY, HENRY
Boston District

RAMANUSKAS, PAUL
Philadelphia District

RANDLETT, ROBERT
Boston District

RAYNOR, GEORGE
Boston District

READY, DONALD
Boston District

REAGAN, WALTER
Boston District

REARDON, JOHN
Boston District

REED, RICHARD
Boston District

REIDY, JOHN
Boston District

RENZ, DAVID
Chicago Metro District

RICE, WILLIAM
Boston District

RICHARDSON, JAMES
Detroit District

RICHMOND, KEVIN
Boston District

RINES, WILLIAM
Boston District

RING, ROBERTA
Boston District

RINKO, ROBERT
Boston District

RODRICKS, DANA
Boston District

RODRIGUES, JOSEPH
Boston District

ROGERS JR, MAURICE
Boston District

ROGERS, GARY
Boston District

ROMANO JR, HARRY
Boston District

RONDEAU, GEORGE
Boston District

ROUTHIER, JOSEPH
Boston District

ROY, BRUCE
Boston District

ROYER, GERALD
Boston District

RUSHWORTH, PAUL
Boston District

RUSSELL, WAYNE
Boston District

SALEMME, VICTOR
Boston District

SANDERSON, GARY
Boston District

SANTA, ANNA PAUL
Boston District

SANTAMARIA, JOHN
Boston District

SANTIAGO, CARMELO
Boston District

SANTOS, DAVID
Boston District

SANTURJIAN, RONALD
Boston District

SCHENK, MICHAEL
Boston District

SEIDEL, GUNTHER
Boston District

SELLERS, GEORGIA
Los Angeles District

SENFLEBEN, CARL
Boston District

SERRANO, MARGARITA
Los Angeles District

SHAMBERGER, JOHN
Boston District

SHANLEY, EDWARD
Boston District

SHAUGHNESSY, BRIAN
Boston District

SHAW, WILLIAM
Boston District

SHIELDS, BRYAN
Empire / Albany District

SILVEIRA, JOSE
Boston District

SLAYTON, MERRILL
Boston District

SMITH, DAVID
Boston District

SMITH, KEVIN
Boston District

SMYTH, ALAN
Boston District

SMYTH, CHRISTINE
Boston District

SOLMONSON JR, ARTHUR
Boston District

SOPER, DENNIS
Boston District

SORRENTINO, ANTHONY
Boston District

STILLINGS, HARVEY
Boston District

STUDLEY, WAYNE
Boston District

STUKUS, RICHARD
Boston District

SULLIVAN, DAVID
Boston District

SULLIVAN, MICHAEL
Boston District

SWALLOW, DAVID
Boston District

TAFT, CRAIG
Boston District

TAKESIAN, HARRY
Boston District

TANNER, ALLAN
Boston District

TANZI, JAMES
Boston District

TAYLOR, ALAN
Boston District

TAYLOR, PAUL
Boston District

TEAGUE, JAMES
Boston District

TERRILL JR, VINCENT
Boston District

THIBAUT, ALAN
Boston District

THISTLE, BRUCE
Boston District

THISTLE, ROGER
Boston District

THOMPSON, MICHAEL
Baltimore District

TOMPKINS, PAUL
Boston District

TROWBRIDGE, JAMES
Boston District

TSOUKALAS, PETER
Boston District

TUFF, CHRISTOPHER
Boston District

TUNNELL, GARY
Philadelphia District

TWOMEY, RICHARD
Boston District

URBANSKI, JOHN
Boston District

URCIUOLI, RICHARD
Boston District

VITIELLO, KENNETH
Boston District

VITKOVICH, JOSEPH
Boston District

VROOM, GEORGE
Boston District

WADE JR, ROBERT
Boston District

WALLACE, EDWARD
Boston District

WALLACE, RAYMOND
Boston District

WALSH, MICHAEL
Boston District

WELSH, JOHN
Boston District

WEST, DAVID
Boston District

WHEATON JR, DONALD
Boston District

WHICHELOW, WILLIAM
Boston District

WHITE, MICHAEL
Boston District

WILDMAN, ROY
Boston District

WILLEY, RONALD
Boston District

WILSON, ROGER
Boston District

WOLSTENCROFT, RICHARD
Boston District

WOOD, GARY
Boston District

WOOD, ROBERT
Boston District

WOODES JR, ROBERT
Boston District

WORKS, DAVID
Boston District

WRIGHT, THOMAS
Boston District

WRIGHT, TRACY
Los Angeles District

YATES JR, STANLEY
Boston District

YENTILE, JAMES
Boston District

20 Year Anniversary
January 2002

CLARKE, EDWARD
Philadelphia District

COLLITON, CONSTANCE
New York District

DIXON, ANGELES
Chicago Metro District

FEENEY, EDWARD
New York District

FITZGERALD, WILLIAM
New York District

GROSSO, ANTHONY
Philadelphia District

OLIVERI, MEDARIS
Washington, DC,
Headquarters

STRUBE, DENNIS
New York District

25 Year Anniversary
January 2002

ALLEN, CRAIG
Los Angeles District

ANDERSON, JERRY
Los Angeles District

ANDRADE, LAWRENCE
Los Angeles District

APORONGAO, VIRGILIO
Los Angeles District

BACKER, JAMES
Los Angeles District

BAGLEY, LAWRENCE
Los Angeles District

BARTON, DONNA
Boston District

BATEMAN, DWAYNE
Washington Div/DC

BERGER, BARRY
Wilmington / Bear District

BESSETTE, WILLIAM
Boston District

BIRCKETT, SIDNEY
Oakland District

BLAKEY, NORMAN
Seattle District

BOBICK, PATRICK
Los Angeles District

BONNER, RON
Los Angeles District

BOOTH, JAMES
Los Angeles District

BRAWLEY, JOHN
Beech Grove District

BRUMBAUGH, DANIEL
Philadelphia District

BRUNKHURST, ALLEN
Los Angeles District

BRUNO, GILBERT
Los Angeles District

BUTLER, JOANN
New Orleans District

BUTLER, ROGER
Los Angeles District

CARR, EDWARD
Los Angeles District

CHAVEZ, JOSE
Los Angeles District

CIENSKI, FRANK
New York District

CLARKE, LESTER
Los Angeles District

CLUGSTON, GARY
Los Angeles District

COFFEY, GLENN
Los Angeles District

CONNOLLY, PAUL
Boston District

CORDUAN, RONALD
New York District

CREEDEN, KENNETH
Baltimore District

CRISCONI, ROCCO
Wilmington / Bear District

D'AREZZO RICHARD
Los Angeles District

DE FILIPPIS, JOHN
New York District

DELGADO, JEAN
Los Angeles District

DEMING, WAYNE
Los Angeles District

ESTRADA, MARIO
Los Angeles District

FELL, MICHAEL
Wilmington / Bear District

FERNANDEZ, JOE
Los Angeles District

FITZMAURICE JR, LAWRENCE
Chicago Metro District

FLORES, MICHAEL
Los Angeles District

GARCIA, ANDRES
Los Angeles District

GARCIA, JOELos
Los Angeles District

GARYSON, DENNIS
Los Angeles District

GOSNELL, FLOYD
Washington Div/
DC Non-HQ Dist

GREEN, WILLIAM
Philadelphia District

GRESKOWIAK, MICHELE
Chicago Metro District

GRESS, PATRICK
Chicago Metro District

HARDEN, FRED
Chicago Metro District

HARRISON, LONNIE
Los Angeles District

HARRY, FRANKLIN
Philadelphia District

HARTMAN, EWALD
Philadelphia District

HERNANDEZ, ENRIQUE
New York District

HOUZE, CARLLENE
Los Angeles District

HOWARD, RICHARD
Los Angeles District

HUBERT, ROBERT
Los Angeles District

IKEMOTO, ROBERT
Los Angeles District

JETTE, JAMES
Los Angeles District

JONES, EVA
Los Angeles District

JONES, ROBERT
Los Angeles District

KAUFFMAN, PARKE
Philadelphia District

KEENEY, MARY
Philadelphia District

KELLER, JOHN
Beech Grove District

KLUEH, LEO
Sanford District

KNIGHT, WILLIAM
Los Angeles District

LARSON, JAMES
Philadelphia District

LEATHERS, WALTER
Los Angeles District

LEE, WILLIAM
Boston District

LEPKOWSKI, ALEXANDER
New York District

LETTS JR, EMMETT
Baltimore District

LEWIS, RUBY
Los Angeles District

LONG, WILLIAM
Seattle District

LOWE, DANIEL
Los Angeles District

MACKERETH III, LEONARD
Los Angeles District

MARCHANT, ROBERT
Twin Cities District

MARTINEZ, GREGG
Los Angeles District

MASCORRO, RONALD
Los Angeles District

MCBEE, RALPH
Beech Grove District

MCNULTY, CHARLES
Philadelphia District

MERRITT, FLOYD
Los Angeles District

MIKKELSON, ROGER
Los Angeles District

MILLIN, THOMAS
Chicago Metro District

MORGAN III, OLLIE
Los Angeles District

MOYA, ROBERT
Los Angeles District

MUHAMMAD, HAFEEZ
Chicago Metro District

MULLER, MICHAEL
Empire / Albany District

MURPHY, MICHAEL
New York District

NAGEL, ROBERT
Los Angeles District

PAUZA, ROBERT
Philadelphia District

PAYNE, MICHAEL
Los Angeles District

PEGRAM, DORIS
Washington, DC,
Headquarters

PELAYO, VICTOR
Los Angeles District

PIGGOTT, GENE
Beech Grove District

POLINTAN, RUBEN
Los Angeles District

PORTUGAL, JOHNNY
Los Angeles District

PUGLISI, CLAUDIO
Los Angeles District

RADKE JR, RONALD
Wilmington / Bear District

REGUS, ISRAEL
Los Angeles District

RENNEGARBE, TIMOTHY
Los Angeles District

RODGERS, CHRISTOPHER
New Haven District

ROSE, CARLTON
New York District

ROSE, MARK
Washington Div/
DC Non-HQ Dist

RUSH, THOMAS
Philadelphia District

RUTKOWSKI, STEPHEN
Philadelphia District

SAIS, RALPH
Los Angeles District

SAXON, DAVID
Wilmington / Bear District

SCOTT, PATRICK
Philadelphia District

SHAW, RUSSELL
Los Angeles District

SHEPARD, DONALD
Los Angeles District

SHEPPARD, CHRISTOPHER
Philadelphia District

SLONIEWSKI, JOSEPH
Wilmington / Bear District

SPRINGER, LOUIS
Los Angeles District

STAFFORD, JR RONALD
Wilmington / Bear District

STINSON, DAVID
New York District

TEVIS, RONALD
Los Angeles District

THARP, ROBERT
Philadelphia District

THOMAS, PATRICIA
Boston District

THOMAS, WILLIAM
Los Angeles District

TIMLER JR, WALTER
Detroit District

TOVAR, ALFREDO
Los Angeles District

TRANTHAM, LARRY
Los Angeles District

ULLOA, OCTAVIO
Los Angeles District

UNDERWOOD, STEVEN
Los Angeles District

RAMIREZ, PAULINA
Los Angeles District

VALENCIA, JORGE
Los Angeles District

VELLANOWETH, JAIME
Los Angeles District

VOGEL, RICHARD
New York District

WHITAKER, CHARLES
Los Angeles District

WONG, SAMUEL
Los Angeles District

WYATT, WARREN
Los Angeles District

WYNNE, FRANCIS
Philadelphia District

30 Year Anniversary
January 2002

CODDINGTON, INGRID
Chicago Metro District

JACKSON, THOMAS
Washington, DC,
Headquarters

LOVE, CHARLES
Chicago Metro District

WHITE, JOHN
Chicago Metro District

Retirement
December 2001

BEHRMANN, ROBERT
New York District

BOEST, WILLIAM
Albany District

BOLLINGER, GEORGE
Jacksonville District

BRADY, JOHN
Boston District

CHAMBERS, WALTER
Los Angeles District

COLFLESH, LAWRENCE
Philadelphia District

CORREIA JR, EARL
Boston District

ESPOSITO, ANGELO
New York District

FETTEROLF, JOHN
Philadelphia District

FREDERICK NONA
Seattle District

HART, WILLIAM
Chicago Metro District

JACKSON, ELLA
Chicago Metro District

LADUKE, DONALD
Boston District

LEGGETT, STELLA
New York District

PAUL, PHILIP
Washington Div/
DC Non-HQ Dist

PETE, GILBERT
San Jose District

PINKNEY, EMORY
Miami District

POLLARD, LONNIE
Miami District

SCHANZ, DELORES
Los Angeles District

TREMBLAY, ROBERT
Boston District

VELARDE, FLORA
Los Angeles District

WILLIAMS, CLARENCE
Washington Div/
DC Non-HQ Dist

ZIEGLER, JAMES
Chicago Metro District

RAILWAY ROUNDUP

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



Top to bottom: Robert Cole, Robert Peck, Stevan Lebo, and Larry Leblanc.

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

Auto Train excels again

The *Auto Train* has again been recognized for their "world class" service at the annual On-Board Service



(L. to R.) *Auto Train* employees, Tommy Farr, superintendent, Sanford Mechanical; George Russell, carman, Sanford; Julie Byrne, product line supervisor; John McCaffrey, manager, Business operations; Sharon Mahoney, general manager; Danette Young, on-board attendant; William Ferguson, on-board attendant; and Jim Mead, service manager, accept *Auto Train's* awards for outstanding service.

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.

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 any of 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.



Michael Dukakis (R.) welcomes one-millionth guest and his family.

Acela Express speeds to one-million mark

On Dec. 22, the NEC celebrated another impressive milestone, as the one-millionth *Acela Express* guest boarded train #2255 in Boston. Michael Dukakis, acting chairman of Amtrak's board of directors, welcomed the surprised guest and his family with complimentary upgrades to First Class, passes to use ClubAcela, and a variety of *Acela* merchandise.

Acela Express service has been in operation for just over a year now. From its start in December 2000 until Dec. 10, 2001, the high-speed service has taken in \$107 million in ticket revenue. With the Jan. 28 schedule change, there are now nine weekday departures from Boston's South Station, and 13 weekday departures from Washington Union Station.

Kudos to everyone who made this *Acela Express* success possible!

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, Continental announce new code share

“In the list of what’s
in and out for 2002,
what’s out is the
Delta shuttle
and what’s in is
Acela Express.”

Continental President
Larry Kellner

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.



Amtrak Assistant Conductor Sheila Wilkerson inspects the airbrakes on an outbound Surfliner train at Los Angeles' Union Station. The process of inspecting and testing airbrakes on our equipment changed somewhat when the FRA's new safety regulation went into effect on Jan. 1, 2002. Amtrak transportation employees are studying the new regulations to clarify how their job-related duties and responsibilities will be impacted.

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 Nesci**, 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.

- 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.)
- 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
- If you were to receive *Amtrak Ink* electronically, would it be OK to remove your name from the *Amtrak Ink* mailing list?
 - ☐ Yes
 - ☐ No
- 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

PROMOTIONS IN MOTION

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.



An Amtrak Capitol Service train stands in front of the Oakland station in Jack London Square, wrapped and ready for those who want to "Yahoo!"

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 *Capitols* in Northern California, and the *Hiawathas* 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.

U.S. Conference of Mayors meets with Bush

continued from page 2
in the suburbs and rural areas to alleviate traffic congestion and increase economic development opportunities in our communities."

As representatives of millions of travelers, the mayors view a sound rail policy as being essential for the nation's economy and its security. During their meeting with Bush, they advocated investing in passenger rail — especially high-speed passenger rail — to complement our important investments in highways and aviation.

The U.S. Conference of Mayors was established in 1932, and two of its primary roles are to promote the development of effective national urban/suburban policy and to ensure that federal policy meets urban needs.

"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.

Black History Month

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.



Broadway star Savion Glover performs at Washington Union Station.



PRSR STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer
Please send address changes to your local
Human Resources office.

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

continued on page 12

Amtrak board elects Smith as chairman, Dukakis as vice chair

"Working with President Bush, Congress, governors, mayors and business and community leaders across this country, I'm committed to securing sufficient funding for Amtrak's national network in the year ahead and — in the long-run — helping policymakers ensure the kind of rail service our nation needs."

Those are the words of Meridian, MS, Mayor **John Robert Smith**, the new chairman of the Amtrak board of directors. Mayor Smith was elected to the position last month, and former Massachusetts Gov. Michael Dukakis was elected again as vice chairman of the board.

Mayor Smith has been a board member since June 1998. In addition to the Amtrak board, Smith is chairman of the National Corridors Initiative, an advocacy organization for the development of high-speed rail corridors, and the Great American Station Foundation, which promotes community economic development.

"I believe very strongly that our country's economic competitiveness and the mobility of all Americans depends upon a vital national passenger rail system," he said.

continued on page 2

Inside

2

TRAIN OF THOUGHT

3

Philadelphia RSCC agents catch the surfers

James Weinstein now heads NEC

4

ON THE RIGHTRAK

5

Broadway star participates in Amtrak Black History Month celebration

6

Capitol Hill development

8

EMPLOYEE MILESTONES

Gaddy retires

BENEFITS CORNER

9

Class is in session — just watch the screen



'Apology, thanks from Amtrak late in coming'

10

RAILWAY ROUNDUP



11

Amtrak Intercity headquarters moves

Amtrak, GASF — partners in revitalizing communities

12

PROMOTIONS IN MOTION

GUEST COLUMN

ORGANIZATIONAL UPDATE

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.

Caption: (R.) Gerri Mason Hall, vice president of Business Diversity, welcomes Glover (second from left) and local radio personalities to Amtrak.



TRAIN OF THOUGHT



George Warrington

As the president of Amtrak, I have enjoyed being able to reach out to each of you through this monthly column. This one is particularly important to me, because I wanted to discuss my resignation. It was a difficult decision for me to make. But above all else, you should know that I made the decision strictly for personal reasons.

Since coming to Amtrak in 1994, many of you have heard me say, “It’s all about making a difference.” That’s something I heard from my parents as a kid growing up, something I came to understand and embrace as a young man, and something I have encouraged all of you to do in your daily work for the railroad.

Frankly, 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.

Together, we’ve launched exciting new services like *Acela Express* and the rebranded *Pacific Surfliners*. Our focus on customer service was made clear with the implementation of the Satisfaction Guarantee and the Amtrak Guest Rewards program. And, we’ve expanded our commuter and commercial business lines and established critical partnerships that will continue to help us grow.

With your help, we’ve continued to operate a national network, despite some formidable financial challenges. And I’m very proud that you’ve done so while providing the highest levels of customer service. I’m happy to report that the success of these efforts was made evident by our strong February ridership results, which were the highest in our history for that month.

In my tenure as president, I really do think that working together on these efforts — and so many more that I cannot possibly begin to mention them all — we really have made a very big difference.

But, my decision to leave was not

about Amtrak, but a personal one to take on another challenging opportunity. I will be returning to my home state to lead New Jersey Transit, where there is yet another opportunity for me to make a difference.

I know that by returning to NJ Transit I have a rare opportunity to create positive change in one of the largest transportation agencies in the nation, serving 226 million passengers each year. I started my career there — and I still know many of the people on the front lines and in communities across the state. And, in my new position, I will also be able to maintain a close working relationship with Amtrak.

Deciding to leave Amtrak was difficult in many ways, but it was made easier when I recognized all the progress we’ve made together in recent years. I know it’s a foundation that my successor and all of you will build on.

I may be changing trains, but I have great confidence in the team driving Amtrak. The leadership here is strong, but there’s still a lot more to be accomplished at Amtrak.

Our nation’s policymakers must decide what kind of passenger rail system America needs and align the resources necessary to fulfill that vision. I know that the Amtrak Board of Directors is going to fight hard for a sufficient federal appropriation in 2003 and a reauthorization that ensures a strong passenger rail system.

As a practical matter, I will continue to serve as president and CEO until the board names an interim successor. The board will also conduct a nationwide search in the coming months for a new president who will help Amtrak capitalize on all the progress we’ve made together.

In closing, let me again tell you how privileged I feel to have worked with you and to have shared your dedication to our guests in providing them satisfaction-guaranteed service. You truly have made a difference. Be assured that you will always have my support.

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.

Amtrak Ink

Vol. 7, Issue 3, March 2002

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association “Tranny” Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*, *Employee Advisory*; *Because You Asked*

Northeast Corridor Employee Communications
Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications
Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)

Amtrak West Employee Communications
530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMWSBU
Internet e-mail: AMWSBU@amtrak.com

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.

The Associated Press recently reported that 143 million Americans, or approximately 54 percent of the population, were surfing the net, with two million new users being added every month. As *Amtrak Ink* has reported, the company is reaching out to that growing market on the World Wide Web.

Since the Amtrak Web site was launched in late 1996, e-mail inquiries have been directed to the Philadelphia call center. Today, a dedicated team is necessary to answer the thousands of inquiries being received weekly through www.amtrak.com.

Team Leaders **Betty Fleming** and **Linda Hinds** oversee the seven-day operation and offer direction to their agents on how to best handle questions and comments. The agents also handle a portion of the phone calls received by the center.

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. Some of the most 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 ... ?”

Some not-so-common questions are:

- “My cousin Bruce works at Union Station in LA. Could you ask him to give me a call?”
- “Does Amtrak offer service to the U.S. Virgin Islands?”
- “What’s the fare from Brussels to Milan?”
- “How can I transport my hang glider from Goleta to Oceanside?”

Add to this mix compliments and complaints on 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

James Weinstein now heads NEC

Bowersox appointed v.p. of Operations and Maintenance



James Weinstein

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.

“I am looking forward to working with every employee in the NEC,” he continued. “I don’t think this is a job that can be done by spending all my time in an office. So, I plan to be out and about.”

As one of his first actions in office, Weinstein appointed **Lynn Bowersox** as vice president of NEC Operations and Maintenance. Weinstein credited Bowersox for her exceptional leadership in the corridor, especially in her role as acting vice president before his appointment.

In her new position, Bowersox will be a critical link for Weinstein in providing day-to-day operational oversight of the NEC, including train operations, infrastructure maintenance, equipment maintenance, safety, and customer services. Her focus will be on providing safe, reliable, efficient, customer-focused operations in line with our business plan goals. Together they will focus on increasing *Acela Express* service, and on delivering the highest quality of guest service.

Weinstein is a graduate of Seton Hall University and first began a career in journalism as a reporter for the *Courier News*, *The Newark Evening News*, and the *Philadelphia Bulletin*.

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.

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.

O N T H E R I G H T T R A C K

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 Memphis, 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 Memphis — 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 Memphis 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* — 55

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 UTU. **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.



(Foreground) Dianne Penn gets information about her railroad retirement benefits from RRB representative Robert Battle.

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 opera-

tion. Therefore, the pouches would ordinarily have been trashed.

But, Angie hated to see such waste. She reached **Kate Isom**, 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 Isom in saying, “Thanks, Angie—nice work!”

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

Broadway star participates in Amtrak Black History Month celebration



Glover at New York Penn Station

**Glover's four
Amtrak performances
honored a
unique group of
African-American
railroad workers
of the early
20th century.**



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.

Were you watching last month when tap dancer extraordinaire 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 creates 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



Glover performs with a backdrop of original artwork by artist Jose Ortega; and to the right, film footage of the Gandy Dancers at work on the railroad.

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,



Art by Jose Ortega

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."

Capitol Hill developments help shape c

Editor’s Note: *Several developments on Capitol Hill over the past month will be instrumental in shaping the debate about the role of passenger rail in America. This article highlights the recent developments.*

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.

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.

“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,

Debate about passenger rail in America

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.

“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.

**Kenneth Mead,
DOT Inspector General**



EMPLOYEE MILESTONES

Congratulations to All of You!

15 Year Anniversary November 2001

ABFALDER, LAWRENCE
Twin Cities District

ANDERSON, ARTHUR
Twin Cities District

ASARO, JOHN
Boston District

BAILEY, BENJAMINE
Twin Cities District

BERGERON, MARK
Boston District

BERTE, ROBERT
Boston District

BLACK, ANDREW
Boston District

BRANDO, JAMES
Twin Cities District

BRUNELLE, DANIEL
Boston District

BRUSH, GARY
Twin Cities District

BRY, MARK
Boston District

BURKE, DANIEL
Boston District

CADREAU, ROBERT
Twin Cities District

CAMPBELL, MICHAEL
Chicago Metro District

CHERRY, TIMOTHY
St. Louis District

CHOPSKI, EDWARD
Kansas City District

COLBURN, KENNETH
Boston District

CONRAD, RUSSELL
Wilmington / Bear District

COOKE III, CHARLES
Wilmington / Bear District

COOPER, MARLON
Chicago Metro District

CRAWFORD, JOHN
MBTA / Boston District

CROWELL, THOMAS
Boston District

CUNDY, WANDA
Lorton District

DA SILVA, ANTONIO
Boston District

DENNIS, EULA
Chicago Metro District

DOYLE, MICHAEL
Twin Cities District

DUMPS, JEFFREY
Baltimore District

ENG, ALLEN
Twin Cities District

FIMRITE, DAVID
Twin Cities District

FITZGERALD, DAVID
Boston District

GAHN, ANNA
Boston District

GUINAN, DANIEL
Chicago Metro District

HAGER, BRIAN
Twin Cities District

HARRIS, ROXIE
Chicago Metro District

HEILMAN, ROBERT
Chicago Metro District

HENRY, VASPER
Wilmington / Bear District

INGHAM, THOMAS
New Haven District

ISKE, JOHN
Twin Cities District

JODREY, ARTHUR
Boston District

JOSLIN, LEROY
Twin Cities District

KAEGI, JOHN
Twin Cities District

KEHL, EDWARD
Boston District

KENNEDY, WILLIAM
Chicago Metro District

KIRK, LEA
Wilmington / Bear District

KOLKMAN, ROBERT
Twin Cities District

KRAVIS, RAYMOND
Twin Cities District

LACARBONARA, DANIEL
MBTA / Boston District

LARA, ILENE
Los Angeles District

LEMAY, BRUCE
Twin Cities District

LUTTRELL, PETER
Boston District

MACDOUGALL, JOHN
Boston District

MADDEN, THOMAS
Boston District

MAVES, KENNETH
Twin Cities District

MISUNAS, RICHARD
Twin Cities District

MORRELL, JOHN
Boston District

MORRIS, ROBERT
Boston District

MUZZALL SR, KENNITH
Chicago Metro District

O'NEIL, MARTHA
Boston District

PACHECO, RICHARD
Boston District

PERKINS, THOMAS
Seattle District

PETROSKI, KAREN
Chicago Metro District

PIERCE, DOROTHY
Detroit District

POST, WILLIAM
Boston District

QUINN, STEPHEN
Boston District

SEEBERGER, WILLIAM
Twin Cities District

SIDLOWSKI, STANLEY
New York District

SMITH, CHARLES
Wilmington / Bear District

SWALLOW, JAMES
Boston District

TINGLEY, MARTIN
Boston District

TRESSLER, REBECCA
Washington Div/DC Non-HQ Dist

VAILLANCOURT, NORMAND
Boston District

VALLEY, DAN
Chicago Metro District

WAISE, WILLIAM
Los Angeles District

WARE, DAVID
Jacksonville District

WELCOME, RAYMOND
Boston District

WILSON, TERRANCE
Chicago Metro District

WOOD, DEREK
Boston District

WOODS, STEVEN
Twin Cities District

YANDOW, ANDREW
Boston District

ZIPPS, JAMES
Boston District

20 Year Anniversary February 2002

WALSH, VALERIE
New York District

25 Year Anniversary February 2002

AVILA, CHRISTINE
Chicago Metro District

BISHOP, BRENDA
Wilmington / Bear District

BOEHME, PAUL
New York District

BROOME, EILEEN
Philadelphia District

BROPHY, GARY
Washington Div/DC Non-HQ Dist

COLLINS, JAMES
Washington, DC, Headquarters

CREAGAN, THOMAS
Detroit District

CREED, BRUCE
Beech Grove District

CROUCH, RONALD
Beech Grove District

CUNHA, ARNOLD
Philadelphia District

DACE, FRANK
Chicago Metro District

DENSMOOR, STEVEN
Chicago Metro District

DEVINE, MICHAEL
Wilmington / Bear District

DIGREGORIO, CARL
Philadelphia District

DRISKILL, DALE
Chicago Metro District

FERRANTE, RICHARD
New York District

FOLEY, RICHARD
Boston District

GERACZYNSKI, WILLIAM
New York District

GOLEY, ROBERT
Chicago Metro District

HERZ, NANCY
New Haven District

HOGUE, FRED
Detroit District

JAKUBOWSKI, EUGENE
Empire / Albany District

KORE, ROBERT
Philadelphia District

LAVALA, FRANK
Philadelphia District

LOPEZ, RICHARD
New York District

LUGO, SHIRLEY
Chicago Metro District

LYNN, STEVEN
Chicago Metro District

MALONEY, ROBERT
Wilmington / Bear District

MANNING, WAYNE
New York District

MARCARELLI, THOMAS
New Haven District

MCDADE, GENE
Chicago Metro District

MCGRATH, THOMAS
New Haven District

MORABITO, STEPHEN
Wilmington / Bear District

O'LENA, LARRY
Chicago Metro District

PETGRAVE, ERROL
New York District

PHILLIPS, GARRY
Beech Grove District

PIERCE, WILBOURN
Washington, DC, Headquarters

PITTS, JAMES
Chicago Metro District

RONALDO, RICHARD
New York District

SANTOS, NENITA
Philadelphia District

SCHAFER, MICHAEL
Baltimore District

SCHIRLING, JOHN
Baltimore District

SCHMIDT, STEVEN
Chicago Metro District

SCOTT, PATRICIA
New York District

SHAW JR, ROBERT
Chicago Metro District

SMITH, LARRY
New Haven District

SMITH, MARVIN
Washington, DC, Headquarters

SMYTH JR, WILLIAM
Philadelphia District

STEVENS, PETER
Detroit District

SWINK, DAVID
Los Angeles District

WALSH, RONALD
Boston District

WHITE SR, JAMES
New York District

ZALOGA, FRANK
Empire / Albany District

30 Year Anniversary February 2002

BROWN, JOYCE
Chicago Metro District

GARSTKA, EILEEN
Wilmington / Bear District

HACKMAN, ROBERT
Washington, DC, Headquarters

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**, secre-



Conway Gaddy

tary 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 said 'You've never had it so good!' That will stay in our hearts forever."

In honor of Gaddy's many contributions, **Sandy McCardle** of CETC came up with a great idea. With the permission of Norfolk Southern, we renamed a new switch that had been installed in February. It's now officially the "C. Gaddy Switch."

Conway, you'll be greatly missed at Amtrak. We wish you the best in the next chapter of your life.

BENEFITS CORNER

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.

Class is in session — just watch the screen



Mike DeAngelo explains to on-line travel agents how to interpret Amtrak data on their screen display.

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 destination, and watch what happens...”

Convenience and cost management are happy partners in a new training option being used by our system-wide Travel

Agent Service Center in 30th Street Station. Thanks to technology, service center representatives are spending less time — and money — on the road.

“We get about 400 calls a day from travel agents, asking for immediate help with a reservation,” explained **Claudine Conaway**, director of the center. “But we also get many requests for formal training. Until we received use of this new program, we had to travel and conduct all that training at the agencies. Now we can do a lot of it from right here.”

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 whittle 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.

The announcement came over the 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 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. Even rote apologies alleviate resentment and build trust, even affection. No one expects any business to run flawlessly — least of all a transportation company subject to the whims of weather, aging equipment and route impediments over which it has no control — but we expect it to aspire to perfection and to signal that by expressing regret when it falls short.

Amtrak has long seemed resigned to mediocrity. When I’d arrived at the station in Ann Arbor 45 minutes in advance of the scheduled departure,

two employees were sitting behind a bulletproof window doing absolutely nothing. They posted no sign and made no announcement, so I had to go up and ask if the train would be on time.

“It’s about 50 minutes late,” one of the men said. That’s all. No contrition. No reason given. Not even a hint of shared exasperation.

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 while begging Congress and the president for an enormous subsidy in next year’s budget, clearing its throat to sing the disappearin’ railroad blues.

If ever the time was right for some grass-roots public relations, the 2 p.m. arrival of an 1:11 p.m. train on the very day the Bush administration released a budget proposal giving the railroad less than half of what it says it needs was that time.

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 station and none from the conductor or the unseen voice on the train’s public

address system that welcomed us aboard and blandly announced that we’d be at least an hour late to Chicago.

I’m not a train lover nor am I afraid to fly. I take Amtrak home because it’s more comfortable, direct and economical than flying, and almost as fast door-to-door, even though the train is nearly always late. But it’s a close decision. And discriminating customers like me — not buffs and phobics — will determine the future of intercity passenger rail.

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. Apology accepted! And hey, Amtrak, thanks for the ride.

By Eric Zorn

*Courtesy of The Chicago Tribune
Published Feb. 7, 2002*

RAILWAY ROUNDUP



Don Saunders speaks on dedication day for the new Ft. Worth intermodal station.

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 Fort Worth Intermodal Transportation Center.

‘Quiet Cars’ debut on Amtrak’s Capitol Corridor trains

It was only a matter of time. Quiet Cars have hit the West Coast.

Amtrak’s Quiet Car debuted in January 2000, as a pilot program on one train out of Philadelphia. The program soon expanded to virtually all routes along the Northeast Corridor. The popularity of this program has now reached California.

At the request of a number of regular riders on *Capitol Corridor* trains between Sacramento-Bay Area-San Jose, one car on each train is now being designated as a Quiet Car.

Amtrak’s Quiet Car is designed for guests who want to read, work quietly or rest while traveling to their destination, without being disturbed by noisy cell phones and beeping pagers.

Conductors may dim overhead lighting, but reading lights can be used and emergency lights will remain lighted. Luggage bin doors will remain closed between stops.

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



Actress Bo Derek gives an autographed copy of her new book to Acela passenger Zaida Ismatul.

‘Live on Acela Express’

Amtrak welcomed actress Bo Derek on board *Acela Express* in February. Derek, who leaped into the national spotlight in the 1979 film *10*, was featured in Amtrak’s “Live on *Acela Express*” event series. She signed copies of her new book, *Riding Lessons: Everything that Matters in Life I learned from Horses*.

Derek’s book chronicles her life, and her life with her husband; the late film director John Derek. A lover of horses, Derek uses her intuitive understanding of the animal as a metaphor for the nuances of human relationships.

“Live on *Acela Express*” has also



Chef Strausman whips up a mean dish at high-speed.

featured appearances by best-selling novelist David Baldacci, and New York celebrity chef Mark Strausman of Campagna restaurant fame, who presented a cooking demonstration. An upcoming event on April 23 and 25 will feature a wine tasting hosted by the Sonoma Wineries.

With his high-speed cooking demonstration, Strausman shared his culinary expertise and promoted his cookbook, *The Campagna Table: Bring the Style and Cooking of the Italian Countryside into Your Own Home*. The demo taught busy professionals how to prepare tasty meals in a hurry.

“It was a huge success,” said **Cecilia Cummings**, director of Media Relations in the Northeast Corridor. “We’re looking forward to hosting more events like this in the future.”

The events are confined to a small area of the train, so non-participants won’t be disrupted. But judging from Chef Strausman’s smashing success, almost everyone wants an encore. Bravo to everyone who makes *Acela* a five-star production!

— 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.

He tried to flee but two other crewmembers tackled and restrained him until the police officers arrived and took the suspect into custody.

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 Shaponick**, welder **Paul Marion**, roadway machine operators **Ron Dumais** 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.

Major components of the project

- Complete restoration and renovation of the existing building, including the 112-foot-high Great Hall ceiling
- Creation of 480,000 square feet of technologically advanced office space with operable windows
- A Harrison Conference Center (a division of Hilton Hotels) with up to 300 guest rooms, and 35,000 square feet of conference space
- Development of 150 luxury condominium units with excellent views, private parking and a private entrance
- More than 60,000 square feet of retail and restaurant space; accessible from both the street and the Great Hall
- Direct connection to the recently opened 70,000-square-foot Multiplex Wellness Center across Canal Street
- The renovation does not include the passenger concourse, ticketing areas and train platforms, and existing Amtrak and Metra (commuter) rail operations will not be affected. Our guests' experience will be enhanced by the many new amenities, restoring the vibrant atmosphere of the early days of the 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

office and retail. Studies prove that revitalization projects increase Amtrak ridership by 20-30 percent. And they build new and larger constituencies for rail.

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



A revitalized Union Station in Grand Junction, CO.

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

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

GUEST COLUMN

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.



Herb Rogge

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. I asked them if they've planned their next Amtrak experience. Ilma said, "No," but Herb just smiled and winked. I bet he's already mapped out their 60th wedding anniversary trip!

Linda Woodson
EAP Counselor
Jacksonville, FL

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 stronger partnerships with many states, cities and commercial partners, including some right here in New Jersey." (See Warrington's *Train of Thought* column on Page 2.)

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

board member and Delaware Sen. Tom Carper stated, "George Warrington performed a great service to Amtrak and the country. I am sorry to see him go and he will be missed. 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.

PROMOTIONS IN MOTION

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
- Depot/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.

ORGANIZATIONAL UPDATE

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.



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper for and by Amtrak Employees

AMTRAK

ink

Volume 7 • Issue 4 • April 2002

Two major advertising campaigns show the contemporary, high-energy sides of Amtrak

Acela Express TV commercials speak to a progressive, on-the-move audience: “*Acela*: Keep Moving.” And with the 2002 spring promotion, Amtrak is creating miles of smiles with discount fares for adults and kids.

Page 6



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

Page 12

Red Cap joins bear family

Real life Washington, D.C. red cap **Donnie Mathews** holds the newest addition to the Amtrak merchandise family. Red Cap Bear joins Engineer Brown Bear, Engineer Panda Bear (girl and boy), Rusty Wallace Racing Bear, and Ace the *Acela* Bear.

Inside

2

TRAIN OF THOUGHT

3

New board chairman visits employees on the job



Dukakis brings positive message to Amtrak West

Amtrak, Illinois DOT hold ‘Downstate Day’

4

ON THE RIGHTRAK

5

‘Officer of the Year’ award

APD partners with MTA

Downeaster service enjoys early success

6

Ad campaigns show the contemporary, high-energy sides of Amtrak

8

EMPLOYEE MILESTONES

9

PROMOTIONS IN MOTION



10

RAILWAY ROUNDUP

11

Quik-Trak sales continue to soar

Chairman Smith makes a sweet recommendation

GUEST LETTERS

12

BENEFITS CORNER

Red Cap joins bear family

AMTRAK®

TRAIN OF THOUGHT



John Robert Smith
Chairman of the Board of Directors

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 share a little bit of what I’ve been saying in my field visits. First, I wouldn’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:

Senate
The Honorable _____
(FILL IN NAME HERE)

United States Senate
Washington, D.C. 20510
Dear Senator _____:
(FILL IN NAME HERE)

House
The Honorable _____
(FILL IN NAME HERE)

United States House of Representatives
Washington, D.C. 20515
Dear Representative _____:
(FILL IN NAME HERE)

U.S. Secretary of Transportation
The Honorable _____
(FILL IN NAME HERE)

U.S. Department of Transportation
400 Seventh Street, SW
Washington, D.C. 20590

Dear Mr. Secretary:

Amtrak Ink

Vol. 7, Issue 4, April 2002
Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications
Amtrak Ink is free-of-charge to Amtrak employees and retirees.
Mailing Permit #1812
® AMTRAK is a registered service mark of the National Railroad Passenger Corporation
♻ Printed on recycled, recyclable paper
© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association “Tranny” Award of Merit in the publications category

InfoSource
for Amtrak employees

Corporate Employee Communications
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*, *Employee Advisory*; *Because You Asked*

Northeast Corridor Employee Communications
Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications
Chicago Union Station
210 S. Canal Street, Suite 544
Chicago, IL 60606
Phone: 312-655-1310 (ATS-821-1310)
Fax: 312-655-2565 (ATS-821-2565)

Amtrak West Employee Communications
530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMWSBU
Internet e-mail: AMWSBU@amtrak.com

New board chairman visits employees on the job



Amtrak Chairman John Robert Smith gets familiar with the work of a ticket agent in Washington, D.C.

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.

Dukakis brings positive message to Amtrak West

“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.”

Barbara Brennan, Human Resources consultant

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 Swartzwelter** added, “I agree with



Gov. Dukakis (standing on the right) speaks to employees at the Seattle maintenance facility.

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.”

Along with the former Massachusetts governor’s board duties, his schedule for the last few months included teaching public policy courses at UCLA. Prior to the Seattle session, he had also met with employees in the Oakland maintenance facility, congratulating them for record-breaking ridership and revenue.

Amtrak, Illinois DOT hold ‘Downstate Day’



Cheryle Jackson, V.P. of Amtrak Intercity Government & Public Affairs, welcomes visitors to the first Downstate Day.

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

Ten drawings were held for free round-trip Amtrak tickets to anywhere in Illinois that Amtrak serves from Chicago.

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.

O N T H E R I G H T R A K



Gerri Mason Hall

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 the deputy assistant staff director. A native of Washington, D.C., Mason Hall received her law degree from The George Washington University and holds a bachelor's degree in English from Vassar College.

The Network Journal, a New York-based magazine for black professionals and small business owners, honored this year's "25 Influential Black Women in Business" at its annual awards event in March. The awards program coincides with Women's History Month, and recognizes a select group of women for achieving significant professional success.

Three employees save coworker's life

On March 18, at about 7 a.m., 52-year-old **Willard Ates** suffered a heart attack.

Ates, 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 Kiggins**, pipefitter, **Don Bossingham**, carman, and **Jim Troxil**, 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.

Ates 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 Kiggins, Bossingham, and Troxil — 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. Her 60-year-old mother had accidentally stepped off a nearby pier, and plunged into the cold waters below.



Phil McGee

McGee ran over to the water's edge, and "when I looked in I saw the woman. I took my shoes and sweater

off and jumped." The air temperature was just above freezing — warm for February in Chicago, but not weather for a dip in Lake Michigan.

Luckily for the woman, McGee was quick and composed. "I grabbed her and swam to a place where I could support her at a pier piling," he said. "She was quite calm and receptive. I told her to kick her legs and move her arms to keep her circulation going until the fire department came."

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 Keldo**, Miami; **Steve Slowiak**, Ft. Lauderdale; and **Rick Karolyi**, Miami. (Back row L. to R.) **Dick Weaver**, 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 Arbucias**, 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



Winners of the Florida Rail Pass Incentive Awards.

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



Maureen Powers

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 she 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



Amtrak Police Chief Ron Frazier signs the MOU as **Daryl Pesce**, general manager of the Mid-Atlantic Division, and Virginia L. White, acting administrator of the MTA look on.

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 emer-

gency situations. It will also help ensure officers’ safety and enhance the investigative resources and emergency response capabilities of each agency.

“America’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**.

Downeaster service enjoys early success

The newest addition to Amtrak’s family, the *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.

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.

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.

Two major advertising campaigns show the

**The dynamic
camera effects and
edgy techno music
heighten the visual
appeal of the spots.**

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 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



Left to right, Lance O’Connor, of Flying Tiger Films, and **Manuel Vega** and **Jeff Machalette** from the Amtrak production team “take five” from work on the set. They were part of a larger team of people who played key supporting roles in the production of the *Acela Express* TV commercials.



The Chisholm-Mingo Group worked with Jam Productions to develop the TV commercials for Amtrak’s 2002 spring campaign. Jam Productions Director Lionel Coleman shares a moment with the Amtrak Sanford, FL, team, who helped make the filming of the commercials possible. Left to right, **Louis Beckley**, electrician; **Tommy Farr**, Auto Train superintendent; **Lionel Coleman**; and **Benny Butler**, supervisor.

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, the commercials, “Escapate y Sonreír (Escape and Smile), is a Spanish language commercial adapted specifically for the Hispanic market. It includes seniors, young professionals, and students among the actors and models, reflecting the diversity among Amtrak’s riders.

Darlene Abubakar, Amtrak Director of Advertising & Promotion, said, “It’s important to be working with Lionel, Evelyn and the Chisholm-Mingo team on this campaign because of the diversity of thought and people involved in the commercial and throughout the campaign. It mirrors the diversity of our riders and speaks to us all,” she said. “The Hispanic television commercial was developed, which is very exciting.”

Amtrak ads will appear in many magazines, including Ladies Home Journal, Parade, Heart and Soul, Essence, and on the Internet sites, including Travelocity.com. En Español, Tom Joyner.com.

Darlene Abubakar, Amtrak Director of Advertising & Promotion, gets a lesson from Jam Productions Director Lionel Coleman on how to work with the members of the Chisholm-Mingo Group.

contemporary, high-energy sides of Amtrak

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.”



Lead Service Attendant **Lilia Holmes** is one of three Amtrak employees featured in the Acela Express commercials.

“Employees handled every minute detail.

They were right on.

Our people moved in concert with a high-speed production company, and all that company could do was praise them.”

Joyce Greene, senior director of Brand Advertising & Promotions



American publications like *Time*, one of the three “onnie” (Get Away) magazine commercial targeted at the Hispanic market. It features professionals, and celebrates the ridership. The director of Advertising & Promotions was really great fun and the rest of the team was also the first to be on the camera, while other advertising agency look on.

Director of Advertising & Promotions Director of the camera, while other advertising agency look on.

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 Knapik
- Denise Labencki
- David Lim
- Jeffrey Machalette
- Fred Nardelli
- 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

ABBOTT, JERRY
Jose District

ALEXANDER, ANDREW
Los Angeles District

ALLEN, DONALD
St. Louis District

ALMEIDA, DENNIS
MBTA Wash Div/DC Non-HQ Dist

Boston District

ARNOLD, SYVALUS
Jacksonville District

AVERY, BRENDA
Philadelphia District

BARKSDALE, LARRY
Mid-Atlantic Dv/DC Non-HQ Dist

BELANDER III, CHARLES
Chicago Metro District

BLOCKER, RICHARD
Beech Grove District

BONGIORNO, RICHARD
MBTA Wash Div/DC Non-HQ Dist

BRANDON, GERALD
Kansas City District

BRINEGAR, JACK
Chicago Metro District

BROWN, JOHN
Chicago Metro District

BROWN, JOHN
Kansas City District

BRYANT, JESSE
Los Angeles District

BUCKNER JR, LEWIS
Kansas City District

CAMPBELL, NOEL
Los Angeles District

CAMPBELL, ROBERT III
Chicago Metro District

CAWLEY, THOMAS
Philadelphia District

COLEMAN, JAMES
Philadelphia District

COLEMAN, JERRY
New York District

CRAWFORD, MARK
Chicago Metro District

DANCY, CURTIS
St. Louis District

DAVIS, JOHN
Chicago Metro District

DEVORE, WULLSCHLEGER DAVID
Boston District

DICKERSON, CARLETTE
Los Angeles District

DOBRY, ROY
Chicago Metro District

DOUGHERTY, JAMES
Wilmington Wash Div/DC Non-HQ Dist

DUDLEY, DAVID
St. Louis District

DUNN, WILLIE
Chicago Metro District

ELLIS, RYNARD
Kansas City District

ELSNER, WILLIAM
New Orleans District

EVANS JR, CHARLES
Chicago Metro District

FEASTER, MARK
Philadelphia District

FITZGERALD, KENT
Chicago Metro District

FORNEY, BRENT
Kansas City District

FRY, ROBERT
Twin Cities District

GAVIN, WALKER LISA
Philadelphia District

GEER, CHARLES
Chicago Metro District

GIBSON, JERRY
Los Angeles District

GRIMOLDI, DAVID
Kansas City District

GROCHOWSKY, MICHAEL
Kansas City District

GUASTELLA II, ANTHONY
New York District

HALL, JOHN
Chicago Metro District

HAYHURST, PAUL
New Haven District

HERMAN, MARK
New York District

HERRINGTON, CRAIG
St. Louis District

HESSE, ROSEMARY
Philadelphia District

HILL, JACKIE
St. Louis District

HOEFER, JACK
Chicago Metro District

HONEYMAN, HARLAN
Chicago Metro District

HOPPER, WILLIAM
Chicago Metro District

JACKSON, RONALD
St. Louis District

JENSEN, JEFFREY
Chicago Metro District

JOHNS, GARY
Chicago Metro District

JONES, ELVERT
Mid-Atlantic Dv/DC Non-HQ Dist

KELLER, LEROY
San Jose District

KEMP, MICHAEL
Chicago Metro District

KENNER, SCOTT
St. Louis District

KING, KAREN
Los Angeles District

KIPKA, JOHN
Twin Cities District

LEE, ROBERT
MBTA Wash Div/DC Non-HQ Dist

LEWIS, JAMES
St. Louis District

LUCAS, LEROY
Chicago Metro District

LUPO, GUY
New York District

MCCABE, DONALD
Chicago Metro District

MCCLARTY, CHARLES
Chicago Metro District

MCCOMMONS, ROBERT
Chicago Metro District

MCCREARY, DENNIS
Kansas City District

MCDEVITT, RONALD
Philadelphia District

MCGRAW, VINCENT
Chicago Metro District

MESA, ROBERT
Los Angeles District

MILLER, JUDITH
Philadelphia District

MODRAK, MARGARET
Chicago Metro District

MOLTER, JAMES
Chicago Metro District

MOORE, DENNIS
Wash, DC, HQ

MORGAN, CLIFFORD
Chicago Metro District

MORRIS, JACK
Chicago Metro District

MORRIS, RAYMOND
MBTA Wash Div/DC Non-HQ Dist

MORRIS, TONIE
Kansas City District

MORRISON, CORA
Philadelphia District

MURRAY JR, ROBERT
Los Angeles District

NARVAEZ, HENRY
Philadelphia District

NEAL, JERRY
Kansas City District

NOVAK JR, DONALD
Kansas City District

NOYES, STEPHEN
Kansas City District

O'BRIEN, THOMAS
Boston District

O'SULLIVAN, THOMAS
Empire Wash Div/DC Non-HQ Dist

OGLESBY, HUBERT
Chicago Metro District

PATTERSON, ROBERT
Kansas City District

PEARSON, BILLY
Kansas City District

PEREZ, GREG
Kansas City District

PLEASANTS, THOMAS
Chicago Metro District

PONDER, JANET
Los Angeles District

PORTER, SYLVESTER
St. Louis District

PREVETTE, HOWARD
Jacksonville District

RATHERT, THOMAS
Chicago Metro District

RIEGELSBERGER, CHARLES
St. Louis District

RILEY, JOHN
Los Angeles District

ROWLAND, JOHN
Kansas City District

SANCHEZ, EUSEBIO
Los Angeles District

SAUNDERS, DONALD
Chicago Metro District

SCAPPACE, WILLIAM
MBTA Wash Div/DC Non-HQ Dist

SCHINDLER JR, JOSEPH
St. Louis District

SCHREINER, MARVIN
Kansas City District

SHOLLENBERGER, KATHARINE
Philadelphia District

SIMMERS, CHARLES
Wash, DC, HQ

SMITH, KENNETH
Chicago Metro District

SNOW, MICHAEL
Kansas City District

STEWART, WILLIAM
Chicago Metro District

STOGNER, JAMES
Jacksonville District

SUSKO, ARLETTA
Philadelphia District

TALTON, CHARLES
Jacksonville District

TANNER, BRYANT
Chicago Metro District

TILTON, LAWRENCE
Jacksonville District

TOLAND, CARL
Kansas City District

TOLER, JERRY
Jacksonville District

TONKIN, JOSEPH
Chicago Metro District

TRITINI, FRANCIS
New York District

UTECH, ROBERT
Kansas City District

WALKER, JERRY
Jacksonville District

WALLACE, CORNELL
Chicago Metro District

WARREN, GEORGE
Chicago Metro District

WHALEN, DAVID
Kansas City District

WHITE, ROANE GENISE
Philadelphia District

WILSON, LEE
Boston District

WRIGHT, MICHAEL
New Orleans District

YERGERT, DONALD
Kansas City District

YOUNG, ALOHA
Philadelphia District

YOUNG, CORNELIUS
Philadelphia District

ZINN, TIMOTHY
Kansas City District

ZOLPER, PAUL
Chicago Metro District

JOHNSON II, ROBERT
Chicago Metro District

HALILI JR, ROBERTO
Los Angeles District

20 Year Anniversary
March 2002

BREWER, PAMELA
Philadelphia District

COLLINS, RICHARD
Baltimore District

DAVIDSON, BRUCE
Philadelphia District

DURSO, KAREN
New York District

GALLAGHER, JAMES
Empire Wash Div/DC Non-HQ Dist

GIULIAN, VALORIE
Chicago Metro District

HUBER, MARK
Wilmington Wash Div/DC Non-HQ Dist

MAKOWSKI, PETER
Philadelphia District

MCNEAL JR, RICHARD
Empire Wash Div/DC Non-HQ Dist

PALUMBO, JOHN
New York District

STARTT, WILLIAM
Wilmington Wash Div/DC Non-HQ Dist

STUBBS, DENISE
Chicago Metro District

25 Year Anniversary
March 2002

ABDUS, SAMAD JAFAR
Philadelphia District

ALBERS, RONALD
Chicago Metro District

ARCHIBALD, PETER
New York District

AURELIO, JOSEPH
New York District

BAILEY, LEWIS
Baltimore District

BAKER, WAYNE
New York District

BANDS JR, J
Philadelphia District

BARONE, DANIEL
Philadelphia District

BEGNAUD, RICHARD
Philadelphia District

BELFIELD, EDWARD
New York District

BENNETT, GLENN
New York District

BERTALMIO, BRICE
Chicago Metro District

BURGESS, TERRY
Detroit District

BYRNE, FREDERICK
New York District

CANNON, RICHARD
Philadelphia District

CARROLL, GARY
Philadelphia District

COSTANTINO, JOSEPH
MBTA Wash Div/DC Non-HQ Dist

CUNDIFF JR, JOHN
Mid-Atlantic Dv/DC Non-HQ Dist

DAMIANO, MICHAEL
Philadelphia District

DEGRAW, MARY
Wash, DC, HQ

DEMPSEY, ALLEN
Philadelphia District

DESIMONE, JAMES
New York District

DICARNE, ANTHONY
Philadelphia District

DZIOMBAK, DANIEL
New York District

ELROD, PAUL
Detroit District

FLOYD, THOMAS
New York District

FLYNN, PAUL
Boston District

GARARD, MARVIN
Beech Grove District

GARCIA, RAMON
New York District

GERACE, DOMENICO
New York District

GERBINO, VINCENT
New York District

GIBSON, JULIUS
Empire Wash Div/DC Non-HQ Dist

GONZALEZ, BORMANN LUZ
Los Angeles District

HERRON, PETER
Empire Wash Div/DC Non-HQ Dist

HODGE, RUSSELL
New Haven District

HUNT, MICHAEL
Empire Wash Div/DC Non-HQ Dist

INGRAM, DAVID
Chicago Metro District

JUNG, JOSEF
Empire Wash Div/DC Non-HQ Dist

KEES, CHARLES
Empire Wash Div/DC Non-HQ Dist

KEETON, DWAIN
Detroit District

KLINE, JEFFREY
New York District

KOHLMAYER, GEORGE
New York District

KULESA, CHARLES
Philadelphia District

KUSMACK, ROBERT
Detroit District

LEWIS JR, ANTHONY
Wilmington Wash Div/DC Non-HQ Dist

LISZEWSKI, RONALD
Philadelphia District

LOTT, GARY
Wilmington Wash Div/DC Non-HQ Dist

LUPIAN JR, EDWARD
Empire Wash Div/DC Non-HQ Dist

MCLAUGHLIN, JOHN
Philadelphia District

MELLINGER, EDWARD
Philadelphia District

MERCIER, JOHN
Empire Wash Div/DC Non-HQ Dist

MIDDLETON, ARTHUR
Mid-Atlantic Dv/DC Non-HQ Dist

MILLER, WILLIAM
Miami District

MILLS, DOUGLAS
Detroit District

MILO, RALPH
New Haven District

MONTONE, DENNIS
Philadelphia District

MOYER, RODERICK
Los Angeles District

MULLENHOFF, DAVID
Chicago Metro District

NESMITH, SAM
New York District

NIOWINSKI, EDWARD
Sanford District

NORRIS, JAMES
Mid-Atlantic Dv/DC Non-HQ Dist

OLSZEWSKI, EDWARD
Wilmington Wash Div/DC Non-HQ Dist

OROSZI, NORMA
Wash, DC, HQ

PICCININNI, NICHOLAS
New York District

PITTS, RICKY
Los Angeles District

RAMOS, PEDRO
New Haven District

ROBERTS, JIM
Detroit District

ROBINSON, WILSON
Philadelphia District

SAWL, LINDA
New York District

SAXTON, CARL
Detroit District

SCACCIA, MICHAEL
Empire Wash Div/DC Non-HQ Dist

SCAMEHEORN, RICHARD
Detroit District

SCOTT, HARRY
New York District

SHAW, ROBERT
New York District

SMITH, JACK
Detroit District

SONN SR, VYN
Beech Grove District

STARR, ROBERT
Philadelphia District

STURDIVANT SR, WILLIAM
Empire Wash Div/DC Non-HQ Dist

TITLOW, ROBERT
Philadelphia District

TOMLINSON, DOUGLAS
Philadelphia District

VALOROSO, FAUSTO
Los Angeles District

VANT, ZELFDE PATRICK
Detroit District

VAZQUEZ, JOSE
Philadelphia District

VILLANO, GARRY
Philadelphia District

VOGLEZON, NEVILLE
Wash, DC, HQ

WEINGART, MICHAEL
Los Angeles District

WESTENBERGER, JOSEPH
Philadelphia District

WHALEN, PATRICK
New York District

WHEELER, STEVEN
Baltimore District

WHITE, FRANK
Detroit District

WINCHESTER, BRIAN
Baltimore District

WRIGHT, DAVID
Detroit District

YAGER JOHN
Philadelphia District

PATTI, WILLIAM
Wilmington Wash Div/DC Non-HQ Dist

30 Year Anniversary
March 2002

PAYNE, JOHN
Twin Cities District

WOLFF, KATHRYN
Wash, DC, HQ

Retirees
March 2002

ADAMS, CHURCHILL
Jacksonville District

BODENCAK JR, JOHN
Mid-Atlantic Dv/DC Non-HQ Dist

BOSTWICK, PHYLLIS
Chicago Metro District

BRADLEY, MARILYN
Los Angeles District

BRADLEY, ODELL
New York District

BRIGHTWELL, LOUIS
Mid-Atlantic Dv/DC Non-HQ Dist

BROWN, WINSTON
Chicago Metro District

CALL, LELAND
Beech Grove District

CHECORSKI, BERNARD
New York District

CHICOSKY JR, EMIL
Baltimore District

DE LA ROSA, THOMAS
Oakland District

DODDS, EDWARD
Wilmington Wash Div/DC Non-HQ Dist

DYER, ARNOLD
Philadelphia District

FRANKLIN, WALLACE
New Haven District

FRAZIER, RICHARD
Jacksonville District

GADDY, CONWAY
Baltimore District

GARTEN, EDWARD
Sanford District

GATELY, DAVID
Boston District

HAMMERS, SALLIE
Sanford District

HARMON, WILBUR
Philadelphia District

HAZARD, RICHARD
New York District

HINRICH, RICHARD
Chicago Metro District

JASMIN, JACQUES
Miami District

JEPPI, ANITA
Wash, DC, HQ

KERLIN, RUSSELL
New York District

LAWNSDAL, MARLOWE
Chicago Metro District

MC NAMARA, JOHN
Boston District

MOORE, ALVIS
Kansas City District

MUSGROVE, DONALD
Mid-Atlantic Dv/DC Non-HQ Dist

NATIONS, CHARLES
Chicago Metro District

PARKER, JAMES
San Jose District

PATENAUDE, WALTER
MBTA Wash Div/DC Non-HQ Dist

PETERSON, DAVID
Detroit District

PETRANCURI, DENNIS
Philadelphia District

PFAUT, DONALD
Mid-Atlantic Dv/DC Non-HQ Dist

PUGLISI, CLAUDIO
Los Angeles District

QUINN, PAUL
New York District

RAY, SHERMAN
Beech Grove District

RICE, JOHN
San Jose District

RODRIGUEZ, JULIO
Los Angeles District

ROLLERSON, ALTON
Chicago Metro District

RUANE, JOHN
New York District

SAMPSSELL, JOHNNY
Mid-Atlantic Dv/DC Non-HQ Dist

SANTOS, ALICIA
Wash, DC, HQ

SESTAK, ELLEN
Chicago Metro District

SHAW, HAROLD
Wilmington Wash Div/DC Non-HQ Dist

STATON, VICTORIA FULD
Wash, DC, HQ

SULECKI, DENNIS
Sanford District

SYKES, JOLYN
Philadelphia District

TROTMAN, JOHN
Philadelphia District

VOGLEZON, CLAUDETTE
Wash, DC, HQ

WALT, JAMES
Wilmington Wash Div/DC Non-HQ Dist

WAMPLER, GILLIS
Mid-Atlantic Dv/DC Non-HQ Dist

WARNER, CLYDE
Beech Grove District

GRANT, THOMAS
New Orleans District

MARTIN SR, WILLIAM
Jacksonville District

The following anniversaries were printed last month with an incorrect anniversary date. Amtrak Ink regrets the error.

15 Year Anniversary
February 2002

ABFALDER, LAWRENCE
Twin Cities District

ANDERSON, ARTHUR
Twin Cities District

EMPLOYEE MILESTONES

ASARO, JOHN Boston District	CAMPBELL, MICHAEL Chicago Metro District	CUNDY, WANDA Lorton District	HARRIS, ROXIE Chicago Metro District	KIRK, LEA WilmingtonWash Div/DC Non-HQ Dist	MAVES, KENNETH Twin Cities District	POST, WILLIAM Boston District	WAISE, WILLIAM Los Angeles District
BAILEY, BENJAMINE Twin Cities District	CHERRY, TIMOTHY St. Louis District	DA SILVA, ANTONIO Boston District	HEILMAN, ROBERT Chicago Metro District	KOLKMAN, ROBERT Twin Cities District	MISUNAS, RICHARD Twin Cities District	QUINN, STEPHEN Boston District	WARE, DAVID Jacksonville District
BERGERON, MARK Boston District	CHOPSKI, EDWARD Kansas City District	DENNIS, EULA Chicago Metro District	HENRY, VASPER Wilmington Wash Div/DC Non-HQ Dist	KRAVIS, RAYMOND Twin Cities District	MORRELL, JOHN Boston District	SEEBERGER, WILLIAM Twin Cities District	WELCOME, RAYMOND Boston District
BERTE, ROBERT Boston District	COLBURN, KENNETH Boston District	DOYLE, MICHAEL Twin Cities District	INGHAM, THOMAS New Haven District	LACARBONARA, DANIEL MBTA Wash Div/DC Non-HQ Dist	MORRIS, ROBERT Boston District	SIDLOWSKI, STANLEY New York District	WILSON, TERRANCE Chicago Metro District
BLACK, ANDREW Boston District	CONRAD, RUSSELL Wilmington Wash Div/DC Non-HQ Dist	DUMPS, JEFFREY Baltimore District	ISKE, JOHN Twin Cities District	LARA, ILENE Los Angeles District	MUZZALL SR, KENNITH Chicago Metro District	SMITH, CHARLES WilmingtonWash Div/DC Non-HQ Dist	WOOD, DEREK Boston District
BRANDO, JAMES Twin Cities District	COOKE III, CHARLES Wilmington Wash Div/DC Non-HQ Dist	ENG, ALLEN Twin Cities District	JODREY, ARTHUR Boston District	LEMAY, BRUCE Twin Cities District	O'NEIL, MARTHA Boston District	SWALLOW, JAMES Boston District	WOODS, STEVEN Twin Cities District
BRUNELLE, DANIEL Boston District	COOPER, MARLON Chicago Metro District	FIMRITE, DAVID Twin Cities District	JOSLIN, LEROY Twin Cities District	LUTTRELL, PETER Boston District	PACHECO, RICHARD Boston District	TINGLEY, MARTIN Boston District	YANDOW, ANDREW Boston District
BRUSH, GARY Twin Cities District	CRAWFORD, JOHN MBTA Wash Div/DC Non-HQ Dist	FITZGERALD, DAVID Boston District	KAEGI, JOHN Twin Cities District	MACDOUGALL, JOHN Boston District	PERKINS, THOMAS Seattle District	TRESSLER, REBECCA Wash Div/DC Non-HQ Dist	ZIPPS, JAMES Boston District
BRY, MARK Boston District	CROWELL, THOMAS Boston District	GAHN, ANNA Boston District	KEHL, EDWARD Boston District	MADDEN, THOMAS Boston District	PETROSKI, KAREN Chicago Metro District	VAILLANCOURT, NORMAND Boston District	
BURKE, DANIEL Boston District		GUINAN, DANIEL Chicago Metro District	KENNEDY, WILLIAM Chicago Metro District		PIERCE, DOROTHY Detroit District	VALLEY, DAN Chicago Metro District	
CADREAU, ROBERT Twin Cities District		HAGER, BRIAN Twin Cities District					

PROMOTIONS IN MOTION

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.

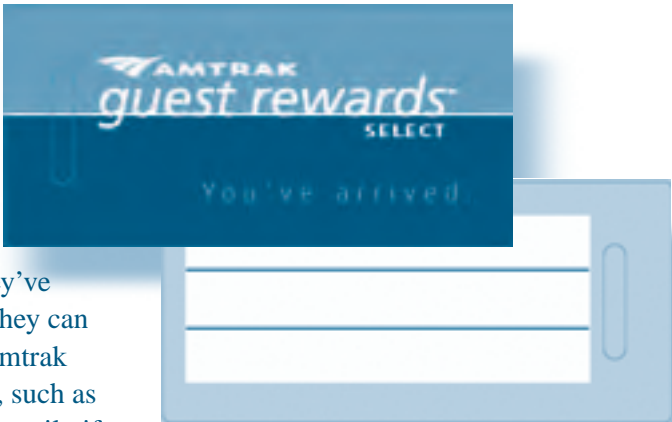
Members earn points for every dollar spent on Amtrak trips. When they've earned enough points, they can redeem them for free Amtrak travel, or other rewards, such as hotel stays, rental cars, retail gift certificates and airline miles.

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.



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 fash-

ioned 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."



RAILWAY ROUNDUP

Amtrak West honored for campaigns

The Hospitality Sales and Marketing Association International (HSMIA) has honored Amtrak West’s Marketing department for two outstanding 2001 campaigns.

Amtrak won a Silver Adrian Award for the California Kids Half-Price campaign, and a Bronze Adrian Award for the California Rail Pass launch in the travel partners category. The Kids Half-Price outdoor campaign helped increase awareness of Amtrak’s everyday discount. The program contributed to a huge 30-percent gain in kids’ ridership on California routes last summer.

The rail pass launch featured ads, brochures and e-mails targeted to both travel agents and consumers. The result has been continued growth in sales of this exciting new product. Images of Amtrak West’s *Pacific Surfliner* trains and the Amtrak brand signature were figured prominently in the award

shows, held at a Hollywood hotel. The HSMIA Adrian Awards competition is the largest and most prestigious of its kind. Last year, the contest attracted entries from 52 countries. The awards honor and showcase the best in hospitality and travel advertising, marketing materials, public relations, and Web site design and development. Congratulations to the award-winning 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.

Amtrak electrician turns the power on politics

In the past year, Amtrak lost an electrician, and “the people” gained an advocate. Sophie Maxwell, who had been with our Peninsula Corridor Service, operating Caltrain, was elected as a supervisor in San Francisco. Ironically, she was also appointed to Caltrain’s governing body, the Joint Powers Board. The following is adapted from a story published in the San Francisco Chronicle. Good luck, Sophie!

While raising her son, and now her grandson, Sophie Maxwell worked as a master electrician for the Santa Fe Railroad, and then for Amtrak. Her 20-year membership in the IBEW continues to be an important part of her.

“The railroad has been good to me, and I support its growth in our city,” says Maxwell. Her career had been redirected partly by her own hand, but also because her community needed her. And she heeded its call.

“I’m not the Lone Ranger here,” she says. “I’m here because my people wished me to be. I never forget them when making my decisions.”

In her brief tenure on the board, the electrician-turned-politician has fought for her district, especially in attempting to improve its environmental health. “The more involved I got, the clearer it became that our community lacked a voice in city politics. I decided I had to try to be that voice.”

With little in the way of a campaign fund, Maxwell threw herself into the race against the San Francisco mayor’s handpicked candidate. It was discouraging, she said, but she kept on moving ahead.

“We went door to door to door!” she laughs. “My strategy was just to keep talking, keep walking.” It paid off. Maxwell was elected with 55 percent of the vote.

Despite the fact that much has been made of her late entrance into the public arena, Maxwell maintains that age 50 should not be considered over the hill.

“It’s a different world now! Women are much more active, we’re living longer and better,” says the yoga-and-meditation devotee. “Women should not see age as limiting.”

Does she have any advice for women looking at radically altering their lives at this age? She laughs. “Yes. If you have a passion, go after it — because others will join you. When you are designing your future, aim high! And have fun with it. As my mother always told me, ‘If you have a gift, give it.’”



Celebrating St. Patrick’s Day

*The Miami Crew Base celebrated St. Patrick’s Day on March 15. A group of Irish-American Amtrak employees created a display on Ireland, and the history of St. Patrick and of Irish-Americans in the United States. Some even brought in their crests to prove that they were Irish-American! The employees served up corned beef and cabbage, with potatoes, salad and bread and green Gatorade. Train attendant **Ed Maler** is seen here checking out the display.*

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.

In FY97, credit card sales (money immediately accessible to Amtrak) topped out at approximately

\$51 million, or 26 percent of total sales. In FY01, credit card sales soared to nearly \$300 million, or 40 percent of total sales. And, fiscal year to date, credit card sales are nearly 50 percent of our total sales and climbing.

In addition to recognizing our reservation sales agents, we want to applaud the superior efforts of our ticket clerks, on-board crews, and support staff everywhere.

Because of employees like you, we are moving forward in the midst of the most formidable challenges. Continue to “circle the wagons” and band together. Ultimately, we will succeed!

Espanol en classe?

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

“Quik-Trak is an
incredible benefit to
our operation and
keeps the crowds
moving through
our busy facility.”

Harry Rogers, manager,
Customer Service in New York

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

Tammy Craddock of Columbus, MS, was just like many other stay-at-home moms: she cooked for her family, worked with the PTA and volunteered for her children’s fund-raisers. But back then, in 1983, Craddock said her passion was cooking and her specialty was baking desserts.

“Every time there was a fund-raiser I was baking something,” said Craddock, a former schoolteacher. “I just wanted to do anything I could to help my kids out.”

Eventually, she said, the demand for her breads and desserts began to grow so much that she decided to sell them. So she started her own company and began selling cheesecakes. Today, her company, Jubilations, has been around for 14 years and offers more than 40 different flavors of cheesecake. Last month, Craddock found out her

cheesecakes would be added to the national menu on Amtrak trains.

Craddock’s cheesecake was originally placed on the Crescent menu in 1997, on the recommendation of Amtrak Chairman **John Robert Smith**, mayor of Meridian, MS. The train travels from New Orleans to New York, stopping twice a day in Meridian. At that time, Smith was working with Amtrak’s food service committee and was asked to recommend a dessert for the fabled Crescent passenger line.

“Her cheesecakes are truly New York-style cheesecakes,” Smith said. “They’re good, solid and rich in flavor. And she offers an array of flavors.”

Smith’s recommendation led to the food service choosing Craddock’s cheesecakes for the *Crescent*. “I got a

call from the committee and they told me they were stuffed and couldn’t eat another one,” she said. Now, after nearly five years of being served on the *Crescent*, Craddock’s dessert will be offered on every Amtrak train.

Craddock moved from her home kitchen into a production plant in 1990, where her cheesecakes are still being made today. But, she said every cheesecake is still made like it was in her kitchen in 1983 — by hand. “The mixers are a little bigger but the ingredients are still the same and everything is done by hand,” Craddock said.

Adapted from an Associated Press article written by Fredie Charmichael, March 17, 2002.

GUEST LETTERS

My daughter and I 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 where I spent most of my time. I watched 3 movies, played my gameboy, and looked out the window. We saw so many cities! We got to see the Golden arch, Mississippi river, and the Sears tower! I would love to do it again but I heard that it’s going to be 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! That would be a shame! My name is Todd Corbey, I’m a fifth grader at Ottawa Hills and I would love to take that train ride again.

B E N E F I T S C O R N E R

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 star returns from a photo shoot. “Awww,” says a woman in the elevator. “Can I have him?” “No,” barks Hardcore Amtrak guy. “He’s mine.”

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 camera-shy teddy bears for their photo op.

Since the collection began with Engineer Brown more than five year ago, the bears have been a hit with the public. Thousands of sales have not only helped the bottom line, but the bears have brought the Amtrak brand into households across the U.S.

Each new family member takes about six months for design tweaking and production. “We’re working on a conductor bear and an Amtrak Police bear right now,” Varnado said. Hardcore Amtrak guy can’t wait.

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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



David L. Gunn

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.

continued on page 12

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 Quik-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 prob-

lems 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

continued on page 5

Inside

2

TRAIN OF THOUGHT

President Bush fills remaining vacancy on Amtrak board

3

The wonder of Julie ...

4

ON THE RIGHTRAK



5

San Joaquin adds service

Brand guidelines ensure strong public image

6

Awards honor employees for their commitment to safety

Saluting Alameda Corridor

7

Acela speeds through airlines' shuttle customer base

'JO Interlocking' gets updated

No more wait for freight

8

EMPLOYEE MILESTONES

9

Auto Train derails in Florida, help provided by many

eTrax gets a nod of approval

10

RAILWAY ROUNDUP

11

Amtrak employees participate in Earth Day



AMTRAK IN THE NEWS

TRAIN OF THOUGHT



Mayor John Robert Smith
Chairman of the Board of Directors

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 deLeon, Amy Rosen, and Linwood Holton.

Amtrak Ink

Vol. 7, Issue 5, May 2002

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, Managing Editor; Meeka Jackson, Editor; Corporate Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the 2000 and 2001 Transportation Marketing & Communications Association "Tranny" Award of Merit in the publications category

InfoSource

for Amtrak employees

Corporate Employee Communications
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
Fax: 202-906-3306 (ATS-777-3306)
InfoLine: 1-877-AMTRAK1
(Newsline, Commentline, Jobline)
Internal e-mail: amtrakink
Internet e-mail: amtrakink@amtrak.com
Employee publications: *Amtrak Ink*, *Employee Advisory*; *Because You Asked*

Northeast Corridor Employee Communications
Box 15, 30th Street Station
Philadelphia, PA 19104
Phone: 215-349-3365 (ATS-728-3365)
Fax: 215-349-1872 (ATS-728-1872)
Internal e-mail: ontrack
Internet e-mail: ontrack@amtrak.com
Employee publication: *OnTrack*

Amtrak Intercity Employee Communications
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5390 (ATS-823-5390)
Fax: 312-880-5115 (ATS-823-5115)
Employee publication: *We*

Amtrak West Employee Communications
530 Water Street, 5th floor,
Oakland, CA 94607
Phone: 510-238-4360 (ATS-764-4360)
InfoLine: 1-800-695-WEST (9378)
(TalkBack Line) for select states only
Fax: 510-238-4397 (ATS-764-4397)
ARROW: G/AMW/SBU
Internal e-mail: AMWSBU
Internet e-mail: AMWSBU@amtrak.com

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 powerful state-of-the-art speech VRUs, communicating over a complex network that moves voice and data from coast to coast and is always available to service our guests with a smile.

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.

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 team that brought Julie to life on the VRU: (L. to R.) **Jason Brown**, Telephony; **Ja'Far Abdus-Samad**, Technology; **Jackie Singh**, A.T.; **Lori Brodsky**, SpeechWorks; **Doug DeLia**, testing coordinator; **Luc Foisy**, Customer Relations.

O N T H E R I G H T R A K

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.



Linda Woodson

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.”



A masseuse from New York’s Alexandra Body Care provided soothing massages for guests on board Acela Express.

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.

Live on Acela Express

On April 12th, noted baseball writer Dan Schossberg signed copies of his book “The Baseball Almanac: Big Bodacious Book of Baseball” 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

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 opportunity 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 recognition to yourself and to Amtrak!

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.



San Joaquin adds service between Bakersfield and Sacramento



Photo by Josie Simpson

A large crowd gathers at the Lodi train station, anticipating the arrival of the San Joaquin.

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 31 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 Mallery, 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,” Mallery 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

Improving 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.

“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**.

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 how to use 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.



Employees at a brand training class complete exercises designed to help them understand the value of our brand, why it’s important and how to use it.

Prestigious awards honor employees for their commitment to safety



Bette Burch honors Henry Marcell with the distinguished Dr. Gary Burch Memorial Award.

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 Asso-



FRA Administrator Allan Rutter presents Dennis Overhold with a Certificate of Commendation.

ciation 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**, AVP Environmental Department.

Moore was joined at the ceremony by his wife; his supervisor, **Dan Karczeski**; **Lisa Douglas**, chief of staff for **Stan Bagley**, EVP of Operations; and Roy Deitchman.

Amtrak salutes \$2.4 billion Alameda Corridor

“Relieving congestion on shared intercity, commuter and freight rail corridors is a critical priority for both Amtrak and the state of California.”

Gil Mallery, Senior Vice President of Amtrak West

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 Mallery**, 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 ceremony, *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,” said Gil Mallery. “The Alameda corridor along with the Redondo Flyover are essential elements in increasing reliability, reducing trip times, and creating capacity to add new service. It’s helping to build momentum for the implementation of the 20-Year Passenger Rail Plan for California.”

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



Acela Express

There has been a fundamental market shift in the Northeast when it comes to air and train travel. Market research is showing that more people are choosing the train than the plane than ever before. In fact, for the first time since the jet age began, more people (58 percent) are taking the train between Washington and New York than the plane.

Between New York and Boston, Amtrak's share of the market has grown by more than 50 percent in recent months. The proof is not only in the ridership numbers, it is also in the advertising.

For the first time, the airlines are competing with Amtrak — by name — to win back customers. U.S. Airways began newspaper advertising featuring a harried businessman and a message: "Time flies, it doesn't wait

for a train." A Delta Airlines ad launched in April features a jetliner zooming past a train and a reminder for travelers: "Planes are faster than trains."

Of course, Amtrak has been increasing its own advertising now that *Acela Express* is nearing its full complement of frequencies. The fierce competition comes at a time when travelers are facing longer waits at airports and a new security-related "no bathroom breaks" policy on some shuttle flights. Consequently, thousands of travelers who had once traveled by plane in the Northeast on U.S. Air and Delta shuttle flights have turned to *Acela Express*.

In an interview with Dow Jones News Service, **David Lim**, Amtrak's vice president of Marketing and Brand Management said, "I'm pretty sure that in the history of commercial avia-

tion/advertising and marketing, no airline has ever spent money against a train." Lim spent more than 20 years at U.S. Airways. "It clearly benefits us because it raises the awareness of the Amtrak and *Acela Express*."

Amtrak guests can be more productive when they travel, walk around freely, use cell phones throughout the trip, and log on to their laptop computers using the power port at each seat. (Airline passengers are allowed to use cell phones before the plane doors close for a takeoff, and after they open following landing.)

"Customers want more control of travel time," Lim said. "Shuttle customers who have migrated to *Acela Express* ... have discovered that the benefits of *Acela Express* travel far outweigh any time differential because they can be productive."

After more than 90 years, 'JO Interlocking' gets updated

When the project is completed, the redesigned track and switch layouts will eliminate the bottlenecks and clearance limitations routinely experienced at JO Interlocking.

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. The construction will restore capacity and improve overall train traffic flow for the more than 1,000 weekday train movements that move through Penn Station's 21 tracks and 120 switches on a daily basis.

The project's cost of \$22.5 million is being jointly funded by the three railroads that use Penn Station: Amtrak, MTA Long Island Rail Road, and NJ TRANSIT. Amtrak's portion comes from funds that were previously set aside for the project.

This major track project is only one of many ways in which this busy rail center's capacity may be increased. Signal systems, track approaches outside the station, maintenance facility modifications and dispatching enhancements are some other areas of ongoing study and implementation at Penn Station.

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!

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Year Anniversary April 2002

ABNEY, JAMES
Portland District

ADIMARI, ARNO
Wilmington / Bear Dist

ANDELFINGER, JOSEPH
New York District

ANDRZEJEWSKI, PATRICK
Mid-Atlantic Dv/DC Non-HQ Dist

ARPINO, ANTHONY
New York District

ARTHUR, DAVID
Los Angeles District

BATES, RUSSELL
Seattle District

BAXTER, GUY
Portland District

BAZZINI, STEVEN
Portland District

BENNETT, PATRICK
Portland District

BERNSTEIN, DAVID
Los Angeles District

BETHEA, JEFFREY
Philadelphia District

BIBBEE, CHERYL
Seattle District

BLAIS, JOSEPH
Empire / Albany District

BLANKENSHIP, KENNETH
Wilmington / Bear Dist

BLONDIN, KATHRYN
Chicago Metro District

BLUMENBERG, GUSTAV
St. Louis District

BOUTIN JR, ROBERT
MBTA / Boston District

BROWN, JOHNNIE
Portland District

BROWN, LYNN
Portland District

CAHILL, THOMAS
Portland District

CAIRD, WILLARD
Portland District

CALABRO, ELIZABETH
MBTA / Boston District

CALHOUN, JOHN
Detroit District

CANNEDY JR, EARL
Los Angeles District

CLARKE, RAYMOND
Seattle District

CLIFTON, JOSEPH
Chicago Metro District

CONNOLLY, JOHN
Boston District

COOKE, EDWARD
Portland District

COPENHAVER, JOHN
Portland District

COURTNEY JR, GERALD
MBTA / Boston District

CREECH, GERALD
Seattle District

CRONE, THOMAS
Portland District

CRONIN, JOHN
MBTA / Boston District

CUADRO, EFREN
Los Angeles District

DAVIS II, DONALD
Twin Cities District

DICKS, NEIL
New York District

DORAN, PATRICK
Kansas City District

DOUGLAS, ENGLISH
YOLANDA
Los Angeles District

DOZOIS, ROBERT
MBTA / Boston District

DUNCAN, RICHARD
Seattle District

EMAN, MICHAEL
Seattle District

FRAHM, FREDERICK
Seattle District

FRENCH, DOUGLAS
Portland District

GARCIA, VIOLETA
Los Angeles District

GARNER, DONALD
Seattle District

GREENIDGE, MARK
Philadelphia District

HAUGHEY, LOUIS
Boston District

HEARD, MARK
Chicago Metro District

HEBERT, MARK
Los Angeles District

HENDERSON, HENRY
Seattle District

HODOUS, ROBERT
Seattle District

HOLLIDAY, STEPHEN
Seattle District

HOUSTON, RON
Los Angeles District

HOUSTON, RONALD
Philadelphia District

HOWERTER, LARRY
Seattle District

JONAS, RUDI
Mid-Atlantic Div/
DC Non-HQ Dist

JONES, DOUGLAS
Los Angeles District

JONES, RICHARD
Oakland District

KASER, CAROLINE
Detroit District

KASUN, JOHN
Twin Cities District

KELLY, JAMES
Portland District

KLICKMAN, ROBERT
Seattle District

KOUNTZ, JAMES
Portland District

LALIME, RONALD
Seattle District

LAMERY, RICHARD
Boston District

LANGEVIN, DAVE
Seattle District

LISOSKI JR, JOHN
Portland District

LOCKE, LYNN
Atlanta District

LORAN, JOSEPH
Twin Cities District

MACBAIN, HANS
Philadelphia District

MAHLUM, GARY
Twin Cities District

MANARAS, DAVID
Seattle District

MANNING, LARRY
Portland District

MARKOLF, RITA
Empire / Albany District

MC CAUGHNA, JAMES
Beech Grove District

MOORE, DENNIS
Seattle District

MORRISON, WILLIAM
Twin Cities District

MURRAY, JOHN
New York District

MYDLAND, DAVID
Twin Cities District

NELSON, DANIEL
Beech Grove District

NELSON, TERRY
Portland District

NEMCHENKO, JOANNE
Philadelphia District

NIEDERER, JOHN
Portland District

O CONNELL, JOHN
MBTA / Boston District

O CONNOR, MICHAEL
Twin Cities District

O'BRIEN, ROBERT
MBTA / Boston District

O'MALLEY, SUSAN
Boston District

OGAN, MICHAEL
Portland District

ORR, DOUGLAS
Seattle District

PAIGE, TYRONE
Mid-Atlantic Div/
DC Non-HQ Dist

PETERSON, ELIZABETH
Los Angeles District

RASCH, STEPHEN
Mid-Atlantic Div/
DC Non-HQ Dist

RASMUSSEN, ARTHUR
Seattle District

REITHMEIER, GARY
Seattle District

RENTZ, LARRY
Jacksonville District

RHODES, BONITA
Philadelphia District

RHOTON, RICKY
Los Angeles District

ROACH, GERALD
Portland District

ROBERSON, ERNEST
Seattle District

ROCHON, DAVID
MBTA / Boston District

RODANO, DONNAMARIA
Jacksonville District

RODRIGUEZ, JOVONNE
Los Angeles District

SAMPSON, DIRK
Portland District

SCHULTEIS, JAMES
Twin Cities District

SHAW, LOUANNE
Boston District

SHAY, THOMAS
Boston District

SHORT, WILLIAM
Twin Cities District

SKYLES, JACK
Seattle District

SMITH, BRIAN
Chicago Metro District

SMITH, THOMAS
Seattle District

SNIADOSKI, MICHAEL
Seattle District

SPENCER, ANGELA
Los Angeles District

STANLEY, JOHN
Los Angeles District

TAYLOR JR, ALFORD
Portland District

TAYLOR, DONALD
Portland District

TEAGUE, FREEMAN
Twin Cities District

TRACY, ROBERT
Seattle District

WARD, CHRISTOPHER
MBTA / Boston District

WEATHERLY, GARRY
St. Louis District

WEAVER, GREGORY
Philadelphia District

WEISHAAR, WAYNE
Twin Cities District

WHEELON, DAVID
Portland District

WHITE, LLOYD
Portland District

WILLIAMS, RALPH
Philadelphia District

WOODBURN, MARK
Atlanta District

ZIEGLER, JAMES
Portland District

ROBB JR, WARREN
Philadelphia District

20 Year Anniversary April 2002

DU BOIS, DOUGLAS
Detroit District

GRUGAN, TIMOTHY
Empire / Albany District

HILL, JOSEPH
Wilmington / Bear Dist

ST LOUIS, DANIEL
Empire / Albany District

25 Year Anniversary April 2002

ADAMS, JOHN
Baltimore District

ADAMS RONALD
Mid-Atlantic Div/
DC Non-HQ Dist

ALESSI JR, ARTHUR
Philadelphia District

AMOROSO, GEORGINA
New York District

ANDREWS, ANDRE
Philadelphia District

ARROYO, DAVID
Boston District

ASTACIO, NELSON
Miami District

AURIEMMA, VINCENT
New Haven District

BAPTISTE, ANTHONY
New York District

BARTON, DAVID
New Haven District

BECKER, TIMOTHY
Wilmington / Bear Dist

BOTTIGLIERI JR, ALBERT
Empire / Albany District

BOYCE, ROBERT
Detroit District

BOYLE, MATTHEW
Philadelphia District

BRECCIAROLI, DAVID
New Haven District

BROWN, LARRY
Philadelphia District

BROWN, SHEREE
New Haven District

BRUNELL, ROBERT
Philadelphia District

BURGH, ROGER
New Haven District

BURNS, BRIAN
New York District

BURNS, MICHAEL
Boston District

BURNS, TIMOTHY
Philadelphia District

BUTZ, GARY
Philadelphia District

CANIGLIA, JOSEPH
Philadelphia District

CARROLL JR, DANIEL
New York District

CHAVEZ, MARGARET
Los Angeles District

CHOPORES, JAMES
Chicago Metro District

COADY, WILLIAM
New Haven District

COFFEY, JAMES
Philadelphia District

COHEN, ELICK
New York District

COLEMAN, JOHN
Detroit District

COLLINS, PATRICK
New York District

CONLAN, CHRISTOPHER
Philadelphia District

CRAYNE, CARMEN
Philadelphia District

CRUZ, DAVID
Philadelphia District

CUNNINGHAM, YVETTE
Los Angeles District

CZAJKA, KENNETH
Chicago Metro District

DALIEGE, GERALD
Chicago Metro District

DAMBACH, REED
Philadelphia District

DAMIANO, LINDA
Washington, DC,
Headquarters

DEBELLIS, FRANK
Los Angeles District

DEFRANCESCO, JOHN
Philadelphia District

DESHIELDS, KENNETH
Philadelphia District

DIBUCCIO, PASQUALE
Philadelphia District

DICKINSON, ROBERT
New Haven District

DOUGLAS, WILLIAM
New Haven District

DRAKEFORD, LEILA
Detroit District

DWORAK, PETER
New Haven District

ECKERT, TERRY
Philadelphia District

EDWARDS, CLARENCE
Philadelphia District

ERMER, ROBERT
New York District

FETCHINA, EUGENE
Philadelphia District

FISCHER, JEFFREY
New Haven District

FOLEY III, TIMOTHY
New Haven District

GALLAGHER, ROBERT
Philadelphia District

GARDINER, THOMAS
Philadelphia District

GATHEN, WILLIAM
Empire / Albany District

GIANNATTASIO, JOSEPH
Wilmington / Bear Dist

GIESPERT, GREGORY
Salt Lake City District

GIOVINGO, JAMES
Chicago Metro District

GODBOUT, JOCELYN
Philadelphia District

GODSHALL, WAYNE
New York District

GRAHAM, TERRY
Boston District

GRAVELINE, PETER
New Haven District

GRAVES, FRANK
Philadelphia District

GRIFFIS, THOMAS
Philadelphia District

HAYES, JOSEPH
Chicago Metro District

HAYWARD, WALTER
Boston District

HENRY, JOSEPH
Miami District

HERNANDEZ, ARMONDO
Philadelphia District

HILL, MARK
New Haven District

HILTZ JR, JAMES
Baltimore District

HISQUIERDO, EDWARD
Los Angeles District

HOODACK, TIMOTHY
Empire / Albany District

HORCHAR, MYRIAM
Philadelphia District

HUME, KEVIN
New York District

HUMPHREYS, PETER
Philadelphia District

HUTSELL, LARRY
New Orleans District

JACK, CORNELIUS
New York District

JACKSO, SHARLYN
Los Angeles District

JEFFCOAT, RICHARD
New Haven District

JOHNSON GLORIA
Philadelphia District

JOHNSON, JUANITA
Philadelphia District

JOHNSON, REBECCA
Detroit District

JOHNSON, RONALD
New York District

JONES, ROBERT
Wilmington / Bear Dist

KARCZESKI, DANIEL
Philadelphia District

KATIN, LEWIS
Philadelphia District

KERRIGAN, TERRENCE
Philadelphia District

KETELS, DOUGLAS
Philadelphia District

KIDDER, SHERRY
New York District

KINNEAR, SIDNEY
New York District

KIRSCHKE JR, EDWARD
Philadelphia District

KREDER, GREGORY
New York District

KRUG JR, DONALD
Wilmington / Bear Dist

KRUSE, FRANCIS
Wilmington / Bear Dist

LABOISSONNIERE, DAVID
New Haven District

LADISLAW, DANIEL
Philadelphia District

LAROCCO, JOHN
Chicago Metro District

LAVECCHIA, DONALD
Wilmington / Bear Dist

LUCAS, VALERIE
New York District

MAGUIRE, ROGER
Philadelphia District

MALDONADO, GEORGE
New York District

MALIN, ROBERT
Philadelphia District

MARIDUENA, ANIBAL
Chicago Metro District

MARINO, ROBERT
Philadelphia District

MATTHEWS, PAUL
Philadelphia District

MATTOCCIA, JOHN
Wilmington / Bear Dist

MAUZAKA, WALTER
New Haven District

MAXEY, JOAN
Chicago Metro District

MAYLIE, JOSEPH
Philadelphia District

MC GINNIS, STEVEN
St. Louis District

MCCONOMY, ROBERT
Philadelphia District

MCGONIGAL, KEVIN
Philadelphia District

MCQUINN, ROBERT
Beech Grove District

MEYER, JOHN
Chicago Metro District

MILLER, DAVID
New Haven District

MOONEY, MICHAEL
Philadelphia District

MUELLER, JOHN
Miami District

MUSSINGTON, DANIEL
Philadelphia District

NANGLE, GERALD
Philadelphia District

NAPIER, CORDELL
Los Angeles District

NEIL, RODRICK
Chicago Metro District

NEMETH, JOHN
New York District

O' KEEFE, CHRISTOPHER
Boston District

O'HARA, DANIEL
Philadelphia District

ODOM, SHARON
Chicago Metro District

PAONE, JAMES
Philadelphia District

PAPROCKI JR, STEVEN
New Haven District

PEDROZA, WILLIAM
Chicago Metro District

PEPIN, JOHN
New Haven District

PETTIT, LLOYD
Philadelphia District

PHELAN, SUSAN
Chicago Metro District

PIDGEON, WILLIAM
Philadelphia District

PILON, ANDY
Seattle District

PLANCON, DAVID
New Haven District

PLATT, THOMAS
New Haven District

POPP, JOYCE
Philadelphia District

PROULX, DENNIS
Philadelphia District

PROULX, KAREN
Philadelphia District

PYLE, STEVEN
Philadelphia District

PZDEPELSKI, HANK
MBTA / Boston District

RACE JR, CHARLES
Philadelphia District

RAMIREZ, ROBERT
Los Angeles District

ROBERSON, PEGGIE
New York District

ROCHE, KIRBY
JOSEPHINE
Chicago Metro District

ROSEEN, JOHN
New York District

SALIDO, PAUL
Los Angeles District

SAS, WILLIAM
New York District

SCOTT, SAUNDRA
Los Angeles District

SENF, COLLEEN
Chicago Metro District

SHAVERS, MABLE
Chicago Metro District

SHEAFFER, GARY
Philadelphia District

SLAVIN, LEROY
Baltimore District

SMITH, JERE
Wilmington / Bear Dist

STANKEVICIUS, VICTOR
New Haven District

STASIOR, JOANNE
Chicago Metro District

SURFACE, RUSSELL
Beech Grove District

SWINGLE II, GEORGE
Philadelphia District

TETEAK, MICHAEL
Chicago Metro District

THOM, MAXIMUS
New York District

THOMAS, HOWARD
Philadelphia District

THOMAS, LAWRENCE
Los Angeles District

TIPPING, THOMAS
Philadelphia District

TOCZYLOWSKI JR, MICHAEL
Washington, DC,
Headquarters

TOWNSEND, MARY
Los Angeles District

TRIEBEL, DAVID
New Haven District

TROUTMAN, EDWARD
Philadelphia District

TSIKALAS, E MICHAEL
Philadelphia District

URQUHART, ABRAHAM
New York District

VANHAZEBROECK, PATRICIA
Chicago Metro District

WATSON, NICK
Detroit District

WEBER, CRAIG
Baltimore District

WELLS, WARREN
New York District

WESLEY, BENJAMIN
New York District

WHEARTY, WILLIAM
Philadelphia District

WHITAKER, DAVID
Philadelphia District

WILLIAMS, MICHAEL
New York District

WILLIAMS, RUSSELL
Philadelphia District

WILSON, ROBERT
Wilmington / Bear Dist

WINTHER, JOHN
Philadelphia District

WISE, JOHN
Mid-Atlantic Div/
DC Non-HQ Dist

WOLBERT, JO ANN
Philadelphia District

WYLIE, SHERRY
Chicago Metro District

YANTA, ANDREA
Chicago Metro District

30 Year Anniversary April 2002

JONES, CLEMIE
Chicago Metro District

LAWRENCE, JAMES
Washington, DC,
Headquarters

MILLER, PATRICIA
Detroit District

NOTO, PETER JR
Chicago Metro District

O'KELLEY, DOROTHY
New York District

ST PIERRE, KAY
Kansas City District

WATT, JANICE
Chicago Metro District

Retirees March 2002

ANDROSHICK, RONALD
Philadelphia District

BROY, WILLIAM
Mid-Atlantic Div/
DC Non-HQ Dist

CARUCCI, PASQUALE
New York District

CLEARY, VINCENT
Sanford District

CRAYER, DELORES
Philadelphia District

EPPERSON, DONALD
Chicago Metro District

ETHEREDGE, VANCE
New Orleans District

FULLERTON JR, CHARLES
New Haven District

GIGUERE, GERARD
Boston District

GOODMAN, GLORIA
Los Angeles District

HEALEY, JIM
San Jose District

HILE, JAMES
Chicago Metro District

HOLLOWAY, DONALD
Los Angeles District

HUGHES, JEAN
Kansas City District

HURST, THOMAS
Twin Cities District

KLAMAN, LOUIS
Chicago Metro District

KLIMASZ, EDWARD
Chicago Metro District

MEEHAN, JAMES
Philadelphia District

MELNYK, STEPHEN
Wilmington / Bear Dist

MICOMONACO, FRANK
Philadelphia District

NORMAN, JOSEPH
Chicago Metro District

OTILLIO, NORMAN
New Orleans District

OWEN, WILLIAM
Philadelphia District

RUSSELL, DOLORES
Philadelphia District

SAUNDERS, DONALD
Los Angeles District

SIRY, JOHN
Los Angeles District

SKINNER, HAROLD
Los Angeles District

TOY, ROSALIND
Chicago Metro District

TRIVIETS, LELAND
Wilmington / Bear Dist

VAUGHN, WILLIAM
Los Angeles District

VORHAUER, ROLAND
Philadelphia District

WILLIAMS, DONALD
New York District

YOUNG, RONALD
Oakland District

Auto Train derails in Florida, many provide help

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 several skin grafts. He remained hospitalized for about three weeks.

While many employees provided emotional support for the passengers, families, and crew at the site, there were many other employees working feverishly behind the scenes at the command centers in Orlando, Crescent City, CNOC, Sanford and Lorton. There was media clamoring for interviews, transportation and

lodging logistics to coordinate, communications to be written, and so much more that every single person had a job to do.

"It was inspiring to see representatives from various business units and multiple disciplines working together with little or no rest to meet passengers needs and resume operations as quickly as possible," said **Kathleen Cantillon**, director of Communications for Amtrak Intercity.

A team in Jacksonville set up their own command center in the lobby of a hotel where some of the passengers were staying. In addition to their own efforts, they encountered many citizens who wanted to help.

"I saw quite a few citizens of Crescent City that had masking tape stickers on their shirts that said 'worker.' These were regular citizens, waitresses from bars and restaurants, teenagers, and really just the locals who came into action to help immediately," said **Sue Dwelle**, an administrator in Jacksonville. "I found out that the Winn Dixie food store had sent truckloads of water, soft drinks and paper goods out to the site when the accident first happened."

Dwelle said she arranged for four drivers from Yellow Cab to be accessible to passengers staying at the hotel through the weekend. "They all gave me their home phone numbers and cell phones for us to contact them for anything we needed in the way of transportation. They were as much a part of our team as anyone ... they were a God-send!"

The tracks were opened April 21, with the northbound *Silver Star*, train #92, being the first Amtrak service through the area.

May 1, 2002

As you can well imagine, the Auto Train offices remain very hectic. All of us are slowly recovering from the traumatic and heartrending experience of April 18th.

It will be awhile before I am able to personally thank you for your compassion, hard work and perseverance in assisting the Auto Train guests with the many tasks that were required, as well as getting our train back in service. It is times like this when I realize why I have spent over 28-years with Amtrak through the many restructures and painful budgetary problems. It all comes down to the many wonderful people I have had the privilege of working with.

The Auto Train always provides many unique challenges and April 18th was no exception. But with all the talent and support provided to the Auto Train team by you, every challenge was met with kindness, care and concern. I have just now begun to read the many newspaper articles where guests had wonderful accolades to share about the on-board crews and the Amtrak employees who helped in the days following the accident.

To everyone involved at the Customer Service Command Center in Orlando, the site Command Center in Crescent City, CNOC, Sanford and Lorton employees, thank you for the immense support and wonderful job that you did! As always, I am proud to be part of such a great team.

With great appreciation,

*Sharon Mahoney
General Manager, Auto Train*

eTrax gets a nod of approval from Amtrak employees

"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, when eTrax team members traveled to major locations to hold demonstrations of the new software with 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.



(L. to R.) **Mike Rienzi**, VP of Procurement Payable; and **John Venturella**, director of Procurement, celebrate the corporate rollout of eTrax.

RAILWAY ROUNDUP

East meets west

On April 17, Boston South Station extended a warm welcome to Japanese Consulate General Tadamichi Yamamoto. Yamamoto spoke at Club *Acela* 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."

Lynch, who was previously a ticket agent in New Haven, confirms that guests are coming in droves. "We've been open just three weeks, and already we've been extremely busy," she reported after the ticket office opened. Just one more way Amtrak makes customer satisfaction number one!

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.

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 detrained 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 Railway, Amtrak Marketing, and the Transportation Communications Union provided information on the many services available to the community.

"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.



"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.

Amtrak employees participate in Earth Day



Rosa Nesmith had her hands full the day she and many of her coworkers at the Wilmington Shop cleaned-up the facility grounds.



Frank Lombardo (standing) and **George Vansant** work together to clean-up a creek near the Wilmington Shop.

Armed with great attitudes and a shared purpose, Amtrak employees in Washington, D.C. and at the Wilmington Shop participated in Earth Day — right in their own back yards.

Earth Day is a global celebration of the environment that is recognized each year on April 22. The purpose of Earth Day is to increase awareness, responsibility and action toward a cleaner, healthier planet through various events and campaigns.

Amtrak’s corporate Environmental Department celebrated the day by participating in the Baltimore National Aquarium’s “Wetland Restoration” project.

In partnership with the National Park Service, the Aquarium is working on the project to restore and monitor a created tidal wetland at Fort McHenry National Monument in Baltimore. Tidal wetlands are crucial to the Chesapeake Bay because they filter runoff, prevent erosion, and improve water quality by offsetting waste that could damage sensitive coastal areas.

More than a dozen employees from the Environmental Department volunteered in the National Aquarium’s April 13 Field Day at Fort McHenry. After a brief presentation on the Chesapeake Bay’s conservation efforts given by the aquarium’s senior manager of Conservation, the Amtrak team rolled up their sleeves and began collecting debris. By the



Back Row Standing: **Jack Schweitzer**, **Scott Bohnhoff**, **Andy Girardi**, **Jay Ervin**, **Chuck Ervin**, **Wanda McLaren**, **Cary Ervin**, **Roy Detichman**. Second Row Sitting: **Robert Noonan**, **Daniel Wolfe**, **Carole Wolfe**, **Lorelee Martin**, **Camille Ross**, **Kari Sheets**. Front Row: Aquarium Team Leaders: **Mary** and **Tammie**. Not pictured: **Kittrell Knight**.

end of the day, they had collected more than 18,000 lbs of debris, and a new appreciation for preserving our environment.

“It’s amazing the amount of trash we were able to pick up in just those few hours. It really makes you more aware of your responsibility to the planet,” said **Andy Girardi**, field environmental specialist, Mid-Atlantic.

Scott Bohnhoff, director of Environmental Compliance, agreed saying, “I realized how everything we do affects

the environment, from the water and marine life, to the plant and animal life. The wetland restoration day really opened my eyes.”

Wilmington Shop employees recognized Earth Day all week long, from April 22-26. More than a dozen employees got to work, moving around the facility and the surrounding area collecting debris and putting materials in their proper place. The group collected 650 lbs of scrap metal, and filled three dumpsters and 49 large trash bags with ‘stuff.’

AMTRAK IN THE NEWS

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 popular among Hastings College students,” Associated Press Newswires, 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.

“Fund Amtrak,” The Salt Lake Tribune, 4/17/2002

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.

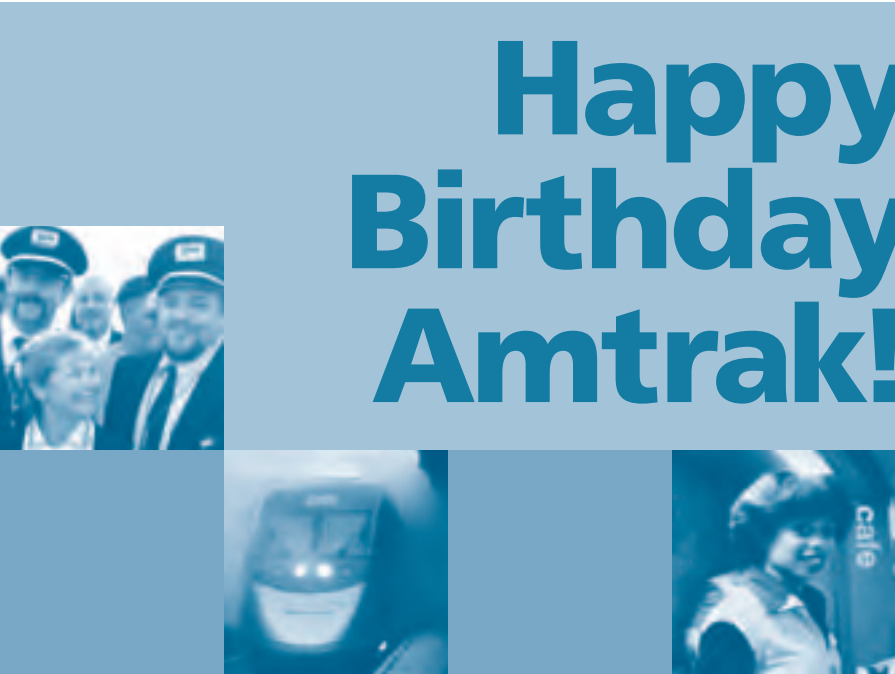
The Amtrak run, with its comfortable cars, leaves Seattle’s ugly-duckling King Street Station at 7:45 a.m. daily. (Pity that Amtrak doesn’t have the bucks to fix the place up.) Four hours later, travelers disembark at Vancouver’s swell-elegant vintage train station.

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



Happy Birthday Amtrak!

Thank you to all of the employees, past and present, who have been instrumental in building and sustaining our national passenger railroad.

With each passing year, we continue to find that the valuable contributions from the Amtrak workforce — the foundation of this company — are what help us to work through the challenges and achieve even greater success.

1971
MAY 1
2002

Employees begin using eTrax

continued from page 9

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

continued from page 2

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 has 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

continued from page 1

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.”

“While 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.”

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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



Amtrak President David Gunn speaks with a group of employees while visiting the Seattle station.

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

The 2002 President's Service & Safety Awards recipients gather to be honored at a special ceremony in Washington D.C.

Details on the honorees, page 7



President's Service
& Safety Awards

AMTRAK



1st Row, L to R: Yong Roop; John Marenholz; Richard Moulder; Richard Gadbois; Richard Weaver; Robert Hardin; Doras Briggs; John Mackey. 2nd Row, L to R: Maureen Powers; Paul Santa Anna; Sandra Thompson-Lake; Lance Kendall; Craig Kirkeby; Susan Miculka; Michael Anone (President's Safety Contest); Sharon Gilbert; Paul Agren; Arthur Lloyd; James Martino; Amtrak President David Gunn; Steven Tomlinson. 3rd Row, L to R: Frank Gallelo; John Wood (President's Safety Contest); Wayne Parker; William Breneman; Lake Lewis; Michael Gregg; Sandra Flournoy; Henry Koppelman; Jerome Trahan; Peter Herron; William Taylor; Dennis Overvold; Eugene Montgomery; Frank Lombardo (President's Safety Contest); Richard White; George Reutter. Missing: Sen. Ernest Hollings; Rep. Jack Quinn; Sen. Jim Costa; Dep. Secy. NCDOT King.

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 un-resolution 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

Inside

2

TRAIN OF THOUGHT

Additional service for California

3

Amtrak holds 9/11 ceremonies



4

ON THE RIGHTRAK

5

Southwest Chief documentary



Broken and cracked yaw damper assemblies on *Acela Express*

6

Movin' the trains out in Chicago

Amtrak and Caltrans work together to Spare the Air

11

Amtrak President Gunn visits Lorton station

Trails & Rails: continued success

Environmental training course now available on Intranet

12

EMPLOYEE MILESTONES

13

ADA Sensitivity Training project

14

RAILWAY ROUNDUP

15

BENEFITS CORNER

PROMOTIONS IN MOTION

16

LETTERS

Technology updates

New calendar

TRAIN OF THOUGHT



David L. Gunn

I have just completed a 10-day trip on Amtrak. I rode the *Cardinal* to Chicago, the *California Zephyr* to Oakland, the *San Joaquin* 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.

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.

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.

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.

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

Amtrak Ink

Vol. 7, Issue 8,
October/November 2002

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, managing editor; Sharon Slaton, Angela Starr, editors, Amtrak Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

Winner of the
2000, 2001 and 2002
Transportation Marketing & Communications Association
“Tranny” Award of Merit
in the publications category

InfoSource

for Amtrak employees

East
Amtrak Employee Communications
Leslie Beers
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)

Central
Amtrak Employee Communications
Sharon Slaton
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

West
Amtrak Employee Communications
Angie Starr
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Additional service slated for California Bay Area

The construction project will span 45 miles and include added tracks and upgraded infrastructure.

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.”

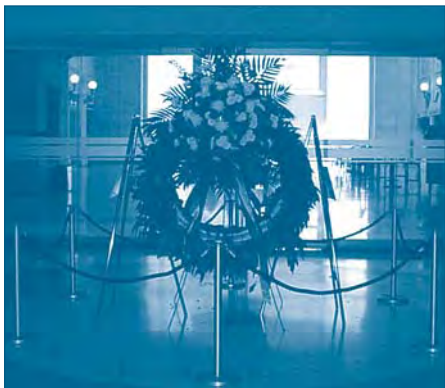
The special New York ceremony concluded with remarks, the recovery of colors by the Honor Guard and a rendition of God Bless America by Penn Station Supervisor **Barbara Ann Martin**.

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.

Seattle Amtrak employee **Paula Cullinane**, lead TPMS



“We as a team at Auto Train Sanford wanted to do something special for 9/11. We decided to decorate the lead locomotive on Train #52 with flags and bunting to show our support,” said **Tommy Farr**, superintendent of Terminal Services.



A memorial wreath stands at the entrance to the main hall at Chicago Union Station. Similar wreaths were placed in many of Amtrak’s major stations.



The Seattle Chorale and Orchestra performing Mozart’s ‘Requiem’ in Seattle’s Safeco Field on Sept. 11, 2002, with Maestro Gerard Schwarz.



Kathy Jackson, a Seattle-based LSA, displays a flag she has sewn and embroidered. Approximately 5 feet by 4 feet, the flag is embroidered with ‘SEPTEMBER 11, 2001,’ and under that is a gorgeous skyline of NYC, with the twin towers and white stars in the background.



At Philadelphia’s 30th Street Station Tom Kane, manager Customer Services, played ‘Taps’ and ‘God Bless America’ during their Sept. 11 Moment of Remembrance ceremony



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 performance. Among the several selections played were ‘Going Home’ and ‘Amazing Grace.’

clerk and an alto section leader in the Seattle Symphony Chorale, performed with the “Rolling Requiem” on Sept. 11. With performances of Mozart’s Requiem in every time zone, beginning at 8:46 a.m., the Rolling Requiem was a worldwide choral commemoration of all those lost and those who helped save lives on Sept. 11.

A memorial was placed in all of Amtrak’s major stations (Washington, Philadelphia, New York, Boston, Chicago, Los Angeles) earlier in the week.

The memorial included a wreath on a stand roped off in an area highly visible to passengers and employees. Signage that paid tribute to the victims was displayed with the wreaths.



‘September 12,’ was on display for the ceremony at New York Penn Station. The idea of the sculpture was conceived after, **Jim Audley**, a director in the Engineering Department, and his friend volunteered at the WTC site for four days. Along with a team of volunteers, including many Amtrak employees, the sculpture was built with donated materials, but none actually from the WTC site. During the past year, the sculpture has been displayed at many Amtrak stations.

O N T H E R I G H T R A K



MDA volunteers (L. to R.) Front row – **Pat McToy**; **Don Saunders**, superintendent, Central Division; **Dean Richards**, WGN Radio; **Mary Saunders**. Back row – **John Hall**, service manager, Midwest Terminal; **Diane Dillon**, MRSCC sales agent; **Pat Smith-Monroe**, R & I Agent; **Yolanda Scales**, case manager, Dispute Resolution; **Cynthia Rogers**, asst. general manager, Eastern Business Group; MRSCC sales agents **Joyce Marsh**, **Cheryle Jones**, **Rebecca Eaton**, **Colleen Dickerson** and **Derrick Douglas**; **Sharon Slaton**, Communications manager; **Mike McKenna**, Safety engineer; **Aaron Thomas**, MRSCC sales agent; **Cecil Wingo**, Claims representative. Volunteers not pictured: **Gary Knutson**, manager MRSCC; **Toya Muse**, coach cleaner; **Jim Pitts**, machinist.

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 Inter-city and Midwestern 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 neuro-muscular 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 Day manning 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 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 Liverette** deserve a big thanks for being aware of Amtrak's customer needs.

By Paul Gewalt, Customer Relationship and Revenue

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.

Congratulations for this outstanding accomplishment go to: **Derek Bragdon**, **James Brown**, **John Carter**, **Otis Clopton**, **Arthur Cobb**, **Durant Gaskins**, **John Gerding**, **Bryan Green**, **Jan Grim**, **Walter Haggerty**, **David Jackson**, **Mark Jenifer**, **Prophet Jones**, **Calvin Kirby**, **William Lighty**, **Lonzo Lowery**, **Francis Mattei**, **Rock Merrill**, **Arthur Middleton**, **James Norris**, **Thomas Price**, **David Sanford**, **Robert Smith** and **Joseph Wiegel**.

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

continuing slump in the travel business, Amtrak managers appear — at least for the moment — to have done a better job at keeping the lid on their budgets during this first month of the fiscal year.

Can the "continuing resolution" continue forever? Not likely, says Gunn. "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."

Based on that faith, Gunn has fashioned a capital and operating plan for FY 2003 aimed at turning around several years of neglect and deterioration in plant and equipment. One initiative of the plan provides for the

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."

Historic train documentary premieres on *Southwest Chief*

"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

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," 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



A passenger talks with Michael Gross and Richard Luckin about passenger rail.

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 premier, 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 life-long 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.

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 furniture 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.

Chicago Terminal Team — movin' the 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

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

mechanical, 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.

Amtrak and Caltrans work together to 'Spare the Air' in California's Central Valley

"Every person who
chooses to take the
train instead of
their car helps
to reduce harmful
vehicle emissions."

Gil Mallery, vice president,
Planning & Development

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 Joaquins* 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 in the San Joaquin Valley," said Gil Mallery, vice president of Planning and Development. "The partnership will go a long way toward furthering the environmental goals of the Valley Air District, and boosting Amtrak ridership."

"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 agen-

cies 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



At Amtrak's Jack London Square Station in Oakland, CA, Amtrak President David Gunn talks with local media representatives .

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.



President's Service & Safety Awards



Award recipients chosen from pool of outstanding employees

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 Breneman

Deputy Division Engineer for Track
Perryville, MD



Bill Breneman 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 Breneman 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 sector served out of Perryville is handled with one crew operating the MPMV. Among many other benefits, this eliminates the ballast train, which costs \$2,500 per day, not including the ground crew expenses. It's faster, cleaner, safer and cheaper.

The MPMV ballast car project was in the finest tradition of Amtrak achievement.

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 Knapik 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 electrocuted 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 milestone. In fact, in the 29-year history on Amtrak's automated reservations 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

Southeast Marketing Group

Atlanta, GA; Charlotte, NC; Meridian, MS; Miami, FL; New Orleans, LA



Hank Koppelman

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 Wetter, 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.



Sharon Gilbert



Jerome Trahan



Dick Weaver



Bob Hardin

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!

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.

Sen. 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.

Arthur L. Lloyd
Board Member, Caltrain, San Carlos, CA



"In the four decades that I have known Art Lloyd, not a single individual comes to mind who has contributed more to the future 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 agent-of-change in increasing investment 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 California State Railroad Museum in Sacramento, the nation's premier railroad collection.

Art Lloyd's energy and continued dedication to the preservation and improvement of rail passenger service in this country is unsurpassed — he truly is a Champion of the Rails!

Susan Miculka
*Volunteer, Trails and Rails Program
New Orleans, LA*



In the year 2001 she volunteered over 900 hours and presented 150 programs to 5,000 Amtrak guests. Who's that dedicated? 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 en 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 has proven so popular that it has received its own budget from Congress, and has gone nationwide, with a volunteer pool of 300 covering 21 train routes. The program would 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 Representatives, Congressman Jack Quinn does not tire in working for his home state, or in his support for Amtrak.

Rep. 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 its 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 shown his support. For that, we honor him as a Champion of the Rails.

ENVIRONMENTAL SAFETY ACHIEVEMENT

Paul Agren
*Roadway Mechanic (uppercase "M"), Providence
Maintenance of Way Facility, Providence, RI*



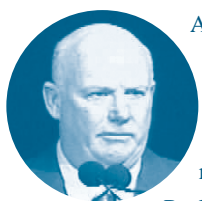
In January 2001, Paul Agren led a major cleanup effort at the Providence Maintenance of Way Facility. The cleanup project began in preparation for an environmental audit. Paul contributed a considerable amount of off duty time researching the issues and trying to find solutions.

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 supervisors 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 say 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 environmental compliance.

Paul routinely takes time to inspect and check his area for anything out of the ordinary that could be an environmental 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 procedures 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 Department to insure compliance. Having been called a model for environmental compliance, this environmental safety achiever has it covered.

SAFETY ACHIEVEMENT

Jim Martino
Captain, Amtrak Police Department, San Jose, CA



Captain Jim Martino is a leader and an outstanding example to his peers, as well as to the communities he serves.

As an OL trainer and chairperson for law enforcement in the central region, Jim's on- and off-duty time is spent proactively educating the public on railroad safety. He has conducted countless presentations for fire and police personnel and assisted in training police SWAT teams in emergency preparedness throughout several West Coast states.

In the San Joaquin Valley, Jim was instrumental in organizing the San Joaquin Taskforce 2000 along the San Joaquin corridor. The taskforce holds railroad safety events to educate the public on grade crossing safety, and the corridor area has experienced a steady decline in accidents, which can be attributed to the taskforce's efforts.

Jim is a leader at Caltrain. He created Caltrain's first Officer on the Train event in 2001, sponsored Operation Safe Tracks and launched a new bicycle patrol as well as a program that seeks to educate young people about safety along the right-of-way.

Jim is a leader in his community. He is involved in local activities such as National Night Out and does safety and security presentations on the local cable TV channel in conjunction with the local police. Jim Martino embodies safety achievement.

Richard White
Station Agent, Customer Services, Columbia, SC



The praise for Richard White flows freely and comes from numerous sources. But there's one thing everyone should know, Richard has affected positive change in his effort to save lives through his dedication to Operation Lifesaver (OL).

The highlight of his career was obtaining Caboose # 14006 for the Operation Lifesaver Beautification Project at the Columbia Amtrak Station. To cap a dream almost three years in the making, a dedication ceremony for the caboose was held, and the Lt. Governor of South Carolina joined Richard in championing Amtrak, the importance of spreading the OL message: "Look, Listen and Live."

Richard is a certified Level I OL presenter and also serves on the South Carolina OL Advisory Committee. He shares the message of railroad safety on his own time at schools, businesses and community organizations. He has organized the OL float for holiday parades, grade-crossing blitzes, public service announcements, and programs such as Highways to Die-ways; Take Safety to Heart and Columbia's annual Vista Lights celebration, where he interacts with local ventriloquist Phillip Jones, another Operation Lifesaver volunteer, getting the OL message out to all attendees.

"Richard always has a kind word to say — always a smile on his face. Why? Because he loves his community, and he loves Amtrak. He has a rare and precious gift to transcend boundaries, and the ability to effectively teach and motivate others," said Janice Cowen, the Operation Lifesaver coordinator for the state of South Carolina.

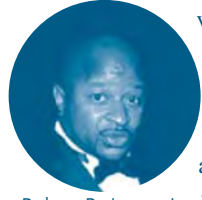
They say Richard shines. Because of his passion for communicating Operation Lifesaver's safety message whenever and wherever he can, and for his commitment to promoting Amtrak in his community, we are proud to honor Richard White with a President's Award for Safety Achievement.

SAFETY COMMITTEE

Lorton Safety Committee
Lorton, VA



Deb Mullings



Robert B. Jones, Jr.



Lance O. Kendall

The entire Lorton facility, including train and engine, mechanical, onboard and station employees, was injury free in 2001. And, the *Auto Train* reduced injuries by 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 team, you've earned a President's Award for Safety Committee of the Year.



Sandy Flournoy



Dennis Overvold



Ha Roop



Sandra Lake-Thompson

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.

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, cacophonous world, Richie could be heard above it all—he'd make you laugh.

For Amtrak and the BMW, 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 Hutchison may never 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 touch our hearts 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 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 Rail 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 discuss the need for a dedicated source of funds to improve 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 Gallelo

Manager, Reservation Sales Call Center, Philadelphia, PA



For 29 years, Frank Gallelo 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/man hours.

He was part of the management team 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 \$650/hour to almost \$800/hour).

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

Machinist, 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.

This is what his co-workers have to say: "He is outstanding ... his attitude is the best ... he's there for you ... in 18 years I've never heard him say "no" ... no-one can compare to his level of knowledge and professionalism ... when we'd get new equipment, Mike would go and get himself qualified ..." That's one dedicated wheel guy.

Congratulations Mike. The wheel of fortune says you're up! — For a President's Award for sustained excellence.

Peter E. B. Herron

*Director, Rolling Stock Damage Unit,
Claims Department, Albany, NY*



How can one man single-handedly add \$30 million to Amtrak's bottom line? Peter Herron knows. He's the one-man Rolling Stock Damage Unit in New York who seizes every opportunity to secure money for Amtrak.

Peter helped develop the first industry-standard Flat Rate Manual, which the insurance industry has adopted. For example, when a locomotive plow is damaged by a grade-crossing accident, all damages are now documented, and charged back to the third party who caused the accident. Like your own car insurance, rates to fix each piece of your automobile are standardized, and are accepted across all industry lines. In putting this manual together, Peter has now become a nationally recognized expert on rolling stock damage.

Peter's boss, Charles Mandolia says that Amtrak has always pursued third party losses in huge cases, but the smaller cases had fallen through the cracks. In the past, lawyers were hired to pursue these cases. Bypassing litigation saves Amtrak big dollars. Although the program officially began in 1996, Amtrak was able to secure over \$6 million on cases that were stuck in litigation prior to 1996 with the use of the Flat Rate Manual.

Charles says Peter's efforts at third party cost recovery are fueled by dogged determination. His sustained excellence has resulted in real dollars for Amtrak.

Craig Kirkeby

Red Cap, Customer Services, Portland, OR



Craig Kirkeby has been called Amtrak's ambassador for customer service. Craig regularly exceeds customers' expectation and has been doing so for over 20 years.

As the red cap on duty at Amtrak's Portland, OR, station, Craig is always courteous to our passengers and makes the effort to anticipate their needs. If Craig can't satisfy a customer, then it might just be impossible.

He not only affects our passengers in a positive way, but by his example and demeanor he also instills in his co-workers the desire to provide customers with exceptional service. Craig's co-workers recount many occasions when he assisted a disabled passenger, an elderly person or a new traveler who was unsure of where they should go or what to do.

Craig's personality adds to the enjoyment many passengers experience at Portland's Union Station. He is always willing to lend a hand, suggest a good place to visit or advise a new traveler on what to expect from their ride on Amtrak.

His planning and attention to detail allows for a smooth flow through the station and enables our passengers to board in an orderly fashion. Craig's record of sustained excellence is one we would all do well to emulate.

THE PRESIDENT'S SERVICE & SAFETY AWARDS COMMITTEE

The President's Service & Safety Awards Committee consists of 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-respected 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 — while still performing 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 points of contact for 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 advisors to the 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 employees are its most valuable resource — we salute you all and congratulate this year's recipients of Amtrak's President's Service & Safety Awards.



1st Row, L to R: L. Harris; K. Scott; E. Magee; L. Persley; S. White; L. Richards; L. Beers. 2nd Row, L to R: E. Nora; D. Stencil; J. Mruk; M. Bennett; D. Polk; J. Thompson-Fredrick; K. Belger; K. Isom; E. Underdown. 3rd Row, L to R: M. Simmons; L. Shahade; M. Taylor; L. Tkachenko; T. Jenkins; C. Stagger; D. Johnson; M. Yurth; A. Starr; B. Parkin; P. Abraham. Missing: T. Deloney; P. Green; M. McKenna; K. Osbourne; S. Slaton; E. Vogel; D. White.

Lake B. Lewis

Lead Service Attendant, Customer Services, Washington, D.C.



When we talk about exceptional customer service, impeccable character, neatness, and a focus on putting safety first, we're describing Lake B. Lewis, lead service attendant on the Northeast Corridor.

Described as poetry in motion, Lake's positive work ethic and way with people improves the service quality for our guests. Every soda is served with a lemon or lime and pre-packaged food is presented with flair.

No one can predict the moods of the traveling public. No matter. Lake is a seasoned professional who has a calm, gentle way of appeasing our guests when problems occur. If you're having a bad day, he picks you up, if you're having a good day, he celebrates with you.

Revenue is increased because of Lake's finesse and ability to sell, whether it's in the Café Car or on a special move. Special moves for dignitaries and politicians have generated upwards of \$100,000 annually for Amtrak, and they require confidentiality. Because of his integrity and outstanding service, Lake is one of only a handful of people entrusted with the responsibility.

Lake Lewis has been described as the best LSA out there — the epitome of a service attendant. He has sustained excellence for decades at Amtrak. One of his colleagues said that if he had to pick one LSA to travel with his mother, it's Lake B. Lewis.

John Mackey

Reservation Sales Agent, Reservation Sales Call Center, Philadelphia, PA



Over the past decade Amtrak passengers whose calls are routed through the Mid-Atlantic Reservation Sales Call Center in Philadelphia have benefited from John Mackey's diligent customer service efforts. His broad knowledge of Amtrak routes, regulations and fares turn simple telephone inquiries into revenue producing sales.

From June 1990 to March 1999, John miraculously maintained an on-phone productivity rate of 100 percent, YES, 100 percent during those nine years. He is the recipient of numerous awards and complimentary letters from customers near and far.

John's peers and supervisors say his energy, ability to motivate and enthusiasm are tireless and contagious.

When Amtrak enacted the Satisfaction Guarantee program, John began working in the newly formed Customer Relations Department. He was proactive in resolving all customer related issues using Amtrak service recovery techniques. He was soon promoted because of his proven record of calming the most aggravated individuals, his caring attitude and his willingness to help solve problems. His attitude is that any customer or employee problem should be handled with care, courtesy and promptness. His performance was again dubbed exemplary.

John Mackey, thank you for being a model of sustained excellence.

John Marenholz

Equipment Operator, Engineering Department, New Haven, CT



John Marenholz has been an equipment operator since 1976. The professionalism and attention to detail he shows while operating equipment is second to none. John has the ability to operate over 50 pieces of equipment with the highest level of proficiency.

Co-worker Gary Noto says, "John is one of the safest and conscientious operators I have ever had the pleasure of working with in my 27 years at Amtrak ..." Equipment Manager Gary Stafford agrees saying, "In 25 years, I can't remember one time when the equipment broke down from John not using it properly." That's money saved because there's no down time, no equipment repairs.

Since John has seniority, he could have his pick of prime positions and shifts, but over and over again he has bid positions that are the most demanding or difficult because he knows he is needed. He is the type of individual that, during idle times when the machine or machines he is operating is not needed, he is out on the tracks with his gloves on lending a hand to the other guys.

Dave Cerrito worked side by side with John as his foreman and summed up why John is deserving of an award for sustained excellence when he said, "John Marenholz is the best equipment operator on the railroad."

Eugene Montgomery

Sleeping Car Attendant, Empire Builder Seattle, WA



Mountains of letters in Eugene Montgomery's file attest to the quality of service that he consistently provides his customers. When passengers board Eugene's *Empire Builder* sleeper, a professional in a clean crisp uniform with a warm friendly face greets them. 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, he is proficient at upgrading 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 students for achieving. Winners receive a free 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 Floridian. 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 commendation in his personnel file. The letters are from passengers and supervisors alike. And, they all attest to his dedication, 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 repeatedly.

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 late, so the D.C. station staff substituted MARCtrain 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, assuming that it would require endless paperwork. Mr. Moulder opened up a special window and handled all the rebates for all passengers in an expeditious 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 has also been recognized for his perfect attendance and his on-time performance. Dick Moulder truly carries 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 officer.

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 procurement and placement of physical barriers at various Amtrak stations and increased security measures within station interiors.

From 1999 to 2000, Maureen and the Anti-Graffiti and Illegal Dumping Unit arrested 163 graffiti bandits. She created a database that helped with vandal identification, and Amtrak 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.

George Reutter

Sergeant, Amtrak Police Department, Philadelphia, PA



On the strength of his record of getting the job done, Sergeant George Reutter was given the charge to improve the visual quality of the Northeast Corridor in preparation for the launch of Acela Express service in 1999. George in turn selected two officers and formed the Anti-Graffiti and Illegal Dumping Unit.

Through various investigative methods, working with local police departments, schools and community groups, and infiltrating the Internet sites of known vandals called "taggers," his group handled over 506 cases, resulting in 251 arrests and over \$20,000 in restitution to Amtrak. In addition, George has worked with the B&B Department to have graffiti removed, and fences repaired and installed along the Corridor.

In just a few years, George has become an expert in his field, and has gone on to instruct a gang identification seminar for the Mid-Atlantic Great Lakes Law Enforcement Network, which encompasses over 300 officers.

For his sustained excellence, George has received numerous awards including Officer of the Month, the Exceptional Achievement Award, customer awards, 22 letters of commendation from internal and external partners, and a Life Saving Medal. He has also received a Citation of Merit from the City of Newark, and an Honorable Mention from the National Association of Police Officers as a Top Cop in Pennsylvania.

D. Steve Tomlinson

Supervisor, Engineering Department, Philadelphia, PA



As an ARASA safety liaison who works on the operating side of engineering, D. Steve Tomlinson could be confronted with natural disasters, derailments, and equipment failures on any given day. To be prepared even for the unknown, Steve has unified his work groups into extended families

that keep safety a top priority.

Steve's leadership qualities have developed from experience on the job and a decorated tour in the military. Since 1977, Amtrak has benefited from Steve's talents and efforts, and he has had a positive affect on the communities where he has been assigned. As a track supervisor for the Atlantic City project during the eighties, he helped to deliver the three-year, \$70 million dollar project on time and on budget. The people of Atlantic City reap the benefit of his dedicated service every day.

His coworkers say that Steve's objective to improve productivity is evident in the way he teaches others. He is known for offering solutions, not just presenting problems. He focuses on individuals and helping employees improve so that they can do their jobs better.

Steve is described as the man who gives 110 percent to every task he is presented, every time, and he has sustained this level of excellence for the past 25 years.

VALOR

William J. Taylor

Criminal Investigator, Amtrak Police Department, New York, NY



On Sept. 11, 2001, William J. Taylor was directed to respond to the World Trade Center after the first tower had been attacked. As he arrived on the scene, he witnessed the plane crash into the second tower. He radioed into the FBI command center what he had seen and requested that air traffic be shut down.

He then ran down to the entrance of 5 World Trade Center, where he moved pieces of the plane's fuselage aside so that firemen and New York police could enter unobstructed. For the next 45 minutes, as debris fell around them, William and another FBI agent helped people frantically trying to flee from the collapsing building.

Investigator Taylor has been a member of the Amtrak Police Department since 1980. In 1998 he was assigned to the FBI Joint Terrorist Task Force. As a member of the Task Force, he is responsible for tracking, investigating and responding to terrorist actions. His life was at risk from the moment he arrived at the scene of the World Trade Centers but he worked to save lives. His actions brought honor on the Amtrak Police Department and to the corporation. For this, we recognize William T. Taylor with the President's Award for Valor.

Amtrak President Gunn visits Lorton station



Auto Train Service Manager Jim Mead receives congratulations from Amtrak President David Gunn for his five years of service.

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.”

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.

Trails & Rails program — continued success



“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

With the successful Trails & Rails program, the National Park Service and Amtrak have teamed up to bring Amtrak riders interpretive presentations onboard the train. Very popular on many other Amtrak routes, the Trails & Rails program came to the *Empire Builder* route in 2001. Much of the route runs through North Dakota, Montana and Washington along the historic Lewis and Clark trail.

National Park Service volunteers on board the *Empire Builder* make presentations with interesting facts about the train’s route, answer questions and display reproductions of artifacts, all with the purpose of enlightening and entertaining travelers along what’s referred to in Montana and North Dakota as the “High Line.” The focus of the presentations is on the Lewis and Clark expedition, but volunteers also provide information on the fur trade, Northern Plains tribes, the military in the West, home-

steading and history of the building of the Great Northern Railway.

“With an all-volunteer program, this is a great perk for Amtrak passengers and easy on Amtrak’s tight pocketbook. We are receiving a great deal of praise for the program at minimal cost,” said **Dan Engstrom**, *Empire Builder* product line supervisor and Trails & Rails-Lewis and Clark coordinator.

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 Miculka, 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

As part of our agreement with the U.S. EPA, all Amtrak employees must be trained in Environmental Awareness.

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.

The instructor-led training course is designed for groups of 10 or more in a classroom setting, and is available by contacting your local Field Environmental Specialist or Environmental Manager to schedule classes.

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.

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

Congratulations to All of You!

15 Year Anniversary
August 2002

AIKEN, STEVEN
Salt Lake City District

ALLEN, CHARLES
Detroit District

ALLEN, EDDY
Kansas, Kansas City District

ANDREEN, EDWARD
Salt Lake City District

ARMSTRONG JR, CLARENCE
New York District

BURKET, WILLIAM
Oakland District

CAIN, CURTIS
Salt Lake City District

CARROLL, DAVID
Kansas City District

CHANEY, DONALD
Salt Lake City

CHANGO, CYNTHIA
Philadelphia District

COOK, GLENN
Salt Lake City District

CULLEN, MARK
MBTA/Boston District

CURD III, CHARLES
Jacksonville District

DECKER, RANDY
Kansas City District

FARLEY, GUS
Salt Lake City District

FIELDS, TYRONE
New York District

FLANIGAN, MARK
Seattle District

FRY, JONATHAN
MBTA/Boston District

GARCIA, JOSE
New York District

GAUNAY, JANIS
New York District

GEMMER, GERALD
Salt Lake City District

GILMORE, ARTHUR
Salt Lake City District

GREEN, THOMAS
New Haven District

HANDREN, BRADLEY
Mid-Atlantic Dv/DC Non-HQ Dist

HANEY, JOHN
Kansas City District

HARCHULA, JOSEPH
Empire/Albany District

HOSKINS, DONALD
Salt Lake City District

HUNTER, VIRGINIA
Empire/Albany District

JOHNSEN, DAVID
Twin Cities District

JOHNSON, JOHN
Salt Lake City District

JONES, DAVID
Salt Lake City District

JONES, JAMES
Salt Lake City District

JONES, LOLA
Wilmington/Bear District

KENDALL, RAYMOND
Beech Grove District

KLEINMAN, PAUL
Salt Lake City District

LABOLLITA, STEPHEN
MBTA/Boston District

LASATER, MICHAEL
Salt Lake City District

LEON JR, JESSE
Salt Lake City District

LEWIS, JESS
Salt Lake City District

LINDEMAN, LYLE
Mid-Atlantic Dv/DC Non-HQ Dist

LOCK, DONNA
MBTA/Boston District

MAGAZIN, WILLIAM
Salt Lake City District

MANNING JR, LEE
Los Angeles District

MAYER, BARRY
Mid-Atlantic Dv/DC Non-HQ Dist

MCDONNELL, JOHN
Salt Lake City District

MEEKS, DANNY
Twin Cities District

MISCAVAGE, MARK
Boston District

MORRIS, DAVID
Chicago Metro District

MYERS, MAX
Salt Lake City District

ORTEGA, JOSEPH
Kansas City District

PAKISER, RAYMOND
Salt Lake City District

PARKER, CLINTON
Salt Lake City District

PETERSEN, LESTER
Salt Lake City District

PIERCE, THOMAS
Kansas City District

PITCHER, JAMES
Salt Lake City District

POOLE, GREGORY
Salt Lake City District

POSTELL, ROBERT
New York District

RAMOS, JESUS
MBTA/Boston District

RICKE, RICHARD
Kansas City District

RIVERA, MICHAEL
MBTA/Boston District

ROLLOGAS, TIM
Mid-Atlantic Dv/DC Non-HQ Dist

SCOTLAND, BRUCE
New York District

SCOTT, DONALD
Philadelphia District

SEEGMILLER, FRANKLIN
Salt Lake City District

SHAHADE, LISA ANN
Philadelphia District

SHAND, MARK
Portland District

SIMON, ROBERT
San Jose District

SOTTILE, EDWARD
MBTA/Boston District

THAIN, ROBERT
Salt Lake City District

TISCHHAUSER, DANIEL
Salt Lake City District

TISCHMAK, DARRELL
Twin Cities District

TRANIELLO, ALAN
MBTA/Boston District

TRUE JR, HARRY
Los Angeles District

VAN HOOK, DAVID
Salt Lake City District

WALKER, JOHNNY
Kansas City District

WICKERSHAM, HELEN
Philadelphia District

WILBUR, ROBERT
Kansas City District

YOUNG, DOUGLAS
Salt Lake City District

ZINNO, FRANK
New York District

20 Year Anniversary
August 2002

ALLEN, DEBBIE
Los Angeles District

BIEHL, OLEN
New York District

BLAIR, FRANCIS
Empire/Albany District

BOYLAN JONES, PATRICIA
Philadelphia District

CHOMKO, THOMAS
New York District

COOK, THOMAS
Mid-Atlantic Dv/DC Non-HQ Dist

COUTURE, DAVID
Lorton District

HODGSON, WILLIAM
Philadelphia District

HUNTE, RONALD
New York District

JENKINS JR, JAMES
Philadelphia District

JONES, MICHAEL
Baltimore District

MARIER JR, JOSEPH
Wilmington/Bear District

MEDINA, BRENDA
Mid-Atlantic Dv/DC Non-HQ Dist

NAGLE, RICHARD
Philadelphia District

PAPE, THOMAS
Chicago Metro District

PASQUELLA, DONNA
Philadelphia District

PISANO, PAUL
New York District

SCARBROUGH, CLARENCE
Mid-Atlantic Dv/DC Non-HQ Dist

SOCKET, COLLEEN
Wilmington/Bear District

WILLIAMS, MARK
Beech Grove District

25 Year Anniversary
August 2002

BALDWIN, JAMES
Baltimore District

BENNETT, VINCENT
Philadelphia District

BOGUSH JR, EDWARD
Philadelphia District

BOYD, ALEX
Philadelphia District

BRATTON JR, CHARLES
Wilmington/Bear District

BREWINGTON, ALONZO
Philadelphia District

BUCHANAN, SHEILA
Mid-Atlantic Dv/DC Non-HQ Dist

CALLAHAN III, HOWARD
Baltimore District

CARNEY, WILLIAM
Philadelphia District

CEFALONI, WILLIAM
Baltimore District

CHOW, YAN
New York District

CISNERO, ARNOLDO
Philadelphia District

CLETO, RAYMOND
New Haven District

COATES, DESMOND
New York District

COSTANZO, RAYMOND
Wilmington/Bear District

COURT, DENNIS
New Haven District

COXON, PAUL
Empire/Albany District

CRAWFORD, RICHARD
Philadelphia District

DOWD, ALOYSIUS
Wilmington/Bear District

EMGE, THOMAS
Baltimore District

FLUELLEN, IRA
New York District

FOWLER, DALE
New Haven District

FURTAK, ROGER
New Haven District

GEORGE III, EDWARD
Baltimore District

GIBBONS JR, EDMOND
Wilmington/Bear District

GINOCCHIO, THOMAS
Wilmington/Bear District

GLATFELTER, STEPHEN
New Haven District

GOLA, TIMOTHY
Philadelphia District

GOMES, NORMAN
New Haven District

GRAHAM, KEVIN
Portland District

GRAMELIS, GUS
New York District

GRAVES, MARY
Empire/Albany District

GRAY, RUTHVEN
New York District

GREEN, BEVERLY
Wilmington/Bear District

GREGORY, EDWARD
Philadelphia District

GRICOL, JEFFREY
Wilmington/Bear District

HARRIS, ZORRO
New York District

HART, ROBERT
Wilmington/Bear District

HERR, ROBERT
Philadelphia District

HEWITT, BARRY
Baltimore District

HOULBERG, GORDON
New Haven District

INZERO, FRANK
Empire/Albany District

IVES, RAYMOND
Chicago Metro District

JACKSON, JOHN
Boston District

JENKINS, ROBERT
New York District

JOHNSTONE, RUSSELL
Wilmington/Bear District

KALMER, MICHAEL
Philadelphia District

KEELER, JAMES
New York District

KHAN, BARBARA
New York District

KRAJEWSKI, JOHN
Wilmington/Bear District

KURASZEK, JAMES
Chicago Metro District

LANDGRAFF, DAVID
Baltimore District

LETTES, EARL
Baltimore District

LEWIS JR, JOSEPH
Philadelphia District

LIGHTY, WILLIAM
Baltimore District

LIMAURO, WILLIAM
New Haven District

LINGANE, JOSEPH
New Haven District

LONGO, JOHN
Chicago Metro District

LORAN JR, ALCIDES
New York District

LOWE, CHARLES
Baltimore District

MALCONTENTO, JAMES
Philadelphia District

MANGINI, HAROLD
New Haven District

MARRO, JOSEPH
Wilmington/Bear District

MARTINEZ, DON
Philadelphia District

MARTINI, DENNIS
Wilmington/Bear District

MATTHEWS, MICHAEL
New Haven District

MAURICE, GEORGE
Baltimore District

MCGUIRE, JEFFREY
Sanford District

MCMULLEN, HILBERTA
Philadelphia District

MEDORO, MARIO
Philadelphia District

MENTA JR, RALPH
Boston District

MILLER, WAYNE
Philadelphia District

MORONE, RONALD
New York District

MURA, ROBERT
New York District

OWARE, FREDERICK
Chicago Metro District

PALAZZO, VITO
New York District

PALUGHI, LOUIS
Baltimore District

PATRIARCA, JOSEPH
New Haven District

PIERRE, ADRIEN
New York District

PIRENIAN, DAVID
Los Angeles District

REZENDES, DAVID
New Haven District

RITTER,LARRY
Baltimore District

ROBBINS, TIMOTHY
New York District

RODRIGUEZ JR, AMADO
New Haven District

ROSSITER II, MARTIN
Philadelphia District

RUTTER JR, JOHN
Philadelphia District

SACCU, ROBERT
New Haven District

SALAZAR, JESUS
Los Angeles District

SALVATORE, MICHAEL
Philadelphia District

SANDERS, RASHELL
Los Angeles District

SKAWINSKI, JOHN
New Haven District

SLEIGHER, PATRICK
Chicago Metro District

SLOANE, ERIC
Philadelphia District

SMITH, VIRGIL
Detroit District

SMOTHERS JR, HARRY
Baltimore District

SPERRY, TODD
Boston District

STEVENS, TIMOTHY
Philadelphia District

STIDHAM JR, ROBERT
Wilmington/Bear District

STORY JR, ELWOOD
Sanford District

SULLIVAN, KENNETH
Philadelphia District

SUTTON, NELSON
Baltimore District

TAGGART, SAMUEL
Philadelphia District

TERRONE, FRANK
New Haven District

TUCKER, DANIEL
Wilmington/Bear District

TURTLE, JAMIE
Detroit District

WALDE, STEVEN
Chicago Metro District

WARFIELD, ROBERT
Philadelphia District

WATSON JR, SAMUEL
Wilmington/Bear District

WAY, MARK
Detroit District

WEBB, QUINTUS
Wilmington/Bear District

WHITCRAFT, BARRY LEE
Philadelphia District

WILLIAMS, CALVIN
New Haven District

WILLNECKER ,ROBERT
Mid-Atlantic Dv/DC Non-HQ Dist

YINGLING, DAVID
Philadelphia District

ZANDER, LEONARD
New York District

30 Year Anniversary
August 2002

HALL, WADE
Mid-Atlantic Dv/DC Non-HQ Dist

RICHMOND, DEBORAH
Washington, DC, Headquarters

THOMPSON, LINDA
Chicago Metro District

THROOP, MURIEL
Washington, DC, Headquarters

Retirees

July 2002
ADAMS JR, GEORGE
Boston District

ALLEN, ROBERT
Philadelphia District

BARRETT, NANCY
Philadelphia District

BERGMAN, DAVID
Kansas City District

BROOKS, CHARLES
Los Angeles District

BROWN, ARNOLD
New York District

BURGESS, GLENN
Chicago Metro District

BURNS, GEORGE
Miami District

CHANCE, CATHERINE
New York District

CHESTNUT, EDDIE
New Orleans District

COX, LORRAINE
New York District

DAVIS, CALVIN
Los Angeles District

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 “hired 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.

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

DEAN, EDWARD Baltimore District	POTTINGER, SAM Los Angeles District	CLINGERMAN, CHRISTOPHER Empire/Albany District	MULLANEY, DAVID MBTA/Boston District	WARD, ADELL Los Angeles District	REUTTER, GEORGE Philadelphia District	LEWIS JR., CARL Baltimore District	HARRIS, WILMOT New York District
DOUGHTEN, ROBERT Philadelphia District	PRITZ, JOHN Oakland District	EDDINS, ROBERT Boston District	OHLSCHWAGER, MICHAEL Salt Lake City District	WRIGHT, PETER MBTA/Boston District	ROBERTS, ROY Los Angeles District	LO BELLO, PASQUALE New York District	LAWSON, CHARLEY Beech Grove District
ERNST, ROBERT MBTA/Boston District	ROLDAN, TERESA Miami District	ELLISON, GERTRUDE Philadelphia District	PATTELENA, JOHN MBTA/Boston District	ZEPEDA, LUIS M Los Angeles District	SHOWALTER DAVID Wilmington/Bear District	YURINKO, FRANK New York District	LEWIS, FRANK Los Angeles District
GARDE JR, JOHN Boston District	SCOTT, ROBERT Philadelphia District	FISTER, JOHN Chicago Metro District	PEARSON, GAVIN Chicago Metro District	ZIMMERMAN III, ROBERT Philadelphia District	ULRICH, STEVEN Empire/Albany District	ZERBES, HELMUT New York District	MACKEY, WILLIAM Mid-Atlantic Div/DC Non-HQ Dist
GEORGE, CHARLES Chicago Metro District	SCULLIN, KEVIN Boston District	GASSENHEIMER, ERIC New York District	PERERA, PACITA St. Louis District		WILLIAMS, CHARLES Wilmington/Bear District		MALONE, MAUREEN Miami District
GIGLIETTI, ANTHONY New Haven District	SERA, HUMBERTO Los Angeles District	GOODMAN, CHERYL Sanford District	PORTER, WILLIAM Salt Lake City District	20 Year Anniversary September 2002		30 Year Anniversary September 2002	MCCALLION, JOSEPH Empire/Albany District
GLEASON, DARRELL Jacksonville District	SIMMONS, JERRY New Orleans District	HARMANKOCH, CARL New Haven District	PRICE, LOREN Seattle District	BLACK IV, R. CLIFFORD Washington, DC, Headquarters	25 Year Anniversary September 2002	HEID, ROSALIND Mid-Atlantic Div/DC Non-HQ Dist	MCCORMICK, JOHN Oakland District
GRANT, PATRICK Beech Grove District	STUMHOFFER, DERDEN San Jose District	HAYES, JAMES Chicago Metro District	RAUCH, CYNTHIA Philadelphia District	CAMERON JR., ROBERT Philadelphia District	BROWN JR., MARVIN Philadelphia District	MAMSA, ZAINAB Los Angeles District	MCGRAW JR., WOODROW Lorton District
HALL, EMORY Lorton District	TAYLOR, RONALD New Haven District	HENDERSON, DARNELL Baltimore District	REED, FAYE Los Angeles District	COSTELLO JR., MARTIN Philadelphia District	BULANDA JR., STEVE Chicago Metro District	NOLDER, SILVANIA Chicago Metro District	METRIE, PATRICIA Jacksonville District
HARDEBECK, JACK Beech Grove District	TEAGUE, FREEMAN Twin Cities District	HIGA, JERRY Los Angeles District	ROBINSON, CHERYL Wilmington/Bear District	GALLAGHER, PATRICK New York District	BUTLER, SCOTT New York District	PADEN, PHILLIP Philadelphia District	PIAZZA, KATHLEEN Mid-Atlantic Div/DC Non-HQ Dist
HAWKINS, ROBERT Beech Grove District	THIBODEAU, YVON San Jose District	HOWE, THOMAS Lorton District	ROCCKI, DOMINICK Philadelphia District	GREER, DONALD Wilmington/Bear District	CHIAVARONE, MICHAEL New York District	WYANDT, WILLIAM Philadelphia District	PINKNEY, EDGAR Boston District
HOWARD, THOMAS Los Angeles District	WALTER, RAYMOND Los Angeles District	JACOBS, R DENNIS Chicago Metro District	SCOTT, STACY Kansas City District	GUISWHITE, RAYMOND Salt Lake City District	DI PAOLO, JOHN Washington, DC, Headquarters		ROBERSON, CLIFFORD New York District
JAEGER, JOHN Philadelphia District	WOODES JR, ROBERT MBTA/Boston District	JEFFERY, MICHAEL MBTA/Boston District	SMITH JR., ROY Mid-Atlantic Div/DC Non-HQ Dist	HARDEN, ANGELA Wilmington/Bear District	DIGREGORIO, SAMUEL Philadelphia District	Retirees August 2002	SHAW, WILLIAM MBTA/Boston District
JONES, BETTY New York District		JONES, RANDE Philadelphia District	STEWART, CLARK Oakland District	KOPPEL, KEVIN Wilmington/Bear District	DOUGLAS, TERRY Philadelphia District	ALVAREZ, JOHN Jacksonville District	SILVA, SILVESTER Los Angeles District
KENNY, ALFRED Chicago Metro District	15 Year Anniversary September 2002	KINDT, EDWARD Mid-Atlantic Div/DC Non-HQ Dist	SWEET, BARBARA Philadelphia District	MANLOVE, JEFFREY Wilmington/Bear District	ESHBACH, JOHN Wilmington/Bear District	ANTOINE, EDWARD New York District	SMITH, WILLIAM MBTA/Boston District
KEOPHOXAY, SA Chicago Metro District	BACCHUS, RONALD Mid-Atlantic Div/DC Non-HQ Dist	KRAUS, ERIC Kansas City District	TABOR, JOSEPH Kansas City District	MAXFIELD, THOMAS Philadelphia District	GIBSON, MICHAEL New York District	BERNIER, HENRI Boston District	STEWART, MICHAEL Los Angeles District
KESSELMAN, PAUL New York District	BEARY, RICHARD Chicago Metro District	LOTSPEICH, JOHN Chicago Metro District	TAYLOR SR., DREW Mid-Atlantic Div/DC Non-HQ Dist	MCFADDEN, LAWRENCE Mid-Atlantic Div/DC Non-HQ Dist	GOLDSTEIN JR., ROBERT Philadelphia District	BIGELOW, ERNEST Oakland District	TRIPLETT, CHRISTINE Seattle District
LUJAN, MARDI Los Angeles District	BLACK, RALPH Mid-Atlantic Division	MACDONALD, LEO MBTA/Boston District	THOMPSON, I MICHAEL Mid-Atlantic Div/DC Non-HQ Dist	MURDOCK, TOMEZ Philadelphia District	HAMILTON, RICHARD New Haven District	BREWER, RICHARD Jacksonville District	WELLER, JAMES Baltimore District
LYNCH, TIMOTHY Philadelphia District	BOYCE, VICTOR New York District	MADRIGAL, ERLINDA Los Angeles District	THORNTON, DORA Mid-Atlantic Div/DC Non-HQ Dist	PEDRICK, LISA Philadelphia District	HAMMOND, LEON Philadelphia District	CRAIG, LEOLA Philadelphia District	WHEELER, CORTNEY New Haven District
MANGUM JR, BRYANT Los Angeles District	BRAYMAN, ROGER Kansas City District	MCILWAINE, CYNTHIA Philadelphia District	TOMCZUK, KATHLEEN Philadelphia District	POLLACK, JOSEPH New York District	KLENK, HANS Wilmington/Bear District	DAVIS, NETTIE Jacksonville District	WILSON, SHERMAN Philadelphia District
MCGILL, JOHN New Haven District	BRAZDA, THOMAS Mid-Atlantic Div/DC Non-HQ Dist	MITCHELL, RANDOLPH Boston District	VENTER, PAUL Jacksonville District		LENTELLE, PAUL Wilmington/Bear District	WOLFORD, ROBERT Miami District	
MEDLICOTT, LUCY Chicago Metro District	BROOKS, CECILIA New Haven District				GAY, ERNEST MBTA/Boston District	YUKE, DONALD Seattle District	
MONAHAN, THOMAS New York District					GOODROW, FRANCIS Oakland District		

ADA Sensitivity Training pilot project

Forty-seven thruway bus drivers based in Orlando and St. Petersburg, FL, participated in a unique ADA Sensitivity



Amtrak Thruway bus drivers from Martz/First Class, Inc. participate in an ADA training project.

Training pilot project on Oct. 3 & 4. The project was unique because it was developed and conducted by people with disabilities. Martz/First Class, Inc. contractor for Amtrak’s connecting thruway service in Southwest Florida agreed to have their employees targeted for the ADA training project.

The training event included a role-playing segment where the drivers teamed up in pairs.

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. 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.

RAILWAY ROUNDUP

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 Griffo of Rome, NY.

Cheryle 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



Jon-Roger Maranda, (left) director of the MARSCC accepts \$13,900.00 WEDnetPA check from **Barry Schaffer**, training team leader.

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.

Under direction of APD, Explorers take top honors

Amtrak's Law Enforcement Explorers took first place in the hostage negotiations portion of the Law Enforcement Post competition on June 27.

Law Enforcement Exploring is a work-site based program for young people ages 14-20 who have an interest in careers in law enforcement. Law Enforcement Explorer posts (e.g. search and arrest procedures, crime scene and accident investigation, vice and narcotics) help youth to gain insight into a variety of programs that offer hands-on career activities.

Amtrak's Law Enforcement Post 3000 was formed in 2001, after Chief **John O'Connor** expressed an interest in the program. Officer **Harry Barnes** began the process to form an Amtrak-sponsored post and began holding weekly meetings at Penn Station in New York.

Explorer Post 3000 took part in the summer Law Enforcement Post competition, sponsored by Learning for Life, New York City, and hosted by the NYPD. The areas in which the Explorers could compete were felony car stop, white-collar crime, bomb call response, hostage negotiations, arrest/search/seizure and close order drill. Hundreds of Explorers from all over New York City competed, representing posts from the NYPD, NYC Transit, Customs, DEA, Corrections, FBI and Amtrak.

Post advisor Officer Harry Barnes and the Explorers



From left, front row: **Sanjay Lall, Edmon Penn (with trophy), Godfreyda Penn.** Back row: **Officer John Feehan, Andrew Vishnudot, Bovendra Lall, Tony Toolsie, Isadora Rocourt, Angelica Turner, Izusa O'Garro, Officer Thomas Ikey.**

spent many hours practicing, learning and preparing for each of the topics. On competition day, they received assignments for felony car stop and hostage negotiations. Although they did very well in the car stop competition, they were outstanding in hostage negotiations, taking first place. They were not only able to negotiate the release of the hostage, but also the surrender of the hostage taker without incident.

"I am so proud of these kids," Officer Barnes said. "They prepared by doing classroom study and high adventure training. They work hard and it pays off."

Congratulations to Officer Barnes and all the members of Post 3000 for their hard work and dedication.

ADA Sensitivity Training

continued from page 13
The ADA Sensitivity Training pilot project was developed by the Disability Senior Task Force of the Amtrak



The ADA training project was unique because it was developed and conducted by people with disabilities.

Customer Advisory Committee (ACAC). Over the past several years, passengers with disabilities and senior travelers have been recognized as a segment of the traveling public having some special needs that Amtrak could meet. It became apparent to the task force that a unique ADA pilot project, which incorporated people with disabilities and seniors in the

development and actual training of front line employees, could yield some results that would be useful to Amtrak.

Along with the involvement of Martz/First Class bus drivers, the project required community-based disability organizations willing to participate including Sarasota Suncoast Center for Independent Living and the Tampa Bay Self Reliance Center for Independent Living. The Suncoast Center, executive director, Daniella Szado was instrumental in securing the endorsement of the Florida Association of Centers for Independent Living for this project at their meeting in Orlando.

This was an all-volunteer project of the ACAC, which is composed of 25 citizens from all over the country. In November 2000, a special task force was formed to look at specific issues of people with disabilities and seniors and to make recommendations to Amtrak for service improvements.

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

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.

Passengers save up to 35 percent with MasterCard fall promotion

Amtrak and MasterCard have teamed up to offer travelers super savings. Passengers traveling this fall will receive a 30-percent discount off the best available rail fare when using

their MasterCard. Tickets must be purchased from Oct. 15 through Oct. 31, for travel Oct. 18, 2002 through Feb. 28, 2003. MasterCard holders get even greater savings by logging on to www.amtrak.com. By making online reservations, travelers receive an additional 5 percent discount — for a total savings of 35 percent.

Watch for Amtrak’s fall promotion ads in October issues of *USA Today*. Amtrak’s MasterCard promotion is a terrific way for passengers to see America and save.

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 from Chicagoland to Champaign is Amtrak. Working with two distinct

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 CHAMPtrain 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.

B E N E F I T S C O R N E R

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 *Zehpyr*” 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

1	\$7
2 –5	\$5 each
6-10	\$4 each
11-25	\$3 each
26+	\$2.50 each

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.

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Groundbreaking ceremony held for new Oakland maintenance facility

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

continued on page 5



Artist's rendering of the future Oakland Maintenance Facility.

Robin Reynolds

Who do I work for?

Who do you 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**)

continued on page 2

Inside

2

TRAIN OF THOUGHT

3

New maintenance facility

4



ON THE RIGHTRAK

Positive results in Illinois

5

Working toward a drug- and alcohol-free workplace

Chicago-area employees attend *The Great Train Story* exhibit

6



In less than 24 hours, Engineering accomplishes monumental task

7

Innovative program improves safety at Chicago Union Station

8

EMPLOYEE MILESTONES

9

Live on *Acela Express*

Take that cart and make it new

10

RAILWAY ROUNDUP

11

Historic Kansas City Union Station Cultural Celebrations Committee
PROMOTIONS IN MOTION

12

What color is your uniform?

Pass Policy update

TRAIN OF THOUGHT



David L. Gunn

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?

continued from page 1

- Saunders**), Pacific (**Joe Deely**) and Southwest (**Richard Phelps**). The support offices and their leaders are Mail and Express (**Lee Sargrad**), System Operations (**Jon Tainow**), Transportation (**Steve Strachan**) and Service Delivery (**Kevin Scott**).
- Mechanical, headed up by Chief Mechanical Officer Jonathan Klein, who joined the company in July, is responsible for all car and locomotive fleets, including all mechanical operations, such as the back shops and the high-speed rail contract.
 - Engineering is responsible for infrastructure maintenance, capital improvements and construction involving the fixed plant, track,

- signals, B&B, etc., and overall compliance of federal regulations and engineering standards. This department is led by Chief Engineer David Hughes, who joined the company in September.
- Security & Safety, led by Amtrak Police Chief Ron Frazier, includes the Amtrak Police Department and the protection they provide for the safety of the railroad, employees and all who travel with Amtrak, and as well as the establishment of a the coordinated safety and hazard management effort responsible to the needs of the entire corporation.
 - Environmental, headed up by Assistant Vice President **Roy Deitchman**, is responsible for

Amtrak Ink

Vol. 8, Issue 1,
January/February 2003

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Leslie Beers, managing editor; Sharon Slaton, Angela Starr, editors, Amtrak Employee Communications

Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation



Winner of the
2000, 2001 and 2002
Transportation Marketing & Communications Association
"Tranny" Award of Merit
in the publications category

InfoSource

for Amtrak employees

- East**
- Amtrak Employee Communications**
Leslie Beers
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)
- Central**
- Amtrak Employee Communications**
Sharon Slaton
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)
- West**
- Amtrak Employee Communications**
Angie Starr
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

- implementing environmental programs and monitoring environmental compliance.
- Operations Planning, led by Chief Operations Planning Officer **John Tucker**, who joined the company in July, is responsible for schedules, consists, car utilization, crewing, and capital project scheduling and coordination.

Corporate offices support company objectives

The other 9 major departments support the company's mission and provide critical services throughout the organization.

Business Diversity & Strategic Initiatives, led by Vice President Gerri

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.

continued from page 2

Mason Hall, is responsible for dispute resolution through investigation, mediation and resolution, and ensures that personnel policies and practices focus on valuing diversity. Externally, the department ensures full utilization of minority, women-owned, and disadvantaged businesses in the procurement process.

The Chief Financial Officer, Deno Bokas, keeps watch over corporate financial resources, including controllership and accounting transactions; the corporate treasury; and our financial planning and analysis functions. The CFO also has responsibility for Amtrak Technologies.

Government Affairs, led by Vice President Joe McHugh, provides Congress, the Administration, state and local elected officials, and other

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.

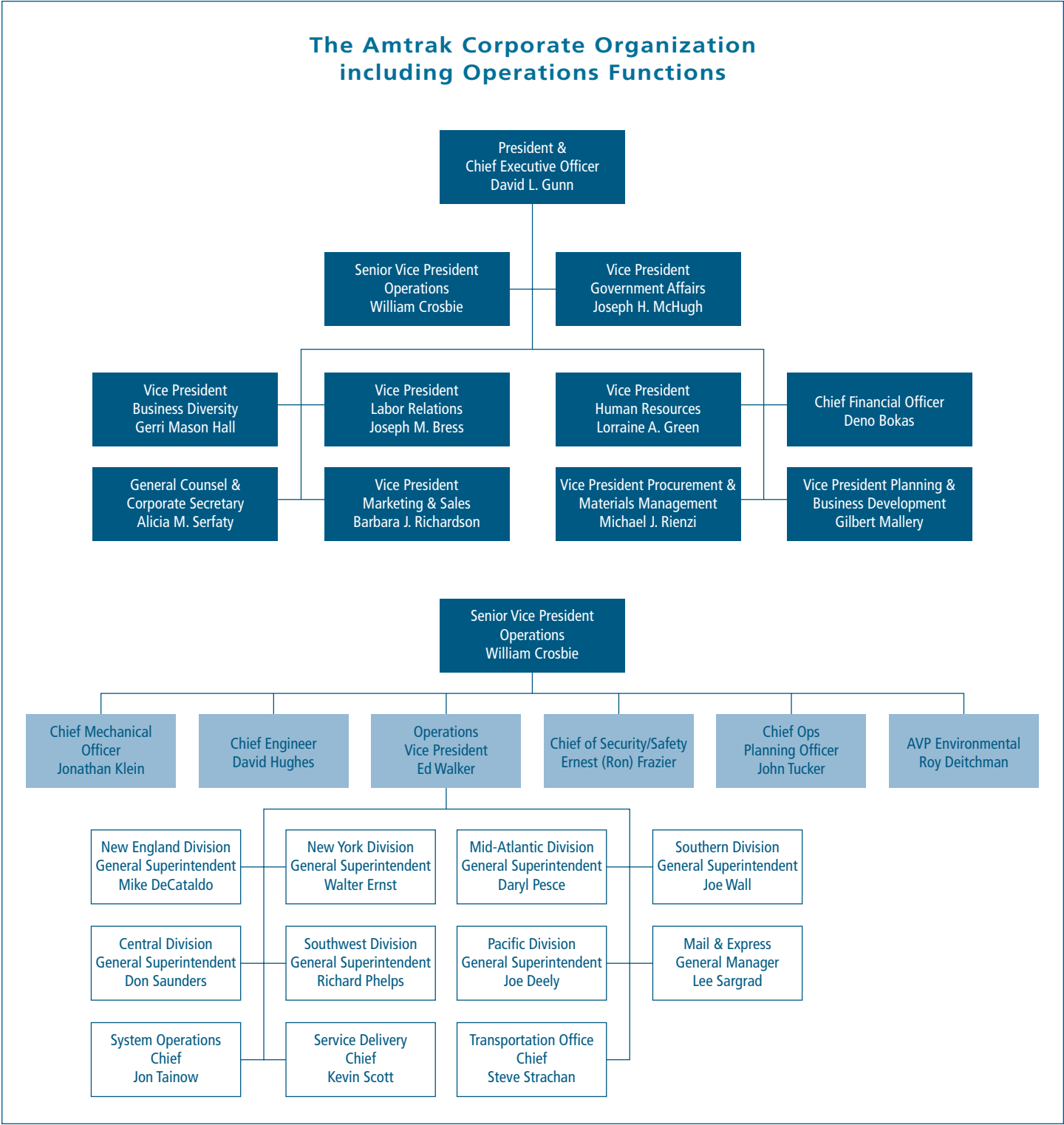
Marketing & Sales, headed by Vice President Barbara Richardson, is responsible for all internal and external communications, marketing and promotions, sales distribution, the call centers, market research and pricing, revenue management and charter services.

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, mail-rooms 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.



O N T H E R I G H T R A K



The Niles Gang: (L. to R.) **Jamie Turtle**, Manager **Frank Hall**, **Pat VantZelfde**, Foreman **Jim Roberts** (kneeling), **Bob Boyce**, **Howard Pursely**, **Dennis Hawrys**. Not pictured: Project Engineer **Gary Covell**, **Jack Smith**, **Dave Hagemann**, **Frank White** and **Ken Harbert**.

Employees give Niles Station a spectacular look

Amtrak's historic Niles, MI, 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 Yerge** 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 Yerge, 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," Yerge 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.



Tom Yerge and his bride Melody wait to board *Acela Express* 2250, where their wedding ceremony will be performed.

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 satel-

lite-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 Corpo-

ration, 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 **Michael Franke**, senior director of Planning for the Midwest.



L to R **Bob Kollmar**, director, Planning and Business Development; **Angela Brazzale**, manager, Planning and Business Development; **J. C. Butch Hayes**, conductor; **Larry Light**, senior technology director, Communications and Signals; **Steve Fleming**, Locomotive Engineer.

Working toward a drug- and alcohol-free workplace

Behind the scenes,
hundreds of volunteers
who are caring
and involved form
a network that is
committed to 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 Rangle 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

continued from page 1
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 Joaquins*, 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."

Warren Weber, manager of the
California DOT Rail Program



Robin Reynolds

Luerean Van de Streek, manager of maintenance scheduling and the liaison between Caltrans and Amtrak, was chosen by her peers to represent Amtrak employees (here with David Gunn) in the groundbreaking ceremony.

In less than 24 hours, Engineering accomplishes monumental task

It is a commendable achievement that a project of this magnitude be accomplished in less than a 24-hour period.

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.



Steve Wilson (L.) Bob Willnecker (center) and Dave Settlemire, of the Bridge Rehab Gang R-901, installing new floor beam.



Jeff Thompson (L.) and Dave Settlemire install connection bolts at the stringer/floor beam connection.

11:30 a.m.

Seeing some distortion and tearing of the steel members that make up 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,



J. Lileikis

A truck hauling a trailer and ship container strike the Monument Street railroad bridge in Baltimore, MD.

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 one, 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.

**By 7:16 a.m. track 2
had been restored to
service for 30 mph
to observe the
first train over it.**

It is a commendable achievement that a project of this magnitude to 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.

*Charles Yordy, Senior Director
of Structures, Philadelphia*

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."

**"We finally have
a program that
provides the front-line
employees the ability
to control their own
safety with the support
of management."**

Don Saunders,
general superintendent
of the Central Division

Don Saunders, general superintendent of the Central Division, has always believed that the majority of injuries at Amtrak are behavior-based. He recognized early-on in the pilot, that, "We finally have a program that provides the front-line employees the ability to control their own safety with the support of management."

The EAGLES initiative has also had an important impact on morale, as the steering team members have become peer trainers. According to Hall, this activity sends a strong message. When personnel who are taking the training see their coworkers in charge of the sessions, it becomes very clear that this safety initiative is serious about having the engagement of team members at all levels.

The best part about this process is that it works. Chicago Union Station was having two to three station injuries per month before this process started. As a result of implementing the Behavioral Safety system, there have been only three injuries in the last six months. These are very positive results and the EAGLES team should be very proud.

For more information on the EAGLES initiative, read the related article in the August 2002 issue of Perspectives in Behavioral Management.

EMPLOYEE MILESTONES

Congratulations to All of You!

The August/September 2002 issue of *Amtrak Ink* omitted an anniversary listing. We regret the error.

15 Year Anniversary
June 2002

LIVINGSTON, PHILLIP J.
MBTA/Boston District

15 Year Anniversary
October 2002

AMOS, CHARLES
Mid-Atlantic Div/DC Non-HQ Dist

ATKINS, KIM
Philadelphia District

BATTS, DONALD
Jacksonville District

BEMIS JR., DANIEL
MBTA/Boston District

BENSON, STEPHEN
MBTA/Boston District

BLOCKER III, JOSEPH
Philadelphia District

BROWN, DE BORAH
Philadelphia District

BROWN, JOHN
New York District

BROWN, RUSSELL
Philadelphia District

CANNEDY, ROY
Chicago Metro District

CONNELL, WILLIAM
MBTA/Boston District

CULLINAN, JOHN
Philadelphia District

DEANGELO, MICHAEL
Philadelphia District

DIXON, ERNEST
Mid-Atlantic Div/DC Non-HQ Dist

ELLISON JR., WILLIAM
Philadelphia District

FINCH, ERMA
Chicago Metro District

FISHER, MICHAEL
Beech Grove District

GASTON, LINDA
Chicago Metro District

GERALD, KERMIT
Mid-Atlantic Div/DC Non-HQ Dist

GLENN, THOMAS
MBTA/Boston District

HARDY, JAMES ARTHUR
Mid-Atlantic Div/DC Non-HQ Dist

HARLOW, RONALD
New York District

HARRIS, BEVERLY
Chicago Metro District

HICKEY, DOLORES
Chicago Metro District

HOFFMAN, BRUCE
Wilmington/Bear District

HOWARD, CHARLES
Chicago Metro District

HUNSBERGER, RAYMOND
Philadelphia District

JESTER, DEBORAH
Philadelphia District

JOHNSON, DANIEL
Beech Grove District

JOHNSON, JESSIELINA
Chicago Metro District

JOHNSON, TERESA
Mid-Atlantic Div/DC Non-HQ Dist

JUSKA, SANDRA
Chicago Metro District

LYLES, PAMELA
Chicago Metro District

MAK SIN, CATHERINE
Washington, DC, HQ

MANGAN JR., THOMAS
Chicago Metro District

MAURER, BERNADETTE
Philadelphia District

MCCARTHY, DANIEL
MBTA/Boston District

MCTAGUE, ROBERT
MBTA/Boston District

MORGAN, ERIC
Mid-Atlantic Div/DC Non-HQ Dist

MOSS, LEONARD
Chicago Metro District

MYERS, DONNA
Wilmington/Bear District

NOVACK, JOSEPH
Wilmington/Bear District

PASTRICK, TIMOTHY
Empire/Albany District

PATINO, DON
Los Angeles District

PERRY, WAYNE
MBTA/Boston District

PETTIT, KENNETH
Wilmington/Bear District

POWERS, WILBERT
Mid-Atlantic Div/DC Non-HQ Dist

PRICE, HAZEL
Mid-Atlantic Div/DC Non-HQ Dist

RAFFERTY, JOHN
Mid-Atlantic Div/DC Non-HQ Dist

REYNOLDS, VERA
Philadelphia District

RICHARDS, DORIS
Chicago Metro District

RICHARDSON, KATHRYN
Chicago Metro District

RICHARDSON, TYRONE
Philadelphia District

RILEY, ANITA
New York District

RIVERA, MARGARET
New York District

RIVERS, STEPHEN
Boston District

ROBBINS, JOSEPH
New York District

ROBINSON, MARION
Philadelphia District

ROSE, ROGER
Mid-Atlantic Div/DC Non-HQ Dist

SMITH, ROBERT
MBTA/Boston District

STAMPS FREDERICK
Los Angeles District

SYLVESTER, PAUL
MBTA/Boston District

URBANIAK, FRANK
Seattle District

WARD, WALTER
Oakland District

WHITE, DAVID
Wilmington/Bear District

WILSON, GARRETT
Chicago Metro District

WOODBURY, KEITH
MBTA/Boston District

WRIGHT, JAMES
Mid-Atlantic Div/DC Non-HQ Dist

WRIGHT, MICHAEL
Chicago Metro District

WRIGHT, RAYMOND
Mid-Atlantic Div/DC Non-HQ Dist

15 Year Anniversary
November 2002

ALLISON, ROBERT
Mid-Atlantic Div/DC Non-HQ Dist

ANDERSON, JOHNNY
Wilmington/Bear District

AVENT, LEROY
Mid-Atlantic Div/DC Non-HQ Dist

BATEMAN, JOHN
Chicago Metro District

BEEBE, MICHAEL
New Haven District

BIEK, MATTHEW
Philadelphia District

BISSETT, STEPHEN
Jacksonville District

BOLOGNA JR, ANTHONY
Empire/Albany District

BRENNAN, KATHLEEN
Empire/Albany District

BROWN, WILLIE
Mid-Atlantic Div/DC Non-HQ Dist

BUCK, MARK
Mid-Atlantic Div/DC Non-HQ Dist

CONTE, JOHN
Empire/Albany District

DE GUZMAN, CARLITO
New York District

ENGLISH, JOSEPH
MBTA/Boston District

GARCIA, JOHN
Los Angeles District

GUY, JOHN
Wilmington/Bear District

HART, JOHN
MBTA/Boston District

KENNEDY, EILEEN
Philadelphia District

KINNE, DAVID
Boston District

KNIGHT, DONALD
MBTA/Boston District

LIGMAN, WALTER
Los Angeles District

MACDOUGALL, JOHN
MBTA/Boston District

MALONEY, JAMES
MBTA/Boston District

MARTINEZ, RENE
New Haven District

MCALARY, WILLIAM
Philadelphia District

MCCARTHY, JOSEPH
MBTA/Boston District

MILAZZO, DAVID
Miami District

MORGAN, WILLIAM
MBTA/Boston District

MURRAY, JOHN
Boston District

NIEDERHAUSER, MICHAEL
Salt Lake City District

NORTHERN, ERIC
Philadelphia District

RITCHIE, MICHAEL
Sanford District

SANDOVAL, LEONARD
Salt Lake City District

SMITH, TREADWELL
Chicago Metro District

WESTWATER, THOMAS
Boston District

WINGOOD, JAMES
Philadelphia District

20 Year Anniversary
October 2002

DE ATLEY JR., ROBERT
Mid-Atlantic Div/DC Non-HQ Dist

FEWSTER, MICHAEL
Wilmington/Bear District

GARDNER, WILLIAM
Philadelphia District

MCGOWAN, THOMAS
New York District

ROMER-HOYT, VIRGINIA
Oakland District

20 Year Anniversary
November 2002

BETHEA, JOHN
Mid-Atlantic Division

BROWN, CHARLES
Mid-Atlantic Division

CARLTON, SAMUEL
Wilmington/Bear District

COOKE, CHARLES
Chicago Metro District

COVEY SR, BRYAN
Wilmington/Bear District

CRUM, CHARLES
Philadelphia District

DERUCHER, STEVEN
Empire/Albany District

DYER, THOMAS
Mid-Atlantic Div/DC Non-HQ Dist

FAIRCLOTH, GARY
Jacksonville District

GRAY, DANIEL
Mid-Atlantic Div/DC Non-HQ Dist

GREEN, WILLIAM
Mid-Atlantic Div/DC Non-HQ Dist

HAMER, WOODROW
Mid-Atlantic Div/DC Non-HQ Dist

HEADEN, JESSE
Mid-Atlantic Div/DC Non-HQ Dist

HOWELL, GREGORY
Mid-Atlantic Div/DC Non-HQ Dist

JANDA, DOUGLAS
Chicago Metro District

LAWSON, ARTHUR
Mid-Atlantic Div/DC Non-HQ Dist

MARTINEZ, JENNY
New York District

PALMER, RICHARD
Philadelphia District

REMICK, PAULETTE
Mid-Atlantic Div/DC Non-HQ Dist

WATSON, MICHAEL
Mid-Atlantic Div/DC Non-HQ Dist

25 Year Anniversary
October 2002

BLANTON, MICHAEL
Beech Grove District

BROCKMEYER JR., MICHAEL
Baltimore District

CARPENTER, NATHANIEL
Mid-Atlantic Div/DC Non-HQ Dist

CARTER, JOHN
Baltimore District

COLLINS, BRET
Philadelphia District

DALLAS, BRIAN
Wilmington/Bear District

GENSLE, GLENN
Baltimore District

GILBERT, GARY
New Haven District

GILLESPIE, WILLIAM
Wilmington/Bear District

GRAVES, CHARLES
Mid-Atlantic Div/DC Non-HQ Dist

GREENE, SHARON
Baltimore District

GWINN, NAOMI
Beech Grove District

KEYS, DAVID
Beech Grove District

OSTERHOLT, JOHN
Empire/Albany District

QUARLES, EDWARD
Baltimore District

RABUCK, JACK
Baltimore District

RUYTER, MARTIN
Baltimore District

TIBBS, EDWARD
Philadelphia District

TOTARO, FRANCIS
Wilmington/Bear District

WEST, OTHEA
Baltimore District

WHITE, RONALD
Baltimore District

25 Year Anniversary
November 2002

BOLANOS, DANIEL
Los Angeles District

BOYER, ROBERT
Beech Grove District

BRYAN, RONALD
Beech Grove District

CASIELLO, POMPEO
Los Angeles District

HEBERT JR, EMERILD
Empire/Albany District

HUBBARD, ARTHUR
Beech Grove District

MEADOR JR, HAROLD
Washington, DC, HQ

MONTGOMERY, GEOFFREY
Beech Grove District

RODRIGUEZ, EFRAIN
Los Angeles District

SUFAN, KAMAL
Beech Grove District

TORRES, RAFAEL
Los Angeles District

WHEATLEY, KEVIN
Beech Grove District

WOODLEE, JERRY
Beech Grove District

30 Year Anniversary
October 2002

ALBERT, MAUREEN
New York District

BACHMANN JR., ROBERT
Detroit District

BARRETTE, HENRY
Kansas City District

BELLO, PAUL
Washington, DC, HQ

BLIXT, LARRY
Twin Cities District

CASADOS, BEN
Kansas City District

CULLINANE, PAULA
Seattle District

ENGSTROM, DANIEL
Seattle District

FIKE, SUZANNE
Oakland District

KOOB, MARLENE
Seattle District

MARKS, CHRISTINE
Washington, DC, HQ

MCDONALD, THADDEUS
Chicago Metro District

RUDDY-BODEN, DIANE
Seattle District

SMITH, JOHNNY
Detroit District

WOOD, ELIZABETH
Seattle District

WOOD, RICHARD
Los Angeles District

30 Year Anniversary
November 2002

ARBUCKLE, JOHN
Kansas City District

BAIN, ROBERT
Miami District

BANKS, JAMES
Chicago Metro District

BATTEN, ROBERT
Chicago Metro District

BERNABO, ROGER
New Orleans District

BITTERS, MARIE
Chicago Metro District

BLAIR, ELEANOR
Los Angeles District

COBURN, ARTHUR
Jacksonville District

CRAIG, TED
Detroit District

CROWE, GARY
Atlanta District

GARCIA, LINDA
Los Angeles District

GUENZLER, BRUCE
Oakland District

LARGE, DEBRA
Jacksonville District

LAXTON, WAYNE
MBTA/Boston District

LAY, DONESTA
Jacksonville District

LEHMAN, DIANE
Detroit District

LIVINGSTON, WILLIAM
Los Angeles District

MANDIA, ALFRED
Philadelphia District

MERCER, RICHARD
Kansas City District

MOBLEY, BYRON
Los Angeles District

MOYER, JILL
Los Angeles District

NUNER, ADELE
Oakland District

REEVES, SARAH
Oakland District

ROPER, ROSILENE
Chicago Metro District

SAPP VITITO, PATRICIA
Jacksonville District

SHEAHAN, KERRY
Chicago Metro District

SOUSA III, JOSEPH
Philadelphia District

THOMAS, JOHN
Los Angeles District

TURNER, BEVERLY
Wilmington/Bear District

VAUGHAN, KENT
Los Angeles District

VIOLANO, JOANN
New York District

WEBSTER, RICHARD
Washington, DC, HQ

Retirees
September 2002

ALCALA, SERGIO
Los Angeles District

ALLARD, JOSEPH
Empire/Albany District

ANDREWS, ROBERT
Beech Grove District

BAGLEY JR., E. S.
Washington, DC, HQ

BROWN, JOYCE
Chicago Metro District

DOBIECKI, GEORGE
New Haven District

DOZOIS, ROBERT
MBTA/Boston District

EASLEY, WALTER
Mid-Atlantic Div/DC Non-HQ Dist

FERGUSON, DAVID
Philadelphia District

GARCIA, JOEL
Oakland District

GILMORE, ARTHUR
Salt Lake City District

GOBBI, VICTOR
Boston District

HALL, EUGENE
Philadelphia District

HARPER, RALPH
Jacksonville District

HOLMES, FLOYD
Los Angeles District

JACKSON, EVELYN
New Orleans District

KNIGHT, RUTH
Mid-Atlantic Div/DC Non-HQ Dist

KNOWLES, HORACE
Chicago Metro District

LEWIS, RUBY
Los Angeles District

MCDUGALL, THOMAS
Los Angeles District

MCGIVERN JR., WILLIAM
Philadelphia District

MITCHELL, MAURICE
Empire/Albany District

PALMER, JAMES
Empire/Albany District

PONDER, JAMES
Miami District

ROGO JR., JOEL
Philadelphia District

ROSS, WILLIAM
New York District

SANDERS, GARY
Los Angeles District

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.



David Baldacci appears as part of the “Live on Acela Express” series to sign his latest book, *The Christmas Train*.

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 on-board 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 Strausman, Boston Red Sox legends Jim Rice and Bruce Hurst, and New York Yankees legends Paul Blair, Rick Cerone, Rich “Goose” 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.

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.

Take that cart and make it new

Creative Cost Savings in Seattle

Brainstorming by the safety team brought about the question, could the catering carts (scheduled for the scrap-yard) be adapted?

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!”



Welder **Neil Thomas** proudly displays the refurbished low-boy baggage cart.

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.

RAILWAY ROUNDUP



Amtrak Coaster Conductor **Ricky Rhoton** 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

Conductor **Marisol Munoz** was applauded for her untiring 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.

"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.

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 its 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 2,000 ft. of track on display.

The San Luis Obispo community was invited to the station open house on Saturday, Dec. 14, 2002, where Amtrak hosted complimentary cookies and



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 # 27 rolling along the Columbia River on a moonlit winter night.

apple cider. The public visited with Santa and donated toys to the U.S. Marines "Toys for Tots" program.

Woman convicted for filing false claim against Amtrak

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.

New Amtrak station opens 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 guests.

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



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.

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.



L to R - Union Station employee, **Jennie Hanna**; District Service Manager, **June Norfleet**; Union Station employee, **Janie Hon** and Marketing Manager, **Anne McGinnis**.

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."



Station volunteers, Mr. and Mrs. McMasters, and **Brian Rosenwald** (right), superintendent of Passenger Services, at ribbon-cutting ceremony

Ticket Clerk, **Linda Saunders** has worked at the Kansas City Amtrak station for 29 years. "I've gotten a lot of good comments. Everyone is elated that we're here. It's a different atmosphere ... it's nice."

Amtrak had offices in the deteriorating Union Station from its creation in 1971 until 1985. During its last year there, Amtrak operated inside a plastic bubble erected within Union Station's Grand Hall because heat and air conditioning to the entire station had been turned off.

In 1985, Amtrak relocated to a small boarding office at 2300 Main Street, and Union Station closed to the public. Union Station reopened in 1999 after a \$118 million renovation. Amtrak pledged at that time to one day return to the historic train station.

"Amtrak moving to the original historic facility confirms the continuity of our service. It was a wonderful tribute to Amtrak's longevity to see retirees of twenty years, veterans and new employees side by side sharing this momentous occasion," said District Service Manager, **June Norfleet**. "The station is a national treasure. Everyone should come and see it."

PROMOTIONS IN MOTION

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.

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 2 • March 2003



*Delaware back shop facilities keep
the fleet in good repair*



Locomotive overhauls and other equipment maintenance is performed at the Wilmington Maintenance Facility, where this High Horsepower locomotive was lifted off its trucks using two 100-ton cranes. See story on Amtrak's mechanical facilities in Wilmington and Bear, DE, on **page 3**.

Beech Grove returns equipment to revenue status

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



Lew Wood, general manager of the Beech Grove repair shop, addresses the media, public officials and workers gathered to celebrate the roll out of the first passenger cars repaired since the wreck-repair program was re-started last fall.

continued on page 2

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

**"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

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," Gunn said, adding that "it will be realistic and achievable, and refocus the company on its basic mission to provide customers with safe, secure and reliable passenger rail service."

TRAIN OF THOUGHT

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 \$50 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, trans-dorm 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 21780; and Amfleet One car 21092 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,



David L. Gunn

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 1903 to 1907, 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.



The first of the wreck-repair rollouts, Superliner II sleeper car 32053 breaks through ribbon at the Beech Grove event.

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,

continued on page 3

Inside

2

TRAIN OF THOUGHT

3

Delaware shops strive to meet challenges of modern-day railroad

4

ON THE RIGHTRAK

On-target for safety goals

5

Good deals fill seats

Taking Safety on the Road

6

Amtrak's 'Employee Watch Program': How you can help

8

EMPLOYEE MILESTONES

10

RAILWAY ROUNDUP

ORGANIZATIONAL UPDATE

11

New Dining Car menus in April
Service Updates

12

Fergus Award winner

President's Safety Contest Winners

VITAL STATS

Amtrak Ink

Vol. 8, Issue 2, March 2003

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Amtrak Employee & Customer Communications, Margaret Sherry, Director. Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

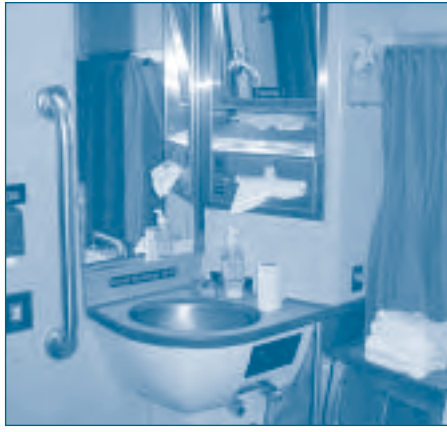
Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)



"Before and After" images of the lavatory facilities in the special bedroom.



"Before and After" images of a standard bedroom.



Equipment rolls out at Beech Grove

continued from page 2

jacking pads, sill steps, side corner skirts, corner grab iron pockets, and grab irons. And, the couplers and diaphragms were all renewed.

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

structural damage 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

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-repair status or long overdue for overhauls, Amtrak has stepped up its effort to repair this equipment and return it to revenue service. 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

continued on page 7

O N T H E R I G H T T R A 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.



Reservation Sales Agent John Grady is recognized by the Altamonte Springs Police Department for going 'Above and Beyond.'

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.

Since the children still needed money to eat once on board the train, Grady encouraged members of the Altamonte Springs Police Department to contribute enough money so that the children could buy food.

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."

John Grady has been in service to Amtrak since 1980.

*Sue. A. White, team leader,
Riverside, CA*

Kindness shines on board

The winter holidays are a busy time of year for everyone and it's easy to get caught up in the hectic pace of the season.

While traveling in the Northeast Corridor aboard train 173 on December 24, several passengers observed an elderly gentleman who appeared to be disoriented as to where he was going and why he was even on the train. Fortunately for this gentleman, Conductor **Larry Solomon** was on duty that Christmas Eve. After learning about the situation, Solomon took the time to sit and talk with the gentleman and ask him some questions.

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.

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

in the Flathead Tunnel, but the crew remained calm until radio communication could be established.

Because the train was at least 45 minutes away from a medical center, the engineer, working with BNSF dispatcher Gary Armitage and chief dispatcher **Jack Miller**, arranged to meet an ambulance just outside Riverview. "With the assistance of a deputy sheriff from Lincoln County and a BNSF special agent, the ambulance arrived at the same time as the train," said Branson.

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.

"Unfortunately, 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 handling a critical situation quickly and correctly."

*John H. Horvath, UTU NEWS/
Public Relations, Cleveland, OH*

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."

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 *Surfliners*, *Capitols* 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 could 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.

Also 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 15 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.

"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.

Results

Following the industry trend, compared to last year, long-distance ridership was down in the

continued on page 11

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 Safety is partnering with operating and support areas to "Take Safety on the Road."

February 14th marked one of many planned system-wide safety outreach efforts promoting employee and passenger safety. Capitalizing on the goodwill of Valentine's Day, the "Safety is Where the Heart is" campaign resulted in contact with thousands of employees and passengers. Employee handouts identified three important safety subjects: proper lifting, avoiding slips/trips/falls and performing safe switching operations. Passenger handouts, which were provided with tickets, as seat-drops and through direct contact at stations and on board trains, included travel tips that addressed safety at stations, on trains, and when boarding and detraining. In some locations, Hershey candy "kisses" were provided along with

handout material to stimulate interest and participation.

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 meet with workers face-to-face during all work shifts.

"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. Marmie 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



L. to R. **Marty Burke, Al Ruxton, Maryla Urban, Katrina Coleman, and Jack Fisher** from Philadelphia's Mail/Repro Center receive safety handouts from Chief Safety Officer Cedestra Jordan.

at 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."

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. You know who belongs in your shop, office and yard. You know who belongs on your train, on the rights of

way, and in or around restricted areas. Improperly parked or abandoned vehicles are obvious to you. Strange or suspicious behavior attracts your attention. Be alert and do your part by reporting such activity immediately to the Amtrak Police Department, which can be reached 24 hours a day, at (800) 331-0008.



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.

The following important information about the Employee Watch Program describes how you can do your part to make Amtrak safe for its employees and passengers.

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 be mindful of the following tips:

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. So 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/or 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

seeping any powders or liquids, or emitting a strange odor? Were any suspicious persons seen in the vicinity of the item? Knowing these answers will help the police when you report the incident.

Report suspicions Report any suspicious persons, activity, or objects immediately. If a criminal act has occurred, be prepared to answer these questions for the police: When and where did the event take place? How many people were involved? Were there any witnesses? Can you describe the suspects?

Trust your instincts These tips can give you some guidance, but it is impossible to define all the objects, persons and circumstances that might be deemed suspicious. You must trust your instincts and follow up on them. If anything appears questionable to you, always contact an Amtrak police officer.

What to Report to the Police

WHAT What is it? A package, peculiar behavior, etc. If it is a package, provide description and size. Compare it to familiar items if possible — size of fist, looks like a hair spray can, etc.

WHEN What time did it happen or when did you find it?

WHERE Where did it take place?

WHO Who discovered it? Are there any witnesses? Can you describe the suspect(s) — height, hair and eye color, identifying tattoos or scars, what they were wearing?

HOW Can you describe the vehicle or provide a license plate number (if applicable)?

Receiving a Bomb Threat

Receiving a bomb threat is terrifying. Be calm and focused. Bomb threats must be taken seriously and require appropriate action.

Protocols for responding to bomb threats will vary depending upon your position at Amtrak. If you are the one who gets the phone call, try to alert your supervisor and the Amtrak police while you continue the call. Maintain a calm and courteous tone to encourage the caller to remain on the line. If possible, pretend you are having difficulty hearing. A lengthy exchange may elicit details about the location of the bomb as well as help the police to identify the caller. If possible, write down the exact wording of the threat. Keep the caller talking by asking for further information:

- When is the bomb going to explode?
- Where is the bomb right now?
- What does the bomb look like?
- Why did you place the bomb?
- What is your name?

The amount of information the caller is willing to reveal will determine how you should proceed:



Employee Watch Coordinator Linda Downing, DE. Coordinates security concerns.

If you are not able to speak to the caller, call the police. Provide whatever information you can. Be guided by advice from the police.

If the caller gave a specific location, call the Amtrak police to coordinate the response. Identify the location of the packages. If no device is found, maintain heightened vigilance.

If a bomb is discovered, mark the location and move away from the area. Notify Amtrak police management.

Identifying Suspicious Packages or Bags

You are on the scene. You are familiar with the route and the passengers; therefore, you can notice abnormal circumstances. Here are some tips on what to look for. Notify police about suspicious activity. Keep in mind that suspicious activity is often dangerous and can be life-threatening. Make a bag or package suspicious by visually connecting it to a person or other in the area if possible. Unattended baggage is a red flag, but immediate action should be taken when other factors are present.

- An individual with a bag or package that appears suspicious when they appear nervous or return immediately.
- A bag has been left in a restricted area. This becomes a red flag if an attempt has been made to place the bag in a restricted area of plain sight.
- A seated passenger with suspicious packages on his or her lap refuses to place them in storage or to relocate to an adjacent seat.



Officer Doug Paige, Employee Watch coordinator for the Mid-Atlantic North Division, provides Linda Downing, usher at Philadelphia's 30th Street Station with some valuable security tips.



Coordinator Officer **Robyn Parker** visits CNOC employees in coordinators across the country are reaching out to employees, ty awareness, sharing on-the-job security tips and addressing

le to get specific information call Amtrak police and r information you received. iverse from the police.

e a specific location, call o conduct a search of the e owner(s) of baggage and evice is discovered, maintain ance for the next 24 hours.

covered, do not touch the e location quickly, then n the item in question. police and appropriate

Suspicious Bags

scene daily and are most e routines of colleagues and efore, you will most likely l circumstances first. Here 1 when to call Amtrak pspicious packages or bags. at some items are not obvi- s and consider what factors ackage suspicious. Try to t bags with their owners in : area. Ask customers and ea if a specific bag belongs ey saw the owner recently. ggage should always raise a mediate action should be er factors are involved:

al walks away from a other item. This becomes hen ... the individual vious or hurried and does not diately to claim the property.

een left in a station waiting ecomes suspicious when ... has been made to conceal trash can or somewhere out it.

ssenger is holding bags or his or her lap. This becomes hen ... the passenger lace the items in overhead o remove them from an it.

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 toxins.
- 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 differently.

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

Coordinator Name	Location	Telephone
Lieutenant Wayne Moore	Boston	580-7802
Sergeant Steve McGovern	Boston	580-7805
Sergeant James Moran	New London	561-3967
Sergeant William Bessette	Providence	575-7373
Officer Cliff Tucker	New Haven	561-6000
Officer Harry Barnes	New York	521-7128
Detective Steve Ulrich	Albany	564-5723
Officer Doug Paige	Philadelphia	728-2494
Detective Charles Crandall	Philadelphia	738-5005
Officer Robin Parker	Wilmington	739-6512
Sergeant Ray Yost	Baltimore	729-4229/30
Officer Dorothy Franklin	Washington	777-2291
Detective Steve Chambers	Sanford	863-6008
Detective Frank Sullivan	Raleigh	(909) 833-7542 (909) 833-7574
Detective Hugh Krasin	Miami	863-1207
Detective Leigh Cole	Fort Worth	817-332-2169
Sergeant William Miarecki	Chicago	821-2479
Sergeant John Keller	Beech Grove	825-0454
Detective Sam Bell	New Orleans	868-1672
Detective John Clayborne	Albuquerque	505-765-9088
Detective Jay Glass	Portland	768-4875
Detective Van Nuys	Stockton	764-0166
Officer Alfredo Arenivas	Los Angeles	761-6824
Detective John Mumford	San Jose	767-3546

*Several coordinators have jurisdiction outside of their stationed location. If your location is not represented, please contact the coordinator nearest your work site.

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.

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 overhauls 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 Is, IIs 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.

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Year Anniversary

December 2002

AHEARN JR, RUSSELL
Philadelphia District
ALEXANDER, LOLA
Los Angeles District
BALL JR, MITCHELL
Philadelphia District
BOWER, JOHN
Philadelphia District
BUTLER,
MARGUERITE
Chicago Metro District
CAMPBELL, HUGH
Philadelphia District
CAMPBELL, STEVEN
Los Angeles District
CASTIGLIONE,
ROBERT
San Jose District
CHRISTIAN, DAVID
MBTA/Boston District
DOUGLAS, DERRICK
Chicago Metro District
DWYER, COLETTE
Los Angeles District
FRATES, MICHAEL
Boston District
GALLAGHER,
THOMAS
Philadelphia District
GINGRAS, DAVID
MBTA/Boston District
HARMON, DUANE
Philadelphia District
KARVA, THOMAS
Chicago Metro District
KELLY, STEPHEN
Philadelphia District
KERRIGAN III,
THOMAS
Philadelphia District
KING, FRANKLIN
Washington, DC/HQ
LARSEN, DELLAS
Seattle District
LATCHFORD,
DONALD
Chicago Metro District
LAWRENCE,
CAROLYN
Chicago Metro District
LONG, JOSEPH
New Haven District
MAYDA, BRYAN
Chicago Metro District
MC LEAN, KELVIN
New York District
MCGARRY, JAMES
MBTA/Boston District
MCGILVERY JR,
HERMAN
New York District
MCKENNEY, KEVIN
MBTA/Boston District
MIMS, MARION
Chicago Metro District
MUNIZ, JOSE
Oakland District
OLSON JR, ROBERT
Chicago Metro District
OPLAND, SCOTT
Detroit District
OSTIS, PETER
MBTA/Boston District
PATENAUDE,
DONALD
New Haven District
PEREZ, ERNESTO
Los Angeles District
PHILLIPS, MARLON
Los Angeles District
REED, JAMES
New Haven District

REYNOLDS,
CONSTANCE
New Orleans District
SERRATO, VERONICA
Los Angeles District
SILAS, JAMES
Los Angeles District
SMITH, KENNETH
Mid-Atlantic Div/DC Non-
HQ Dist
SOKOLOSKI, PAUL
Chicago Metro District
STEINER, JAMES
Kansas City District
STEPHENS, EDWARD
New York District
TIERNEY, WILLIAM
New York District
TOTTON, THOMAS
MBTA/Boston District
VENTURELLI, SUSAN
Los Angeles District
WALICK, PAUL
DAVID
Beech Grove District
WATTS, THOMAS
Chicago Metro District
WILLIAMS, HOLLAND
Chicago Metro District
WILSON, JESSE
Philadelphia District
YATES, CHERIE
Los Angeles District

15 Year Anniversary

January 2003

BARNES, BEN
Salt Lake City District
BARR, BRUCE
Wilmington/Bear District
BECKWITH,
BERNADETTE
Mid-Atlantic Div/DC Non-
HQ Dist
BEHRLE, JOSEPH
Philadelphia District
BENSCOTER, ROBIN
Philadelphia District
CAMPIONE, STEVEN
MBTA/Boston District
CARMICHAEL,
ANTOINETTE
New York District
CASEY, KEVIN
MBTA/Boston District
CONLEY, LAVELL
Chicago Metro District
DELLINGER, MARK
Wilmington/Bear District
FATTORE, PATRICK
Philadelphia District
FICARRA, JAMES
Philadelphia District
FORD, THERESA
Washington, DC/HQ
FRANKLIN, MICHAEL
Philadelphia District
FREEMAN, RILEY
Wilmington/Bear District
GEIGER, CLAUS
Empire/Albany District
GROENE, JEFFREY
Portland District
HARRIS, CATHY
Philadelphia District
HARRIS,
CHRISTOPHER
MBTA/Boston District
HESELTINE, DUANE
Chicago Metro District
HOSACK, VERONICA
Philadelphia District
HUGGAN, ELIZABETH
MBTA/Boston District

JANEIRO, NELSON
New York District
JOHNSON JR, JACK
Beech Grove District
KNISELY, RICHARD
Philadelphia District
KOBEL JR, JAMES
Mid-Atlantic Div/DC Non-
HQ Dist
KOWALKO, LEONARD
Philadelphia District
KROMAH,
VARMUYAH SENCY
Mid-Atlantic Div/DC Non-
HQ Dist
LANDIS, ROBERT
Beech Grove District
LANGE, CHARLES
Chicago Metro District
LANYON, RHONDA
Boston District
LAYSON, DONALD
Seattle District
LEE, MICHAEL
Boston District
LEWELLEN, BARTH
Philadelphia District
LOTT, DEBORAH
Philadelphia District
MALASCALZA, PAUL
Wilmington/Bear District
MARTIN, ROSS
New Haven District
MCGINN, RICHARD
MBTA/Boston District
MCGINNESS SR,
DENNIS
Wilmington/Bear District
MCKINNEY, DEWEY
Wilmington/Bear District
MCNULTY, RICHARD
MBTA/Boston District
MERCAUTO,
ANTHONY
MBTA/Boston District
MITTELSTRASSER,
ROBERT
Beech Grove District
MORRIS, JUDY
Wilmington/Bear District
NEMCIK, GARY
Philadelphia District
PEREZ, ALICE
Los Angeles District
PHILLIPS EVANS,
PAULA MARIE
Philadelphia District
PITCHERALLE, JOHN
Empire/Albany District
PLANT, JOSEPH
MBTA/Boston District
PLATT JR, RICHARD
MBTA/Boston District
PRETLOW, LURETHA
Philadelphia District
SAVAGE, JAMES
MBTA/Boston District
SCOTT, JANET
Philadelphia District
SEALUND, ROSS
MBTA/Boston District
SHANLEY, ROBERT
MBTA/Boston District
SYLVAIN, JOSEPH
MBTA/Boston District
TABICAS, FRANCISCO
New Haven District
TAYLOR, LARRY
Wilmington/Bear District
THOMPSON,
LAVORIA
Wilmington/Bear District
TURNER, LAMONTE
New York District
WALSH, WILLIAM
MBTA/Boston District

WHITE, SALADIN
Philadelphia District
WILLIAMS, DANISE
Philadelphia District
WILLIAMS, PATRICIA
Philadelphia District
WILSON, MARK
Beech Grove District
ZOLA, JOLEE
MBTA/Boston District

15 Year Anniversary

February 2003

ADAMS, ELIZABETH
Philadelphia District
ADDISON, DIANE
Wilmington/Bear District
BELCHER, CLAYTON
Philadelphia District
BENTON, KELVIN
Los Angeles District
BOUTELLE, JAMES
Miami District
BULNES, BRIAN
Empire/Albany District
CORNELL, STEVEN
Wilmington/Bear District
COXSEY, JAMES
Los Angeles District
CROSS, DONALD ROY
Portland District
DAVIES, WILLIAM
New York District
FOX, MAUREEN
Boston District
GALBREATH,
MADLYN
Chicago Metro District

GOULDING, STEPHAN
Chicago Metro District
GRAY, TERRI
Philadelphia District
HANSON, STEVEN
Baltimore District
JENSEN, CRAIG
Chicago Metro District
JOHNSON,
GWENDOLYN
Los Angeles District
JONES BELL, BONITA
Chicago Metro District
KENNEDY, MICHAEL
Philadelphia District
KING, PATRICIA
Philadelphia District
KNAPP, FRANK
Washington, DC/HQ
KOHLMAYER, DANIEL
New York District
KUPERUS, DANIEL
Los Angeles District
LAMADRID, FRANK
Los Angeles District
LESTAN, STEPHEN
MBTA/Boston District
LOCKETT, ALICE
Chicago Metro District
MARTIN, INA
Philadelphia District
MILLER SR, JERRY
Beech Grove District
MORALES, JESUS
New York District
MORRIS, ALAN
Los Angeles District
MOZDZIEZ,
FREDERICK
MBTA/Boston District
MURPHY, JENNIFER
Philadelphia District
O'BRIEN, EDWARD
Boston District
O'GRADY JR, JOHN
MBTA/Boston District

PEREYRA, CLYDE
Mid-Atlantic Div/DC Non-
HQ
PERSICO, FRANK
Empire/Albany District
PRUSAKOWSKI,
JOSEPH
New York District
PUDZIMIS, RAYMOND
Chicago Metro District
REEVES, SHARON
Chicago Metro District
SAINER, JAMES
Chicago Metro District
SANDERSON,
DEBORAH
Empire/Albany District
SAUNDERS, TERENCE
Boston District
SEXTON, ROGER
Lorton District
SHELDON JR, JOHN
Empire/Albany District
SHILLINGFORD,
CHARLES
Philadelphia District
SUMMERS, ROY
New York District
SUROWIAK,
ZDZISLAW
New York District
TAYLOR, GRACE
Philadelphia District
THOMPSON, JAMES
Salt Lake City District
VILLENAS, MARK
Los Angeles District
WOODARD,
MICHELLE
Los Angeles District

20 Year Anniversary

December 2002

BRUNO, STEPHEN
Empire/Albany District
COMEAU, JOSEPH
Empire/Albany District
CUNNINGHAM,
ROBERT
Empire/Albany District
DELGRECO, RICHARD
Empire/Albany District
FOX, TERRANCE
Empire/Albany District
JACKSON,
MARGARET
Philadelphia District
LUCE JR, LEROY
Empire/Albany District
LUNDSTROM, MARK
Chicago Metro District
MILES, LINWOOD
Jacksonville District
MORASKI, THOMAS
Philadelphia District
RAM, SUBHAS
Wilmington/Bear District
SHEARER JR, STANLEY
Philadelphia District
STRANGER, JACK
Philadelphia District
TARDIFF, RANDY
New Haven District
TROTTER, MARY
Baltimore District

20 Year Anniversary

January 2003

ADAMS SR, LEONARD
Beech Grove District
ADAMS, WILLIAM
New Haven District

ANNONE, RONALD
Philadelphia District
ARCHACKI, JAN
New York District
BABER, JOHN
Philadelphia District
BAKER, CARL
Philadelphia District
BAKER, JOSEPH
Wilmington/Bear District
BARBER, MURRAY
Mid-Atlantic Div/DC Non-
HQ Dist
BARNES, DAVID
New York District
BETHEA, LEONARD
Mid-Atlantic Div/DC Non-
HQ Dist
BLAKENEY, RICHARD
Philadelphia District
BONAVENTURA,
LAWRENCE
New York District
BREEDLOVE, JOHN
Empire/Albany District
BROOKS, DAVID
Mid-Atlantic Div/DC Non-
HQ Dist
BROWNE, LOUIS
New Haven District
BURKE, MAURICE
Boston District
BURNS, ERNEST
New York District
CALELLO, FRANCIS
New Haven District
CALLINAN, THOMAS
New Haven District
CARNEY, WILLIAM
New York District
CARTER, JERRY
Mid-Atlantic Div/DC Non-
HQ Dist
CARUSO, JOHN
New York District
CAWLEY, JACK
New York District
CLAUSEN, WILLIAM
Mid-Atlantic Div/DC Non-
HQ Dist
CLAYTON, DONALD
New York District
COLFER, EDWARD
Philadelphia District
COLLINS, ROBERT
New Haven District
CONNELLY, TIMOTHY
New York District
CONNOLLY, ROBERT
Boston District
CONNOLLY, THOMAS
New York District
COTE, ROGER
New Haven District
CRIST, DOUGLAS
Philadelphia District
DANKO, MARK
New York District
DIAZ, FELIX
Philadelphia District
DOMINICK, JOHN
Boston District
DONOVAN, GARY
Mid-Atlantic Div/DC Non-
HQ Dist
DOWD, JAMES
New Haven District
DRISCOLL, THOMAS
Boston District
EIDENS, MICHAEL
Empire/Albany District
EIERMAN JR,
CHARLES
Mid-Atlantic Div/DC Non-
HQ Dist
FARAGO, STEPHEN
Philadelphia District

FLEISCHER, ARTHUR
New York District
FLETCHER, EDWARD
Mid-Atlantic Div/DC Non-
HQ Dist
FLOHN, DAVID
New York District
FLYNN, DAVID
New Haven District
FOHR, LAWRENCE
New York District
FONTES JR, ARTHUR
MBTA/Boston District
FONTNEAU, PAUL
New Haven District
FOSTER, JOSEPH
New York District
FRANKUNAS,
MICHAEL
Philadelphia District
FRANZ, HENRY
New York District
FRENCH, DAVID
New Haven District
FRIEL JR, DONALD
Philadelphia District
GANNON, MICHAEL
New York District
GARVEY, JOHN
Philadelphia District
GILFILLAN JR, JAMES
Wilmington/Bear District
GILHULY, TIMOTHY
New Haven District
GIULIETTI, DOMINIC
New Haven District
GIVENS, CECIL
Mid-Atlantic Div/DC Non-
HQ Dist
GORHAM, MARK
Boston District
GREENE JR,
THEODORE
Mid-Atlantic Div/DC Non-
HQ Dist
GUARINO, ANTHONY
Boston District
GUIDA, SAVINO
New York District
GULDNER, LEONARD
Philadelphia District
GUYNEE, LOUIS
New York District
HANNAH, HARRY
Mid-Atlantic Div/DC Non-
HQ Dist
HARRISON, JOHN
Mid-Atlantic Div/DC Non-
HQ Dist
HEALY, CHARLES
New Haven District
HEFNER, KERRY
Mid-Atlantic Div/DC Non-
HQ Dist
HEMMERT, LEYTON
Chicago Metro District
HERTEL, DENNIS
New York District
HIGGINS, FRED
Boston District
HILL, FREDERICK
Mid-Atlantic Div/DC Non-
HQ Dist
HILL, RONALD
New York District
HOOK, WILLIAM
Mid-Atlantic Div/DC Non-
HQ Dist
HOPSON, GARY
New Haven District
HOWELL, WILLIAM
New York District
HUGHES JR, JAMES
New Haven District
HURLEY JR, RUSSELL
New Haven District

JACKSON WRIGHT,
VIRGIE
New York District
JESSEN, BERNARD
New York District
JOHNSON JR,
CLIFTON
New Haven District
JOHNSON, LARRY
Beech Grove District
JOHNSON, ROGER
Philadelphia District
JOHNSON, TIMOTHY
Mid-Atlantic Div/DC Non-
HQ Dist
JONES, MICHAEL
Wilmington/Bear District
JORDAN, PHILIP
Empire/Albany District
KAISER, THOMAS
New York District
KEBABJIAN, PAUL
New York District
KELAHHER, JOHN
New Haven District
KELLIHER, ROBERT
Mid-Atlantic Div/DC Non-
HQ Dist
KELLY, RORY
New York District
KEOGH, KEVIN
New Haven District
KERR, THOMAS
Beech Grove District
KILLENBECK JR,
CLINTON
New Haven District
KING, DENNIS
Boston District
KING, TIMOTHY
Mid-Atlantic Div/DC Non-
HQ Dist
KLING, ALLAN
New Haven District
KOBAN, STEPHEN
Philadelphia District
KRAWCZYK, PAUL
Boston District
KRESTA, GARY
New Haven District
KULLA, GEORGE
Mid-Atlantic Div/DC Non-
HQ Dist
KWELLER, RICHARD
Empire/Albany District
LAUE, JOHN
Beech Grove District
LEEDOM, JOSEPH
Philadelphia District
MACIELAG, THOMAS
Philadelphia District
MACMULLIN,
CHARLES
Philadelphia District
MARELLO, ALFONSE
Boston District
MARTIN, KEITH
New York District
MAXWELL, ROBERT
Boston District
MAZZELLA, SILVERIO
New York District
MCINTIRE, ROBERT
New York District
MCMAHON, JOSEPH
New Haven District
MELLER, JOHN
New York District
MERLE, GEORGE
New York District
MILLER, TEDDY
Mid-Atlantic Div/DC Non-
HQ Dist
MOORE, AUGUSTUS
New York District

EMPLOYEE MILESTONES

MOTTE, JOSEPH
Boston District

MUNN, THOMAS
Philadelphia District

NELSON, CARL
Empire/Albany District

NEWMAN, GEORGE
MBTA/Boston District

NOCENTINO, GERALD
Philadelphia District

O'BRIEN, JOHN
Boston District

ODOM, KENNETH
Wilmington/Bear District

PALCOVICH, FREDERICK
New Haven District

PALUMBO JR, CARMINE
Wilmington/Bear District

PARKE, JOHN
New York District

PARKIN, BRUCE
New Haven District

PETRONE, FRANK
New Orleans District

POLICASTRO, JAMES
New York District

POOLE JR, PAUL
Mid-Atlantic Div/DC Non-HQ Dist

PORTER, WILLIAM
Boston District

QUINLAN, PATRICK
Philadelphia District

RAFANELLI JR, JOSEPH
New York District

RICHERT JR, HERMAN
New York District

RICHTELLI, WILLIAM
New Haven District

RIORDAN, KENNETH
New Haven District

RIOTTE, FREDERICK
New Haven District

RIZZO, MARTIN
New York District

ROLAND, PAUL
New Haven District

ROMANO, JOSEPH
New Haven District

ROSA, ROBERT
New Haven District

ROTH, FREDERICK
Mid-Atlantic Div/DC Non-HQ Dist

SARRO JR, JOSEPH
New Haven District

SCHREIBER, THOMAS
Mid-Atlantic Div/DC Non-HQ Dist

SEAMON, HENRY
New York District

SHAFFER, THOMAS
Mid-Atlantic Div/DC Non-HQ Dist

SHELGREN, JAMES
Empire/Albany District

SIGRO, LAWRENCE
New York District

SILLER, GEORGE
Philadelphia District

SMITH II, CLYDE
Philadelphia District

SMITH, WILLIAM
Mid-Atlantic Div/DC Non-HQ Dist

SOLTYS, RONALD
Boston District

SPIES, JOEL
Mid-Atlantic Div/DC Non-HQ Dist

SPINALE DOMINIC
Boston District

STIGLIANO, FRANCIS
Philadelphia District

STRUTHERS, ROBERT
Boston District

SWALES, WILBUR
Philadelphia District

SWELLER, WAYNE
New Haven District

TAYLOR, CURTIS
Boston District

TAYLOR, RICHARD
New York District

TOLMAN JR, DAVID
Boston District

TOMPKINS, TYRONE
New Haven District

TRIESCHMANN, KIRK
New Haven District

TROMBECKY II, LEON
Empire/Albany District

ULIS JR, ALBERT
New York District

ULIS, ROBERT
New York District

VIGUERS, JOHN
Philadelphia District

VOGT, GEORGE
New York District

VOLNER, JEFFERY
Kansas City District

VOSS JR, HERBERT
Boston District

WAGNER III, LEONARD
New York District

WALLACE, JOSEPH
New York District

WARREN, MICHAEL
New York District

WICKHAM, JOHN
Mid-Atlantic Div/DC Non-HQ Dist

WINKLER JR, STANLEY
Philadelphia District

WOODCOCK, JONATHAN
Philadelphia District

WRIGHT, TREVOR
Sanford District

WRIGHTSTONE, CLARENCE
Philadelphia District

WYATT, THOMAS
Philadelphia District

YANNUZZI, JOSEPH
Los Angeles District

20 Year Anniversary
February 2003

CLEMENT, TERRY
Beech Grove District

DISTEFANO, J LESLIE
Wilmington/Bear District

DUVALL, DONALD
Beech Grove District

FEDORA, JONATHAN
Philadelphia District

GILLERY, PATRICIA
New Haven District

HORNE III, KILPATRICK
Beech Grove District

HUTMAN, KEVIN
Baltimore District

JONES, GEORGE
Miami District

KRIEGER, LARRY
Beech Grove District

LIGHT, LAWRENCE
Philadelphia District

MADDOX, REDORA
Washington, DC/HQ

O'NEAL, JERALD
Beech Grove District

PAYNE, JEFFREY
New York District

PREPSEL, FRANCIS
Philadelphia District

SCURRY, VANESSA
Baltimore District

SHEAHAN, VERONICA
Chicago Metro District

WENDELL, JAMES
New York District

25 Year Anniversary
December 2002

HENNESSY, RICHARD
Empire/Albany District

MCDERMOTT, GEORGIA
New York District

PAGE, JERRY
Beech Grove District

UUSITALO, LEONARD
Empire/Albany District

VALENTINO, ANTHONY
New York District

VILLANI, JOHN
New York District

25 Year Anniversary
January 2003

ABBOTT, KAREN
Empire/Albany District

ABBOTT, RICHARD
Empire/Albany District

ADAMOVICH, PETER
Wilmington/Bear District

ASARO, VINCENT
Philadelphia District

BERNAL, EDUARDO
Chicago Metro District

BOLANOS, MAURO
Los Angeles District

CHATELAIN, RAYMOND
New Orleans District

DERENZO JR, PATRICK
Empire/Albany District

HASSAN, MUSTAFA
Chicago Metro District

HELD III, ANDREW
New Orleans District

MC NAMARA, MICHAEL
Chicago Metro District

MCCALLUM, REGINALD
Chicago Metro District

MENGLER, CLARENCE
Chicago Metro District

MISTOVICH JR, ELI
MBTA/Boston District

OTTO, FRED
Chicago Metro District

PYTEL, BRUCE
Empire/Albany District

RAFFERTY, JAMES
Empire/Albany District

ROGERS, THOMAS
Empire/Albany District

RUDAR, GEORGE
Chicago Metro District

SERIO, SUSAN
New York District

THORNE JR, WILLIAM
New Orleans District

VARTIGIAN, JOSEPH
Empire/Albany District

WING, RODNEY
Empire/Albany District

YUHASZ, GUS
Empire/Albany District

25 Year Anniversary
February 2003

BREEDEN II, CLARENCE
Beech Grove District

GILMORE, LUCILLE
Empire/Albany District

GLASSING, JANE
Wilmington/Bear District

GUZ, REGINA
Philadelphia District

HALL, DONALD
Beech Grove District

HARTNETT, DANIEL
Chicago Metro District

HUCK, LLOYD
Wilmington/Bear District

JENKINS, BARBARA
Philadelphia District

JENKINS, LONNIE
Beech Grove District

KALMEN, PAUL
Los Angeles District

MUNGIN, GERALD
Miami District

MURPHY, ROBERT
Empire/Albany District

NORRIS, HAZEL
Washington, DC/HQ

SCARINGE, MICHAEL
Beech Grove District

SCHECTER, DAVID
Empire/Albany District

SLINKARD, STEVE
Beech Grove District

THOMAS, WILLIE
Philadelphia District

SULLIVAN, FRANCES
Philadelphia District

VAN BERGEN JR, CARL
Empire/Albany District

WEATHERS, GREGORY
Chicago Metro District

YOUNG, DAVID
Beech Grove District

30 Year Anniversary
December 2002

BARTOLI, FREDERICK
New York District

BERBERIAN, LYNN
Los Angeles District

BROWN, SUSAN
Los Angeles District

CHILDERS, ROBERT
Miami District

CHRISTIE, JOHN
Salt Lake City District

HARRIS, RICKY
Portland District

KENAGA, STEVEN
Los Angeles District

MILLER, KENNETH
Oakland District

ORCHISON, ALAN
Washington, DC/HQ

ROSE, PATRICK
Jacksonville District

SANDERS, DIANE
Washington, DC/HQ

WALLS, ROBERT
Detroit District

WEATHERS, JERRY
Portland District

30 Year Anniversary
January 2003

ANDERSON, WILLIAM
Empire/Albany District

BARON POCIUS, MERY
Chicago Metro District

BARTLESON, JEROME
Seattle District

BEAUDRY, ARMAND
Empire/Albany District

BENJAMIN, ROBERT
New Haven District

BORGIA, DAVID
Empire/Albany District

CLEMENCE, ROY
Twin Cities District

COMEAU SR, JOSEPH
Empire/Albany District

COTTAM, PAUL
Boston District

CRIST, LAWRENCE
Chicago Metro District

CROMPTON, MITCHELL
Empire/Albany District

DESROCHES, EVELYN
Boston District

DOMAN JR, DONALD
Los Angeles District

DOUGLAS, TERRY
Jacksonville District

FALLON, STEPHEN
New Haven District

FINCH, JAMES
New Haven District

GINAITT, RICHARD
New Haven District

GOODMAN, JOHN
Twin Cities District

GROTHE, RICHARD
Seattle District

HALL, RUSSELL
Boston District

HASS, FREDRICK
Twin Cities District

JOHNSON, RICHARD
Twin Cities District

JONES, EDWARD
Chicago Metro District

KIM, PYOHNG
Washington, DC/HQ

LEWIS, BRIAN
Portland District

MAGUIRE III, CHARLES
Boston District

MICKLE, MARTHA
Mid-Atlantic Div/DC Non-HQ

MOUZON, DONALD
Jacksonville District

PEARSON, WILLIAM
Miami District

PETERSON, ROGER
Seattle District

PLANEY, STEPHEN
Philadelphia District

RUSTAD, MICHAEL
Twin Cities District

SCHNEIDER, RICHARD
Portland District

SCOLARO, RONALD
Los Angeles District

SCOTT, KEVIN
Philadelphia District

SPOON, SALLI
Oakland District

TAYLOR, MICHAEL
Jacksonville District

THACKER JR, DONALD
Empire/Albany District

THERRIEN, CHARLES
Empire/Albany District

THIBEAULT, RONALD
Empire/Albany District

VOTAVA, DANIEL
Seattle District

WALTHER, DALE
Seattle District

WATSON, LOUIS
Seattle District

30 Year Anniversary
February 2003

BOWEN, GLENN
Miami District

BUNETTA, KENNETH
Miami District

CLINTON, BLONDIE
Mid-Atlantic Div/DC Non-HQ Dist

COOK, ROBERT
Philadelphia District

CREWS, GLENN
Jacksonville District

DOLLARHIDE, DENNIS
Twin Cities District

FEHRMAN, DARLENE
Washington, DC/HQ

FOLSOM SLIMBOCK, LENORE
Mid-Atlantic Div/DC Non-HQ Dist

GAFFNEY, DAVID
Philadelphia District

GUYTON III, LONNIE
Jacksonville District

HEARN, JANET
Chicago Metro District

HEBERT, PHILIP
MBTA/Boston District

HORNE, TOMMY
Miami District

JOHNSON, REBECCA
Chicago Metro District

JONES, DONNIE
Chicago Metro District

JONES, RONALD
Wilmington/Bear District

JONES, WILLIE
Mid-Atlantic Div/DC Non-HQ Dist

KEIM, ANN
Washington, DC/HQ

KELLY, MARTHA
Washington, DC/HQ

KNUTSON, GARY
Chicago Metro District

LUNA, JAVIER
Los Angeles District

MANCIA, JULIO
Los Angeles District

MINORIK, DAVID
Chicago Metro District

NELSON, MAGDA
Mid-Atlantic Div/DC Non-HQ Dist

PUPA, TERRY
Los Angeles District

RANDALL, ALAN
Philadelphia District

RIXON, JAMES
New Haven District

ROHR, CAROL
Los Angeles District

STELLER, RICHARD
Chicago Metro District

STEPHENS, DANNY
St. Louis District

TILGHMAN, JEWELL
Mid-Atlantic Div/DC Non-HQ Dist

WILLIAMS, CHARLES
Jacksonville District

WOOD, MARJORIE
Chicago Metro District

YOUNG, JAMES
New York District

Retirees
November 2002

ALBAN, GEORGE
Jacksonville District

BENNETT, JIMMY
Wilmington / Bear District

BOWERSOX, CAROL
Philadelphia District

DELAURO, ANTHONY
New Haven District

FLEMING, BETTY
Philadelphia District

HAMME, JOHN
Mid-Atlantic Div/DC Non-HQ Dist

JOHNSON, MARYFRANCES
Baltimore District

JOHNSON, REBECCA
Detroit District

JUDD, MALCOLM
Mid-Atlantic Div/DC Non-HQ Dist

KAPLAN, IAN
Chicago Metro District

KELLY, EDWARD
MBTA/Boston District

KOVALSKI, ROBERT
Miami District

LANG, OTIS
New York District

LEWIS JR, JOHN
MBTA/Boston District

LINDHOLM, ANDREW
New York District

MANNING, CLARE
Philadelphia District

MARTINEZ, BAYANI
San Jose District

MCLEES, ROBERT
New Haven District

PREVETTE, HOWARD
Jacksonville District

RASMUSSEN, ARTHUR
Seattle District

RATLIFF, EDWARD
Chicago Metro District

RIEGELSBERGER, CHARLES
St. Louis District

SCHMID, HUBERT
Philadelphia District

SIMMONS, JEANNE
Los Angeles District

STA ANA, JOSE
San Jose District

TROMBETTA, PATRICK
Boston District

VALLARTA, RAMON
New York District

VULCAIN, SHEILAH
Chicago Metro District

WILLIAMS, TONY
Oakland District

Retirees
December 2002

ABRAHAM, JAMES
Oakland District

BAKER, CARL
Philadelphia District

BENNETT, DOUGLAS
Beech Grove District

BICKERS JR, JOHNNIE
Miami District

BUONANNI, MICHAEL
Chicago Metro District

CIVALE, WILLIAM
Empire/Albany District

FAULK, ALBERT
New York District

GATLEY, PAUL
Wilmington/Bear District

GERACE, DOMENICO
New York District

GOOCH III, CHARLIE
Chicago Metro District

HEID, ROSALIND
Mid-Atlantic Div/DC Non-HQ

HILTON, CLYDE
MBTA/Boston District

HULL, LARRY
Mid-Atlantic Div/DC Non-HQ Dist

JOHNSON, WOODROW
Mid-Atlantic Div/DC Non-HQ Dist

LAMBIRTH, CALVIN
Baltimore District

MC CARTNEY, TIMOTHY
Detroit District

MORRIS, JACK
Chicago Metro District

PETERS, BARRY
Wilmington/Bear District

PLANK, GLENDON
St. Louis District

PRATT, REGINALD
New York District

SMITH, BOBBIE
Chicago Metro District

TALTON, CHARLES
Jacksonville District

THORPE, ANDREW
Mid-Atlantic Div/DC Non-HQ Dist

WILEY JR, DAVID
New York District

WIMMER, HELEN
Wilmington/Bear District

Retirees
January 2003

BOYLE, NEIL
San Jose District

CARPENTER, WILLIAM
Los Angeles District

DORMAN, GEORGE
Philadelphia District

ELLIS, ROBERT
Sanford District

FALLON, STEPHEN
New Haven District

HAMILTON, ELIZABETH
Wilmington/Bear District

HAYES, GEORGE
Sanford District

HOLNESS, CARGELL
Washington, DC/HQ

JONES, ELEANOR
Los Angeles District

KELLEY, OSCAR
Mid-Atlantic Div/DC Non-HQ Dist

KEMP, BARBARA
Los Angeles District

KERN, DANIEL
Philadelphia District

LAWRENCE, JAMES
Washington, DC/HQ

LIVINGSTON, WILLIAM
Los Angeles District

MACNEIL, VINCENT
Boston District

PADBURY, JAMES
Wilmington/Bear District

PETERSEN, GARY
Salt Lake City District

RAPHAEL, WILBERFORCE
New York District

SAMUEL, GEORGE
Washington, DC/HQ

SCHREINER, JOELLA
St. Louis District

HOSKINS, CHERYL A
Salt Lake City District

WOYURKA, DAVID
Philadelphia District

ZMIJEWSKI, JOHN
Philadelphia District

RAILWAY ROUNDUP

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.



Amtrak Managers **Don Wong, Brian Hart, Mike Chandler, Dee Mason, Carol Shannon, and Vernae Graham** were just a few of the Amtrak employees who participated in the event.

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 Salk 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 *Coaster* 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.

Ed Kasparik, manager of Commuter Rail Services for the North County Transit District (NCTD) who owns the *Coaster* service, praised the efforts staff and transit partners. "I'd like to thank the many volunteers who staffed our *Coaster* platforms to sell tickets during the weekend. We're also very grateful to Amtrak, the contract operator of the *Coaster*, and to the San Diego Trolley and its fine staff for the outstanding effort they provided all weekend long," Kasparik said.

Coaster commuter rail service, between Oceanside and San Diego, typically sees weekend ridership for Friday and Saturday at approximately 6,600 passengers, with no operations on Sunday. But the service transported more than 25,700 passengers on the three-day Super Bowl event.

"Our 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.

ORGANIZATIONAL UPDATE

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-savings 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* (#301/306) and the *Ann Rutledge* (#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 1-800-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.



David C. Warner

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.

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:

Best Safety Performance for FY '02

Operations Dept.
New York Division
3.5 ratio

Mechanical Shop
Beech Grove
2.3 ratio

Engineering
Engineering Infrastructure
2.0 ratio

Commuter Service
Virginia Railway Express (VRE)
2.8 ratio

Call Center
Midwestern Reservation
Sales Call Center
0.5 ratio

Most Improved Operating and/or Support Group

New England Station Services
.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
0.8 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		Fiscal year-to-date	
	Budget	Actual	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	\$160,002,000	\$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.

PRSR STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 3 • April 2003



Metrolink Commuter Service



Metrolink commuter trains, operating in Southern California, carry more than 34,000 commuters each day. Amtrak has been operating these commuter trains for the Southern California Regional Rail Authority since 1992, and as such has helped to significantly reduce congestion on the state's highways.

See story on page 6

Mail and Express Restructure Aims at Improvements to the Bottom Line

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.

continued on page 2

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 in January 2003 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

continued on page 9

TRAIN OF THOUGHT

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 elimi-

nated, 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.

“In addition to the struggle to maintain solvency, we had to focus on the future.”

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-haul programs that had been discontinued years ago. Two AEM 7 DC locomotives have been rebuilt. We have laid out a good



David L. Gunn

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.

Mail and Express Restructure Aims at Improving the Bottom Line

continued from page 1

Already, Amtrak has modified the *Pennsylvanian* 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, which in turn saves on expenses. Specifically, it reduces locomotive requirements on trains by 30 units and eliminates the need for nine switch engines — thus cutting down on locomotive maintenance and overhaul costs.

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

The elimination of these services allows Amtrak to run shorter, lighter-weight trains, which require fewer locomotives, which in turn saves on expenses.

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.

Inside

3

Amtrak Issues Spring/Summer 2003 Timetable

4

ON THE RIGHTRAK

Service Standards Manual Guides Employees

6

Metrolink — Southern California's Fastest-Growing Railroad

8

EMPLOYEE MILESTONES

9

Four Locations Honored with APD Chief's Safety Award

Service Updates

10

RAILWAY ROUNDUP

Hotels.com Is One of Amtrak's Newest Partners

PROMOTIONS IN MOTION

11

ORGANIZATIONAL UPDATE

Amtrak Initiatives Stimulate Ridership in March

12

Employees Attend 'The Path of Change' Diversity Training

VITAL STATS

Amtrak Ink

Vol. 8, Issue 3, April 2003

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Amtrak Employee & Customer Communications, Margaret Sherry, Director. Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 businesspeople 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

continued on page 5

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., respec-

tively. 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.

O N T H E R I G H T T R A K



Front row, left to right: Fran Sullivan, team leader, Mark Jordan, CRD representative, and Diane McConnell, team leader, with members of the Customer Relations Desk staff.

The MARSCC Mobilizes to Help a Friend in Need

On January 31, Mid-Atlantic Reservation Sales Call Center Customer Relations Desk (CRD) Representative **Mark Jordan** felt as if the world had collapsed on him and his family after an electrical fire consumed his home and all of their belongings. While the Jordans managed to escape unharmed, their beloved dog, Meadow, perished in the blaze. All that remained were family photographs and wedding videos, which Jordan managed to retrieve on his way out of the conflagration.

As word of the Jordans' misfortune spread throughout the Philadelphia call center, CRD

Team Leaders **Fran Sullivan** and **Diane McConnell** took up a collection. In a short period of time, cash contributions, as well as food, clothing, bedding and housewares, flowed in for Jordan, his wife Erica, and their children.

Special Service Agent **Reggie Davis** purchased gift certificates to restaurants and raffled them off. CRD Representatives **Barbara Rouse** and **Boni Szymanski** donated ceramic dolls and "pamper baskets" that they respectively created for two other raffles. Other CRD personnel donated their time and effort to organize and hold a successful bake sale. In all, more than \$2,500 was presented to the Jordans. This total does not include personal contributions or other goods that they also received.

Jordan and his family are temporarily living in an apartment



Taking the Plunge

Bob Goldstein, an equipment engineer for Amtrak in Baltimore, arrives early to prepare for the Polar Bear Plunge, an annual event held to raise money for Maryland's Special Olympics. Held at Sandy Point State Park by the Chesapeake Bay Bridge, the event is in its seventh year, earning more than \$400,000 for the cause this year. On January 25 more than 2,000 participants, including Maryland's Gov. Bob Ehrlich, took the plunge into the icy waters.

until the necessary repairs to their home can be completed, which could take up to a year. The fire has significantly changed Jordan's outlook on life. "I never thought that something like this would happen to me. One day you think that everything's just the way you want it, and it's gone the next. I realize now that my faith was

being tested and I see each new day as a gift."

Jordan and Erica expressed their gratitude for the kindness and generosity of Jordan's co-workers as they accepted the proceeds and household goods. The Jordans leave no doubt that the hearts of their friends at the MARSCC are among those gifts.

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."

Manual Subjects

Amtrak Standards of Excellence
Business Diversity and Strategic Initiatives
Safety
Safety Rules for Train Service and On-Board Service Employees
First Aid Procedures
Injury/Illness Reporting Procedures
Emergency Procedure Guidelines
Public Health Issues
Employee Support and Awareness Programs
Customer Service Responsibilities and Standards
General Rules of On-Train Employees
National Attendance Policy
Uniform and Grooming Standards

On-Board Services Crew Functions
On-Board Services Accounting Procedures
FDA Rules and Inspection Standards
Train Service Crew Functions & Accountabilities
Train Service Accounting Procedures
On Train Fare Rules
Communications Systems, including public address and intercom usage
Assisting Passengers with Disabilities
Unusual Occurrences
Equipment, including HVAC
Service Recovery, including Listen, Apologize, Solve, Thank (L.A.S.T.)
Operations Standards Updates

New Spring/Summer 2003 Timetable

continued from page 3

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

“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



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 Wenclawiak**, group manager, Marketing Operations Support. Amtrak’s Spring/Summer Timetable becomes effective on Monday, April 28, 2003.

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 café car. The breakfast is equivalent to that enjoyed by First class *Acela Express* passengers. Business class amenities include complimentary non-alcoholic drinks, a pillow and blanket, and a newspaper in the morning.

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.

Metrolink — Southern California's Fastest-Growing Railroad

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

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 delivery service. When SCRRA assumed the dispatching October 2002, our Amtrak this was due, in part, to they had set through high and superior on-time performance said **Tommy McDonald**

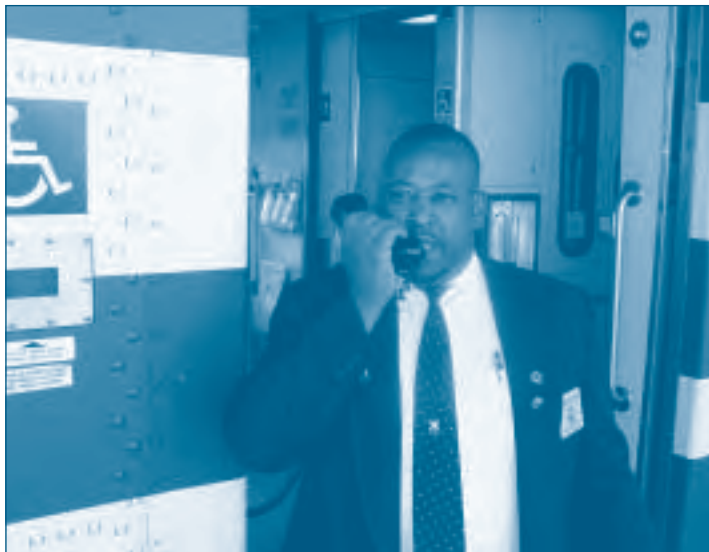
"No other company has more experience operating successful commuter"

Richard Phelps, general superintendent, Southern California Regional Rail Authority

the Amtrak *Metrolink* employees in *Metrolink* challenged to be the best of not only under the leadership management, but their performance scrutinized by SCRRA. employees working on the operated commuter service country have two primary customers: Passengers, and Transportation Agencies who own

The Amtrak *Metrolink* 1 which has a total over 30 experience, has worked favorable working environment has become one of the most places for Amtrak Train employees," said **Ed Quinn** superintendent. Crew members over the length of the ten currently employing 110 employees. "Our 10 & 11 'railroad years' of experience outside operator can make road experience Amtrak commuter agencies it of call. SCRRA-instigated audits have proven that *Metrolink* employees maintain high level of performance

In 1994 Amtrak demonstrated expertise and commitment both the SCRRA and the Southland of California devastating 6.7 magnitude earthquake hit the densely populated San Fernando Valley. Due to the "Northridge Earthquake" this disaster inflicted over billion dollars in physical damages, including the closure of 11 overpasses on some busiest freeways in Los San Fernando Valley. The earthquake did not damage tracks in the area. *Metrolink* tional rail cars to increase



Conductor **Dwain Brooks** readies train # 314 headed from Los Angeles to San Bernardino.

Division, and former general manager for *Metrolink'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

Amtrak, Metrolink & Caltrans Create Innovative Service Options

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.

"The goal of the Rail 2 Rail program was to better integrate these two Southern California services," said Gil Mallery, 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 Mallery.

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.

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.

ad

thing center was a great Amtrak. We stepped up over outstanding RA decided to directly ing operation in amtrak team recognized , to the high standards a hard work, dedication e performance record,” nald, superintendent of

pany has erience in uccessful ater operations.” hard Phelps, general t, Southwest Division

nk operation. “Amtrak link service are chal- it of the best, as they fall eadership of Amtrak eir performance is also RA.” Amtrak on the seven Amtrak- services throughout the imary external rs, and the Transporta- own the commuter lines.

ink management team, er 360 ‘railroad years’ of ked diligently to create a nvironment. “Metrolink he most popular work- rain and Engine l Quicksall, assistant w numbers have grown ie ten-year operation, ; 110 UTU and BLE & E team has over 1500 perience. No other 1 match the years of rail- trak offers the it operates,” said Quick- ted external that Amtrak s maintain a nance.

onstrated its itment to id the entire rnia, when a nitude earth- ly populated y. Dubbed rthquake,” l over \$40 ysical the collapse some of the Los Angeles and in the y. Remarkably, the damage the railroad etrolink leased 14 addi- rease capacity and

immediately went to work building a new rail line extension and six new stations so that people who lived in areas such as Santa Clarita, Lancaster, and Oxnard could get to work in the Los Angeles area. Astonish- ingly, the station construction projects were completed in only six weeks. Metrolink, assisted by the Army Corps of Engineers, amazed the community by building the first two stations in only three days.

The rapid construction of station stops required the equally swift deployment of personnel. Amtrak train and engine crews became qualified in record-breaking time, and began to operate the new line extension in less than one week. The commu- nity responded and embraced commuting by train. In fact, the new service between Lancaster, Santa Clarita and Los Angeles had some train consists of up to 14 cars and carried over 22,000 passengers per day, until freeway service was eventually restored. Amtrak received local and national commendations for the profes- sional manner in which service was extended to the Lancaster community with such short notice.

Throughout the disaster, Amtrak Metrolink’s mechanical personnel were able to absorb the additional maintenance with only minor adjustments in the work force. Amtrak’s qualified personnel were essential in keeping Metrolink operational during this significant natural disaster. In fact, during Amtrak’s watch, and throughout the entire time that Amtrak held the Maintenance of Equipment contract, equipment availability never dropped below 98 percent.

An example of Amtrak’s ingenuity in providing equipment and resources became evident when a new supplier for wheels was sought by the agency. The Amtrak team located and certified a new wheel supplier, and facilitated the adop- tion of acceptable standards for moni- toring Metrolink train wheels on equip- ment operated over BNSF tracks.



Metrolink passengers board at the Burbank Airport train station.

In addition to spearheading a solution to this problem, Amtrak coordinated commu- nications with the FRA, the AAR, and the

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 opportu-

nity to showcase the finest in transporta- tion 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 trans- portation challenges. A panel of judges representing transportation, environ- mental, engineering, and community interests selected the winners.



Keynote speakers at the Rail 2 Rail event held at the Burbank Airport include (left to right): Gil Mallery, Amtrak; David Solow, CEO, SCRRA; Dios Merrero, Executive Director, Burbank-Glendale-Pasadena Airport; State Senator Jack Scott, 21st District; Tony Harris, Chief Deputy Director, Caltrans; Bill Alexander, Chairman, SCRRA & Mayor, City of Rancho Cucamonga; Francine Oschin, Metrolink Board Alternate; Mike Munoz, Marketing, Southwest Airlines.

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.”

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 Cali- fornia cities to the beach during the summer and fall seasons, have become increasingly popular.

In addition to operating mainte- nance-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 costs. “We cannot lose focus that here in Southern California, the majority of our riders are commuters going to and from their work- place 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 loco- motive 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!

15 Year Anniversary
March 2003

ADREON, TIMOTHY
Kansas City District

AGUILLARD, DERRICK
Chicago Metro District

AKERS, JERRE
Los Angeles District

ALACBAY, FELICIANO
Mid-Atlantic Div/DC
Non-HQ Dist

ANDERSON, BRUCE
Los Angeles District

ANDERSON, LORI
Oakland District

ANGLIN III, WALTER
Chicago Metro District

ARGYLE, CHARLES
Salt Lake City District

BALKO, GARY
Philadelphia District

BELL, JOSEPH
Los Angeles District

BENSEN JR, RAYMOND
Twin Cities District

BLOUNT, ALICE
Philadelphia District

BODNAR, JOSEPH
Mid-Atlantic Div/DC
Non-HQ Dist

BOWENS, ENOCH
Empire/Albany District

BUCHUNAS, GREGORY
Chicago Metro District

CARROLL, JOHN
Philadelphia District

CESKA, TERRENCE
Chicago Metro District

CHAVEZ, MICHAEL
Los Angeles District

CHESMAN, DANIEL
Chicago Metro District

CLAYTON LOFTON, DIANNE
Chicago Metro District

COLON JR, FRANCISCO
New York District

CONLON, RICHARD
Boston District

COTA, RICK
Oakland District

COURTNEY, CAROLANN
MBTA/Boston District

CRANDALL, CHARLES
Philadelphia District

DENNIS, MYRNA
Los Angeles District

DONEY, ROBERT
Salt Lake City District

DUCKWORTH, LOIS
Wilmington/Bear District

EALY, RHONDA
Oakland District

EICHELBERGER, KEVIN
Philadelphia District

ELLIOTT, JERRY
Chicago Metro District

ESPARZA, DANNY
Los Angeles District

FLETCHER, GREGORY
Wilmington/Bear District

FORD, THOMAS
MBTA/Boston District

FUCHS, DALE
Twin Cities District

GEORGE, SAMUEL
Chicago Metro District

GOCHA, RICHARD
Los Angeles District

GONZALES, SIMON
Los Angeles District

GUERRA, JESUS
Los Angeles District

GURT, LEWIS
Philadelphia District

HAFERTEPE, STEVE
Chicago Metro District

HALEY, MICHAEL
Chicago Metro District

HANSEN, DEAN
Salt Lake City District

HARRIS, CAREY
New York District

HEMPHILL, CYNTHIA
Mid-Atlantic Div/DC
Non-HQ Dist

HENDRICKSON, CONNIE
Twin Cities District

HOBSON, GARY
MBTA/Boston District

HOWARD, MICKEY
Kansas City District

HUMPHREY, CHAIL
Chicago Metro District

JACKSON, KEN
Portland District

JONES, JOYCE
Chicago Metro District

KENT, CHRISTINA
Philadelphia District

KNIGHT, ELIZABETH
Chicago Metro District

KOCAR, JEFFREY
Chicago Metro District

LANDERS, CASTRO
Los Angeles District

LANDRETH, JAMES
Kansas City District

LEE, LAURETTE
Oakland District

LINKER, PAUL
Chicago Metro District

LIPFORD, HOMER
Mid-Atlantic Div/DC
Non-HQ Dist

LITTLE, JOHN
Chicago Metro District

LOCKHART, THOMAS
Salt Lake City District

MOHAN, ERIC
Mid-Atlantic Div/DC
Non-HQ Dist

MOQUIN JR, KENNETH
MBTA/Boston District

NICHOLAS, NEVILLE
MBTA/Boston District

OUELLETTE, GEORGE
MBTA/Boston District

PATTERSON, MARCY
Chicago Metro District

PERKINS, RICKIE
Los Angeles District

POTEAT, DINAH
Mid-Atlantic Div/DC
Non-HQ Dist

RHYMES DRANE, CARMALITA
Los Angeles District

RICHARDSON, DAVID
Los Angeles District

ROBERSON, FLORINE
Los Angeles District

ROBINSON, NATHANIEL
New York District

ROBINSON, WILLIE
New York District

RODRIGUEZ, RAYMEY
MBTA/Boston District

SCOTT, DANNY
Los Angeles District

SHELTON, FELICIA
Los Angeles District

SIMPSON, TWILVA
Oakland District

SINE, AMY
Atlanta District

SMITH, NINA
Los Angeles District

STIER, ARTHUR
Detroit District

THOMPSON, ALBERT
Twin Cities District

TROIANO, SUSAN
Philadelphia District

TUCK, STEPHEN
Kansas City District

TUTTLE, THOMAS
Los Angeles District

VARNADO, SAMUEL
Chicago Metro District

WACKLEY, BRETT
New York District

WALTERS, VERNIE
Los Angeles District

WELDON, DEREK
MBTA/Boston District

WICKER, SHIRLEY
Los Angeles District

WILSON, PAUL
Los Angeles District

20 Year Anniversary
March 2003

AGNEW, DAVID
Wilmington/Bear District

BAUBLITZ, MARK
Baltimore District

BROWN, ROY
Baltimore District

CATURANO JR, GERALD
New Haven District

CRAWFORD, DALE
Detroit District

DELLEDONNE, NICHOLAS
Philadelphia District

DIVEN, TIMOTHY
Baltimore District

GRAZIANO, PHILIP
New York District

HARRIS, MARTIN
Baltimore District

KING, GILBERT
New York District

MANNING, MARK
New York District

POWELL, HUBERT
New York District

RITTENHOUSE JR, THOMAS
New York District

ROCK, BARRY
New Haven District

SCHAEFER, DEBORAH
Wilmington/Bear District

25 Year Anniversary
March 2003

AVILA, ARMANDO
Chicago Metro District

BLANCHARD, JOHN
New Orleans District

BUBBLE, JOSEPH
Wilmington/Bear District

CALLOW, WAYNE
New York District

CONNER, HENRY
Wilmington/Bear District

DECALONNE, ANDRE
Beech Grove District

FLEMING, DAVID
Los Angeles District

GAY, JUDITH
Detroit District

GLICKIN, MARY
Chicago Metro District

GULLO, THOMAS
Empire/Albany District

HARRALSON, JOHN
Chicago Metro District

HERZOG, RUDOLPH
Wilmington/Bear District

INGRAM, WILLIE
Los Angeles District

JAWORSKI, FRANK
Philadelphia District

JOHNSON, CHARLES
Chicago Metro District

JOHNSON, DEBRA
Washington, DC/HQ

JOHNSON, JUANITA
Chicago Metro District

KING, ALFONSO
Philadelphia District

KRESS, KENNETH
Beech Grove District

LUSTIG, MICHAEL
Twin Cities District

LYSTER, LOYD
Beech Grove District

MALOUMIAN, BOGHOS
Los Angeles District

MILBURN, MICHAEL
Beech Grove District

MILLER, STEVEN
Los Angeles District

ROGERS, FELIX
Chicago Metro District

RUSH, DALE
Beech Grove District

SARICH, BEBE
Chicago Metro District

SIMON, DENNIS
Chicago Metro District

SMITH, MAUREEN
Philadelphia District

SMITH, SHEILA
Chicago Metro District

STEINMETZ, RONNIE
Beech Grove District

TESTER, DARRELL
Beech Grove District

THOMPSON FRAZIER, SHERYL
Chicago Metro District

TRENTADUE, DOMINIC
Chicago Metro District

WILLIAMS, RAY
Chicago Metro District

WOJTAK, JOSEPH
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

YARKA, KATHRYN
Chicago Metro District

CARLSON, DONNA
Philadelphia District

DAVIS, JON
Mid-Atlantic Div/DC
Non-HQ Dist

DEEM, DAVID
Oakland District

EVANS, MICHAEL
St. Louis District

FUNDALEWICZ, LEONARD
Philadelphia District

FINN, PATRICIA
Philadelphia District

HANNA, BARBARA
Los Angeles District

MALESTEIN, ARTHUR
Wilmington/Bear District

MAURIZIO, BARBARA
Philadelphia District

MCBRIDE, MICHAEL
Oakland District

MEISTER, ELIZABETH
Philadelphia District

MONTANARI, DAVID
Washington, DC/HQ

MONTGOMERY, LARRY
New York District

MORGAN, EILEEN
New York District

MUNSON, DEBORAH
Philadelphia District

NESTOR, PAUL
Philadelphia District

NIEMI, LEO
Boston District

PINDER, RUSSELL
Washington, DC/HQ

PIROLLO, GEORGE
Philadelphia District

PIXLEY, CORNELL
Philadelphia District

RICHARDS JR, RONALD
Miami District

ROMAN, BRIAN
Washington, DC/HQ

SMITH, EDNA
Washington, DC/HQ

VILLAMOR, LEONARD
Los Angeles District

WEINBERG, STEVEN
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

WINELAND, ROBERT
Philadelphia District

CALAMAR JR, EDWARD
Boston District

CARRIGAN, MARY JEAN
Los Angeles District

COLLINS, JOHN
Beech Grove District

DISALVO, DENNIS
San Jose District

DUBOIS, DOROTHY
Empire/Albany District

DYCUS, PHILLIP
Beech Grove District

FRUECHTENICHT, STEPHEN
Kansas City District

GATEWOOD, HAROLD
Mid-Atlantic Div/DC
Non-HQ Dist

JOHNSON, ROBERT
Baltimore District

JONES, HARVEY
Mid-Atlantic Div/DC
Non-HQ Dist

MARTIGNETTI, MASSIMO
San Jose District

MCDONALD, THADDEUS
Chicago Metro District

MCKINNEY, KELSON
Miami District

NAPIER, JUSTIS
Beech Grove District

NGUYEN, QUANG
Wilmington/Bear District

O'BRIEN, ROBERT
MBTA/Boston District

ROMANO, JOSEPH
New Haven District

RUELLO, ANTHONY
Wilmington/Bear District

SCOLARO, RONALD
Los Angeles District

TENKARIAN, ZAVEN
New York District

TOPIKIAN, KAPRIEL
Los Angeles District

VANDERGRIFF, ROBERT
Beech Grove District

The January/February 2003 issue of *Amtrak Ink* omitted a retirement listing. We regret the error.

Retirees
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



New London Amtrak Police receive 2002 APD Chief's Safety Award (L. to R.) Capt. R. W. Smith; Police Officer **Paul Saraiva**; Sgt. **James Moran**; Chief Frazier; Police Officer **Tracie McCain**; Chief John O'Connor. Not pictured: Police Officer **Valerie Brown**; Police Officer **David Neyes**; Police Officer **Gregory Zujus**; Police Officer **Tracie Wilkie**

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.



New Haven Amtrak Police receive 2002 APD Chief's Safety Award: (L. to R.) Sgt. **Lynwood Pollard**; Capt. R. W. Smith; Police Officer **Joseph Agnellino**; Chief Frazier; Police Officer **Cliff Tucker**; Police Officer **Humberto Centeno**; Police Officer **Bert Augmon**; Police Officer **Lawrence Musso**; Chief John O'Connor. Not pictured: Police Officer **Angel Miranda**

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 sugar-coat 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.

RAILWAY ROUNDUP

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 lodgings 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

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.

Hotels.com from December 16, 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. During the month of February, all three call centers booked a total of \$705,408 in hotel rooms.

Hotels.com is the Internet's largest specialized provider of discount accommodations worldwide. Offering savings up to 70 percent off of regular room rates, it contracts with properties in advance, by volume, insuring broad options and availability. With clients like Days Inn, Hilton and even the Waldorf Astoria in New York City, customers enjoy many choices. Other major partners of Hotels.com include Continental Airlines, Northwest Airlines, US Airways and Delta.

PROMOTIONS IN MOTION

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 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.

"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."

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.

Poetry in Motion On Board the *Acela Express*

Amtrak and the American Poetry & Literacy Project teamed up to celebrate to celebrate National Poetry Month. During the month of April, Amtrak distributed 6,000 copies of *Across State Lines: America's 50 States as Represented in Poetry* for the reading pleasure of *Acela Express* travelers.

The books are supplied by the American Poetry and Literacy Project, a national non-profit organization that donates poetry books to hospitals, schools, libraries and other public organizations.

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



ORGANIZATIONAL UPDATE

Diesel Exhaust Warnings

Editor's note: *The following article was published by the System Security and Safety Department in a Security & Safety Update on January 17, 2003. It is reprinted here for the benefit of all employees.*

Amtrak recently joined the major freight railroads in California in settling a California Proposition 65 lawsuit concerning warnings to the general public about diesel exhaust emissions from locomotives. California Proposition 65 is a state law enacted in 1986 that is designed to reduce exposures to listed harmful chemicals.

In 1998, the California Environmental Protection Agency's Office of Environmental Health Hazard Assessment (OEHHA) completed a comprehensive health assessment of diesel exhaust. This assessment formed the basis for a decision by the California Air Resources Board (ARB) to formally identify particles in diesel exhaust as a toxic air contaminant that may pose a threat to human health. Several major railroads operating in California made the decision in 1999 to begin publishing newspaper warnings

about diesel exhaust emissions.

California rules require notices when residents may be exposed, over a 70-year period, to a concentration 1/1000th of the threshold level of potential toxic effects. Certain major rail lines and yards might reach this threshold concentration. It is interesting to note that concentrations of diesel exhaust particulate measured near major highways can be 10 to 50 times higher than the level near railroad tracks. However, state-owned facilities, such as highways, are exempt from Proposition 65 warnings.

Under the terms of the court-approved settlement, Amtrak, UP, BNSF and several shortline freight railroads must place quarterly notices in newspapers throughout the State of California. These notices state:

"Railroad locomotives and related equipment used in transporting goods and passengers are powered by diesel engines and emit diesel exhaust. Diesel exhaust is a chemical known to the State of California to cause cancer, and contains chemicals known to the State to cause birth defects or other reproductive harm.

Some people near railroad operations are exposed to diesel exhaust. Exposure depends on many factors, including the type and intensity of railroad operations, how close you are to the facility, how much time you spend there and whether there are other sources of diesel exhaust in your area.

The railroads have initiated a number of measures to reduce the amount of diesel exhaust generated by our operations. We are committed to delivering freight and moving passengers in a safe and environmentally responsible way."

The settlement also requires notice to employees who work in California, which Amtrak has accomplished by posting signs at selected facilities in California and in all locomotives and rail passenger cars that could operate in California. These signs read:

California Proposition 65 Warning: Diesel engine exhaust and some of its constituents are known to the State of California to cause cancer, birth defects and other reproductive harm.

In terms of potential employee exposure to diesel exhaust, the September/October 2002 issue of

the *American Industrial Hygiene Association Journal* contained an article titled "Diesel Particulate Matter Exposure to Railroad Train Crews." This study of two major freight railroad operations was performed to assess the exposure to diesel exhaust particulate matter by engineers and conductors. A total of 19 different locomotives manufactured between 1968 and 1997 were included in the study. The results showed that exposure to diesel exhaust particulate is much lower for train crews than for miners, is comparable to background urban exposures, and is lower than but comparable to exposures for truck drivers.

Please contact the Office of System Safety at (302) 683-2065 if you have questions about diesel exhaust exposure matters. Your local Field Environmental Specialist (FES) or Division Environmental Manager can answer questions about the EPA clean air regulations on diesel exhaust.

*Amtrak Joint Safety and Environmental Alerts issued by:
Cedestra Jordan, Chief Safety Officer
Roy Deitchman, AVP, Environmental*

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

**To build back
revenue and stimulate
more ridership,
Marketing and Sales
is now taking
new actions
in the Northeast.**

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 both 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

“This refresher course helps managers understand their role and responsibility in executing Amtrak’s Diversity Policies.”

Kathryn Weathers
Belger, Director,
Employment Diversity

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.

VITAL STATS

for February 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	4.0	(goal) 3.8	3.7
Ridership	1,749,489	1,774,664	9,182,671	9,298,991
Total Expenses	\$271,735,000	\$257,229,000	\$1,392,857,000	\$1,331,799,000
Total Operating Revenue	\$169,552,000	\$152,580,000	\$894,932,000	\$839,212,000

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

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 4 • May 2003



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. Amtrak intends to substantially increase the reliability and availability of passenger cars and locomotives. On average, only 81 percent of cars on corridor trains

continued on page 5

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.

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 #915 sits in the Wilmington Locomotive Maintenance Facility after a major overhaul in April 2003.

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



One of the pieces of equipment taking up three miles of track, switch engine #749 was removed from Beech Grove March 26.

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 competi-

tive 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.

continued on page 3

TRAIN OF THOUGHT

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 prefoundation 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 beginning the rebuilding process, as well as controlling expenses.

Expenses at the railroad are dropping as the 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 policy-makers 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



David L. Gunn

we are making so far is 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-allocated 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

Inside

3

Environmental Project Fosters CT Wetlands Growth

4

ON THE RIGHTRAK

5

Amtrak Launches Food and Wine Web Page

6

Strategic Five-year Plan Aims at Operational Reliability, state of good repair

7

Bridging the Gap

8

EMPLOYEE MILESTONES

10

Service Updates

In Box

OSHA Requirements

11

PROMOTIONS IN MOTION

Hoppy Trails

Timetable Focus Groups Held

12

"Picture Our Train" 2004 Wall Calendar Photo Contest

VITAL STATS

Amtrak Ink

Vol. 8, Issue 4, May 2003

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Amtrak Employee & Customer Communications, Margaret Sherry, Director. Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Surplus Equipment Disposal Nets \$4.5 Million to Date

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.

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.)



Caboose 14031 is parked in the Chicago yards. Sold March 11, it was removed from the property April 30.



Table car 8600, sold April 18, sits in Sanford, FL. It will be removed by May 30.

Retired Equipment Dismantled and Scrapped



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.

Environmental Project Fosters CT Wetlands Growth

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



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.

wetlands and fostering the growth.

Amtrak Engineering employees working on the project first received special "Wetland Sensi-

tivity" 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.

O N T H E R I G H T R A K

Wilmington Electronic Technician Finds Solution for Burn-Out

A \$55 Solution to a \$600 Problem

The unrelenting 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.



Bill Judefind, an electronic technician at the Wilmington Maintenance Facility, is shown with his newly-developed protection module boards that prevent the Public Address units from burning out.

Between 1994 and 2000, Amtrak purchased hundreds of Generation 4 PA units from Safetran Systems, at an average cost of \$2,300 per unit, to improve channel capability, music isolation, and audio functions. Prior to the installation of these new units, the Wilmington Shop technicians would see very few burned-out boards, perhaps one or two a year. However, after the units were put in place, an unusually high number was being returned to the shop with burned-out boards.

Determined to solve the problem, Judefind discovered that the new board design did not isolate train-

line connections, and that 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.

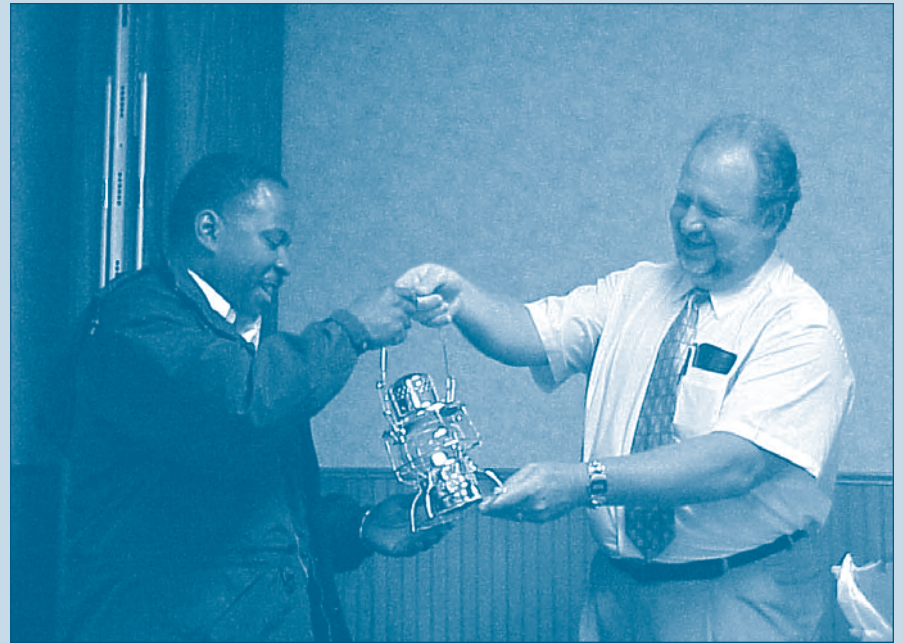
"Bill Judefind is a study in diligence," said his supervisor, **Bob Kanicki**, foreman of the Electronic Repair Facility at the Wilmington Maintenance Facility. "His persistence and his eagerness to find a cost-effective resolution is a model for the entire Wilmington facility. He is a dedicated worker

and Amtrak needs more like him."

Amtrak Caltrain Team Commended for Averting Disaster

A potential grade-crossing catastrophe was averted on February 26, 2003, in Mountain View, CA, thanks to the swift responses by and teamwork of local police authorities, Amtrak *Caltrain* Operations and an Amtrak *Caltrain* engineer.

At approximately 7:20 p.m., the Mountain View Police Department received an emergency call about a disabled vehicle on the tracks at the Rengstorff Avenue grade crossing. While en route to the scene, Officer Kevin Solomon noticed a northbound *Caltrain* Commuter train on its way to this location. Recognizing the potential



Jesse Bryant (L.) is congratulated by Conductor Keith Moore, UTU chairman for local #84.

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 Transportation Union 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 Ianone 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.

for imminent disaster, Officer Solomon radioed two Mountain View police dispatchers to alert *Caltrain's* communications headquarters.

Keith McNerney, manager of Amtrak *Caltrain* Commuter Operations, took the call from police headquarters and immediately aired an emergency broadcast to all trains in the vicinity about the situation.

Upon hearing the emergency broadcast, Amtrak *Caltrain* Engineer **Jim Smith** immediately placed train # 91 into emergency status and applied the brakes to the locomotive. Smith stopped the train before reaching the trapped vehicle, but the train got close enough for him to see a frightened 16-year-old driver at the wheel.

At a ceremony held at the Penin-

sula Corridor Joint Powers Board meeting in March, board members presented all those involved with a commendation for exemplary performance under demanding emergency conditions.

"We are proud to display this commendation from the Peninsula Corridor Joint Powers Board. Lives were saved as a result of the responsiveness and professionalism of this whole team. This event underscores the importance of working with local authorities to promote train safety and awareness. This was a textbook example of everyone performing their duties and keeping a focus on safety," said **George Erickson**, superintendent of Commuter Operations for Amtrak *Caltrain*. The commendation is currently on display at the Amtrak *Caltrain* offices in San Jose, CA.

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

Additions to Wine Selection

The following wines, selected for their quality and value, enhance passengers' dining experience:

- Meridian Vineyards 2001 Chardonnay (Santa Barbara, County, CA)
- Cavit 2001 Pinot Grigio (Delle Venezie, Italy)
- Callaway Vineyards 2001 Coastal Selection Merlot
- Beaulieu Vineyards (BV) 2000 Cabernet Sauvignon Coastal Vineyards-Cabernet

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 on-board 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,

... Bear mechanics
will have exceeded
their fiscal year goal
by returning
12 passenger cars
to service.

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, NY. 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



Superliner Diner car #38033, sits on the tracks tilted at a 15-degree angle as a result of the March 18, 2001, derailment of the California Zephyr in Nodaway, IA.

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

continued on page 9

Strategic Five-year Plan Aims at Operational Reliability, State of Good Repair

Engineering Department Plan To Make Key Infrastructure Investments

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 railroad 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 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.



Slated 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.

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 Improvements in the late 1970s and ea

As for Amtrak's fleet and overhauls have been de productivity at major fa time low; wrecked and c ment litter yards, and ne ment types have prolife

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 c passenger rail is in jeop

The Engineering Department Plan

The Engineering Department capital plan itemizes the investments in the company's communication and signi tion, stations, and Fire & programs in the Northe feeder lines (Philadelph New York — Albany, ar Springfield lines), and th Southern, Pacific, and S

The Engineering plan ir sustains reliable operati the pressing need for re and failing infrastrucur which are on the Amtra the Northeast Corridor, miles from New Rochel Washington, and also in Shore Line from New F Rhode Island/Massachu These investments are c reliability — not to enh will mitigate risk of maj

“This plan tackles our b challenges and lays the future development,” sa Amtrak's chief enginee

Highlights of the engin completing renewing 2 fitting 162 miles of con 40,000 new switch ties; replacing two movable Niantic and Thames Ri Connecticut); replacing centers in Boston, Philk York; and refurbishing nary, among many othe structure improvement

Required investment fi drop by almost \$900 m because the completio asset-replacement proj to be repeated for deca By the end of 2008, wit

Amtrak Engineering FY '04 –'08 Capital Plan Functional Summary						
	FY 04	FY 05	FY 06	FY 07	FY 08	Total
Track	229	223	230	185	169	1,036
Structures	57	68	89	67	67	347
Stations	20	22	22	21	21	106
Communication & Signals	45	63	57	37	26	228
Electric Traction	36	58	69	70	34	266
Fire Life/Safety	83	87	44	46	30	289
Other Major Projects	62	43	76	83	44	288
State/Local/Special	-174	-161	-179	-144	-114	-772
Subtotal Infrastructure (Net Federal)	357	402	407	344	277	1,788

Bridging the Gap

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 inoperative 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.



This deteriorated bearing and shaft, a component of the machinery that drives the Niantic River Bridge up and down, contributed to the inoperability of the bridge.



Updated machinery components, such as new bearing and shafts seen in this photograph, provide a temporary solution to the Niantic River Bridge's malfunctions.

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, and misalignment and distortion of the track girders and flanges. Some partial repair work involving steel rehabilitation and the replacement of gearing 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 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.

been systematically during the early days of the North American Movement Plan program in the early 1980s.

At and facilities, heavy maintenance deferred since 1999; major facilities is at an all-time low and cannibalized equipment and non-standard equipment proliferated.

Investment has been focused on operating costs and maintenance of both infrastructure and equipment. Less Amtrak is able to spend through sufficient funding in basic plant and maintenance of intercity service is jeopardized.

ign an

The department's five-year plan lists the required investment in the track, structures, signals, electric traction & Life Safety in the Northeast Corridor and Philadelphia — Harrisburg, New York, and New Haven — and the Central, New York and Southwest Divisions.

The plan improves and maintains the track by addressing the replacement of failed structure assets, most of which are on the Amtrak-owned portion of the corridor, which extends 245 miles from Schenectady, NY, south to New Haven, CT, to the Massachusetts state line. The plan is designed to improve capacity — and prevent major failures.

"Our biggest infrastructure challenge is the foundation for the future," said **David Hughes**, senior vice president.

The engineering plan includes 16 interlockings; 16 concrete ties; installing 16 ties; repairing and replacing 16 bridges (the Schuylkill River in Philadelphia and New York City); and upgrading 200 miles of catenary and other necessary infrastructure.

From 2009-2013 will cost \$1.0 billion, mostly for the replacement of one-time major projects will not have been completed in decades.

The plan, with the exception of

selected bridges and tunnels, most of the NEC track, signals, structures and electrical traction will be in relatively secure and maintainable condition.

Track

By the end of 2008, NEC main line track will be built on concrete ties and free of long-term speed restrictions. Some 26 interlockings will have been renewed, replacing wood ties with concrete panels and upgrading components, such as switch points, signal relays and fasteners. The current wood configuration is obsolete and is difficult and costly to maintain under

heavy traffic conditions. No further investment in main line track is expected until after 2020, other than normal life cycle replacement and interlocking reconstruction, which will continue through 2014. By 2008, the NEC feeder lines will also be in a state of good repair as will the Central, Southern Pacific and Southwest Divisions.

Electric Traction

While Amtrak built a new electric traction system from Boston to New Haven in the late 1990s, the most heavily-traveled segment from New York to Washington is nevertheless plagued by 70-plus-year old

electrical equipment that supplies 200 million watts of power daily to Amtrak and six commuter agencies. Of the 70 old high voltage substations between New York and Washington, 42 will be updated by 2008, and the balance updated by 2013. Of the 953 miles of transmission lines on the Corridor, 584 will have been rehabilitated, with the rest done by 2013. Of the 1,254 miles of catenary, all but 259 will have had hardware and insulators replaced by 2008. Out of the 9,200 catenary poles along the route, 4,000 will be repaired or replaced by 2008 and the

continued on page 10

EMPLOYEE MILESTONES

Congratulations to All of You!

15 Year Anniversary
April 2003

ALVARADO, PEDRO
Miami District

ANTUNA, SARA
Los Angeles District

BATEMAN, MICHAEL
Jacksonville District

BONDI, ROBERT
Chicago Metro District

BROWN, ERNESTINE
New York District

BROWN, SONYA
Chicago Metro District

BUFFKIN, DAVE
Mid-Atlantic Div/DC Non-HQ Dist

BUTLER, WILLIE
Chicago Metro District

BYRD, EDWIN
Los Angeles District

BYRD, JOSEPH
Los Angeles District

CARSON, JOANNE
Wilmington/Bear District

CHUA, BOBBY
Los Angeles District

CIANCIARULO, FRANK
Los Angeles District

CRAFT, ROSEANN
Philadelphia District

DANIELS, C DOUGLAS
Los Angeles District

DAREY, JOHN
Chicago Metro District

DAVILA, MARIO
Chicago Metro District

DIAS, SCOTT
Jacksonville District

DICKINSON, PAUL
Los Angeles District

EDWARDS, MICHAEL
Chicago Metro District

ELKINS, SPENCER
Atlanta District

FAGAN, DENNIS
Philadelphia District

FENNER, TERESA
Mid-Atlantic Div/DC Non-HQ Dist

FLEMING, STEVEN
St. Louis District

FLEURY, THOMAS
Los Angeles District

FORREST, CHRISTOPHER
Philadelphia District

GAIDA, WILLIAM
MBTA/Boston District

GAINES, QUINCY
Chicago Metro District

GILBRIDE, TERRENCE
Empire/Albany District

GIPSON, LEROY
Chicago Metro District

GOSCINAK, ROBERT
MBTA/Boston District

GRISHAM, KEVIN
Chicago Metro District

GROVER, TODD
Philadelphia District

HALL, PATRICIA
Chicago Metro District

HAMMOND, THOMASINA
New York District

HERNANDEZ, ETHELINE
Lorton District

HOLCOMB, DAVID
Jacksonville District

HORNYAK SMITH, JEANIE
Wilmington/Bear District

JOHNSON, RONN
Los Angeles District

JONES, CHARLES
Chicago Metro District

JOYCE, THOMAS
Boston District

KANE, BRUCE
Seattle District

MCNAMEE, SUZANNE
Wilmington/Bear District

KELLOUGH, LARRY
Sanford District

KING, ELWOOD
Philadelphia District

KINSTNER, LEE
Chicago Metro District

KLINE START, MICHAEL
Los Angeles District

KLUESNER, DARLENE
Salt Lake City District

LANGHAUSER, RAYMOND
New Orleans District

LENT, RICHARD
Chicago Metro District

LOCKHART, PETER
New York District

LOSEE JR, OWEN
Salt Lake City District

LOVING, GALE
Chicago Metro District

LUGO, FRANCISCO
Philadelphia District

LYONS, GERARD
Philadelphia District

MALIZIA, ALFRED
Wilmington/Bear District

MARSHALL, ERVIN
New Orleans District

MASON, ELIJAH
Philadelphia District

MCBRYDE, VERA
Philadelphia District

MCDONALD, GWENDOLYN
Philadelphia District

MESSINGER, ALICIA ANN
Philadelphia District

MILLER, TIMOTHY
Philadelphia District

MILLSAP, TINA
New Orleans District

MILNER, RAYMOND
New York District

MONROE, KENDRA
Chicago Metro District

MUHS, EDWIN
Chicago Metro District

MUNIZ, IGNACIO
Los Angeles District

NIEBUR, KENNETH
Chicago Metro District

O'BRIEN, WILLIAM
Boston District

O'DONNELL, ROBERT
Detroit District

ORTIZ, SANTIAGO
Los Angeles District

PEREA, ANTONIO
Chicago Metro District

PETKOVIC, ALEXANDER
Chicago Metro District

POLK, DEBORAH
New York District

POOLE, MICHAEL
Chicago Metro District

PORTER, KEITH
Los Angeles District

PU, FENG
Los Angeles District

RAFDAL, JAMES
Los Angeles District

ROBERTSON, JEFFREY
MBTA/Boston District

SALISBURY, RANDALL
Los Angeles District

SCHLEAR, CHRIS
Philadelphia District

SHEPARD, DERRICK
New York District

SINGLETARY, VALERIE
Chicago Metro District

SMITH HOWARD, SHERRY
Wilmington/Bear District

SMITH, LESLIE
Mid-Atlantic Div/DC Non-HQ Dist

STEVENS, PAUL
Chicago Metro District

STUMPF, ERIC
Los Angeles District

SWEET, DOUGLAS
St. Louis District

TAYLOR, BONITA
Mid-Atlantic Div/DC Non-HQ Dist

TRAINER, CHARLES
Philadelphia District

TSANG, JIMMY
Boston District

VANETTES, THOMAS
Los Angeles District

VARELA, JULIA
New York District

VIEIRA, JOAO
MBTA/Boston District

WALKER, TIMOTHY
Philadelphia District

WALSH, LINDA
Wilmington/Bear District

WASHINGTON PAGE, LEISA
Los Angeles District

WIEMAN, TAMMY
Wilmington/Bear District

20 Year Anniversary
April 2003

ALFONE, SALVATORE
New Haven District

ARCHAMBO, DAVID
Wilmington/Bear District

BAYLOR, KEVIN
Baltimore District

BERT, MCKINLEY
Mid-Atlantic Div/DC Non-HQ Dist

BRUNO, STEPHEN
New Haven District

DRAKE, THOMAS
Detroit District

FAMIGLIETTI, MICHAEL
Baltimore District

FITZGERALD, GEORGE
Baltimore District

GAINES, ROBERT
Baltimore District

GALLAGHER, MAUREEN
New York District

GEISENDAFFER JR, RAYMOND
Mid-Atlantic Div/DC Non-HQ Dist

HARGETT, CHARLES
Baltimore District

KARPER SR, EARL
Jacksonville District

KELLY, PATRICK
Baltimore District

KLEIN, JAMES
Detroit District

KRALLE, THOMAS
Philadelphia District

LINDSAY, JUNIOR
Miami District

MAGUIRE, JAMES
Baltimore District

MCCADDEN, DAVID
Baltimore District

MCCLOSKEY, MAUREEN
Philadelphia District

MILLER, MICHAEL
Philadelphia District

MORAN, JOSEPH
New Haven District

OPPONG, FRANK
New York District

PEARLINGI, JAMES
Philadelphia District

POULTON, GERALD
New Haven District

PROCACCINI JR, CARL
MBTA/Boston District

RUXTON, ALFRED
Philadelphia District

SANDTE, DELBERT
Philadelphia District

SAXON, ANTHONY
Wilmington/Bear District

SPIVEY, SHERMAN
Baltimore District

STEVENSON, DUDLEY
Mid-Atlantic Div/DC Non-HQ Dist

STEVENSON, PAUL
Baltimore District

STRAUSS, ARNOLD
Mid-Atlantic Div/DC Non-HQ Dist

STUDIVANT JR, JOE
Baltimore District

TALBOTT, WAYNE
Baltimore District

TIROCCHI, ROBERT
New Haven District

WALKER, CARL
Wilmington/Bear District

WANNAT, MARK
New York District

WELKER, NEAL
Wilmington/Bear District

25 Year Anniversary
April 2003

BELINSKI, DOLORES
Philadelphia District

BURTON, RICKY
Beech Grove District

CHENORE, LINDA MARIE
Chicago Metro District

DETRATTO, ERNEST
Chicago Metro District

DIMEO, NANCY
Philadelphia District

FLEMING, DAVID
Los Angeles District

GARDEN, VICTORIA
MBTA/Boston District

GAUGHAN, CONSTANCE
Philadelphia District

GAYNOR, VIRGINIA
Philadelphia District

GAY, JUDITH
Detroit District

HARTMAN, JOANNE
Philadelphia District

HUGHES, GLORIA
Philadelphia District

HURST, BILLY
Jacksonville District

JOHNSON, PAUL
Los Angeles District

JOHNSON, SUVERA
Chicago Metro District

JONES, BARBETTE
New Orleans District

KEITH, BEATRICE
Philadelphia District

KOZMEL, THOMAS
Chicago Metro District

LOTSBAICH ROBERT
Detroit District

MC HUGH, ROBERT
Chicago Metro District

O BRIEN, PATRICIA
Philadelphia District

REEDER, DELORES
Philadelphia District

SCHAEFER, BONNIE
Los Angeles District

SIMON, CLARE
Philadelphia District

SPINDEL, STEVEN
Washington, DC/HQ

TAMORIA, LILLIAN
Los Angeles District

WASHINGTON, FREDDIE
Philadelphia District

WILSON, ARGYNELLA
Philadelphia District

30 Year Anniversary
April 2003

AMIN, RANJAN
Washington, DC/HQ

ANDERSON LAWSON, ANN
Washington, DC/HQ

BECKER, DONNA
Wilmington/Bear District

BURKE, KEVIN
Miami District

DWELLE, SUE
Jacksonville District

ECKENRODE, GARY
Philadelphia District

FORD, BRENDA
Jacksonville District

GARKO, MICHAEL
Wilmington/Bear District

GARRITY, LINDA
Philadelphia District

GORNIK, JOSEPH
Philadelphia District

GRAY, LINDA
Philadelphia District

HAWKES, EDITH
Philadelphia District

HYDER, NORMAN
Mid-Atlantic Div/DC Non-HQ Dist

LEHMAN, WILLIAM
Philadelphia District

LEVINE, LINDA
Philadelphia District

MALLOY, GASTON
Jacksonville District

MANGANO, THOMAS
Philadelphia District

MCLAUGHLIN, MARITA
Philadelphia District

MILLER, JAMES
Philadelphia District

MOFFAT, JOHN
Philadelphia District

MULVEY, THOMAS
Philadelphia District

NOCK, SANDRA
Washington, DC/HQ

NUNEMAKER, MICHAEL
Los Angeles District

OHLY, FREDERICK
Washington, DC/HQ

PEROLLI, EDWARD
New Haven District

PHILPOT, DANIEL
Philadelphia District

POWELL, CYNTHIA
Philadelphia District

PUGH MOORE, CONNIE
New York District

ROBINSON, DIANE
Philadelphia District

RUSH, MARTIN
New York District

RYAN, JAMES
Mid-Atlantic Div/DC Non-HQ Dist

SIMONEN, RICHARD
Washington, DC/HQ

SMITH, BARBARA
Jacksonville District

TAINOW, JON
Philadelphia District

VANDERGRIFF, JANICE
Philadelphia District

WINFIELD JR, EARL
Philadelphia District

WOOD, DEBORAH DEWS
Los Angeles District

WORTHY, VERA
Philadelphia District

WRAY MATHEWS, ROBIN
Los Angeles District

Retirees
March 2003

AYER, MICHAEL
Los Angeles District

BEGNAUD, RICHARD
Philadelphia District

BOSTON, JOANNE
Philadelphia District

CHALMERS, WILLIAM PH
Mid-Atlantic Div/DC Non-HQ Dist

COULTER SR, THOMAS
Philadelphia District

DANSKY, MARCIA
Los Angeles District

ELLIOTT, ROBERT
Baltimore District

FENTON, DAVID
Beech Grove District

FIMRITE, DAVID
Twin Cities District

GLOWACKI, JEROME
Chicago Metro District

GRACE, THOMAS
San Jose District

HERSEY, ROBERT
MBTA/Boston District

HORST, GEORGE
Oakland District

KIM, PYOHNG C
Washington, DC/HQ

MALCONTENTO, JAMES
Philadelphia District

MAMSA, ZAINAB
Los Angeles District

MCFADDEN, JOHN
Philadelphia District

ONCU, IRFAN
Philadelphia District

PERDUE, MARSHALL
Mid-Atlantic Div/DC Non-HQ Dist

PRICE, PAUL
Beech Grove District

SENZATIMORE, ANTHONY
New York District

SHAULEY, NICHOLAS
Philadelphia District

SNOW, MICHAEL
Seattle District

STINSON, ELSIE
Philadelphia District

WALKER, SHARON
Chicago Metro District

YARISH, THEODORE
New Haven District

Train of Thought

continued from page 2

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

continued from page 5

end of April 2003. On target for completing the overhaul 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 Nodaway, 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



Carman welder and twenty-year employee, **Joe Messer** repairs the commode of Superliner sleeper #32065 after it was involved in the 1999 Texas Eagle derailment in Eagle Lake, TX.

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, over-

hauled 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 commitment 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.

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

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 Matlack
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. McLaughlin
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
Manger 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

Amtrak Releases Details of Five-year Strategic Plan

continued from page 7
remainder 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 (ACES) 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 Miamicock 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 partnerships, 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."

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



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.

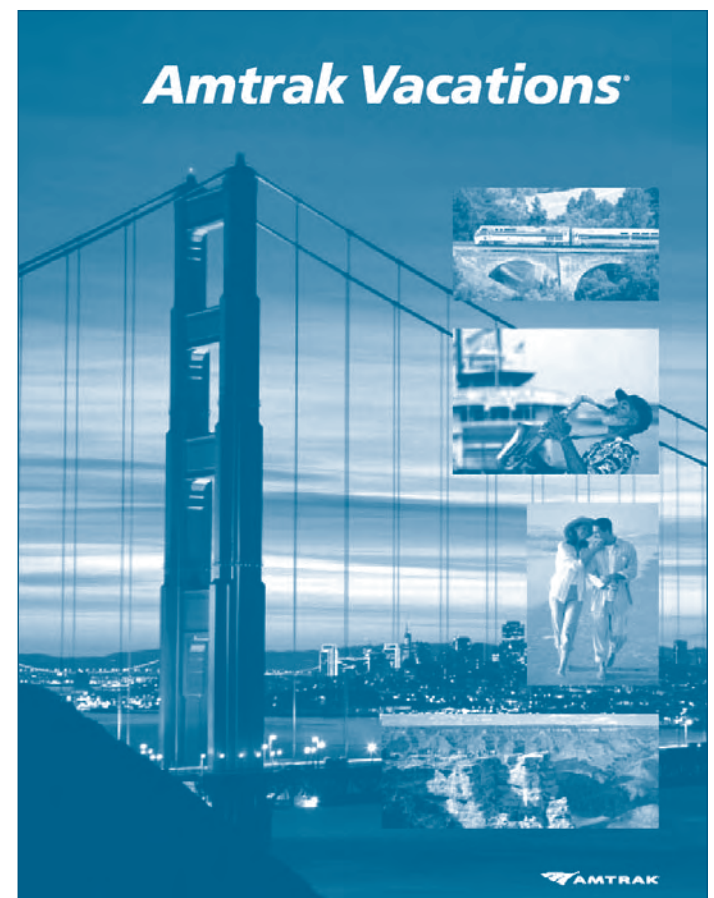
This 40-page marketing tool features color photos of on-board accommodations, includes helpful tips for riding Amtrak trains, and outlines the Amtrak Vacations terms and conditions. Over 200,000 brochures have been distributed to 22,000 travel agents, 54,000 prior Amtrak Vacations customers, consumers, 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.

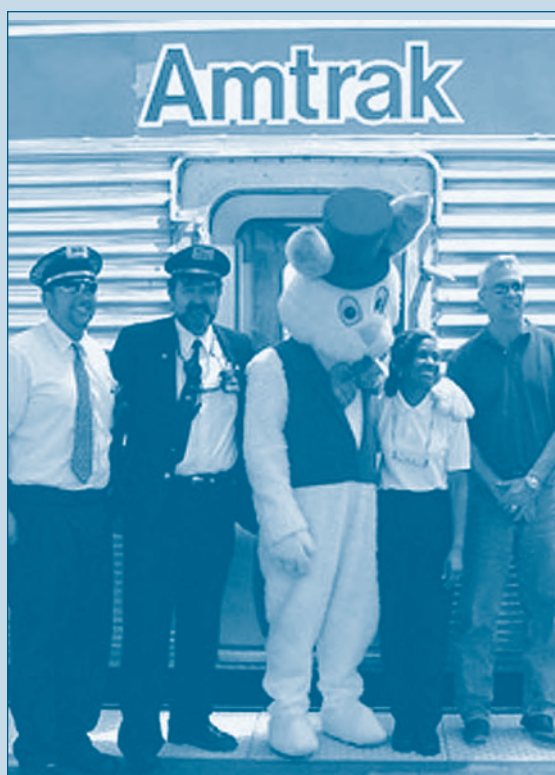
Amtrak Vacations are leisure package travel deals that include bundled rail, hotel, car rental, and sightseeing tours. Amtrak Vacations include popular destinations such as New York, Chicago, San Francisco, and the Grand Canyon. This year, package offerings have been expanded from 20 to 47, with the 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.



Hoppy Trails

After a day of passing out candy to *Heartland Flyer* passengers, *Heartland Flyer* Coalition Webmaster, Ron Herendeen (dressed as the Easter Bunny), joins the crew on the platform at the Ft. Worth, TX, Amtrak Station. (L. to R.) Conductors **Jimmy Nuncio** and **Robert Villarreal**, "Easter Bunny," Lead Service Attendant, **Pacita Perrera**, and Engineer **Steve Perry**.

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.



Amtrak's 2003 wall calendar was among the most popular in Amtrak history, selling out weeks after it became available. Will the 2004 wall calendar rival the popularity of the 2003 calendar? Enter the 2004 "Picture Our Train" Wall Calendar Photo Contest and your photograph could make next year's calendar a best-seller!

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 be enlarged to approximately 25 inches (horizontally) to: 2004 Calendar Contest, 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 10.3) and their families, and Amtrak Corporate Communications employees (organizational chart 10.4) 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 late, lost, incomplete, damaged, misdirected, illegible, 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 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 prizewinners will be determined on or about July 16, 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 license, 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 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 15, 2003, visit www.amtrak.com/photowinners.html, 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 sixty (60) 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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	3.1	(goal) 3.8	3.6
Ridership	1,988,932	2,066,475	11,171,603	11,365,466
Total Expenses	\$277,407,000	\$267,805,000	\$1,670,263,000	\$1,599,603,000
Total Operating Revenue	\$186,281,000	\$166,893,000	\$1,081,212,000	\$1,006,104,000

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

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 5 • June 2003



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 capital costs 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

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.

TRAIN OF THOUGHT

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

**We are moving ahead;
whether it is
rebuilding equipment
or three-quarters
of a mile of rail
a day, that's
measurable progress.**

equipment, or simply slow-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 unless they had specific objections, we were moving ahead with ordering material. Some time ago,




David L. Gunn

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.

Inside

3

Amtrak Equipment Display Highlights Results of Wreck-repair Program

Amtrak Raises Operation Lifesaver Awareness

4

Amtrak's Track Laying Machine Returns to Service

6

PROMOTIONS IN MOTION

7

Service Updates

Amtrak Honors its Own EMPLOYEE MILESTONES

8

Picture Our Train!

Miss Smith goes to Washington

VITAL STATS

Correction

A photo that accompanied the Engineering department five-year plan article on page 6 of the May issue incorrectly identified the bridge in the photograph as the Niantic River Bridge. The bridge in the photograph is the Trail Creek swing bridge in Michigan City, IN.

Amtrak Ink

Vol. 8, Issue 4, May 2003

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Amtrak Employee & Customer Communications, Margaret Sherry, Director. Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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.



Above: Walking through this rebuilt Amfleet Dinette, **Edna Smith** and **Piper Holloway**, both managers in Sales Distribution and Customer Service, observe the details finely crafted by the Bear Car Shop employees. This car had been out of service since February 2000, and returns to service as a Metroliner Dinette.

Left: Standing beside the equipment are (L. to R.) **John Mattson**, general foreman and **Angelo Brown**, sheetmetal worker from Bear; **Paul French**, electrician and **Dennis Watson**, acting general foreman of wrecks from Beech Grove; **Dan Stessel**, manager Media Relations, Washington; **Mike Milburn**, national coordinator and **Butch Vick**, carman welder from Beech Grove; and **Sterling Rapposelli**, electrician from Bear. (Not pictured: **Jeff Bocock**, carman from Beech Grove.) Their hard work played a major role in putting this equipment back into revenue service.

Amtrak Raises Operation Lifesaver Awareness

Congressional Appreciation Award Presented in Washington, D.C.

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 Life-

saver 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 Sturte-

vant 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.



Students from Edward Bain Elementary School gather in front of a locomotive in the Milwaukee Station before their trip on the *Hiawatha* back to Sturtevant, WI.

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

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.

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 bogie, 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 176 concrete ties each, and two



Counterclockwise from top 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.

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 sepa-



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



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.



Top, while working on the Improvement Project (KOP) in Fraxier, PA, the tie gang performs maintenance to ensure the ties installed along the Harrisburg Line. Trackperson, Dave Kerl, and Trackpersons Dave Cook and Dave Hooten take the plates away from the old ties as new ties are installed on the track.



Delaware where the tie cars are loaded with new concrete ties, and when the tie cars return, the old wood ties are unloaded.

The system is operated by 125 agreement-covered employees – six American Railway & Airway Supervisors Association (ARASA) supervisors, 119 Brotherhood of Maintenance of Way Employees (BMWE) employees, and three management employees, all of whom directly support the operation over a seven-day week, working four 10-hour days. The employees come to the

work site from Maryland, Delaware, Pennsylvania, New Jersey, Connecticut and Rhode Island.

There are two work-train crews that sustain the operation; a night crew that removes the old wood ties and replaces them with new concrete ties on a daily basis, and a day crew that supplies the surfacing operation with ballast. Local divisional forces, such as Communications and Signals (C&S) Electric Traction (ET)

and Bridges and Buildings (B&B), are also available, as needed, to support the overall operation. This system requires all engineering disciplines working together to successfully complete the track renewal.



Keystone Corridor
between Exton and
performs quality control
at the ties were properly
burg Line. L. to R.
foreman **Abe Urqhart**
er and **Ron Satterfield**.
Thompson prepares to
the old ties before the
e Harrisburg Line.

Mechanical Five-year Plan Rebuilds Fleet

continued from page 1
both infrastructure and equipment. Unless Amtrak is able to turn this picture around through sufficient capital investment in basic plant and equipment, the future of intercity passenger rail is in jeopardy.

Retire, Repair, Rebuild the Railroad

The goal of the Mechanical department's five-year \$1.6 billion investment plan is to maximize the revenue generating capacity of the existing fleet and to lower routine operating costs. This means rebuilding the existing fleet, retiring obsolete equipment, improving shops and parts availability, standardizing the fleet configurations, keeping new acquisitions to a minimum and reducing operating maintenance costs. The proposal's strategy is to retire, repair, and rebuild the existing fleet, making few acquisitions, the end result of which is a smaller, more consistent and reliable fleet. By restoring the existing fleet to a state of good repair, the Mechanical department expects to boost reliability and increase equipment availability.

Under the five-year plan, total fleet size for Amtrak-owned passenger cars and locomotives will decrease from about 2,275 units currently to about 2,055 by FY'08. Plans call for storing, selling or scrapping about 335 units, while less than half that amount — or 114 units — will be purchased new. Retirements will include virtually all Heritage equipment, work engines and E-60 electric locomotives, while most F-40's will either be sold or put in storage. About 75 units of the Heritage equipment will be replaced, with preliminary plans calling for use of a Viewliner shell to which Amtrak owns the design. In addition, 25 new work engines will be purchased for yard switching and roadway maintenance and construction. On the non-passenger equipment side, 64 aging auto racks will be retired and replaced.

Despite downsizing the passenger car and locomotive fleet by about 220 pieces of equipment, however, the strategic plan projects that equipment available for service will actually increase by about 150 passenger cars over the course of the five-year plan, from an available fleet of about 1,310 to about 1,460 by the close of FY '08. Specifically, at an expected availability rate of 90 percent, there will be about 45 more cars at the ready for corridor service when compared to today's fleet. Similarly, in five years' time the long-distance fleet will

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.



These two Superliners were involved in the Capitol Limited derailment on July 29, 2002 in Kensington, MD. They are stored at Beech Grove and are awaiting damage estimates.

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 intercity 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

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

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

continued from page 1

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* ridership 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. Secondly, 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 \$28.3 million 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 instruction on meal preparation and presentation from Tim Costello, executive chef of GateGourmet International. As Amtrak’s food purveyor, Gate-Gourmet 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 McHugh** 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 57 *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 provide better communication on connections and transfers, and easier access to schedules and tickets.

“Amtrak and *Metrolink* are setting 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 empty quiet 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.

ALLEN, VERNON Mid-Atlantic Div/DC Non-HQ Dist	HARRELL, CHARLES Philadelphia District	SYLVESTER, GRAHAM Baltimore District
BINGHAM, EDGAR MBTA/Boston District	JASKIERNY, JOHN Empire/Albany District	SZAFARA, MARK Philadelphia District
BRADLEY, MARK ALAN Wilmington/Bear District	KANE, LESHAE Wilmington/Bear District	O'BRIEN JR, RONALD D MBTA/Boston District
COLAJEZZI, STEVEN Philadelphia District	KAYATI, TERI Philadelphia District	MROZIK, ANDREW Chicago Metro District
DAUPHIN, KEVIN Mid-Atlantic Div/DC Non-HQ Dist	LEWIS, RANDY Lorton District	WALCOTT, CLYDE Boston District
DAVIS, MARTIN Miami District	MAINE, RAYMOND Philadelphia District	WATSON, NOEL Philadelphia District
DEMODENA, GERARD MBTA/Boston District	MORGAN, ERIC Mid-Atlantic Div/DC Non-HQ Dist	WELLS, JACOB Oakland District
FARRELL, LEO Philadelphia District	REES III, ANDREW Philadelphia District	WHITE, HOPE Mid-Atlantic Div/DC Non-HQ Dist
FLOWERS JR, DERoy Philadelphia District	RIGGAN, TIMOTHY Jacksonville District	WILLIAMS, HENRY New York District
FRAZIER, WALTER Wilmington/Bear District	RUFFIN, WILLIAM Mid-Atlantic Div/DC Non-HQ Dist	WINFREE, JEFFREY Baltimore District
GREELEY, LEO J MBTA/Boston District	SILIS, PAUL Philadelphia District	WSZOLEK, STEVE Philadelphia District
	SMITH, JAMES New Haven District	ZABOROWSKI, RAYMOND New York District

EMPLOYEE MILESTONES

Congratulations to All of You!

Editor’s note: Beginning with the June issue, *Amtrak Ink* will now publish only the names of employees who have celebrated 25 and 30 year anniversaries and retirees.

25 Year Anniversary May 2003

- ARNOLD JR, DONALD
Beech Grove District
- BAKHUIZEN, GERRIT
Boston District
- BAUCUM, INEZ
Washington, DC/HQ
- CLARK WALCZAK, NANCY
Miami District
- CLEMENTS, PAUL
Seattle District
- CORNELIUS, BENNETT
Philadelphia District

- DILLON, PETER
Boston District
- FLETCHER, KENNETH
Beech Grove District
- FLEMING, DAVID
Los Angeles District
- GAY, JUDITH
Detroit District
- GIBSON, LARRY
Jacksonville District
- GIBSON, TIMOTHY
Beech Grove District
- HALL JR, SHERMAN
Oakland District
- HOPSON II, WILLIAM
Beech Grove District
- JENKINS, AARON
Beech Grove District
- LAWHORN, LARRY
Beech Grove District
- MAGANA, GONZALO
Chicago Metro District

- MCCRAY, DIANA
Detroit District
- MEEK, SCOTT
Beech Grove District
- MYERS, JOSEPH
Beech Grove District
- ROBERTS, LARRY
Seattle District
- ROBLES, EDWARD
Los Angeles District
- ROSS, HELEN
Empire/Albany District
- SONG, TAE WI
Los Angeles District
- SZYMCAK, VINCENT
Chicago Metro District
- WESLEY, JUDY
Chicago Metro District

30 Year Anniversary May 2003

- BAKER, DAVID
Twin Cities District
- BOWER, JAMES
Philadelphia District
- BRYANT, DIANA
Washington, DC/HQ
- BUITENWERF, ALAN
Chicago Metro District
- BUNTEN, EDWARD
Kansas City District
- CIESLA DEANGELIS, KAREN
Wilmington/Bear District
- DONERY, TIMOTHY
Seattle District
- GALLELLO, FRANK
Philadelphia District
- GAUGHAN, BRUCE
Oakland District

- HUCK, ROBERT
Twin Cities District
- HUGHEY, TERESA
Mid-Atlantic Div/DC Non-HQ Dist
- JEFFERSON, DAVID
Los Angeles District
- JOHNSTON, BETTY
Philadelphia District
- KAMROWSKI, ROBERT
Twin Cities District
- LIBBEY, RICHARD
Los Angeles District
- MARSHALL, DAVID
Chicago Metro District
- MCDANIEL, LAMAR
Los Angeles District
- NAPOLI, STEPHEN
Chicago Metro District
- OLSON, KENNETH
Seattle District
- POLLIN, DONNA
Philadelphia District

- REINER DEUTSCH, PHILIP
Los Angeles District
- SEXTON, PAMELA
Los Angeles District
- SIMPSON, JAMES
Washington, DC/HQ
- STAGI, SHARYN
Philadelphia District
- STEEN, SANDRA
Boston District
- WALLENBERG, RANDALL
Seattle District
- WILLIAMS, LORENZO
Los Angeles District
- YARBROUGH, DAVID
Portland District

Retirees April 2003

ADAMS SR, LEONARD
Beech Grove District

- BARBER, MURRAY
Mid-Atlantic Div/DC Non-HQ Dist
- BARTEE, AUSTIN
Mid-Atlantic Div/DC Non-HQ Dist
- BOIA, JOHN
Mid-Atlantic Div/DC Non-HQ Dist
- BOWMAN, MARY
Philadelphia District
- BUBBLE, JOSEPH
Wilmington/Bear District
- CLORAN, PATRICIA
Philadelphia District
- GROGAN JR, DENNIS
Detroit District
- GUILBEAULT, RICHARD
MBTA/Boston District
- HILL, RONALD
New York District
- HILL, THOMAS
Jacksonville District

- KARLINSEY, MARTHA
Seattle District
- MULLEN, EDWARD
MBTA/Boston District
- REGAN, WILLIAM
New York District
- ROGERS, WILLIAM
Miami District
- SCARBROUGH, CLARENCE
Mid-Atlantic Div/DC Non-HQ Dist
- SNYDER, DONALD
Philadelphia District
- SPELLMAN, JOHN
Philadelphia District
- ULIS JR, ALBERT
New York District
- ZEIS, EDWARD
Los Angeles 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 trav-

eling 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 modification 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 Capitol 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."

VITAL STATS

for April 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	2.7	(goal) 3.8	3.5
Ridership	2,099,864	2,098,475	13,271,467	13,464,367
Total Expenses	\$281,132,000	\$263,182,000	\$1,951,395,00	\$1,862,786,000
Total Operating Revenue	\$191,746,000	\$172,742,000	\$1,272,958,000	\$1,178,844,000

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 6 • July 2003



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.



The Bear warehouse facility operates using the ASAP/Exacta warehousing system. The Procurement and Materials Management department plans to acquire the ASAP/Exacta system for Chicago, Ivy City and Los Angeles.

While the repair and replacement of bridges, tunnels, 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 other, more visible parts of the five-year plan possible.

“Without a process backing up the center-stage repair projects, the five-year strategic plan could suffer unacceptable delays and unnecessary 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 Procurement and Materials Management department’s role in 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 2,230 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

continued on page 3



Another Wreck-repaired Car Joins the Fleet

After a complete overhaul, interior upgrade and bathroom module installation Amfleet I full Dinette car #43354 arrives at Washington Union Station on June 5, as part of the Regional Service. As Amtrak’s 18th car returned to revenue service, the Dinette was part of the High Speed Rail testing and had not been in service since November 2000, when it arrived at Bear Car Shops as Amfleet I Café car #43014. The Dinette was released from Bear on May 29.

Ridership Grows as Company Plans New Approach to Fares and Advertising

Amtrak’s ridership remained strong this spring as evidenced by record passenger ridership in March, April, and May. Increasing ridership was a strategy that the Marketing and Sales department launched in response to double-digit declines last fall. By decreasing fares in January and promoting them with advertising, Amtrak successfully achieved new ridership records, such as a 19 percent growth in long-distance trains. Now that the ridership trend is so strong, Amtrak’s marketing strategy is focusing on improving its passenger revenue, which is about nine percent lower than last year.

Why is ridership up, but revenue still down? In short, there’s been a fundamental change in the market.

Until last year, for example, demand for Amtrak services remained strong, partly due to travelers’ changing behavior following September 11. In the face of this strong demand, Amtrak was able to maintain a fare structure that was supported with seasonal promotions designed to attract riders to most non-corridor services, such as “One-Two-Free,” “Buy One, Get One,” or “25-percent Off.”

In the last 12 months, however, travelers have become even more price-sensitive and are looking for increased flexibility. They shop for the lowest possible price and they keep shopping until they think they’ve got it. They also object more than ever to black-out dates,

continued on page 9

TRAIN OF THOUGHT

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 Busi-

ness Development department. Headed by Gil Mallery, 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 in the Finance department, unfortunately resulting in a net reduction in workforce of 11.

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



David L. Gunn

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,

continued on page 9

New National Café Menu Presents Passengers with Fresh Alternatives

Amtrak Responds to Passenger Preferences

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 is also 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 (mine-stone, chicken and shells), pepperoni pizza (plain is still avail-

continued on page 11

Inside

3	TRAIN OF THOUGHT
	New National Café Menu
4	ON THE RIGHTRAK
	Amtrak Committee Contributes to Service Delivery
5	Meals on the Move
6	JO Interlocking Reconstruction
8	Train Status in Real-Time
9	EMPLOYEE MILESTONES
	PROMOTIONS IN MOTION
	Marketing Initiatives Recognized
12	APD Officer Apprehends Grenade Wielding Suspect
	FRONT LINE FOCUS
	VITAL STATS

Amtrak Ink

Vol. 8, Issue 6, July 2003

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Amtrak Employee & Customer Communications, Margaret Sherry, Director. Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Correction

In the June 2003 issue of *Amtrak Ink*, the following name was omitted from a list of employees currently on Military Leave of Absence. *Amtrak Ink* regrets the error.

Dangerfield, Dominic S.
Baltimore District

Procurement Plan Supports Five-year Goals

continued from page 1

ten thousand pounds in gross vehicle weight. Following this formula, the department plans to replace 50 non-revenue vehicles for a total cost of \$7.1 million during fiscal year 2004. Examples of vehicles to be replaced during FY '04 include nine track inspection pickup trucks, two track inspection Suburban vans, eight boom trucks with hi-rail capability (trucks that can travel on both highways and over tracks), six grapple trucks, one truck tractor, two fuel and lubrication trucks, two roto dump trucks, five heavy duty mechanics vans, four track welding trucks, four chemical welding trucks, and seven miscellaneous trucks, three of which have hi-rail capability.

Most of these vehicles will be used to support mechanical and engineering projects in the Northeast, where most of Amtrak's right of way and six of its major maintenance facilities are located.

The plan for vehicle replacement in the fiscal years 2005 through 2008 includes 63 vehicles in FY '05 costing \$7 million, 43 vehicles in FY '06 costing \$4.3 million, 14 vehicles in FY '07 for \$1.7 million and 24 vehicles in FY '08 for \$2.8 million. The overall cost of the automotive vehicle replacement program in the five-year plan is nearly \$23 million. Replaced vehicles will be disposed of so that the total number of owned and leased vehicles will remain unchanged.

Materials Management

Materials management improvements during the five-year capital program cover a range of equipment and facility replacements and enhancements. Much of this part of the plan revolves around warehousing and movement of spare parts and materials inventory. During FY '04, the plan encompasses purchase of material handling equipment, facility improvements and installation of vending machines for personal protective equipment, small tools and cleaning supplies. In the out-years, reconfiguration of regional warehouses to the ASAP/Exacta management system and construction of two entirely new material warehouses is planned.

Material handling equipment such as forklifts and other items totaling \$230,000 is budgeted for FY '04. Beech Grove Maintenance Facility, Rensselaer Maintenance Facility, Sunnyside Yard, Chicago Yard and Los Angeles Mechanical Facility are all slated to receive forklifts as part of the plan. Currently, forklifts at

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 (Odenton, 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 leaky 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

warehouse management system at Chicago, Ivy City and Los Angeles. 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 warehoused 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

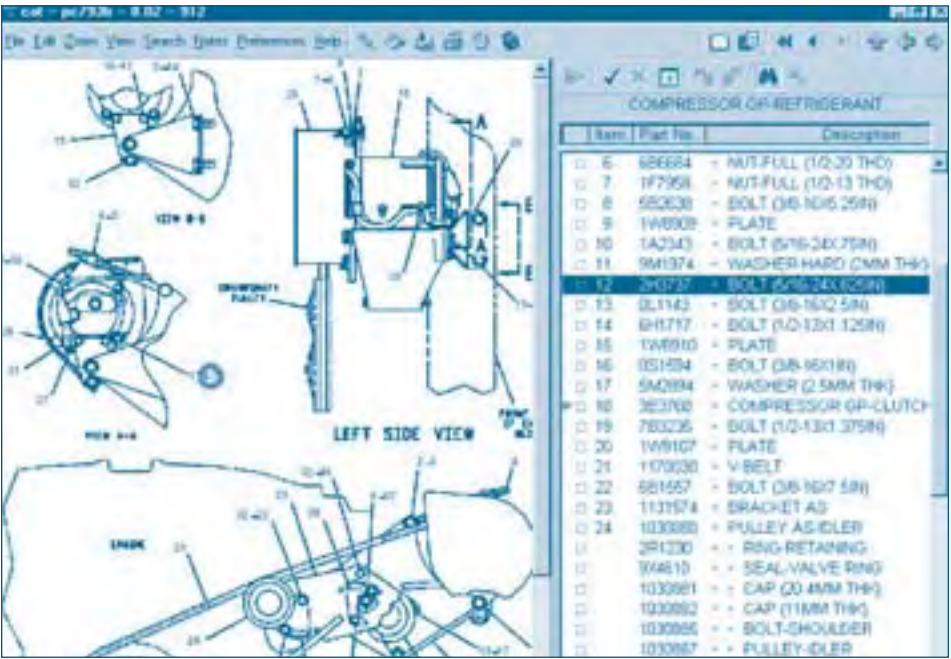
Managing procurement activities in a major railroad operation such as Amtrak is a huge undertaking. Hundreds of millions of dollars worth of construction contracts, equipment, and repair parts and supplies are constantly flowing through a vast and complex supply chain of vendors, shippers, warehouses and maintenance shops. Additionally, vendor services 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. Inefficiencies in any part of this complex chain can result in considerably increased operating costs through lost parts inventory or late payment charges. 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 invoicing, 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



This three-man line truck features a 42-foot boom, an auger for digging poles, and a pole claw for loading poles. The five-year procurement vehicle replacement plan includes the purchase of eight boom trucks.



Materials management will become more efficient with the implementation of LinkOne, a software-based electronic parts catalog and information system that will be available system-wide on the Internet, the Intranet or on CD.

ON THE RIGHTRAK



Attending the May 7 event held to recognize employees from the Niagara Falls Mechanical department who were injury-free are (L. to R.) first row: **Larry Maciejewski**, carman; **Anthony Smith**, coach cleaner; and **Bruce Macie**, foreman. Second row: **James Schoenhals**, general foreman; **James Gangloff**, sheetmetal worker; **Frank Romano**, carman; **Ray Wigdorski**, electrician; and **Mike Halloran**, road foreman. Third row: **Steve Urbanski**, machinist; **Pete Heitz**, carman; **Phil Larson**, New York District superintendent; **Larry Lohman**, manager Terminal Services; and **James Slowey, Jr.**, foreman. (Not shown are: **Michael Brenda**, coach cleaner; **Walter Brenda**, electrician; **Dennis Dombrowski**, machinist; **Jerry Franklin**, coach cleaner; **Lynda Midgett**, coach cleaner; **Brian Mitzel**, electrician; **Margo Walker**, coach cleaner; **Marquesha Walker**, coach cleaner; and **Jeremy Widmer**, carman.)

Employees Recognized for Injury-free Service at Niagara Falls

The Mechanical department forces at the Niagara Falls Shop, a group of 20 employees, has gone six years without a reportable or lost-time injury, with some employees achieving 25 years injury-free. On May 7, **Phil Larson**, district superintendent, and **Patrick Colliere**, division safety officer, presented the group with individual certificates to those

with years of injury-free service. General Foreman **James Schoenhals** said, “They’re a great, unique group, and they’ve made their presence at Amtrak known with their hard work and dedication.” This group is responsible for the nightly servicing and maintenance of two trains, and the servicing of four additional trains that travel through the Niagara Falls and Buffalo stations. All the work is performed outdoors on two stub tracks.



Amtrak Employee Recognized for Environmental Excellence

Paul Agren (second from left), a roadway mechanic with the Engineering department in Providence, RI, is honored with a Finalist Award at the John H. Chafee Awards for Environmental Excellence ceremony, and appears with Sen. Lincoln Chafee (D-RI) (left) and James Connaughton, Chairman of the White House Council of Environmental Quality (second from right), and Rep. Sherwood Boehlert (R-NY). The ceremony, sponsored by the Association of American Railroads, was held in Washington, D.C., on April 30, 2003. The AAR awards program honors railroad employees whose efforts contribute to improving the environment. Agren was recognized for his recycling initiatives that led to both cost-savings and resource recovery at the Providence Maintenance of Way Facility. Agren was honored by Amtrak for his environmental initiatives in Providence with a 2002 President’s Service and Safety Award, which he received at a ceremony held in Washington last October.

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 aimed at increasing ridership. At the meeting in Portland, it was recommended that Amtrak offer wireless Internet access at major stations and look into the feasibility of offering access on board trains to better attract business travelers. Amtrak is seriously exploring both ideas.

ACAC members’ personal opinions and the feedback they get from fellow passengers help the company measure its service-delivery success. For example, committee members expressed delight over the new dining car menu and its cycles — passengers appreciate the expanded options and variety of food.

“Amtrak has a secret weapon in ACAC,” said Kate Warr, ACAC Administrator. “Our committee members are advocates who offer productive recommendations because they want to see the company succeed.”

After every meeting, ACAC suggestions are noted and taken back to respective Amtrak departments for consideration. **Kevin Scott**, Amtrak’s chief of Service Delivery, is also the company’s liaison to the committee. “The members’ observations are of great value to us, because they are informed and sincere,” noted Scott.

Throughout the year ACAC members write 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. 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;

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 Koutsikos** and Food Specialist **Kevin McMiller**, reviews the supply list by checking five storage crates stacked over five feet high to



Passengers Ken and Vicki Blair celebrate their third wedding anniversary in the Diner car of the *Texas Eagle*. The on-board crew helped to make the evening special by preparing a unique table arrangement.

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 diner 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

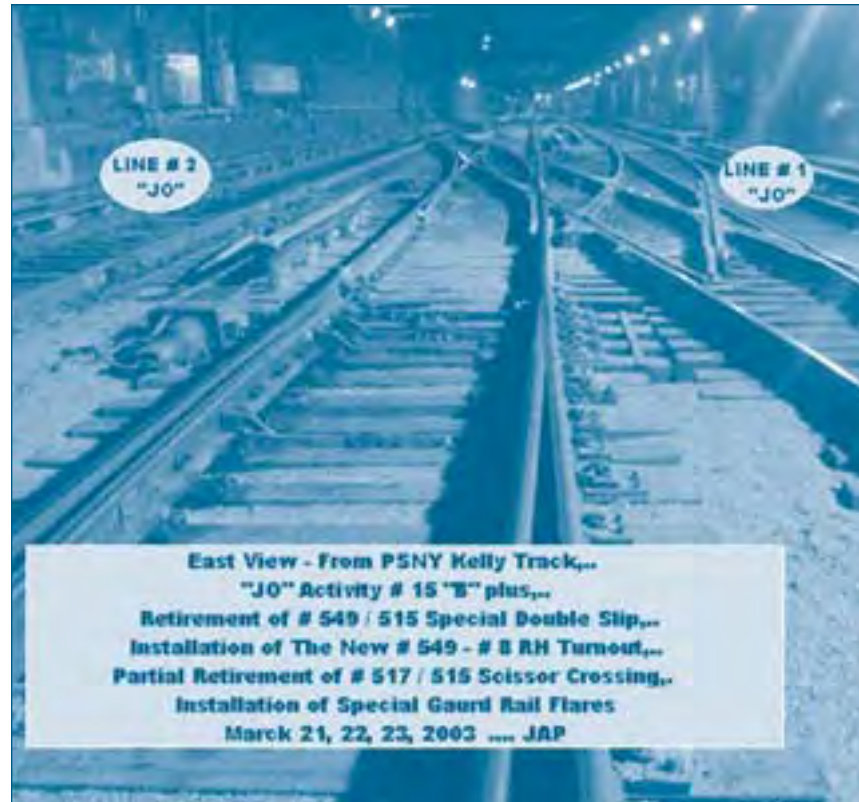


(Above) After four days on the road, the *Texas Eagle* on-board crew gathers in the Dining car anticipating their return to Chicago. (L. to R) Service Attendants Sophia Koutsikos and Wendel Napper, Food Specialist Kevin McMiller, LSA Wanda Walton. Front Center Chef Dianne Clayton-Lofton. (Above right) 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.





(Facing west into the station) The center switch could not be occupied at the same time as the switches on either side. To increase track usage in these locations, Amtrak started with track and switch changes extending to points fanning out near the train (whose rear car is visible).



(Facing east toward the East River Tunnels) A crossover located beyond view has permanently replaced the severed-diamond frog crossing on the right. That crossover and the turnout visible in the foreground replaced a double slip switch connecting to the diamond crossing.

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 long-standing 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.

“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.

The Pennsylvania Railroad completed JO Interlocking in 1910, allowing trains to move between Penn Station and the East River Tunnels. Two of the four East River Tunnels to pass simultaneously within the interlocking were removed and as railroad passed through, the length (from 77 feet to 100 feet), and critically, in width (from 10 feet, 9.75 inches), the tunnels swive collisions as the trains passed. In 1974, Penn Central completed the most critical reconstruction of JO Interlocking.

Rea Interlocking Named

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, N.J.

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 honor of the memory of 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.



(Looking west into Penn Station) A newly constructed switch (foreground) put into service at the close of the JO Project. Note the third rail in the photo. No other terminal in North America uses both 750VDC third rail and 11KVAC overhead catenary propulsion systems on the same trackage.



In two major areas, switches were lined away, blocked and spiked to prevent routing trains in these areas. This reduced capacity and kept delays to a minimum.

Construction

ailroad installed JO to allow trains Pennsylvania Station and River Tunnel tracks ly on adjacent tracks ng. As decades passed nger cars increased in to 85 feet) and more feet, 7.75 inches to 10 potential for side- rains passed one

l Railroad isolated ons on the south side and restricted parallel

train movements over two specific switches for certain types of equipment, enforced by Block Operators and Levermen on duty at JO Tower.

Twenty years later, two passing Long Island Rail Road trains reported contact in an area of adjacent track known to be close, but previously thought to be free of conflict. Analysis of the situation, which involved re-enactment of contact scenarios, resulted in the restriction of simultaneous moves on approximately two-thirds of the routes available within the interlocking. While this analysis revealed that sideswipe collisions within

JO Interlocking would often amount to a small scratch or a momentary contact, this was nevertheless not acceptable by railroad safety standards. Sideswipe conditions can rapidly change within a single geographic area of track due to constantly changing factors such as speed, weight distribution, and degree of curvature.

In 1996, Amtrak, the Long Island Rail Road and New Jersey Transit recognized that train traffic through Penn Station would soon increase so significantly that restrictions on simultaneous moves through this area would become intolerable to the operations of all three. Faced with this predicament, the carriers agreed to identify a solution to enable the safe resumption of parallel movements through all areas of JO Interlocking and work collaboratively to fund and manage the implementation of the solution. Using computer-modeled simulations of projected service levels, the railroads determined that removal of the restrictions would increase the number of trains per hour moving through JO by 12 percent.

Commenting on the completion of the project, Project Manager **Augie Juliano** said, “This project required a combination of high levels of competence and teamwork and everyone came through.”

“The success of the JO Interlocking reconstruction project is due to the cooperation between the three railroads, whose representatives meet regularly as a ‘Tri-Venture’ group to manage capacity planning in the New York Terminal. In addition, the planning and management skills of **John Pielli**, assistant division engineer, Track, who planned the staging of the trackwork and insured that each weekend

the Amtrak employees accomplished their work according to plan,” added Ernst.

“We knew that with increased services ... our window of opportunity to bring all of the necessary forces together to complete this project would be lost.”

F. Clark Hampe, Director
Operations Planning

One of the driving forces behind the project schedule was the significant increase of train movements expected with the opening of the New Jersey Transit Secaucus Transfer Station, just outside of the North River tunnels, in fall 2003. “We knew that with increased services, major capitol project schedules and the Life-Safety Project, our window of opportunity to bring all of the necessary forces together to complete this project would be lost,” said **F. Clark Hampe**, who is in charge of Operations Planning for the New York Terminal.

Other major capital projects continued unabated during the JO Project, including construction work in the North (Hudson) and East River Tunnels for the Life Safety Project, and New Jersey Transit’s major Seventh Avenue Concourse project, not to mention regular maintenance work, scheduled to complement the JO track outages.

and for Railroad Giant ered With Completion of Project

preserve the Rea’s contribution e of New York that ll today,” said ral superintendent, .
rovements involved High Line across s, the North River en Hill and the n Station and its e East River ide Yard, as well as on with the Long aining that railroad n using the new locking is carved on Interlocking, 00s.

Originally, trains operated through the territory using direct current (DC) electric power with the supply coming from a third rail. Electric operation extended into New Jersey to the old Manhattan Transfer facility where the DC electric engines were swapped for steam locomotives. Manhattan Transfer allowed passengers arriving from points west of Newark the choice of going to Jersey City via the original main line route that is now owned by PATH, and to New York utilizing the new High Line route that the Northeast Corridor uses today. Approximately seven years after Pennsylvania Station New York was opened, the Hell Gate Bridge was finished and direct Boston-Washington service was established over the route used to this day.

Train Status Available in Real-Time on Selected West Coast Trains

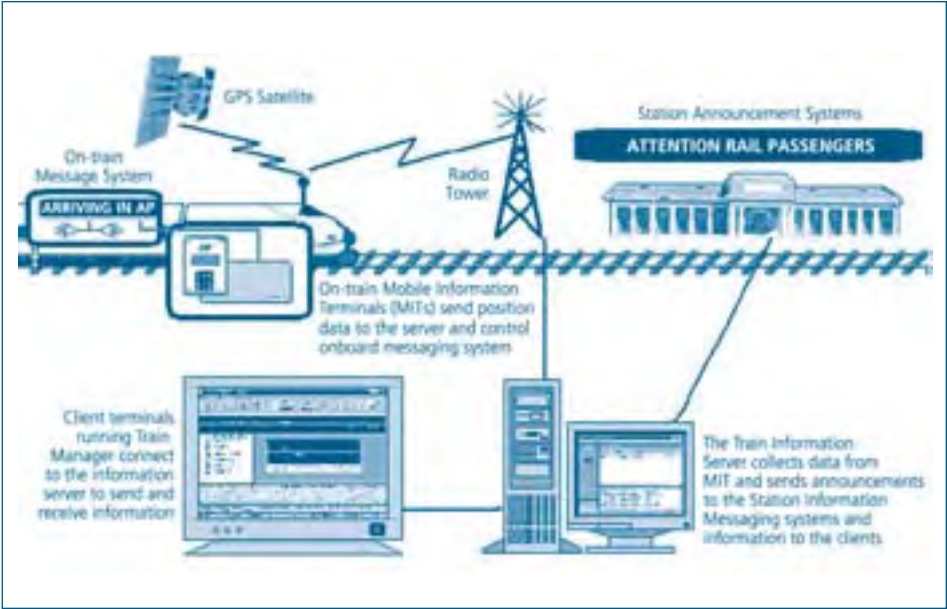
New System Ready for Passenger Use

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

Caltrans	California	16 stations from San Jose to Sacramento
Federal Railroad Administration/ Oregon Department of Transportation	Oregon	Kelso, Vancouver, Portland, Salem, Albany, Eugene
Washington Department of Transportation	Washington	Centralia, Olympia, Everett, and Bellingham

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary June 2003

- BARNES, EDWARD
Chicago Metro District
- BERKEY, THERESA
Wilmington/Bear District
- BROOKS I, ROBERT
Mid-Atlantic Div/DC Non-HQ Dist
- CAUSEY, SEMUEL
New Orleans District
- CEPHAS, CATHERINE
Wilmington/Bear District
- COLLINS, MARGARET
Seattle District
- DANDRIDGE SR, MARK
Los Angeles District
- DEMBROSKY, STANLEY
Empire/Albany District
- FLEMING, DAVID
Los Angeles District
- FULCHER WILLIAMS, CAROL
Los Angeles District
- GAY, JUDITH
Detroit District
- GUEVARA, JOSE
Los Angeles District
- KARA, JOHN
Los Angeles District
- KAWCZAK, STEPHEN
Empire/Albany District
- KRAL, VICTOR
Los Angeles District

- LEE, SUNGCHI
Los Angeles District
- LINDLEY, CHARLES
Empire/Albany District
- LIPE, KEVIN
St. Louis District
- LO, TONY
Los Angeles District
- POTYRALA, KENNETH
Empire/Albany District
- REILLY, THOMAS
Empire/Albany District
- SENER, ELIZABETH
Empire/Albany District
- WENDT, GLENDA
Chicago Metro District

30 Year Anniversary June 2003

- ANDERSON, JOHN
New York District
- ATKINS, CLOYEE
Chicago Metro District
- BREEN, CAROL
New York District
- BRUNELLI, JOSEPH
Philadelphia District
- BRYANT, EARL
St. Louis District
- CAMPBELL, ARLENE
Philadelphia District
- CANNON, DARRELL
Twin Cities District
- CARROLL, THOMAS
Philadelphia District

- DENMAN JR, PRINCE
Seattle District
- DOELGER, GREGORY
New York District
- EXSON, WARREN
Jacksonville District
- FOREST, EDWARD
Seattle District
- GARETTI, MICHAEL
Los Angeles District
- GOGGINS, KENNETH
Philadelphia District
- GORDON, M KATHLEEN
Washington, DC/HQ
- HARRIS, REGINALD
Chicago Metro District
- HELMICH, EDWARD
Los Angeles District
- HENY, JACQUELYN
New York District
- HOWARD, BARBARA
Mid-Atlantic Div/DC Non-HQ Dist
- HRDLICKA, TIMOTHY
Seattle District
- HULETT, STEPHANIE
St. Louis District
- JACKSON, HERBERT
Los Angeles District
- JOHNSON, EVELYN
New York District
- KANE, THOMAS
Philadelphia District
- KANTNER, JAMES
Philadelphia District

- KELLER, STEVEN
Oakland District
- KNOTT, HERBERT
Boston District
- KOEHLER JR, J KENNETH
Washington, DC/HQ
- LABLANC, CHARLES
Chicago Metro District
- LADD, WINIFRED
Wilmington/Bear District
- LARKIN JR, DANSBY
Chicago Metro District
- LECOUR, NELSON
Miami District
- MARANDA, JON-ROGER
Philadelphia District
- MCPHATTER, NEAL
New York District
- MIESNER, NELSON
Chicago Metro District
- MILLAR, DAPHNE
Wilmington/Bear District
- NAGLE, AUSTIN
Philadelphia District
- OSLIN, GEORGE
Seattle District
- PARK-VERDI, LINDA
Washington, DC/HQ
- QUINN, THOMAS
Chicago Metro District
- RODRIGUEZ III, MIKE
Los Angeles District
- SALCIDO, RUBEN
Los Angeles District

- SEALY, DONALD
Philadelphia District
- SINGLETON, MARY
New York District
- STAMPER-KATO, ETHEL
New York District
- SWORTZ, MICHAEL
Philadelphia District
- TARLOWE, BRUCE
Los Angeles District
- THOMPSON, SANDRA
Los Angeles District
- VIBBERT, ANDREA
New York District
- VYFHUIS, EILEEN
Washington, DC/HQ
- WALTERS, GEORGE
Chicago Metro District
- WATSON, ANTONIO
Chicago Metro District
- WHITE, STELLA
Kansas City District
- WILLIAMS JR, JAMES
Philadelphia District
- YANKOVEC, LORIMER
Twin Cities District

Retirees May 2003

- ADAMSON, JAMES
Boston District
- ALLEN, ANNETTE
Wilmington/Bear District
- ANTHONY, CURTIS
Los Angeles District

- BACA, JOSEPH
Los Angeles District
- BEAUNOYER, HOWARD
MBTA/Boston District
- BRADLEY, CHRISTINE
Washington, DC/HQ
- CASAS, LEONARDO
San Jose District
- CROSS, MALINDA
Beech Grove District
- DIGIACOMO, GERARDO
Sanford District
- DOMINGO, MARIO
Jacksonville District
- EADSON, RONALD
Philadelphia District
- GARNETT, RAYMOND
Mid-Atlantic Div/DC Non-HQ Dist
- GRAVES, WILLIAM
Wilmington/Bear District
- HARDEN, FRED
Chicago Metro District
- HAWKINS, JULIUS
Chicago Metro District
- HUDSON, JOHN
New Orleans District
- KEBABJIAN, PAUL
New York District
- LE PAGE, KENNETH
Detroit District
- MAGEE, THOMAS
Boston District
- MASCORRO, RONALD
Los Angeles District

- MICHALSKI, ANDREW
Baltimore District
- MORRIS, FREDERICK
Chicago Metro District
- MOYA, ROBERT
Los Angeles District
- NORDBERG, EUNICE
Los Angeles District
- PAYNE, JOHN
Twin Cities District
- PERRY, GEORGE
Boston District
- PETERSON, KYLE
Twin Cities District
- PHILLIPS, JOSEPH
Beech Grove District
- ROSE, LOREN
Mid-Atlantic Div/DC Non-HQ Dist
- SMOTHERS, GERALD
Los Angeles District
- TROTTER, FELTON
Chicago Metro District
- VALENCIA, JORGE
Los Angeles District
- VILLANUEVA, DONATO
Los Angeles District
- VIVO, ROBERT
New York District
- WEBSTER, RICHARD
Washington, DC/HQ
- WEST, JAMES
Philadelphia District
- WILSON, RICHARD
Mid-Atlantic Div/DC Non-HQ Dist

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 opera-

tional 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 railroading’s 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 demand 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 plus the value of our everyday low prices. Consequently, Amtrak’s ads will feature destinations and regular low prices for the cities in which the ads appear. Of course,

just as its customers want flexibility, Amtrak itself will try to stay flexible in this new strategy, acknowledging that if market conditions change, it could still selectively discount some fares. (And existing group discounts, such as AAA and NARP will continue unchanged.)

As part of its overall strategy, Amtrak will continue to drive sales to the most appropriate sales channel to maximize customer service and cost-effectiveness. For long-distance trains, for example, this will generally mean encouraging passengers to call (800) USA-RAIL. For simple point-to-point services, customers will still have additional options, such as www.amtrak.com.

By simplifying fares and how they are managed, as well as changing its advertising to emphasize destinations and price, Amtrak is aligning 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 adminis-

tration, 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.

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



Youngsters practice with New York Mets catcher and first baseman, Jason Phillips, while attending Amtrak Kids Day at Shea Stadium.

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, 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-

tions, Amtrak helps increase sleeping car bookings by 10.8 percent. In fact, the average value of a reservation grew 7 percent during the sale due in part to the increase in sleeper bookings.

Amtrak Releases New Travel Guide

Amtrak's newest travel brochure, *Amtrak America*, was released in early June. The 54-page brochure features the Amtrak system map, on-board services and amenities, and city highlights along the routes.

The travel guide helps Amtrak customers plan trips and provides travel agents with a tool to promote and sell Amtrak train service. A smaller version of the former *Travel Planner*, *Amtrak America* promotes Amtrak Guest Rewards, Amtrak merchandise, Air Rail and Amtrak Vacations.

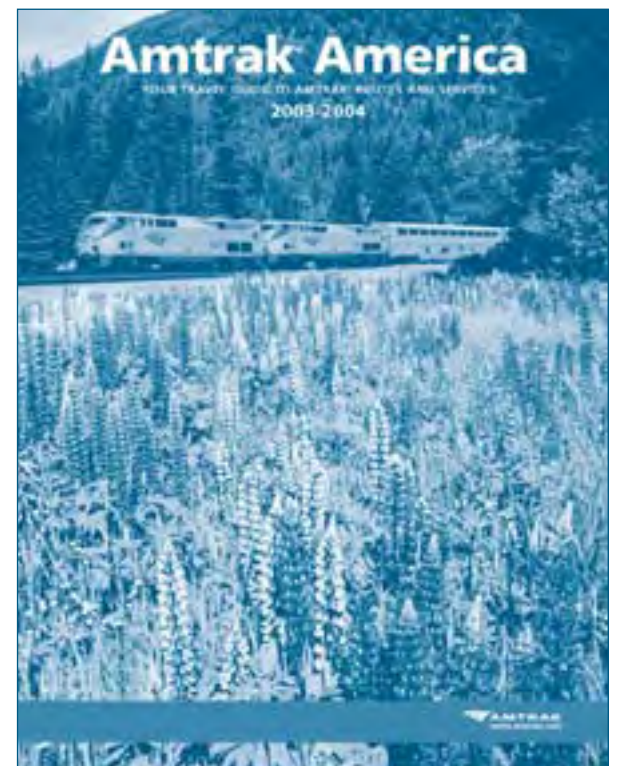
The guide also includes information about making reservations, obtaining tickets, traveling with children, passengers with disabilities and sleeping accommodations.

Seven hundred and fifty thousand copies were printed and distributed to travel agencies and trade shows, Amtrak stations, reservation sales call centers and other Amtrak locations.

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 —



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 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.



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 Koutsikos. 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.



Chef Clayton-Lofton and Food Specialist Kevin McMiller review dinner orders before sending them to the Dining car.

“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 on-board 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.

Just as dinner ends, Clayton-Lofton and Walton respond to a water shortage in the Dining car that will affect the next morning’s breakfast by making alternate plans. When instances like this arise, the LSA and chef always have to be ready to implement other options. Fortunately, there was no need to act on those plans because the train replenished its water reserves at the Little Rock and St. Louis stations allowing breakfast and lunch to be served the next day.

Chef Completes End of Trip Duties

As the train reaches Bloomington-Normal at 6:30 p.m. on Sunday, Clayton-Lofton assists Walton as she completes the Revenue Accounting form. This report accounts for all the items received from GateGourmet at the start of their trip and whether those items were sold, discarded or returned to stock when the train returns to Chicago. As Walton reviews each item, any questions regarding discrepancies are directed to Clayton-Lofton who, throughout the trip had recorded stock information after each meal period.

By the close of this four-day trip, Clayton-Lofton and McMiller cooked 180 breakfasts, 108 lunches and 227 dinners.

A graduate of the Cooking and Hospitality Institute of Chicago, Clayton-Lofton has been a chef with Amtrak for 15 years. During this time she has seen and adapted to menu changes and a variety of situations. “You have to manage circumstances that are specific to the railroad. As an Amtrak chef, I have to remain flexible and ready to handle situations that most restaurant chefs out there don’t 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.”



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 wrestling 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 Capitol 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."

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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	4.0	(goal) 3.8	3.7
Ridership	2,089,736	2,104,916	15,361,203	15,569,283
Total Expenses	\$283,498,000	\$264,051,000	\$2,234,893,000	\$2,126,834,000
Total Operating Revenue	\$192,713,000	\$176,682,000	\$1,465,673,000	\$1,355,524,000

* 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

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 7 • August 2003



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



(After) Car #31533, returned to service in June, is being cleaned at the Chicago Yards by Coach Cleaner **Jean Hart**.



(Before) Sitting at the Beech Grove Mechanical Facility, car #31533 awaits wreck repair.

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.

TRAIN OF THOUGHT

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 far 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-milepost 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 moveable 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 en-route equipment failures across the system. At present, only 81 percent of the Amfleets 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 \$580 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



David L. Gunn

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.

P.S. 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.

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.

continued on page 8

Inside

2

TRAIN OF THOUGHT

High-Speed Attleboro Line

3

Managing Amtrak Resources
Implications of Bush Rail Plan

4

ON THE RIGHTRAK

Sunnyside Yard Passes EPA Audit
APD 'Officer of the Year'

5

New Hire Training

6

Service Delivery That Delivers

8

EMPLOYEE MILESTONES

10

National Guard and Reserve
Signing Ceremony
Amtrak Reservation Call Center

12

FRONT LINE FOCUS

VITAL STATS

Correction

Juan Landeros was omitted from the *Amtrak Ink* April 2003 15-year Anniversary list in the May 2003 issue. *Amtrak Ink* regrets the error.

Amtrak Ink

Vol. 8, Issue 7, August 2003

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation: Amtrak Employee & Customer Communications, Margaret Sherry, Director. Amtrak Ink is free-of-charge to Amtrak employees and retirees.

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 railroad remains in charge of maintaining and dispatching the Attleboro Line.

Owned by the Commonwealth of Massachusetts, the Attleboro Line

Strong Ridership in June

continued from page 1

Sustaining the ridership success, but focusing on improving revenue is the priority of Marketing and Sales. As a result of pricing and marketing analysis, Amtrak is implementing a new pricing strategy in August designed to regain revenue. At the end of July, fare adjustments were completed on long-distance trains to create everyday low prices, which will move Amtrak away from having to offer ongoing national discounts.

Additionally, the approach to revenue management has changed. Seats will be sold from the lowest price point first and prices will increase as lower fares sell out. This will eliminate the need to predict demand, which causes constant price fluctuations for passengers. The new approach will give passengers some assurance that if they book early, they will be more likely to get a lower fare rather than waiting later or at the last minute.

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.

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

continued on page 12

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 interstate 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 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.

ON THE RIGHT RAK

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 Transporta-

tion 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.

From left to right: Locomotive Engineer **Bill Herron**, Conductor and Safety Committee Officer **Danny Smith**, Locomotive Engineer and Safety Committee Officer **Ruben Villareal**, Conductor and Safety Committee Officer **John Wylie**, Road Foreman and Safety Committee Officer **Dave Morgan**, Conductor and Safety Committee Officer **George Natividad**.



Sunnyside Yard Passes EPA Audit for Third Straight Year

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



(L. to R.) **Harry Seubert**, field environmental specialist; **Sean Daly**, general foreman; **Chris Payne**, utility worker; **Joseph Sanchez**, manager; and **Gary Violano**, superintendent, all of Sunnyside Yard Terminal Services.

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 Mohlenhoff** who is an expert in environmental regulations, particularly with state and local authorities. Mohlenhoff 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'

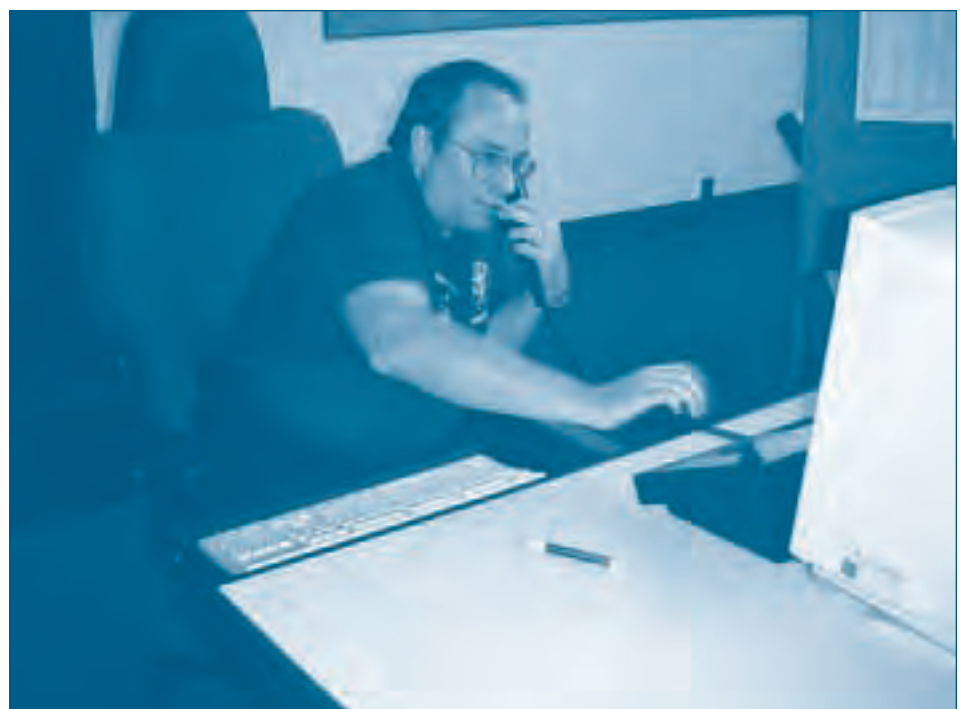
On July 1, Sgt. **Brian Ravert** was selected as the Amtrak Police Department's 2002 "Officer of the Year" for his overall performance and outstanding commitment to law enforcement.

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



Amtrak Police Department's "Officer of the Year," Sgt. **Brian Ravert**, responds to a call at the National Communication Center in Philadelphia, PA.

the National Communications Center's achievement of Public Safety Communications Accredita-

tion from the Commission of Accreditation for Law Enforcement Agencies, Inc.

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.



During an Emergency Preparedness class in Los Angeles, Dave Redding shows new hire train attendants how to perform CPR.

These new hires came from all walks of life, including college students, teachers, accountants and restaurant servers. "I don't think

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



Alfredo Gomez demonstrates the proper way to get on and off the train during a service attendant new hire training class in Chicago.

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."

**"This year our
Human Resources
office in Los Angeles
did a great job of
bringing in a lot of
very talented
OBS employees in a
relatively short time."**

David Redding, Employee
Development Coordinator,
Human Resources

Timetables, tickets, and manifests are another important part of new hire training. Employees are taught to read and understand various ticket types, such as those printed at an Amtrak ticket office, which differ from hand-written, group, and travel agency tickets. With this training, employees know how many people are on board, where they board and detrain, and whether passengers have special needs, such as service animals or special meal requests. In addition, all new service and train attendants review policies associated with the Americans with Disabilities Act and are taught how to assist passengers with disabilities. To learn Amtrak's routes, schedules, train connections, and

frequencies, 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.

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 for cleanliness, equipment defects and necessary supplies. Among other duties, they are taught how to operate and speak on the public address system. Because of the awkwardness of making upper and lower beds in a confined space on a rocking train, two full days are spent practicing proper bed-making. "When the new hire train attendants first saw the bedrooms during their hands-on training," said Kocar, "they

continued on page 7

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*, *Carolynian*, *Pennsylvanian*, *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.

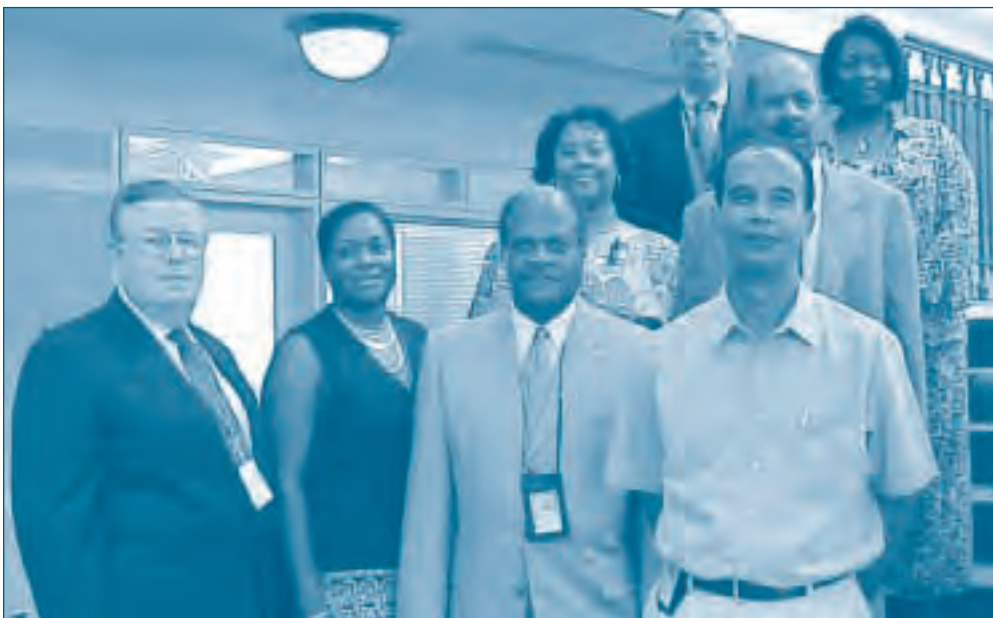
"Improving controls in catering facilities, in the transferring of stock, and ensuring accuracy and product quality are the primary goals of this department," said Hall. "The contract team has done a great job while pushing our contractor to provide better service and value at appropriate costs."

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.



Amtrak's Service Delivery department Food and Beverage team: (Front Row, L. to R.) **Jack Davis**, senior analyst, Food and Beverage Standards and Specifications; **Karen Shannon**, senior analyst, Food and Beverage Information Systems; **Leon McLaurin**, senior director, Food and Beverage Standards; **Michael Hampton**, senior analyst, Point of Sale System Support. (Second row) **Anytra Brown-Sanders**, data administrator, Food and Beverage Standards; **Gil Lamar**, executive chef. (Top Row) **Pete Humphreys**, director, Food and Beverage Standards and Operations; **Glenn Robinson**, manager, Food and Beverage Standards.



Richard Adams (center), lead service attendant, is joined by **Karen Shannon**, senior analyst, Food and Beverage Systems, 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.



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 Capitol Limited.

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.

“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. “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-remitted revenue.

“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. Those employees and the services they deliver are the face of Amtrak. Whether it’s the aroma of a great breakfast reaching the Sleeping car at 6 a.m., or the sounds of an entertaining movie in the Lounge car at 6 p.m., the on-board services we provide make the difference between Amtrak being simply a mode of travel and an enjoyable travel experience,” said Scott.

New Hire Training Supports Peak Travel Season

continued from page 5

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.

“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

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.



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.

Amtrak Continues to Maintain High-Speed Attleboro Line

continued from page 2

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 Mallery, 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

“This agreement is a win-win for Amtrak and MBTA. 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.”

Gil Mallery, Vice President, Strategic Planning and Contract Administration

almost all of Amtrak’s 1,600 existing agreement-covered and

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 administrative 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.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary July 2003

BOARMAN, 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
Chicago Metro District

30 Year Anniversary July 2003

AGUILUZ, ERNESTO
Seattle District

BENNETT, BILLY
Philadelphia District

BLEVINS, MERLIN
Twin Cities District

CHAMBERLAIN, SARA
Miami District

COMMODORE, MARCUS
Washington, DC, HQ

CUNNIFF, CLAIRE
New York District

DICKSON, THOMAS
Seattle District

DONOVAN, EILEEN
Washington, DC, HQ

GIBSON, EVONNE
Washington, DC, HQ

GILBERT, SHARON
Jacksonville District

GOBEN, WILLIAM
Chicago Metro District

GONZALEZ, BUENAVENTU
Miami District

HOOKER, J ROGER
Philadelphia District

HOWARD, QUEENA
Washington, DC, HQ

KATYAL, SUDARSHAN
Washington, DC, HQ

KOTOWSKIE, FREDERICK
Oakland District

KUMAR, RAJINDER
Baltimore District

KURTZ, ROBERT
Philadelphia District

MCCULLEY, GRACE
Washington, DC, HQ

MOORE, ELBERT
Philadelphia District

NELSON, PAMELA
Washington, DC, HQ

PHELPS JR, RICHARD
Los Angeles District

SAMSON, ROGER
Boston District

SETTELL, RUSSELL
New Orleans District

SHAFFER, LYSLE
Los Angeles District

SIVERTSON, MARK
Twin Cities District

TAILLON, CONRAD
Boston District

TEETER, TERENCE
Portland District

WILLIAMS, B CLAUDETTE
Wilmington/Bear District

WOLKENHAUER, NANCY
Portland District

Retirees June 2003

ALLRED, JOHNNY
New Orleans District

ANNEST, GARY
Beech Grove District

BAKER, DAVID
Twin Cities District

BARBERA, ANTHONY
Empire/Albany District

BEAULIEU, BERNARD
MBTA/Boston District

BROWN, ROBERT
Empire/Albany

CARRIER, MARLENE
New Haven District

CINI, WILLIAM
Philadelphia District

CLAUSS, JERRY
Beech Grove District

COY, LOUIS
Beech Grove District

CRESCENZO, ROBERT
New Haven District

DECALONNE, ANDRE
Beech Grove District

ELLISON JR, NORMAN
Mid-Atlantic Div/DC Non-HQ Dist

ERION, GALE
Wilmington/Bear District

FARIES, ROBERT
Wilmington/Bear District

FORGET, LEO
MBTA/Boston District

GARCIA, HERIBERTO
Chicago Metro District

GIARD JR, MILTON
MBTA/Boston District

GORNIAC, JOSEPH
Philadelphia District

GRUNDSTROM, EDMUND
MBTA/Boston District

HOLLIDAY, WILLIAM
Miami District

HOPKINS, WILLIAM
New Haven District

HOSKINS, NICK
Salt Lake City District

JACKSON, ARYLENE
Los Angeles District

JAROLIM, GEORGE
Miami District

LAGOS, JAMES
Sanford District

LAWRENCE, JOHN
Wilmington/Bear District

LONG, RICHARD
Jacksonville District

MACIELAG, THOMAS
Philadelphia District

MOORE, LAWRENCE
Mid-Atlantic Div/DC Non-HQ Dist

MULLEN, JEROME
New York District

NASH, ROBERT
Wilmington/Bear District

PARKER, CLINTON
Salt Lake City District

PENCE, DOUGLAS
Beech Grove District

PINTO, JOSE
MBTA/Boston District

REAGAN, WALTER
MBTA/Boston District

REGUS, ISRAEL
Los Angeles District

REILLY, MICHAEL
New York District

SARCHIOTO, DOMINICK
Sanford District

SLAYTON, MERRILL
Boston District

SOLMONSON JR, ARTHUR
MBTA/Boston District

SORIA, TRINIDAD
Los Angeles District

STRANGER, JACK
Philadelphia District

VALOROSO, FAUSTO
Los Angeles District

VIEIRA, JOAO
MBTA/Boston District

VONBRITTON, JOSEPH
New Haven District

WILDER, BILLY
New Orleans District

WILLIAMS JR, JAMES
Philadelphia District

WILLIS, JESSIE
Chicago Metro 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
[distribution]
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 computer 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



Washington Union Station Ticket Agent **Kathy Coleman** looks up schedule information in ARROW.

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 consists; 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, by 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, Quik-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

continued on page 11

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



(L. to R.) Principal Deputy Assistant Secretary Craig Deuhring; Col. Kasse Andrews-Weller, D.C. Committee, Employer Support of the Guard and Reserve (ESGR), Maryland Chair; Amtrak President David Gunn; Lt. Col. John Tansill, project officer, Marketing and Employer Services, National Committee for ESGR; and Col. Thomas Hart, U.S. Airforce and ESGR.

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.

Below, construction begins on the Western Reservation Sales Call Center in the spring of 1992.

Right, in 2003, the state-of-the-art Riverside Reservation Sales Call Center employs over 600 people from all parts of Riverside County.



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.

"We are a services 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.

Burnout

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 locomotive was on train #157 on its way to Washington.

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.



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 provided 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.

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."

FRONTLINE FOCUS

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.

VITAL STATS

for June 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	4.0	(goal) 3.8	3.7
Ridership	2,070,352	2,129,697	17,431,555	17,698,980
Total Expenses	\$276,181,000	\$260,785,000	\$2,511,077,000	\$2,387,618,000
Total Operating Revenue	\$193,296,000	\$208,725,000	\$1,658,968,000	\$1,564,248,000

* 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 October Issue September 8, 2003

For the November Issue October 8, 2003

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 8 • September 2003



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 federal funding.

Amtrak's FY '04 federal funding request is \$1.8 billion, the highest amount Amtrak has ever recom-

mended. 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 oper-

continued on page 4

More Wreck-repaired Cars Return to Revenue Service

before



after



Above is a before and after close-up of the grab iron section of Superliner II coach #34129, released from Beech Grove in mid-August as Amtrak's 23rd car returned to revenue service. The car arrived at the maintenance facility as a result of the Auto Train derailment in Crescent City, FL, last April. Mechanics replaced several equipment room doors, renewed gears and couplings, and repaired cut lever channels, sill steps, all side corner trim skirts, and all corner grab iron pockets. All conduit and wiring harnesses were replaced due to heavy damage to the under-car.

On July 16, Amfleet I Metroliner car #21704 was also returned to service. After a September 2001 yard move wreck at the Ivy City yards in Washington, D.C., Bear Car Shop mechanics performed a complete overhaul, wreck repair, interior upgrade, and bathroom module installation.

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 2003, the best result in the company's history.

A number of factors helped foster this growth, including the fare reductions made earlier in the year, a change in revenue management, and targeted local and national marketing efforts. In addition, signs that the travel industry is slowly turning around may have also helped boost the numbers in July.

Fifteen routes posted double-digit ridership gains in July. The *Empire Builder*, *Texas Eagle*, *Cardinal*,

Sunset Limited, *City of New Orleans*, *Auto Train*, and *Silver Meteor* were among the long-distance trains that contributed double-digit ridership. In addition, the *Pennsylvanian* continued to do exceedingly 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 7

FY '04 Funding Request to FY '03 Forecast

	FY '04	FY '03 (Forecast)	Change
Operating Costs	581.5	569.9	11.6
Debt Service			
Interest	162.9	155.8	7.1
Principal	116	107.6	8.4
Capital Program	794.4	334	460.4
DOT Loan Repayment	100	0	100
Working Capital	57.3	(124.1)	181.4
Total Federal Subsidy	\$1812.1	\$1043.2	\$768.9

TRAIN OF THOUGHT

At the end of this month, we will close the financial books on FY '03. Barring any unforeseen problems, we'll have met our responsibility to end up on-budget for the year. Though there is room for improvement, we have done a good job keeping expenses to a minimum and under budget. While revenue has fallen short of our goal, our ridership has grown strongly in recent months. If this trend continues to the end of the fiscal year, we'll have served more passengers this year than ever before.

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.

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 rail and over 160,000 ties on the Northeast Corridor and reconstructed seven interlockings, among many other accomplishments. (Details on the FY '04 budget are covered in this issue of *Ink*.)

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



David L. Gunn

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.

Amtrak Manages Power Outage Outrage

Amtrak employees 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 Café 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

make the cars more comfortable. In addition, passengers with special needs were identified and accommodated.

Meanwhile, back at CNOC, a conference phone line was set up and kept open for problem-solving and frequent status updates. Nearly every 60 minutes, conference calls, lead by **Thom Chawluk**, senior director (East) at CNOC, provided key Amtrak personnel from Operations, to the Call Centers, to Corporate Communications the latest information throughout the crisis.

Amtrak Operations worked through the night to get passengers to accessible destinations safely. Train service to and from New York's Penn Station, which had no commercial power and was closed to the public for some time, was suspended for hours. Because Amtrak could not get trains from Boston to New Haven, arrangements were made to return southbound trains already in route from Boston back to Boston. Several trains at Newark, NJ, were turned to go south, a considerable challenge since the outage spared the catenary, but not the signals. Some of the equipment slated for that evening's *Clocker*, *Keystone* and *Regional* rush-hour service was trapped at the darkened Sunnyside Yard in New York. The rush-hour

timing of the outage made things all that much more complicated.

By 8:30 p.m. Thursday night, only very limited service in and out of Penn Station was available. Amtrak crews worked long hours, to the point of being unable to cover their jobs for the next day. Meanwhile, Amtrak continued to publicly urge passengers in the Northeast to put off travel plans to New York until power was fully restored.

With still no overhead or signal power on the Hell Gate and the Metro-North lines, an abbreviated operating plan was put together late Thursday night for the following day: No service between New York and Boston, limited service between Washington, D.C., and New York; no *Clocker* service; and limited *Empire* service.

On Friday, recovery efforts were hampered not only by the slow restoration of power, but also by the shortage of available crew and equipment. Amtrak's recommendation to travelers to New York and points north to delay their plans was effective, as traffic in stations along the Northeast Corridor was light on Friday morning. Yet as news of partial restoration of power spread throughout the day, stranded

continued on page 7

Inside

2

TRAIN OF THOUGHT

Power Outage Outrage

3

Infrastructure Liability Risks

5

Orders for FY '04 Capital Project Materials Begun

6

Department Highlight: Government Affairs

2003 Congressional Timeline

8

Chicago to Detroit Track Improvements Completed

Mason Hall Receives Excellence in Diversity Award

Rensselaer Maintenance Facility Passes EPA Audit for Third Straight Year

9

PROMOTIONS IN MOTION

SERVICE UPDATE

11

EMPLOYEE MILESTONES

Employee Service Recognized

12

Southwest Chief Chosen to be Amtrak's 2004 Calendar Pin-up

VITAL STATS

FRONT LINE FOCUS

Amtrak Ink

Vol. 8, Issue 8, September 2003

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

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Amtrak Infrastructure Liability Risks

Reprinted in its entirety is the following memo from Amtrak President David 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 12,000-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 sub-structure 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 89 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, their combined 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)

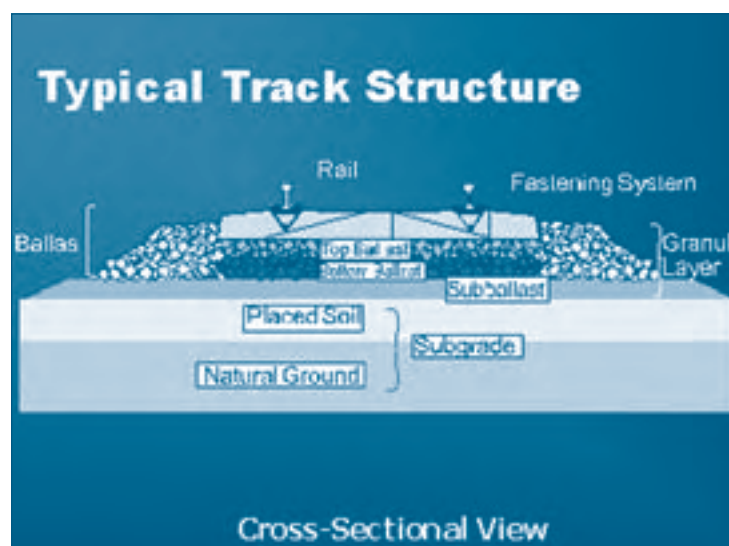
County Interlocking

County Interlocking was built in the 1950s. During that era, most of the signal tower and case wiring in the U.S. was manufactured by the Kerite 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 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.

continued on page 10



This diagram shows a cross-sectional view of typical track structure.

Amtrak Maps Financial Plan

continued from page 1

ating budget also reflects seasonal variation in headcount and reasonable vacancy rates. The headcount is budgeted to be more than 10 percent lower in September

FY '04 than was authorized in May 2002. The FY '04 operating budget also assumes reasonable labor settlements such as the recent tentative agreement with the Transportation Communications Union, and for the first time after several years an equivalent merit pool for management.

Capital Budget

The FY '04 capital budget launches the first year of Amtrak's Strategic Five-year Plan, which is designed to improve the stability of the company and to bring existing plant and equipment to a state of good repair by 2008. Here's where the \$1.8 billion request really has an impact.

Amtrak is working to overcome the result of years of deferred maintenance. Given the current state of unpredictability of Amtrak's physical plant and equipment, any significant cut in maintenance activity will result in immediate and serious complications. Deferred maintenance has led to mounting slow orders on the Northeast Corridor and costly en-route failures across the system. Continued deferral of essential capital work and the impact of service disruptions will undo the progress made in restoring physical assets. It will also affect Amtrak's already limited cash resources, ultimately placing current financial discipline in jeopardy.

Amtrak President David Gunn recently sent the Board of Directors a memo illustrating examples of how years of deferred maintenance poses imminent threats to the railroad's infrastructure and the company's ability to run safe and reliable train service. (A copy of the memo is reprinted in this issue.)

One of the many examples is the overhead electrification in the south end of the Northeast Corridor. "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," Gunn explained in the memo.

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 overhaul 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 Café/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-7s. Maintenance and overhaul of 35 additional locomotives are scheduled to take place in FY '04.

Amtrak's FY '04 capital infrastruc-

ture 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.

"While 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 .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

continued on page 5

FY '04 Production	
Beech Grove Locomotive Shop	
Equipment	Quantity
P-40/42 Overhaul	37
P-32DM Overhaul	4
F59PHI Overhaul	7
GP40PH Conversion (GP38-2)	8
Locomotive Wreck Repairs	5
Beech Grove Car Shop	
Equipment	Quantity
Superliner I Sleeper Remanufacturing	36
Superliner II Sleeper Overhaul	12
Superliner II Lounge Overhaul	4
Superliner II Coach Overhaul	8
Superliner II Diner Overhaul	5
Superliner II Trans Sleeper Dorm Overhaul	10
Total Superliner	75
Horizon Café Remanufacturing	17
Baggage Car/F40 Cab-Bag	36
Car Wreck Repairs	10
Wilmington Locomotive Shop	
Equipment	Quantity
Diesel Switchers/Work Overhaul	8
HHP-8 Three Year Light Overhaul	8
AEM-7 Overhaul	7
AEM-7 Three Year Light Overhaul	11
Locomotive Wreck Repairs	1
Bear Car Shop	
Equipment	Quantity
Amfleet I Café/Club Remanufacturing	70
Amfleet I Coach Overhaul	47
Amfleet II Coach Overhaul	21
Cab Car Overhaul	2
Wreck Repairs	10
Total Amfleet	150
M/W Work Equipment	50
Decal Program	100
Flat Cars — Wheel Carrier	3

Amtrak Maps Financial Plan

continued from page 4
the same rate for state-supported Amtrak services,” said Gil Mallery, vice president of Strategic Planning and Contract Administration. “Many states will have a higher contribution than last year and despite the fact that states are going through severe fiscal crisis, all states have secured support from their legislatures to maintain their current levels of existing service in ‘04,” said Mallery. “It is a testament to the public’s support for rail that we have been successful in this endeavor.”

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).

“It is a testament to the public’s support for rail that we have been successful in this endeavor.”
Gil Mallery, Vice President of Strategic Planning and Contract Administration

In his memo to the Board of Directors, Gunn noted, “As you know, I have been insistent that our Five-Year Capital Plan be progressed regardless of Amtrak’s long-term status. We are ordering long-lead time materials. We have reactivated our TLS (Track Laying System) and with it 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.”

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 of 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 manufac-

turers 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:

FY ‘04 Capital Program Advance Material Orders

Quantity	Item	Approximate Value
100	Track Miles of Continuous Welded Rail	\$13.0M
190,000	Concrete Ties	\$14.5M
20,000	Wood Ties	\$.7M
60	Turnouts, Crossovers, Crossings, and Mitre Rail	\$7.6M
100	Transformers and Circuit Breakers	\$9.5M
81	Switch Machines, Switch Layouts, and Associated Signal Cable	\$2.0M
34	Units of Maintenance of Way Work Equipment, e.g. Tampers, Cranes, Ballast Cars (Upgrades), Catenary Vehicles	\$5.0M
50	Units of Maintenance of Way Automotive Equipment, e.g. Track Inspection Vehicles, Boom Trucks, Grapple Trucks, Rotary Dump Trucks	\$7.6M
Multiple	Capital Spares for High-Horse-Power (HHP) Locomotives	\$4.0M
8	Engines for MP-15 Switcher Locomotive Overhauls	\$1.0M
21	Engines for F-59 Locomotive Overhauls	\$5.3M
8	Transformer Re-insulations for AEM-7 Diesel Car Overhaul	\$2.8M
744	Club Seats for Amfleet and Horizon Upgrades	\$2.0M
82	Dry Storage Modules for Amfleet Upgrade	\$1.1M
432	Shower and Toilet Modules for Superliner Overhaul	\$11.3M
600	Disaster Lighting Kits for Amfleet Upgrade	\$1.3M
100	Amfleet MGS (wheel-slide) Control Systems	\$.8M
80	Purchase of new Auto Carriers for <i>AutoTrain</i>	\$25.8M
10	Purchase of new Switcher Locomotives	\$9.3M
8	Purchase of new GP-40 Locomotives (overhauled)	\$5.8M
14	Purchase of Rail Diesel Cars	\$42.0M
Total		\$172.4M

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 Pennsylvania native said, "Our fortunes rise and fall on our credibility. Luckily, in a very short time span, our reputation has turned around because of David Gunn, and it has made our jobs much easier. Mr. Gunn spends a good deal of time meeting with members of Congress and other elected officials, and it pays off because they view him as a no-nonsense manager and straight-shooter." McHugh adds, "I really feel that I have one of the best jobs in Washington. My task is very clear and I just do the best job I can on behalf of Amtrak and everybody who works here."

"Many people ask me what they can do to help our Government Affairs office," McHugh said. "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. Secondly, we all have the responsibility each day to do our jobs and treat our passengers right. That is the biggest contri-

bution each of us can make. Among elected officials, their own experiences or those of their constituents frequently shape Amtrak's reputation. When something goes wrong, passengers write to Mr. Gunn and they write their Senator — and I hear from both of them."

While McHugh emphasizes that employees' relationships with the public

**"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

are most important to Amtrak's future, he says his staff still has a lot to do. "Nobody wants to go through the survival crisis of the last few summers again, not even our biggest critics," McHugh said. "We had to do it, but it was incredibly distracting. We need to get away from this yearly battle for money — our five-year plan, if approved, will give us some stability and bring the railroad to a state of good repair."

This month, the department's primary focus is the federal appropriations process. Annually, there are usually four funding levels suggested for Amtrak. They come from the White House, the 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 taking 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 219 members signed a letter endorsing \$1.8 billion for Amtrak; the most signatures of any support letter in Amtrak's history. "Given the demands for funding and its limited supply, getting this many members to sign a funding letter for Amtrak was a good sign for the level of support we enjoy," noted **Marcus Mason**, senior director of Government Affairs, and the staffer responsible for all relations with the U.S. House of Representatives.

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. "Basically, I tried to reinforce Amtrak's commitment to continue service to those communities 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. "The trip, up the Northeast Corridor from Washington to New York, was a chance for key staff to see exactly where many of our five-year plan investments are being made," said **Caroline Nielson**, senior director of Government Affairs, who is responsible for relations with the U.S. Senate. "The trip also highlighted the complete operations of New York Penn Station."

Considering the constant changeover of people in government — whether it is an administration, each new Congress, federal and state agencies, or elected officials from the communities along the line — 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 30 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.

2003 Congress

The timelines below are a snapshot of the world of the author, not the world of the reader. The timelines that take place on the Amtrak website are the ones that take place on the Amtrak website.

2003 Amtrak August 2003

February 3, 2003: The House passes the budget request, which includes \$1.8 billion for Amtrak.

February 15, 2003: The House passes the grant request of \$1.8 billion for Amtrak.

February 20, 2003: The House delays FY '03 (which includes \$1.043 billion) funding level was the deferred request.

March 21, 2003: The House passes the FY '04 Budget Request. The House vote. The House vote for Amtrak.

March 21, 2003: The House passes an amendment to the FY '04 Budget Request (which includes \$1.8 billion) that increase funding from \$900 million to \$1.8 billion, which uses the P.L. 105-271, which passes 51-49.

March 26, 2003: The House passes the FY '04 Budget Request, which assumes that Amtrak will receive \$1.8 billion.

April 11, 2003: The House passes the House Report does not include Amtrak. The Senate passes the same day by a 51-49 vote.

June 25, 2003: The House passes the Appropriations Committee report of \$1.8 billion FY '04 funding for Amtrak.

July 11, 2003: The House passes the Transportation bill, which includes \$580 million for Amtrak.

July 30, 2003: The House passes a significant amendment to the Transportation bill, which includes \$580 million for Amtrak. The House passes the Transportation bill, which includes \$580 million for Amtrak.

Next Steps: The House is expected to mark up the Transportation bill in early September. The House is expected to mark up the Transportation bill in early September.

2003 Amtrak August 2003

January 8, 2003: The National Passenger Rail Act provides \$4.61 billion for upgrades, high-speed rail, and other projects. In addition to the DOT to the DOT.

June 24, 2003: The House passes the star (D-MN), Br

Congressional Timeline

Below provide a glimpse into the complex authorization and appropriations processes on Capitol Hill. Amtrak's Government Relations Department is responsible for informing and monitoring these processes.

Amtrak Appropriations Timeline

2003

February 20, 2003: President Bush releases his FY'04 budget, which includes \$900 million for Amtrak.

May 5, 2003: Amtrak formally submits its FY'04 request of \$1.8 billion to Congress.

October 10, 2003: President Bush signs the long-term FY'03 Omnibus Appropriations bill, which includes \$1.43 billion for Amtrak. (Amtrak's FY '03 request was the equivalent of \$1.143 billion due to repayment of a \$100 million loan to DOT).

October 2003: The House of Representatives passes the Surface Transportation Budget Resolution (H. Con. Res. 95) by a 215-212 vote. The House Budget Resolution assumes \$900 million for Amtrak.

November 2003: Senator Byrd (D-WV) offers an amendment to the Senate Budget Resolution (S. Con. Res. 100) that increases the assumption for FY '04 Amtrak funding from \$900 million to \$1.8 billion. The amendment, which is tied to the President's tax cut proposal as an offset, passes the Senate by a 56-44 vote.

December 2003: Senate passes a FY '04 Budget Resolution that assumes \$1.8 billion for Amtrak by a 56-44 vote.

January 2003: Budget Resolution Conference Report is passed by a 216-211 vote. The Conference Report does not specify any assumed funding level for Amtrak. The Senate agrees to the Conference Report that assumes \$1.8 billion for Amtrak by a 51-50 vote.

February 2003: 219 House members send a letter to the House Transportation Committee urging full funding of Amtrak's FY '04 funding request.

March 2003: The House Appropriations Subcommittee on Transportation, Treasury, and Independent Agencies passes a vote on an FY '04 Appropriations bill that includes \$1.8 billion for Amtrak.

April 2003: The House Appropriations Committee passes a significantly modified version of the bill that the subcommittee passed. Changes to the bill include the increase of \$320 million in Amtrak funding to bring the FY '04 funding level up to \$900 million. Rep. James Walsh (R-PA) offers an amendment to increase Amtrak's funding to \$1.4 billion, with the tax cut as an offset, which passes by a voice vote.

May 2003: The Senate Appropriations Committee is expected to mark up its version of the Transportation-Treasury bill in early September. The House is expected to take up the Transportation-Treasury bill passed by the House Transportation Committee in early September.

Amtrak Reauthorization Timeline

2003

January 2003: Senator Hollings (D-SC) introduces the Passenger Rail Defense Act. This bill would provide \$1 billion annually for Amtrak, security for high-speed rail, and infrastructure rail improvement. The bill includes a \$35 billion authorization to provide loans and loan guarantees.

February 2003: Representatives Young (R-AK), Oberstar (D-MN), Brown (D-FL), and Quinn (R-NY) intro-

duce the Amtrak Reauthorization Act of 2003. This act would authorize an appropriation to Amtrak of \$2 billion yearly for 2004, 2005, and 2006.

The same representatives introduce the Railroad Infrastructure Development and Expansion Act for the 21st Century (RIDE-21). This bill would authorize states to issue \$12 billion in federally tax-exempt bonds and \$12 billion in federal tax credit bonds for infrastructure improvements for high-speed passenger rail infrastructure. In addition, this legislation expands the Railroad Rehabilitation and Infrastructure Financing (RRIF) loan program by increasing funding authority from \$3.5 billion to \$35 billion.

June 25, 2003: The Amtrak Reauthorization Act of 2003 and RIDE-21 are approved by the House Transportation and Infrastructure Committee.

June 26, 2003: Terms of Amtrak's Chairman of the Board John Robert Smith and Vice-Chairman Michael Dukakis expire. No replacements have been nominated by the President.

June 26, 2003: The Surface Transportation Safety Reauthorization Act of 2003 is approved by the Senate Commerce Committee. This Act represents the Commerce Committee's portion of the TEA-21 reauthorization legislation. An amendment offered by Senator Hutchison (R-TX) was accepted that would authorize an appropriation of \$2 billion yearly for Amtrak for six years and create a Rail Infrastructure Financing Corporation (RIFCO) as a placeholder for more detailed language to be added in the future. In effect, this amendment creates a rail title in the surface transportation bill.

July 27, 2003: The Passenger Rail Investment Reform Act of 2003 is released by the Bush administration. This bill would break up Amtrak into three separate entities, including an operating company, infrastructure company, and Northeast Corridor compact. No funding levels are identified to implement this legislation. All rail funding would continue to be available only through the appropriations process.

July 30, 2003: Senator Hutchison (R-TX) 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, establish 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 the bill this fall. The rail title will be addressed on the Senate floor once the overall surface transportation bill progresses to that point.

Senators Hollings (D-SC), Carper (D-DE), and Lautenberg (D-NJ) are working on Amtrak reauthorization legislation that they expect to introduce in September.

House Transportation and Infrastructure chairman Don Young (R-AK) is expected to seek floor time for his Amtrak reauthorization legislation and RIDE-21 in September or October.

Mitch Warren contributed this timeline.

Power Outage Outrage

continued from page 2

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* 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

grew 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 micro-processor continued throughout 2002. Previously, dispatchers controlled this area using an electric 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.



Three Oaks project Engineering employees: Front row, L to R: Signal Maintainer **Gary Hanlin**, Electronic Technician **Fred Hogue** and Radio Maintainer **Frank Britton**. Back row, L to R: Signal Maintainers **Mike Garvey**, **Jim Chaney**, **Dwaine Keeton**, **Gary Tilley**, Signal Foreman **Kevin Miller**, Equipment Operator **Ron Carpenter**, Electronic Technician **Paul Elrod** and American Railway and Airway Supervisors Association (ARASA) Communications and Signals Supervisor **Thomas Drake**.



Signal Maintainer **Jim Chaney** completes the installation of a new switch while track employees distribute ballast and install new ties at Three Oaks.

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



Gerri Mason Hall, vice president Business Diversity, is awarded the Savoy Professional Excellence in Diversity Award.

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.

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

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, Amtrak 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 Southern California's commuters broader travel options," said **Brian Hart**, Sales and Marketing associate in Los Angeles. "The increased connectivity and joint ticket acceptance between the two

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

New York, NY	Sacramento, CA	Providence, RI
Philadelphia, PA	Wilmington, DE	Metropark, NJ
Washington, DC	San Diego, CA	Bakersfield, CA
Chicago, IL	Albany-Rensselaer, NY	Route 128, Westwood, MA
Boston, MA	Seattle, WA	Oakland, CA
Newark, NJ	BWI Airport, MD	Solana Beach, CA
Triton, NJ	Emeryville, CA	New Carrollton, MD
Los Angeles, CA	Portland, OR	Boston Back Bay, MA
Princeton Jct., NJ	New Haven, CT	Lorton, VA
Baltimore, MD	Milwaukee, WI	Stamford, CT

Service Update

Nappanee Station Renovation Complete

Amtrak Director of Government Affairs **Ray Lang** (foreground, second from right); Nappanee 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 1908. In 1995, the city of Nappanee received two grants; a Build Indiana Fund Grant for \$50,000 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

continued from page 3

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

from the dispatching center in New York. With new equipment, Dock will be a reliable installation. There are two additional manned towers between Philadelphia and New York. Union and North Philadelphia towers are much the same as Dock. They also have TC Green wiring and outdated equipment. They are also scheduled to be replaced in the five-year plan, which will lead to better reliability and a reduction of operating costs by eliminating the need for around the clock operators and allow us to remote control them from our dispatching centers.

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. 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+ years 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



This suspended (floating) catenary on the Hell Gate Line has been in service since the early 1930s.

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

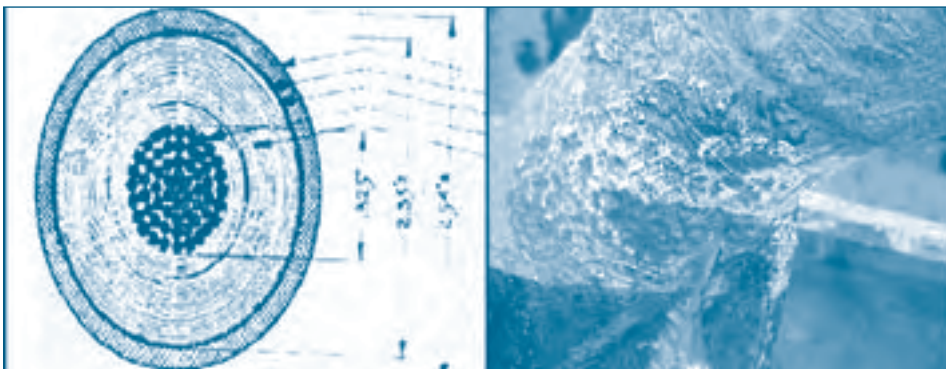
During the recent commercial power blackout of 2003, one of three 12,000-volt cables feeding power from Sunnyside Yard in Queens to Manhattan's Penn Station complex failed. The three cables were part of the original electrification system installed by the Pennsylvania Railroad in 1935. Another of these 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 transmissions 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.



A 70-year-old electric power feeder cable shows deterioration.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary August 2003

ANDERSON, FRANK
Chicago Metro District

BAYLIES, DONALD
Empire/Albany District

CAMPOS, ROLANDO
New York District

CONARD, GARY
Chicago Metro District

DEMPSEY, TERENCE
Chicago Metro District

DONOHUE, FRANK
New York District

GALLARDO, RAYMOND
Los Angeles District

LOHMAN, LAURENCE
Empire/Albany District

MARTINEZ, MARY
Los Angeles District

MELBOURNE, MICHAEL
Philadelphia District

MEYERS, CRAIG
Chicago Metro District

PIPPIN, MICHAEL
Chicago Metro District

TAYLOR JR, ROZELL
Chicago Metro District

WILKE, RAYMOND
Chicago Metro District

HALL, BETTE
New Orleans District

HIDAKA, JAMES
Twin Cities District

HONNOLL, LINDA
Philadelphia District

JACKSON, SHIRLEY
Washington, DC/HQ

JONES, DELORIS
Washington, DC/HQ

KATZ, FRED
Philadelphia District

LANGER, ROBERT
Wilmington/Bear District

LEWIS SR, LAKE
Mid-Atlantic Div/DC Non-HQ
Dist

LIZAK, ROBERT
Chicago Metro District

MARTIN, JANICE
New York District

MICETIC, VICTOR
Chicago Metro District

MURRAY, THOMAS
Seattle District

NELSON, MICHAEL
Seattle District

OWSIANY, CHESTER
Chicago Metro District

PANDIT, VIJAY
Washington, DC/HQ

PEARSE JR, WILLIAM
Washington, DC/HQ

TABET, GREGORY
Los Angeles District

WALKER, FRANK
Chicago Metro District

HAMEL, RICHARD
MBTA/Boston District

HATZOLD, JAMES
Washington, DC/HQ

HAYWARD, WILLIAM
Philadelphia District

HILTERBRAND, EDWARD
Boston District

HUGHES, CHARLES
Mid-Atlantic Div/DC Non-HQ
Dist

JENKINS, JAMES
Mid-Atlantic Div/DC Non-HQ
Dist

JOHNSON, ELMER
Baltimore District

JONES, DONNIE
Chicago Metro District

JONES, WILLIAM
Atlanta District

KEITH, BEATRICE
Philadelphia District

LANDI, STEVEN
Washington, DC/HQ

LAPENNA JR, ANTHONY
Boston District

LEWIS, WINSTON
New Haven District

MARKUNAS, WILLIAM
New Haven District

MC KINNEY, BETTY
Philadelphia District

MCNULTY, TIMOTHY
New Haven District

MITTON, JOHN
MBTA/Boston District

NACLERIO, LAWRENCE
Boston District

OAKES, ROBERT
Beech Grove District

OTT, JOSEPH
Philadelphia District

PARKER, GORDON
Los Angeles District

PESTANA, EURICO
MBTA/Boston District

SHAVERS, MABLE
Chicago Metro District

SMITH II, MCDONALD
Empire/Albany District

STUART, DENNIS
Los Angeles District

SUBERO, KENRICK
New York District

SUMMERVILLE, MICHAEL
Detroit District

WOLFORD, CHARLES
Baltimore District

YOUNG, DOUGLAS
Salt Lake City District

YUHASZ, GUS
Empire/Albany District

ZACCONI, RUDOLPH
New York District

ZELLER, EDWARD
Boston District

Retirees

July 2003

ABBOTT, JERRY
San Jose District

ANDERSON, DALE
Los Angeles District

BARKER, RICHARD
Oakland District

BEAUDRY, ARMAND
Empire/Albany District

BLAIR, FRANCIS
Empire/Albany District

BOZICH, MICHAEL
Kansas City District

BRADLEY, JAMES
Chicago Metro District

BURROUGHS, DOROTHY
Washington, DC/HQ

BURROWS, JAMES
New York District

FITZPATRICK SR, JOSEPH
Empire/Albany District

FOSCUE, STANLEY
Mid-Atlantic Div/DC Non-HQ
Dist

GRAVES JR, EDDIE
MBTA/Boston District

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. Foscue**, supervisor, Customer Service — hired April 1993; **Lawrence P. Moore**, foreman, Mail Baggage and Express — hired September 1984; and **Raymond Garnett**, lead station cleaner — hired September 1984.



Service Attendant Warren Exson (left) makes a point while talking with Amtrak President Gunn (right), who join both Exson and Train Attendant Alonzo Blake to congratulate them while on their last trip before retirement.

Passenger Wayne Bender on the Road Again



While waiting to complete another leg of his around-the-country Amtrak trip, Chicago area resident Wayne Bender chats with Amtrak President David Gunn in the ClubAcela lounge at Union Station in Washington, D.C., last month. A rail fan, Bender worked the Springfield to New Haven run on the New Haven Railroad for 21 years. The 102-year-old, who travels on his own, plans to take more train trips in the future.

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 combination of bright sunlight and 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 this photograph will become available on www.amtrak.com/store in October for \$7 each.

FRONTLINE FOCUS

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 passen-

gers 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.

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 November Issue October 8, 2003

For the December Issue November 7, 2003

VITAL STATS

for July 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	4.9	(goal) 3.8	3.9
Ridership	2,223,358	2,129,697	19,565,947	19,922,338
Total Expenses	\$275,324,000	\$273,523,000	\$2,786,400,000	\$2,661,141,000
Total Operating Revenue	\$179,283,000	\$172,112,000	\$1,837,477,000	\$1,734,808,000

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 8 • Issue 9 • October 2003



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 news-



continued on page 11

27 Cars Returned to Service in FY '03 21 Slated to be Returned in FY '04



Thanks to the hard work and dedication of mechanics at Bear Car Shops and Beech Grove Maintenance Facility, 27 cars were returned to service in FY '03. Of these 27 cars, 22 had been involved in accidents and the remaining five were non-wreck cars, which had been in storage for up to two years at the Bear Car Shops.

During FY '03, Beech Grove mechanics achieved their goal of returning 14 wrecked cars to revenue service.

The last three cars completed in FY '03 from Beech Grove are Superliner I Dining car 38037, Superliner II Dining car 38060 (top) and Superliner II Lounge car 33034, wrecked in the March 2001 California Zephyr derailment in Nodaway, IA.

In FY '03, Bear mechanics returned to service 13 previously wrecked or damaged cars. Of the 13, they repaired eight wrecked Amfleet cars, exceeding their FY '03 goal of seven. The final car released from Bear in September was Cab car 9641 (bottom). The Cab car sustained damage to the right front corner during a March 2003 yard move in Boston.

The heavy-duty maintenance shops are projected to return 21 cars to revenue service in FY '04. Bear Car Shops will repair and release one non-wreck and nine wreck cars, and Beech Grove is scheduled to return 11 cars to service.



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 seen regular overhauls 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

continued on page 5

TRAIN OF THOUGHT

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 I 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



David L. Gunn

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 that 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

continued on page 12

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



The wheel truing pit is sized up by construction workers.

Inside

4

Amtrak Merchandise on Trains
New On-board Route Guides

6

Secaucus Transfer Station

8

Red Caps Give Passengers a Lift

9

Amtrak Wins Award for 'Julie'
EMPLOYEE MILESTONES

10

PROMOTIONS IN MOTION

11

September 11 Observance
California Railroad Safety Week
The 2004 Amtrak Wall Calendar

12

PS&SAs Ceremonies Schedule

Amtrak Ink

Vol. 8, Issue 9, October 2003

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 motor-coach 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.



The cover of Amtrak's Fall/Winter System Timetable features the California Zephyr traveling near Granby, CO, and highlights Amtrak's Web site, www.amtrak.com.



The timetable includes a new section on how to book your trip on Amtrak, which offers information about making reservations, through www.amtrak.com and "Julie," Amtrak's automated agent, as well as ticketing options such as Quik-Trak and advance payment.

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.

While the system map was previously often overlooked at the back of the timetable, this timetable features the four-color system map behind the front cover. The map gives customers a sense of Amtrak's system-wide services and augments the station location directory by including a quick reference for finding the page for a particular train route.

Sections dedicated to how to use the timetable and purchase tickets give clear instructions about Amtrak's efficient sales channels, including www.amtrak.com, Julie (Amtrak's voice response agent) and Amtrak Quik-Trak Ticketing Express service.

Amtrak terminology can be intimidating to first-time riders. What is a Quiet Car? What is a Superliner? Who is Julie? Answers to the most commonly asked questions are listed in a glossary. A section on tips for traveling on Amtrak helps passengers enhance their travel experience by offering suggestions about safely walking through the train, traveling with children, and dining choices on board.

The innovative design and informative content was developed by Marketing Operations Support Manager **Linda Park-Verdi** and Marketing Operations Support Group Manager **Joe Wenclawiak**.

"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. We had a great team in this production process," 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 Lim**. "The response from passen-

gers 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 goods, 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.



Workers pour concrete into the new trainwasher walls at the Oakland Maintenance Facility.

Oakland Maintenance Facility One-third Complete

continued from page 2

formed and the train washer location is nearly two-thirds complete.

The new Amtrak facility will permit servicing and inspection of the entire trainset, including locomotives. Currently, locomotives are sent to the UP facility in Roseville or to Amtrak's Los Angeles facility for locomotive wheel truing and wheel changing.

When completed, the facility will provide maintenance and repairs for 17 locomotives, as well as continued maintenance on 78 California Cars that are stationed in Oakland.

"The facility's layout will provide improved daily turn-around service for the *California Zephyr*, *Capitols* and *San Joaquin* trains, because everything needed is within the facility. We no longer have to go

out on the main line to turn trains, or send equipment out for these repairs," said **Steve Greene**, mechanical superintendent, Oakland, CA.

Included in the design of the facility are features that will improve maintenance practices, enhance parts storage and control, and provide adequate storage tracks. "Because Amtrak will control its train movements within the Oakland property, crews will be able to perform their tasks with increased productivity," said Master Mechanic **Gerry Mescal**.

Last November, Amtrak and the state of California broke ground on the jointly funded \$65 million Oakland maintenance facility. The project is scheduled for completion in October 2004.

The chart below outlines some of the project highlights from August through September 2003:

- Completed South And North 5th Street Parking Paving, Striping And Fence.
- Grade Slab For Sewer Truck Building And Started Retaining Wall.
- Completed Drop Table Concrete Slab And Pile Caps And Installed Drop Table Pit Access Stairs.
- Completed Wheel Truing Pit Base Slab.
- Excavated Mechanical Building Area.
- Set Concrete Ties, Removed Existing Track And Set Rail At WYE.
- Install Soil Nail Wall For Retaining Wall.
- Completed Concrete And Retaining Wall For Fuel Tank Area.
- Completed Underground Work Between Fuel Tank And S&I Area.
- Completed Rinse Slab, Curb And Equipment Pad And Set Trench Drains.
- Completed Breaking Piles, Concrete Work, Electrical Mechanical And Plumbing Grid.
- Completed Base Slab For Exit Corridors And Split Rail Pit At S&I Building.

FY '03 in Review

continued from page 1

of the year. Bear mechanics also met their goal to have 10 Amfleet interiors upgraded.

In addition, 20 of the 21 Amfleet cars scheduled for overhaul were completed in the six-month cycle at the end of the year. Seventy-nine of 90 couplers and draft gear overhauls scheduled were performed and over four hundred and thirty of the 500 Amfleet cars scheduled for new exterior decals were done.

In addition to the planned work schedule, the Bear shops completed an unscheduled project that involved replacing interior cushions on over 110 Amfleet cars and tooled-up four AEM-7 brakes.

Beech Grove Locomotive and Component Shops

All 14 scheduled Superliner wreck repairs were completed and the cars returned to service, and two of the three Heritage Dining cars slated for overhaul were returned to service. In addition, mechanics completed overhauls on all 18 Heritage car air conditioners that 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 mechanical forces also completed an unscheduled project of replacing interior cushions on 50 double-decker Superliner cars.

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 12 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, the divisions have also accomplished 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



Locomotive 620 is the first of the old E-60s that were dismantled and sold for scrap.

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.

FY '03 track program accomplishments include the following:

- Renewed 38 track miles with 100,000 concrete ties
- Replaced 9 track miles with continuous welded rail
- Undercut 24 track miles
- Installed 44,800 wood ties in 61 track miles
- Replaced 1,856 timbers at 11 interlockings
- Completed renewal of Menlo Interlocking and 3 turnouts on the NEC and partially reconfigured 3 interlockings

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 undergrade 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 undergrade 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 to Washington Union Terminal and to the Rensselaer 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 Brayton 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

continued on page 9

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 solution to meet the interstate and intrastate demand. Complicated by an aged commuter rail system built in the 1800s, the rail network in New Jersey was largely dysfunctional and in a state of disrepair. The Secaucus Transfer Station was an obvious part of the solution, but it did not come quickly or easily.

Secaucus Transfer Station

On weekdays, over 400 eastbound and westbound Amtrak and New Jersey Transit passenger trains run in and out of New York on the upper-level Amtrak NEC track of the Secaucus Transfer Station, while 113 daily runs of the Main, Bergen County and Pascack Valley Line, run underneath the NEC on NJT's intersecting lines. On the NEC level, two through-main tracks and two addi-

tional station tracks serve three high-level station platforms, each approximately 12 car-lengths long.

On the lower ground level, NJT's Main, Bergen and Pascack Valley Lines merge to the north of the facility into four tracks running through two high-level island platforms in the station. Connecting passengers use escalators, stairs or elevators to a third, upper-most concourse level, pass through a card-reading fare barrier and then move down to the appropriate level for their connection.

Originally conceived strictly as a rail connection station, the transfer station was designed and constructed to ultimately support massive overbuilds (shops, restaurants, and office buildings), providing a site for significant real estate development.

Of the two track levels, the Amtrak NEC level is by far the busiest. Currently, 21 weekday trains pass through the facility per hour in the peak travel direction, with 10-15 trains per hour in the reverse peak direction. With the advent of weekday train service through Secaucus at the end of the year, 22 to 23 peak direction trains are expected to run through the facility per hour, with several moving to the tracks at the inner platform, stopping to handle connecting passengers and then merging back out into the NEC flow. Currently, four to five Amtrak trains pass through Secaucus in both directions during peak travel periods each hour.

Full weekday service awaits resumption of the PATH (Port Authority Trans-Hudson) service between Newark and the World Trade Center, which was severed on September 11,

2001. 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 interlockings — 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" Bernaski**.

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.

I Connectivity

outages were limited to one track for five hours each night and to a few 55-hour weekend track outages limited to one track for short distances. Construction managers knew that these windows did not provide enough time for critical tasks, such as pile driving on the right-of-way, so alternatives were sought to maximize time – any time – available for work.

The search for work time meant that many outage times were measured in minutes between trains, even at night. Relying on experience with projects requiring time-critical track and power outages, Amtrak forces established a regular night field train dispatcher position whose territory focused on the three miles surrounding the project area.

Located at Bergen Interlocking, less than half a mile from the station site, the Bergen field dispatcher coordinated traction power and track outages with project management, engineering foremen and contractor personnel, arranging for track protection between train movements when necessary. Several total traction power and track outages on both main tracks to drive piles, move steel beams, place catenary cross beams, build the catenary system over new tracks and alignments, and erect signal bridges were successfully accomplished between late-night trains. The night dispatcher was instrumental in protecting work areas and ensuring safe train movements through the area.

New Technology

With only two tracks in use in the area prior to the project's construction, Amtrak and NJT developed a sophisticated signal system to safely and expeditiously facilitate train volume. The High Density Interlocking-Signal System (HDIS) was put into action to allow trains to operate through the area, with as little as two minutes apart and at speeds of up to 90 mph. Combined with high-speed 80 mph switches to and from the station, and with as flexible a track layout as geometry permits, the area is now equipped to handle a high number of train movements — almost one train in either direction every other minute.

"A new track and signal system design was necessary to allow trains

to make station stops at Secaucus without causing delay to through-Amtrak and NJT trains," explained Galloway. "The detailed configuration of this intricate system was critical to the movement of so many trains through the area."

The 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



A New Jersey Transit train travels through the station on the Northeast Corridor.



View of station overlooking the Main Line tracks that lead to the Secaucus Transfer Station. The NJ Turnpike is shown in the foreground.

Left (opposite page), the Secaucus Transfer Station plans include mixed-use commercial development above the transfer station, which will expand the complex to 3.6 million square feet.

Below, the Secaucus Transfer Station is a central location for rail commuters to transfer to all rail lines serving northern New Jersey.

with the typical three month timeline," added **Walter Peters**, senior director, Network Schedules. "Almost every train Amtrak runs to New York was rescheduled to fit into the new plan," said Peters.

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

Red Caps Add Value to Amtrak Service

Navigating Chicago Union Station can overwhelm 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 walk into the station and recognize 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



Red Cap Mark Owsiany positions the wheel chair lift to assist a detaining Cardinal passenger.

through the two-foot gap between the luggage cart and the people mover and wary of passengers boarding or detaining 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 wheel chair lift for passengers detaining 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 in 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."



After arriving in Chicago on the *Capitol Limited*, passenger Bette Clifford and her three sisters sit in the people mover while Owsiany takes them to check their baggage on their connecting train.

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.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary September 2003

BAUMGART, VINCENT
Beech Grove District

CARPINTERO, ENRIQUE
Chicago Metro District

CLAPP, KENNETH
Baltimore District

COLICCHIO, GREGORY
Philadelphia District

CONNER, WILLIAM
Beech Grove District

COWAN, DAVID
Los Angeles District

DEETER, GARY
Beech Grove District

DELGADO, RAUL
New Orleans District

DONOVAN, WILLIAM
Wilmington/Bear District

DUPRE, PAUL
New Orleans District

DURKOVIC JR, RUDOLPH
Chicago Metro District

ERTZ BERGER, CHARLES
Empire/Albany District

EWING, RICHARD
Wilmington/Bear District

FERGUSON, PAUL
Mid-Atlantic Div/DC Non-HQ Dist

GOODLET JR, JAMES
Beech Grove District

HAMILTON, LESLIE
Los Angeles District

HEFFNER, MATTHEW
Empire/Albany District

HENDERSON, WADE
Wilmington/Bear District

LOPEZ, STEVEN
Los Angeles District

MCALISTER, ROY
Baltimore District

MEJIA JR, LAWRENCE
Los Angeles District

MERCIER, DAVID
Empire/Albany District

MOORE, MITCHELL
Philadelphia District

MORRIS, DARRELL
Beech Grove District

PALUMBO, MICHAEL
Mid-Atlantic Div/DC Non-HQ Dist

SCATASTI, JOSEPH
Wilmington/Bear District

SMITH, KEVIN
Chicago Metro District

STAMPS, JIMMIE
Chicago Metro District

STEVENS, MARK
Baltimore District

VANSANT, BARRY
Wilmington/Bear District

WATERS, TONY
Wilmington/Bear District

30 Year Anniversary September 2003

AICHINGER, JOHN
Chicago Metro District

APPLEGATE, GEORGE
Chicago Metro District

AYCOCK, JOHN
Mid-Atlantic Div/DC Non-HQ Dist

BIANCHI, HELEN
Philadelphia District

BRYANT, PATRICIA
Philadelphia District

DOYLE, MICHAEL
Philadelphia District

FREUNDEL JR, JOHN
Washington, DC/HQ

GOSSARD, STEPHEN
St. Louis District

HANSEN, PATRICIA
Philadelphia District

HODGE, DOROTHY
Wilmington/Bear District

JABLONSKI, FREDERIC
Miami District

LOFTON, WANDA
Washington, DC/HQ

MULLINGS, MICHAEL
Washington, DC/HQ

PECK JR, ROBERT
Washington, DC/HQ

PHILPOT, GLORIA
Wilmington/Bear District

VILAS, MARYANN
Philadelphia District

POWANDA, BETTY
Washington, DC/HQ

SABO, THOMAS
Philadelphia District

SHARPE, NANCY
Jacksonville District

WASHINGTON, ELNORA
Mid-Atlantic Div/DC Non-HQ Dist

Retirees August 2003

BARTUCCIO, ANTHONY
Philadelphia District

BEHNKE, JAMES
New York District

BELL, JAMES
New York District

BLAKE, ALONZO
Miami District

CAMPBELL, BARTHA
Mid-Atlantic Div/DC Non-HQ Dist

CANNON, RICHARD
Philadelphia District

CASADOS, BEN
Kansas City District

CHAMPION, RONALD
Chicago Metro District

COE, ROBERT
Empire/Albany District

COLEMAN, HERBERT
Jacksonville District

COOPER, JOSEPH
Jacksonville District

CORDOVA, JUAN
New Orleans District

DIN, KARUM
Los Angeles District

DIPALMA, GILBERT
New Haven District

EXSON, WARREN
Jacksonville District

GREYEAGLE, GWENDOLINE
Los Angeles District

HART, LOIS JEAN
Philadelphia District

HASTINGS SR, JOHN
Philadelphia District

HOWARD, QUEENA
Washington, DC/HQ

JOYCE, JOHN
Washington, DC/HQ

KNIGHT, ELIZABETH
Chicago Metro District

MUSSIONTON, DANIEL
Philadelphia District

NELSON, ALLAN
Beech Grove District

PEARSE JR, WILLIAM
Washington, DC/HQ

RATCLIFFE, PAUL
Washington, DC/HQ

SONG, TAE WI
Los Angeles District

STONE, JAMES
New York District

WOODS, GERALD
Philadelphia District

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 touch-tone 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 Coatney**, 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**.

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

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.



The companion certificates are valid for Business class on *Acela* and *Metroliner* service and Coach on all other trains. Passengers traveling through Dec. 22, 2003, will be eligible to receive the companion certificate. Certificate reservations must be booked between Nov. 8, 2003, and Dec. 16, 2004, and are valid for travel Jan. 5, 2004, through Dec. 16, 2004.

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 Kids 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 Clafflin**, 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 Joaquin on a field trip to the state capitol in Sacramento.

September 11 Observance at Penn Station



Members of the Amtrak Police Department Pipe and Drum Corps join New York Division employees and the general public at Penn Station to honor those who

perished on Sept. 11, two years ago. The observance included a wreath-laying ceremony and white carnations offered to customers.

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. Although revenues are below budget by 10.5 percent and last year by 6.7 percent, improvements are being made on the revenue side.

August capped Amtrak's summer travel season with about 2.2 million trips, up 7 percent from last year. Had the railroad not been affected by the power outage, it would have set yet another ridership record in August. Starting in March, Amtrak had recorded monthly ridership records for five consecutive months.

While the power outage caused an estimated loss of 50,000 trips (31,000 of which were on *Regionals* 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*, *Hiawathas*, *Illini*, *Heartland Flyer*, and *Pacific Surfliners* contributed to the strong performance of the short-distance trains.

Also worth noting in August is that fare changes that went in effect at the end of July were already showing results. August was the first month that long-distance train revenues exceeded last year's. Overall, long-distance train ridership was up 14 percent over last year. Eleven of the company's 16 long-distance routes made double-digit gains in ridership. The *Silver Meteor*, *Auto Train*, *Texas Eagle*, and *Sunset Limited* were among the more notable contributors. Ridership on the *Pennsylvanian* continued its meteoric rise with a gain of 106 percent over last year, which is attributable to the change from a Chicago — Philadelphia service to a Pittsburgh — New York service.

THE 2004 AMTRAK® WALL CALENDAR



Order your 2004 **full-color** wall calendar featuring the Amtrak® *Southwest Chief* as photographed by Billy Turney, winner of the Amtrak "Picture Our Train" Wall Calendar Photo Contest.

Dimensions: 23.5 x 34 inches vertical
Price: \$7.00 each (bulk quantities and pricing available)

Call 1-800-400-1229 or visit
www.amtrak.com/store for details.



Amtrak is a registered service mark of the National Railroad Passenger Corporation.

California Railroad Safety Week



In a statewide effort to raise public awareness about motorist and pedestrian fatalities and incidents at highway-rail crossings in California, Amtrak, Metrolink, the Metropolitan Transit Authority, Caltrans (California D.O.T.) and Operation Lifesaver kicked-off Railroad Safety Week, September 8-14, 2003. California Assembly Member Longville introduced concurrent resolution number ACR 130 to officially dedicate this week to railroad safety.

Pictured, left to right: Eric Jacobsen, president, California Operation Lifesaver, **Lois Cunning**, chair, Southern California Operation Lifesaver, and **Richard Phelps**, general superintendent, Southwest Division, inspect one of the wrecked cars on display in Los Angeles during Railroad Safety Week.

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.

The contract provides for wage increases equivalent to those in the arbitrated TCU National Freight settlement. After rolling in the full existing 75-cent COLA, Amtrak TCU employees will receive a 3.5 percent wage hike on Oct. 1, 2003, followed by increases of 3 percent on July 1, 2004, and 3 percent on Oct. 1, 2004. The wage agreement runs through Dec. 31, 2004.

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.

FRONT LINE FOCUS

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 independently and with tremendous caring and filled the bus with north-bound travelers. They then (went) so far as to coordinate with the driver to stop in Stamford!

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*.

VITAL STATS

for August 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	4.8	(goal) 3.8	4.0
Ridership	2,130,080	2,174,370	21,696,028	22,096,708
Total Expenses	\$267,020,000	\$260,167,000	\$3,053,419,000	\$2,921,307,000
Total Operating Revenue	\$178,123,000	\$164,015,000	\$2,015,601,000	\$1,898,822,000

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

Train of Thought

continued from page 2
although they experienced delays or other unforeseen events, the high-level of on-board and in-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.

President's Service & Safety Awards Ceremonies to be Held Systemwide

This year, Amtrak President's Service & Safety Award recipients will be honored at nine events (listed below) held throughout the Amtrak system. In addition, employees celebrating their 30-year anniversary in 2003 will also be recognized.

President's Service & Safety Awards Ceremonies

Location	Date
Chicago	Tuesday, Oct. 7
Seattle	Friday, Oct. 10
Sacramento	Monday, Oct. 13
Los Angeles	Wednesday, Oct. 15
Boston	Tuesday, Oct. 21
Philadelphia	Thursday, Oct. 23
Jacksonville	Tuesday, Oct. 28
Washington	Wednesday, Nov. 12
New York	Thursday, Nov. 13

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

Amtrak ink

Volume 8 • Issue 10 • November 2003



Beech Grove Mechanics Work Toughest Wreck This Year



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.



Amtrak Breathes New Life Into Idle Equipment and Parts

With a lot of initiative and new-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.

continued on page 2

Amtrak Ridership Tops 24 Million for the First Time

*Amtrak's Back-to-Basics Approach Continues
to Simplify Train Travel, Attract Riders*

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 *Pennsylvanian*, 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 included:

<i>Pacific Surfliner</i>	26 percent
<i>Pere Marquette</i>	22 percent
<i>Texas Eagle</i>	20 percent
<i>Silver Meteor</i>	15 percent
<i>City of New Orleans</i>	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

continued on page 6



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



David L. Gunn

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.

P.S. 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, coffeemakers, 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.



Coach Cleaner Tommie Hill fills the potable water tank of Heritage Diner 8559 before it departs for New York on Oct. 15.

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.

Inside

2

TRAIN OF THOUGHT

3

FY '03 Closed with Over \$5.5 Million From Surplus Equipment Sales
Hurricane Isabel Strikes with a Vengeance
Amtrak Gears Up For Thanksgiving Travel

4

Amtrak releases FY '04 Goals

6

Operation Lifesaver Workshop Features Disaster Drill at Beech Grove

7

Seniors at AARP Convention Get Advice from Amtrak Advocate
Amtrak's Pacific Surfliner Celebrates Ridership Milestone
Rockettes Kick Off Amtrak Promotion
EMPLOYEE MILESTONES

8

Open Enrollment for 2004 Benefits
Front Line Focus
VITAL STATS

Amtrak Ink

Vol. 8, Issue 10, November 2003

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

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
525 W. Van Buren St., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

FY '03 Closed with Over \$5.5 Million From Surplus Equipment Sales

The removal and sale of 370 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



Tool car 17073, used to haul tools and supplies, was scrapped after being removed from the Wilmington Maintenance Facility on July 18.

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

Equipment Sold in FY '03

93 F-40 locomotives
54 Santa Fe cars
43 Heritage cars
12 switch engines
71 material handling cars
40 maintenance-of-way equipment
28 wrecked cars
3 wheel cars
3 E-60 locomotives
5 baggage/box cars
11 Turboliner cars
6 Metroliner cars
1 auto carrier

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.

Thom Chawluk, senior director, Eastern Region Operations, Chris Jagodzinski, senior director Western Operations, and Bruce Van Sant, director, Fleet Planning, began the difficult task of identifying which trains would be held at what locations and, in some cases, would then be turned to provide other service. The Crew Management staff worked closely with field supervisors to ensure trains were properly staffed. Don Cushine, senior director, System Operations, handled support issues.

On Thursday, at 7 a.m., an open telephone line to field operations staff was established at CNOC and monitored on a 24-hour basis by the CNOC crew. As train services were altered, the information was shared in real-time with field staff.

And as field conditions changed, that information was shared in real-time with the CNOC crew. During scheduled updates, approximately 15-20 CNOC staff members would participate in the call. Other times, there would be a minimum of two to three individuals at CNOC on the call, standing by to alert everyone in case of last-minute changes.

Also at CNOC, on a 24-hour basis, were representatives from Engineering and the Amtrak Police department. The Engineering department, led by Joe Guzzi, division engineer, Mid-Atlantic Division, had another open telephone line that was also monitored nonstop. This line was one of the most critical to the success of the

continued on page 5

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.

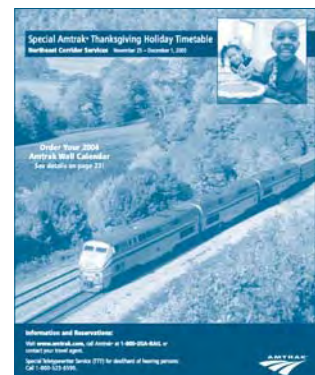
This Thanksgiving, travelers in the Northeast can benefit from 70 additional trains operating on Amtrak's *Acela Express*, *Metroliner*, *Regional*, and *Empire Service*. Twenty-six of these trains are *Acelas*, a significant increase in

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)

- Publish a Workplace System Safety Management Plan online and a System Safety Handbook for distribution to promote safety awareness, hazard elimination, and injury prevention

Operations Planning

- Reallocate 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 HHP8 light truck COT&S
- Continue light overhauls
- Order replacement and rebuild 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

- Improve reliability of fleet for passengers, crews, OTP, and safety

Engineering

- Reduce Level 1 defects per mile by 5 percent; reduce Level 2 defects per mile by 10 percent
- Achieve FRA reportable injury ratio goals; reduce operating rule violations
- Implement a "morning after" labor reporting system to improve daily management of straight time and overtime
- Complete planned work on track, catenary, communications and signals, and structures

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

Labor Relations

- Reach wage & rule contract settlements
- Continue labor/management committee efforts on the Joint Medical Administration Committee (JMAC)
- Hold 30 training sessions with line and staff officers to increase knowledge and effective use of the labor agreements to improve

productivity and service, while minimizing incorrect application of agreement rules

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 rescenter 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 costing 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

each major business department's and for the most effective systems at the least cost; continue to move toward a workforce that is predominately 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



Isabel cleanup by the Mid-Atlantic Division Electric Traction continues. Assistant Division Engineer Jack Evans (white hat, right) and Supervisor Ken O'Neil (white hat, center, talking on the mobile phone) and their team were on the job throughout the storm.

The Sound and the Fury

Hurricane Isabel Strikes with a Vengeance

continued from page 3

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

continued on page 6



Standing on the track at the scene of the mock crash, Beech Grove Police Chief Elbert 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.

Operation Lifesaver Workshop Features Disaster Drill at Beech Grove

Showing their commitment to help eliminate grade crossing collisions, employees at Amtrak's Beech Grove Car Shops participated in a Mass Casualty Mock Disaster Drill as part of Operation Lifesaver's Region Four Workshop. Sixty workshop participants attended the Sept. 18 drill to see firsthand what takes place in the aftermath of a train and vehicle collision.

Beech Grove Superintendent Lew Wood hosted the drill to help educate Operation Lifesaver (OL) members about safety at railroad crossings. The drill also provided local emergency response teams an opportunity to practice their skills in a passenger train disaster scenario.

The exercise, spearheaded by Beech Grove Safety Manager Jim Goodlet with assistance from Amtrak Claims Representative Parrish Gross, included a Superliner Dining car and Sleeping car, an Amtrak locomotive, and a wrecked vehicle.

Officers from the Beech Grove Police Department and the Beech Grove, Perry Township and Franklin Township Fire Depart-

ments responded to the scene. Emergency responders found volunteer students from Beech Grove High School, painted with fake blood and posing as the victims injured in the collision and Indianapolis Service Manager Dave Dudley in the locomotive as the injured engineer. Sergeant John Keller and other Amtrak Police officers assisted in the rescue efforts and established a triage unit for the victims that were removed from the vehicle and train.

Beech Grove employees from all crafts helped set up the collision scene and video footage was taken by Safety Coordinator Jerry Toller that will be used by the participating emergency response teams for training purposes.

Operation Lifesaver is a nationwide program dedicated to eliminating grade crossing collisions. Indiana OL State Coordinator Tom Kinser thanked the Beech Grove team for making the drill, which was covered by local news stations, "a huge success."

Jim Goodlet contributed this story.

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 subsiding, 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

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 across the country, and promotes straightforward, low fares for specific city-pairs throughout the year. By eliminating the past practice of offering seasonal discounts, customers may now travel whenever and wherever they want, taking advantage of competitive and

straightforward prices. Because the advertising campaign is designed to educate customers about Amtrak's services and destinations, Amtrak's advertising now mostly appears in major newspapers, better allowing Amtrak to reach customers and providing more detailed information about fares and destinations.

In other back-to-basics adjustments in October, Amtrak expanded the peak and off-peak periods on *Acela Express* and *Metroliner* service to Monday through Friday and decreased fares on the *Keystone* service. To stimulate local commuter traffic, passengers traveling between Philadelphia and Harrisburg on these trains now benefit from fare reductions from 25 percent to 55 percent.

Passenger-type Discount to be Made Standard

Yet another step designed to simplify Amtrak travel for passengers will be the January 2004 adoption of a standard 10-percent passenger-type discount for seniors and affiliated membership organizations such as Student Advantage, Veterans Advantage, and seniors. (Amtrak's 50-percent discount for children and the 15-percent disabled and mobility-impaired discount will be unaffected by this change.)

Amtrak Ink will continue to provide updates on the railroad's ridership performance and back-to-basics marketing approach throughout the new fiscal year. Look for coverage of the railroad's year-end financial results in the next issue of *Amtrak Ink*.

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

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.

But, it was the round-the-clock commitment of the employees who monitored the storm, adjusted the service, manipulated 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.

Seniors at AARP Convention Get Advice from Amtrak Advocate



Doras Briggs (left), one of Amtrak's biggest supporters, appears with Marilyn Hummer, manager AARP Travel Products, at AARP's 45th anniversary celebration, "Life@50+," 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 Claudelli, and Catrina Schneiblein, 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.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary October 2003

ATWATER, BRIAN
Beech Grove District
BATTISTA, DENNIS
Boston District
BRAND, EARL
Beech Grove District
BREEDEN, STANLEY
Beech Grove District
BUENGER, CHRISTIAN
Beech Grove District
COHEN CHANEY, TERESA
Beech Grove District
COOK, GARY
Beech Grove District
DANNER, MICHAEL
Philadelphia District
DRAVES, HENRY
Chicago Metro District
DUNN, THOMAS
Beech Grove District
DURBIN, STEPHEN
Beech Grove District
FLEENER, JAMES
Beech Grove District
FUGATE, PAUL
Beech Grove District
GOULD, WILLIAM
Boston District
HADLOCK, CLIFFORD
Beech Grove District
HARBOR, JOHN
Beech Grove District
HAYDEN, JAMES
Boston District
HENRY, DONALD
Beech Grove District
HERRON, MARK
Beech Grove District
JANI, KIRTIKUMAR
Beech Grove District
JEFFRIES, WILMA
Beech Grove District
JENKINS, JOEL
Beech Grove District
LAFFEY, JOSEPH
Boston District
LEROSE, KENNY
New York District

LEWIS, DONALD
Beech Grove District
LONG, JAMESBEECH
Beech Grove District
MARTIN, CATHY
Washington, DC/HQ
MCLAREN, WANDA
Washington, DC/HQ
OATMAN, DAVID
Los Angeles District
PATRIARCA, KENNETH
New Haven District
PATTERSON, DALE
Beech Grove District
PRICE, JERRY
Beech Grove District
RICHARDSON, EDWARD
New Haven District
ROBERTS, TIMOTHY
Beech Grove District
SCORPIO, ANTHONY
New Haven District
SKILES, DAVID
Wilmington/Bear District
SOLTYS, STEPHEN
Philadelphia District
STEVENSON, STEVEN
Beech Grove District
STOUT, CHARLES
Beech Grove District
SUMMERS, JOHN
Beech Grove District
WOOD, MICHAEL
Chicago Metro District
WOODS, MARK
Beech Grove District

30 Year Anniversary October 2003

BERENGER, DEBORAH
Baltimore District
BLAIR, BETTY
Mid-Atlantic Div/DC Non-HQ Dist
BUFORD, DORMIN
Chicago Metro District
CURTIS, GAIL
Washington, DC/HQ
DALUGA, THOMAS
Chicago Metro District
GAMBREL, THOMAS
Oakland District
GAUTIER, EVELYN
Philadelphia District
HOWELL, LAURA
Washington, DC/HQ
JONES, RICHARD
Baltimore District
KARLSSON, KRIS
Seattle District
LANGOTT, JANELLE
Wilmington/Bear District
MNICHOWSKI, ALAN
New Orleans District
MOORMAN, JEANETTE
Washington, DC/HQ
MOTES JR, JAMES
Miami District
NEALY, RANDOLPH
Tampa District
O'NEAL, BARBARA
Baltimore District
ONG, PHILIP
Washington, DC/HQ
PERRY, ROBERTA
Philadelphia District
PETERSON, SHELBY
Baltimore District
PRICE, MATTIE
Washington, DC/HQ
RHYNE, LURETHA
Washington, DC/HQ
RUSSELL, DANIEL
Chicago Metro District
SIMS, DOUGLAS
Philadelphia District
TANA, ANTHONY
Washington, DC/HQ
TAYLOR CROOK, KIMBERLY
Wilmington/Bear District
VIDELA, DAVID
Los Angeles District
WALKER, CATHERINE
Baltimore District
WILSON, LYDIA
Baltimore District
WINTERBOTTOM, ARTHUR
Philadelphia District

Retirees

September 2003
BARNAK, HERBERT
Chicago Metro District
BROWN, DAVID
New Haven District
BUCZKO SR, GERALD
Chicago Metro District
CONRAD, ROBERT
Philadelphia District
CRAYTON, HARRY
Los Angeles District
EMEKA, MAURIS
Seattle District
FARLEY, ANDREW
Wilmington/Bear District
GIBSON, FRED
Los Angeles District
HAMER, WOODROW
Mid-Atlantic Div/DC Non-HQ Dist
HEADEN, JESSE
Mid-Atlantic Div/DC Non-HQ Dist
HEATH, EDWARD
Wilmington/Bear District
HILARIO, RENATO
San Jose District
HODGE, WILLIAM
Los Angeles District
JOHNSON JR, EDWARD
New York District
JOINER, WAYNE
Detroit District
LAWSON, RICHARD
Empire/Albany District
MARKS, CHRISTINE
Mid-Atlantic Div/DC Non-HQ Dist
MCCULLOCH, KENDAH
San Jose District
MOBLEY, BYRON
Los Angeles District
RIGGIN, ALBERT
Philadelphia District
STEWART, JAMES
Chicago Metro District
WALKER, CLIFFORD
Miami District
WARFIELD, NORMAN
Mid-Atlantic Div/DC Non-HQ Dist

Amtrak's Pacific Surfliner Celebrates Ridership Milestone



Celebrating the historic ridership milestone, are (left to right) Richard Phelps, general superintendent, Southwest Division; Assistant Deputy Director for California DOT Tony Harris; Dennis Trujillo, California DOT; and Robert Roy Jr., the Pacific Surfliner's two-millionth passenger.

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.

Rockettes Kick Off Amtrak Promotion



Above, twelve Radio City Rockettes launch Amtrak Vacations' Radio City Christmas promotion at Philadelphia's 30th Street Station on Oct. 7. A second performance was held the same day at Washington's Union Station. The general public and Amtrak employees joined in the launch.

Right, Amtrak Northeast Corridor employees can take advantage of special discounts on select Radio City performances of The Radio City Christmas Spectacular and A Christmas Carol — The Musical.

Radio City Christmas Spectacular

The 2003 edition of this Radio City Christmas Spectacular starring the world's greatest entertainers, returns for its 71st season at Radio City Music Hall!

Receive a part of an American tradition and experience such a show stopping variety as the "Miracle of the Woodlands," the magical "Living Nativity," as well as Santa's return to the Music Hall in the exciting 3-D stage ride.

Radio City is offering Amtrak employees two special benefits for the Radio City Christmas Spectacular in New York:

- Buy one ticket, get one free! Save 50% on show tickets to all nonpeak, pre-Thanksgiving performances.
- Save \$7 on all nonpeak, post-Thanksgiving performances.

The Amtrak employee discount offer is valid for the shows listed on the attached schedule for the Radio City Christmas Spectacular in New York.

For tickets, Amtrak employees call Ticketmaster Christmas Hotline at 212-367-1500 or go to www.ticketcity.com, the Radio City or Madison Square Garden Box Office or visit any Ticketmaster outlet and use CODE AMTRAK to save \$7.

Times and Qualifications: Offer subject to availability. Offer valid only on New Year's Eve or peak performances in January. \$7 savings after taxes or service. A \$100 Offer may not be combined with any other offer. Tickets are non-refundable and non-transferable. A \$100 fee change is included in the price of each ticket. Please note and other rules are subject to specific performance changes. Ticket price may vary.

A Christmas Carol — The Musical

This is your last chance to experience the spirit of Christmas the new way! You will be regally transported to Victorian England when you step inside The Theater at Madison Square Garden to witness Dickens' holiday classic. The costumes, the sets and even an amazing feature presented will have you feel as if you're visiting in the middle of London on Christmas Eve, 1842. A Christmas Carol — The Musical, the story you know, told in a way you never imagined from November 28 through December 27, 2003.

Radio City is offering Amtrak employees a special discount offer for A Christmas Carol in New York:

on tickets to select performances of A Christmas Carol. Offer is valid on all weekday performances through December 27, the Thanksgiving weekend shows, the 8:00 p.m. shows on Saturday, December 6 and 13, and the 5:00 p.m. shows on Sunday, December 7 and 14.

For details, call the Ticketmaster Christmas Hotline at 212-367-1500, go to www.ticketcity.com, the Madison Square Garden or Radio City Box Office, or visit any Ticketmaster outlet and use CODE AMTRAK to save 50%.

Times and Qualifications: Offer is subject to availability. Offer valid only on New Year's Eve or peak performances in January. \$7 savings after taxes or service. A \$100 Offer may not be combined with any other offer. Tickets are non-refundable and non-transferable. A \$100 fee change is included in the price of each ticket. Please note and other rules are subject to specific performance changes. Ticket price may vary.

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) in 2004.

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.

FRONT LINE FOCUS

Dear Amtrak,

I was on a passenger coach on train #90 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 frequent traveler on Amtrak, in all of my rail travels, I have never been so impressed with anyone as I was with Mr. Esteve.

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 appealing 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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	2.7	(goal) 3.8	3.9
Ridership	1,839,735	1,931,411	23,535,763	24,028,119
Total Expenses**	\$264,758,000	\$256,759,000	\$3,318,178,000	\$3,178,066,000
Total Operating Revenue**	\$162,243,000	\$158,443,000	\$2,177,843,000	\$2,057,266,000

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

** Results are preliminary.

PSRST STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K i n k

Volume 8 • Issue 11 • December 2003



Preliminary Year-end Figures Show Financial Progress

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 *Pennsylvanian* (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 in total expenses. Because expense savings exceeded the revenue shortfall, Amtrak's preliminary operating loss was favorable to budget by \$20 million.

continued on page 3

Acelas Back on the Road



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.

Congress Reaches Tentative Agreement on Amtrak Funding

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.

H A P P Y H O L I D A Y S !

TRAIN OF THOUGHT

As I write this, the legislation containing our funding level has yet to become law, but we expect that the \$1.23 billion agreed to by House and Senate conferees in mid-November will be the amount Amtrak is appropriated for FY '04.

It's because we accomplished what we said we were going to do that confidence in Amtrak is building.

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 operating 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 returned to service nearly 30 wrecked and damaged cars, we're re-instituting regular and badly needed maintenance and overhaul programs, we've rebuilt nearly 55 miles of track with over 140,000 concrete ties and completed 40 miles of catenary hardware renewal along the Northeast Corridor.

In one sense we should be proud of our accomplishments; \$1.23 billion is the highest appropriation we've ever received. We finished FY '03 on budget with cash in the bank and some important maintenance initiatives underway. For the first time in years we didn't have to borrow money or mortgage any assets.

Over the next months, we'll be analyzing what our most immediate needs are, and we'll have a better sense about what projects we'll have to defer. After the first quarter (at the end of January), we'll do a progress report about how we're doing with the federal



David L. Gunn

grant we work out with the FRA.

It's because we accomplished what we said we were going to do that confidence in Amtrak is building. 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, *Capitol 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. The company's new approach to revenue management is also aiding in the results.

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.

Inside

2

TRAIN OF THOUGHT

October Revenues Up

3

Natural Disaster Hits California

4

Preventive Maintenance Returns to Brighton Park
ACAC Award Recipients

5

Accountability Program

6

Chicago's LSI At Halfway Mark

8

Engineering Leads in Safety
On-duty Reportable Injury
Lowest in Amtrak History

9

Track Geometry Cars

10

2003 PSSAs

15

Right Care ... Day One
PROMOTIONS IN MOTION
EMPLOYEE MILESTONES

16

FRONT LINE FOCUS
VITAL STATS

Amtrak Ink

Vol. 8, Issue 11, December 2003

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

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

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2000 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Worst Natural Disaster Hits Southern California

"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.

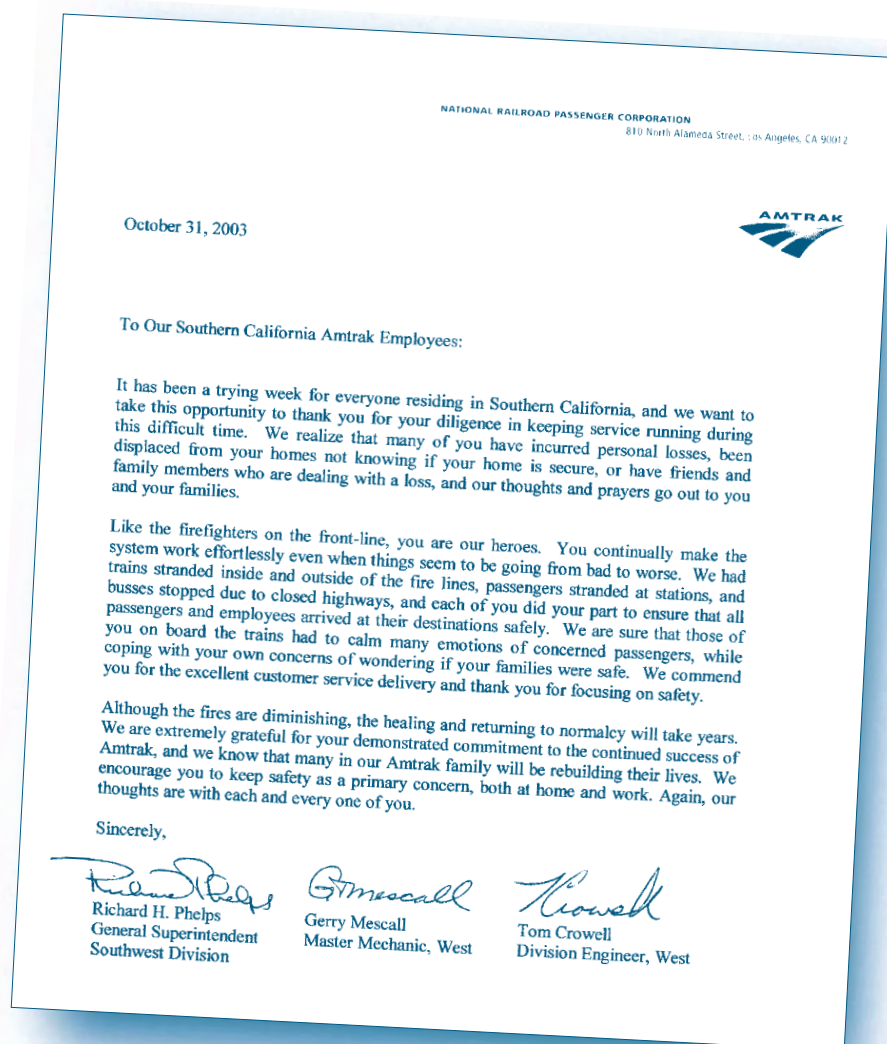
"My in-laws lost everything," said Jim Hicks a ticket agent in San Diego.

"The flames spared my home, but my family was evacuated," said Los Angeles Trainmaster Brian Sims,

Editors Note: This letter was sent to all Southwest Division employees as an expression of gratitude for their exemplary service during the Southern California firestorms.

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.

Preventive Maintenance Returns to Brighton Park

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,

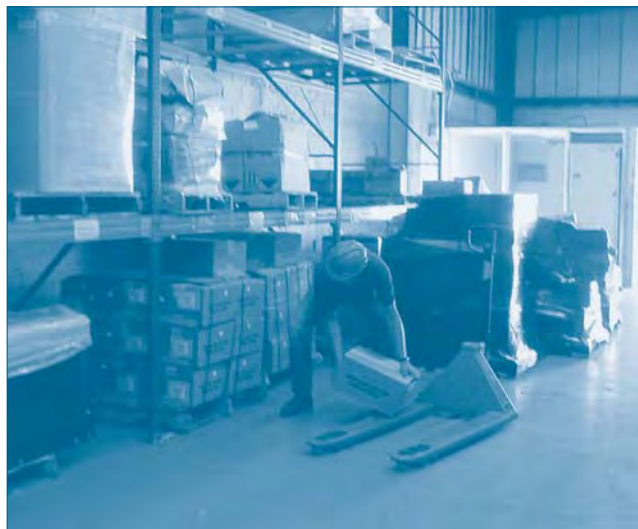
followed by a simple touch-up inspection at 30 days, and then a more intensive PM at 92 days. This 30- and 92-day cycle is repeated through 365 days, when the car is up for its next annual PM. This expanded maintenance rotation cycle will help improve the reliability and comfort of Amtrak's fleet.

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, carmen, 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



Material Control Clerk Kevin Smith stocks the shelves of the Brighton Park warehouse.

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.

The first eight cars to undergo 92-day inspections at the revitalized facility were Superliner I Coaches 31006 and 34057, Superliner I Diners 34057 and 38015, Superliner I Sleepers 32026 and 32002, and Amfleet I Dinettes 20252 and 48230.

Far more involved than the monthly inspection, the 92-day preventive maintenance program requires 120 hours to complete and includes undercarriage work that involves checking and repairing brakes, trucks, water waste systems and electrical components.

The annual PM visit involves detailed maintenance in which the entire interior, exterior, undercarriage and electrical

system is inspected, cleaned and repaired. 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."



Mechanic Leroy Moore repairs the commode in Superliner Sleeping car 32002 as part of the car's 92-day inspection.

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

"Providing the resources to recover these losses is the basis for this new program."

Kevin Scott,

Chief of Service Delivery

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 movements 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

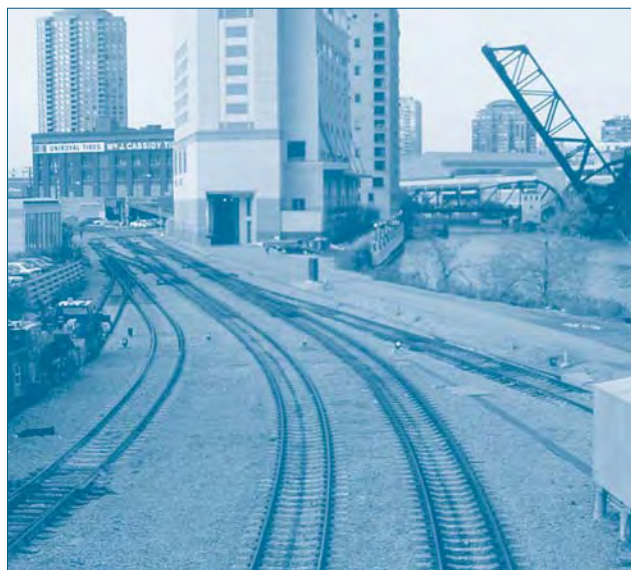
continued on page 7



LSI Gang Watchman/Track Foreman Peter Eklund signals the track gang to wait in the clear as the Empire Builder departs Chicago.



Signal Maintainers Victor Reap and John Vaughn inspect the newly installed N453A slip switch at the Lake Street Interlocking.



With track and signal upgrades complete, the newly constructed section of the Lake Street Interlocking reduces congestion for Amtrak and METRA trains.



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.

continued from page 6

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 Rameriz 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."

Bear Mechanics Begin FY '04 Work on Wrecks



Metroliner Coach 21908 is the first wreck-repaired car that Bear Car Shop mechanics returned to revenue service this fiscal year. As a result of an October collision at Sunnyside Yards, the car sustained damage to the corner post, step, and door frame. The car was returned to service Nov. 19.

Kinship Cuisine on the Capitol Corridor

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 Gittleman, and Seth Squires joined the passengers for dinner at two Auburn restaurants. At one of the restaurants, the

owner and avid *Capitol* 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 relationship 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 work-safely message to field-level employees. To increase awareness of health and safety requirements, employee safety and health fairs held throughout the Northeast



Amtrak's Chief Engineer David Hughes reviews departmental goals with supervisors and managers during an Engineering workshop.

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 are:

- 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 removes old, worn ties and replaces them with 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 alignment, gauge (distance between the rails), profile, curvature, track elevation (banking), and gravitational-force (also known as g-force) measurements for lateral and vertical ride quality.

Years ago, track inspectors using 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



Amtrak's Track Structure Assessment Vehicle (TSAVe) is a self-propelled track geometry survey vehicle with GRMS (Gauge Restraint Measuring System) capabilities as its primary mission.

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 on-board 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

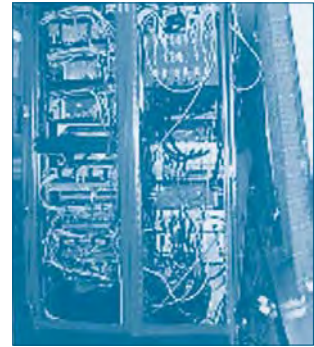
also been tested up to 135 mph). The original measuring system on the car was developed jointly by Amtrak, FRA and a vendor, Ensco, Inc. It was specifically designed to operate in a revenue train consist traveling at full track speed, while collecting accurate track measurements — something that had 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 TSAVe (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 operating at speeds over 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



The system's computers are housed in two six-foot-high industrial component racks. Four of the computers use a Windows operating system, while three use QNX, a real-time based operating system used for data acquisition and Global Positioning Satellite tracking of the car.

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 MW1000, 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 Trosino and Marty Perkins, both from the Engineering department, contributed to this article.



The AMTK10003 car is part of an *Acela Express* train consist, dedicated solely to track testing. Technicians use the instrument and testing area to edit and publish information as it comes off the car's systems, and railroad supervisors learn the condition of their railroad and review data that show areas that need repair.



2003 President's Service and Safety Awards



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.



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 Crego, district manager; Jay Glass, detective; John Clayborne, detective; Monica Pisciotta, ticket agent. Second Row: Gary Hurst, red cap/baggage; Robert Boyd, conductor; Tim Rennegarbe, FDA inspector and cleaning; Debbie Dew-Wood, district manager; Lynn Berberian, superintendent Passenger Services; Michael Hill, manager stations; Craig Cook, electrician journeyman; Lois Cuning, 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 Berrotean, engineer; Charles Roebuck, manager On-board Services; Jimmy Moreno, assistant passenger conductor; Bill Herron 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 Montini, 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 Stutes, engineer; Charles Torres, engineer. Back row: David Morgan, group nominator; Jimmy Moreno, passenger conductor; Robert Berrotean, engineer; David Gunn, president; George Arredondo, passenger conductor; Oliver O'Bryant, passenger conductor; and Bill Herron, engineer. Missing from photograph: Norman Marestein, 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.

Achievement

Annette Irons, Manager, Philadelphia, PA
King L. Lee, Police Officer, Wilmington, DE
Brian P. Ravert, Sergeant, 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,
Construction Supervisor,
Philadelphia, PA

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 Mainte-

nance 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."



William R. Judefind,
Technician-S, Wilmington, DE

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 Safetran 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 L. Davis, Manager
Maintenance & Equipment,
Oceanside, CA

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 Berrotean, Engineer

Juan Fernandez, Assistant Passenger Conductor

William H. Herron, Jr., Engineer

Edward Kollar, Engineer

Norman D. Marestein, Assistant Passenger Conductor

Jimmy R. Moreno, Assistant Passenger Conductor

Oliver L. O'Bryant, Passenger Conductor

John D. Stutes, 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. Berberian, 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. Cuning, 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 Dews Wood, District Manager Stations

Leonard M. Villamor, 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 Bernardino, CA.

"The commitment from both labor and management is the key to their success," said Richard Phelps, 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 (Cal Trans), 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

helpful to extra-board employees who may not be familiar with each station's unique hazards.

The committee's enterprising ways to promote the safety of Amtrak's passengers and employees have certainly paid off.

Sustained Excellence



John E. Clayborne,
Detective, Albuquerque,
New Mexico

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.



Simuel Denson, Service
Attendant, Jacksonville, FL

Hired in March 1974, Simuel Denson has risen through the ranks from waiter to train attendant. While Denson's low-key demeanor and positive attitude have been consistent throughout his nearly 30 years, he is known for delivering quality customer service while skillfully up-selling Amtrak products and services.

Rudy Bautista, an on-board supervisor in Orlando, has served with Simuel in the trenches often and says, "If I were starting a business, I would try to steal him away from Amtrak."

In 1998, a former supervisor said it best: "I had the pleasure of working with you on board and personally know what a true professional you are. Your performance as a service attendant in Jacksonville is consistently the best. Your company loyalty, honesty, and integrity virtually go unmatched. Your contributions to Amtrak over the years have been many. Your great customer-service skills epitomize what our business must strive to be. It goes without saying that we all benefit from having someone of your caliber to work with."

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 unswerving. 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!



Justin L. Frederick, Chef,
New York City Crew Base

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.

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.



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.



Donald M. Jackson,
Chef, Seattle, WA

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.



Annette M. James,
Lead Service Attendant,
New York City, NY

Within a month after being hired in August 1983, Annette James was promoted by her supervisors from service attendant to lounge car lead service attendant, and a year later to dining car lead service attendant.

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 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.



**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.



**Brian P. Ravert, Sergeant,
Philadelphia, PA**

Soon after he was hired as an officer of the Amtrak Police Department's (APD) Philadelphia Patrol Division in June 1989, Brian Ravert was promoted to the rank of sergeant. He has passed the Lieutenant Promotional Exam and remains on the current lieutenant eligibility list.

Over the past 13 years, Sgt. Ravert has been awarded 20 letters of commendation and three Officer of the Month awards. In addition, he has accrued over 1,170 hours of training, resulting in numerous advanced certifications that exceed basic police officer requirements.

Last year, Brian prepared the APD National Communications Center (NCC) for Commission on the Accreditation of Law Enforcement Agencies (CALEA) accreditation, which was granted in November 2002. One of the accreditation requirements was the implementation of an NCC Communications Training Officer (CTO) Program, for which Brian was responsible. As a liaison to the Department of Justice, Brian is the agency coordinator of the Department of Justice's National Crimes Information Center (NCIC/JUST), which gives APD access to NCIC/JUST information and resources.

Sgt. Ravert's dedication to law enforcement and to APD demonstrates his sustained excellence over his Amtrak career.



**Sarah E. Ray, Human
Resources Manager,
Washington, D.C.**

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.

Wardell Thomas, who works for Sarah and who nominated her, says, "Sarah not only talks the talk, but walks the walk." He goes on to describe Sarah as friendly, inviting, approachable, fair, dedicated, accommodating, empathetic, a team player, and a true leader.

Mindful of time and financial budgets, she ensures that time-sensitive positions are filled promptly and will schedule off-site interviews for managers within one day to keep their travel expense at a minimum. Always looking for cost-free opportunities to promote Amtrak, she participates in job fairs or other events in local communities and networks with companies, government and community agencies.



**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 Train 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 consist, 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 that includes two service managers and 42 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.



Francis P. Sullivan, Jr., Detective, Raleigh, NC

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 1986 until 1995. 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.



Cynthia J. Vaculin-Wise, Train Attendant, Seattle, WA

Train Attendant Cynthia Vaculin-Wise started her Amtrak career in 1976 as a sleeping car attendant, then a service attendant and then chief of On-board Services in 1993.

Her excellent job performance over this 27-year period reflects Ms. Vaculin-Wise's attention to detail and the pride she has in her work. Always the professional team-player, Cynthia consistently makes an extra effort to exceed customer expectations.

Cynthia has received nearly 70 letters of commendation and numerous positive comment cards. "I get more letters about Cynthia than anyone can believe," said Gary Erford, On-board Services manager.

These letters and her excellent performance over the years are evidence of her ability to offer high-quality service while contributing to the company's cost savings and revenue potential. At her own expense, Cynthia places little extras, such as cookies, candy, and travel literature in the sleeping car rooms.

Cynthia Vaculin-Wise is considered by many as a model on-board service employee and a shining example of sustained excellence.



Bruce R. 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 A. White, Team Leader, Riverside Reservation Call Center

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.

'Right Care...' A Success from Day One

Prior to the implementation of the "Right Care...Day One" program, Amtrak employees averaged 59 lost-time days per lost-time injury. Since the program began in 1999, this statistic has been cut in half. Overall, more than 600 employees have voluntarily participated in the program, which facilitates a smooth and safe transition to their regular full-duty jobs.

Amtrak's goal, when it comes to an injured employee, is to ensure the employee receives the best and most appropriate medical care and support for their work-related injury or illness, and to promote a safe and healthy return to work. To this end, Right Care...Day One, a joint labor/management initiative, is a medical case-management program designed to ensure that if an employee sustains an on-duty injury or illness, he will receive the best and most appropriate care.

The program began as a pilot in May 1999 in the Mid-Atlantic Division, including the Wilmington and Bear Maintenance Facilities, and the Mid-Atlantic Reservations Sales Call Center for most union and non-union employees. When it became a national program in 2001, concentrated training seminars for supervisors, managers, union representatives, providers, and employees took place in a number of Amtrak locations throughout the year.

How Does It Work?

Amtrak's partnership with Continuum Healthcare, a national case-management company, ensures that injured employees get the care they need, when they need it. This is accomplished with a team of specially trained professionals, including a select network of occupational health and emergency medical providers, nurse case managers, and transitional work coordinators experienced in the management of work-related injuries.

The network providers have agreed to several guidelines, including making every effort to see Amtrak employees within 30 minutes of their arrival. Once seen, the medical provider will attend to the employee and answer all their questions related to their injury or illness.

Use of these services begins with one simple phone call from a supervisor.

In addition to completing the Amtrak Form 260, the employee's supervisor reports the employee's

on-duty injury or illness through the Amtrak toll-free Injury Report Hotline (1-800-505-5549). Use of the Injury Report Hotline is now mandatory, as it improves the timeliness of reporting on-duty injuries, expedites the provision and coordination of appropriate medical care, and facilitates the exchange of necessary information among all interested parties. Depending on the severity of the injury or illness, the employee will be provided with a dedicated injury-care coordinator and telephonic nurse case manager from Continuum. When appropriate, an injury-care coordinator contacts the employee within 24 hours of receiving the call from the employee's supervisor.

Studies have clearly demonstrated that there is a direct connection between timely initial reporting of an on-duty injury, and a safe and expeditious return to work. The sooner a claim is reported via the Amtrak Injury-Reporting Hotline, the sooner an employee enjoys the benefits of having a medical care professional assigned to assist in the healing and rehabilitation process.

Should the employee be unable to return to his full duties, the transitional-work coordinator will work with the employee, and his or her supervisor, health care providers, and claims agent to identify jobs that can be modified to comply with the employee's restrictions. If job modification is not an option, the transitional-work coordinator will place the employee in an alternative job – either inside or outside of Amtrak – until the employee can return to the regular position. If the employee reaches maximum medical improvement and is unable to return to the regular job, the transitional-work coordinator will assist the employee by providing a full range of vocational services, through a Vocational Rehabilitation Counselor. These services include supportive counseling, directive guidance, and the exploration of re-training options.

Continuing Success

Everyone benefits from Right Care...Day One. The injured employee has access to appropriate medical treatment from the onset of an injury/illness and is supported by a team of professionals enabling a safe and expeditious return to a normal lifestyle. Supervisors enjoy the earlier return of a valuable team member. The community benefits from the public service of healing employees.

PROMOTIONS IN MOTION

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 \$799. 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*s.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary November 2003

BETTIS, YVONNE
Chicago Metro District

BOUDREAU, JOHN
Boston District

GEIS, KENNETH
Beech Grove District

HARRIS, SILAS
Beech Grove District

KREITH, JOSEPH
Chicago Metro District

MACHALETTE, JEFFERY
Philadelphia District

MCGINTY, MARC
Chicago Metro District

MC MORRIS, ROSEMARY
Chicago Metro District

MILLER, RANDY
Philadelphia District

MURPHY, MATT
Seattle District

MUZZALL, DIANE
Chicago Metro District

PIXLEY JR, ROBERT
Portland District

RALEY JR, WILLIAM
Beech Grove District

ROBERTS, DAVID
Beech Grove District

RODRIGUEZ, EUSEVIO
Los Angeles District

SAMM, MICHAEL
Beech Grove District

SIDNEY, SANDRA
Chicago Metro District

STELLA, KAREN
Philadelphia District

STEVENSON, GARY
Washington, DC/HQ

STONE, ROBERT
Los Angeles District

WARD, JOHN
Chicago Metro District

WEBER, DOUGLAS
Chicago Metro District

WHITE, GEORGE
Mid-Atlantic Div/DC Non-HQ Dist

WILLIAMS, DENNIS
Chicago Metro District

CANTRELL, VERNES
Chicago Metro District

DELOIS, CAROL
Chicago Metro District

CHANEY, KAROLYN
Oakland District

CIMA, ANDREMIAMI
Miami District

CUNNINGHAM, JOHN
Philadelphia District

DE VROEDT, CARY
Miami District

DEITCH, RICHARD
Philadelphia District

FERGUSON, MORRIS
Washington, DC/HQ

GARDNER, LINDA
Los Angeles District

HILL, RAE
Philadelphia District

JACKSON, STANLEY
Chicago Metro District

JONES, FLORA
Miami District

MAUCK, GARY
Miami District

MUSCAT, GEORGE
Chicago Metro District

NEELY, CHARLES
Oakland District

POPA SCHULD, BETTY
Chicago Metro District

POPE, DOROTHY
Washington, DC/HQ

ROSENWALD, BRIAN
Chicago Metro District

ROTH, VINCENT
Mid-Atlantic Div/DC Non-HQ Dist

SELLWOOD, RICHARD
New York District

STELLA, KAREN
Philadelphia District

STEVENSON, GARY
Washington, DC/HQ

STONE, ROBERT
Los Angeles District

WARD, JOHN
Chicago Metro District

WEBER, DOUGLAS
Chicago Metro District

WHITE, GEORGE
Mid-Atlantic Div/DC Non-HQ Dist

WILLIAMS, DENNIS
Chicago Metro District

Retirees

October 2003

ABERNATHY, MAURICE
Chicago Metro District

AICHINGER, JOHN
Chicago Metro District

BACKO JOSEPH
St. Louis District

BARRY, EDWARD
Philadelphia District

BECKMAN, ROBERT
Boston District

BERNARD, JACKIE
Beech Grove District

BROWN, CHARLES
New York District

BURTON, GEORGE
Mid-Atlantic Div/DC Non-HQ Dist

COLEMAN, STANLEY
Kansas City District

EVANS, RICHARD
Los Angeles District

HENDERSON, ROBERT
Beech Grove District

HONEYCUTT, SAM
Beech Grove District

HUGHES, PATRICIA
Twin Cities District

KEATING, JEREMIAH
New Haven District

MADDERN, THOMAS
Boston District

MARTIN, ALLEN
New Haven District

POHL JR, JAMES
Philadelphia District

POPE, HAROLD
Boston District

RAYKIEWICZ, FRANCIS
New York District

ROLAND, JOSEPH
New York District

SIMMONS, GENEVA
Miami District

THIBEAULT, RONALD
Empire/Albany District

WALLACE, TOMMY
New Orleans District

WRIGHT, THOMASINA
Miami District

Correction: The August and September issues of *Amtrak Ink* omitted the names of several employees who retired from the Amtrak MBTA operation. *Amtrak Ink* regrets the error.

Retirees

June 2003

KEEVAN, THOMAS
MBTA/Boston District

BIRROW PETER
MBTA/Boston District

DIGGS SR, RAYMOND
MBTA/Boston District

GALVIN, MICHAEL
MBTA/Boston District

GULIANO, EDWARD
MBTA/Boston District

HARDIMAN, DAVID
MBTA/Boston District

HEBERT, PHILIP
MBTA/Boston District

HURST, RICHARD
MBTA/Boston District

KEHOE, WILLIAM
MBTA/Boston District

LAXTON, WAYNE
MBTA/Boston District

LEVAY JR, EDWARD
MBTA/Boston District

MCGARRY, JAMES
MBTA/Boston District

O'CONNOR JR, EDWARD
MBTA/Boston District

PACHECO JR, MANUEL
MBTA/Boston District

PATTERSON, LAWRENCE
MBTA/Boston District

RUGGIERO, JOHN
MBTA/Boston District

SENFTLEBEN, CARL
MBTA/Boston District

SMEDBERG, THEODORE
MBTA/Boston District

WHICHELOW, WILLIAM
MBTA/Boston District

DUMAIS, RONALD
MBTA/Boston District

FRONTLINE FOCUS

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 the 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 ice 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 around our seats on the coach going to New York. The ride was smooth, and the people who worked with Amtrak were super nice and helpful.

My wife needed a wheelchair to get from the train station to a car in New York. When we started home, she needed a wheelchair to get from the street to the train. All I had to do was let someone who worked with Amtrak know it, they got a wheelchair and helped us get where we needed to go, along with our luggage.

Returning home from New York, we rode on a sleeping car. The meal Amtrak served us was just delicious and we got a good night's rest.

The people who were working on the train were as helpful as they could be. What a great trip we had, and we plan to start saving money now for another trip on Amtrak later. We learned a great way to sightsee is to take a train.

We are telling a lot of people what a great trip we had riding on Amtrak.

Our luggage was handled with care on Amtrak; it was in just as good a shape when we picked it up, as it was when we dropped it off.

Everyone who likes to travel should have the joy of going on Amtrak.

Thanks Amtrak for making traveling a real pleasure.

Yours truly,
Paul H.
Salemberg, NC

VITAL STATS

for October 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.8	3.9	(goal) 3.8	3.9
Ridership	1,936,011	2,121,470	1,936,011	2,121,470
Total Expenses	\$254,330,000	\$250,825,000	\$254,330,000	\$250,825,000
Total Operating Revenue	\$156,264,000	\$164,945,000	\$156,264,000	\$164,945,000
On-time Performance	(system goal) 85%	74.3%	(system goal) 85%	74.3%

* 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 February Issue January 7, 2004

For the March Issue February 6, 2004

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 9 • Issue 1 • January 2004



The Gunpowder River Bridge is a critical link between Wilmington and Baltimore on the Northeast Corridor. Decayed wood timbers and deteriorated steel beams were replaced with concrete.

Bridge Work Ensures Operational Reliability

Northeast Corridor passengers may not notice a difference in the quality of their ride across Amtrak's Gunpowder River Bridge, but the work done by the railroad's Engineering forces this past fall certainly will make a difference in the operational reliability and structural integrity of the crossing.

As part of its FY '03 capital program, the Engineering department completed significant repairs on the aging ballast deck bridge in

early November, transforming it from a potential operational risk to a smooth and reliable connector on the Northeast Corridor.

The bridge, located between Wilmington, DE, and Baltimore, MD, is an extremely important link on the mainline, without which the NEC would be severed. Because of the importance of this bridge, it is not an item for which maintenance can be put off.

continued on page 5

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-

continued on page 8

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 over-

hauls, 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.



Amfleet I Dinette 28366 is open for business. After being remanufactured at Bear Maintenance Facility and returned to service on Nov. 20, 2003, the Dinette leaves Washington Union Station as part of train #138 headed for New York. The last heavy overhaul performed on the food service car was in November 1995.

TRAIN OF THOUGHT

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



David L. Gunn

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.

It's Been Coming and Now It's Here ...

FY '03 Engineering Excellence Awards Presented in December

Building suspense with intriguing "It's Coming" e-mail messages to Engineering department employees, Chief Engineer David Hughes let the cat out of the bag. The "it" is the FY '03 Engineering Excellence Awards program, the winners of which were honored in mid-December at an event in Newark, NJ.

The Excellence Awards were presented to on-corridor and off-corridor Engineering divisions that achieved the highest total score for performance improvement year-over-year in the safety, finance, and customer service categories.

The FY '03 On-corridor Engineering Excellence Award was earned by the New York Engineering Division, which had the highest overall improvement over FY '02 with a total score of 62.5 for all three categories. Competing for the on-corridor awards were the New England Engineering Division, the New York Engineering Division, and the Mid-Atlantic Engineering Division.

The New York Engineering Division took the highest score in both safety and customer service, which



New York Division Engineer Steve Falkenstein (right) is recognized as "head coach" for the spirit of teamwork he instills in his division's employees. Bill Forman, deputy division engineer, presents Falkenstein with a football signed by all the New York Engineering team members for his role in leading his team to winning the On-corridor Engineering Excellence Award.

resulted in the highest score overall. However, the finance category top scorer was the Mid-Atlantic Engineering Division, with a score of 17.0. Additionally, the New England Division was recognized for having the greatest reduction in absenteeism; a 5-percent improvement over last year.

The Central Division, which achieved the highest overall improvement over last year with a total score of 36.8, won the FY '03 Off-corridor Excellence Award. Off-corridor performance was measured by improvement in two categories, safety and finance. Competing for

continued on page 7

Inside

2

TRAIN OF THOUGHT

October Revenues Up

3

Natural Disaster Hits California

4

Preventive Maintenance Returns to Brighton Park
ACAC Award Recipients

5

Accountability Program

6

Chicago's LSI At Halfway Mark

8

Engineering Leads in Safety—
On-duty Reportable Injury
Lowest in Amtrak History

9

Track Geometry Cuts

10

2003 PSSAs

15

Right Care ... Day One
PROMOTIONS IN MOTION
EMPLOYEE MILESTONES

16

FRONT-LINE FOCUS

VITAL STATS

Amtrak Ink

Vol. 9, Issue 1, January 2004

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

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee &
Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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*

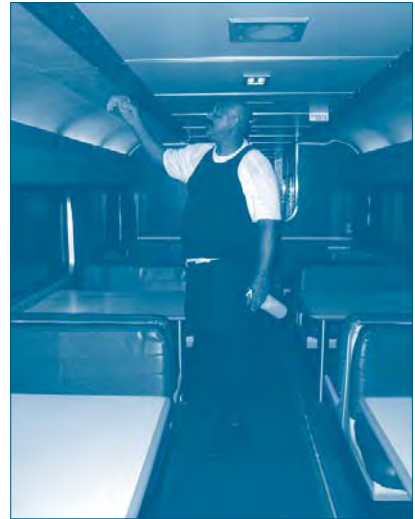
Starlight reaches the Service and Inspection facility late, only hours before it is scheduled to depart. "We have to clean the *Surfliners* first, no matter what, because they are the first trains that are scheduled to be released, but when the *Starlight* is late, we all pitch in to turn it around," 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.



Coach Cleaner Don Davis cleans the *Coast Starlight* Parlor car.

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.



Lead Coach Cleaner Carol Cornelius removes the Superliner Dining car floor mats to ready the floor for cleaning.



General Foreman Ilene Lara receives a report on the third-shift train line-ups at the Los Angeles 8th Street Yards.



Coach Cleaner David Ruiz vacuums the *Coast Starlight* lounge car.

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- and 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."**

David Hughes, Chief Engineer

was put in the care and management of Amtrak, with joint fiscal partnership from the other players.

"What happened as a result of Sept. 11, is that we went from projects dedicated to improving the tunnels, to a full-fledged, comprehensive program," noted Alleman.

The success of Phase I of the Fire and Life Safety program (2002 through 2008) relies on the completion of six major projects: The New York Penn Station Ventilation Project, the Fire Standpipe Project, the Weehawken Ventilation Project, the Long Island

City Ventilation Project, and the 1st Avenue Ventilation Project, as well as the projects begun in 1997, at a cost of approximately \$315 million.

Originally, the overall program was managed by outside consultants who oversaw private contractors responsible for each of the projects. About nine months ago, those functions were brought in-house, so that full-time Amtrak employees were responsible for managing the projects. Lead by Alleman, six Amtrak project managers work with an outside construction management team that supervises the day-to-

day execution of the projects. Because of the complex nature of the entire program, an Amtrak project integration team runs the program's finance, scheduling, and project reporting functions.

"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.

A rendering of part of the 1st Avenue Ventilation Project will require cr. downtown M. University Hos



The fire standpipe work in progress in the East River Tunnel contributes to the goal of installing a total of 16 miles of standpipe in all six Amtrak tunnels.



of the nine-story structure in Manhattan that will be part of the First Avenue Tunnel ventilation system illustrates the complexity of the project. This structure, the construction for which involves many phases and other heavy equipment in the middle of Manhattan, will sit only nine feet from a New York University Hospital building.

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 the hospital and noise, dust, and vibration concerns will take priority. The end result will include the new nine-story structure, a new ventilation system with new stairways, and bi-directional fans.

“What happened as a result of Sept. 11, is that we went from projects dedicated to improving the tunnels, to a full-fledged, comprehensive program.”

Steve Alleman

tion system with new stairways, and bi-directional fans.

All the ventilation shafts in the tunnels will have new scissor-step stairways, which have landings that enable emergency crews to pass those being evacuated.

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.

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 a new steel I-beam span encased in concrete and the rotten timber boards were replaced with pre-cast 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 southbound 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.

“The work done to ready the bridge for the project was extensive. The prep work, such as attaching ballast retainers to the bridge and installing handrails, was important to accomplish the job safely.”

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.”



An Acela train passes, as the Bridge Rehab. gang remove decaying components.



Recognized for working nine years without an injury, the Washington, D.C., Mail and Express Facility employees were honored at a Nov. 10 event. (L. to R.) Ulysses Redd, foreman; Leon Copeland, baggage handler; George Butler, baggage handler; William Ferrell, baggage handler; Ricardo Davis, baggage handler; Charles Gardin, foreman; David Gunn, Amtrak president; Tyrone Jackson, baggage handler. (Missing from photo: Tony Long, Cedric Barnes, James Nelson, Jacob Wills, Kenny Boarders, Mitchell White, Lewis Satcher, Vincent Young, Wilber Powers.)

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 extra-board 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.

Weathering this Winter Could be a Breeze



Amtrak recently put into service a new forced-air blower truck to help fight the snow and ice that can block track and signals, and freeze switches, causing rail service to shut down. The new vehicle, an AF1 Blower manufactured by RPM Tech, is a commercial-grade high-rail truck that includes an auxiliary engine-driven air-blower assembly used for rail or road maintenance. The forced-air blower, painted a visible lime-yellow color for maximum safety, removes snow or debris around switches and rails and performs other clearing tasks.

Always on the alert for new technology, Amtrak's Engineering department was impressed with the machine's efficiency and arranged to make the purchase in time for the winter. While the company has other effective snow-removal equipment in Boston, Chicago, Philadelphia, New Haven, New York, Washington, and Albany, that equipment is rail bound or must be moved over the road by truck. The new snow blower vehicle, which will be stored in Wilmington, is roadworthy and also capable of rail travel so it can be moved when required by storm conditions.

Richmond Station Once Again Becomes a Main-street Attraction



Richmond's Main Street Station, which had not seen passenger rail service since 1975, again serves Amtrak passengers as of Dec. 18. The station, which is owned by the city of Richmond and serves the downtown area, sat vacant for a number of years. It is now restored to its original 1901 splendor, through the efforts of public and private organizations. The station plays a major role in the revitalization of the downtown area and will become a regional transportation hub as an intermodal facility.

On Dec. 17, an event to celebrate the opening was attended by state and local officials, former Amtrak board member Gov. Linwood Holton and many train enthusiasts.

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

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary

December 2003

ADAMES, OMAR
New York District

ALSPAUGH, RICHARD
Beech Grove District

ANTONETTE, RUSSELL
New York District

ASHLEY, WILLIAM
Beech Grove District

BATTINICH, GARY
Beech Grove District

BOWIE, DIANNE
Mid-Atlantic Div/DC Non-HQ

BRADSHAW, JOSEPH M
Wilmington/Bear District

CARR, EMMA
Mid-Atlantic Div/DC Non-HQ

ELSTON SMITH, PATRICIA
Chicago Metro District

ESTHEIMER, JOHN
Wilmington/Bear District

FARRELL, VINCENT
Empire/Albany District

GULLIVER, RAYMOND
Boston District

HAYES, MARQUES
Chicago Metro District

JOHNSON, SUSAN
Mid-Atlantic Div/DC Non-HQ

KOSTELAS, JAMES
New York District

LEE, THEODORE
Chicago Metro District

MAYNOR, GWENDOLYN
Chicago Metro District

MACHADO, GREGORY
Boston District

MAJARIAN, HOVSEP
Los Angeles District

MARTIN JR, EDDIE
Chicago Metro District

MCINTOSH, IRVIN
Wilmington/Bear District

MEISBERGER, PATRICK
Beech Grove District

NOEL, DONNIE
Beech Grove District

PAVON, HELIBERTO
Chicago Metro District

REVOAL, LORENZO
Chicago Metro District

RUEGER, GEORGE
Philadelphia District

BREWER, KATHY
Mid-Atlantic Div/DC Non-HQ

SHARPLESS, LARRY
Baltimore District

SINANIAN, MANOUG
Los Angeles District

SITTERLY, BARBARA
Chicago Metro District

TAFT, DAVID
New Haven District

TOMASSIAN, KIRKOR
Los Angeles District

WILSON, JOHN
Beech Grove District

30 Year Anniversary

December 2003

ALEX, PAUL
Philadelphia District

ARBUCIAS, ARMANDO
Miami District

AUSTEN, EDWIN
Philadelphia District

BACON, THOMAS
Jacksonville District

BAILEY, MYRA
Miami District

BRYANT, KAREN
Philadelphia District

CAPLAN LANDY, KAREN
Philadelphia District

CONNER, RICHARD
Sanford District

COOK JR, JOHN
Jacksonville District

COPELAND, RICHARD
Philadelphia District

CUNNING, LOIS
Los Angeles District

DI IORIO, JOANN
Wilmington/Bear District

DRAKE, JOANNE
Philadelphia District

DUARTE, DEBORAH
Philadelphia District

EDWARDS, JAMES
Wilmington/Bear District

EDWARDS, NANCY
Philadelphia District

EWIN, JOHN
Washington, DC/HQ

GIBSON, IRENE
Philadelphia District

HOWARD, CHARLES
Seattle District

KELLY, MICHAEL
Philadelphia District

KENNEDY, JANET
Philadelphia District

KETELS, DEBORAH
Philadelphia District

GALLELO, THERESA
Philadelphia District

LACY, JOHNNY
Los Angeles District

LIPPINCOTT, KATHLEEN
Philadelphia District

LISZEWSKI, JOAN
Philadelphia District

MAHMOUD, ABDUL
Chicago Metro District

MARTIN, HOWARD
Chicago Metro District

MCDANIEL, CLIFFORD
Oakland District

MCHENRY, SHARON
Philadelphia District

MONTINI, RICHARD
Philadelphia District

NELSON, PHILLIP
Chicago Metro District

NICHOLSON, NORMAN
Los Angeles District

OLSEN, NANCY
Twin Cities District

PAVLAKIS, STEPHANIE
Wilmington/Bear District

RADATZ, RONALD
Chicago Metro District

RAY, LARRY
Chicago Metro District

ROBINSON JR, WILLIAM
Philadelphia District

RUTLEDGE, DOUGLAS
Miami District

SHIPLEY, RONALD
Seattle District

SHIVE, SHELLE
Philadelphia District

SMITH II, IRVIN
Oakland District

SPEDDEN, DOUGLAS
Washington, DC/HQ

STRICKLER, CHARLES
Jacksonville District

STUMM, LESLIE
Seattle District

SUTA, JANE
Philadelphia District

WESTROPE, GARY
Los Angeles District

WHITE JR, NATHAN
Miami District

WILLIAMS SR, LARRY
Miami District

WITT, MARILYN
Washington, DC/HQ

WOLVERTON, KEITH
Los Angeles District

WRIGHT, ROBERT
Empire/Albany District

Retirees

November 2003

BARNETT, RONALD
Wilmington/Bear District

CALDWELL, RAYMOND
Jacksonville District

CALLINAN, THOMAS
New Haven District

CARROLL, THOMAS
Philadelphia District

CASTIGLIONE, ROBERT
San Jose District

DIXON, LOUIS
Jacksonville District

DOWD, JAMES
New Haven District

FLINT, CHARLES
New Orleans District

FLOWERS, DORA
Los Angeles District

GAMBRELL, CARLTON
New York District

GAY, LEROY
Jacksonville District

JAHS, LAWRENCE
Baltimore District

MATHEWS, JAMES
Baltimore District

MOLLOY, ROGER
New York District

NEWELL, BILLY
New Orleans District

PEARLINGI, JAMES
Philadelphia District

PERRY, ROBERTA
Philadelphia District

ROBINSON, BENJAMIN
Mid-Atlantic Div/DC Non-HQ

SASSER, ROGER
Miami District

SESOCK, JOHN
Empire/Albany District

SOBAN, ARLENE
New York District

SORELL, VANCE
Empire/Albany District

TOVAR, ALFREDO
Los Angeles District

WEIGLE, RICHARD
Los Angeles District

WISE, THOMAS
Los Angeles District

Best-selling Author Clive Cussler Rides West Coast Rails



Author Clive Cussler takes a break from book signing to pose with Amtrak Marketing Directors Carol Shannon (left) and Dee Mason (middle) on the Dec. 2 Pacific Surfliner. Traveling in Business class between San Diego and Los Angeles, Cussler met passengers, recited tales, and autographed his latest novel, *Trojan Odyssey*. On Dec. 4, two book signings were also held on the Coast Starlight from Los Angeles to Oakland.

Publicity generated by press releases, on-board and station posters and Cussler's and Amtrak's Web sites, drove Cussler fans to purchase tickets just to get an opportunity to meet the master storyteller. "Passengers came from all over the country to get autographed copies of the first edition of his new book," said Shannon. "One couple came all the way from Australia to ride both trains with Cussler."

PROMOTIONS IN MOTION

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 a 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 Steam-

boat, and Celebrity cruise lines.

Reno Passengers Come Aboard for Fun

This winter, passengers who love snow and fun can enjoy both while traveling to Reno, NV, aboard Amtrak's 2004 *Fun Train* and *Snow Train*. Amtrak is partnering with tour operator Key Holidays to once again offer the popular seasonal tour packages to Reno. The trains depart from Emeryville and Sacramento and each package includes round trip travel on a chartered Amtrak train, two nights' hotel accommodations, and lunch on the return trip.

Both trains are operated by Amtrak and offer passengers wintertime sightseeing, strolling minstrels, and live entertainment in the special Piano Lounge car as the trains travel through the snowy mountains.

Snow Train travelers can listen to historical narratives en route, while passengers on the *Fun Train* enjoy games and dancing during the seven-hour journey. Beginning Jan. 27, the *Snow Train* will run once a week through March 16 with round-trip costs, including hotel, ranging from \$179 to \$269. The *Fun Train* will operate eight round trips beginning Jan. 9 through March 26 at a cost of between \$199 and \$339. Rail only packages are also available.

FY '03 Engineering Excellence Awards

continued from page 2

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 undercutter gangs; and the New England Transportation Division had 72 outages for the undercutter 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."

FRONT LINE FOCUS

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

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.

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

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.

VITAL STATS

for November 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.5	(goal) 3.4	3.8
Ridership	1,899,289	2,076,054	3,835,300	4,197,524
Total Expenses	\$257,633,000	\$251,448,000	\$511,962,000	\$502,273,000
Total Operating Revenue	\$151,840,000	\$159,253,000	\$308,106,000	\$324,198,000
On-time Performance	(system goal) 85%	75.5%	(system goal) 85%	74.9%

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

PSRST STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper for and by Amtrak Employees

AMTRAK

ink

Volume 9 • Issue 2 • February 2004



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



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.

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.

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

Recharges cell phones, laptop batteries and business people.

Stop aboard Acela Express and Metroliner and you'll find everything a business traveler needs. Plugs so you can recharge your cell phone and laptop batteries. And our comfortable and relaxing Quiet Cars so you can recharge your own batteries. Arrive at your destination rested and ready for business. Join Amtrak Guest Rewards and the more you ride, the more you can earn great rewards. To learn more call 1-800-USA-RAIL or visit www.amtrak.com.

\$99 one-way, coach fare between Washington and New York

*Minimum 100-mile train.

WEEKDAY SCHEDULE	ALL TIMES: NYC to Wash.	ALL TIMES: WASH. to NYC
7:00 AM	8:30 AM to	
8:00 AM	9:00 AM to	
9:00 AM	10:00 AM to	
10:00 AM	11:00 AM to	
11:00 AM	12:00 PM to	
12:00 PM	1:00 PM to	
1:00 PM	2:00 PM to	
2:00 PM	3:00 PM to	
3:00 PM	4:00 PM to	
4:00 PM	5:00 PM to	
5:00 PM	6:00 PM to	
6:00 PM	7:00 PM to	
7:00 PM	8:00 PM to	
	9:00 PM to	
	10:00 PM to	
	11:00 PM to	
	12:00 PM to	
	1:00 PM to	
	2:00 PM to	
	3:00 PM to	
	4:00 PM to	
	5:00 PM to	
	6:00 PM to	
	7:00 PM to	
	8:00 PM to	
	9:00 PM to	
	10:00 PM to	
	11:00 PM to	
	12:00 PM to	

AMTRAK

1-800-USA-RAIL / www.amtrak.com

TRAIN OF THOUGHT

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 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 bring the railroad, but also faith in Amtrak, to a state of



David L. Gunn

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 track in Michigan), and I must say, I was impressed with the crews I met. The westbound trip on the *Sunset Limited* was a lot less eventful than the trip I took a while back train 2, when due to a derailment, I handled passengers' luggage between El Paso and Alpine, TX. On this trip, I helped the crew members unload their luggage at Alpine (where they were changing crews), just to keep my qualification current. By the way, the trains were very busy.

**"Travel shouldn't
be complicated.
There should be
no ambiguity about
what service passengers
receive and about
what amenities
employees should offer."**

**Kevin Scott,
Service Delivery Chief**

"Welcome Aboard" tent card placed in each room informs passengers about the services offered, such as complimentary

continued on page 3

Inside

2

TRAIN OF THOUGHT

A Touch of Class

3

Individual Employees Count
in Operations Department

4

Transportation's First-quarter
Safety Record

Close of Chicago Call Center

6

Engineering Expertise on the
West Coast Generates Revenue

7

Marketing Efforts Attract
International Travelers

8

Amtrak Paints Roadway Machinery

9

Business Travel Etiquette

10

EMPLOYEE MILESTONES

11

PROMOTIONS IN MOTION

12

FRONT LINE FOCUS

VITAL STATS

Amtrak Ink

Vol. 9, Issue 2, February 2004

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

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

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

**Amtrak Employee &
Customer Communications**

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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."

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

A Touch of Class

Standardized Amenities Simplify Service Delivery

meals, a morning newspaper, bottled water in their rooms, and evening turndown service. With 500,000 of these cards available, sleeping car attendants should have plenty on hand.

Complimentary beverage service that consisted of coffee, tea, juice, and soda has been modified. As of Jan. 1, Amtrak no longer offers sodas and cranberry juice but continues to offer coffee, tea, and orange and apple juice from 6 a.m. to 9:30 a.m.

“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 plush 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



This tent card is placed in each First class sleeping room. It informs passengers about offered services, including evening turn-down service and a morning wake-up call.

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 toiletry 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.



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.

Individual Employees' 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 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



Bill Crosbie (R.), sr. vice president of Operations, listens while Communications and Signals maintainer Jeff Merriman describes effective safety initiatives.

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, SCRRA, 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, on-board, 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 commit-

Keep on Trucking



(L. to R.) Machinists Gerard Lyons, Jim Cook, Kirt Flowers, Enrico Giangiulo, Fleet Officer Al Dowd, Machinist Joe Sokolowski, Foreman George Rueger, and Machinists Ralph Asplen III and Ceasar Pirelli.

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.

tees 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.

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



At the Riverside Call Center, Team Leader Jamie Sorenson assists Reservation Sales Agent Carol Muscari, a recent transfer from the Chicago Call Center, as she works the outbound marketing desk.

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*



Crews install switch number 24 turn out on the SDNR in Encinitas, CA.



Crews replace four spans on SDNR bridge number 223 in Oceanside, CA.

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.”



John Eschenbach, senior project manager, Amtrak Engineering, checks track at new switch on SDNR.

The following are examples of the On Call Engineering Services Contract work that significantly impact the right-of-way for this busy corridor.

Project	Location	Cost	Completion
Track Work Two new control points and 1.7 miles of double track	Encinitas	\$4 million	4/04
Bridge Span Replacement The replacement of four spans, bridge 233	Oceanside	\$785,000	2/04
Tie Replacement Replacement of over 11,000 ties on 39 miles of track	San Diego County	\$1.2 million	12/03
Track Work Two new control points, and 2.6 miles of double track	San Diego	\$6.1 million	6/03
Bridge Replacement Replace burned timber bridge at milepost 259.6 with new concrete bridge	San Diego	\$1.2 million	11/03

Marketing Efforts Attract International Travelers

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.

"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."

International Sales Manager

Craig White

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 tradeshow, 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 Gallelo, 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.

What you need to know about traveling on a USA RAIL® PASS:

- A valid non-US/Canada passport is required to purchase an Amtrak® USA Rail® Pass. Passes are also sold to permanent residents of U.S. territories.
- Passengers must present their USA Rail Pass on board at an Amtrak office for issuance of tickets to be used on the train. Be sure to carry your passport with you at all times.
- Passes listed are for Coach class travel and are in U.S. dollars. Passes are valid for either 15 or 30 days of travel with unlimited stopovers as specified.
- Passes are valid for travel on all Amtrak trains except Auto/Train, Amtrak Express® and Metroliner® services, and certain thruway connecting services.
- Reservations are required for travel on select lines.

We recommend that reservations be made prior to arrival in the U.S. and as far in advance as possible.

PEAK OR OFF-PEAK

Peak Periods:
January 1 - 4, 2004
May 28 - September 6, 2004
December 10 - January 5, 2005

Off-Peak Periods:
January 5 - May 27, 2004
September 7 - December 9, 2004
January 6 - March 26, 2005

Non-peak travel January 1, 2004 through March 26, 2005, and on weekdays to large metropolitan areas.

Children's Fares
Children ages 1 to 12 ride half price when accompanied by a child-free paying adult. (Up to two children per adult.) One child under 2 per adult may ride free.

Tickets and Cancellations
The USA Rail Pass is refundable prior to travel. Once travel has begun the pass is non-refundable. Penalties may apply for failure to travel. Sleeping Car open 7-day price-to-departure. Ask your agent for more information.

NORTHEAST RAIL PASS
Travel from the highest point all the way to Montreal and Niagara Falls.

5-Day	\$145 Off-Peak \$170 Peak
15-Day	\$165 Off-Peak \$205 Peak
30-Day	\$225 Off-Peak \$260 Peak

EAST RAIL PASS
Explore the historic sites of Colonial America to Florida, and from the East Coast to Denver, the Mile High City.

15-Day	\$210 Off-Peak \$325 Peak
30-Day	\$270 Off-Peak \$405 Peak

CALIFORNIA RAIL PASS

From the beauty of San Diego and the excitement of Los Angeles to the Sierra Nevada Mountains and the outdoor playground of Lake Tahoe, the California Rail Pass let's you see all the diversity of California. The pass allows you to visit as many destinations in California as you like. You may travel 7 days within a 15 day period.

Off-peak travel includes unlimited travel on the coast and in the Central Valley. The California Rail Pass also includes travel on the Sierra Nevada and the Lake Tahoe area. Ask your agent for more information.

WEST RAIL PASS
Expand the western territory that stretches from Chicago down to San Diego and across the plains, deserts and mountains to the Pacific Coast.

15-Day	\$210 Off-Peak \$325 Peak
30-Day	\$270 Off-Peak \$405 Peak



Capitol Limited Sleeping Car Attendant Les Jones assists passengers with their luggage in Washington, D.C. after the busy three-day Martin Luther King weekend. Ridership for the first quarter on the Capitol Limited was up 43 percent above budget plan and up 49 percent over the same period last year.

New Winter Acela Express Ad Campaign

continued from page 1

for the month of December and for the first quarter of FY '04. The railroad posted gains throughout the system, with significant growth in long-distance sleeping car ridership.

System ridership for the October through December time period was nearly 6,340,000, an almost 10-percent increase over the first quarter of FY '03, and more than 9 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 Villarrel (right) reviews the manifest and Assistant Conductor Velida 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 pass. 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 80 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 FI-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, skirting 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.

Division General Superintendents

Division	General Superintendent
New England	Mike DeCataldo
New York	Walter Ernst
Mid Atlantic	Daryl Pesce
Southern	Joe Wall
Central	Don Saunders
Pacific	Joe Deely
Southwest	Richard Phelps

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 employees' questions at forums held by the MRSCC 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 re-posted 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."

Beech Grove Blasts Rainbow Fleet

continued from page 1

that consists of an Amtrak-blue vinyl band below a double red and white reflective stripe, manufactured by 3M, that extends the length of the car. The package for each car also includes reflective decals produced at Beech Grove, as well as Amtrak logos and signage for use on Coach and Business class cars.

With the right tools available at the Bear Car Shops, the standardization of Amfleet cars has proceeded more quickly. Since 1985, employees at Bear have used a walnut blaster (which shoots powerful streams of crushed walnut shells and is located in the facility's grit blast room) to remove the striping and decals on Amfleet cars. As a result, Amfleet cars do not have the many layers of adhesive-backed striping that have built up on the Superliners.

Between August 2002 and January 2004, the new livery was applied to 342 Amfleet I and 106 Amfleet II cars during overhaul, remanufacture, and preventive maintenance visits at the Delaware facility.

New Water Blaster Takes the Stripe Away

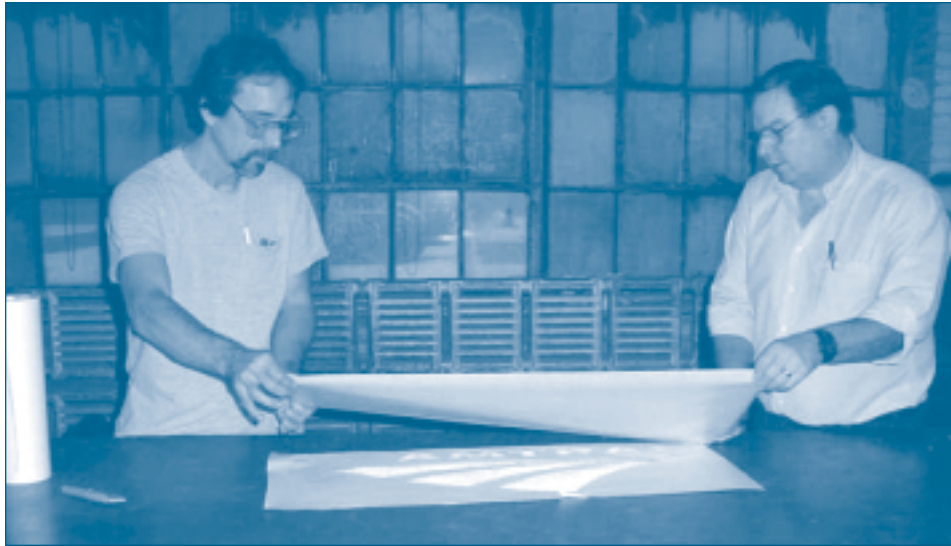
The Beech Grove water blaster removes the old design during the car wash process by shooting sharp streams of water at the force of several thousand pounds per inch. "With the water blaster, we've reduced the time it takes to apply the new livery from eight to four hours per car," said Lead Carman David Riordan.

Once the clean car arrives from the wash, employees apply the 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



(Above) Carman Steve Anderson and David Riordan apply tape used to attach the decal to the side of the Superliner car.



(Left) Lead Carman David Riordan cuts an Amtrak logo, produced at the Beech Grove Decal Shop, for the new Phase 6 Livery Superliner design.

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 unacceptably 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 to 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 scrapping the stripe off with a razor, removing the glue with a chemical, and applying the new striping 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," explained Foreman Jim Allison.

David Riordan, lead carman, contributed to this story.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary January 2004

BAILEY, ALBERT
Beech Grove District
BAKER, MICHAEL
Beech Grove District
BATES, JUDITH
Philadelphia District
BLACK, KEITH
Beech Grove District
BOBBATO CLARK, MARIE
Wilmington/Bear District
BOUCHARD, PHILLIP
Washington,DC/HQ
BOURNE, ROBERT
Boston District
BRAINARD, ROBERT
Beech Grove District
BROWN, MARTIN
Miami District
CANNON, DENNIS
Chicago Metro District
CLARK, GLENN
New Orleans District

COBB, LUCILLE
Philadelphia District
DOMINELLI, DANIEL
Wilmington/Bear District
DONOFRIO, RICKIE
Los Angeles District
DURAZO, CARMEN
Los Angeles District
EATON, JAMES
New Orleans District
FERRARI, ROBERT
Philadelphia District
GANNON, LEO
Boston District
GERST, BERNARD
New York District
GRINER, STEVEN
Baltimore District
HERKEL, THERESA
Chicago Metro District
HERNANDEZ, EDGAR
Los Angeles District
HURD, SCOTT
Portland District
MARCUCCI, STEPHEN
New Haven District
MCELVEEN MICHAEL
New Orleans District

MCMAHON, BERNIECE
Philadelphia District
MEDINA, KENNETH
Empire/Albany District
MILLER, FRANCIS
Wilmington/Bear District
MOORE, MONTI
Beech Grove District
MULLIGAN, LEONARD
New York District
NELSON, JAMES
New Haven District
NORFLEET, JUNE
Chicago Metro District
OUELLETTE, DEBRA
Boston District
PERSICO, FRANK
Empire/Albany District
PHELAN, BERNARD
Philadelphia District
RICE, STEPHEN
Philadelphia District
SAPONARO, MICHAEL
Wilmington/Bear District
SPITELLE, MARK
Wilmington/Bear District
STUCKER, DENNIS
Beech Grove District

TREMBLEY, JOHN
New Orleans District
TURNBOW, LISANDRA
Los Angeles District
ZIMMER, CURTIS
New Haven District

30 Year Anniversary January 2004

ANDERSON, CHARLES
Empire/Albany District
BLANKENSHIP JR, BOYD
Washington,DC/HQ
BURKS, KATHY
Beech Grove District
CHILDRESS, AMERICUS
Chicago Metro District
CORBITT, HAYWARD
Mid-Atlantic Div/DC
DOMINGO, AURORA
Mid-Atlantic Div/DC Non-HQ Dist
FLOYD, CHARLES
Miami District
FRAZIER, MICHAEL
Wilmington/Bear District

GIBSON, MICHAEL
Mid-Atlantic Div/DC Non-HQ Dist
GUERRA, GILBERT
Chicago Metro District
HEINRICH, JOSEPH
Sanford District
HERNANDEZ, CARLOS
Los Angeles District
HINTON, FAYE
Mid-Atlantic Div/DC Non-HQ Dist
JACKSON, JOHN
Wilmington/Bear District
JACKSON, LULA
Los Angeles District
JOHNSON, DERRICK
Chicago Metro District
JONES, LARRY
Mid-Atlantic Div/DC Non-HQ Dist
LEBOEUF, JOHN
Empire/Albany District
LIZZI, KAREN
Los Angeles District
MANUEL, MICHAEL
Los Angeles District
MCDONALD, ROBERT
Los Angeles District
MILLS, LEONARD
Washington,DC/HQ

MOBLEY, BENNIE
Miami District
MONTELEONE, JOSEPH
Miami District
PLAKKE
LETTENGARVER, BRENDA
Los Angeles District
SAMPLE, WILLIAM
New Haven District
SCHWAB, DOUGLAS
Seattle District
SULLIVAN, LEONARD
Sanford District
WALSH, RAYMOND
Empire/Albany District
WASHINGTON SR, CLEVE
Chicago Metro District
WEINGAERTNER, KURT
Los Angeles District
WESLEY, FRANCENE
Los Angeles District
WYATT, RUFFIN
New Orleans District

Retirees

December 2003
BAUMGART, JEFFREY
Philadelphia District
BECRAFT, ARTHUR
Mid-Atlantic Div/DC Non-HQ Dist
BEEBE, NORMAN
New Haven District
BERBEN, RONALD
Empire/Albany District
CRAYTON, LARRY
Chicago Metro District
DAVIS II, DONALD
Twin Cities District
FLAVANEY, LEON
New York District
FREDERICK, JUSTIN
New York District
GARLICH LINDA
Chicago Metro District
GOODWIN, JOSEPH
Beech Grove District
HART, DARLENE
Chicago Metro District
KEENEY, CHARLES
Beech Grove District

KING, PHILLIP
Sanford District
KUDERNA, JOHN
Los Angeles District
MACLAIN, SHIRLEY
Oakland District
MASSARO, ROBERT
New Haven District
MENDEZ, JOSE
Chicago Metro District
NIXON, DONNA
Chicago Metro District
PLOUGHE, RAYMOND
Beech Grove District
SENER, ELIZABETH
Empire/Albany District
SMITH, ESAU
Wilmington/Bear District
SMITH, ROBERT
New Haven District
THAYER, DALE
Chicago Metro District
PAINTER, BOTHWELL
Atlanta District

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

Amtrak Offers Special Fares to the 2004 St. Louis Mardi Gras

Passengers traveling to the St. Louis Mardi Gras, the third-largest in the world, can take advantage of Amtrak's special 20-percent discount. Travel must take place between Feb. 5 and Feb. 29 and the discount is valid on Amtrak's *Ann Rutledge*, *Kansas City Mule*, *St. Louis Mule*, *The Statehouse*, and the *Texas Eagle*.

Discount Hotel Rooms are Just a Click Away at Amtrak.com

Passengers booking rail reservations on Amtrak's Web site now have access to the lowest prices in hotel accommodations by linking directly to Hotels.com.

Upon completing their Amtrak reservation, online 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.

Hotels.com is Amtrak's preferred hotel provider, offering discount lodging at over 8,000 properties worldwide, including properties

convenient to Amtrak's 500 destinations in the U.S. and Canada.

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.

Amtrak and the Boston Celtics Observe Black History Month

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. Gerri 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 Network and were played during games at 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 III passes AMS the stuffed animal bulldog whose name stands for Antigo Middle School, to San Diego Station Agent Alice Pinkney after its ride on the Pacific Surfliner from Los Angeles. AMS is reaching 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.

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

FRONT LINE FOCUS

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

Laney Announces Player of the Year



Amtrak Board of Directors Chairman David Laney announces the selection of this year's Amtrak Player of the Year, the New England Patriots' quarterback, Tom Brady. Broadcast at the Super Bowl's halftime over 500 Westwood One radio networks, the message reached over seven million listeners.

VITAL STATS

for December 2003

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	2.7	(goal) 3.4	3.5
Ridership	1,899,289	2,076,054	5,791,586	6,338,202
Total Expenses	\$267,060,000	\$255,073,000	\$779,023,000	\$757,345,000
Total Operating Revenue	\$157,024,000	\$162,869,000	\$465,132,000	\$487,068,000
On-time Performance	(system goal) 85 %	73.4 %	(system goal) 85 %	74.2 %

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

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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

continued on page 4



Communications and Signals Instructor Steve Bagosy shows Jason Foster the proper procedures for checking battery voltage.

Amtrak Strives to Meet Workplace Development Needs

Amtrak's training needs are as diverse as its workforce, the range of crafts, and its geography. Inside this issue of *Ink*, is a comprehensive look at how Amtrak's employee development needs are met.

Ridership and Revenue Trends Continue

Gains 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.

TRAIN OF THOUGHT

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,

nately, 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.



David L. Gunn

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, workstation, 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



Coach car 34097 is scheduled to be returned to revenue service in early March.

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.

Inside

2

TRAIN OF THOUGHT

Beech Grove Mechanics Shift Work to Light Wrecks

3

Cycle Five Menu Coming
Test Kitchen Opens

5

Public Health Inspection Device
Wi-Fi Service on Its Way

6

Training Focuses on Results

9

Amtrak Train Crew Rescues
Snowmobile Accident Victim
Locomotives Move to Museums

10

PROMOTIONS IN MOTION
Transit Transfers Transition
Train Travelers

11

EMPLOYEE MILESTONES
'Corps of Near Engineers'
Safety Milestone at Adams MoW

12

FRONT LINE FOCUS
VITAL STATS

Amtrak Ink

Vol. 9, Issue 3, March 2004

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

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

Mailing Permit #1812

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee &
Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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



Gate Gourmet Executive Chef Tim Costello, who is permanently assigned to the Amtrak account, prepares a meal in the new test kitchen.



President David Gunn officially opens the test kitchen in Wilmington. (L. to R.) Senior Analyst Jack Davis, President David Gunn, Executive Chef Gil Lamar, Amtrak's first Traveling Chef Hashim Abdul-Salaam, and Pete Humphreys, director Food and Beverage Standards and Operations.

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

continued from page 1

'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 25 under-grade 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 accumulated 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

FY '05 Grant Request (\$ millions)

Amtrak Funding Needs	FY '04 Revised Budget	FY '05 Strategic Plan	FY '05 Grant Request
Capital			
Infrastructure	252	418	352
Fleet	194	410	349
Other*	86	67	90
Subtotal, Capital	532	894	791
Operating	581	565	570
Debt Service	262	266	262
Working Capital	0	0	75
Subtotal	1,375	1,725	1,698
DOT Loan Repayment	0	0	100
Total, with Loan Repayment	1,375	1,725	1,798

* Environmental compliance, information technology, real estate, procurement, and safety.

FY '04 Financial Outlook (\$ millions)

Capital/Operating Funding Needs	Strategic Plan	Revised Budget	Variance
Capital	796	532	(264)
Operating	581	581	—
Debt Service	279	262	(17)
Total	1,656	1,375	(281)
Funding Available for Capital/Operating	Strategic Plan	Revised Budget	Variance
Appropriation	1,812	1,218	(594)
Cash Used from FY '03	—	157	157
DOT Loan/Working Capital	(156)	—	156
Total	1,656	1,375	(281)

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 hand-written 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 IPaqs 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 downline 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 watering points. Food service inspections are conducted to verify that Amtrak

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 IPaqs for commissary and watering 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



California passengers access the Internet while traveling aboard a Capitol Corridor train.

(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 Joaquins* 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 Pavlakis, 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 story 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 departments 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 crew 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.



Manager of Operating Rules Brenda Lettengarver demonstrates switching and signaling concepts to a group of new-hire assistant conductors using the new model train layout.

track conditions an Amtrak conductor may encounter on the road or in an Amtrak train yard environment.

Using un-electrified HO scale Amtrak cars, the model train layout allows the instructor to demonstrate a wide range of complicated train movement concepts. Reading switches; recognizing fouling points; understanding frogs, interlocking limits, spots and double-spots; wyeing trains; making shoving moves; and placing track flags are just some of the training objectives the layout helps to explain.

"The students are quick to grasp switching and signaling concepts. Visualizing the switches on the layout was much better than me just drawing on the board," said Brenda Lettengarver, manager of Operating Rules.

Dee Fritch, director of Employee Development/Customer Services Training, spearheaded this enhancement in conductor training. Using input from conductors and front-line managers from the Transportation and Rules departments, a team headed by Amtrak Conductor Instructor Jeff Kocar designed and constructed the model train layouts in Chicago. Model train layouts are currently being installed at Amtrak's regional training centers.

Training Reservations and Ticket Agents

Ticket agent training also takes place at the Wilmington Training Center, as well as at other training facilities in Los Angeles, Chicago, and New York. At the Wilmington facility there are 16 workstations that provide new-hire agents access to Arrow, Amtrak's reservation, information, and ticketing system. Using "STARS," a front-end software application that makes Arrow user-friendly, agents learn how to create, modify, and sell all types of reservations and services. Under the guidance of an instructor, the three-week curriculum reflects the demands of the real-world job. Using a "test" system that simulates the real environment of train reservations, ticket sales, and accounting, agents in training can create a reservation, sell the ticket and account for the sale

without impacting actual inventory or financial systems. Effective communication skills, customer service, special service requests and workplace-safety courses are also part of the program.

Amtrak's Reservation Sales department trains its reservation sales agents (RSAs) at the Reservations Sales Call Centers in Riverside, CA, and Philadelphia. In regular hands-on training sessions, agents learn about ongoing enhancements to the Arrow reservation system and "RailRes," another front-end software that is similar to Stars, which was designed for use in the reservations offices. Additionally, the training team conducts regular refresher and product update training to the staff of 1,100 agents.

Apart from the Employee Development group, separately the Amtrak Reservation Sales department trains its new-hire reservation sales agents (RSA) at the Reservation Sales Call Centers in Riverside, CA, and Philadelphia. New-hire sales agents attend a four-week, classroom course that prepares these potential agents to answer customers' questions about Amtrak's routes, services, schedules, and fares. A major part of the training includes hands-on practice on the reservation system. RailRes, a front-end software similar to STARS enhances system usability and reduces new-hire training time. RailRes prompts agents to enter specific data in required data fields. It allows agents to focus on customer service and not on the skills needed to obtain information. Additionally, the Reservation Sales team presents refresher and update training to the full staff of 1,100 agents on a regular basis.

The Training Track

The Employee Development Engineering Training group develops and delivers customized, instructional programs using advanced technology, detailed lesson plans, and interactive lessons for Engineering employees. Each year, the course development

Training Center in Lancaster Gives Employees the Right Signal

For the past three years, on average more than 100 Amtrak Brotherhood of Railway Signalman (BRS) employees per year attend training for the position of signal maintainer at Amtrak's Bernard E. Britcher Training Center. The facility features modern classrooms 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.



(L. to R.) Training class participants Jason Foster, Instructor Steve Bagosy, Jim Downey, Jim Jennett observe as Walter E. Miller tests a switch mechanism.

Training Goals Focus on Results

continued from page 7

team works with the division engineers to design a curriculum that includes content in safety, corporate policy, regulatory compliance, and specialized technical skills through a variety of classes that range from *Confined Space, Fork Lift, and Fall Protection to Welding, Track Safety Standards (MW1000), and Signal Construction Standards.*

While most training is delivered using traditional instructor-led delivery, Engineering Training also utilizes computer-based delivery for programs such as the electronics training and a new telecommunications training course.

"The students are quick to grasp switching and signaling concepts. Visualizing the switches on the layout was much better than me just drawing on the board."

Brenda Lettengarver,
Manager of Operating Rules

To meet safety and regulatory training requirements, employees are scheduled to attend mandatory workshops, and after successful completion, they receive several types of regulatory compliance qualifications or re-qualifications. In 2003, instructors trained and re-qualified over 3,200 employees in *Drug and Alcohol Awareness, Roadway Worker Protection, and Environmental Housekeeping.*

To satisfy technical skills training requirements, the Engineering training team offers courses such as *Track Buckling Countermeasures, Track and Switch Inspection, and Flood Response Training.* The

cornerstone of the technical skills training program is the comprehensive *Track Safety Standards program (MW 1000)*, a requirement for all track 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 regula-



Employee Development instructors Debbie Pirrami and John Gelner provide detailed information regarding legal consequences of non-compliance during a Contractor Safety Training workshop presentation.

tory 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, Refrigerant 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-



Jason Foster, Jim Downey, Instructor Steve Bagosy, Jim Jennett, Walter E. Miller review signal circuitry prints.

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 badly 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



California Zephyr crew members cleanup the right-of-way following the rescue of an injured woman in the Sierra Nevada Mountains.

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



Electric locomotive #964, as it appeared in the late 70s and was most recently operated by Amtrak as engine #603. It will be displayed in the Railroad Museum of Pennsylvania with its original engine number.

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

continued from page 8

nities provided by various departments at Amtrak, including Employee Development, Locomotive Engineer Training, Amtrak Technologies, Human Resources, Business Diversity, Environmental, and Law. The catalog provides overviews and enrollment information for all of the programs currently available through internal and external training resources, including information on professional development courses available at off-site workshops through American Management Associates (AMA) that are offered with corporate discounts. Supervisory approval is required to attend these workshops and all costs are charged to

the employee's department. To enroll, employees are required to submit an Amtrak Training Request form, NRPC 3102, to Employee Development by following the directions found on the site.

The Intranet site also provides detailed information about all computer-based courses available online through both Amtrak's Intranet network and the Internet. Using computer-based instructional delivery methods enables the company to meet its training needs nationwide. Supplementing the company's limited training resources, the Amtrak Intranet offers training opportunities in a variety of topics. Over the past year,

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.

This story was contributed by the Human Resources Employee Development department.



GateGourmet employee Ruth Smith hands Coast Starlight Sleeper Attendant Thomas Gaughan Amtrak's new blue sleeper blankets.

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 Joaquins 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 Joaquins* 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.

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

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.

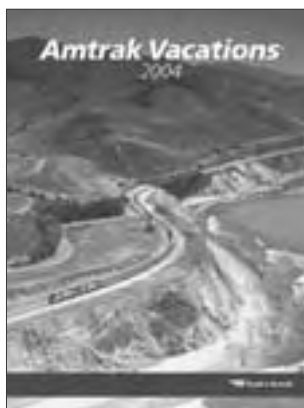
Amtrak Vacations passengers may choose from 65 travel destinations, over 330 hotels, resorts, and lodges, and more than 200 tours and attractions that range from major theme parks to dinner cruises. And, passengers with limited time may prefer Amtrak's Air Rail packages that offer train service in one 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 830,000 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



You may not want them laying track, but the members of the newly formed "Corps of Near Engineers" are considered honorary members of the Engineering department. (L. to R.) Senior Director of Capital Planning John Conlow (left), President David Gunn, and Assistant Vice President of Human Resources Paula Porter.

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 task 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.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversary February 2004

ABELLADA JR, GABRIEL
Beech Grove District
AVERY, SHEILA
Washington, DC/HQ
BATTISTE, JOSEPH
New Orleans District
CORREA, JOSEPH
Chicago Metro District
DUTTON, FREDERICK
Wilmington/Bear District
EASTER JR, FRED
New Orleans District
JUNJULAS, BARRY
Empire/Albany District
MANCUSO, ROBERT
New York District
MAY, DONALD
Beech Grove District
MICELI, JAMES
Beech Grove District
MORRIS, JAMES
Wilmington/Bear District
NASELLO, ANTHONY
New Orleans District
PROLA, FRANK
Philadelphia District
RILEY, THOMAS
New York District

ROTHSCHILD JR, MOSES

New Orleans District
SEABURG, JENNIE
Empire/Albany District
SUTTON, MARIANNE
Beech Grove District
TONER, PATRICK
New Orleans District
TOOKES, DAVID
Beech Grove District
UHLICH, WILLIAM
New Orleans District
WHITFIELD, SIDNEY
Philadelphia District
WHITLEY, JIMMY
Atlanta District

30 Year Anniversary February 2004

ALEXANDER, LARRY
Boston District
ALLARD JR, ROBERT
New Haven District
BAKALEY, KATHLEEN
Philadelphia District
BARBOUR, ELMORAH
Washington, DC/HQ
BEERS, LESLIE
Washington, DC/HQ

BLIXT, RONALD

Twin Cities District
BOLDUC, DAVID
Boston District
CIAUDELLI, SUSAN
Oakland District
COFFMAN, JEFFREY
Mid-Atlantic Div/DC Non-HQ Dist
DANTZLER, LOVELL
Miami District
DAVIS, RAPHAEL
Chicago Metro District
DAVIS, REGINALD
Philadelphia District
EBERLE, MAUREEN
Philadelphia District
FRIEDMAN, PHILIP
Chicago Metro District
HALL, ELISE
Washington, DC/HQ
HARDY, CAROL
Jacksonville District
HERTZOG JR, CHARLES
Philadelphia District
KARL, JULIE
Chicago Metro District
KAROLYI, RICK
Miami District
LABOR, SUSAN
Philadelphia District
LESLIE, KENNETH
Detroit District

LOW, KEITH

Washington, DC/HQ
MADISON NEWMAN, THOMASINA
Chicago Metro District
MAHONEY, SHARON
Mid-Atlantic Div/DC Non-HQ Dist
MATTHEWS, SAUNDRA
Philadelphia District
MOSBY, CHARLES
Washington, DC/HQ
PADILLA, ALFRED
Chicago Metro District
ROBINSON, GLENNIS
Washington, DC/HQ
ROLLISON, GEORGE
Mid-Atlantic Div/DC Non-HQ Dist
RYAN, PATRICIA
Los Angeles District
SILVA, BRUCE
Oakland District
SOLOMON, LYNN
Los Angeles District
SUNYOGER, ROBERT
Chicago Metro District
SWEET, REGINA
Philadelphia District
TRUBAN, JOSEPH
Wilmington/Bear District
WASHABAU, DOUGLAS
Wilmington/Bear District

WHITE, RUDOLPH

Sanford District
WILLIAMS, AUDREY
Mid-Atlantic Div/DC Non-HQ Dist
WILSON, BETTY
New York District
WILSON, ELIZABETH
Jacksonville District
WILSON, PATRICIA
Wilmington/Bear District

Retirees

January 2003

ASTRAN, ANN
Los Angeles District
BAILEY, WILSON
Philadelphia District
BECK, ROBERT
Philadelphia District
CLARK, BENJAMIN
Chicago Metro District
CLARK, VERNON
Miami District
COPELAND, FREDERICK
Philadelphia District
CURLEY, JOHN
Boston District
CURRY, JOHN
Mid-Atlantic Div/DC Non-HQ
DODGE, MARJORIE
Philadelphia District
FARLEY, LANNY
New Orleans District
GALLAREAD, BRUNETTA
San Jose District
GIVENS, CECIL
Mid-Atlantic Div/DC Non-HQ Dist
GUARTE, CORNELIUS
New York District
HART, BRIAN
Wilmington/Bear District
HAWKES, EDITH
Philadelphia District
HENDERSON, RONALD
Los Angeles District
HINKSON, JOHN
St. Louis District
HOLMES JR, DOUGLAS
Baltimore District
HOWELL, LAURA
Washington, DC/HQ
HUNSUCKER, FREDERICK
Atlanta District
HYDE, KIRBY
Miami District
ICANBERRY, GLEN
Los Angeles District
JACKSON JR, CHARLES
Wilmington/Bear District
KNUTSON, GARY
Chicago Metro District

KOEHLER JR, J KENNETH

Washington, DC/HQ
KUNZ SR, JOSEPH
Chicago Metro District
LUCAS, LEROY
Chicago Metro District
LYKES, GENOVA
New York District
MACKER, WALTER
Empire/Albany District
MCLEOD, CANUTE
Miami District
MILLAR, DAPHNE
Wilmington/Bear District
MURPHY, JOHN
Los Angeles District
PERRY JR, CORNELIUS
Mid-Atlantic Div/DC Non-HQ Dist
PHILLIPS, PATRICK
Los Angeles District
POWELL, FREDDIE
Philadelphia District
SIMON, HUBERT
New Haven District
STEINBACHER, RICHARD
Philadelphia District
TABEL, GREGORY
Los Angeles District
WARWICK JR, HERBERT
Baltimore District
WEST, JEROME
Chicago Metro District

FRONT LINE FOCUS

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 Gesù 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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.7	(goal) 3.4	3.6
Ridership	1,804,192	1,831,510	7,595,778	8,169,712
Total Expenses	\$262,342,000	\$252,283,000	\$1,041,364,000	\$1,009,628,000
Total Operating Revenue	\$142,204,000	\$142,682,000	\$607,336,000	\$629,750,000
On-time Performance	(system goal) 85%	69.5%	(system goal) 85%	73.0%

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

PSRST STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 9 • Issue 4 • April 2004

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* trainsets 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 round trips. 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 2:03 p.m. departure from New York.

To close a 90-minute gap in southbound service to BWI, train #2151, 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.

While 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

continued on page 4

Revenue and Ridership Gains Continue in February

Numbers for the Month Better Than Last Year

Amtrak continued to post ridership gains in February, despite the impact of cold winter weather on a vulnerable fleet in the first weeks of the month. The railroad carried over 1.8 million passengers — Amtrak's highest February ever and 5 percent more passengers than February 2003. Ticket revenues for the month, at \$91.2 million, were 8 percent better than a year ago, but fell short of this year's budget goal by 4 percent.

However, ridership was down 5 percent against the company's budget goal, due to a combination of factors. The severe cold weather

in January and February caused freeze damage to both Amfleet equipment and Viewliner sleepers that resulted in equipment shortages in the East. Many *Regional* and *Metroliner* departures during the first half of the month had to be cancelled, and Viewliner sleeper shortages affected the *Federal*, *Crescent*, *Cardinal*, *Silver Star* and *Silver Meteor*, and *Lake Shore Limited* services throughout the month. Overall, on-time performance declined, particularly on long-distance trains. There was also a slight softening in the travel

continued on page 4

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 countersuit, and moves up the transfer of the maintenance responsibility from the Northeast

Corridor Management Service Corporation (NECMSC) 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.

continued on page 6

TRAIN OF THOUGHT

The security of our passengers and employees is getting a closer look in the wake of the commuter train bombings in Madrid, Spain last month. While this attack exposes the vulnerability of all forms of public transportation because they are open systems, there are a number of things that we can all do—and must do—for our safety and security and that of our passengers. While Amtrak has not been the target of a specific and credible threat, we need to be vigilant.

What can you do to help? First, it is important that every employee recognize that our passengers look to us as figures of authority and responsibility. That means that each and every one of us must act professionally and responsively with our passengers at all times that we’re on the property and wearing our identification.

Second, be alert.

It may sound simple, but there is a lot of power in the watchfulness of 20,000 employees. You know your own work environment better than anyone else. Last month, an alert maintenance-of-way worker in France discovered a bomb hidden

in the right-of-way south of Paris and quickly notified the authorities, who successfully deactivated the device.

If you see something unusual or suspicious, call the Amtrak Police Department at (800) 331-0008.

Be alert to unattended packages and baggage at stations and on-board trains. On-board staff should not hesitate to ask, “Is this your bag?” or when notified by passengers of something amiss – someone acting strangely or a suspicious package – to investigate it immediately. If in doubt as to what to do, contact your supervisor or the Amtrak Police Department.

Third, wear your identification at all times. If you come across someone you don’t recognize who doesn’t have identification displayed, you are obligated to ask them for it. All of us must have employee identification visible at all times while on Amtrak property — I wear mine around my neck. That means the office, the train, the station, the yard, everywhere.

Finally, copies of an employee security handbook are being



David L. Gunn

distributed to all employees this month. I am asking every employee to review the handbook and familiarize yourself with the security procedures related to your job. You are 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.

These are simple actions, but like the actions of the railway worker in France, they can and will make a big difference in our railroad’s security. Our highest priority is the safety of all passengers and employees—and their security as well.

Track Work Resumes After Winter Break

This spring, track work resumed on the Northeast Corridor to continue the company’s FY ’04 capital program. Along the corridor, three large units of equipment can be seen working to improve the railroad’s infrastructure.

In mid-February, the Rail Change Out (RCO) machine began work in New Jersey laying rail between Ham Interlocking (near Trenton), and north to Midway Interlocking (toward New Brunswick). The RCO, which automates the rail change process, is scheduled to install 38 miles of Continuously Welded Rail (CWR) on tracks # 2 and # 3 by mid-April. When that work is completed, it will move to the New England Division to complete work on another 38 miles of track.

Like the Track Laying System (TLS), the RCO is a constantly moving machine that removes old rail, sets it off to the side, and threads in new CWR.

After being put to rest in mid-December for the winter, Amtrak’s Track Laying System (TLS) was back at work on March 8. This

fiscal year, approximately 180,000 concrete ties will be laid between Trenton and Wilmington. This spring, the TLS will begin in north-east Philadelphia, working south toward Wilmington. It will then move back north to work between northeast Philadelphia and Morrisville, PA.

Amtrak’s undercutter, which eliminates track surface defects

by renewing the ballast, resumed work on March 1. This spring, the undercutter will be working at locations in Maryland, from the Bush River Bridge south to New Carrollton. The undercutter is expected to renew approximately 50 miles of ballast in various locations between Philadelphia and Washington this fiscal year.



Amtrak's TLS is scheduled to install 180,000 concrete ties on the Northeast Corridor this fiscal year.

Inside

2 TRAIN OF THOUGHT
Track Work Resumes After Winter Break

3 More Amtrak Trains Become Smoke-free
Electrification of Crossovers on Northeast Corridor Maximizes Flexibility
Acela First Class Passengers Savor New Menu Items

5 Cleanup of Sunnyside Structure Underway
Oakland Maintainance Facility Construction Nears Completion
PROMOTIONS IN MOTION
Florida Rail Pass

6 Passenger Complaints Decrease and Praise Rises

7 EMPLOYEE MILESTONES

8 VITAL STATS
FRONT LINE FOCUS
Black History Month Contest
Caps Off Month of Events

Amtrak Ink

Vol. 9, Issue 4, April 2004

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

Mailing Permit #1812

AMTRAK is a registered service mark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

More Amtrak Trains Become Smoke-free

In keeping with the consumer demand for smoke-free environments, Amtrak is expanding its onboard no-smoking policy to include six long-distance trains that operate with Superliner equipment. Effective April 26, smoking is prohibited on the *Southwest Chief*, *Empire Builder*, *California Zephyr*, *Texas Eagle*, *Capitol Limited*, and the *City of New Orleans*.

Passengers traveling on trains aboard which smoking is not permitted may smoke at designated station stops announced by the conductor. To avoid being left behind, passengers are advised to remain on the platform near the train, prepared to reboard immediately upon hearing the locomotive horn or the “all aboard” call from Amtrak personnel.

To help enforce the policy, it is being made to known to customers via notices posted in stations, on amtrak.com, and in the spring timetable. On the phone, reservations sales agents remind passengers that these trains no longer permit smoking. In addition, conductors have been provided sample scripts to communicate the new policy.

The decision to ban smoking on Superliner trains was based on several factors. Previously, smoking on Superliner equipment was allowed in a separate room on the lower level of a designated coach. However, as passengers entered or exited the room, smoke rose to the upper level coach seating area, causing dissatisfaction among non-smoking passengers.

Analysis of ridership data conducted in January 2004 by Amtrak’s Market Research and Analysis department found that

prohibiting smoking on long-distance trains does not adversely impact ticket revenue or ridership. Additionally, any losses in the ridership of smokers appear to be offset by an increase in traffic from those highly allergic to tobacco smoke. This analysis was conducted on the 34-hour *Coast Starlight* route, which became non-smoking in the mid-90s and the 65-hour *Sunset Limited* trip, which has restricted smoking since the summer of 2003.

The smoking urns attached to the wall and seating bolted to the floor will ultimately be removed, allowing much needed additional space. Recommendations for utilizing the added space include adding lower-level seating, checked baggage, or carry-on luggage storage space. Until a decision is made, the door of the smoking room will be sealed.

Smoking is still permitted on the *Auto Train*, *Crescent*, and Silver Service trains; however, the company continues to review the viability of completely prohibiting smoking on board all trains.

“The meal choices are a significant component of the overall First class experience,”

Pete Humphreys,
Director of Food and Beverage Standards and Operations

Electrification of Crossovers on Northeast Corridor Maximizes Flexibility

New England Division Engineering forces this winter completed a long-term crossover electrification project in Massachusetts that provides greater flexibility and helps support on-time performance goals on the Northeast Corridor.

When the northend of the Northeast Corridor was electrified in January 2000, crossovers at a handful of interlockings were not wired for electric train operation due to budgetary constraints.

“As a result... the northend better supports the busy Amtrak Northeast Corridor... by providing greater transportation flexibility and keeping on-time performance at higher levels.”

David Hughes, Chief Engineer

Acela First Class Passengers Savor New Menu Items

Amtrak’s *Acela Express* First class passengers are in for a treat. A number of treats, actually. Inaugurated on April 28, the First class spring /summer menu offers *Acela’s* frequent customers a range of new meal options.

Because *Acela Express* First class passengers often tend to be frequent riders, offering a broad variety of appealing meal options is critical. The First class menu runs on a two-year cycle, with distinct spring/summer (from April to October) and fall/winter (October to April 2005) selections, which then repeat the following year. Within each season’s menus, there are four cycles that rotate every other Wednesday. Passengers may select from three choices at breakfast, lunch, or dinner.

“The meal choices are a significant component of the overall First class experience,” said Pete Humphreys, director of Food and

Beverage Standards and Operations. “If we served the same old rubber chicken dinner every day, our passengers would not get the high-quality first class service they expect from *Acela Express*.”

Most of the items offered in this cycle are new. One of the more popular items in the last menu was a bruschetta bar, which offered lighter fare for passengers not wanting a full lunch or dinner meal. Working with the same concept, the new menus offer Tapas, which are bite-size samples of a range of items. For example, a passenger may make a Tapas order that includes a duck terrine, smoked salmon, mousse and herb shrimp, a pumpernickel round, and crackers.

One of the changes to the new menu was made as a result of employees’ input. Because employees advised Amtrak’s Food and Beverage group that passengers don’t ask for dessert at lunch, this item was taken off the lunch menu; yielding a cost-savings. Instead, passengers may opt for a Ghirardelli chocolate to eat after lunch or save for later in the day.

The First class menus are also offered on *Metroliner* First class service, albeit modified due to equipment constraints.

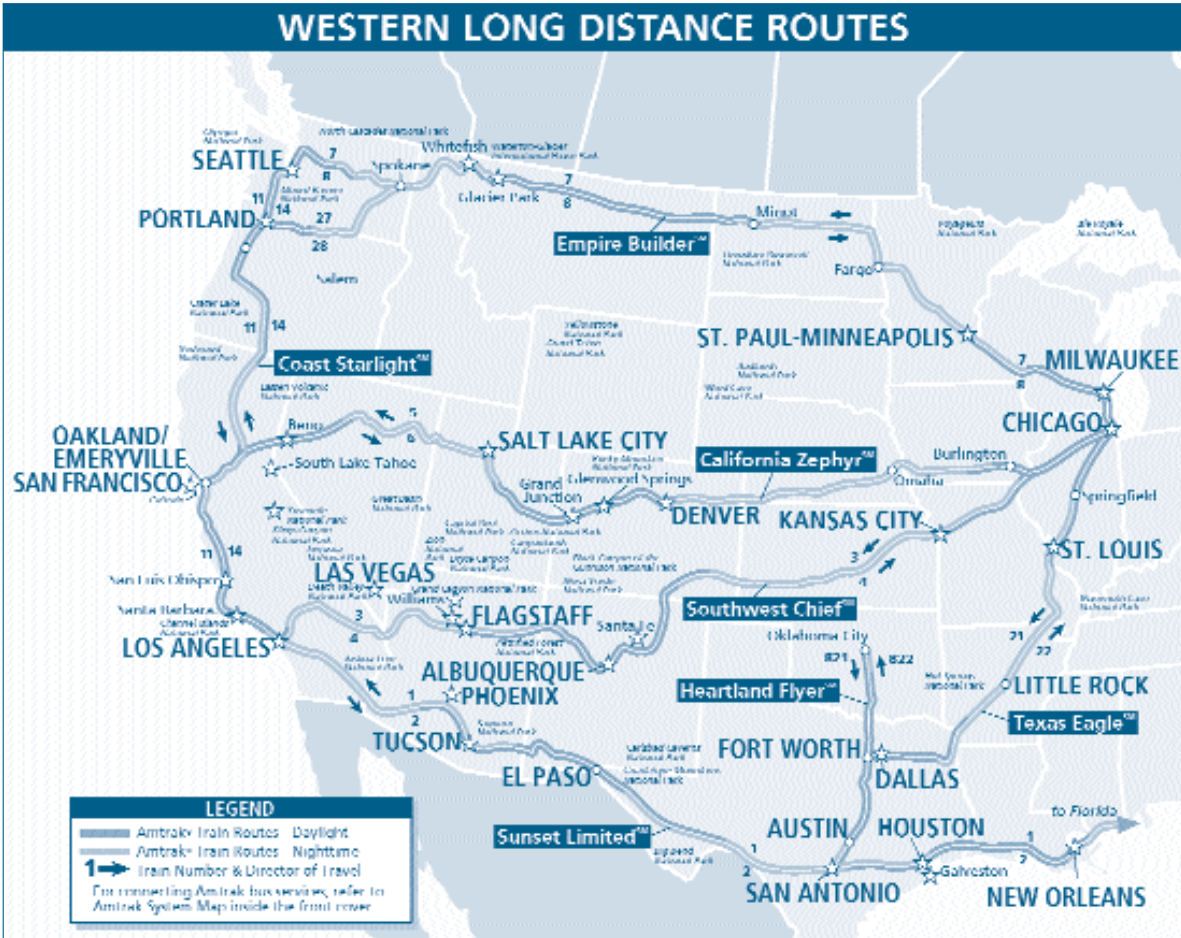
where de-energizing the power system caused loss of catenary power at Amtrak’s South Hampton Maintenance Yard. Because cutting the power at Canton Junction this winter could have resulted in freezing trainsets in South Hampton Maintenance Yard (thereby causing delays to maintenance and the morning service), coordination between Mechanical, Transportation, and Engineering personnel was crucial. While much of the construction at Canton Junction was completed with a single-track power outage, there were several nights during which both tracks were de-energized.

“As a result of the completion of this project, the northend better supports the busy Amtrak Northeast Corridor and commuter service by providing greater transportation flexibility and keeping on-time performance at higher levels,” said Chief Engineer David Hughes.

New Spring Timetable Features Service Improvements

continued from page 1
between Washington and New York; 9:19 a.m. Saturday and Sunday morning departures from Philadelphia to New York, and a 2 p.m. weekend New York to Boston

and Port Huron, MI, replace *International* service that operated between Chicago and Toronto, Canada. *Blue Water* trains provide daily morning departures to Chicago and return afternoon and



The Western region map includes color-coded routes that identify daytime and nighttime travel for passengers who want to plan their scenic trips accordingly.

express train are also added to reduce crowding during peak travel periods.

Additionally, an 11:35 a.m. *Regional* train is added between New York and Washington to eliminate the gap in mid-morning service.

Trains #66 and #67, which formerly operated as the *Federal*, are designated in the new timetable as *Regional* service trains and operate on a slightly adjusted schedule between Washington and Boston.

Empire Corridor Schedule Changes
Adirondack train #71, operating Saturday and Sunday, departs New York two hours earlier at 7:45 a.m. to provide a more convenient arrival, just in time for dinner in Montreal at 5:50 p.m.

New Blue Water Service Replaces the International
On Saturday, April 24, Amtrak and the Michigan Department of Transportation (MDOT) will operate a special inaugural train between Port Huron and Niles, MI, to launch the new *Blue Water* service, which begins April 25. The *Blue Water* trains #364 and #365, with daily service between Chicago

West Coast Updates
Passengers traveling on Amtrak's *Capitol Corridor* service between Oakland and Sacramento arrive ten minutes earlier as a result of schedule improvements along the route.

In addition, six weekend *Pacific Surfliner* trains serve San Diego's Old Town station, offering travelers attractive daytime round-trip schedules from Los Angeles.

Staying on Track
A useful addition to the regional sections of the spring timetable is information about upcoming track upgrade projects that affect train schedules or services. For example, while

paging through the Western region section, passengers planning summer travel on the *California Zephyr* learn about schedule 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 improvement 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 outside of Glacier National Park, MT. The spring timetable continues to reflect the company's back-to-basics approach to advertising and promoting its services in a customer-friendly format. The timetable is a comprehensive collection of national train schedules arranged by region, which includes sample fares, Amtrak policies, and other pertinent travel information.

Ohio Route Changes
Ohio passengers have a wider choice of service with the addition of Sandusky and Elyria stops (also served by the *Capitol Limited*) to the *Lake Shore Limited* route. Additionally, the Bryan, OH, station stop is transferred from the *Capitol Limited* route to that of the *Lake Shore Limited*.

Revenue and Ridership Gains Continue in February

Numbers for the Month Better Than Last Year

continued from page 1
industry nationwide. On whole, for February '04, it is estimated that the equipment failures cost the railroad an estimated \$1.6 million in ticket revenues.

Despite a 7-percent reduction in scheduled departures during February, attributed mostly to weather-related equipment shortages, premium (*Acela Express* and *Metroliner*) ridership on the corridor was up 2 percent. This increase was led by *Acela Express*, which was up 10 percent on the northend, and up 9 percent on the southend. Ridership on *Regional* trains also improved, up 13 percent versus last year.

The same factors — the decline in the travel market, equipment shortages, and on-time performance — resulted in long-distance revenues 3 percent shy of budget. Viewliner sleeper equipment shortages resulted in an estimated loss of \$350,000 in February ticket revenues, a 12-percent decline in Viewliner Sleeping car revenues compared to February 2003. By contrast, Superliner sleeper ticket revenues grew 9 percent this year against last year. However, an estimated loss of \$1 million in long-distance ticket revenues for February is expected to be the result of reduced on-time performance, which slipped to 10 points below a year ago through February.

Year-to-date Figures Show Gains Against Last Year and Goal
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 7 percent against this time last year and 3.5 percent above budget goal.

Cleanup of Sunnyside Structure Underway

As trains travel southbound to New York's Penn station, they pass a Railway Express Agency (REA) building located on the grounds of Sunnyside Yard in New York. Until recently, what passengers saw from the train resembled a junkyard filled with corroded debris, and employees arriving at work saw a decaying and polluted work environment.

In March, Amtrak completed the first phase of a project to cleanup, and ultimately, demolish, the REA building at Sunnyside. The company's goal of improving the railroad's state of repair includes ridding its property of debris that litters yards, right-of-way, and facilities. Cleanup of this eyesore began in mid-January with the removal of soil and debris around the building and will culminate with the demolition of the building this summer.

"The lot wasn't just an eyesore; it invited criminal activity and was a real detriment to employees' feeling good about where they work. The work being done at the site is very tangible evidence of how serious Amtrak is about cleaning up our facilities," said New York Division Master Mechanic Don Knapik.

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 backed up against the building as high as 30 feet in some areas. In

by Amtrak employees, including environmental, engineering, and safety personnel. The on-site work was overseen by Engineering Project Manager Augustine Juliano. Because low-levels of contaminants were present in the soil, continuous air monitoring was conducted.

completed in 1909. Amtrak acquired the building when it purchased Sunnyside Yard from Penn Central in 1976. At that time, the building was vacant, as REA's package express operations had ceased in 1974.



The lot surrounding the REA building at Sunnyside Yard is ready for demolition of the structure later this summer. Not long ago, the lot resembled a junkyard full of soil and debris. Photo credit: William Schulz

addition, old equipment including vehicles, trucks, cranes, and front-end loaders abandoned by the last tenant trashed the lot.

The magnitude of the project is best conveyed by the amount of garbage hauled out of the facility. Over 14,000 tons of soil, 1,900 cubic yards of concrete, 900 tons of construction debris, and 500 tons of metal were removed from the site.

"When you consider that the average dump truck carries between 20-25 tons, you really get sense as to how much was removed from the site," said Rich Mohlenhoff, senior environmental coordinator in the New York Division.

The cleanup work was performed by specialized contractors in coordination with and supervised

Sunnyside employees were notified about the air monitoring, and no air quality problems arose.

"The contractors and Amtrak worked very closely to make sure that the operation was done properly, keeping the safety of Sunnyside employees the highest priority," noted Harry Seubert, Sunnyside environmental coordinator and 30-year Amtrak veteran.

Phase two of the project will involve asbestos abatement in the 42,000 square-foot structure before it is demolished this summer. As with the first phase, air monitoring will be conducted during the course of the second phase.

Built in the 1920s, the REA building was not part of the original site of Sunnyside Yard, which was

The building remained vacant between then and the mid-1990s, when the property was leased to a demolition contractor, who improperly used the property for storage and left a dump when he was evicted in 1999. During that period and up until its cleanup, the building and the surrounding area fell victim to vandalism and other illegal activity.

While not classified as a historic building by the New York State Historic Preservation Office, the structure still reflects some of its former grace with sophisticated brickwork. According to those who are familiar with the building's original splendor, the REA building featured mahogany paneling and marble floors.

Oakland Maintenance Facility Construction Nears Completion



Construction on Amtrak's maintenance facility continues in Oakland, CA, with completion slated for the end of September 2004. The steel framing for the maintenance building is being installed, as well as construction of the service and inspection pit, and the wye East and wye West tracks. Currently, the \$65-million facility is approximately 75 percent complete. Photo 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 single low price. Using the rail pass, Florida residents may travel to popular destinations and attractions for a fraction of what an individual rail ticket costs.

The pass may be used to travel to 33 destinations within the state on Amtrak's *Palmetto*, *Silver Meteor*, *Silver Star* and *Sunset Limited* trains. Passes are good for one year from the date of purchase for unlimited coach travel throughout Florida. A special anniversary purchase price of \$199 is available from April 1, 2004 through Aug. 27, 2004.

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 passholder must present the pass along with valid photo identification. The pass may be upgraded (on board with the conductor) to include sleeping accommodations, if available, with the payment of the applicable accommodation charge. Also, for a fee, ticket agents may upgrade Florida Rail Pass holders to business class seating.

Passenger Complaints Decrease and Praise Rises

Feedback from passengers — good and bad — is of great value to any company. This is particularly true for service-oriented companies 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 dissatisfied and Amtrak is no exception. Approximately 94 percent of comments received in the first 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 times Amtrak was praised by passengers rose to 1,776 — an increase of 37 percent over the first quarter of '03.

One typical commendation came from former U.S. DOT Chief of Staff Michael Huerta, who recently sent an email stating, “I rode the *Crescent* from Lynchburg, VA to Washington. 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 was impressed with what I experienced. I'll definitely do it again.”

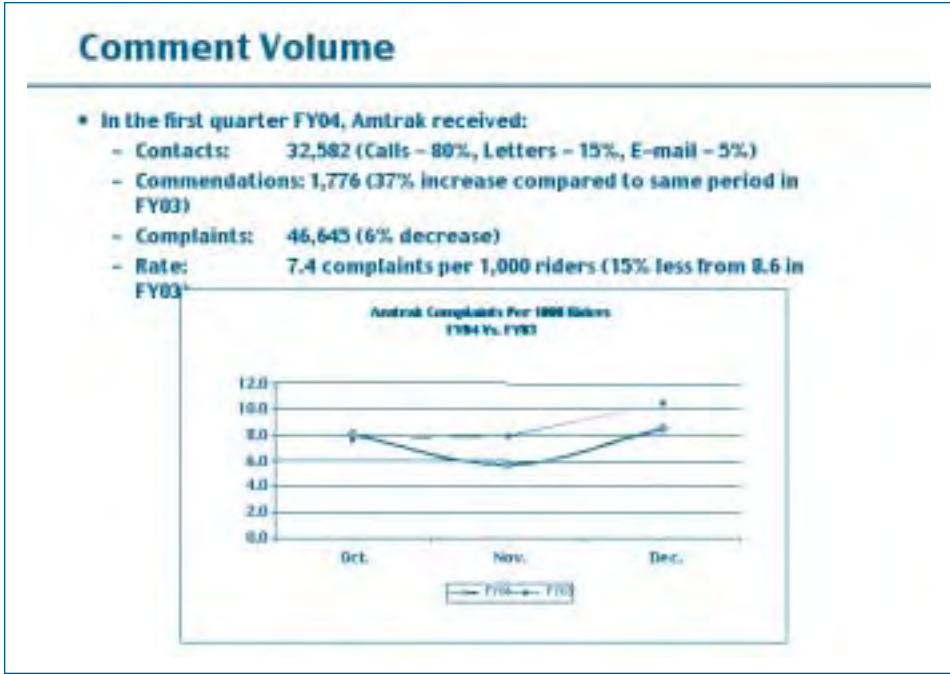
Of course, most passengers write to Amtrak because the service fell short of their expectations. While it is disappointing to hear that Amtrak has failed to live up to the standard passengers expect, it is useful to put their complaints in context. Less than one percent of all trips result in a passenger complaint. Often, the basis for the complaints is beyond Amtrak's control. Nonetheless, Amtrak uses

the information gained from the complaints to pinpoint problem areas and improve service.

“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 ridership and revenue.”

The complaints and information gathered are used in three ways. First, the 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 can be 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 passengers, 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 caring enough 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.

Bombardier/Alstom and Amtrak Reach Agreement

continued from page 1

Under the terms of the agreement, the parties will drop all claims against each other relating to the program and the consortium will be entitled to receive up to \$42.5 million against approximately \$70 million that Amtrak previously withheld.

In addition, the parties will amend the maintenance services contract for the trainsets, allowing Amtrak to assume responsibility for the trains' maintenance beginning in October 2006.

“Instead of continuing to spend unnecessary time and money on costly and attention-diverting litigation, the full focus of our efforts will now be on improving the performance of *Acela Express* and delivering the best service we know how for the passengers who enjoy and depend on it,” said Amtrak President David Gunn.

EMPLOYEE MILESTONES

25-Year Anniversaries

March 2004

- AFFOON, WINSTON
New York District
- ALVIES, RUDOLPH
Beech Grove District
- AVILA, JOSEFINA
Los Angeles District
- BALFOUR, DOUGLAS
Beech Grove District
- BATZOLD, DAVID
Empire/Albany District
- BECKETT, MARY
Chicago Metro District
- BONANNO, NANCY
Mid-Atlantic Div/DC Non-HQ Dist
- BORRAYO, SYLVIA
Los Angeles District
- CHEATHAM JR, HARDIN
Beech Grove District
- CROASMUN, EVERETT
Beech Grove District
- D'AGOSTINO, VICTOR
Los Angeles District
- FALCONER, FREDERICK
Beech Grove District
- GRAVELY, ELEANOR
Philadelphia District
- GUERINGER, GREGORY
New Orleans District
- HAMMEL, DENNIS
Beech Grove District
- JENSEN, CARL
Empire/Albany District
- JORDAN, JOSEPHINE
Philadelphia District
- JOYCE, LOIS ANNE
Philadelphia District
- KIDD, LARRY
Beech Grove District
- KROSS, JOSEPH
Empire/Albany District
- KRYNICKI, PETER
New York District
- LAPP, FRANK
Chicago Metro District
- LING, YASMINE
New York District
- MAZZURCO, DOMINICK
New York District
- MEADOWS, GREGORY
Beech Grove District
- MEJIA, LAURA
Los Angeles District
- MITCHELL SR, SHERMAN
Jacksonville District
- BOWMAN, MARCIA
Chicago Metro District
- PING JR, JAMES
Beech Grove District
- PING, JAMES
Beech Grove District
- RENT, KURT
Beech Grove District

- ROSS JR, GEORGE
New Haven District
- SGRIGNUOLI JR, FRANCIS
Philadelphia District
- STAFFORD, LINDA
Beech Grove District
- STEWART, DANIEL
Empire/Albany District
- TALAMANTES, NORMA
Los Angeles District
- TARALLO SOTTILE, ESTELLE
Wilmington/Bear District
- TAYLOR, PAUL
Beech Grove District
- THROCKMORTON, CLARENCE
Beech Grove District
- TIETSWORTH, WILLIAM
Beech Grove District
- VADEN, DAVID
New York District
- WAGNER, VICTORIA
Chicago Metro District
- WELLS, JACK JEFFREY
Los Angeles District
- WIERZBICKI, DONNA
Philadelphia District
- WILSON, RICHARD
Mid-Atlantic Div/DC Non-HQ Dist
- ZEIGLER, TIMOTHY
Beech Grove District

30-Year Anniversaries

March 2004

- ADAMS, JAMES
Chicago Metro District
- ADAMS, LARRY
Miami District
- BOBO, DIANE
Los Angeles District
- ANAYA, MARTIN
Kansas City District
- ANDERSON, GEORGE
Miami District
- APPLEGATE, J
Chicago Metro District
- BAGLIO, EILEEN
Washington, DC/HQ
- BAILEY, ALAN
Jacksonville District
- BAUTISTA, RUDY
Jacksonville District
- BERGMANN, TANYA
New York District
- BERRY, LLOYD
Los Angeles District
- BISHOP, DAVID
Miami District
- BLY, LARRY
Los Angeles District
- BROOKS, SYLVESTER
Miami District
- BROWN, JIMMIE
Jacksonville District

- BROYHILL, MARGUERITE
Philadelphia District
- BRUNSON, THORNTON
Jacksonville District
- CAMPOVERDE, JULIAN
New York District
- CARTER, DEBRA
Philadelphia District
- CHAMPAGNE, ISSAC
Los Angeles District
- CHASTAIN, DENNIS
Sanford District
- COGDILL, MICHAEL
Jacksonville District
- COHEN, WENDELL
Miami District
- COLEMAN, THOMAS
Los Angeles District
- COLLINS, HARRY
Seattle District
- CREIGHTON, HOWARD
Los Angeles District
- CUMBO, RONALD
Miami District
- DAILEY, CARLTON
Miami District
- DANNER, ULYSSES
Miami District
- DAVIS JR, JAMES
New York District
- DENSON, SIMUEL
Jacksonville District
- DIGGS, APRIL
Los Angeles District
- DO COTEAU, CHARLES
Miami District
- DOBOSH, VACLAV
Miami District
- DOYLE JR, JAMES
Los Angeles District
- ELLIOTT JR, LEVERTA
Chicago Metro District
- ELSTEN, THOMAS
Detroit District
- ETHERIDGE, MARILYN
Wilmington/Bear District
- EVANS, MERIWETHER
New York District
- FERGUSON JR, COLEMAN
Miami District
- PIENTO, CAROL
Philadelphia District
- FLOURNOY, ALEXANDER
Jacksonville District
- FOSTER JR, ALLEN
New York District
- FOWLKES JR, CHARLES
Los Angeles District
- GABRIEL, BERWICK
Miami District
- GIPSON, DAVE
New Orleans District
- GISENTANNER, FREDERICK
Miami District

- GLASGOW, FRED
New York District
- GOODMAN, JOE
New York District
- GRANT, LEON
Miami District
- GRAVES, CLIFFORD
Miami District
- GREEN, HENRY
Jacksonville District
- HANCOCK, GUY
Oakland District
- HANSAHAN JR, HUBERT
Oakland District
- HANSON, EDWARD
Miami District
- HARRINGTON, CORNELIUS
Miami District
- HARRIS, MICHAEL
Los Angeles District
- HARVEY, HAYWARD
Los Angeles District
- HERRIOTT, SHEILA
New York District
- HOBGOOD JAMES
Miami District
- HOLGUIN, DOLORES
Los Angeles District
- HUBBARD, JAMES
St. Louis District
- HUEBNER, RAE
Wilmington/Bear District
- IVEY, GORDON
Miami District
- JACKSON, ROBERT
Jacksonville District
- JENKINS, LONNIE
Chicago Metro District
- JOHNSON III, LIONEL
Los Angeles District
- JOHNSON, JAMES
Portland District
- JOHNSON, PRINCE
New York District
- JOHNSON, RICHARD
New York District
- JONES III, MACK
Jacksonville District
- JONES, LARRY
Jacksonville District
- JOSEPH, JAMES
Jacksonville District
- JUHL, DAVID
Chicago Metro District
- KELLY, LASCELLES
Miami District
- KING, KATHLEEN
Chicago Metro District
- KU, JOHN
New York District
- LAMBERT JR, ROMADELL
New Orleans District
- LAWRENCE, ROBERT
Jacksonville District
- LEE JR, FELTON
Miami District

- LEMON SR, JAMES
Miami District
- LEVANDER, LINDA
Los Angeles District
- LEWIS, BARBARA
Chicago Metro District
- LIM, ROGELIO
Jacksonville District
- LINSCOMB, KENNETH
Los Angeles District
- MACINNIS, FAYE
Chicago Metro District
- MARTIN, LORELEE
Philadelphia District
- MAXWELL, KENNETH
Miami District
- MC CLENDON JR, CURTIS
Miami District
- MCKINNEY, GRADY
Miami District
- MCMICKENS, LARRY
New Orleans District
- MCTEAR, KENNETH
Jacksonville District
- MELENDEZ, ROBERT
New York District
- MITCHELL, KIRK
Miami District
- MITCHELL, LEROY
New York District
- MOORE, PRINCE
New York District
- MYRICK, JAMES
Miami District
- NICHOLSON, BOBBE
Los Angeles District
- PALMER, LARRY
Chicago Metro District
- PATTERSON, GARY
Mid-Atlantic Div/DC Non-HQ Dist
- PHILLIPS, WILLIE
Jacksonville District
- POWELL, MICHAEL
Miami District
- PRESHA, JOSEPH
New Orleans District
- READY, SHEILA
Chicago Metro District
- REINOEHL, GARY
Washington, DC/HQ
- RICHARDSON, CHERYL
Los Angeles District
- RIGGINS, CHARLES
New York District
- ROSS, FLOZELL
Miami District
- RUCKER, PAUL
Miami District
- SANDERS, KAISER
Miami District
- SAWYER, ALPHONSO
Miami District
- SHARPE, SELWYN
New York District
- SHERLEY, RONALD
Salt Lake City

Congratulations to All of You!

- SHERMAN, CLAUDEST
Jacksonville District
- SHOUP, MARIAN
Jacksonville District
- SINGLETON, LARRY
Miami District
- SMITH, MICHAEL
Portland District
- SOLOMON, LAWRENCE
Los Angeles District
- SOWELS, CORANZA
Chicago Metro District
- STACEY, RAYMOND
Mid-Atlantic Div/DC Non-HQ Dist
- STEADMAN, JAMES
New York District
- STEINBERG, MICHAEL
New York District
- STEPHENS, HENRY
Miami District
- STEWART, ANTHONY
Miami District
- STINEMAN, DEBORAH
Philadelphia District
- STOKES, JOSEPH
Chicago Metro District
- TALMY, RICHARD
Los Angeles District
- TAYLOR, ARTHUR
Los Angeles District
- TAYLOR, JOAN
Philadelphia District
- THOMAS JR, JAMES
Miami District
- THOMAS, DALE
Chicago Metro District
- THOMAS, GEORGIA
Philadelphia District
- TOWNSEND, ODELL
Jacksonville District
- VANCL, ROBERT
Chicago Metro District
- WASSERSTROM, MARTIN
Miami District
- WATSON JR, WILLIE
Miami District
- WEIDERHOLD JR, FRED
Washington, DC/HQ
- WEYRICK, PATRICIA
Chicago Metro District
- WHITE, GREGORY
New York District
- WILLIAMS, ANTHONY
Los Angeles District
- WILLIAMS, REGGIE
Miami District
- WILLIAMS, ROBERT
Los Angeles District
- WILLIAMS, RUDOLPH
Jacksonville District
- WILLIAMS, WILLIE
Jacksonville District
- WOODSON, LINDA
Jacksonville District
- WUJCIK JR, WALTER
Wilmington/Bear District

- YOUNGREEN, CARL
Oakland District
- Retirees**
February 2004
- ALLEN, NELSON
Mid-Atlantic Div/DC Non-HQ Dist
- D'AQUIN JR, ALVIN
New Orleans District
- DOTTERER JR, WILLIAM
Philadelphia District
- GORE, NATHANIEL
Miami District
- HERNANDEZ, GRACIELA
Los Angeles District
- HILL JR, RICHARD
Wilmington/Bear District
- HORTON, REGINALD
Wilmington/Bear District
- JOHNSON, RONALD
Mid-Atlantic Div/DC Non-HQ Dist
- KENNEDY, VERNON
Jacksonville District
- LIPPINCOTT, KATHLEEN
Philadelphia District
- LISOSKI JR, JOHN
Portland District
- MALE, GARY
Jacksonville District
- MCMENAMIN, JOSEPH
Philadelphia District
- OLSEN, THOMAS
Philadelphia District
- PRYOR, MILLICENT
New York District
- RADATZ, RONALD
Chicago Metro District
- SANDTE, DELBERT
Philadelphia District
- SIDES, BARRY
Philadelphia District
- SMITH, WAYNE
Kansas City District
- STEPHENSON, BETTY
Seattle District
- WILSON, RICHARD
Los Angeles District
- ZANVETTOR, ROBERT
New Haven District

“ ...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 was impressed with what I experienced. I'll definitely do it again.”

Michael Huerta, former U.S. DOT Chief of Staff

VITAL STATS

for February 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.9	(goal) 3.4	3.8
Ridership	1,941,390	1,838,013	9,537,168	10,007,725
Total Expenses	\$251,559,000	\$244,944,000	\$1,292,922,000	\$1,254,571,000
Total Operating Revenue	\$145,769,000	\$145,632,000	\$753,104,000	\$775,381,000
On-time Performance	(system goal) 85%	73.2%	(system goal) 85%	73.0%

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

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 the 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 sleep. 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

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 Easter, 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.



The Black History Month Contest capped off a month of events across the country, including art exhibits and live blues and jazz music concerts held throughout the month in New York's Penn Station. In Miami, employees from stations, on-board services, the crew base and the Mechanical department participated in an event honoring black women, which included choirs, dancers, and children singing and reciting poetry, and exhibits that told stories of African queens and notable African American women. In Rensselaer, NY, the maintenance facility observed the holiday by honoring black intellectuals, renaissance men, civil rights leaders, and notable jazz musicians in our American history.

PRSR STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 9 • Issue 5 • May 2004



TSA Launches Security Screening Pilot

Amtrak Continues Security Information Campaign

Recent terrorist attacks on passenger rail in Europe this year, including the deadly Madrid bombings in March that claimed nearly 200 lives, has increased public attention on the security of passenger rail in the United States and prompted a new federal pilot project to test passenger rail security measures.

While the open nature of the nation's passenger rail systems makes the adaptation of an airport-style security system impossible, transit authorities, commuter rail providers, and Amtrak have all stepped up their security measures in recent

months. Additionally, the Transportation Security Administration (TSA) began a 30-day pilot program this month at the New Carrollton, MD, rail station to test advanced security screening devices.

Passenger screening at New Carrollton by the TSA is scheduled Monday through Friday. Carryon items are screened through an automatic x-ray machine and passengers are screened as they briefly stand in a portal that detects traces of explosive materials. A secondary screening may be

required if either machine registers a positive detection.

According to the TSA, the rail passenger security screening pilot program at New Carrollton is to test new technologies and identify best security practices in a rail environment. The agency hopes the pilot will yield information on the technical issues surrounding passenger screening in rail and mass transit stations.

The TSA developed leaflets and posters to advise passengers of the testing.

Last month, Amtrak kicked off a series of employee initiatives to emphasize the importance of a security-conscious workforce.

"Maintaining a secure environment is up to each and every one of us," said Senior Vice President of Operations Bill Crosbie.

continued on page 3

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 4

Head of the Class



Proud to celebrate their accomplishment are members of the first class to graduate under the new consolidated training program for assistant conductors. The seven-week assistant conductor training program, held at the Wilmington Training Facility, ended with a graduation ceremony on April 23. Of the 12 graduates, seven were Amtrak employees coming from positions in ticket offices, Mail and Express, Reservations Sales, and On-board Services. Pictured are (L. to R.) Instructor Andrea Eichler, J.J. Kavanaugh, Michael Duncan, Ricarda Burrell, Latosha Morgan, Tywina Phillips, Peter Bolden, Nadia Sayad Kasrawi, Myron Claiborne, Robert Pullia, Joseph Lewis, Jr., Kay Ledwick, Del-Mar Hines, and Instructor Art Guyton.

TRAIN OF THOUGHT

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 old ties rotting along the route, it’s unappealing to our passengers. Make sure your uniforms are 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).



David L. Gunn

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.

Righting the Right-of-Way *Harrisburg Line Cleanup Shows Substantial Improvement*

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 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

continued on page 12

Inside

2

TRAIN OF THOUGHT
West End Clean-up

3

Beech Grove Facility
Makes the Grade

4

Track Improvements Impact
Amtrak Operations

5

Law Enforcement Officers Crack
Down on Violators, Gain
Railroad Safety Education

Watchful Employee
Takes Action

6

Tariff Group Makes
the Connections

10

Amtrak Employees Receive
National Recognition for Safety
and Environmental Initiatives

EMPLOYEE MILESTONES

11

Medical Leave Process Detailed
for Employees

12

VITAL STATS
FRONT LINE FOCUS

Amtrak Ink

Vol. 9, Issue 5, May 2004

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee &
Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Beech Grove Facility Makes the Grade

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.



This year’s environmental audit of Beech Grove noted excellent housekeeping and record-keeping practices.

“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 an Industrial Wastewater 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.

Audit Year	# of Positive Findings	# of Potential Violations
2001	7	1
2002	5	1
2003	7	0
2004	11	0

TSA Launches Security Screening Pilot

Amtrak Continues Security Information Campaign

continued from page 1

“While 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.

“The environmental support staff here really takes ownership of projects and program management.”

Lew Wood
Beech Grove Superintendent

Track Improvements Impact Amtrak Operations

Editor's note: This is the first in a series of stories that provides 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 used on the *Silver Meteor* were added to the consist of the *Silver Star*. Additionally, in order to ensure that the *Silver Star* is not severely delayed by this project, it is temporarily operating almost two hours earlier than its normal schedule to allow travel through the work area before daily project work begins.

Other Amtrak services affected by this track work include the *Auto Train* and the Silver Service Thruway bus connections. Thruway buses that connect with the *Silver Meteor* are not operating and buses connecting to the *Silver Star* are operating earlier during this period.

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, an 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.

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.

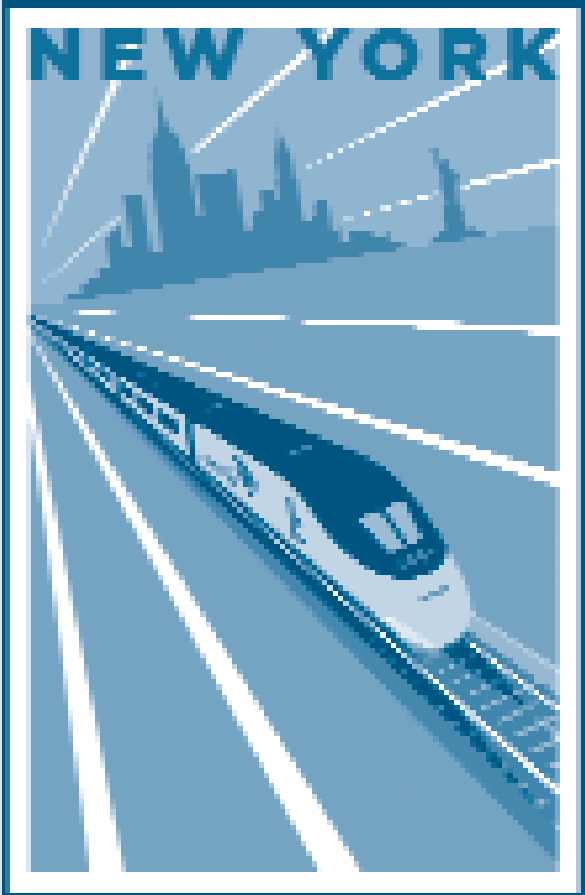
Ridership increases were noticeable on two long-distance trains despite the equipment shortages. Both the *Cardinal* and the *Palmetto*, for the third time running, have seen double-digit ridership increases for the month. In March, *Cardinal* ridership rose 24 percent over a year ago, and the *Palmetto* saw a 16-percent increase over last March.

Ridership growth on short-distance trains increased for the third month in a row on the *Hiawathas*, 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.

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.



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 pedestrians 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, combining resources to focus on the region incurring the majority of incidents.

Watchful Employee Takes Action

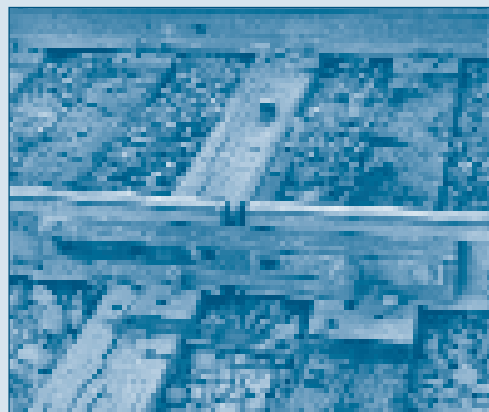
As assistant superintendent of Commuter Services for Engineering, Bob Simon is used to looking at rail. But while riding his bicycle one evening in San Martin, CA, Simon noticed something as he was about to ride over a grade crossing — and his ensuing actions helped many who will never know.

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 freights 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 cards, 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

As the westbound *Southwest Chief* leaves Gallup, NM, a couple bound for Los Angeles asks the conductor collecting tickets if a sleeping compartment is available. As it happens, the occupants of a standard bedroom recently left the train in Lamy, NM. After the conductor calculates the upgrade charge using his *Conductor's Memorandum Tariff* and the *Discount Table for On Board Sales* book and writes the upgrade ticket, the couple moves into the compartment, anticipating a comfortable night of restful sleep.

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 fleshes 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

Amtrak's fare structure is made up of a number of interrelated elements:

Tariff rules - the policies that govern how, when, and where the fares may be applied to a passenger's itinerary.

Types of passengers - demographic profiles that provide certain types of discounts to customers (children and seniors, for example).

Prices - the market-based dollar value of each trip segment

Inventory codes - the units of sell-able space on board trains.



The Tariffs group develops publications that help front-line employees understand and implement tariff rules.

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.

Amtrak’s Revenue Management group and the Tariffs group work together closely to maintain an efficient pricing system and to 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.

“Virtually every part of the business has benefit from their insight, effort, and enthusiasm.”

Matt Hardison
Chief of Sales Distribution
and Customer Service

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.”



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*/Amtrak 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

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

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.

Acela Express Travelers Get Tax Day Relief

To ease the stress of tax deadline day, *Acela Express* passengers traveling between New York and Washington on April 15 had the opportunity to relax with complimentary massages given by licensed massage therapists. Tax day travelers also participated in wine and cheese tastings, sponsored by Stonehedge Winery of Napa, California and Artisanal Cheese Center of New York.

Amtrak Guest Rewards Members Enjoy Spa and Golf Rewards

The *Acela Express*/*Metroliner* spring advertising campaign continued into April with the April 15 introduction of a Golf and Spa promotion targeting 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.

Planning Begins for *Empire Builder* Service Anniversary

The *Empire Builder* has traversed the nation's great northern plains for almost 75 years, joining America's Midwest to the Pacific Northwest via the Twin Cities, Glacier National Park, and Spokane, WA. On June 11, 2004 — the 75th anniversary of *Empire Builder* service — Amtrak, Burlington Northern Santa Fe (BNSF), Canadian Pacific Railway (CP), state partners, historians, local businesses, rail enthusiasts, and many others will mark the date with special events at Amtrak stations along the train's route.

Artist and rail enthusiast J. Craig Thorpe created an *Empire Builder* 75th Anniversary commemorative poster that will be displayed along the route and is available for purchase. In Chicago's Union Station, rail historian Joe Welsh is scheduled to speak on the history of the service.

Commemorative events are being planned in Seattle, WA; Portland, OR; Whitefish, and Havre MT; Minot, ND; St. Paul/Minneapolis, MN; Milwaukee, WI; and Chicago, IL. Events will be arranged around the *Empire Builder* schedule and will include guest speakers, refreshments, giveaways, and media opportunities. Once the details on the special events taking

place are finalized, they will be posted on Amtrak's Web site.

"Going out West is a fascination that started over 200 years ago with Lewis and Clark and has been part of our heritage and spirit since," said Gary Erford, manager, Onboard Services. "This train began with an inspiration to explore, and started long before the first spike of the Great Northern Railway was ever driven," Erford added.

President Thomas Jefferson commissioned the epic journey of Meriwether Lewis and William Clark to explore the Missouri River and find a route to the Pacific Ocean by way of the Columbia River in 1803. The "Corps of Discovery" left Illinois on May 14, 1804. In spring 1805 they reached the headwaters of the Missouri. In November, after an arduous crossing of the Rockies and descent of the Columbia, they reached the Pacific near present-day Astoria. Portions of the Lewis and Clark route (1804-1806) are either crossed or paralleled by the *Empire Builder*.

The former Great Northern Railway inaugurated the service on June 11, 1929. Named after its founder, James J. Hill, who was affectionately known as "The Empire Builder," not only for the

transcontinental railroad that he built, but also for his vision of and leadership for the overall growth and development of the Great Northern States, through which his railway ran. The service debuted in Chicago, St. Paul, and Seattle with coaches, tourist Sleeping cars, and standard Sleeping cars, presenting a variety of choices to the traveler. Its Dining car carried forward a tradition of excellence in dining and personalized service, and the Lounge-solarium provided maid service, barber and valet service, shower and bath facilities, and tea service each afternoon. In 1930, NBC was the first to broadcast "live" radio to the train, and many radio vignettes were actually performed on board the train.

After World War II, the Great Northern Railway unveiled a streamlined *Empire Builder* calling it the "Postwar" *Empire Builder*, with innovative services and accommodations that included new reclining-seats, a coffee shop, Dining car, and Pullman Sleeping cars.

In 1951, the train became an entirely new streamliner with modern equipment that included a "ranch-themed" coffee shop, a semi-formal dinette area, and a



Lounge car featuring "western frontier" leathers. In 1955, Dome Coaches and Dome Lounge cars were added, presenting expansive sight-seeing opportunities across the Great Plains, through the majestic Rocky Mountains, Glacier National Park, and over the Cascade Mountains.

Amtrak took over the route in 1971, and in 1979 introduced an all-new *Empire Builder*, the first Amtrak train to include the bi-level Superliner cars. Today, the *Empire Builder* maintains an 86-percent on-time performance, running over two roads now owned by BNSF and CP. In FY '03, the train carried over 415,000 passengers, an increase over the previous year of 13 percent.

Dan Engstrom contributed to this story.

California's *San Joaquins* Are 30 Years Young

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 capitol, 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 diner/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 baggage 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



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

Amtrak employee Steven D. Tomlinson was recognized for his safety achievements with the Dr. Gary Burch Memorial Safety Award for 2003.

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
Beech Grove District
- COLVIN, MICHAEL
New Haven District
- DARLING, MARTHA
Philadelphia District
- DAVIS, JEFFREY
New York District
- DE MAR, WILLIAM
Chicago Metro District
- EDWARDS, GORDON
Beech Grove District
- FORD, EMANUEL
Chicago Metro District
- FOX, JOHN
Mid-Atlantic Div/DC Non-HQ
- GOLDSMITH, MICHAEL
Wilmington/Bear District
- HOELER, DEBORAH
New York District

- JOHNSON, HERBERT
Atlanta District
- MC GINLEY, MICHAEL
Philadelphia District
- MULLER, MARY
New York District
- MURRAY, DANE
Chicago Metro District
- O’MALLEY, JOHN
New York District
- PAULSEN, GERALD
Empire/Albany District
- PAYNE, FRANK
Beech Grove District
- PULLEY, JACK
Beech Grove District
- ROBINSON, KAREN
New York District
- STONE, DERRICK
Mid-Atlantic Div/DC Non-HQ
- THOMAS, SHARON
Mid-Atlantic Div/DC Non-HQ
- TOLLER, JERRY
Beech Grove District
- TURK, JOHN
New Orleans District
- WILLIAMS, SANJEAN CHASE
Washington, DC/HQ
- YOUNG, SYLVIA
New York District

30-Year Anniversaries April 2004

- ABBOUD, DANNY
Jacksonville District
- ABRAM, WALTER
Los Angeles District
- AHING, REUBEN
New York District
- ALFREDSON, LOIS
Chicago Metro District
- ALLEYNE, ROBERT
New York District
- ANDERSON, SAUREL
New York District
- BAGGETT, MICHAEL
Chicago Metro District
- BAPTISTE, MICHAEL
Los Angeles District
- BECERRA, RUDY
Los Angeles District
- BUTLER, BRENDA
Sanford District
- BYFIELD, ALVIN
Miami District
- CHARLOTTEN, PATRICIA
Chicago Metro District
- CHRISTENSEN, HARRY
Portland District
- COSEK, JOYCE
Chicago Metro District

- CRAIG, GEORGE
Chicago Metro District
- DICKINSON, SANDRA
Los Angeles District
- DOUGHERTY, PATRICK
Philadelphia District
- ESHELMAN, DUANE
Seattle District
- FARMER OLIVER, DIXIE
Jacksonville District
- GILLESPIE, BRENDA
Chicago Metro District
- GREEN, NORMAN
New York District
- GREUBEL, ROBERT
Los Angeles District
- HALL, JOSEPH
Boston District
- HARTLEY, 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 COLLA, FRANCIS
Empire/Albany District
- LEVIN, ROBERT
Los Angeles District
- LIVINGSTON, STANLEY
New York District
- LOPEZ, EDILBERTO
New York District
- MCLAURIN, ARTHUR
Washington, DC/HQ
- PENDERGRASS, MARVIN
Kansas City District
- PITTMAN, IRMA
Los Angeles District
- POINDEXTER, SHEILA
Los Angeles District
- RATLIFF, ZORIA
Chicago Metro District
- REED, RALPH
Seattle District
- RICE, LUCINDA
Los Angeles District
- SEALEY, WINSTON
New York District
- SERRETTE, ANCIL
New York District
- SIMONS, EDWIN
Philadelphia District
- SIRLES, JOANN
Chicago Metro District
- SMITH, RANDALL
Los Angeles District

Congratulations to All of You!

- SNOW, STEPHEN
Los Angeles District
- STINEMAN, ROBERT
Philadelphia District
- STURGILL, PHILLIP
Philadelphia District
- SYLVESTER, ALFRED
New York District
- THOMPSON, DOUGLAS
Philadelphia District
- VANWHY SHOWAK, KATHERINE
Philadelphia District
- WALTERS, ELTON
Jacksonville District
- ZIZZI, ANTHONY
Empire/Albany District
- FUHRMAN, DENNIS
Mid-Atlantic Div/DC Non-HQ
- GARDNER, IRENE
Philadelphia District
- GRIFFEY JR, WALLACE
Lorton District
- HARRIS, SHARON
Mid-Atlantic Div/DC Non-HQ
- JACKSON, DONALD
Seattle District
- MOORMAN, JEANETTE
Washington, DC/HQ
- NELSON, MICHAEL
Seattle District
- NICHOLS, JOHN
Empire/Albany District
- RILEY, WILLIAM
Chicago Metro District

Retirees April 2004

- ANDERSON, JOANN
Chicago Metro District
- ANDREWS, WILLIAM
Wilmington/Bear District
- BROWN, DEFORREST
Salt Lake City District
- CADIEUX, ANDREW
New Haven District
- COLLYER, RONALD
Kansas City District
- DALEY, CECIL
Los Angeles District
- SAUNDERS, ROBERT
Boston District
- SHORE, DWIGHT
Mid-Atlantic Div/DC Non-HQ
- STECH, RICHARD
Chicago Metro District
- TEVIS, RONALD
Los Angeles District
- WILLIAMS, CINDY
Mid-Atlantic Div/DC Non-HQ
- WILLIS, RAMON
Seattle District
- WYANT, GARY
New Orleans District

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 FLMA 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 enti-

tled 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) 906-2010

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 Med 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.

FRONT LINE FOCUS

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 our 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

Righting the Right-of-Way
Harrisburg Line Cleanup Shows
Substantial Improvement

continued from page 2

right-of-way by a clam-shell-shaped grapple bucket that is extended on a boom out over the side of the cars. A second slot train was added at the end of March, doubling crews' efforts, giving them the capacity to pickup approximately 1,200 ties per night.

Earlier this year, the crew cleaned about 20 miles of ditch lines and culverts on the Harrisburg Line using Loram's "Badger Ditcher," an automated-production ditching machine. Operating on the track, this machine uses a large cutting wheel to remove debris and sediment from the ditch, which is then fed on a conveyor belt for distribution along the right of way, away from the ditch, or loaded material into hopper cars for disposal at an alternate location.

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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	4.1	(goal) 3.4	3.9
Ridership	2,205,397	2,132,455	11,742,565	12,140,180
Total Expenses	\$259,405,000	\$239,647,000	\$1,552,326,000	\$1,494,219,000
Total Operating Revenue	\$156,639,000	\$158,597,000	\$909,745,000	\$933,978,000
On-time Performance	(system goal) 85.0%	74.3%	(system goal) 85.0%	73.3%

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

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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

continued on page 4

Community Greet's Arrival of Blue Water



A crowd gathers at the Niles, MI, station to welcome the *Blue Water* inaugural train as it reaches its final destination. Originating in Port Huron, MI, on April 24, the inaugural train stopped at each of Michigan's nine stations on the *Blue Water* route where local celebrations were held. On board the train, invited guests from cities along the route joined Amtrak CEO David L. Gunn, Michigan Department of Transportation Director Gloria Jeff, and other local and state officials to commemorate the restoration of daily morning service to Chicago, with an evening return trip to Michigan. Amtrak's *Blue Water* service became effective April 25.

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 *Pennsylvanian* 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.

continued on page 7



See page 12 for details

TRAIN OF THOUGHT

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



David L. Gunn

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.

California's Caltrain Offers Express Service

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



Inside

2

TRAIN OF THOUGHT

California's *Caltrain* Offers Express Service

3

Conductor Ticket Delivery Improves Advance Payment Ticketing Process

4

FRA Releases 2003 Rail Safety Figures

6

Amtrak Adapts to Freight Railroad Industry Changes

8

Amtrak Police Department Honors Officer Chambers

9

Amtrak Secures Record Number of Communications Awards

10

ACAC Pays Tribute to Outstanding Employees

11

EMPLOYEE MILESTONES

12

VITAL STATS

FRONT LINE FOCUS

Amtrak Ink

Vol. 9, Issue 6, June 2004

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

continued on page 4

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-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 Topeka, KS, which previously had been open every day, began closing on week-ends 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 canceled and the ticket 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 Norfleet 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

sales along the unstaffed Missouri and *Downeaster* route, but also improving the overall AP ticketing process by expanding and formalizing the method that was being used at partially staffed stations.

“This conductor ticket delivery process is a true benefit to our customers,” said John Rowland, a conductor on the Missouri service. “Under the old system, if passengers boarded without a ticket, conductors could only issue a one-way ticket. After arriving at their destination, the customer would have to go to the ticket office to obtain his or her return ticket, or if the station was unstaffed, the ticket was purchased on the return train. With the formalized AP process, we can save the passenger time and frustration by delivering the entire round-trip ticket on board.”

“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

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 allow the station agent time to print the tickets in between handling other responsibilities.

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.

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

FRA Releases 2003 Rail Safety Figures

Fatalities Are the Lowest Ever Recorded

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.”

Passenger Screening Pilot is Launched by TSA



Flanked by Transportation Security Administration personnel, Department of Homeland Security Under Secretary Asa Hutchinson addresses questions from the media at a press conference held at the New Carrollton station on May 4.

The event launched the start of the 30-day TSA passenger screening pilot and was also attended by Rear Adm. David M. Stone, Acting Administrator of the Transportation Security Administration, and officials of Amtrak, Maryland Rail Commuter, Washington Metropolitan Area Transit Authority and the U.S. Department of Transportation.

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:

October - March			
Mechanical Production	FY ’04	FY ’03	Change
Car Remanufactures	22	5	17
Heavy Car Overhauls	40	0	40
Locomotive Overhauls	22	21	1
Baggage Car Overhauls	12	0	12
M of W Equipment Overhauls	11	0	11
Wreck	7	8	-1
Switcher Acquisitions	0	0	0
AEM-7 Transformers	3	0	3
Facility Improvements	\$.350M	0	\$.350M
Mandatory/Modification Programs	\$1.7M	0	\$1.7M

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

continued on page 5

California’s Caltrain Offers Express Service

continued from page 2

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 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 inter-locking test trains. Nearly 200 maintenance-of-way work-train cars and four work-train locomotives worked around the clock during each weekend blitz.

Operations Branch Releases Second Quarter Results

continued from page 4

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.

October - March			
Engineering Production	FY '04	FY '03	Change
Concrete Ties Installed (Each)	54,884	0	54,884
Wood Ties Replaced (Each)	0	0	0
Continuous Welded Rail Installed (Track Miles)	36.3	8.0	28.3
Undercutting (Track Miles)	22.7	0.0	22.7
Turnouts Installed (Each)	8	1	7
Bridge Ties Replaced (Each)	1,052	174	878
Ballast Deck Bridge Conversion (Feet)	445	368	77
Signal Cable Replaced (Miles)	11.9	15.5	-3.6
Electric Catenary Hardware Renewed (Miles)	41.3	12.5	28.8

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.

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.

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 87 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 refrigerator 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 improve-

ment, 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. Increased positive findings show more awareness of environmental requirements and improved environmental stewardship. However, improvements are still needed in the areas of spill and pollution prevention.

Reduce Operating Costs and Improve Operations With Host Railroads

There are four host railroad agreements that become eligible for renegotiation during FY '04 (Canadian Pacific, CSX Transportation, Southern California Regional Rail Authority (SCRRA) and Maine/MBTA), and others where negotiations are ongoing (Canadian National, Norfolk Southern). Renegotiating these contracts provides Amtrak an opportunity to reduce costs, improve the operating relationship, and redesign on-time performance incentives and penalties. Active negotiations include Canadian Pacific, Canadian National, CSXT and Norfolk Southern.

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, vandalisms 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.

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. New menus have also been implemented for *Acela Express* First class service and a new amenities package has been introduced on long-distance trains that includes new blankets and a "Welcome Aboard" card that lists the standardized First class services offered throughout the system.

The results for the first half of the fiscal year are encouraging, though not entirely on track for meeting FY '04 goals. "As you can see, we are making progress in some areas, but others still require significant improvement. The key is to focus resources and effort on these areas, and to operate safely," noted Senior Vice President Bill Crosbie.

Robin McDonough
contributed to this story

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.

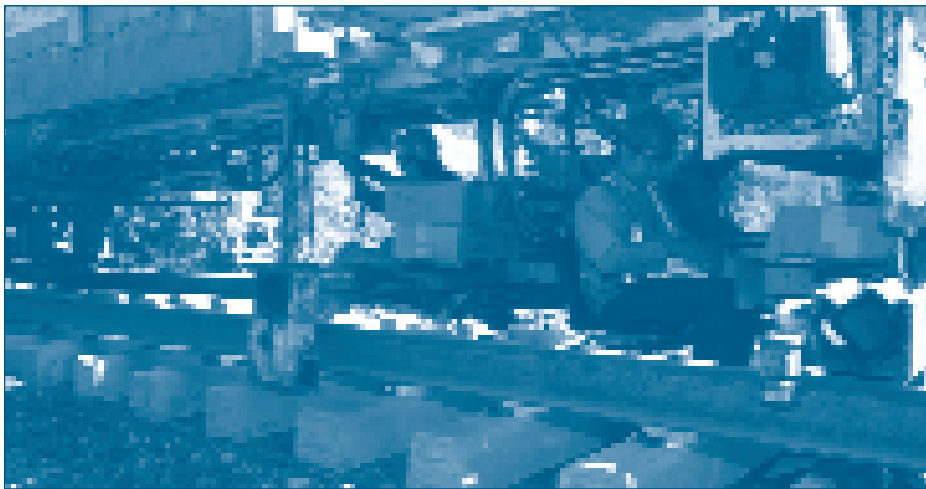
Previously, these local gangs worked around train schedules during short stretches of time, and moved on and off the track operating smaller machinery and seldom completely shutting down a line for repairs. While trains traveling through the work area encountered speed restrictions and delays, major 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



Burlington Northern Santa Fe's P811, similar to Amtrak's Track Laying Machine, renews concrete ties and rail as it passes over the track.

the wheel and the rail, and advanced technology that grinds the rail to reduce the number of defects.

The railroads also conduct what is known as a "jamboree" or "blitz," bringing many different gangs together to completely shut down, tear out, and rebuild a stretch of railroad over several days. A jamboree enables several projects to be accomplished simultaneously instead of shutting down the railroad on different occasions to complete one project at a time. For example, during a jamboree, gangs will typically complete conventional maintenance projects that include tie, rail, and surfacing work while simultaneously performing other projects, such as bridge repair or replacement,

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 2003. 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 intermodal 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 Transcontinental 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 railroad traffic of boxcars and coal or grain loaded directly onto the rail car, intermodal traffic is time sensitive and truck competitive," explained Mike Franke, Senior Director Planning and Business Development. "Trucks bring shipments 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.



A tie gang, led by two tie cranes, works along a BNSF Oregon route.

Ridership Gains in April Break Record

continued from page 1

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*, 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 wrestling the grenade away from him, while holding down the grenade spoon 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



Officer Rodney L. Chambers receives the Amtrak Police Department “Officer of the Year Award” from President David Gunn at the ceremony in Washington D.C. on May 12.

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 he 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 lunch-room 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.

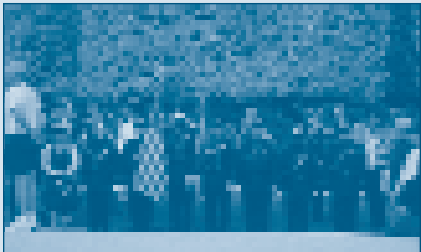
Haffner is recognized and respected for his pro-active posture toward safety and his eagerness to include the 119-person workforce and local safety committees in the accident prevention process. His leadership and example have helped the locomotive shop develop a positive attitude toward safety — one 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.

This story contributed by Michael Pollick

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

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.

AWARDS OF EXCELLENCE

Program	Category	Submitted By
Amtrak Vacations Brochure	Communications Collateral	Debbie Moller
E-Commerce Canvas Campaign	Communications Collateral	Roger Seitzinger
<i>Pacific Surfliner</i> (Two-millionth Passenger)	Special Events	Sarah Swain

AWARDS OF MERIT

Program	Category	Submitted By
AGR Select Members Kit	Communications Collateral	Gail Reisman
Timetable	Publications	Linda Park-Verdi Joe Wenclawiak
USA Rail Pass Brochure	Communications Collateral	Alan Orchison
Scholastic/Amtrak Program	Communications Collateral	Carol Shannon
AGR Web Site Relaunch	New Media	Gail Reisman
LDT Campaign	Advertising Campaign	Darlene Abubakar Cyndi Darlington Gail Reisman Debbie Varnado



Transportation Marketing and Communications Association Executive Director Brian Everett helps Carol Shannon, Amtrak marketing director hold all nine Tranny Awards won by Amtrak last month.

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.

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

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 “*Capitol 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 Sep. 2, 2004, and the *Capitol 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.

ACAC Pays Tribute to Outstanding Employees

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.

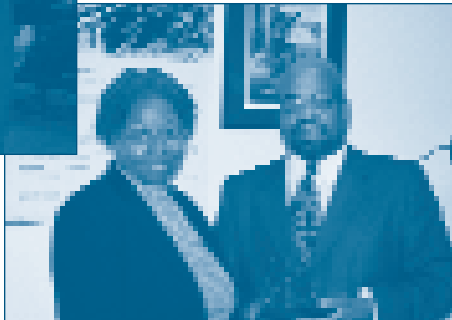


As an assistant conductor on trains #300 and #303, Greg Herold puts passengers and their needs first. Amtrak Customer Advisory Committee Vice-chair Robert Dabney, Jr. and member Nancy Kurten offer their congratulations at the Chicago crew base.



New Orleans crew base manager Jim Brzezinski joins ACAC Chair Rick Ponthan in honoring Sleeping Car Attendant John Turk's exemplary customer service.

Employee Customer Service Award recipient and train #196 Conductor Daryl Reid is joined by (L. to R.) Road Trainmaster Frank Fullmer, Don Herman, assistant superintendent Road Operations, ACAC Vice-chair Robert Dabney, ACAC Short Distance East Chair Alma Goodwyn, and General Superintendent Walter Ernst at Penn Station in New York.



Silver Star Sleeping Car Attendant Flora Jones is a shining star in the eyes of ACAC and its vice-chair, Robert Dabney, Jr.

Amtrak Safety Committee News and Team Milestones

continued from page 8

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 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 focused on the priorities. The Task List can be found on bulletin boards throughout the division.

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.

continued on page 11

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.

EMPLOYEE MILESTONES

25 Year
Anniversaries
May 2004

ADAMS, RICKY Beech Grove District	FALCONE, STEPHEN New Orleans District
ALLISON, JAMES Beech Grove District	DOSSETT, TAWANA Los Angeles District
BARNES, MICHAEL Beech Grove District	FULLER, CLARK Beech Grove District
BONITZ, MARK Beech Grove District	FULLER, GENE Beech Grove District
BOWERS JR, JOHN Empire/Albany District	GAINES, EDWARD Oakland District
BROWN, LETTIE Chicago Metro District	GOMEZ JR, ALFREDO Chicago Metro District
CANADIATE JR, OTIS Mid-Atlantic Div/DC Non-HQ Dist	GONZALEZ, ISMAEL New York District
CLAYTON, SHEREA Miami District	HALL, JULIA Chicago Metro District
COLE, WILLIAM Beech Grove District	HALL, KARLA Beech Grove District
CONNELLY, KENNETH Chicago Metro District	HEARD, RONALD Miami District
CONRAD, JOHN Chicago Metro District	HUNTE, KEITH New York District
DEVINE JR, PAUL Beech Grove District	JOHNSON, CYNTHIA Los Angeles District
DIERLAM, MARYALICE Miami District	JOHNSON, EVELYN Chicago Metro District
DOLSAY, MARTHA Mid-Atlantic Div/DC Non-HQ Dist	KIMBROUGH, GARY Chicago Metro District
ENOCHS, TERRY Beech Grove District	KLEPPE JR, ROBERT Beech Grove District
EVANS, JUANITA Detroit District	KRAFT, MARK Beech Grove District
EVERETT, DUBOIS Beech Grove District	LAM, WILLIAM Miami District
	LEE, PAK Seattle District
	LUCK, RICK Beech Grove District

MARTIN, WILLIE New York District	MARTINEZ, HERMAN Chicago Metro District
MCCRARY, AMELIA Chicago Metro District	MCCULLIN, JOHN Wilmington/Bear District
MILLER, LYLE Beech Grove District	MIMS, TYREE New York District
PAUGH, GARY Empire/Albany District	PERRELLI III, FRANK Empire/Albany District
ROLFE, CHERYELE Los Angeles District	ROSSI, EGIDIO Empire/Albany District
ROWLEDGE, RAYMOND Empire/Albany District	JEFFRIES, CAROLYN Mid-Atlantic Div/DC Non-HQ Dist
SIMS JR, GERALD Beech Grove District	SMAHEL, KATHLEEN Seattle District
VEGA, RENE New York District	WATSON, DENNIS Beech Grove District
WILSON, EDDY Chicago Metro District	WONG, ALICE Los Angeles District
YELEY, STEVE Beech Grove District	

YOUNG, GARY Seattle District
30-year Anniversaries May 2004
ANDERSON, THOMAS Los Angeles District
ARCURI, JOSEPH Boston District
BAGGETTE, JERRY St. Louis District
BARNES JR, PHILIP Washington, DC/HQ
BEATY, DONNIE Los Angeles District
BLINCOE, LARRY Chicago Metro District
DELGADO, VINCENT Salt Lake City District
GILLIARD JR, DONALD Los Angeles District
GLASERUD, ROBERT Oakland District
HAN, GI BIN Washington, DC/HQ
JONES, LEON Miami District
KALICKI, GERALD St. Louis District
KARHOFF, BRIAN Detroit District
LANDA, MARTHA New Orleans District
LECH, DONALD New Haven District
LENOIR, HENRY Chicago Metro District

LEONARDO, STEPHEN Empire/Albany District
MADDOCK, JAMES St. Louis District
MCGINNISS, ARTHUR New York District
MEIER, TERRY Seattle District
MILLER, LAVERNE Washington, DC/HQ
MORALES, MICHAEL Philadelphia District
MOSHIER, JOHN Washington, DC/HQ
PARKER, JOHN Seattle District
PERRY, DANIEL Boston District
PETERSON, WILLIAM Washington, DC/HQ
RANDOLPH JR, WILLIS Chicago Metro District
VOSS, VICKI Los Angeles District
WILSON, JACK Los Angeles District
WOODS JR, EARL Chicago Metro District
YOUNG, WILLIAM Philadelphia District

Retirees April 2004
CAMPBELL, LEO New York District
CAREY, ROBERT Empire/Albany District

CARTER, ADA Mid-Atlantic Div/DC Non-HQ Dist
CONATY, WILLIAM Philadelphia District
DOODY, CAROLYN Chicago Metro District
ERICKSON, GEORGE San Jose District
FINCH, JAMES New Haven District
LAMAR SR, GILBERT Washington, DC/HQ
GULLIVER, RAYMOND Boston District
JETER, MARBLEY Mid-Atlantic Div/DC Non-HQ Dist
JOYCE HARPER, GAYNELL New Orleans District
KUZMANICH, MICHAEL Chicago Metro District
MAZUR, THOMAS Empire/Albany District
MCLAURIN, A. LEON Washington, DC/HQ
MISUNAS, RICHARD Twin Cities District
O'BRIEN, JOHN New Haven District
RATZMANN, DARRON Miami District
REEVES, RICHARD Beech Grove District
SCHRAVEN, RODNEY Washington, DC/HQ
SCHULTZ, JANICE Sanford District
SWEAT JR, ROBERT Jacksonville District

THAIN, ROBERT Salt Lake City District
TILLMAN, JOHN San Jose District
WARING, JAMES Philadelphia District
WHITMARSH, STEPHEN Empire/Albany District
WITT, MARILYN Washington, DC/HQ

Milestones
Corrections

The following names were omitted from earlier Milestones publications. Amtrak Ink regrets the error.

Retirees: November 1999
FURTADO, LOUIS New Haven District
January 2002
TABICAS, GIL New Haven District
June 2002
BANKS, LEODIS Los Angeles District
December 2003
VINSON, RAY Jacksonville District

Amtrak Safety Committee News and Team Milestones

continued from page 10

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 safety leadership and to implement programs and activities that will raise safety awareness throughout the facility. Initial target areas include security, housekeeping and safety rule compliance. Shirley Bannon, executive assistant to the chief of systems operations and Tom McCann, transportation safety officer, jointly chair the committee.

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 opera-

tional 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 of committee's first initiatives is an employee health and safety fair on June 24th in the Starlight Room in Washington Union Station. Transportation Department Specialist Barbara Knight chairs the committee, and Alvin Richardson, Amtrak's Operation Lifesaver officer serves as co-chair.

Team Milestones
Trenton – Passenger Services
The Trenton Passenger Services department celebrated a major safety achievement at the end of April — more than 2,060 days (or almost six years) without injury.

This totals nearly 140,000 injury-free work hours.
New York – Mail, Baggage and Express
The New York Penn Station Mail, Baggage, and Express department has successfully completed one year without injury on March 22. Working more than 83,000 hours without an injury is a notable accomplishment for these employees, who exert considerable physical activity and do heavy lifting throughout their shift.
Washington, D.C. – Track Department
The Washington, D.C. Track department has undergone 250,000 hours injury free since Feb. 22, 1999, a major milestone for a track sub-division. Credit for this accomplishment rests with a core group of employees who have remained in the department over the past several years.

New York Division
Maintenance-of-Way Repairmen
From 1990 through April 2004 the Maintenance-of-Way repairmen in

the New York Division have worked more than thirteen years injury free, the longest running streak in the division and a record that exceeds 250,000 work hours. The group attributes their success to on-the job vigilance and to remaining focused on the task at hand.
The Crescent On-board Service Crew
The Crescent's on-board services crew has been injury free since August 2003, when a dump truck struck the train at a highway-rail crossing. Crescent employees, safety committee members and managers have improved safety initiatives, such as pre-departure safety briefings and a program of enroute safety audits to identify potential hazards. These measures have led to safety improvements, such as the modification of the Dining car storage areas.

This story was contributed by Michael Pollick

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: Best original color photograph featuring an Amtrak train with the current Amtrak Logo and livery 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 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 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, 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 10.2) and their families, and Amtrak Corporate Communications employees (organizational chart 10.3) and their families are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

Conditions of Entry: By entering this contest, entrant agrees that if he or she is selected as a prizewinner, he or she will assign all rights to the photograph, including copyright, to Amtrak by executing an assignment agreement and Amtrak will own all rights to the photograph and may use it for any purpose. If a winning photograph includes a recognizable image of an individual, the winner must have that individual sign an Amtrak publicity release form. 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 2005 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 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 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 finalists 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 August 31, 2004, send a self-addressed stamped envelope to: 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. Vermont residents need not send stamped envelope.

General: Amtrak and the Amtrak logo are registered service marks 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 April 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	4.01	(goal) 3.4	3.9
Ridership	2,242,561	2,190,155	13,985,126	14,330,335
Total Expenses	\$256,784,000	\$263,651,000	\$1,809,109,000	\$1,757,869,000
Total Operating Revenue	\$162,220,000	\$159,484,000	\$1,071,966,000	\$1,093,463,000
On-time Performance	(system goal) 85%	71.6%	(system goal) 85%	73.0%

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

FRONT LINE FOCUS

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 is 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
Waialua, HI

Dear Amtrak:

My husband and I were delayed in Washington traffic and were almost certain we would miss our morning *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 give us the positive feeling that we have for Amtrak!

Sincerely,

D. Martin
Rockville, MD

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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 freights 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.

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

continued on page 3

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 last 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.

continued on page 8

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.



Photo credit: Jeff Schultz, WSDOT Rail Office

TRAIN OF THOUGHT

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 enthusiast 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 Ohs, 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 its old passenger shuttle buses lined up at the station.



David L. Gunn

Whitefish was the biggest event along the route. Even though we arrived an hour and a 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 newlyweds — 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 Is, 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,

continued on page 5

Inside

2

TRAIN OF THOUGHT

Amfleet Overhaul Program on the Move

4

Northeast Corridor Transformer Replacement Project Has Traction

5

Impact of Equipment Shortage Felt in Second-quarter Passenger Comments

6

Amtrak Strives to Improve Performance with its Railroad Partners

8

Business Diversity Offers New Refresher Diversity Training Schedule

9

Federal Rail Security Pilot Screens Baggage

10

PROMOTIONS IN MOTION

11

EMPLOYEE MILESTONES

12

FRONTLINE FOCUS

VITAL STATS

Amtrak Ink

Vol. 9, Issue 7, July 2004

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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.

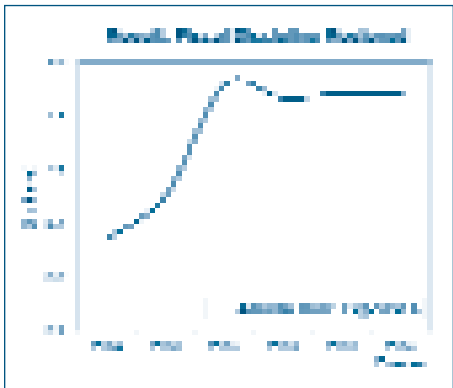
Infrastructure production is at its highest levels in over 20 years, and capital investment in this area in FY '04 is two-thirds higher than in FY '03. The progress this fiscal year includes the reconstruction of five interlockings on the Northeast Corridor, including the Harrisburg Line; installation 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 undergrade 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 800 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 Auto Train'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 Mallery, whose department conducted the study.

Last year, the Bush administration called for federal and state partnerships 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," Mallery added.

"What we found was a number of states that are ready, willing and able to make capital improvements to decrease trip times, add capacity and improve reliability,"

Gil Mallery
Vice President, Strategic Planning and Contract Administration

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 intercity 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

Northeast Corridor Transformer Replacement Project Has Traction

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.



The Perryville substation crew moves a new transformer onto its base for permanent installation.

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



The 102,000-pound transformers are transported on 120-foot-long, specially designed low bed delivery trailers. The railroad will replace 22 old transformers this fiscal year.

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 Foura, 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 a modern vacuum breaker that requires 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.

Amtrak's Official
2005 Wall Calendar
Photo Contest



ENTER!
Win your photo
of an Amtrak train
for featured in
the 2005 Amtrak
Wall Calendar!

Enter the "Amtrak 2005" Amtrak Wall Calendar Photo Contest by submitting an original color photo of an Amtrak train (passenger, service, freight, etc.). Your image could appear on our 2005 wall calendar with your name and you could win a \$1,000 cash prize! Send through 1 color photo, maximum size 10x15, hard copies. For more information and complete contest rules go to www.amtrak.com.



Amtrak is a registered trademark of the National Railroad Passenger Corporation.

Amfleet Overhaul Program on the Move

continued from page 2

oiled, tested and stenciled with the maintenance completion date,” said Assistant Superintendent James McDowell.

To accomplish this and other under-carriage work, the car is lifted about four feet high. While the car is in the raised position, the trucks are removed and taken to Bear’s truck shop where they are inspected and overhauled with rebuilt disc and tread units, new wheels, hoses, speed sensors and electrical wiring.

Over a 17- to 18-day period, pipefitters, 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-operated 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 Northeast 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.



Mechanics Bruce Barr, Chuck Ballard and Steve Lombardi remove a coupler while overhauling Amfleet I Coach 82071 at the Bear Car Shop.

Keeping with the TEMPO



The Buzzard Run band plays in a packed Texas Eagle Lounge car during a weekend live music pilot. (L. to R.) Brenda Allen, David Kimbrough, Dennis Graves, Ed Hagan and Bernard Allen.

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.

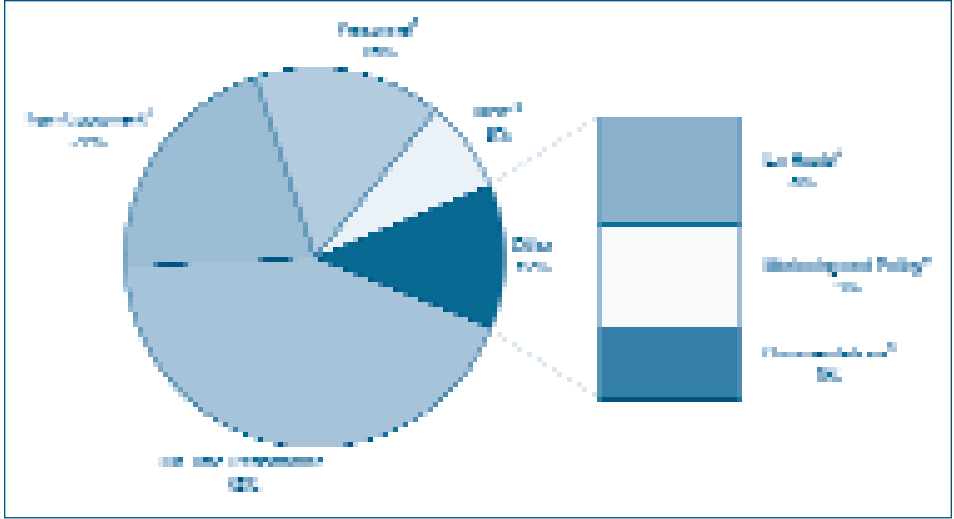
The railroad typically receives more comments from passengers in the second quarter — 5,000 more than the first quarter — following the busy holiday travel periods in November and December and as a result of adverse winter weather conditions.

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 IIs, 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 railroad and performance incentives or penalties that the railroad can earn or pay. According to the Rail Passenger Service Act, Amtrak has a right to operate on any railroad in the United States at incremental costs. These costs, which totaled approximately \$74 million in FY '03, include payments to the railroad for the wear and tear of the rail line caused by Amtrak trains and services provided by the railroads such as watering and fueling cars and locomotives, inspecting brakes and maintaining certain

stations. These types of services are generally provided at small stations or on rural long-distance routes where Amtrak does not have significant staffing, such as Albuquerque, NM.

Compensation paid by Amtrak, in addition to these fixed costs, is based on the quality of service provided by the railroad — which Amtrak defines as on-time performance and reduction in delays — and is described in the incentive section of the contract. Incentives are paid to the railroads on a sliding scale on a route-by-route basis if they move between 81 and 100 percent of Amtrak's trains across their railroad on time during a calendar month. Conversely, if the host railroads deliver less than 70 percent of Amtrak trains on time, penalties are assessed as outlined in the contractual agreement.

The host railroads collectively earned \$25 million in incentive payments during FY '03. However, if every railroad had delivered every train on time, the railroads would have earned \$86 million in incentive payments. "One of the biggest challenges is encouraging the railroads to operate Amtrak trains on time when faced with pressure and greater incentives from their freight customers to deliver on-time shipments," said Senior Director, Contract Management Gary Reinoehl.

"It's a basic conflict over resources," added Vilter. "Their traffic is growing and their capital to expand capacity is limited. In some areas, they do not have enough capacity to handle their own core customers' traffic efficiently."

Operating Crews Learn Host Railroad Rules

Within the framework of these operating agreements, typically, the divisions' and Operations department employees informally communicate with the host railroads on a daily basis to keep the trains operating safely and in a timely fashion over the railroad. To help ensure safe operating practices, Amtrak's Rules department develops annual training curriculums based on the operating practices of Amtrak and the particular railroad over which the crew will be operating.

The *Empire Builder*, for example, operates over the Canadian Pacific railroad between Chicago and Minneapolis, MN, and on the BNSF from Minneapolis to Portland, OR, and Seattle, WA. Crews operating over that route must be trained in both railroads' rules. Similarly, crews operating in the New York Division out of Albany operate over and are required to be qualified in the rules of several different railroads including Canadian Pacific, CSX, Norfolk Southern, Metro-North Commuter Railroad and Amtrak's own Northeast Corridor.

Additionally, Amtrak's road foremen regularly spend time traveling over the host railroads to monitor Amtrak crews and ensure that they are complying with the operating rules and operating plan developed in collaboration with the railroad. The road foremen communicate with the host railroad on a regular basis — sometimes as often as every day — to address issues regarding the safe operation of the trains over their railroad.

Building Bonds Help Build Performance

A number of factors within Amtrak's control impact its ability to operate on time over the host railroads and it is crucial that Amtrak work closely with the railroads to keep the trains on schedule. When Amtrak trains depart their initial terminal late, it affects the schedules of other trains operating on the railroad.

"It also affects Amtrak's credibility when communicating the importance of on-time performance to our railroad partners," said Travis Hinton, superintendent of Operations. "Therefore, we try to do everything possible to ensure that we deliver on Amtrak-related issues." After an on-time departure, it is also important that Amtrak crews stick to the schedule by getting the trains in and out of the stations within the planned dwell time.

Working with the railroads to tackle on-time performance issues has proven successful on some routes and has been a struggle on others, due to a variety of reasons. Many Amtrak employees who work regularly with the railroads agree that in order to maintain

good relationships with the railroads and constantly work toward improving performance, the host railroads' leadership must commit to delivering Amtrak trains on time across their territory. Amtrak President David Gunn meets with his counterparts at the major railroads to foster relationships and reinforce the importance of the railroads' senior management communicating their commitment to Amtrak to their employees in the field.

However, many internal issues such as limited capital for infrastructure improvements, significant business growth that results in capacity issues and crew shortages, can sometimes impede a host railroad's ability to deliver on its pledge.

Some of the most severe delays in Amtrak's system between April 2003 and March 2004 were encountered on the *Sunset Limited* route. Specifically, these delays were encountered in the Southwest Division between Los Angeles and El Paso, TX, due to challenges the Union Pacific is facing with crew shortages and capacity issues. Other heavy delays on this route occurred in the Southern Division between New Orleans and Jacksonville, where CSX also experiences heavy freight congestion and inadequate rail infrastructure. Currently, Amtrak's *Coast Starlight* and *Cascades* routes between Portland and Eugene, OR, are experiencing significant delays, also due to crew shortages on these UP routes.

Although the Pacific, Southwest and Central divisions hold bi-weekly conference calls with the UP to critique and improve performance, the divisions have achieved little success in these locations due to the UP's inability to deliver services as agreed. In addition, Amtrak and UP's frequent disagreements regarding UP's performance in dispatching Amtrak trains make resolution of these issues challenging.

In spite of these difficulties, Amtrak's relationship building has paid off in other territories. The BNSF railroad, with which Amtrak Operations communicates regularly and which handles several lines where Amtrak's western long-distance trains operate, has been very responsive to Amtrak delay-related issues. Typically, when

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 South-eastern 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."

Burlington Northern Santa Fe's P811 track renewal machine hauls concrete ties to an Oregon work site.



Photo credit: BNSF

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.

Scheduled to be available at the beginning of FY ’05, an online training course is also being developed by the Business Diversity department. The interactive Web-based course will be available on the Intranet and will communicate Amtrak’s expectations regarding discrimination and harassment issues. The course will be used for remedial training and will coincide with corrective or disciplinary action.

And in yet another effort to focus on diversity, the Business Diversity department in April released a revised Anti-Discrimination and Anti-Harassment Policy that,

although maintains the essence of the original policy, now provides clarification regarding the types of behavior deemed problematic and more information on the process for filing and addressing a complaint. The revised policy is available on the Amtrak Intranet, under Library/Policies/Amtrak Policy and Instruction Manual.

Employees who don’t have access to the Amtrak Intranet or have questions about the policy, may contact the Business Diversity department Hotline by calling 1-877-351-8338.

“The awareness and understanding of diversity

has noticeably permeated the entire organization.

There is today a greater value

placed on the concept of diversity,

compared to the years prior to the initial training in 2000.”

Kevin Marshall
Director, Employee Diversity

May Marks Fourth Consecutive Month of Record Passenger Ridership

continued from page 1

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
Vice President, Sales and Marketing

Ridership and Ticket Revenue for May 2004

Month of May	FY’03/Actual	FY’04/Budget	FY’04/Actual
Ridership	2,104,916	2,186,303	2,196,559
Ticket Revenue	\$104,843,586	\$109,937,794	\$108,426,009
Fiscal Year-to-date	FY’03/Actual	FY’04/Budget	FY04/Actual
Ridership	15,569,283	16,171,429	16,526,894
Ticket Revenue	\$785,262,177	\$820,108,084	\$830,241,941

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 mate-

rials, and their carryon 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.



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.

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.

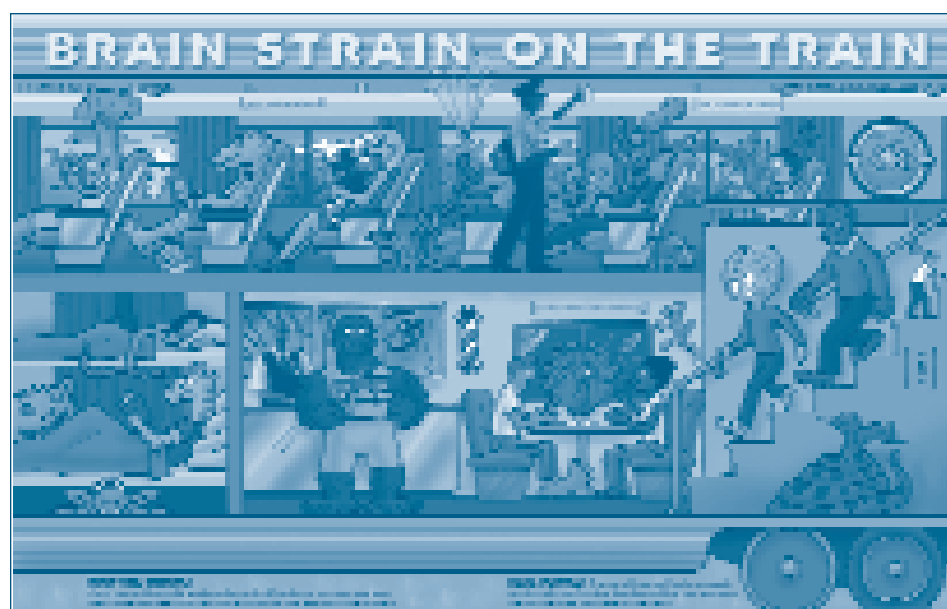
Amtrak's last activity books were created in the late '80s, however when supplies were exhausted, budget shortages prohibited ordering additional books.

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

On-board Resource Welcomed by Passengers

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 *Vermont*, 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.

Empire Builder Celebrates 75 Years of Service

A crowd greets the Empire Builder at Edmonds, WA, for a brief whistle stop ceremony.

Photo credit: Jimmy Hoard



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.

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 railroad 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

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.

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.

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 WBGG 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.

PROMOTIONS IN MOTION

EMPLOYEE MILESTONES

25 Year
Anniversaries
June 2004

BAYNHAM, SANDRA
Chicago Metro District

BERG, DON
Wilmington/Bear District

BRILSFORD, BRAD
Seattle District

BURKE, BETTYE
Philadelphia District

BROWN, ROSALYN
Sanford District

BULLERWELL, JAMES
New Orleans District

CAMPBELL SCHUELER, SUSAN
Seattle District

CHAPLIK, WILLIAM
New York District

CHAPMAN DALE
Chicago Metro District

COLEMAN, MARIE
Chicago Metro District

COOK, LEWIS
New Orleans District

CRAVEN, ANNA
Philadelphia District

DWYER, MICHAEL
Los Angeles District

FRANCELLA JR, LEONARD
Philadelphia District

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/HQ

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/HQ

MAPLE, RICHARD
Seattle District

MARTZ, CHARLES
Baltimore District

MAYES, JOHN
Beech Grove District

MCDOWELL, HAROLD
Salt Lake City District

MCIVER, PHILLIP
Beech Grove District

MUHAMMAD, JOHN
Chicago Metro District

MUNROE, GREGORY
New York District

MURRAY, ALBERT
Washington, DC/HQ

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

POILLON, SUSAN
Wilmington/Bear 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

STEELE, LINDA
Boston District

STEGMAN, DONALD
Beech Grove District

TAYLOR, CLARENCE
New York District

THOMAS, PETER
Seattle District

TRAINA, JOSEPH
New York District

TROISI, DIANE
Boston District

UST, JOHN
New York District

VEGA, MANUEL
New York District

VELTRI, ALFRED
New Haven 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, ROXANA
New York District

ZAVISKA, DEBORAH
Chicago Metro District

30-Year
Anniversaries
June 2004

ALI, GEARY
New York District

BESTILNY, 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
New York District

FINN, THOMAS
New York District

FRANCIS, VICTOR
Los Angeles District

GRANT, NEVILLE
Miami 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 Orleans District

JONES, MICHAEL
St. Louis District

KUSKEY, JAMES
Twin Cities District

KYRIACOU, JACK
Washington, DC/HQ

MACON, DARRELL
Jacksonville District

MALLOTT, GLENN
New Orleans District

MASON, RICHARD
Seattle District

MCCABE, JOHN
New Haven District

MCZEKE, CHARLIE
Miami District

MILLER, JED
Boston District

PULLEN JAMES
Miami District

ROSS, KENNETH
New York District

SCHOENTHAL, PHILIP
Chicago Metro 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

TALIAFERRO, 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

DUNSTON JR, ZOLLIE
Baltimore District

FOWLER, LARNETTE
New York District

GARLAND, RICHARD
Boston District

GROCHOWSKY, MICHAEL
Kansas City District

HAN, GI BIN
Washington, DC/HQ

HEINTZELMAN, GARY
Philadelphia District

HOFF, RICKY
Beech Grove District

HUBBARD, THEODIS
Chicago Metro District

LAWLESS, ROBERT
New York District

LOFTON, LETHER
Wilmington/Bear District

MURRAY, ROBERT
Mid-Atlantic Div/DC Non-HQ

Retirees
May 2004

BRACMORT STROUD, MARYSE
Mid-Atlantic Div/DC Non-HQ

BRIDGER, WILLIAM
Jacksonville District

BROWN, DENNIS
Los Angeles District

CARTER, JOHNNIE
New York District

COLFER, EDWARD
Philadelphia District

COOK, WILLIAM
Philadelphia District

DOYLE JR, JAMES
Los Angeles District

REOHR, WILLIAM
Empire/Albany 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

ZIABARAS, JOHN
Chicago Metro District

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.



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.

Five similar locomotives, all less than a year old and still under warranty, were inspected following the discovery. One additional locomotive was found to also need repair. 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.

Empire Engineering
Department Receives
Safety Recognition



Whether building new infrastructure, maintaining buildings and the right of way or 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.

FRONT LINE FOCUS

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

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.)

VITAL STATS

for May 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.7	(goal) 3.4	3.9
Ridership	2,186,303	2,196,559	16,171,429	16,526,894
Total Expenses	\$261,953,000	\$241,924,000	\$2,071,062,000	\$1,999,794,000
Total Operating Revenue	\$161,294,000	\$163,546,000	\$1,233,260,000	\$1,257,009,000
On-time Performance	(system goal) 85.0%	70.4%	(system goal) 85.0%	72.7%

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

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Amtrak To Acquire New Commercial Motor Vehicles

Before a brand new waste disposal truck rolls off the assembly line and is delivered to an Amtrak work site, there are a surprising number of steps that are taken to make the acquisition. This multi-stage process is a part of Amtrak’s Vehicle Replacement Program, instituted this fiscal year to replace obsolete, worn out or high-cost leased commercial motor vehicles with more efficient, reliable equipment that boasts the latest in safety and technology.

Through June 2004, 30 commercial motor vehicles have been replaced and released to Amtrak locations across the country; the remaining 24 will arrive by the end of the fiscal year. As part of a special accelerated purchase, 32 additional vehicles that were originally in the FY ’05 plan were moved up to be delivered before Dec. 31, 2004. In addition to these 32 vehicles, 29 more will be delivered as part of the FY ’05 plan.

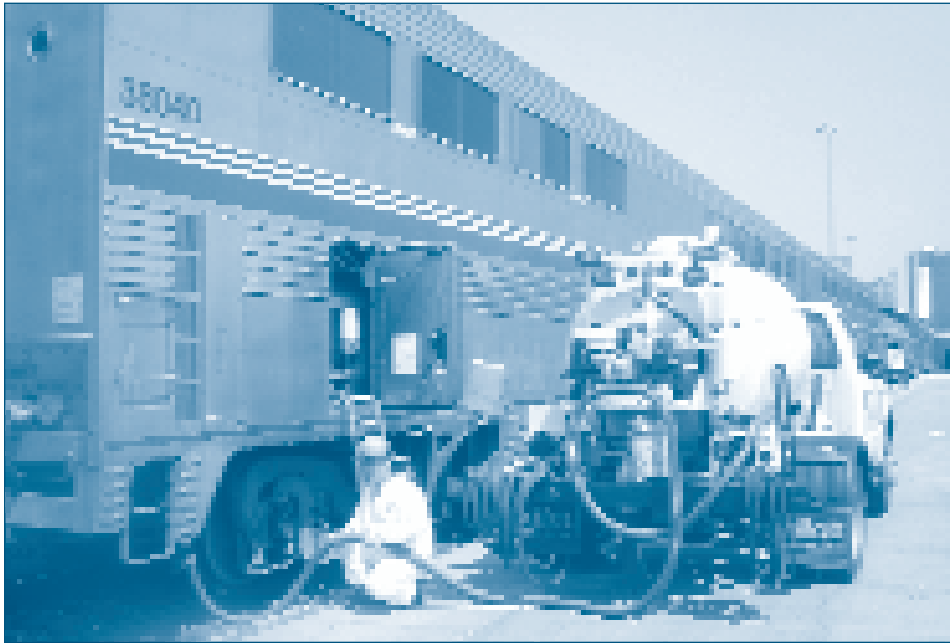
The Procurement and Materials Management department’s \$20 million five-year capital replacement program aims to replace 40 percent of Amtrak’s commercial motor vehicles by the end of FY ’05. These vehicles will be key oper-

ational tools to more efficiently allow Amtrak employees to fulfill our goal of getting the railroad back into a state of good repair. As each new truck is manufactured and delivered to work sites, the old worn-out vehicle it is replacing is

scrapped or sold — the program does not increase Amtrak’s fleet of commercial motor vehicles.

Of the 17 different types of specialty vehicles being replaced, one is brand new to Amtrak: the X-5 Track Patrol. This vehicle moves across the rails equipped with a generator and high-intensity lighting. The X-5 is designed for inspectors who, in the past, examined the track by foot. The track patrol vehicle provides a safer means for inspectors to cover greater territory and enables inspections to be conducted at night.

Other vehicles have been updated to address the changing needs of the railroad and its users, to meet the need for greater efficiency in fuel consumption and emissions and to take advantage of opportunities to incorporate safety enhancements. These enhancements include improved seating to provide a smoother ride and better lighting packages for travel in all weather



A new waste utility vehicle is put to work at the Chicago Yards as Sheet Metal Worker Vince Spaccaferro removes lavatory waste from Dining Car 38040.

continued on page 5

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

continued on page 12

Ridership and Ticket Revenue for June 2004

Month of June	FY’03/Actual	FY’04/Budget	FY’04/Actual
Ridership	2,129,697	2,258,278	2,185,175
Ticket Revenue	\$109,407,843	\$116,953,011	\$112,368,362
Fiscal Year-to-date	FY’03/Actual	FY’04/Budget	FY04/Actual
Ridership	17,698,980	18,429,707	18,712,069
Ticket Revenue	\$894,670,020	\$937,061,095	\$942,610,303

TRAIN OF THOUGHT

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



David L. Gunn

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.

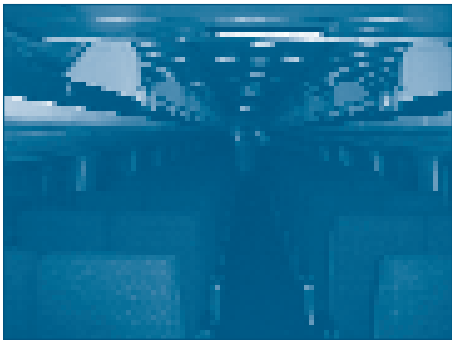
Bear Returns its First Capital Wreck to Revenue Service

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

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.



caption

Inside

2

TRAIN OF THOUGHT

Bear Returns its First Capital Wreck to Revenue Service

3

4

5

6

7

8

9

10

11

12

Amtrak Ink

Vol. 9, Issue 8, August 2004

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 loco-

The change is a return to a more traditional railroad, with centralized heavy maintenance shops, centralized system-wide, and materials management processes.

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-32s 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.



Locomotive #461 was among the first F-59s, used on the West Coast, to be overhauled at the Beech Grove facility.

Post-FY '03	
BEECH GROVE	WILMINGTON
GP-38	MP - 15
P-32-8	HHP-8
P-32 Dual Mode	AEM-7
P-40	Acela Power Cars
P-42	Traction Motors (Also GE, Contractor)
F-59	All Switch Engines

tives. 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.

Pre-FY '03	
LOCOMOTIVES	HEAVY MAINTENANCE LOCATIONS
GP-38/GP-40	None designated
P-32-8	None designated
P-32 Dual Mode	Rensselaer
P-40	Beech Grove
P-42	Beech Grove
F-59	None designated
MP-15	None designated
Other EMD Switchers	None designated
HHP-8	None designated
AEM-7	Wilmington
Acela Power Cars	Contractor
Traction Motors	Alston, Wilmington, Contractor, GE

Over five years (2005-2009), overhauls are scheduled for over 320 locomotives.

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 following up on them are 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.



Division Engineer Joe Guzzi (left) listens to Lancaster Track Foreman Bruce Rhodes, who makes a point to his fellow participants as they return to class from their breakout sessions.

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.



The Bridge and Building department 60-cycle Gang is recognized for four years of injury-free service (May 2000 through May 2004) with a Safety Recognition Award from the New York Division. 1st row (L. to R.)...(names coming)



Communications and Signals Communication Gang Q102 and Radio Technicians receive a Safety Recognition Award for four years of injury-free service (May 2000 through May 2004) from the New York Division. 1st row (L. to R.): Robert Donnelly, Gregory Lebed, Jim Brooks, Herbert Gore, Scott Chapin. Back row, Kevin Michaels, Sam Wilezol, Ken Gronert, Robert Litchman, Ed James and Ed Turkel.

Amtrak To Acquire New Commercial Motor Vehicles

continued from page 1

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 loca-

"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

tions 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

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."



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.

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

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.

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

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 manufacture'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.

"This program is an efficient use of capital funds because it has a measurable impact on the operational budget," said Mike Rienzi Vice President, Procurement and Materials Management. "When capital is spent to replace aging, worn or leased vehicles, the money previously spent on vehicle breakdowns and leases can be shifted to routine and preventive maintenance to extend the life of the vehicles."

"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

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, Marisela 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

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

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

During the summer travel season,

an average 6,000 Amtrak passengers visit Chicago's Union Station every day.

totaled \$7,500. Through June of this fiscal year, alternate transportation costs resulting from misconnected 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.



Mary Barnes, R and I clerk directs passengers to trains as Station Manager Eddie Jakes oversees Union Station's traffic flow.

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

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

“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

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



The Fetting family stops by the Passengers Services office to obtain information from R and I Clerks Jan Maloney and Stan Jackson.

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

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.



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.

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.

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.

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.

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.

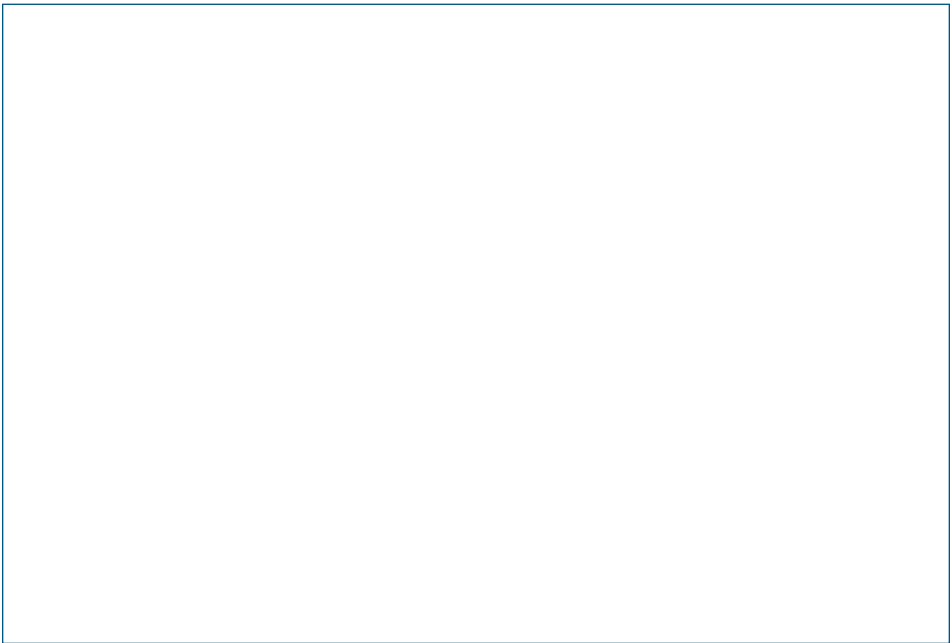
The paperless system also eliminates the need for the crew dispatcher to contact employees to notify them of job awards and displacements — and the cost associated with failing to reach them, estimated at \$60,000 a year. For example, if an engineer is awarded a job that causes a junior employee to be 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.

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.



caption

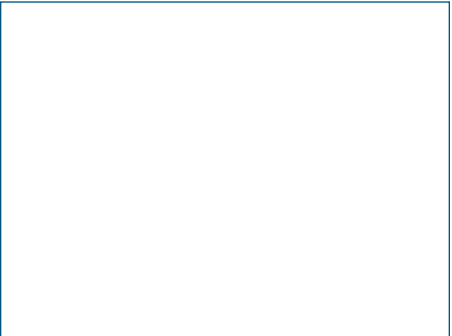
Amtrak Recognized for ‘Train of Hope’

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.



caption

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

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.



Legendary Red Sox players gather around a fan as the Acela Legends train travels to the big game (L-R) Jim Lonborg, guest Alan Krensky, Bob Montgomery and Sam Horn.



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.

EMPLOYEE MILESTONES

Congratulations to All of You!

25 Year Anniversaries July 2004

AVINGTON KEY, SHARON
Oakland District

BITHELL, DOUGLAS
Seattle District

BONAGURO, FRANK
New York District

BROWN, JEFFERY
Los Angeles District

BUTLER JR, TONY
Empire/Albany District

COLLINS, JEAN
Oakland District

CUSHINE JR, DONALD
Wilmington/Bear District

DAVENPORT, DAVID
New York District

DEAN, WAYNE
Baltimore District

DECRISCIO, PATRICIA
New York District

DESPER, ANNA
Philadelphia District

EDWARDS II, WILLIAM
Wilmington/Bear District

ESTY, ROBERT
New York District

ETRO, GERARD
Boston District

FORNEY, MICHAEL
Philadelphia District

FOXX, DANIELLA
Boston District

GENTRY, ELMER
Wilmington/Bear District

GREEN, WALTER
Wilmington/Bear District

HARRIS, LLOYD
Philadelphia District

HECHT, RICHARD
New York District

HILL III, JOHN
Empire/Albany District

HOBBS, DONALD
Beech Grove District

HUMMEL, PAUL
New York District

HUMMEL, TIMOTHY
Mid-Atlantic Div/DC Non-HQ

IORIO, JOSEPH
Wilmington/Bear District

KATZ, PHILIP
New York District

KING, J KEVIN
Philadelphia District

KLINE, TOM
Wilmington/Bear District

KLINGMEYER, KENNETH
Philadelphia District

KOVACH JR, ROBERT
Chicago Metro District

LAMICELA, EMANUELE
New York District

LARKINS, CAROLYN
Jacksonville District

LESNIAK, WALTER
Chicago Metro District

LICHTMAN, ROBERT
New York District

LLOVET, GILBERT
Chicago Metro District

LORIMER, MARY ANN
Wilmington/Bear District

LOVE JR, SAM
Mid-Atlantic Div/DC Non-HQ

MARTIN, KENNETH
Baltimore District

MCATEER, JOHN
New York District

NESCI, DONNA
Wilmington/Bear District

PAUL, STEVEN
Wilmington/Bear District

PETROWSKI, STANLEY
New York District

PHILLIPS, BENNIE
Chicago Metro District

PIELLI, STEVEN
New York District

RANDONE, MARK
Kansas City District

SHARLEY, STEPHEN
Chicago Metro District

SIWARSKI, WILLIAM
Wilmington/Bear District

SMITH, BOBBY
New York District

ST JOHN, FRANCIS
Beech Grove District

STARK, KRISTOFER
Boston District

STICKLER, GLEN
Philadelphia District

TARKKA, STEVEN
Wilmington/Bear District

TAYLOR, ROBERT
Beech Grove District

TOLEDO, SANTIAGO
Chicago Metro District

WANCHISEN, STEPHEN
Philadelphia District

WATSON, LEONARD
Philadelphia District

WICKLIFF, MARK
Beech Grove District

WOOTEN, WILLIAM
Philadelphia District

WRIGHT, JOHN
New York District

WRIGHT, ROLLIE
Mid-Atlantic Div/DC Non-HQ

30 Year Anniversaries July 2004

BLAIR, BARNEY
Los Angeles District

BOUQUARD, DAVID
Empire/Albany District

BUFFORD, BERNARD
Chicago Metro District

CHRISTAIN, CHARLES
Chicago Metro District

DANT, MARK
Wilmington/Bear District

DAVIS, MELVIN
Chicago Metro District

HIKIDA, WAYNE
Seattle District

JOHNSON, TERRY
Washington, DC/HQ

JONES, WILLIE
Chicago Metro District

JONG, CHERYL
Boston District

KELLY, SEAN
St. Louis District

MCGARITY, RICHARD
Washington, DC/HQ

MELTON, OTHA
Sanford District

MULLEN, JULIE
Los Angeles District

NORMAN, GLEN
Miami District

PAYEN, DANIELLE
Mid-Atlantic Div/DC Non-HQ

PEARSON, JACK
St. Louis District

PETTIT, ABRAHAM
Philadelphia District

PINDER, KEITH
Mid-Atlantic Div/DC Non-HQ Dist

POLLATSEK JR, OTTO
New York District

REAVES, MARCIA
Chicago Metro District

ROSS, DIANNE
Washington, DC/HQ

SALEEM, RA'OOF
Chicago Metro District

SAMUEL, VALERIE
Washington, DC/HQ

SCISM JR, ROBERT
Chicago Metro District

SPINALE, JAMES
Chicago Metro District

THOMPSON JR, HAROLD
New York District

WALLIS, WILLIAM
Chicago Metro District

Retirees June 2004

ALRIDGE, RONALD
Wilmington/Bear District

ANDERSON, CHARLES
Empire/Albany District

BAGGETTE, JERRY
St. Louis District

BLAIR, ELEANOR
Los Angeles District

BLANKENSHIP, PATRICK
Lorton District

BOCK, JAMES
Chicago Metro District

BRADLEY, FRED A
New York District

CLARK, EARL
Philadelphia District

COLE, WILLIAM
Chicago Metro District

COLEMAN, THOMAS
Los Angeles District

DI NOVO, ESTA
Chicago Metro District

ELSTEN, THOMAS
Detroit District

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

FLOWERS SR, EDWIN
New York District

GREEN, NORMAN
New York District

HESTER, FLORINE
Los Angeles District

HOUZE, CARLLENE
Los Angeles District

HOWARD, CHARLES
Seattle District

JOHANNESSEN, JUDITH
Los Angeles District

JONES, PATRICIA
Chicago Metro District

JONES, VICTOR
New York District

KLUEH, LEO
Sanford District

KU, JOHN
New York District

LANCASTER, HARLAN
Oakland District

LLOYD, DOUGLAS
Wilmington/Bear District

MALE, LORENA
Mid-Atlantic Div/DC Non-HQ

MAZOTAS, EDWARD
New York District

MAZZELLA, SILVERIO
New York District

MCGLONE, JAMES
Philadelphia District

MITCHELL, HERMAN
Sanford District

MURRAY JR, ROBERT
Los Angeles District

PRICE SR, JAMES
Wilmington/Bear District

PRICE, MATTIE
Washington, DC/HQ

RICHARDSON, EDWARD
New Haven District

RIOS, JOSE
Miami District

RIVERA, MAXIMINO
New York District

ROBINSON THOMAS
New York District

ROWELL JIMMY
Jacksonville District

RUSHING LEROY
Chicago Metro District

SCHREIBER THOMAS
Mid-Atlantic Dv/DC Non-HQ Dist

SEMMENS DAVID
Philadelphia District

SHELDON JR JOHN
Empire / Albany District

SHEPARD VICTOR
Beech Grove District

STURDIVANT SR WILLIAM
Empire / Albany District

TACKETT JAMES
Beech Grove District

TARLOWE BRUCE
Los Angeles District

TAYLOR THOMAS
Sanford District

VENNER JOSEPH
New York District

WATTS JAMES
Miami District

WHITTLE ROBERT
Oakland District

WILSON MARY
New York District

WRAY RICHARD
Beech Grove District

ZINN TIMOTHY
Kansas City District

Milestones Corrections
The following retirement was previously omitted from Milestones. Amtrak Ink regrets the error.

Retirement: January 2002
HENDRICKS, RICHARD
Philadelphia District

Central Reporting Achieves Best Audit Results Since Inception

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 injury and other FRA reportable events that occurred in calendar year 2003 and identified only eight defects in the reporting. This high rating issued by the FRA reflects positively on both the Central Reporting Office that is responsible for coordinating this information and the untold number of field managers and supervisors that properly completed and supplied the

required paperwork and updates to ensure accurate reporting.

Amtrak is required by law to report certain accidents and injuries to federal and state agencies. Amtrak’s Central Reporting Office was created in November 1993 so that the railroad would meet its legal obligations and plays 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 record-keeping practices, the accuracy of the company’s data. And, while a leader in the industry, Amtrak and its Central Reporting office has shown improvement every year with this year’s audit results being the best.

Contributed by Michael E. Dagen

FRONT LINE FOCUS

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

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

Challenges Slow Summer's Ridership and Revenue

continued from page 1

beginning of July by CSX on the Nahunta 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 Capitols 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 Regionals 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 downtrend. 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.

VITAL STATS

for June 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.9	(goal) 3.4	3.9
Ridership	2,258,278	2,185,175	18,429,707	18,712,069
Total Expenses	256,891,000	\$266,094,000	\$2,327,952,000	\$2,265,887,000
Total Operating Revenue	\$168,927,000	\$168,648,000	\$1,402,187,000	\$1,425,657,000
On-time Performance	(system goal) 85.0%	64.4%	(system goal) 85.0%	71.8%

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper for and by Amtrak Employees

A M T R A K

ink

Volume 9 • Issue 9 • September 2004



Enhanced Site Makes an Entrance

Promotion Aims to Drive Traffic to New Amtrak.com

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.

Building the company's back-to-basics approach to communicating its services, Amtrak decreased the number of steps necessary to book a ticket, giving viewers more options

and greater flexibility via a simpler interface. Consumers may now see fare information immediately along with schedules to allow for easier

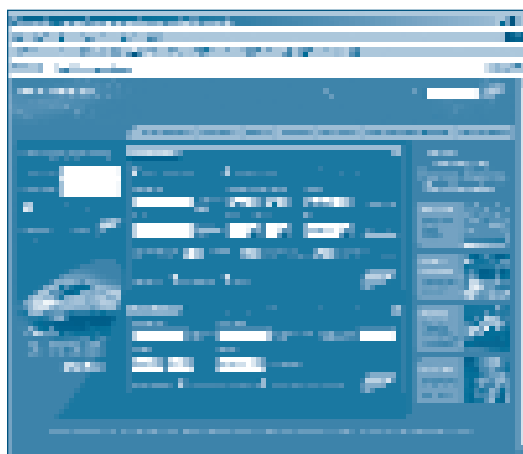
comparisons and identification of the most cost-effective and convenient itinerary. The site's new fare finder provides more options and enhanced functionality, including the ability to search by schedule or fare.

Not sure what cities Amtrak serves? Amtrak's site uses the power of MapQuest's mapping and driving directions features so that travel shoppers may see all stations within their desired search radius, and click to specific information about the stations that interest them. The site also provides up-to-date information about Amtrak station locations.

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 railroad. 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

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 significant

continued on page 4

TRAIN OF THOUGHT

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 underfunded, 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



David L. Gunn

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.



Superliner I Sleeping car 32016, released in August, is updated with brand new bathroom modules.

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

Inside

2

TRAIN OF THOUGHT

Beech Grove's Remanufacture Program Underway

3

Ridership for July Ahead of a Year Ago, Overall Performance Sluggish

4

Operations Department Structure Defined

5

LED Station Signs Keep Midwest Travelers Informed

New Transit Center To Replace St. Louis Station

6

Amtrak's Next Generation Web Site: a Sustained Team Effort

8

PROMOTIONS IN MOTION

10

Bridge and Building Foreman Aids in Rescue

11

EMPLOYEE MILESTONES

12

FRONT LINE FOCUS

VITAL STATS

Amtrak Ink

Vol. 9, Issue 9, September 2004

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Ridership for July Ahead of a Year Ago, Overall Performance Sluggish

Economy, Equipment Constraints, On-time Performance Weaken Results

July’s ridership and revenue results reflect a slowdown attributable to a lull 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 Northeast — 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 10 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 *Downerster* 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			
Month of June	FY '03/Actual	FY '04/Budget	FY '04/Actual
Ridership	2,223,358	2,336,615	2,246,398
Ticket Revenue	\$114,933,270	\$120,804,982	\$115,123,611
Fiscal Year-to-date	FY '03/Actual	FY '04/Budget	FY '04/Actual
Ridership	19,922,338	20,766,322	20,958,467
Ticket Revenue	\$1,009,603,291	\$1,057,866,077	\$1,057,733,915

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 \$370,000 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.

Operations Department Structure Defined

continued from page 1

cant changes in organizational structure, while others have.

Transportation

The largest of the seven is the Transportation department, which is headed by Vice President Transportation Ed Walker. The department was created as a result of the reorganization that became effective in October 2002, and represents a consolidation of many of the functions that were previously conducted at the SBU level.

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

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.

good repair for its workforce. In other words, its objective is to focus on the hiring, training and evaluating of its employees.

"We're now at a stage at which we need to dedicate more resources toward our employees," said Walker. "We need to bring the right people through the door, provide consistent training and properly evaluate their progress, which will in turn help us know how we're progressing as a service-oriented company."

In the past, hiring needs were not centralized, so planning, staffing and training took place on

an ad-hoc basis. Workforce planning is vital. For example, because the training of engineers requires

two years, the department must forecast its workforce needs to avoid shortages.

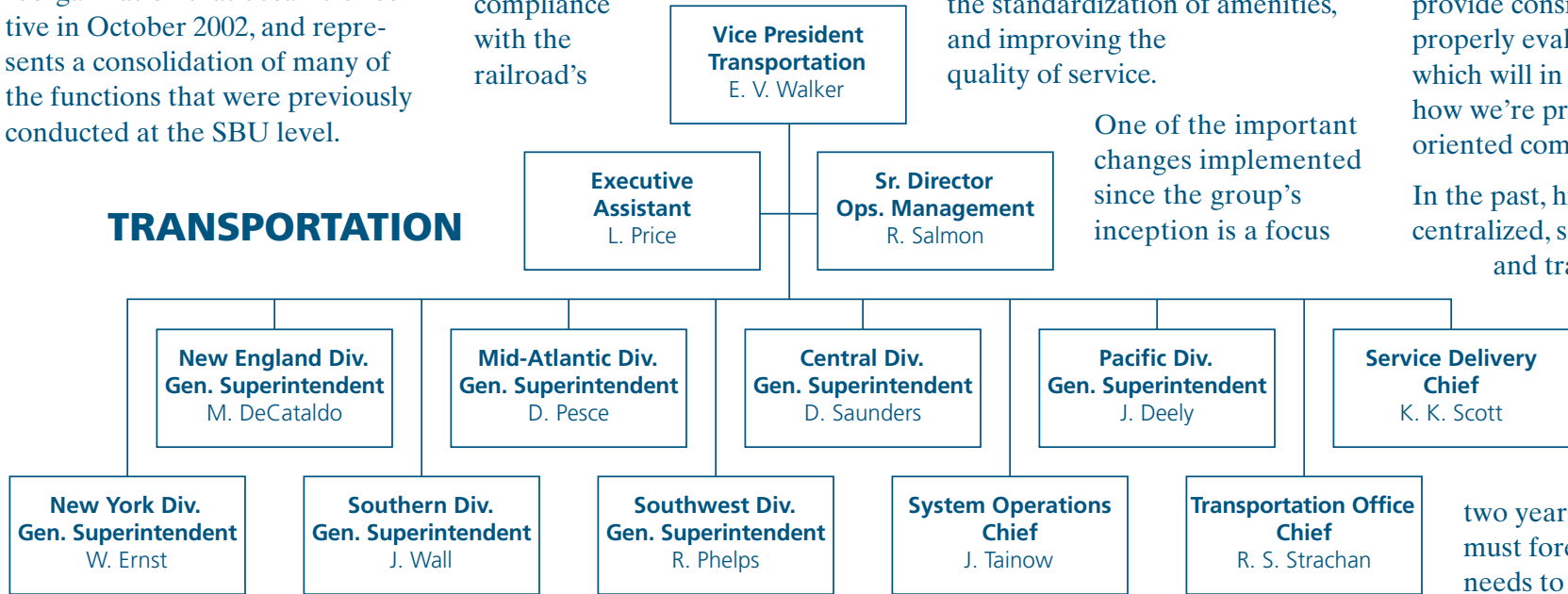
Working with its own departments and Human Resources, the Transportation department is developing a plan that will result in high-quality hiring criteria, the means by which to plan for vacancies and attrition for better allocation of work system wide, and consistent evaluation practices.

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



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 front-line employees, such as train and engine crews, on-board services 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

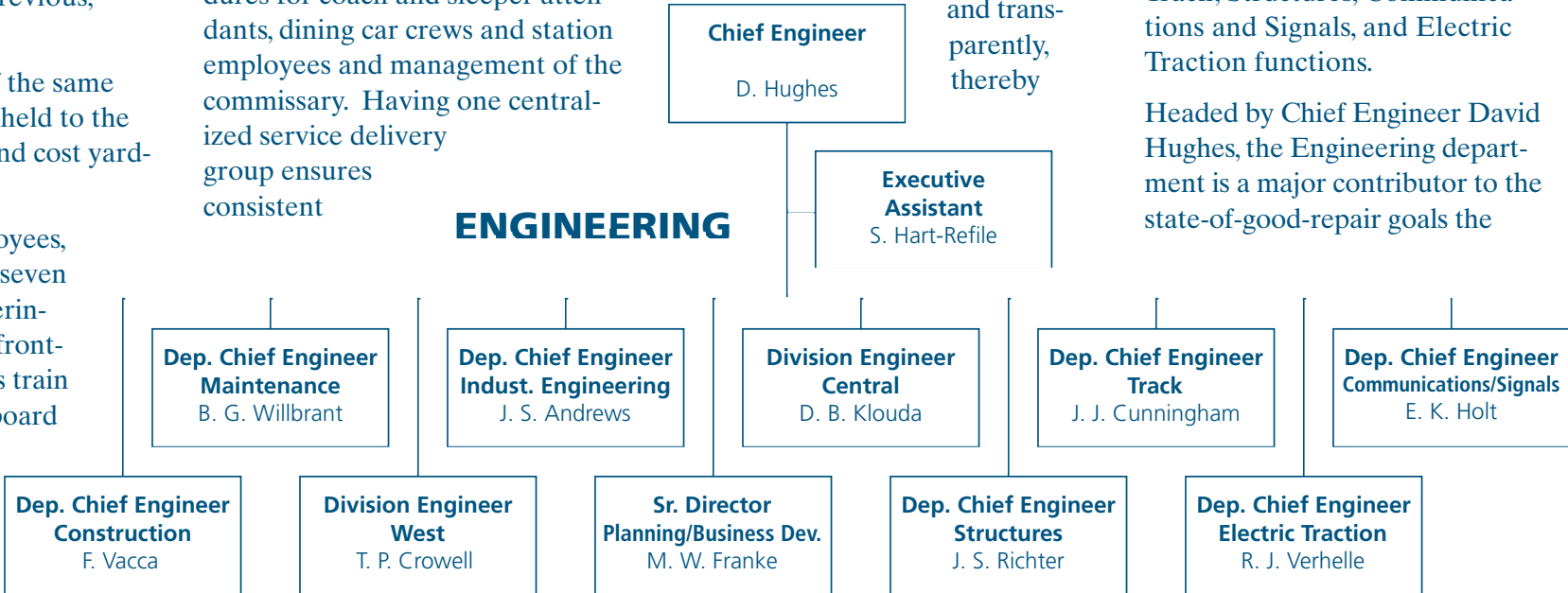
operating standards and rules procedures, which are adjusted according to the needs and requirements of the railroad. The group also investigates every injury and operational failure (such as rules violations). The group works closely with engineers and conductors to identify the causes of violations 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

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

systemwide and transparently, thereby



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

eliminating potential conflicts of interest and supporting the ability to forecast and manage expenditures.

With a solid organization in place, the Transportation department's main goal is to achieve a state of

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 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



Springfield, IL, Ticket Agent Joe Sullivan updates the message to be displayed on LED signs at Illinois stations.

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

“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,”

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.

Pere Marquette Turns 20



Former first lady of Grand Rapids Judy Helmholt reenacts the 1984 christening of the Pere Marquette on the occasion of its 20th anniversary last month. Helmholt was joined by Grand Rapids Mayor George Heartwell, U.S. Senator Carl Levin, representatives from the Michigan Department of Transportation and many local, state and federal officials to mark the event. The Grand Rapids – Chicago service has served nearly 1.5 million passengers in the last two decades.

John Bueschel
District Manager of Stations

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 concrete foundation is poured in mid-August for the interim St. Louis station, which is scheduled to open mid-October.

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

**"The product really sells itself;
we just got out of the way."**



The Web team: (L. to R.) Roger Seitzinger, Carlene Hardie, Allen Sebrell, Jim Yarnall, Kathleen Gordon, John Wood.

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."

Roger Seitzinger
E-Commerce creative director

Other enhancements include improving the Fare Finder, and moving Train Status to the front page. "Providing self-help resources like the train status tool works for everyone," notes Gordon. "Customers are happy to have information at their fingertips, the call centers are relieved of the burden of answering tedious train status queries, and the company stands to save millions by shifting unproductive calls to the Web."

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-bearing 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-

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 adroitly 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



The AT Team (L. to R.) Stephen Oates, Jamal Watts, Rod Moss, Marilyn Peifer, Steve Lebo, Tom Krotchko, Jonathan Miller, Debbie Chang, Steve Trus.

mers 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,

NOT WITHOUT CHALLENGES

Although the results make the site look simple, the redesign project itself was unusually complex, requiring coordination of several concurrent projects. In early stages, the team had to account for no less than twelve separate projects in development. Each project was essential to the relaunch, and each needed to be completed on time to keep the project on schedule.

To make sense of the interdependencies between the individual projects, and to effectively track progress, the team developed a detailed integrated project plan. As Steve Trus comments, “We developed a chart to see all the projects on the same timeline and their interaction — we wound up with a chart that was 2 feet by 3 feet. No one could keep all the tasks straight in their heads. The plan was essential to helping the team keep its eye on the critical path, mitigating risks and avoiding delays.”

PROMOTIONS INFORMATION

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 genera-

tion 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 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-

nent of the Northeast Corridor high-speed rail project.

Other changes have also paved the way for better project management. A single Production department was created to monitor and direct the work being conducted on all projects, rather than having projects managed by various deputy chief engineers for each of the department's disciplines. Bringing all these functions under one umbrella has improved

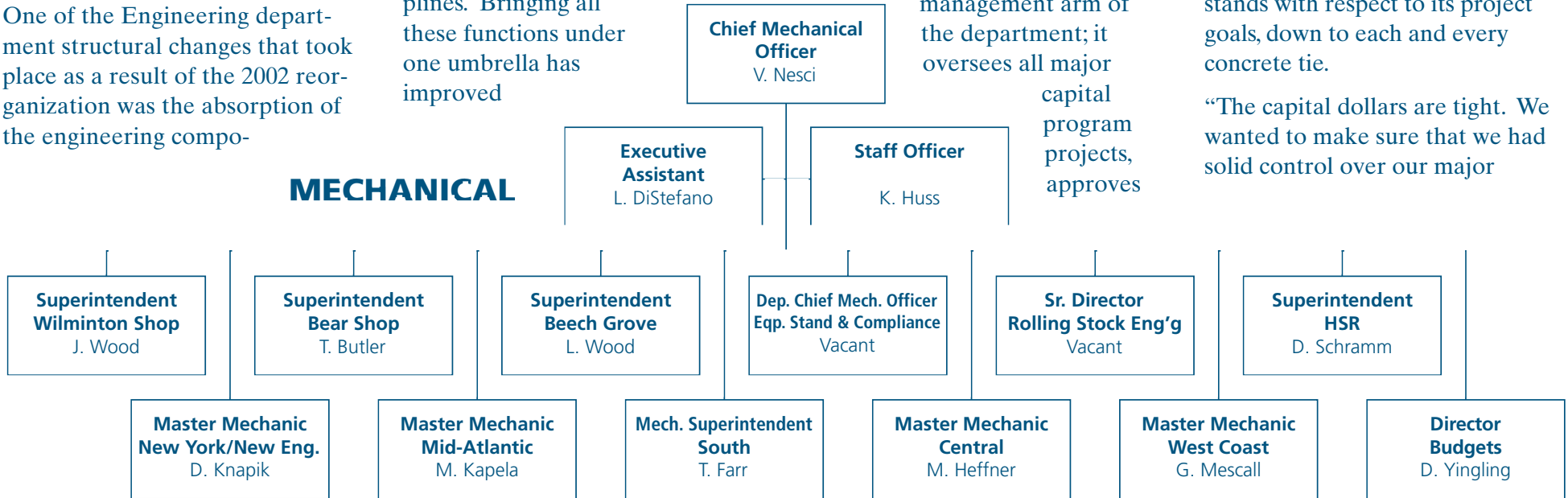
the utilization of equipment and materials. It also resulted in an approximate 15 percent reduction in technical and administrative personnel that took place last fiscal year.

All major capital projects are overseen by a new position, deputy chief engineering, Construction. The Construction group is the program management arm of the department; it oversees all major capital program projects, approves

the projects and ensures that they are managed effectively. It also sets uniform standards for contracting, project planning and reporting that were previously inconsistent and unsystematic.

These centralized functions enable the Engineering department to institute unit production goals. On a daily, weekly and monthly basis, the department knows where it stands with respect to its project goals, down to each and every concrete tie.

"The capital dollars are tight. We wanted to make sure that we had solid control over our major



projects,” said Hughes. “The end result is a tighter department that is better organized to carry out its responsibilities and meet its objectives, and that has established credibility inside and outside of the railroad.”

Hughes’ main goal is to maintain the infrastructure in a state of good repair while minimizing the impact of the work on the railroad’s on-time performance.

Mechanical

The Mechanical department has experienced recent changes designed to establish a more traditional railroad structure that better facilitates reaching the department’s goals and objectives, namely improving the reliability of the fleet by reducing the number of equipment failures. This structure also streamlines the chain of command and assigns clearly defined accountability within the department, which is run by Chief Mechanical Officer Vince Nesci.

Most of the organizational changes were complete by Oct. 1, 2003, modifying the reporting structure for mechanical positions throughout the system. From that point on, mechanical positions that had been part of Transportation (with the exception of some small outlying locations, such as San Diego, Harrisburg and Richmond) became part of the Mechanical department. Mechanical forces supporting commuter services, also previously part of Transportation, report to the Mechanical department. The department consists of approximately 5,000 employees.

The Mechanical department’s organizational changes facilitate directing work to the proper facilities to take on the poor health of the fleet. For example, the resumption of programmed work for regular overhauls, remanufactures and wreck repair at Amtrak’s backshops addresses the deferred maintenance issues the railroad must overcome. More frequent and regular tune-ups at the Service and Inspection facilities have been established, moving from a 180- and 360-day schedule to a 30-, 92- and 365-day cycle, thereby extending the life of the fleet.

Environmental

Assistant Vice President Roy Deitchman is

responsible for Amtrak’s Environmental department, which develops standards for environmental control and public health including food services, monitors compliance with state and federal and Amtrak’s public health and environmental stan-

dards and serves as project manager for Amtrak’s \$20-plus million environmental capital program. The department develops Amtrak’s environmental and public health policies, procedures and training. Integration of the previous business unit environmental managers into one company-wide organization has increased efficiencies and provided more streamlined emergency response to environmental incidents such as accidental major spills of diesel fuel.

Operations Planning

With a solid foundation of a traditional railroad in place and momentum gaining on the progress of the five-year plan, focus shifts to the railroad’s service. Just as the company has rebuilt its organization, and restores its infrastructure and equipment, 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

aspects of current service on a route-by-route and system wide basis for maximum efficiency and utilization. A number of factors contribute to operations planning — market demand, load

factors, equipment availability, commuter service, schedules, connectivity, crewing, station staffing and the freight railroads, to name a few.

The department is uniquely positioned to conduct this analysis, as the department is responsible for leading and supervising train operation planning, managing day-to-day relationships and leading negotiations with freight railroads, including incentive programs.

“The Operations Planning group represents our next initiative. It’s tasked with coming up with answers to questions 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,” added Crosbie.

The group also serves as the intermediary between the Transportation 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

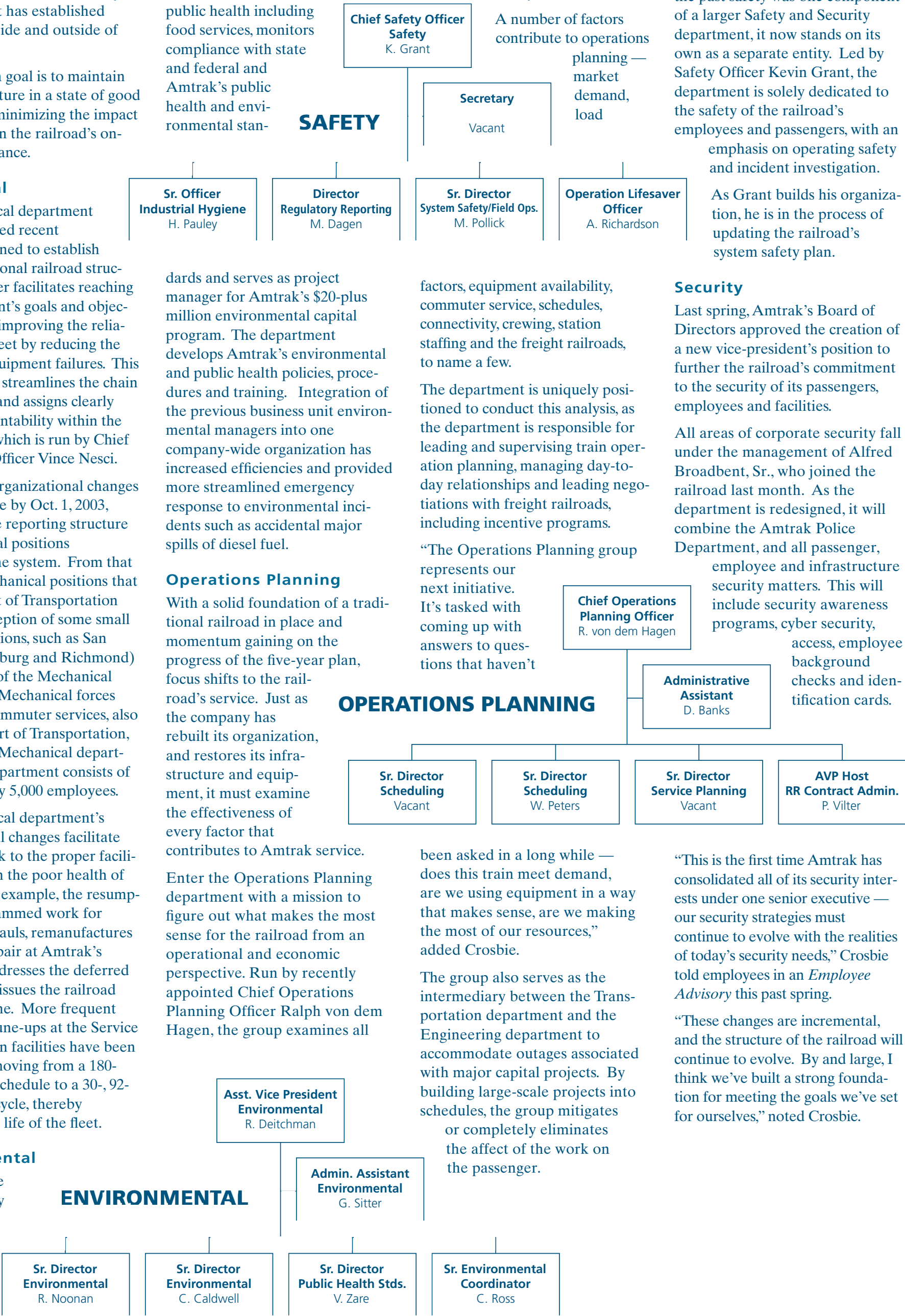
The railroad’s Safety department was recently modified; whereas in the past safety was one component of a larger Safety and Security department, it now stands on its own as a separate entity. Led by Safety Officer Kevin Grant, the department is solely dedicated to the safety of the railroad’s employees and passengers, with an emphasis on operating safety and incident investigation.

As Grant builds his organization, 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 identification cards.



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.

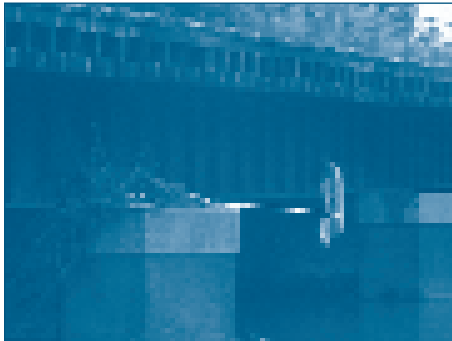
On the afternoon of July 12, the Mid-Atlantic region experienced heavy rainfall — approximately seven to eight inches fell in a period of about six hours causing flash flooding in the area.

Diamonte was dispatched a few miles south of Wilmington, to the undergrade 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.



One week after two teenagers nearly drowned in a flash flood, their raft is still stuck on the bridge where a bridge inspector, Sean Diamonte, helped facilitate their rescue.

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 of 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 attrac-

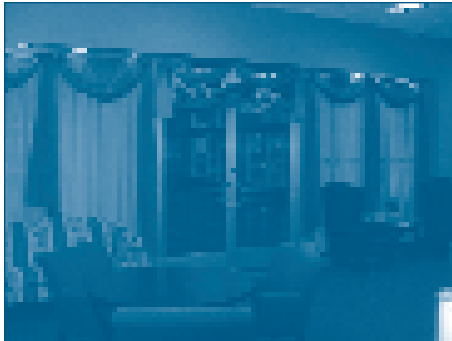
tively framed and hung on the walls to decorate the room. To balance the room, Bert Bertin created a window effect on an opposite wall. He put up a mirror, added a window treatment and created a faux window.

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.



Passenger Services employees at New Orleans Union Passenger Terminal created the window treatment that covers the front glass wall and frames the doorway in the Magnolia Room, as part of the renovation undertaken by the employees.

Providence Gang Sets Safety Milestone



Front Row (L. to R.): Supervisor Larry Deveran, Joseph Allen, Dennis Court, Norman Gomes, Alphonse Braddy, Foreman Ken Patriaca, Back Row: John Ruggiero, Ron Taylor, Foreman Joe Patriaca, Foreman Paul Bjorkman, John Earle, and Gary Cartwright. Missing from photo: Assistant Division Engineer Andy Pedro, Don Ginaitt, Steve Knott, and Joshua Danis.

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.



Available to Amtrak First class passengers in New Orleans, the Magnolia Room reflects renovations completed by the station’s Passenger Services employees.

Photo credit: J. Miculka, Trails And Rails

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 ’05 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 dispenses information in a calm manner, even during a crisis. He was joined by (L. to R.) Assistant Superintendent Rick Gadbois, Manager Stations Keith Manning, ACAC member Alma Goodwyn, Superintendent of Passenger Services Lenore Slimbock, ACAC Vice Chair Robert Dabney and General Superintendent Daryl Pesce.



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 Warr, Assistant Superintendent of Passenger Services Patsy Hall, Cardonne with his wife and two sons, and Superintendent of Passenger Services Lynn Berberian.



Philadelphia Reservations Sales Agent Tyson Gardner is recognized by ACAC members Matt Losee (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 Kurten, Reservation Sales Agent Stanley DuBois, Operations Manager Mary Dickson, Riverside Call Center Director Gene Price.

EMPLOYEE MILESTONES

25-year anniversaries August 2004

ADAMS, DWAYNE
Los Angeles District

ANNUCCI, NORMA
Philadelphia District

ASHENFELTER, JEFFREY
Atlanta District

BELL, BRIAN
Oakland District

BERTIN, BERT
New Orleans District

BISHOP, CHARLES
Wilmington/Bear District

BLAIR, MAX
Salt Lake City District

BRANTLEY JR, PAUL
Chicago Metro District

BROPHY, ROBERT
Baltimore District

BROWN, MICHAEL
Chicago Metro District

CAPALDI, RAYMOND
Boston District

CATANIA JR, RICHARD
Baltimore District

CHANG, CHENG-KUNG
New York District

CHASE, THOMAS
Chicago Metro District

CHENG, DAVID
Los Angeles District

COLLINS, PERSIVIA
New Haven District

COMBS, DORIS
Philadelphia District

CONNOR, FRANCIS
Baltimore District

CONTI, ROBERT
Boston District

CRAIG, CRAIG
Seattle District

CURE, ROBERT
Chicago Metro District

DE ARAGON JR, ALFRED
Los Angeles District

DEAN, ROBERT
Wilmington/Bear District

DELNERO, 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

ENGSTROM, WILLIAM
Oakland District

FREDERICK SR, STEPHEN
Wilmington/Bear District

FULLER, TERENCE
Empire/Albany District

TALLEY, JACQUELINE
New York District

GIBLIN, STEPHEN
Boston District

GRANDFIELD, MARY
New Haven District

GRIFFO, GERARD
Los Angeles District

HAIR, RICHARD
Chicago Metro District

HAWKINS-HUDGENS, LENORA
Mid-Atlantic Div/DC Non-HQ

HEATH, ISAAC
Chicago Metro District

HEWING, JACKIE
Chicago Metro District

HURD, JEFFERY
Wilmington/Bear District

HUXLEY, JAMES
Boston District

JENIFER, MARK
Philadelphia District

JOHNSON JR, ULYSSES
Baltimore District

KEEFE, JOSEPH
Empire/Albany District

KELLEY, JANICE
Wilmington/Bear District

KELLUM, DANA
Baltimore District

KINDER, HARRY
Beech Grove District

KNIGHT, KITTRELL
Baltimore District

LEWANDOWSKI, ROBERT
Wilmington/Bear District

LIEB, ROBERT
Philadelphia District

LIGHTFOOT, HALLIE
Philadelphia District

LU, WILSON
Los Angeles District

MATALIK, STEVE
Mid-Atlantic Div/DC Non-HQ

MCAULIFFE, PATRICK
New York District

MCGILL, MICHAEL
Philadelphia District

MCGUIRE, JOHN
Baltimore District

MEYERS, RALPH
Beech Grove District

MICHALSKI BABBITT, MARY
Chicago Metro District

MULL JR, JAMES
Baltimore District

MUNOZ, HECTOR
Chicago Metro District

NAGLE, ROBERT
New York District

NEWTON, MICHAEL
Chicago Metro District

O’NEAL, ROBERT
Beech Grove District

PARHAM SR, THOMAS
Baltimore District

PARKER, BARBARA
Boston District

PARNELL, DENNIS
Jacksonville District

PRATT, DONALD
New York District

RADKE, JEFFREY
Wilmington/Bear District

SCHOFIELD, EDWARD
Baltimore District

SHERRILL, GEORGE
Beech Grove District

SHERROD, ERIC
Baltimore District

SMALLWOOD, DEBORAH
Mid-Atlantic Div/DC Non-HQ

SMITH III, IRVIN
New York District

SMITH-BARBOUR, PAULETTE
Mid-Atlantic Div/DC Non-HQ

SMITH, JOY
New Orleans District

STANGA, DANNY
Lorton District

STARKEY, ROLAND
Beech Grove District

STREETER, CHRISTOPHER
Mid-Atlantic Div/DC Non-HQ

SUTTON, RONALD
Chicago Metro District

SWARINGER, ELDRIDGE
Mid-Atlantic Div/DC Non-HQ

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

THOMPSON, ROY
Chicago Metro District

WALKER, JOHNNIE
New York District

WALLS, BOBBY
Baltimore District

WHALING III, FREDERICK
Philadelphia District

WHITE, LARRY
Wilmington/Bear District

WRAY, HARRY
Boston District

WUERTH, RICHARD
Los Angeles District

YONKERS, JOHN
Empire/Albany District

30-year Anniversaries August 2004

ADAMS JR, HENRY
Baltimore District

BATRA, ALKA
Mid-Atlantic Div/DC Non-HQ

BENSON, THOMAS
Wilmington/Bear District

CHILDS, RICHARD
Mid-Atlantic Div/DC Non-HQ

COLE JR, WILLIAM
Mid-Atlantic Div/DC Non-HQ

DAVIDSON, BOBBY
St. Louis District

EDMINSON, JOHN
Detroit District

EWALD JR, DONALD
New York District

GALLAGHER, PATRICK
Los Angeles District

GOLDSTEIN, HOWARD
Philadelphia District

GREITER, JAMES
Seattle District

GUERIN, THOMAS
Mid-Atlantic Div/DC Non-HQ

HARPER, BEVERLY
Washington, DC/HQ

MAZZOLA, PAUL
New York District

MILLER, ROBERT
New York District

MONGIORI, CHARLES
New York District

MUNI, ANTHONY
New York District

PEMBERTON JR, WILLIAM
Chicago Metro District

PIERRE-ANTOINE, LENIDE
Miami District

REUTER, PATRICK
Chicago Metro District

SETH, ANITA
New York District

Congratulations to All of You!

SHEA, THOMAS
New York District

SMITH, SIV
Philadelphia District

SPEAKMAN, LEE
Chicago Metro District

THOMAS, JOHN
Twin Cities District

VILLENEUVE, DIANE
Empire/Albany District

WALTON JR, ALEXANDER
Chicago Metro District

GORE, EDGAR
Portland District

GUEVARA, MELCHOR
Philadelphia District

HENAULT, ELYSE
New Haven District

HICKEY, DOLORES
Chicago Metro District

HOLLAND, BOBBY
Jacksonville District

KEY, ETHERA
New York District

LAYNE, ROBERT
Sanford District

MARIN, ANTHONY
New York District

MCCARTY, ROBERT
Philadelphia District

MOORE, FANNIE
Chicago Metro District

PERRY, GREGORY
Empire/Albany District

QUIMBY, DONOVAN
Washington, DC/HQ

ROBERTSON, CHRISTIAN
Philadelphia District

ROTH, FREDERICK
Mid-Atlantic Div/DC Non-HQ

SWALES, WILBUR
Philadelphia District

VOSS JR, HERBERT
Boston District

WILLIAMS, RUTH
Mid-Atlantic Div/DC Non-HQ

WILLIAMSON, NEIL
Twin Cities District

YOHNN, GARY
Los Angeles District

FRONT LINE FOCUS

Editor's note: This past summer, Amtrak experienced an unprecedented drop in its on-time performance. As Amtrak President David Gunn mentioned last month in his Train of Thought column, this has "not been fair to our passengers or to those of you who serve them." However, faced with this adversity, many employees have gone the extra mile to keep passengers informed and make them as comfortable as possible. Those extra efforts go a long way, as noted below.

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

VITAL STATS

for July 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.2	(goal) 3.4	3.9
Ridership	2,336,615	2,246,398	20,766,322	20,958,467
Total Expenses	\$265,808,000	\$256,260,000	\$2,593,759,000	\$2,522,147,000
Total Operating Revenue	\$171,485,000	\$169,119,000	\$1,573,672,000	\$1,594,777,000
On-time Performance	(system goal) 85.0%	63.0%	(system goal) 85.0%	70.9%

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



Kathy Janega-Dykes, President and CEO of the Santa Barbara Conference and Visitors Bureau and Film Commission (left) and Santa Barbara Mayor Marty Blum (right) bestow Amtrak Sales and Marketing Associate Brian Hart with the Star Tourism Golden Trumpet

Award. Presented at a ceremony held in July at the Santa Barbara station, the award honors individuals and institutions that have positively influenced the promotion of Santa Barbara as a world-class tourism destination. The organization recognized Amtrak for its promotion of car-free travel to Santa Barbara that yields low impact on the environment and high impact on tourism revenues. More than 100,000 passengers visit the Santa Barbara Amtrak station annually.



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 9 • Issue 10 • October 2004



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 Lakeland 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 Lakeland (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-Pittsburgh-Chicago *Three Rivers* was designed to meet the needs of the mail business when it was extended to Chicago in 1996. Without that business, the service changes significantly. Now, a single train through Pittsburgh — 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-

burgh 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 Nappanee, IN.

continued on page 9



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. "They will not need to be sent to

Los Angeles for preventive maintenance." Amtrak will also service and repair the *Coast Starlight* and *California Zephyr*, which serve Oakland as part of their route, at the new facility.

"We're proud of all of the hard work that went into the construction of the facility, which was completed on schedule and within budget," 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 accommodate 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 locomotives and cars.

Taking advantage of modern technology to adhere to strict environmental requirements, the new facility features a wastewater treatment 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 maintenance 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

continued on page 7



A locomotive occupies the service pit at the new Oakland maintenance facility. The Service and Inspection tracks can house up to four train sets at any given time.

TRAIN OF THOUGHT

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 it is 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



David L. Gunn

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 came 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.

Inside

2	TRAIN OF THOUGHT
	Amtrak Exits Mail Shipping Business
3	Chicago Operations Centralization Plan Reaches Halfway Mark
4	Revenue and Ridership Numbers Reflect Trying Month
5	Letter to Employees from General Superintendent of Southern Division
6	Troubled Bridge Over Water
7	Transportation Department Summer Safety Initiative is a Success
8	Equal Employment Opportunity: It's Your Job
11	EMPLOYEE MILESTONES
12	VITAL STATS
	FRONT LINE FOCUS

Amtrak Ink

Vol. 9, Issue 10, October 2004

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Chicago Operations Centralization Plan Reaches Halfway Mark

Amtrak Assumes Dispatching of its Michigan Line

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

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.

fied 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.



At Chicago’s 14th Street Operations Center, Train Director Diane D’Andrea monitors the Michigan Line console control that allows her to view the position of trains, and via remote control, initiate switch and signal changes that direct train movements.

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

In addition to the five-week program conducted by the System Rules department in Chicago, the trainees also underwent three weeks of schooling 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 quali-

“It’s easier for us — if there’s a problem, our train directors can address it immediately.”

Tom Pape
Trainmaster

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 23.1million 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 \$1.7 million. Despite last August's Northeast power outage, which suppressed demand for nearly one week, August '04 ridership and ticket revenues for *Acela Express*, *Metro-liners* 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 those 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 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

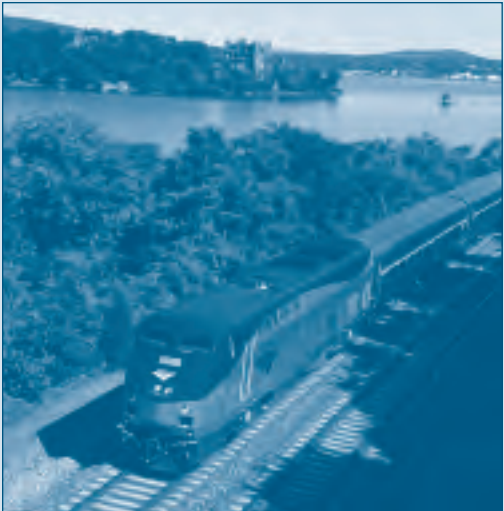
2nd Place
Michael McFadden

3rd Place
Phil Gosney

4th Place
Mark Meyer

5th Place
Michael Rapchak, Jr.

Congratulations to the winners and thank you to all those who participated in the contest. Amtrak looks forward to next year's contest.



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.

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 advertisements 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 respond with immediate short-term fixes.

“These days, with limited funding, we take a gamble on which piece of the infrastructure is going to go first,” said Chief Engineer David Hughes.

Built in 1919, the bridge is on the railroad’s list of priority capital projects and its replacement is



Engineering forces work around the clock to complete emergency repairs on the Thames River Bridge south counterweight trunnion. Broken bolts that were found during an inspection led to this weeklong effort.



Located in Groton, CT, the Thames River Bridge is a key transportation link between New York and Boston that has undergone a series of urgent fixes.

“This is the only game in town. Should the bridge lock in the up position, it will shut down rail service between New York and Boston,”

Charles Yordy
Director, Structures Maintenance

slated for completion in 2007. The plan involves replacing the existing bascule lift with a vertical lift bridge, the span of which is raised and lowered between two towers.

The bridge’s worn machinery includes trunnion bearings, which facilitate the raising and lowering of the bridge span. (Think of a trunnion as a giant axle on which the bridge pivots when opening.) The trunnions support the entire weight of the bridge as well as the four million pound counterweight as the bridge is raised and lowered. As with other bridges of this design and age, the counterweight trunnions commonly present the most problems.

Each counterweight trunnion assembly at this bridge is held in place by a series of eight bolts. Following a thorough assessment of the bridge in 1990 that found

significant wear on the trunnion bearings and overstressing of these bolts, an emergency repair was conducted that involved boring holes to accommodate three-inch-diameter bolts.

In 1995, an inspection found that the newer bolts on the south counterweight were breaking. Another emergency repair was done in which an additional eight holes were bored between the existing bolts to accommodate one-and-seven-eighths-inch diameter by four and one-half-foot bolts.

Fast forward to July of this year, when the gang responsible for inspecting the aging machinery on Amtrak’s bridges found two broken one-and-seven-eighths-inch bolts on the south counterweight trunnion. Subsequent ultrasonic testing revealed a third

bolt that was still in place, but had fractured.

Engineering gangs worked two 12-hour shifts every day for a week to replace the bolts. This required using air tools to drive out the old bolts and then drilling out the holes, which had become irregular in diameter, due to a decade’s worth of wear and shifting of the multiple layers of structural plates through which they pass.

Replacing the bolts is tedious because it’s done bit by bit — driving the old bolt out six inches at a time, cutting the bolt six inches at a time, and then pushing the new bolt in a bit, pulling it back out to ream the hole and pushing it back in further. Forcing the work could damage the threads.

The support gangs prepared the bridge during the day, doing everything from building scaffolding, to setting up lights, to getting the reamers — the sharp cutting tool that cuts the abnormalities in the holes — together.

While the work was completed in a week, scrutiny of the bridge’s machinery continues on a daily basis.

“There’s a point at which you need to stop repairing and get on with the replacement,” said Charles Yordy, director Structures Maintenance.

The Engineering department is in the process acquiring its own portable ultrasound equipment to test for fractures and other defects. Two machinists will attend a class to be certified on the machine’s operation and will conduct frequent ultrasound inspections of the bolts to catch breaks before segments fall out of the bearing assembly.

The problems Amtrak is facing are very common to bascule bridges of the same age and type. This is true of roadway as well as railroad bridges. However, a highway department may shut down a bridge and direct drivers through a detour; Amtrak does not have that luxury.

“This is the only game in town. Should the bridge lock in the up position, it will shut down rail service between New York and Boston,” added Yordy.

The Thames River Bridge is one of the 13 movable bridges Amtrak owns, 10 of which are on the Northeast Corridor.

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 fewest — reporting only one — of these types of injuries over the three-month period, which represented an 86-percent reduction compared to the same period in FY '03.

The New England Division received the Bronze Award with an

83-percent reduction in injuries related to slips, trips and falls during the summer months.

The genesis of this initiative was a noticeable spike in injuries experienced by the Transportation department during the summer of '03, a high percentage of which resulted from slips, trips and falls. Committed to making a difference in FY '04, the department's leadership addressed the problem at a general superintendents' meeting held last May in Boston. They agreed to implement a summer safety initiative that incorporated a spirited competition between the divisions.

The challenge was two-fold; to see which division would have the lowest number of these types of injuries, and 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 featured conductors and on-board service employees using the specific tech-

niques 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.

Oakland Maintenance Facility Opens in November

continued from page 1

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.



A test train is run through the Oakland Kirkham Street Locomotive and Car Repair Shop.

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.

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.

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



followed for lodging and addressing internal complaints of discrimination, harassment or retaliation.

3.0 POLICY

Amtrak strictly prohibits discrimination and harassment based on a covered individual's race/color, sex (including gender), religion, national origin/ethnicity, age, disability, veteran status, sexual orientation or other personal characteristics protected by law. Amtrak also strictly prohibits retaliation. Violation of this policy constitutes an act of serious misconduct that can result in disciplinary action, up to and including termination. This policy applies to all applicants and employees (current and former), whether related to conduct involving fellow employees or a third party (e.g., customers, outside vendors, persons doing business with Amtrak, and company visitors). Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business trips, layovers, business meetings and business-related social events.

4.0 DEFINITIONS

4.1 Discrimination Unfair treatment of or preference for an individual because of his/her personal characteristics protected by law. This may include, but is not limited to:

- Taking an adverse employment action such as firing someone, refusing to hire someone, or promoting someone less qualified because of race, age, disability, or other protected personal characteristic.
- Assigning individuals who work with clients or customers to certain departments, accounts or jobs because the client or customer demands or requests individuals of a certain race, religion, national origin, or other protected personal characteristic.

4.2 Harassment Unwelcome conduct (including sexual misconduct), whether verbal, physical or visual, that is based on a person's personal characteristics protected by law. This may include, but is not limited to:

- Conduct (including sexual misconduct), whether verbal, physical or visual, that threatens, intimidates, offends, belittles, denigrates, or shows an aversion toward an individual or group because of a person's protected personal characteristics.

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 material, 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 5.2.0*

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

Fall Timetable Ushers New Schedules, Policies

continued from page 1

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 Sunday evening train from New York to Boston, a new Sunday *Regional* train, #166 (which departs Washington at 4:25 p.m.) extends from New York to Boston, arriving there just before midnight.

The fall/winter schedule offers hourly peak-hour *Regional* service between Washington and New York on the half hour, and weekend *Regional* service, for the most part, on an hourly basis. To 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 *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*.

In California, minor trip time improvements are made to the San Joaquins, and the ten-minute travel time improvements on the *Capitols* that were 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.

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 carryon 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

Baggage Policy

While Amtrak's two-carryon, three checked baggage rules have been in place for some time now, for the safety and comfort of passengers, strict compliance with these rules will be enforced starting November 1, which is also the effective date of the new Fall/Winter Timetable.

To provide front-line employees the support to enforce this policy and to ensure that passengers are not caught off-guard, a public education campaign is taking place this month. Passengers are advised that the policies will be put in force, and that if the quantity or weight of baggage exceeds the limits, it will not be accepted aboard the train.

Many employees, particularly on-board services employees, have seen the mountain of carryon baggage passengers bring aboard the train. The baggage usually gets in the way, in some cases resulting in an obstacle course aboard the train. This is hardly the enjoyable environment passengers deserve, but it also presents a serious safety concern for employees and passengers alike.

Starting in November, carryon baggage will be strictly limited to two pieces per passenger (not including purses, briefcases, and laptops) and each piece may not weigh more than 50 lbs. or exceed dimensions of 28 inches x 22 inches x 14 inches.

At stations and where baggage service is available, passengers may check three pieces of baggage per passenger, each of which may not exceed 50 lbs. Up to three additional pieces may be checked for a service charge.

In addition, special items (such as skis, golf bags and surfboards) must be properly packed; for which a service charge may apply. Passengers will be also reminded that all baggage must have identification tags, with their name and address.

To get the word out to the public, notices are being placed everywhere from the Amtrak web site to hundreds of stations. Job Aids for reservation agents, ARROW messages and employee advisories are also being published. Customers purchasing ticket by mail, through Amtrak Vacations, and at stations will receive a ticket stuffer, or advisory, putting them on notice that the limits will be strictly enforced. Our business partners and organizations such as the National Association of Railroad Passengers are also being advised of the enforcement effort.

Amtrak Exits Mail Shipping Business

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 *Pennsylvanian* 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 Nappanee, IN.

Amtrak’s package express service, which offers small package shipping to more than 100 cities, is unaffected by these changes.

Equal Employment Opportunity: It’s Your Job

continued from page 8

- Epithets, slurs, or negative stereotyping based on race, age, religion, or other protected personal characteristic.
- Jokes, nicknames, or gestures about a person’s disability, sexual orientation, veteran status, or other protected personal characteristic.
- Mocking someone who speaks with an accent.
- Written, printed or graphic material, including magazines, screen savers, posters, and cartoons containing offensive, denigrating, or demeaning comments or pictures based on a person’s protected personal characteristics.
- Display of offensive, denigrating or demeaning objects related to a person’s protected personal characteristics.

4.3 Retaliation Threats or actions taken to get even with or punish an individual for (1) reporting discrimination or harassment; (2) assisting in making a discrimination or harassment complaint; (3) cooperating in a discrimination or harassment investigation; or (4) filing a complaint with the Equal Employment Opportunity Commission (EEOC) or other government agency authorized to handle discrimination and harassment complaints. This may include, but is not limited to:

- Disciplining, changing work assignments of, more closely scrutinizing, providing inaccurate work information to, or refusing to cooperate or discuss work-related matters with an individual because the individual filed a complaint with the Dispute Resolution Office.
- Covering up or attempting to cover up discriminatory or harassing conduct.

4.4 Personal Characteristics Protected by Law Race/color, religion, sex (including gender), national origin/ethnicity, age, disability, veteran status, sexual orientation or other personal characteristics protected by federal, state, or local laws prohibiting employment discrimination, such as Title VII of the Civil Rights Act.

4.5 Sexual Misconduct Unwelcome sexual advances, requests for sexual favors and other verbal, visual or physical conduct of a sexual nature. Sexual misconduct may involve individuals of the same or different gender. This may include, but is not limited to:

- Explicit sexual propositions, sexual innuendo (sly remarks), sexually suggestive comments, or sexually oriented “kidding,” “teasing” or joking.
- Sexually oriented leering, whistling, or gestures.
- Commentary about an individual’s body, sexual prowess or sexual deficiencies.
- Displaying, storing, distributing or transmitting pornographic or sexually oriented materials using Amtrak equipment or facilities. For example, calendars, e-mail messages, Web sites, screen savers, posters, and cartoons.
- Repeated unwanted sexual flirtations or requests for dates.
- Possessing, reading, or viewing sexually oriented material at work.
- Intentional physical contact, of a sexual nature such as patting, pinching, grabbing or brushing against another person’s body.
- Conditioning employment (or the promise of business) with Amtrak on the provision of sexual favors.

5.0 PROCEDURES

5.1 An employee who feels that he/she has experienced or witnessed any conduct that is prohibited by this policy should notify his/her supervisor/manager, department head, or the Dispute Resolution Office of Amtrak’s Business Diversity Department. The Dispute Resolution Office can be reached by calling its toll-free hotline at (877) 351-8338.

5.2 Employees should file complaints as soon as possible after the alleged violation of this policy, but in any event, no later than one year following the alleged violation. Amtrak encourages, but does not require, that an employee’s complaint be in writing.

5.3 Once a supervisor/manager or department head becomes aware that discrimination or harassment may be occurring, either from personal observation or as a result of an employee coming forward, he/she is required to report the perceived misconduct immediately to the Dispute Resolution Office 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 harass-

ment/discrimination, the Dispute Resolution Office will notify the appropriate Executive Committee member or department head. The Executive Committee member or department head will be asked to take interim measures to address the alleged harassment/discrimination pending investigation by the Dispute Resolution Office.

5.6 At the conclusion of an investigation, the Dispute Resolution Office will determine whether the allegations were founded, unfounded or inconclusive and notify the complainant in writing of the results. If it is determined that the allegations are founded, Amtrak will take corrective action, including discipline up to and including termination, as is appropriate under the circumstances. The refusal to implement corrective action or the obstruction of corrective action designed to remedy a violation of this policy may result in sanctions or disciplinary action.

5.7 The making of intentionally false accusations of discrimination or harassment or the provision of intentionally false information regarding a complaint is also prohibited by this policy. Persons found to have made intentionally false accusations or who have provided intentionally false information may be disciplined, up to and including termination. Complaints made in good faith, although not found to be valid, will not be considered false accusations.

5.8 All employees are expected to cooperate fully in investigations of perceived discrimination or harassment by (1) disclosing complete and accurate information 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.

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).

continued on page 12

Amtrak Police Officer Wins Prestigious "Top Cops Award"



Officer Rodney Chambers is the first Amtrak Police officer to be honored with a Top Cop award from the National Association of Police Organizations.

Recognized for his courage in the line of duty, Amtrak Police Officer Rodney Chambers is the first APD officer to win a Top Cops Award from the National Association of Police Organizations (NAPO).

John Walsh, of FOX TV's

"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).

EMPLOYEE MILESTONES

25-Year Anniversaries September 2004

- ARTIES, RUTH
Philadelphia District
- BAEZ, LILLIAN
Philadelphia District
- BAGOSY, MARK
Philadelphia District
- BENTON, TYRONE
New York District
- BERNAL, ANICETO
Los Angeles District
- BOONE, THOMAS
Baltimore District
- BOYCE, ROBERT
Boston District
- BRAZELL, CONSTANCE
Philadelphia District
- BROADWAY, BRENDA
Philadelphia District
- BUCHANAN, RAMONA
Philadelphia District
- BURGESS, MYRNA
Philadelphia District
- CAMMOCK, LESLIE
Wilmington/Bear District
- CAPRIOTTI, EVELYN
Philadelphia District
- COLEMAN, CHEYENNE
Baltimore District
- COVERT, THOMAS
Philadelphia District
- COX, VIVIAN
Philadelphia District
- DAULTON, MARK
Beech Grove District

- DAVIS, JOYCE
New York District
- DUFFY, MICHAEL
Wilmington/Bear District
- DUNN, PATTY
Sanford District
- ESCUERO, RUKMINI
Chicago Metro District
- FINLEY, REGINA
Philadelphia District
- GARGIULO, ALBERT
New Haven District
- GENGE, KATHIE
Washington, DC/HQ
- GRAHAM, KEVIN
Boston District
- HAEBERLE IV, WILLIAM
Philadelphia District
- HARPER, JOCELYN
Chicago Metro District
- HERSEY, MICHAEL
Boston District
- HILL, CELLESTINE
Philadelphia District
- KANE, JOYCE
Philadelphia District
- KARLIN, MARCIA
New York District
- KING, JACQUELINE
Philadelphia District
- KRIEGLER, GLADYS
Philadelphia District
- LASTRA, AMANDA
Los Angeles District
- LEE, ROBERT
Wilmington/Bear District
- LEYHE, JOHN
Baltimore District

- MAGEE, EILEEN
Philadelphia District
- MONK, LINDA
Boston District
- MOWERY, STEVEN
Beech Grove District
- MULKEY, ARTHUR
Baltimore District
- MYERS, LISTON
Philadelphia District
- NAZARENUS, STEVEN
Boston District
- NEE JR, WARREN
New Orleans District
- NILAN, STEPHEN
Philadelphia District
- OSBORNE, DAVID
Beech Grove District
- PABST, MARY
Los Angeles District
- PIERRE, HEUREUSE
New York District
- PULIDO, LINDA
Los Angeles District
- RICE, ELVIN
Philadelphia District
- RICHARDS, MICHAEL
Wilmington/Bear District
- RYAN, PATRICK
Chicago Metro District
- SALAZAR, STEVE
Los Angeles District
- SALZER, JOHN
Chicago Metro District
- SETTLES, JAMES
Beech Grove District
- SHORT, WILLIAM
Beech Grove District

- SMITH, ROBERT
Beech Grove District
- SOLON, KENNETH
Boston District
- STOJAK, LAURENCE
Chicago Metro District
- STOUT, DONALD
Beech Grove District
- TABETA, REYNALDO
Chicago Metro District
- TARITY, JOYCE
Wilmington/Bear District
- THORNTON, EDWARD
Wilmington/Bear District
- TIGER, VELTA
Los Angeles District
- TRUJILLO, ARLENE
Los Angeles District
- TUCKER, CLIFFORD
Boston District
- WALSH, DAVID
Boston District
- WIEMELER, MARIA
Chicago Metro District
- WILFORD, WILLIAM
New Haven District
- WOJTKOWSKI, PAUL
Los Angeles District
- ZIETHEN, TIMOTHY
Washington, DC/HQ

30-Year Anniversaries September 2004

- CAMERON, JAMES
Detroit District

- COOK, SHERRIE
Washington, DC/HQ
- DIEDRICK, DOUGLAS
Chicago Metro District
- FELDER, STEPHEN
Chicago Metro District
- FOSS JR, GERALD
Wilmington/Bear District
- HARDY, DANIEL
Detroit District
- INGER, IRWIN
New Haven District
- KULICK, KENNETH
Philadelphia District
- RAZLER, MICHAEL
Los Angeles District
- ROGERS, MILTON
Chicago Metro District
- SMITH, GERALD
Boston District
- STORY, DAVID
Jacksonville District
- SULLIVAN, MICHAEL
Chicago Metro District
- WALSH, MICHAEL
New York District
- WOODS, RICHARD
Detroit District

Retirees August 2004

- BARNES, MARY
Chicago Metro District
- BOEHLKE JR, FRANK
Empire/Albany District
- BREEN, CAROL
New York District

- CERRA, SCOTT
Wilmington/Bear District
- CROSE, WILLIAM
Beech Grove District
- ELSNER, WILLIAM
New Orleans District
- FELTON, ALFRED
New Orleans District
- FONTI, WILLIAM
San Jose District
- GILLIANS, JACQUELYN
New York District
- INGRAM, WILLIE
Los Angeles District
- JOHNSON, TERRY
Washington, DC/HQ
- KREDER, GREGORY
New York District
- LEVIN, ROBERT
Los Angeles District
- LUNA, JAVIER
Los Angeles District
- MISE, JAMES
Beech Grove District
- MORRISON, WILLIAM
Twin Cities District
- NEAL, STANLEY
Jacksonville District
- O'CONNOR, JAMES
Beech Grove District
- ORANGE, CHARLES
Miami District
- PARKER, MICHAEL
Salt Lake City District
- RAFFERTY, JAMES
Empire/Albany District
- ROSSI, EGIDIO
Empire/Albany District

- ROTH, VINCENT
Mid-Atlantic Div/DC Non-HQ Dist
- SAUNDERS, PATRICIA
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
Los Angeles District
- WHITE, EDWARD
Chicago Metro District
- WIDDOES, WAYNE
Baltimore District
- WOODLEY, HERBERT
New York District

The March 2003 issue of Amtrak Ink omitted a retirement listing. We regret the error.

Retirees March 2003

- VANSTORY, LARRY
Philadelphia District

FRONT LINE FOCUS

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 look out 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

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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.4	(goal) 3.4	3.9
Ridership	2,380,765	2,176,331	23,147,087	23,134,798
Total Expenses	\$259,156,000	\$252,440,000	\$2,852,914,000	\$2,774,588,000
Total Operating Revenue	\$171,191,000	\$157,619,000	\$1,744,862,000	\$1,752,395,000
On-time Performance	(system goal) 85.0%	66.7%	(system goal) 85.0%	70.5%

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



AMTRAK
60 Massachusetts Avenue, N.E.
Washington, D.C. 20002
Amtrak is an Equal Employment Opportunity/Affirmative Action Employer
Please send address changes to your local Human Resources office.

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.

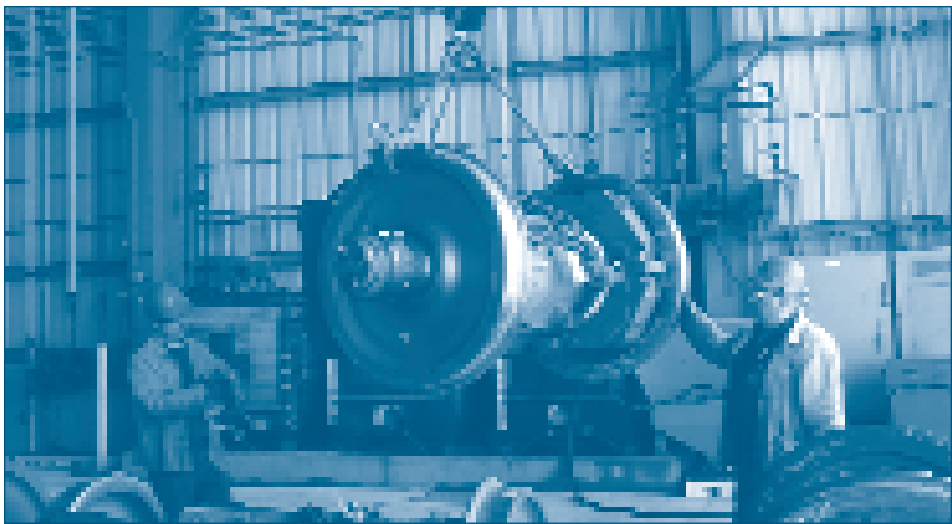
“Last year, we worked steadily in FY '04 toward a state of good repair for our fleet, and we made good progress. The goals we’ve set for this fiscal year reflect more steady growth and progress,” said Chief Mechanical Officer Vince Nesci.

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, improving overall fleet availability, 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



Los Angeles Machinists Vic D’Agustino (left) and Paul Malumian change the traction motor wheel assembly for the P-42 GE locomotive due to thin rims discovered as part of the quarterly inspection process.

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 struc-

tures 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

continued on page 10

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.

Ticket revenues for FY '04 totaled \$1.26 billion, which is 3 percent

ahead of year-end ticket revenue for FY '03. Amtrak continued to post record ridership numbers early in the year and exceeded FY '03 ticket revenue numbers for all but two months of the year.

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

continued on page 9

Ridership and Ticket Revenue for September 2004

Month of September	FY '03/Actual	FY '04/Budget	FY '04/Actual
Ridership	1,931,411	2,013,154	1,918,766
Ticket Revenue	\$96,743,263	\$106,160,563	\$94,112,173
Fiscal Year-to-date	FY '03/Actual	FY '04/Budget	FY '04/Actual
Ridership	24,028,119	25,160,241	25,053,564
Ticket Revenue	\$1,216,260,257	\$1,284,729,170	\$1,256,424,267

TRAIN OF THOUGHT

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



David L. Gunn

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.

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 Torlakson. 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.

Inside

2

TRAIN OF THOUGHT

Amtrak Dedicates New Oakland Maintenance Facility

3

Facility at Penn Coach Yard Opens for Business

5

Chef Certification Program Launched

8

Amtrak Strengthens Its Focus on Public Health

11

Employee Training to Bolster System Security

12

Rolling Stock Wheel Maintenance Measures Up to AAR Certification

13

Passenger Services Supervisors Undergo Leadership Training

14

Amtrak Executes Emergency Drill at Flathead Tunnel

16

VITAL STATS

Amtrak Ink

Vol. 9, Issue 11, November 2004

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Facility at Penn Coach Yard Opens for Business

Follows Aggressive Cleanup Effort

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 disheveled 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.



Materials, scrap and debris litter the B and B compound of the Penn Coach Yard before the clean up and materials recovery effort began.

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

majority, 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

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."

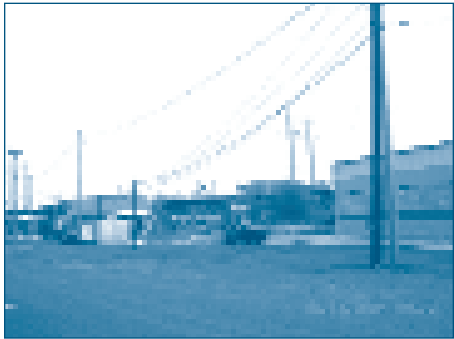
Putting the Resources in Place

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



The same B and B compound is now wiped clean of scrap and debris and is home to a new materials control building and two others being constructed.

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

"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."

Mike Rienzi
Vice President of Procurement and Materials Management

furnished with the relevant supplies and put into operation. Building Number One is dedicated to housing material control inven-

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 environ-

ment, 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.

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.

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 28.

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.

Amtrak Conducts FBI SWAT Training



During an FBI SWAT training class, local law enforcement officers participate in a mock drill inside a *Capitol Corridor* car. Fifteen FBI agents from the Sacramento area and four Suisun, CA, Sheriff's Department SWAT Unit officers attended the eight-hour training in July conducted by Amtrak Police Detective Pete Van Nuys and Road Foremen Brody Heilman and Larry Follis.

The class provided area officers familiarity with passenger train emergency procedures and Amtrak's *Capitol Corridor* and *San Joaquin* equipment, including an F-59 locomotive. The instruction included locating the emergency entrances and exits, managing hostage or terrorist situations on a moving train and separating coach cars in an emergency.

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 traveling 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."



Traveling Chef Hashim Abdul-Salaam observes Chefs Roger Harris and Raymond Jusay 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

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.



Chefs David Villeneuve and Darryl Simmons prepare pizza during the Dinner Preparation section of Amtrak's first Chef Certification class held in September.

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 entrée salad was added to the lunch menu. As salad has become a quite popular menu choice, 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, entrée sauce and dessert garnish," added Humphreys.

While most meats prepared by chefs do not require cutting, it is nevertheless important that chefs are knowledgeable about the safe and proper use of knives onboard 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 traveling 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, if 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 Chief 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."

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 for 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.



First-time train travelers Fred and Sherry Morrison enjoy watching the new flat-screen television while they relax in Chicago's recently remodeled Metropolitan Lounge. The Morrison's cross-country trip included travel on the Sunset Limited, City of New Orleans, Empire Builder and Coast Starlight.

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 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 improve-

ments 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.

Running adjacent to the diverted Michigan City, IN, drawbridge, the new turnout, installed by Amtrak's Engineering forces, enables trains to travel at increased speeds.



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.

“Chief Proctor is an experienced leader in our profession, and she will bring with her the skills, knowl-

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 eProcurement. “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 Cintas 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 computer peripherals.

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 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 UZ Engineered Products catalog, 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, broader catalog descriptions and content, a wider selection of suppliers and a greater selection of goods and services from which to choose.

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.

is currently affiliated with the Prince George’s County Police Chiefs Association, the Maryland Municipal League Police Executives Association and the FBI National Academy Associates, D.C. Chapter.

edge 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

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

the same type of inspection, because less food handling takes place, there is less room for error,” added Zare.

Of the 435 food service car inspections conducted last fiscal year, 323 were rated satisfactory and 112 were rated conditional. During the same period, two of 58 commissaries and



Public Health staff administrator, Bill Hamlin assists Senior Director Victor Zare as he inspects the warming drawer in the kitchen of the Empire Builder after its 46-hour journey from Portland.

seven 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

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

percent in FY ’03 to 91 percent in FY ’04, they remain well above the goal of 87 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 back-flow 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 Heterophic 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

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

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



Packaged salads and pizzas squeezed into the refrigerator of the Coast Starlight Lounge car do not allow adequate air circulation to maintain proper refrigeration.

“There is no substitute for tapping into our employees’ knowledge. They have tremendous insight into what is actually happening on board our trains.”

Richard Phelps
General Superintendent

year public health managers are required to inspect every watering point in their region and to collect a minimum of one water sample from twenty cars and one sample from a water hydrant each month.

Food Service Car Inspection Scores Slip

“System-wide, we are concentrating on public health practices in Food Service cars, particularly Dining cars, where FY ’04 scores saw the greatest decline,” said Zare. “Although Lounge and Café cars are subject 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

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

within the unit. “Due to the size of the par (the usual stocking level) and the fact that many of the items stored are perishable,” said General Superintendent Richard Phelps, “the LSA is often forced to cram as much food as possible into the freezers and refrigerators.”

As a result of these findings, the task force, working closely with the Service Delivery group, is conducting a study to determine the maximum amount of food that can be stored without causing ventilation and cooling problems while serving the en route needs of our employees and passengers.

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.

“One thing to consider,” Zare explained, “is that Amtrak’s food service operation is very complex and problems are not always as simple to solve as those in a stationary restaurant. For example, a restaurant would have municipal water directly connected to the building, the same people coming in to the same kitchen day after day, regular mechanics making repairs and enough equipment and supplies to last for weeks.”

“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

FY ‘04 Closes Ridership Record

continued from page 1

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 downtrend 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 23-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.

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.

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.”



Public Health Manager Clayton Pape examines the area under the sink for possible violations during an inspection of the Southwest Chief Dining car.

their investigation, the task force met with the lead service attendants to review these findings, solicit their first-hand experience and evaluate procedures for loading food in the freezers and refrigerators of Lounge and Dining cars.

It was determined that one of the factors that contributed to the refrigeration problems is the overstocking of refrigerators and freezers which obstruct the fans and ventilation system, thereby blocking the airflow

A Look at FY '05 Mechanical Goals

Mechanical Department Makes Progress in 2004

continued from page 1

FY '05 Preventative Maintenance Inspection Goals for Terminal Shops					
DIVISION	30-DAY IN-LINE CAR	QUARTERLY CAR	ANNUAL CAR	QUARTERLY LOCOMOTIVE	ANNUAL LOCOMOTIVE
Southern Division	1,974	900	266	156	32
Mid-Atlantic Division	1,974	1,752	468	281	21
New England and New York Divisions	4,089	207	54	162	32
Central Division	2,256	816	199	450	126
Southwest and Pacific Divisions	1,880	606	128	141	41

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 Marc commuter locomotive. Scheduled for light overhaul are 11 AEM-7 and eight HHP-8 locomotives.

The wreck-repair program will focus on 10 Amfleet passenger cars, 10 Superliner passenger cars and six locomotives.

Also incorporated in to 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 overtime 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, tooling 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.



Carman Lance Johnson removes the ceiling panels in the Superliner Dining car while readying the car for preventive maintenance at Los Angeles 8th Street Yard. The wind machine (right photo) attached to the rear opening of the car, is then used to blow all dirt and debris out of the car using compressed air.

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

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.

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. Because of employees' day-to-day front line contact with the railroad, its equipment and its passengers, they are in a unique position to notice and report suspicious activity.

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.

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.

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.

Ken Rannels contributed to this story.

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.

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 additional benefits that include a 50-percent bonus on rail point earnings, free-companion vouchers for coach travel and unlimited Club Acela, Metropolitan Lounge and First Class lounge access 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.amtrakguestrewards.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.

THE 2005 AMTRAK WALL CALENDAR

Available November 1st. \$14.95



Order your 2005 full color wall calendar featuring the Amtrak Empire Builder train passing through Glacier House, Montana. It is also accompanied by David A. Hunkley, author of the Amtrak "Train Day Train" Wall Calendar. Photo Courtesy: Amtrak.

Available November 1st. \$14.95

Call 1-800-872-6262 or visit www.amtrak.com for details.



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.

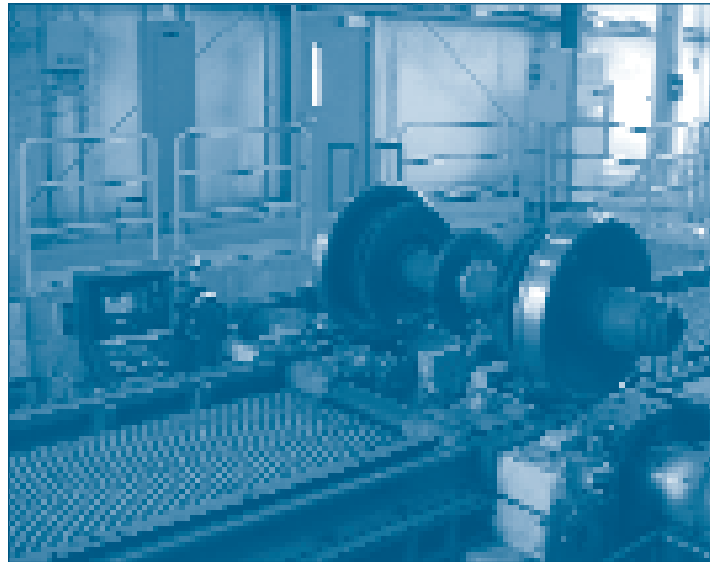
Amtrak mechanical facilities holding AAR M-1003 quality certification for wheel truing are Chicago at 14th St., Chicago at 16th St., Los Angeles, Seattle, Hialeah, Boston, Albany, New York and Washington’s Conventional facility in Ivy City. Also at Ivy City, high-speed train sets are trued on a machine 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 inter-linked system. AAR creates and sets many railroad standards and regulations, and its oversight of technical regulations has evolved



Quality Assurance Designee Paul Storbakken sets up the computer to true a single wheel on the Seattle facility’s UPM wheel truing machine.

from publishing the standards and regulations, to providing inspectors and auditors to review, observe and ensure compliance.

Amtrak wheel shop compliance with AAR technical standards has been a requirement for many years, but in the early 1990s Amtrak’s Wheel and Axle Committee determined that wheel shops and wheel true operations should have the M-1003 Quality Assurance certification as additional assurance that regulations and high standards were being met.

In the case of Amtrak’s wheel operations, this means that not only is there a required AAR audit of the quality program requirements at Amtrak, but also a physical inspection of the wheels produced and observation of the processes, either building wheel sets or truing wheels, by an AAR inspector. The extra inspection processes render the program more effective and examines a wider scope than the ISO-9001 standard provided for other industries.

Amtrak developed procedure

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 flanges and shelled tread, or spalling 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.



At the Seattle wheel truing facility, General Foreman Bill Skok adjusts a light while he inspects a wheel.

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

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

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 Slimbock, general superintendent, New York Division.

“This was a very important session,” said Slimbock. “Discussing our goals and objectives with our 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.

“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 workshop 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

continued on page 16



The third passenger services supervisor training class in September was facilitated by General Superintendent Mike DeCataldo, New England Division, and District Superintendent Kurt Laird, Pacific Division. Attendees from left to right are: Paul Mallon, Gary Patterson, Barney Blair, Mike DeCataldo, Kermit Gerald, Ethel Stamper-Kato, Herb Johnson, Surinder Gupta, Charlie Davis, Lynda Pantalena, Kurt Laird, Keith Manning, Rich Mason, Roxana Young, Robert Gonzales, Mike Esposito, Sol Carey, Alex Jagiello (kneeling).

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 income. 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 backboards to be trans-

ported 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



During the simulated emergency drill, Lincoln and Flathead County's Fire and Rescue teams enter Flathead Tunnel to begin a search and rescue mission.

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

Emergency Preparedness Manager Dave Albert.

Pre-drill Preparations are Made

To ensure the effectiveness of the large-scale drill, preparations began early. In 2003, Emergency

Preparedness Manager Josie Harper developed the Flathead Tunnel Emergency Procedures manual, which is distributed to all local emergency response agencies. Like most manuals created for a drill, this one identifies equipment resources such school bus companies, potential facilities for shelter use, hospital and trauma units within a 100-mile radius, Amtrak equipment specifications, tunnel information and contact telephone numbers. The manual also outlines the Amtrak operating and on-board responsibilities and provides detailed information regarding the location of the on-board emergency equipment cabinet.

In March 2004, Harper, along with three BNSF officials and the Lincoln County Emergency Management director participated in a tour of the tunnel conducted by BNSF Emergency Preparedness Manager Jim Guseman.

Over the next several months, Harper conducted planning meetings with representatives from BNSF, Flathead and Lincoln counties to coordinate roles and responsibilities, policies, procedures, and administrative requirements to support the upcoming exercise.

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.



Learning how to work within the tight confines of an Amtrak Coach car, Lincoln and Flathead County's Emergency Medical Technicians prepare a victim for evacuation.

"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.

EMPLOYEE MILESTONES

25-year anniversaries
October 2004

ADIMARI, LEONARD
Philadelphia District

ALSTON, EARL
Mid-Atlantic Div/DC Non-HQ Dist

BAILEY, CARY
Beech Grove District

BATES, RILEY
Beech Grove District

BERTI, VICTOR
Wilmington/Bear District

BROWN, DAVID
Beech Grove District

BROWN, GEORGE
Beech Grove District

CERVANTES, ALFONSO
Los Angeles District

DRAKE, THOMAS
Philadelphia District

DURAN, RODRIGO
Los Angeles District

ELLIS, JOHN
Wilmington/Bear District

FLOTTE, JOSE
Los Angeles District

FOX, STEPHEN
Beech Grove District

GAMBREL, BRYAN
Chicago Metro District

GERINGSWALD JR, WILLIAM
Philadelphia District

GRAY, THOMAS
Beech Grove District

GREENE, WALTER
Beech Grove District

HAMMOND, ROSS
Beech Grove District

HARTLEY, DUANE
Beech Grove District

HEMESATH, SCOTT
Los Angeles District

HENDRIX, GAIL
Philadelphia District

JOHNSON, FREDERICK
New York District

KISH, KEITH
New York District

KOEBEL, KENNETH
Empire/Albany District

LECONA II, SALVADOR
Detroit District

LLOYD, DAVID
Philadelphia District

LOWE, NICHOLAS
Chicago Metro District

MACMAHON, MICHAEL
Philadelphia District

MCDOWELL, TIMOTHY
Beech Grove District

MCKIERNAN, MATTHEW
New Haven District

MICHNIEWICZ JR, EDWARD
Chicago Metro District

MITCHELL, EDWARD
Los Angeles District

NICKERSON, LAWRENCE
Chicago Metro District

RAILA, JOHN
Chicago Metro District

REMEIKA, KENNETH
Beech Grove District

ROLNIAK, JOHN
Chicago Metro District

RUCKER, WILLIAM
Chicago Metro District

SHARPLESS, SUSAN
Philadelphia District

SHIRER, RUSSELL
New York District

KEYES, PAMELA
Seattle District

SMART, FRANK
Mid-Atlantic Div/DC Non-HQ Dist

SWAIN, DAVID
Wilmington/Bear District

TOLLIVER, KEITH
Beech Grove District

TRENT, ROBERT
Beech Grove District

VOLKAR, FRANK
New York District

VON ESSEN, CARL
Beech Grove District

WHITAKER, ELAINE
Chicago Metro District

WILLNECKER, RICHARD
Philadelphia District

ZIGMAN, KATHLEEN
Philadelphia District

30-year anniversaries
October 2004

BATSON, KATHLYN
St. Louis District

DAVENPORT, LINDA
Mid-Atlantic Div/DC Non-HQ Dist

GREEN, WILLIAM
Jacksonville District

LARUCCI, PAUL
Chicago Metro District

MOLLER, DEBORAH
Washington, DC/HQ

PHILLIPS TIMMONS, JAN'NETTE
Miami District

SISTRUNK, GLORIA
Philadelphia District

STRONG, CHARLES
Chicago Metro District

Retirees
September 2004

BOIVIN, ROGER
New Haven District

BURKE, BETTYE
Philadelphia District

CATALFAMO, JOHN
Empire/Albany District

CLAYTON, RONALD
Beech Grove District

DICKERSON, JAY
Mid-Atlantic Div/DC Non-HQ Dist

ERNST, WALTER
New York District

FULCHER WILLIAMS, CAROL
Los Angeles District

GLIVA, CLIFFORD
Chicago Metro District

HANEY, LARRY
Los Angeles District

HARRINGTON, CORNELIUS
Miami District

HEIGEL, ELIZABETH
Los Angeles District

HILLARD, JAMES
San Jose District

KIEHN, RICHARD
Chicago Metro District

KORCZ, PAUL
New York District

KREISA JR, LESTER
Miami District

LEATHERS, WALTER
Los Angeles District

MAZZOCCHI, ANTHONY
Philadelphia District

MCCAUGHNA JAMES
Beech Grove District

MICKLE, MARTHA
Mid-Atlantic Div/DC Non-HQ Dist

NORWOOD, MARSHALL
Chicago Metro District

RANKIN, KENNETH
Los Angeles District

SAVAGE, BETTY
Oakland District

SMITH, CAROLYN
San Jose District

SMITH, SIV
Philadelphia District

STRAUSS, DAVID
New York District

WASHINGTON SR, CLEVE
Chicago Metro District

JOHNSON, JAMES
Miami District

Congratulations to All of You!

PROMOTIONS IN MOTION

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* to San Diego's Old Town station where they will transfer to the San Diego 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 Seahawk 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 week-end 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 theselect 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. 3117, 2004. Customers may make reservations for this package by calling Yankee Holidays at 1-877-579-9217 or a travel agent.

FRONT LINE FOCUS

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

VITAL STATS

for September 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.4	3.0	(goal) 3.4	3.8
Ridership	2,013,154	1,918,766	25,160,241	25,053,564
Total Expenses	\$280,430,000	\$322,561,000*	\$3,133,344,000	\$3,097,149,000*
Total Operating Revenue	\$156,557,000	\$144,853,000*	\$1,901,420,000	\$1,897,249,000*
On-time				
Performance	(goal) 85.0%	72.8%	(goal) 85.0%	70.7%

* 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.

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.



AMTRAK
60 Massachusetts Avenue, N.E.
Washington, D.C. 20002
Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer
Please send address changes to your local
Human Resources office.

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.

continued on page 10



Amtrak Public Health Senior Director Victor Zare inspects the plumbing compartment under the sink area in a Superliner Bedroom to assess compliance with public health standards. Public health initiatives remain a focus for the new Environmental Health and Safety (EHS) department.

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 underpricing 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.

continued on page 5

TRAIN OF THOUGHT

Usually December is a quiet month when it comes to discussion of our budget and federal appropriation. But last month was an exception.

As you know by now, last month our FY '05 federal grant was passed by Congress and signed into law by the president. While on paper the appropriation is \$1.2 billion, it is really closer to \$1.1 billion with partial repayment of our DOT loan and other hold-backs, plus our revenue shortfall.

With a federal grant that falls short of what we requested, plus the additional adjustments we're making, it's going to be a difficult year.

This is a serious situation. As it stands now (I'm writing this just before the holidays), even with the deferral of a number of capital projects, the budget for FY '05 will leave us with almost no operating cash at year-end. Our budget does not afford us much wiggle room, particularly if we encounter unforeseen circumstances, which we invariably do.

Because things are going to be tight, this year we are also going to have to rely upon the Federal Railroad Administration to provide our grant payments in a reliable and steady way. We can't afford to have funding "speed bumps."

Also last month, I responded to a recent U.S. Department of Transportation Inspector General's report on Amtrak. The Inspector General is a kind of independent watchdog at the DOT, and has responsibility for everything from rooting out fraud to recommending changes to national transportation policy.

The report stated that there is a mismatch between the resources

made available to fund intercity passenger rail and the cost of running the entire system — on that we agree.

The report said that our board of directors should direct our management to develop a budget consistent with its likely appropriation to run the railroad and to do this without adding to the already significant list of capital deferments — on this point we disagree. If our federal support continues at \$1.2 billion under the present circumstances, then capital deferments are unavoidable.

In my letter to Inspector General Ken Mead, I wrote that the lack of a comprehensive national rail transportation policy impedes meaningful long-term passenger rail reform — not Amtrak's management or its board. Our board has consistently supported our Five-year Strategic Plan and approved our last budget (including a contingency budget, in case we didn't get the funding we requested).

The report went on to state that Amtrak must find ways to reduce its need for operating subsidies and set better priorities for its capital dollars. We have stabilized the deficit and our detailed capital plan is just that — it's a catalog of our plant and equipment priorities based on need. It is unfortunately easier to defer maintenance than to restore plant and equipment, but we simply can't defer this work any longer.

I am proud of the progress we've made over the last two and a half years. We had to take steps to reach a point at which we can talk about "what to do with Amtrak." We're



David L. Gunn

not the crazy aunt in the basement anymore. While we've got a lot of challenges ahead of us, we've made great strides and we should all be proud of what we've accomplished. While everyone's impatient to find "the solution," we couldn't have begun to discuss long-term implications for Amtrak 24 months ago. There are no easy answers.

The Inspector General has spent a lot of time and effort looking at Amtrak, and has insight that will be helpful in moving forward with defining the role of intercity passenger rail service as part of our national transportation system. As I told Mr. Mead, I hope that we can work together on that front in the months ahead.

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 Delay Avoidance Incentive (DAI) — the new program that is currently 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,"

continued on page 4

Inside

3	Welcome to 2005!
	Security is Your Responsibility
4	Incentive Program with Norfolk Southern
5	Passenger Trains on Freight Railroads
6	North Carolina: Advancing Passenger Rail Service
8	MP-15 Switchers Undergo First Overhaul in 20 Years
	New Water Jet Machine Cuts Through Steel in Minutes
9	Amtrak's "Julie" Scores Highest in Industry Survey
	Engineering Employees Recognized for Excellence
10	Train Whistles, Romance and Wedding Bells
	Amtrak's Priority Number One is Safety
12	Toys for Tots

Amtrak Ink

Vol. 10, Issue 1, January 2005

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 en 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. SCRRRA 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

Richard Phelps

Security is Your Responsibility

All employees are required to take the *Railroad Security Awareness* course, which begins this month.

Learn about simple steps you can make part of your routine to safely protect the railroad, its employees and passengers from terrorist threats. Find out what to look out for, how to identify a potential danger and how to report it.

The training course is available via the Intranet, on CD and through scheduled classes. If you don't already know when and how you are taking the course, ask your supervisor or

call your local Employee Development office at the following numbers:

Beech Grove, IN ATS 825-0495	New York, NY ATS 521-7398
Boston, MA ATS 580-6993	Philadelphia, PA ATS 728-3167
Lancaster, PA ATS 738-5021	Washington, D.C. ATS 777-1373
Los Angeles, CA ATS 761-6727	Wilmington, DE ATS 739-2400

Incentive Program with Norfolk Southern

continued from page 2

stated Paul Vilter, Amtrak’s assistant vice president, Host Railroads.

DAI was created by Senior Director Host Railroad, Contract Administration Gary Reinoehl and Amtrak Law Senior Associate General Counsel Fred Ohly. Reinoehl and Ohly, along with Vilter and Gary Csop, senior officer Host Railroad Policy, worked closely with NS in implementing the DAI program.

“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 and delays from routing and other dispatching decisions.

Next, a threshold for allowable delay minutes was set for each train. On the *Crescent*, for example, the threshold is 88 minutes. If NS causes less than 88 minutes of delay as the *Crescent* operates over its railroad between Alexandria, VA, and New Orleans, LA, Amtrak will pay the railroad a specified amount for every minute

that NS delays are under that 88 minute threshold. Conversely, if Norfolk Southern exceeds the threshold, a penalty is assessed for every minute above 88. If the railroad is responsible for exactly 88 minutes of delay, no penalties are paid or incentives earned.

Even with 88 minutes of NS delays, the *Crescent* can still arrive at its endpoint on time because there are more than 88 minutes of recovery time built into the *Crescent’s* schedule. Recovery time, which is a key element in all Amtrak schedules, is time built into each train’s published schedule to compensate for potential delays from all causes, including Amtrak and third-party problems encountered en route.

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 Amtrak 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.

1980s Bring Key Changes
Understandably, the railroads were dissatisfied with being penalized for delays outside their control. So, in the early 1980s key changes were made (that still exist today) to the agreements with most of Amtrak’s host railroad partners. The host railroads were given relief for delays outside of their control, but in return, the threshold for earning incentives was increased from 65 percent on-time to 80 percent.

Here’s an example of how that relief works. For a freight railroad to be paid for meeting the 80-percent performance measurement, the train would have to arrive at its incentive checkpoint by 4 p.m. The train, however,

railroad now looks at the root causes of its own delays and how to avoid them,” said Reinoehl. “An Amtrak locomotive failure, grade-crossing incident or other cause of delay that is outside of NS control does not enter into the DAI program calculation.”

“DAI also lends itself to good use of Amtrak management tracking tools,” stated Gary Csop. Csop 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 inputted into a database at Amtrak’s Consolidated National Operations Center in Wilmington and used to prepare a

“ ... 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

arrives at 4:55 p.m. Along the route, there was a 30-minute delay for an Amtrak locomotive failure, a 15-minute weather-related delay, and a 15-minute delay for a heavy passenger load boarding at a station. After subtracting the 60 delay minutes that were caused by external sources, the host railroad would have met its obligation of enabling the train to arrive before 4 p.m. and therefore would receive credit for an on-time train.

Other changes to the original incentive program were also instituted in the 1980s. A significant addition was penalty charges for trains with on-time performance below 70 percent in any given month. On-time performance measures (which were previously calculated as a percentage of all trains) were changed to measure the performance of each train individually. Also, checkpoints at intermediate locations along the route were added. If the train was late at certain midpoints, but arrived at its destination on time, the railroad lost incentives or incurred a penalty on the midpoint delays.

A New Generation

Compared to on-time-performance-based incentive systems, DAI significantly changes the task that Amtrak rewards the host railroad for accomplishing.

“With the start of the Delay Avoidance Incentive program, the freight

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 Csop. 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.



The Host Railroad Group meets at Washington Union Station before negotiating with Norfolk Southern about expanding the DAI program. (Seated, L. to R., s) Manager Contract Administration Marie Koerner; Senior Director Host Railroad, Contract Administration Gary Reinoehl; and Senior Officer Host Railroad Policy Gary Csop. (Standing L. to R.) Assistant Director Contract Operations Al Walton, Assistant Vice President Host Railroads Paul Vilter, Director Contract Management Rich Simonen and Law department’s Senior Associate General Counsel Fred Ohly.

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 study 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 rails 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.

These excerpts are reprinted with permission from Norfolk Southern Corp.

Ridership and Revenue Results Mixed

continued from page 1

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.

Ridership and Ticket Revenue for November 2004			
Month of November	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	2,076,054	2,145,043	2,157,303
Ticket Revenue	\$107,097,954	\$112,663,836	\$106,787,792
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	4,197,524	4,268,124	4,271,409
Ticket Revenue	\$214,577,447	\$222,136,967	\$210,096,374

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/baggage 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.



The Elm Interlocking in Greensboro was reconstructed to once again accommodate passenger trains at the historic Greensboro station. New crossovers were installed to enable trains to switch tracks at higher speeds.

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

crews to maintenance of equipment to marketing and promotions. Amtrak also works with the host railroad in the state that provides dispatching, signals and communications and maintenance-of-way services.

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



The two North Carolina-supported passenger trains, *Piedmont* (left) and *Carolinian* (right), pass each other at High Point.

North Carolina paid Amtrak \$2.7 million to support the *Carolinian* and *Piedmont* services and those services generated nearly \$16.5 million in ticket revenue. For state-supported trains, Amtrak generally provides a number of services, ranging from operating

number of regions throughout the country. The study was included in the FY ’04 Strategic Five-year plan released last summer. North Carolina’s Raleigh-to-Charlotte corridor is one of eight that Amtrak has classified as Tier I; those

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 NCCR operates as a state-owned entity with an independent board of directors and staff. The Norfolk Southern Railroad maintains and dispatches the NCCR. “What you see in North Carolina is rare — a state that owns its own railroad that is maintained by another railroad. But thanks to the partnership with Norfolk Southern and Amtrak, the state is making incremental changes that are yielding real and measurable improvements,” said Amtrak President David Gunn during a recent visit to North Carolina.

Working with NCCR, Norfolk Southern and Amtrak, NCDOT recently completed more than \$25 million in track and signal improvements to upgrade the Raleigh to Greensboro segment of the corridor. These improvements constitute Phase I of a multi-phase plan to enhance safety, efficiency and capacity for freight and passenger trains. “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. Work on phase II

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.



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.

“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 one day hopes to extend passenger service to Asheville 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 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 leaseable 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, begin 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 moving Amtrak rolling stock in the yards and to the stations.

Contributed by Dan Koronkiewicz



Built in the 1970s, MP-15 Switcher 537 sits in Wilmington after undergoing an overhaul in early summer.

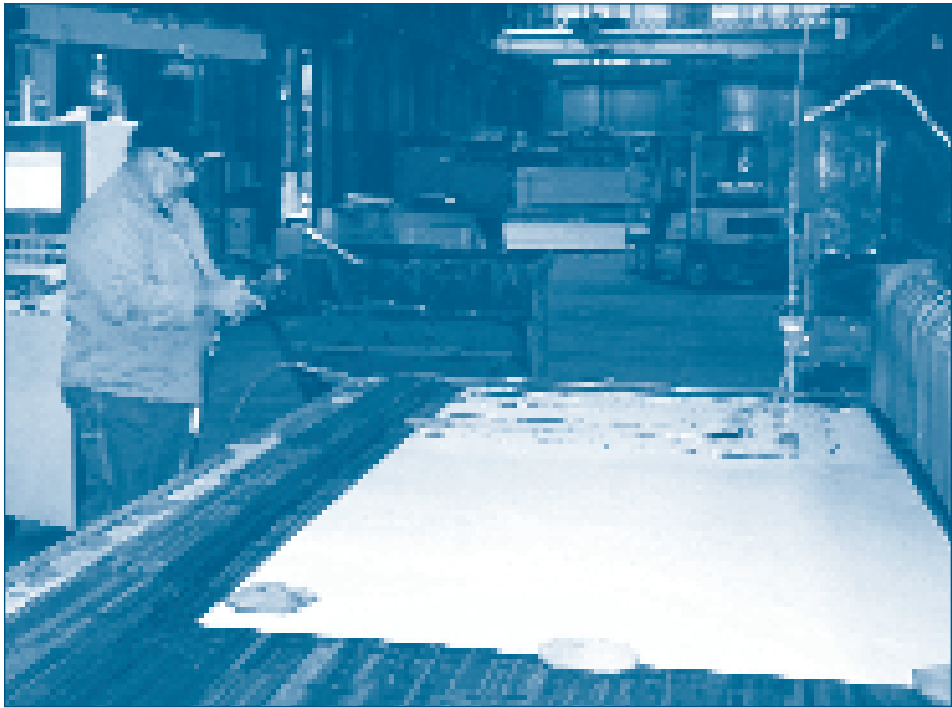
New Water Jet Machine Cuts Through Steel in Minutes

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,

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 craftsperson 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



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.

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 craftsperson 90 minutes to accomplish.

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.

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

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.

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 the install the piece in the car,” added Milburn.

Training is provided by the manufacturer and has been made available so that all crafts can utilize and operate the WaterJet.

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 tribute to the efforts made by the many people who have worked hard to make it such a success. But as good as Julie is, there is still more

that needs to be done and we will continue to make improvements."

The survey rated the system according to five categories, navigation, content, usability, interactivity and credibility using the Sterling Audits Usability Index, a standard methodology for rating both Web sites and Voice Response Systems. Amtrak scored highest in four out of the five categories, confirming that Amtrak has a superior system.

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. The 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 responders 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, financials and absenteeism. Competing for the Off-corridor Division Engineering Excellence award were the Central Engineering Division and the West Engineering Division. The Central Division took the lead in financials — however, the West scored higher than the Central Division in both safety (24.1) and absenteeism (2.8).

The department's Partnership Award, which recognizes the coordination between departments necessary to carry out infrastructure improvements, was presented to the Transportation Division that managed the most 55-hour-plus track outages in FY '04. The Mid-Atlantic Transportation Division won this award, with 380 55-hour-

plus track outages associated with work performed using the Track-laying System (TLS), undercutter, Rail Change-out Machine (RCO) and bridge work gangs.

Also recognized at this year's awards event was the FY '04 "Corps of Near Engineers."

Inducted into the ranks were Walter Ernst, retired general superintendent New York Division in the category of Lifetime Achievement; Mike Rienzi, vice president of Procurement as Colonel; Bill Auve, assistant comptroller Finance department as Captain; and Bill Albritton, a contractor instructor for

Amtrak as Captain. These individuals are selected for their contributions to the overall effectiveness and improvement of Amtrak's Engineering department.



Division Engineer Steve Falkenstein (center) and Deputy Chief Engineer Bruce Willbrant (left) display the FY '04 Engineering Excellence Awards plaques presented to the New York Engineering Division by Chief Engineer David Hughes (right). The division was recognized for best on-corridor safety performance and for greatest performance improvement year-over-year and meeting FY '04 goals at a ceremony in Newark, NJ, in December.

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 from passengers 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 D. 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



Frank Schneider and Paula Pantunes of Pennsylvania met aboard an Amtrak train, so it seemed appropriate to Frank to ask for her hand in marriage aboard Amtrak. Last April, Frank orchestrated his proposal with the help on the on-board crew of Regional train 183. The couple is currently making plans for the October wedding, which may include an Amtrak theme — invitations that resemble boarding passes and model trains on the tables. While the honeymoon plans are still being formed, they are likely to involve travel on Amtrak.

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

continued from page 1

Key FY '05 Environmental Health and Safety Goals and Objectives

FRA Reportable Injuries:

Maximum of 3.3 per 200,000 Hours Worked

Environmental Audits:

Maximum of 1.2 Potential Violations per Audit

Public Health Inspections:

Minimum of 87 Percent Satisfactory

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.

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

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. Packages 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.

The offer is valid from Nov. 28, 2004 through Dec. 16, 2004, and from Jan. 2, 2005 through April 23, 2005.

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 very 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.

Both trains offer passengers strolling minstrels, wintertime sight-seeing 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 reservation for the Fun and Snow trains. Information is available by calling Key Holidays at 1-800-783-0783 or by visiting www.KeyHolidays.com.

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

25-Year Anniversaries December 2004

ANNUCCI, BRIAN
Wilmington/Bear District

BAKER, RALPH
Beech Grove District

BARNUM, JOHN
Empire/Albany District

BARRELL, DAVID
Wilmington/Bear District

BAYLOR III, CHARLES
Baltimore District

BERGMAN, RONALD
Baltimore District

BRUGEMAN, PAUL
Empire/Albany District

BUTLER, KENNETH
New Haven District

CERDAS, RODOLFO
Chicago Metro District

CHAO, HENRY
New York District

COLLIER, FRANCIS
Philadelphia District

DEMOTT, JAMES
Beech Grove District

DENNIS, MELVIN
Philadelphia District

FLORES, GEORGE
Los Angeles District

FRIEL, WILLIAM
Philadelphia District

GARLAND, DAVID
New Orleans District

GUIDA, CARMINE
New York District

HOWARD, STEVEN
Beech Grove District

HUDSON, BARRY
Wilmington/Bear District

JACKSON, FAITH
Philadelphia District

JEAN, PAUL
New York District

KERRINE, THEODORE
Washington, DC/HQ

KUNKEL, GARY
Beech Grove District

LANO, FREDRICK
Wilmington/Bear District

MARTIN, KEVIN
Chicago Metro District

MICHAEL, RICHARD
Philadelphia District

MORRIS, DAVID
Wilmington/Bear District

MOY, WAI
New York District

NG, JACK
New York District

OSBORNE, JEFFREY
Beech Grove District

PIERRE-ANTOINE, MICHAEL
Miami District

POWELL JR, HARRY
New Orleans District

RICHARDS, LINDA
Chicago Metro District

RILEY, JOSEPH
Wilmington/Bear District

ROBERTS, TONY
Chicago Metro District

SCUMACI, FRANK
Chicago Metro District

SMITH, BENJAMIN
Beech Grove District

SOWDER, DAVID
Beech Grove District

STROUD III, WILLIAM
Philadelphia District

TREZEVANT, KENNETH
New York District

ULIASZ, RICHARD
Philadelphia District

WITTING, JEFFREY
Chicago Metro District

30-year anniversaries December 2004

BRACEY, ANNETTE
Detroit District

GREENLEE, REGINALD
Washington, DC/HQ

HARRIS, ISAAC
Chicago Metro District

POWELL, PRESTON
Chicago Metro District

PRELL, RICHARD
New Orleans District

SOKOLOWSKI, JOHN
Chicago Metro District

VEST SR, LAWRENCE
Mid-Atlantic Div/DC Non-HQ

Retirees

November 2004

ALU, MIKE
Los Angeles District

AMOS, ROBERT
Boston District

BEASLEY, JOHN
Mid-Atlantic Div/DC Non-HQ

BLANKENSHIP, JOYCE
Lorton District

COLLINS, JEAN
Oakland District

DORAN, PATRICK
Seattle District

FANT, THOMAS
Mid-Atlantic Div/DC Non-HQ

FORNEY, BRENT
Kansas City District

GIATTINO, CARMINE
Miami District

HABEL, FRANK
Oakland District

HOLDER, ESTON
New York District

MACKEY, RAYMOND
Chicago Metro District

MANZOLILLO, JOSEPH
New York District

MCGRATH, RICHARD
Oakland District

NAEL, CAROL
Philadelphia District

PEREZ, FRANCISCO
Los Angeles District

PHILLIPS, WILLIAM
Mid-Atlantic Div/DC Non-HQ

REEVES, SARAH
Oakland District

SIMMONS, STEWART
Mid-Atlantic Div/DC Non-HQ

THOMAS, WILLIE
New Orleans District

WINFIELD JR, EARL
Philadelphia District

YOST, RAYMOND
Baltimore District

YURINKO, FRANK
New York District

Congratulations to All of You!

FRONTLINE FOCUS

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 #303 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.

VITAL STATS

for November 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	2.6	(goal) 3.3	3.0
Ridership	2,145,043	2,157,303	4,268,124	4,271,409
Total Expenses	\$250,060,000	\$251,972,000*	\$497,519,000	\$504,264,000*
Total Operating Revenue	\$160,381,000	\$152,782,000*	\$319,625,000	\$302,534,000*
On-time				
Performance	(goal) 85.0%	70.6%	(goal) 85.0%	73.3%

* Preliminary unaudited results.

PRSRT STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812

Toys for Tots



Amtrak Vice President of Operations Ed Walker and Vice President Marketing and Sales Barbara Richardson present Amtrak's Toys for Tots donations to Staff Sgt. Fair who accepts on behalf of the U. S. Marine Corps Reserve. More than \$4,700 in cash and over 1,000 toys were collected for the drive held at Washington Union Station. Sponsoring the event for the ninth year, Amtrak invited MARC commuters and employees to participate by bringing a new, unwrapped toy, or a cash/check donation.



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 10 • Issue 2 • February 2005



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 2003, 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 jointed 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 interlockings, as well as 37 wayside turnouts. Wood ties, timbers 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



Machine Operator Freddie Butts, Jr. drills new bolt holes with a portable rail drill as part of the rail replacement program on the Harrisburg Line.

continued on page 9

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

continued on page 12

TRAIN OF THOUGHT

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. What this means is 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



David L. Gunn

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.

Inside

2

TRAIN OF THOUGHT

3

Block Training to Set New Standard for Transportation Department

Reminder: Mechanical Training Underway to Meet FRA 238 Requirements

4

Online Bookings and Sales Increase with New Web Site

5

Hiawatha Passengers Take the Train to the Plane

HHP-8 Overhaul Program is Underway

6

Long-distance Passengers Pay for Service, Amenities

8

Charter Services Adds Millions to the Bottom Line

10

Amtrak Teams Up with Thomas & Friends™

EMPLOYEE MILESTONES

12

FRONT LINE FOCUS

VITAL STATS

Amtrak Ink

Vol. 10, Issue 2, February 2005

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

Mailing Permit #1812

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2004 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager & Managing Editor
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager & Editor
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager & Editor
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 that makes available 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 asset — 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 recertification. 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 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 Services 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 and I’ve loved every minute of it,” 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,



Block Training, a three-day series of classes, addresses leadership skills and craft-specific training and is required for Transportation department and service craft employees. The first Block Training class graduated Jan. 6 and included engineers, conductors, train dispatchers, block operators, a chief train dispatcher, a trainmaster, an assistant superintendent, a lead ticket clerk, an LSA, a station manager, and an OBS manager.

(L. to R.) Front row: Tom Schaffer, Jerry Gaines, Ronald Annone, Carrie Brooks, Dennis Healy, and Bill Costello. Second Row: Dennis Prophet, John Wickham, Bill Link, Tobin Shaw, and Mike Green. Third Row: John Stanford, Floyd Bucci, Todd Harding, Bill Clausen, Carmen Ginnetti, Frank Bower, Paul Mallon, Norm Hyder, Bob McAllister, Bill Broadus, and Gene Dandy.

Photo credit: P. Manger

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.

Reminder: Mechanical Training Underway to Meet FRA 238 Requirements

More than 1,200 employees completed the Mechanical 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 “Qualified Person” (QP) or “Qualified 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 34 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-launch helped steer prospective passengers to the site.

Amtrak Senior Director of E-Commerce Kathleen Gordon attributes much of the success to improvements built into the redesigned Amtrak.com site. “Our new site offers our customers a wide range of the latest functionality and improved content, allowing them to get the information they need to book their reservations faster and more easily,” said Gordon. “We’re very pleased that the improvements are paying off, and we continue look forward to providing our online customers with the best service possible.”

“The improvements made to the editorial content of the site are

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

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.

“The improvements made to the editorial content of the site are significant.”

Roger Seitzinger
Creative Director
Marketing

significant,” said Roger Seitzinger, creative director, Marketing. “We expanded the amount of relevant information offered online — from our services, to the amenities, to the policies — in anticipation of the vast range of questions from and needs of the traveling public,” he added.

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

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.

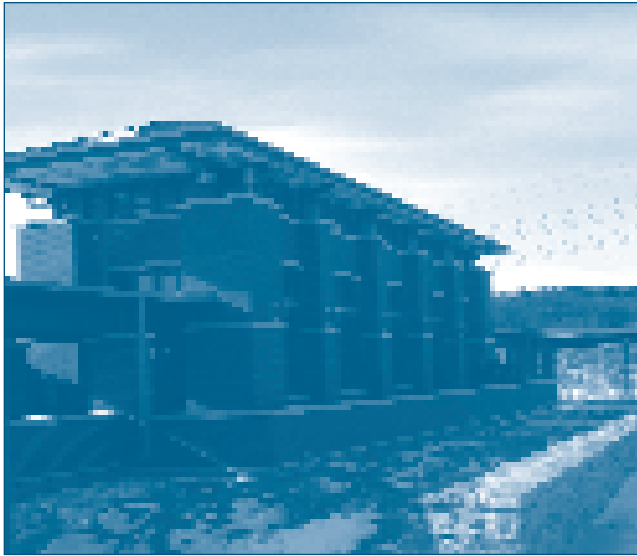
Underscoring the fact that security is a corporate-wide responsibility, the committees replaced the previous Security Coordinator program, which only included representatives from the Transportation department which coordinated security activities with the Amtrak Police Department.

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.



Amtrak's new Milwaukee Airport Rail Station offers *Hiawatha* passengers convenient rail service to and from Milwaukee's General Mitchell International Airport.

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 Transporta-

**"Our successful experience in the East
with the BWI station demonstrates
the greatest potential
for the Milwaukee airport station."**

Barbara Richardson
Vice President, Marketing

tion 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.



Locomotive 654 sits at the Wilmington Locomotive Maintenance Facility, where it is undergoing its first five-year heavy overhaul.

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 Passengers Pay for Service, Amenities

Why a Bedroom in July Costs \$1,271

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 used. 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 assess-



Employees at the Riverside Call Center (from left) Ron Knutson, Gene Price, Mary Dickson, Jamie Sorensen and Cary Porter (seated) discuss the new online sleeper waitlist.

ment 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 Distribution and Customer Services 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

sleeping car passengers paid a total of \$2.3 million or an average fare of \$291 per person. In February 2004, there were 4,159 sleeping car passengers who paid \$600,000, or \$159 per passenger.

Among recent innovations to increase revenue, Amtrak recently established an automated sleeper waitlist that records and tracks a customer's request for sleeping accommodations when sold out in regular inventory, and matches the request if it becomes available. Each day, waitlist requests are checked against sleeper openings for cancellations and hold-limit expirations.

“In the past, Amtrak reservation sales agents had to turn potential customers away when sleeping accommodations were sold out, and the burden was placed on the customer to call back to see if the room would open up,” said Jon-Roger Maranda, senior director of Sales Distribution and Customer Service.

On trains that were sold out at some point before departure during FY '04, there were over 9,500 unsold rooms when these trains departed — a potential \$3.6 million in unsold revenue. The waitlist is projected to fill at least 25 percent of unsold rooms, and add nearly \$1 million in revenue in FY '05.

If there are empty rooms the day of departure, the Reservation Sales Offices set aside a percentage of rooms on the train manifest a few hours before departure for conductor upgrades. Last year, on-board upgrades totaled \$325,112, with the *California Zephyr* claiming the highest revenue from upgrades.

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 Feb. 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 vaca-

tion 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 a 10-percent discount aboard designated Amtrak *Cascades* trains for 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

continued on page 10

Long-distance Passengers Pay for Service, Amenities

continued from page 6

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

FEB 15	Coach	Roomette	Bedroom	Family Bedroom
1 passenger	\$122	\$274 (\$122+\$152)	\$457 (\$122 + \$335)	
2 passengers	\$244	\$518 (\$244+\$152)	\$579 (244+335)	
Family of 4	\$366			\$637 (366+271)
JULY 15	Coach	Roomette	Bedroom	Family Bedroom
1 passenger	\$158	\$574 (\$122+\$452)	\$1149 (\$122+\$1027)	
2 passengers	\$316	\$696 (\$244+\$452)	\$1271 (\$244+1027)	
Family of 4	\$474			\$1192 (\$366+\$826)

Moving 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 and from the game on an Amtrak charter train."

But it is more than just sports teams signing up with Charter Services. The department's other customers include schools, charter operators, rail-fan organizations, corporations, government agencies and public officials that have widely ranging needs.

On the basis of revenue, the privately owned American Orient Express is Amtrak's single largest charter customer. The company owns a fleet of luxury passenger rail cars staffed with its own attendants, and with the help of Amtrak's Train and Engine crews and two Amtrak locomotives, AOE offers its own customers memorable rail cruises throughout the country.

"This can be a very high-yield business," explains Ladd. "American

Orient Express accounted for approximately 26 percent (nearly \$2 million) of our business last fiscal year — without taking passenger car resources away from our regularly scheduled service."

"In most instances, Amtrak charter customers take day trips in coach cars. Sleeping and dining cars are rarely used due to their limited availability," said Hughey. "However, one exception to this rule is Amtrak's largest annual charter in terms of the number of passengers — the Palm Beach Florida Safety Patrol Train."

Each year the Palm Beach County Safety Patrol Association rewards thousands of grade school patrol boys and girls with a trip to Washington, D.C. Four times a year Amtrak operates one sleeping car and 18 passenger cars staffed with Amtrak T and E and On-board Service crews to transport about 1,000 students and chaperones. Recognized in the Guinness Book of World Records as the largest field trip in the world, the Safety Patrol group has traveled via Amtrak for 31 years.

After experiencing their first charter train ride, many groups continue to choose Amtrak time and time again. Every two years, Amtrak operates a train for the Library of Congress that hosts a retreat in Williamsburg for new members of the House of Repre-

"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

sentatives. Other charters include Turner Broadcasting Systems, Inc., which organizes an annual holiday rail excursion for its advertisers, and Toyota Motor Corporation, which hosts rail excursions on Amtrak for their suppliers. In FY '04, Amtrak operated 212 charter train excursions.

It's a Cross-departmental Effort

Operating a successful charter train involves the hard work and collaboration of multiple departments that are involved in planning and executing every excursion. The



A train chartered by the Palm Beach County Safety Patrol Association arrives at Washington Union's 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.

Charter Services team works closely with each customer to determine their needs, then communicates the request with as much detail as possible to Amtrak's Systems Operations department.

The Charter and Group Services group, working with Systems Operations Senior Director Don Cushine, shepherds the request through various Amtrak departments, divisions and if necessary, host railroads. For a charter train request to be approved, each department involved must review the request, examine their resources and decide if they are able to deliver the services requested.

train can fit between regularly scheduled services.

When a request is made to travel over an Amtrak route that is owned by a host railroad, it must also be approved by the railroad. However, on occasion, requests are made to travel over non-Amtrak routes. "Our crews are not familiar with the physical characteristics of alternate routes. So, the host railroad must provide a "pilot" from their operating crew who is familiar with the territory to ride with our conductor and engineer," explained Cushine.

Because Amtrak operating crews, and often OBS crews, are required for the trip, the divisions work with the Crew Management Services department to coordinate staffing. Mechanical also plays the vital role of ensuring that the equipment is clean and in good operating condition.

Charter moves that involve high-ranking government officials, celebrities or other high-profile travelers have additional requirements. The Amtrak Police Department may work with local, state or federal authorities to ensure that necessary security measures are in place while station personnel help to provide privacy and keep operations working normally.

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

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 under-grade 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.

All new 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 reestablishing 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 Thorn-dale, 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.

"For 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.



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.



The clearing of the brush in Conewago, PA, is one segment of the 45 track miles on the Harrisburg Line that have been cleared at the direction of the Engineering department. This program has reduced the number of power outages and service failures by 20 percent since the spring.

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.

Charter Services Adds Millions to the Bottom Line

continued from page 8

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

bringing the trains from Los Angeles to Seattle and returning it back to Los Angeles at the end of their trip," he added.

Insurance is another expense that has to be considered in the overall cost. While Amtrak's regularly scheduled service is self-insured, with some outside coverage for catastrophic events, Amtrak's Risk Management department must secure excursion liability insurance for passengers and equipment involved in charter trains.

And, of course, overhead and an incremental profit are included as well.

After all the costs are totaled the rate is presented to the customer. Sometimes the cost of the charter train is more than the customer can afford. "When a customer indicates that the charter is too expensive, we present the customer with options for travel on our regularly scheduled service, through our Group Sales department," said Hughey. "We may be able to add a car or two to the train consist and offer them the basic service at a more affordable cost."

"On the flip side, when a customer comes to our Group Desk representatives with special requests, we can add value to their experience

by incorporating services such as specialty catering," added Ladd.

"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. Whether they're serving food on board, assisting with luggage or even decorating the trains — which we occasionally do — our employees deliver outstanding customer service," stated Cushine.

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

“This partnership will increase awareness of Amtrak and build ridership among the millions of Thomas & Friends families across the country.”

Debbie Varnado
Merchandising/Marketing Director

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 sponsorship 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 friendly faces 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.

Video Promotes Kids-Ride-Half Fare

In March, Amtrak will promote its low children’s fare with the release of the new Thomas & Friends video, “Thomas’ Sodor Celebration,” a collection of classic stories about Thomas and his friends riding the rails to exciting adventures. With the purchase of the video, customers will get a copy of Amtrak’s Kids-Ride-Half Fare advertisement in each video box.

The partnership continues through the fall, with the September release of the “Calling all Engines” video that will include an Amtrak sweepstakes offer.

Amtrak logos will also appear in Thomas & Friends print advertising that will run in Child, Parents, Scholastic Parent & Child, TV Guide and Nick Jr. magazines during the winter and spring.

Marketing Efforts to Boost Revenue

continued from page 7
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 game — the premier All-Star college football game — held at SBC Park in San Francisco.

“Amtrak’s continued sponsorship of the East-West Shrine game is important, because it not only

enhances the company’s visibility, but also helps people in need,” said Senior Marketing Officer Erin Francis. As part of the annual event, players as well as Shriners traveled aboard a *Capitol Corridor* 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.

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.



Jose M. Nunes



Joseph L. Sanchez

EMPLOYEE MILESTONES

25-Year Anniversaries January 2005

- AGARD, JACK
Beech Grove District
- BAILEY, JAMES
New York District
- BIGGS, RONALD
Beech Grove District
- BROOKS JR, JAMES
New York District
- CONLAN SR, ROBERT
Philadelphia District
- CONTRISCIANO, JOSEPH
Philadelphia District
- EDMISTON, JAMES
Sanford District
- GLASS, JOSEPH
Philadelphia District
- GRECO, FRANK
Philadelphia District

- HALL, ROBERT
Beech Grove District
- HIGGINS, JOSEPH
New Haven District
- JONES, RALPH
Miami District
- KAZANJIAN, GLENN
New York District
- MCCANN, HARVEY
Beech Grove District
- MILLER, ROBERT
Beech Grove District
- NEGRETE, RUBEN
Chicago Metro District
- NUNEZ, JESSE
Chicago Metro District
- OLCOTT, JARED
St. Louis District
- PEARSON, GREGORY
Beech Grove District
- PRATER, LEONARD
Beech Grove District

- SCHEXNAYDER, LEW
New Orleans District
 - SHELLEY, PATRICK
Beech Grove District
 - SMITH, BOBBY
Beech Grove District
 - SPEARS, WILLIE
Beech Grove District
 - STELCEL, RONALD
Chicago Metro District
 - TACKE, CLIFTON
New Orleans District
 - WAYMAN, DENNIS
Beech Grove District
- ## 30-Year Anniversaries January 2005
- FIELDS, LARRY
Chicago Metro District

- ISOM, KATHLEEN
Washington, DC/HQ
 - KABEL, HAROLD
Mid-Atlantic Div/DC Non-HQ Dist
 - MOORE, MICHAEL
Salt Lake City District
 - SIMS, CLIFTON
Salt Lake City District
 - STACK, DARRELL
Empire/Albany District
 - TAYLOR, JEROME
Chicago Metro District
- ## Retirees December 2004
- ANDERSON, SAUREL
New York District
 - ANDRINA, JAMES
Seattle District
 - ANDROSIGLIO, GEORGE
New York District

- ARROYO, ANGEL
Los Angeles District
- BARNES, DAVID
New York District
- BARTON, THOMAS
Mid-Atlantic Div/DC Non-HQ Dist
- BROWN, BARBARA
Los Angeles District
- CARBIENER, DARLAND
Los Angeles District
- CREHAN, JAMES
New York District
- ENGELS, JOSEPH
New York District
- FORTUNE, LUCIEN
New Orleans District
- GUINGRICH, THOMAS
Chicago Metro District
- GURLEY, THEA
New York District

- JACKSON, RONALD
St. Louis District
- KENT, DOLORES
Philadelphia District
- LIPTAK, MICHAEL
New York District
- MCBEAN, RUDOLPH
Empire/Albany District
- NATIVIDAD JR, GEORGE
New Orleans District
- O’KEEFE, JOHN
Los Angeles District
- REDENBAUGH, ROY
Los Angeles District
- ROMERO, JAVIER
San Jose District
- SALAZAR, JESUS
Los Angeles District
- SALVA, JOSEPH
New York District

- SEABURG, JENNIE
Empire/Albany District
- SEALEY, WINSTON
New York District
- SHIRLEY, THOMAS
Chicago Metro District
- SLOBODA JR, STEPHEN
Baltimore District
- SOUTHWICK, JAMES
New Orleans District
- SPACEK, PETER
Miami District
- TACCONI, JOSEPH
Mid-Atlantic Div/DC Non-HQ Dist
- VAN OLPEN, JAMES
Empire/Albany District
- YEE, HEN
Los Angeles District

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 incidences.

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.

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.
4. Report the injury to the Injury Hotline.
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).

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.

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

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.

VITAL STATS

for December 2004

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio	(goal) 3.3	2.5	(goal) 3.3	2.9
Ridership	2,196,334	2,228,745	6,464,458	6,500,154
Total Expenses	\$261,163,000	\$257,830,000	\$758,683,000	\$762,094,000
Total Operating Revenue	\$166,064,000	\$165,644,000	\$485,689,000	\$468,178,000
On-time Performance	(system goal) 85.0%	71.3%	(system goal) 85.0%	72.6%

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.

FRONT LINE FOCUS

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

PRSR STD
U.S. POSTAGE
PAID
WASHINGTON, DC
PERMIT 1812



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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

continued on page 6

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,

continued on page 5

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, sink-holes 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 return of service of the *California Zephyr* at the end of January, we have recaptured much of the Emeryville to Reno business as displayed by the high-peak load factors (a measurement of ridership when the train has the most passengers) on the westbound *Zephyr* trains. However, the overall demand remains low, which is not uncommon for this time of year," said Revenue and Capacity Analyst Gene Rinear.

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 insertions 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.

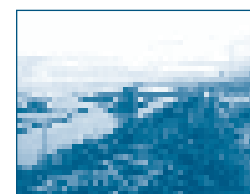
"This was the first time in our history that the San Diego to San Luis Obispo route had been shut down in both directions, and we recognize the hardship this had on

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.



The train bed along the Metrolink Ventura subdivision sinks into the newly formed river as torrential rains hit Southern California in late February.



Barely visible tracks are covered with debris and mud at Seacliff on the Santa Barbara subdivision. The entire subdivision was hit hard by the storms in Southern California, where Union Pacific crews worked to restore the tracks for Pacific Surfliner service.

TRAIN OF THOUGHT

I'm going to keep my message short this month, rather than share information about next year's budget that may be old by the time you get this issue of *Amtrak Ink*. I will make sure that I keep you informed about budget news through the *Employee Advisories* that are sent via e-mail and posted on bulletin boards in crew bases and facilities.

I do hope that you've taken a look at our report to Congress, which is available online (on the Intranet and Internet) and was issued last month with a cover letter from our Chairman, David Laney.



David L. Gunn

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 Wilmington 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 33 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.

It's Time to Submit Nominations for President's Service & Safety Awards

The nomination period is now open for the 2005 President's Service and Safety Awards program. Employees have an opportunity to nominate an outstanding employee, a valued Amtrak supporter, or themselves for making an outstanding contribution to Amtrak during calendar year 2004.

Employees can access the President's Service and Safety Awards nomination form (NRPC 3204) through the Amtrak Intranet by clicking on the "Library" tab and selecting "Forms". Department administrators can also use the Intranet to order a supply of forms from Western Folder, or they can fax a copy of a forms request to Western Folder. Forms are also available at all Human Resources offices and other locations within the divisions and at headquarters. Locations are encouraged to download a supply of forms or order them from Western Folder. All nominations must be received by March 31, 2005. This year, each category has a separate form, which includes the specific criteria associated with the category.

The awards program ceremonies will be held this fall at several locations around the country.

President's Service & Safety Awards

Inside

3	Labor and Management Convene Engineering Safety Congress
4	Presidential Inaugural Events Made for Unusual Day at Union Station
5	Empire Builder To Serve As Model for Improving Long-distance Train Margin Ridership and Ticket Revenue Offer January Surprise
6	Service Delivery Challenges
8	Training Blitz Reinforces Procedures For Assisting Passengers With Disabilities
10	Active Black History Month Marked By System-wide Events
11	PROMOTIONS IN MOTION EMPLOYEE MILESTONES
12	FRONT LINE FOCUS VITAL STATS

Amtrak Ink

Vol. 10, Issue 3, March 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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

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.

2004 Safety Congress Award Recipients

Buildings and Bridges Construction:

B&B Fabrication – 2,254 days injury-free

Maintenance of Way Equipment and Vehicles:

Equipment and Vehicles – 5,496 days injury-free

Rail Train:

Rail Pick Up Unit – 2,612 days injury-free

High Speed Surfacing:

Unimat Surfacing – 658 days injury-free

HSS Mid-Atlantic – 1,735 days injury-free

Track:

Track Laying System – met FRA safety goal of 3.4

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

“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

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

to the West dock, with the dock shut down by the officer by 4:30 p.m. on both days.

While all this was taking place, the Passenger Services department worked closely with other Amtrak departments to keep the station operation running smoothly. Assistant Superintendent of Road Operations Moe Savoy and Director of Emergency Preparedness Larry Beard worked with the APD and were on hand at the command center. From there, they could communicate to Assistant Superintendent of Stations Tom Guerin necessary information to Amtrak front line employees in a timely way.

Adding another level of confusion to the day was the low-speed derailment of train 132 shortly after it departed the station about 9 a.m. on Jan. 20. While there were no injuries in the derailment, the train blocked several tracks, limiting rail traffic to and from the station for the day. Trains were being turned at New Carrollton and passengers were being directed to and from that station.

Ticket agents’ breaks and meal periods were adjusted to handle the exchange and reselling of tickets, which made up the bulk of their transactions on Jan. 20.

Agents, accounting clerks and line monitors were used as information personnel and to direct passengers to and from the Metro Rail Station to transfer to New Carrollton. Despite the ropes and stanchions being rearranged in front of the

purchase tickets and essentially resulting in a one-way in and one-way out ticket-selling process. Once Bush and Cheney arrived each day, the ticket counter was closed and everyone was required to vacate the area. During the ticket counter closings, passengers could obtain tickets from Quik-Trak machines and Club Acela.

Baggage was checked at the ticket counter until 6 p.m., at which time an alternative baggage check system was moved to the baggage claim area. Additionally, portable screening devices were set up in the lower-level baggage room. Amtrak employees and TSA representatives worked together to screen all inbound and outbound checked baggage and packages.

“Every station employee working during the two-day event projected a professional image for Amtrak and provided help for scores of travelers,” said Guerin. “It was a lot of work for everyone, but it was a nice break from the routine operation.”

Fortunately, as many local D.C. businesses and the government were closed for the inauguration, there were fewer commuters and government employees traveling that day and passenger traffic was not as heavy as usual.

“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

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 checked manifests on all deliveries

ticket counter, ticket agents worked diligently to keep the traffic flow moving.

On both days the ticket counter was swept by security personnel, which took about a half hour. Additionally, agents had to go through the security system prior to continuing their tour of duty. Eventually, access to the left side of the ticket counter was blocked, limiting passenger access to

Empire Builder To Serve As Model for Improving Long-distance Train Margin

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 railroad 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



Carmen welders Eric Robinette and Mike Anderson convert a Superliner Smoking Coach car to a Coach Baggage car as part of the Empire Builder upgrade project.

continued on page 9

Ridership and Ticket Revenue Bring January Surprise

continued from page 1

with 1,839,617 passengers compared to 1,831,510; a modest .4 percent increase. Through the first four months of FY '05, 8.3 million passengers took Amtrak, up slightly over last year’s pace (8.2 million); about 2 percent over last year and on budget.

A few particularly strong performers contributed to the ridership and revenue numbers. *Acela Express* ridership and revenue did 10 percent better in January than it did last year and was on budget. Revenue on the north end, between New York and Boston, rose 15 percent, partly attributable to the fare increases put in place in January.

The good news for Amtrak was that ticket revenue performance in January nearly made the budget, in spite of the railroad’s operational difficulties. Ticket revenue was \$90,873,672 in January, or about \$1 million less than last year and about \$2 million less than the budget. Ticket revenue in the past four months was \$411 million, or about \$22 million below the \$433 million budget.

January long-distance ridership was 10 percent below last year and 11.5 percent below budget. The effects of the turbulent weather did spoil the numbers significantly; long-distance ridership would have landed 3-percent less than last year, had it not been for the weather-related disruptions.

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 *Vermont*. 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

Ridership and Ticket Revenue for January 2005			
Month of January	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	1,831,510	1,832,801	1,839,617
Ticket Revenue	\$91,731,905	\$93,065,264	\$90,873,672
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	8,169,712	8,297,259	8,339,771
Ticket Revenue	\$418,686,951	\$433,236,997	\$411,090,314

print, radio and Internet advertising with new graphics by artist Michael Schwab and features low fares between select city pairs Amtrak serves. As an enticing added extra, the campaign will offer a \$25 hotels.com rebate for passengers who book two nights at

the first two passengers in the group pay the standard fare and each additional passenger, up to a total of six traveling together, pays 10 percent of the standard fare.

To make sure that Amtrak is not diverting existing passengers and

to affect ridership in February, and initial February indicators point to a continuing general weakness in the travel economy.

Service Delivery Challenges

continued from page 1

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. Essentially, the bad experiences undermine the value of the trip.

“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 freights 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.

“People simply want to know why they’re not moving and what to expect,” said Kevin Scott, chief, Service Delivery, whose group develops the On-board Service Standards Manual and updates that include on-board announcements. “Customers have told us that when we respond to their need to be kept in the loop about delays, they feel that they — and their money — are valued. This is a great example of a service issue we can address with better training and consistent follow-up that can make a big difference to customer satisfaction and the bottom line.”

Training

One of the focus groups’ recommendations is to provide more training. Correspondingly, the Transportation department’s main goal this fiscal year is to focus on the hiring, training and evaluating of its employees.

“We are really concentrating on our hiring and training strategy. Working with Human Resources, we’re taking a good hard look at how we bring people in, train them and measure their performance,” stated Walker.

Previously, hiring needs were not centralized, so staff planning took place on an ad-hoc basis. Working with the Human Resources, the department has developed a plan that helps the department better plan for vacancies and attrition and more productive allocation of work systemwide, in addition to better hiring and evaluation practices.

“Not just anybody can walk up and become an LSA, for instance,” explained Walker. “These are tough jobs that not only require technical training but training and skills associated with managing people and stressful situations.” Walker added that his department’s FY ’05 training objectives include more training for OBS and station employees.

“In the past, we’ve trained our employees in an inconsistent manner — and we’ve paid for it,” said Bill Crosbie, senior vice president, Operations. “We’re as good as



Effective March 30, a new version of the Service Standards Manual incorporates revisions to the current manual. The manual provides train service On-board Service employees detailed information about how to carryout policies and procedures.

how well we train our employees — good, consistent and continuous training is essential.”

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 services 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.

“Not just anybody can walk up and become an LSA, for instance.”

Ed Walker
Vice President, Transportation

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

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.

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 no flash in the pan — we’re very serious about these changes.”

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.



Renovated in the summer of 2004, the Jackson, MS, ticket office provides a handicap accessible low-level writing counter for mobility-impaired passengers.

"The program really emphasizes customer service," added Pavlakis. "Although the techniques used for dealing with a person with a disability might be slightly different, in your heart and in your head, the objective is still the same — delivering good customer service."

Online ADA Training Available

To support this system-wide training initiative, last month the Employee Development depart-

ment 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 wheelchairs or carrying and picking up items.

"We also want employees to remember that service animals are allowed in all customer areas of Amtrak stations, Thruway motor-coaches 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



During a recent new-hire class, students Tom Karva (left) and David Fenko (blindfolded) practice guiding a sight-impaired passenger. Fenko explains that the ADA training has increased his awareness of how those with disabilities should be treated. "The training has taught me to understand how to provide the best service I can to all our passengers — including those with disabilities," stated Fenko.

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 on-board 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 recommendations 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 outreaches 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 on-board 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 employee 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

“Amtrak is committed to celebrating the diversity of our employees and passengers 365 days a year.”

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

Amtrak employees Steve Winston (Mechanical department in Springfield, MA), and the New England Division Human Resources Group: Suzanne Allan, Alice Smith , Charles Fuller, Waundolyn Johnson-Melvin, and Cindy Lowe.

In Milwaukee, Amtrak sponsored a salute to African Americans who made significant contributions to music, movies and comedy. Local radio station listeners participated in Bailey Coleman’s *In at 10 Black History Moment* contest and a prize was awarded to the listener

historical facts and personalities. Another Amtrak Travel Scholarship Award was also presented at the Johnson C. Smith University.

Amtrak hosted a Black History Celebration at the Miami station that included guest speakers and local entertainment, which was broadcast live by a local radio station. The winners of the 2004 Amtrak President’s Award for Diversity were honored, and employees put together a program that honored black men who have made a difference in the community.

Gerri Mason Hall
Vice President, Office Business Diversity and Strategic Initiatives

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

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.

In Box

Do you have department news or information about company events or departmental achievements? Submit an appropriate story, news or photo to *Amtrak Ink*. Published stories will credit the author as a "contributing writer." Please submit your story to *Amtrak Ink* via e-mail to lbeers@amtrak.com; or via mail to *Amtrak Ink*, 60 Massachusetts Ave., NE, Washington, D.C. 20002, by the following deadlines:

For the May issue: April 10, 2005

For the June issue: May 6, 2005

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

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 a hotels.com discount, and the *Share Fares* program that encourages group travel aboard seven services, including *Regionals* and *Keystones*, there are also targeted marketing efforts designed to rebuild ridership and revenue on West Coast trains affected by the winter storms (for more information about these efforts, please see related stories in this issue).

Another promotion aimed at stimulating ridership and revenue on *Acelas* and boost Amtrak Guest Rewards membership was launched last month. A direct mail campaign offered approximately 30,000 customers the opportunity

to receive retroactive points for their travel on Amtrak over the past 12 months if they join AGR and travel at least one time 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 on-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.

continued on page 12

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

Congratulations to All of You!

25-Year
Anniversaries
February 2005

- AMOS JR, JAMES
Beech Grove District
- BARR, ANDREA
Sanford District
- BERENGER, RICKY
Baltimore District
- BOOKER, BILLY
Baltimore District
- BROOKHART, MARILYN
Baltimore District
- BUITENWERF, ROBIN
Chicago Metro District
- CARTER, DANIEL
Beech Grove District
- CASTANEDA, MARISELA
Chicago Metro District
- CECIL, ATHENA
Chicago Metro District
- CHARLES, JUDITH
New York District
- CONAWAY, CLAUDINE
Philadelphia District
- COOK, JAMES
Philadelphia District
- COUNTESS JR, WILLIAM
Washington, DC/HQ
- DAVIS JR, MAMIOND
Philadelphia District
- DAVIS, KATHLEEN
Philadelphia District
- DIX, DAVID
Philadelphia District
- EMLET, JERRY
Beech Grove District
- GOLDEN, JIMMIE
Beech Grove District

- GOMEZ, ANTHONY
Beech Grove District
- GREELEY, MICHAEL
Philadelphia District
- GRON, PATRICK
Sanford District
- HAMILTON, CAROLYN
Philadelphia District
- HILL, MICHAEL
Los Angeles District
- JARRETT, MARK
Beech Grove District
- JOHNSON, LENA
Washington, DC/HQ
- JONES, ANTHONY
Seattle District
- JONES, MELVIN
Beech Grove District
- KEEFE, LISE
Philadelphia District
- KOROMA, CYNTHIA
Chicago Metro District
- LEWIS, ERROLL
Philadelphia District
- LOVE, ROBERT
Beech Grove District
- LYNCH, JOHN
Chicago Metro District
- MAYO, PATRICIA
Jacksonville District
- MCCLINCHY, THOMAS
New York District
- MCCREADY, STEVEN
Chicago Metro District
- MICKEY, JAMES
Beech Grove District
- MILLER, DENNIS
Baltimore District

- MITCHELL JR, BILL
Beech Grove District
- RAGLAND, JACK
Beech Grove District
- ROBERGE MOAK, LISA
New Orleans District
- ROTHWEILER NAGLE, MAYGAIL
Philadelphia District
- SALVATO, MARY
Philadelphia District
- SCHAFER, BARRY
Philadelphia District
- SCHMIDT, BARBARA
Philadelphia District
- SCHOLZ JR, CHARLES
Baltimore District
- SEQUIRA, OWEN
Washington, DC/HQ
- SERVEDIO, GARY
Philadelphia District
- SKINNER, DONALD
Washington, DC/HQ
- STALLINGS, GWENDOLYN
Jacksonville District
- STAMPS, LARRY
Washington, DC/HQ
- STEWART, JAMES
Philadelphia District
- TALBOTT, WILLIAM
Beech Grove District
- TANA, ROSEMARIE
Washington, DC/HQ
- TARVER, INEZ
Los Angeles District
- THOMAS, LINDA
Washington, DC/HQ

- VERCHER, VERNON
Chicago Metro District
- WAHLER, WALTER
Philadelphia District
- WALKER, MYRON
New Orleans District
- WALLACE, WILBERT
Baltimore District
- WALTON, KAREN
Philadelphia District
- WARD, CHARLES
Baltimore District
- WARD, ROOSEVELT
Beech Grove District
- WEATHERLY, LIONEL
Chicago Metro District
- WHEELER, ROBERT
Beech Grove District
- WILSON, TONY
Beech Grove District
- WOODEN, LAVONNE
Philadelphia District
- YUHAS, KATHLEEN
Chicago Metro District

30-Year
Anniversaries
February 2005

- BEST, DANNY
Jacksonville District
- BYRNE, JULIE
Lorton District
- HAYNES, RICHARD
Boston District
- LYSAGHT, KEVIN
Miami District
- MATTHEWS, DONALD
Mid-Atlantic Div/DC Non-HQ

- MONGILLO JR, WILLIAM
New Haven District
- PATTI, MARIO
New York District
- SCHLORFF JR, WILBUR
Chicago Metro District
- STUPKA, GARY
Chicago Metro District
- WILCOX, LARRY
Detroit District

Retirees
January 2005

- AMIN, RANJAN
Washington, DC/HQ
- BARTOLI, FREDERICK
New York District
- BLINCOE, LARRY
Chicago Metro District
- BOWDEN, DENNIS
Seattle District
- BURLEW, KENNETH
New York District
- COTTAM, PAUL
Boston District
- COYNE, RICHARD
Philadelphia District
- CREWS, GLENN
Jacksonville District
- DENSON, ROBERT
Atlanta District
- ELDER, JAMES
New York District
- FELIX, STEVEN
Los Angeles District
- FRITZ, STEVEN
Miami District
- FUIRE, NANCY
Detroit District

- GINAITT, RICHARD
New Haven District
- GLEMBOCKI, HARRY
Wilmington/Bear District
- GRAHAM, JAMES
Chicago Metro District
- HACKMAN, ROBERT
Washington, DC/HQ
- JOHNSON, THOMAS
Los Angeles District
- JONES, SHARON
Los Angeles District
- KELLY, THOMAS
New York District
- KEY, BETTY
New York District
- KHAN, BARBARA
New York District
- MCBEE, RALPH
Beech Grove District
- MCCARTHY, BERNARD
St. Louis District
- MOORE JR, JAKE
New Haven District
- MOSBY, CHARLES
Washington, DC/HQ
- MOULDER, HARRY
Philadelphia District
- PELLEGRINO, RALPH
Baltimore District
- PENDER, PHILLIP
Washington, DC/HQ
- POTTER, EDWARD
New York District
- ROBINSON, WALTER
New York District
- SAMUEL, GEORGE
Philadelphia District

- SARMIENTO, NICK
San Jose District
- SCHROEDER, HARRY
Philadelphia District
- SCOTT, DONALD
Philadelphia District
- SGROI, ARTHUR
Empire/Albany District
- SPEDDEN, DOUGLAS W
Washington, DC/HQ
- THOMAS, HOWARD
Philadelphia District
- TRIMM, DIXIE
Los Angeles District
- VENTURA, GLORIA
Los Angeles District
- WALLACE, JOSEPH
New York District
- WISH, ANNE
Washington, DC/HQ
- ZAPATA, ANGELO
San Jose District
- FORTE, JOAN M
Philadelphia District
- KEYS, GINGER
Los Angeles District

Milestone
Error

The December 1999 issue of *Amtrak Ink* did not include the following retiree. *Amtrak Ink* regrets the error.

October 1999
RANSEL, JAMES

FRONT LINE FOCUS

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 unfailing 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

VITAL STATS

for January 2005

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	3.6	(goal) 3.3	3.1
Ridership	1,832,801	1,839,617	8,297,259	8,339,771
Total Expenses	\$252,774,000	\$252,639,000	\$1,011,456,000	\$1,014,732,000
Total Operating Revenue	\$139,741,000	\$137,138,000	\$625,429,000	\$605,317,000
On-time				
Performance	(goal) 85.0%	68.8%	(goal) 85.0%	71.7%

PROMOTIONS IN MOTION

continued from page 11

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.

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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



Demolition of the shafts of the Long Island City ventilation system reaches 40 feet below the ground.

continued on page 8

Marketing Efforts Counter Negative Trends in February

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 chal-

lenges. 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 5

TRAIN OF THOUGHT

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 critical 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



David L. Gunn

\$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.

Inside

3

Plans for Enhanced *Empire Builder* Service Progress

Wilmington Shop Recognized with Awards

4

Spring 2005 Timetable Arrives

New Flavors Accompany Timetable

5

Letter from General Superintendent Joe Deely

6

APD Co-hosts International Security Conference

Amtrak Swings into Spring with Baseball Sponsorships

7

EMPLOYEE MILESTONES

8

FRONT LINE FOCUS

Amtrak Ink

Vol. 10, Issue 4, April 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

Perspectives on Block Training

Amtrak Red Cap Moises Ybarra recently attended the new “Block Training” for Transportation department employees held in Los Angeles where he believes he learned a lot of practical skills he can use on the job.

“I thought it was good that we had employees from different crafts in the class and that gave me some new perspectives on why my fellow employees do certain things. The section on assisting passengers with disabilities was especially good because how and what you say to disabled customers is really important in my job as a red cap.”

Submitted by Curt Bormann



InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Coming August 2005 — A New Experience

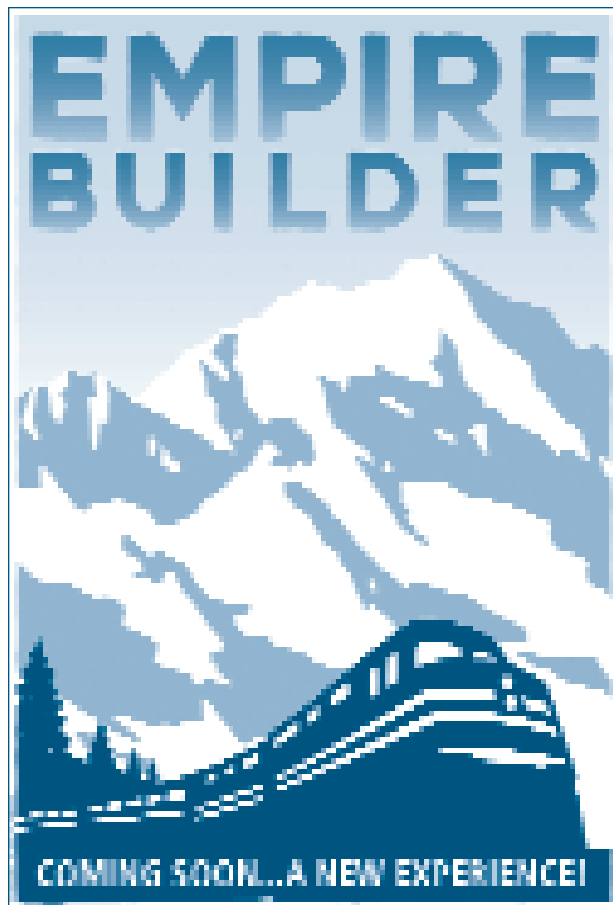
Plans for Enhanced Empire Builder Service Progress

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 transdom 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.

As of this writing, the Employee Development staff, working closely with Service Delivery and Transportation, is finalizing the

curriculum for training classes scheduled to begin May 2. To support the margin improvement initiative, all conductors and On-board Service crews who work on the *Empire Builder* will undergo two days of intensive training in either Chicago or Seattle.

One section of the training will focus on service delivery, including the critical details necessary to provide consistently high service levels, while another part will focus on meeting and exceeding customer expectations in the dining car. The two-day class will include a review of actual customer complaints resulting from incidents that took place on the *Empire Builder*, discussion about why these problems

occurred and development of approaches to prevent similar incidents in the future.

The course will include a section on the essential role of leadership — from the conductor to the LSA and every on-board employee. "The training will emphasize how important it is for everyone to work toward one common goal — providing all customers with a

memorable travel experience," explained Superintendent of Passenger Services Brian Rosenwald.

To create awareness and stimulate ridership and revenue, Amtrak's Marketing team is working with tour operators, convention and visitors bureaus and chambers of commerce in cities along the route to develop ski packages during the winter months and year-round leisure travel packages.

To promote travel to St. Paul, MN, Amtrak is partnering with the St. Paul Convention and Visitors Bureau to offer travelers a memorable weekend vacation package. The package, which becomes available this month, includes transportation on the *Empire Builder*, a two-night weekend stay at a St. Paul hotel, an entertainment package that includes passes to the Science Museum of Minnesota and the Minnesota History Center, discounts at the Mall of America and dinner for two. Over the next few months, other tour and ski packages will be finalized.

In early May, "Coming Soon" posters announcing the launch of this new service will be posted in all staffed stations along the route. Posters will also be displayed at other stations on routes that serve passengers who transfer to the *Empire Builder*, such as in Los Angeles, CA, Albany, NY, and Detroit, MI.

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 contaminants 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 biphenyls (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 east-bound *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 *Vermont* 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 Advantage 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 California Coastal Services grid, which provides passengers an easy reference to the multiple frequencies offered between Roseville/Sacramento to San Diego using Amtrak’s integrated Thruway bus and rail network. Similarly, a change is made to the way Illinois, Missouri, Iowa and Nebraska services are presented, to provide customers with easier-to-understand information. Another small modification that serves as a quick-reference tool for Northeast Corridor passengers is the color-coding of *Regional* (gray shading) and *Acela Express* services (blue shading).

The schedule change is the last one to be managed by 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 popular item on *Acela* service. For lunch, the hot entrée chili is replaced with a smaller version of prime rib. The dinner meat entrée is changed from the veal chop to a honey-lemon flavored lamb shank, the first night dinner special is turkey tenderloins, and the manicotti is swapped with cheese ravioli.

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, rockslides, 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 Joaquins service. 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, Capitols and San Joaquins.

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 records for the Amtrak Cascades, Capitol and San Joaquin services.

Customer Service Index scores on services operated on the division are above the company average.

Safety status is at 3.3 percent for FRA-reportable injuries, which is at goal.

Operating Rules Compliance is 2.2 percent, which is ahead of the 2.8 percent system goal.

The biggest operation of special trains at Amtrak is on the division. We successfully operate the Reno Fun and Snow Trains and the Christmas Tree Lighting Specials on an annual basis.

By June, we will add one additional round trip between Seattle and Portland on the Amtrak Cascades service.

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 commute 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.

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

Marketing Efforts

continued from page 1

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

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.

Other corridor 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.

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 inter-

national 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

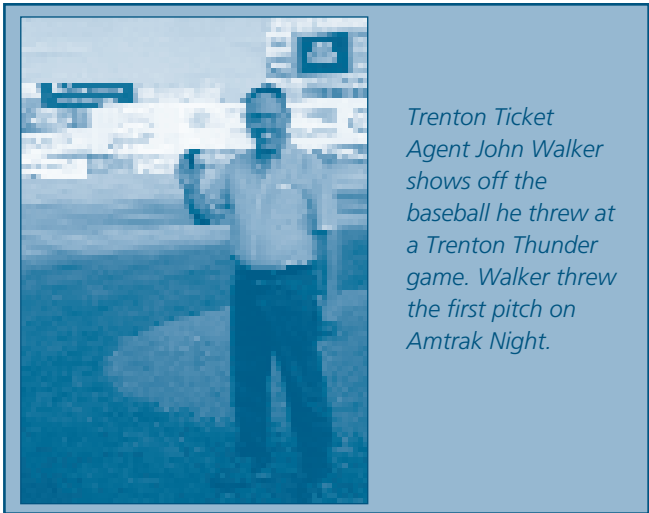
Amtrak stations, Club Acela Lounges and relevant trains, such as the *Auto Train*.

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 Beekman 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.

EMPLOYEE MILESTONES

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
- DAVIS, DANNY
Beech Grove District
- DILLON, GARY
Beech Grove District
- ENGLE, DAVID
Beech Grove District
- GALES, GLENN
Mid-Atlantic Div/DC Non-HQ
- GIBBS, WILLIAM
Beech Grove District
- GIBSON, JOHN
Chicago Metro District
- GRAY, GLENN
Wilmington/Bear District
- HAVRILESKO, LINDA
Seattle District
- HERRON, TIMOTHY
Beech Grove District
- HITE, CHARLES
Beech Grove District
- HOHMAN, JOHN
Wilmington/Bear 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
Seattle District
- PIERCE, NORMAN
Wilmington/Bear District
- PIPPENS, MICHAEL
Beech Grove District
- POPP, JAMES
Beech Grove District
- REGINO, THOMAS
Philadelphia District

- RENTMEESESTERS, GREGORY
Beech Grove District
- RICCHIUTI, JAMES
Wilmington/Bear District
- ROSSINI, CARMEN
Philadelphia District
- ROUSSEAU, DERRICK
Philadelphia District
- ROWEN, BEVERLY
Philadelphia District
- SELBY, GLENN
Chicago Metro District
- CANADIATE, GESSNER
Miami District
- SNODGRASS, MICHAEL
Beech Grove District
- STEWART, LARRY
Los Angeles District
- STRONG, PETER
Philadelphia District
- TAYLOR, RICHARD
Beech Grove District
- WOZEK, DOUGLAS
Chicago Metro District
- ZINNO, JAMES
New York District

30-Year Anniversaries March 2005

- BOHNE, RICHARD
Chicago Metro District
- BROWN, HERBERT
Chicago Metro District
- CASHDAN, CHARLES
Seattle District
- CORTES, HERIBERTO
Miami District
- ERDFORD, GARY
Seattle, District
- HEATH, ROBERT
Chicago Metro District
- HUNNICUTT, WILLIAM
Jacksonville District
- KUHN, DAVID
Detroit District
- OLIVER, CASSANDRA
Miami District
- PERRY, PAMELA
Boston District
- PIPCHOK, MURRAY
Chicago Metro District
- PLUMLEY, MARVIN
Mid-Atlantic Div/DC Non-HQ
- PRICE, EUGENE
Los Angeles District
- REZA, JUAN
Miami District

- SHARTEL, FRANCES
Lorton District
- SULLIVAN, RICHARD
Chicago Metro District
- TAM, MANUEL
Chicago Mtero District
- TAYLOR, JEFFREY
Baltimore District
- THOMPSON, JAMES
Washington, DC/HQ
- VAN LENTEN, MARK
Mid-Atlantic Div/DC Non-HQ
- YABIKU, CARLOS
Mid-Atlantic Div/DC Non-HQ

Retirees February 2005

- AUSTIN, GORDON
New Orleans District
- BAILEY, WILLIAM
Oakland District
- BENTHALL, JAMES
New York District
- BERGMANN, TANYA
New York District
- BERGSTROM, JOYCE
Los Angeles District
- BLANKENSHIP JR, BOYD
Washington, DC/HQ

Congratulations to All of You!

- BURKE, KEVIN
Sanford District
- CARNAKIE, IMOGENE
New York District
- CUEVA, ROSA
Los Angeles District
- DEAS, ALFRED
New York District
- DIAZ, RAMON
San Jose District
- DOBOSH, VACLAV
Miami District
- GEIGER, EDWARD
Detroit 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, PHYLLIS
Miami District
- NACLERIO JR, LOUIS
New Haven District
- PERPETUA, PHYLLIS
Miami District
- PETERSON, ROBERT
Twin Cities District
- ROJAS, FRANCISCO
Chicago Metro District
- SAUNDERS, RUTH
San Jose District
- SMITH, CHARLES
Jacksonville District
- SYLVESTER, 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.

FRONT LINE FOCUS

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 could eat. She helped me with my luggage, and in my opinion, went above and beyond the call of duty.

I've heard negative comments about Amtrak personnel, but I found my experience to be much different. This was my first Amtrak trip in 16 years, but hopefully not my last.

Sincerely,
Claudia S.
Monroe, WI

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.

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

Fire and Life Safety

continued from page 1

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.

VITAL STATS

for February 2005

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	2.3	(goal) 3.3	3.0
Ridership	1,837,535	1,793,425	10,134,794	10,133,196
Total Expenses	\$243,109,000	\$238,854,000	\$1,254,566,000	\$1,253,584,000
Total Operating Revenue	\$139,506,000	\$135,214,000	\$764,933,000	\$740,531,000
On-time				
Performance	(goal) 85.0%	73.9%	(goal) 85.0%	71.9%



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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 modes of transportation, that would open up doors for corridor development, with states transitioning to full

continued on page 9

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

ability of the fleet in FY '06, the Mechanical department requires receipt of a range of materials.



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.

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

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 avail-

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. This

continued on page 4

TRAIN OF THOUGHT

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 compared 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



David L. Gunn

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 overhaul 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

Inside

3	Plans for Enhanced <i>Empire Builder</i> Service In Place
4	<i>Metroliners</i> Return to Service in Northeast
5	Letter from General Superintendent Lenore Slimbock
6	Spring Activities Generate APD National, Local Distinction
8	Recycling Initiatives Makes More Than Cents
9	Spring and Summer Promotions
10	EMPLOYEE MILESTONES
12	FRONT LINE FOCUS VITAL STATS

Amtrak Ink

Vol. 10, Issue 5, May 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 sweepstakes, offering a chance to win a trip on the *Empire Builder* and a vacation package in Seattle or Chicago. The sweepstakes 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.

“Our principal message to potential passengers is that you are going to enjoy the changes we are making.”

Cliff Black
Media Relations Director, Corporate Communications

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.

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

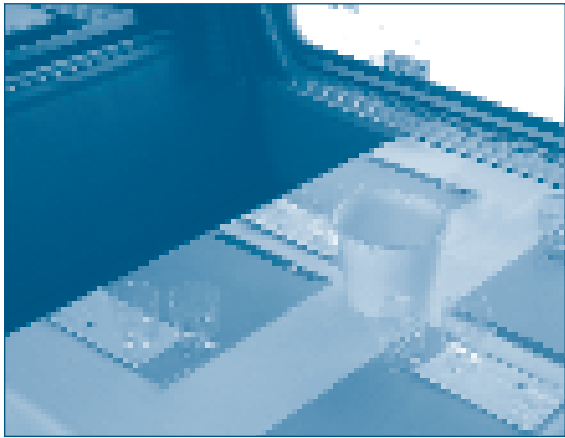
news stories about its product or service.

“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.

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”



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.

media an advertiser buys from television, radio and newspapers, “earned” media relies on the ability of a company to “earn”

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.



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 2003 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.

Metroliners Return to Service in Northeast

March Results Among Strongest in Months

At press time, Amtrak was working through the challenges surrounding the suspension of *Acela Express* service. To meet the Northeast travel demand, an impressive equipment shuffle was orchestrated throughout the nation to restore *Metroliner* service.

Equipment was added to meet Northeast Corridor demand while keeping the disruption to other routes to a minimum. For example, West Coast

Horizon charter equipment, typically used to supplement the *Pacific Surfliner* fleet for special events, was transferred to the Empire

Corridor, as well as coaches used on Michigan service. The Empire Corridor Amfleet I coaches, along with *Clocker* equipment that was replaced with New Jersey Transit equipment, was in turn 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

March was a strong month because of heavy travel during Easter holidays, high gas prices and marketing programs, such as the *Share Fares* promotions.

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.

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 sell-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 synch 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

continued on page 9

FY '06 Procurement Plan Approved by Board

continued from page 1

program accounts for over \$10 million in advance-order material costs; the most expensive of the parts are new ADA-complaint toilet modules at some \$30,000 each. In addition, about 30 Amfleet Is are also slated for overhaul.

Amfleet II equipment, generally used for the Eastern long-distance services such as the *Carolinian*, the Silver service and the *Lakeshore Limited*, will also benefit from the Mechanical capital program, as materials for the heavy overhaul of 28 coaches are on the procurement list.

There are also supplies ordered for Amfleet I café car conversions to coaches. In addition, 40 pieces of Maintenance-of-Way equipment, such as ballast hoppers and flat cars, will get new wheels, couplers and other components, according to the plan.

At Beech Grove in Indiana, 22 Horizon coaches and seven café cars, typically used in the Midwest, will be remanufactured with new parts on the list. Twenty-two Superliner I sleepers will be remanufactured as well as an additional 25 Superliner II sleepers.

“The remanufacturing process

involves rebuilding the entire car and having everything we need in place is critical to achieving our production goals,” said Chief Mechanical Officer Vince Nesci. “Waiting for certain parts can throw the whole program out of sequence and will cause the schedule to slip.”

Other Superliner equipment to be overhauled at Beech Grove include 16 lounges, 16 diners, and 11 trans dorms. Materials for the overhaul of 24 baggage cars will also be on order.

The list includes materials for Beech Grove mechanics to overhaul 42 P-42 locomotives, and for the second consecutive year, the facility will also be responsible for the overhaul of F-59 locomotives that are used in California; eight are slated for FY '06.

Materials for the overhaul of five HHP-8 locomotives and eight P-32 diesel switchers are also included in the list of work to be done at the Wilmington Locomotive Shop, as the lead time for certain parts can take as long as 50 weeks.

Engineering

Once on order, the materials necessary for the engineering's capital program will continue to

drive the Northeast Corridor infrastructure toward a state of good repair.

One of the biggest-ticket items on the Engineering department's docket in FY '06 is the replacement of the lift span on the Thames River Bridge in Groton, CT. The drawbridge span of the nearly 100-year-old bridge, which is a key link between New York and Boston, will be replaced with a vertical lift mechanism. The three-year plan will require \$29 million for the contract in FY '06 alone.

Track work scheduled to take place on the Northeast Corridor in FY '06 calls for \$11 million worth of

concrete ties. In addition, components for turnouts and crossovers, many of which take 52 weeks to be delivered, will also be on order.

“We've accomplished a lot in the last two years — the department's production is the highest it's been in a long time. But we still have a lot ahead of us and we need to stay on schedule and on target,” noted Chief Engineer David Hughes.

Also on the list are Electric Traction and Communications and Signals materials, parts for overhauling major Maintenance-of-Way equipment and new purchases, such as snow fighting equipment and rail heaters.

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 May issue: June 6, 2005
For the June issue: July 5, 2005

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,

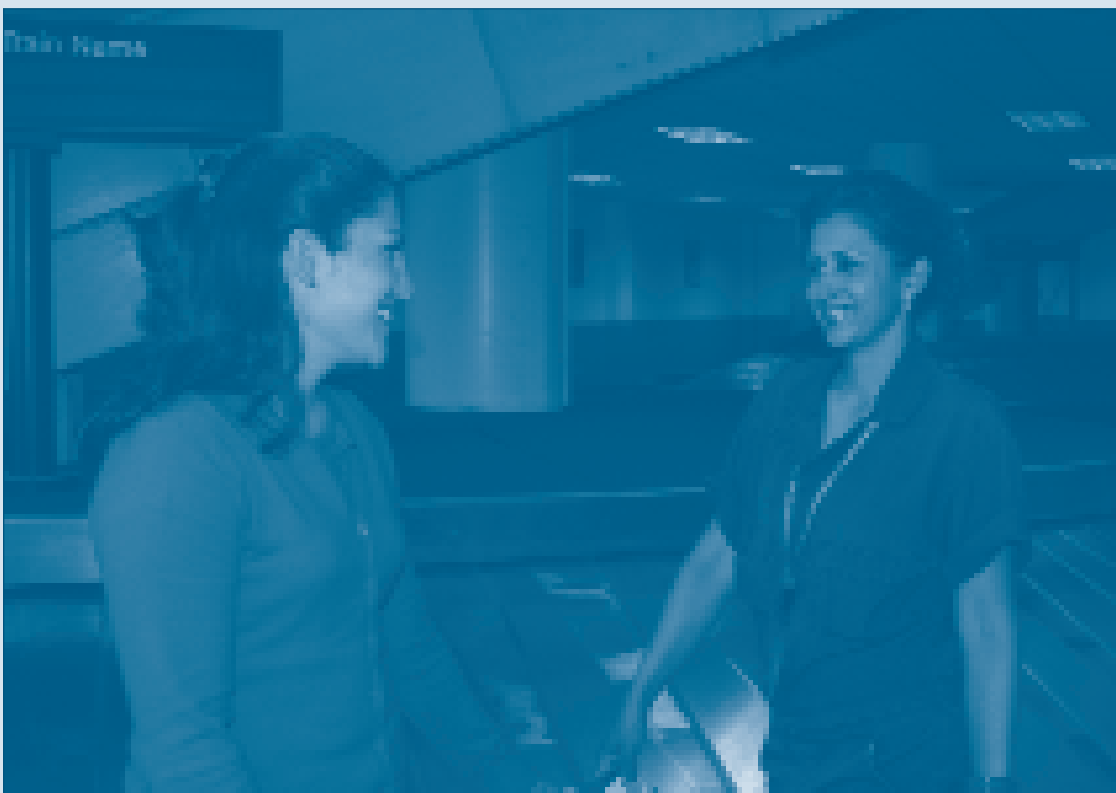


Lenore Slimbock
General Superintendent
New York Division

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



At an awards ceremony sponsored by the American Heart Association in Providence, RI, six Amtrak Police officers received Heartsaver Awards in recognition for their quick response and lifesaving use of an Automated External Defibrillator on Russell Miller, a heart attack victim. (Front row, L. to R.) Officer Donald Gibson, Russell Miller and his wife Tressa Miller. (Back row) Sgt. William Bessette, Officer Wayne Manni, Officer David Neves, Officer Parbatee Westlake, Sgt. John St. Sauver.

regard to the re-accreditation via phone or written submission.

The Amtrak Police Department received its first accreditation in

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

endeavor that requires officers to meet strict standards and successfully complete a series of written and verbal tests and exercises.

Senior Vice President of Operations Bill Crosbie shared his viewpoint about the efforts made by these men and women. "The corporation appreciates the work done by our officers and the sacrifices they have made to achieve the difficult task of promotion to 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.

Bill Crosbie
Senior Vice President, Operations

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.

Amtrak Police Sergeants Sworn In



Taking the oath of office administered by Amtrak Chief of Police Sonya Proctor are 15 newly promoted APD sergeants at a swearing-in ceremony held in Washington, D.C. on March 11. The officers being promoted are (front row, L. to R., including district location) Mark Matthews, Philadelphia; Glen Cosner, Washington; Marilyn Brookhart, Baltimore; Lawrence Jeffry, San Jose; Tony Epps, Washington; Larry Roberts, New Orleans; Maureen Powers, Philadelphia; and Michele Page, Chicago. (Second row, L. to R.) Kathryn Blondin, Chicago; Michael McNamara, Philadelphia; King Lee, Philadelphia; Thomas McKenna, Philadelphia; and William Ludwig, Philadelphia. Not pictured are Gilbert Wheelehan and Kevin Dauphin, Washington.

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 dropped 42 percent, the Southern Division is decreased 33 percent, the Central and Pacific divisions declined 30 percent, and the New York 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 material 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	
Award	Sponsor
Award of Excellence	
<i>Travel Made Simple</i> (Ad Campaign)	Carol Shannon
Awards of Merit	
Acela Winter Advertising Campaign (Integrated Communications)	Darlene Abubakar
<i>Blue Water</i> Train Launch (Integrated Communications)	Tracy Robinson
Guest Rewards Member Reactivation (Direct Marketing)	Michael Blakey
Guest Rewards E-Update (New Media)	Michael Blakey
Amtrak.com Relaunch (New Media)	Kathleen Gordon
America Hispanic Brochure (Communications Collateral)	Tracy Robinson
Empire Builder 75th Anniversary (Integrated Communications)	Darlene Abubakar
4:05 Advertising (Single Ad)	Carol Shannon

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.

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 Lofton 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 (PSCC Offices) and Sunnyside, NY
- Pacific Division** - Edmonds; Everett, 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.

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:

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



Director of Information Security Frank King (left) and Information Security Manager James Smith check the IBM monitoring system to detect intrusions.

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 your 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/infosecurity or call toll free 1-877-FTC-HELP (1-877-382-4357).

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

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 —

offered to the public by regional tour operator Key Holidays.

The year-round tour is designed for both individuals and groups arriving at Williams Junction, AZ, aboard the *Southwest Chief* from Los Angeles, Chicago and intermediate cities. The tour package includes hotel accommodations, meals, Grand Canyon Railway transportation to and from the Canyon and a tour of Canyon Rim.

The 15-percent employee discount applies to the tour portion of the package only. Rail reservations should be made separately in accordance with Amtrak’s Red, White and Blue Employee Pass Policy. More information is available by calling Key Holidays at 1-800-783-0783 or by visiting keyholidays.com.

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

continued from page 4

groups of three to six passengers traveling together on certain trains

in the Northeast. In March, 72 percent of the ridership and 79 percent of the ticket revenue from

the *Share Fares* program came from *Regional* service.

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.

Ridership and Ticket Revenue for March 2005			
Month of March	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	2,831,455	2,193,184	2,257,766
Ticket Revenue	\$104,574,341	\$110,275,292	\$110,639,073
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	8,169,712	12,327,978	12,390,962
Ticket Revenue	\$614,493,136	\$636,106,443	\$609,271,602

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

continued from page 1

operating support for all corridors.

Under the plan, the federal government would dedicate funds through Amtrak to raise the condition of the Northeast Corridor to a state of good repair. Another measure that would need the support of Congress is a system by which all users of the Northeast Corridor pay their fair share of the costs.

Changes to the Railway Labor Act (for intercity passenger rail only) would allow labor agreements to terminate at the conclusion of the term of their agreement. Amtrak’s management wants to be able to negotiate work rule changes with labor representatives that it

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.

EMPLOYEE MILESTONES

25-Year Anniversaries
April 2005

ANTEE, PHILLIP
Los Angeles District

ARMSTRONG, BARRY
Chicago Metro District

ASBERY, WILLIAM
Beech 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

BROWN, CAROL
Wilmington/Bear District

BROWN, GARY
Beech Grove District

BROWN, REGINALD
Wilmington/Bear District

BURKE III, HAROLD
Philadelphia District

CALLAN, WILLIAM
Wilmington/Bear District

CALVERT, HENRY
Baltimore District

CALVERT, WAYNE
Wilmington/Bear District

CARR, WILLIAM
Wilmington/Bear District

CARY SR, JOHN
Baltimore District

CASSELLE, CHERYL
Philadelphia District

CAVALIER, STEVEN
Wilmington/Bear District

CHILDS JR, LESLIE
New York District

COLEMAN, DANIEL
Wilmington/Bear District

COLLINS, STEPHANIE
New York District

CONWAY, JUDY
Chicago Mtero 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
Phildelphia District

GILBERT SR, DENNIS
Baltimore District

GOLDSBOROUGH JR, LAWRENCE
Philadelphia District

GRADY, JOHN
Los Angeles District

GRAVES, PAULA
Wilmington/Bear District

GRIFFIN, WAYNE
Philadelphia District

HARRIS, CHARLES
Wilmington/Bear District

HAUER, JAMES
Wilmington/Bear District

HENDERSON JR, BILLY
Wilmington/Bear District

HILL, DAISY
Los Angeles District

HOLDEN, DELORES
Philadelhia District

HUMES, GEORGE
Philadelphia District

HUMPHRY, GRANT
Chicago Metro District

IRISH, DAVID
New York District

IRIZARRY, JOSEPH
New York District

IVES, CHARLES
Wilmington/Bear District

JACKSON, ALEXIS
Chicago Metro District

JACOBS, PADRICA
Chicago Metro District

JAMES, DAVID
Baltimore District

KATZ, LISA
New York District

KERSHAW JR, WILLIAM
New York District

KESSLER, LINDA
Oakland District

KOSCIUK, DANIEL
New Haven District

LANDOLT, THOMAS
Mid-Atlantic Div/Non-HQ Dist

LANE, MYRTIS
Jacksonville District

LESINSKY, DIANA
Los Angeles District

LINDSAY, JAMES
New York District

LUCERO, MICHAEL
Oakland District

MAGAW, WILLIAM
Wilmington/Bear District

MAKOWSKE, RONALD
New York District

MANDOLIA, CHARLES
Washington, DC/HQ

MARCINO, JAMES
Philadelphia District

MARION, JEFFREY
Wilmington/Bear District

MARTINEZ, MARIO
Chicago Metro District

MCARDLE, SANDRA
Philadelphia District

MCCRACKEN, JAMES
Baltimore District

MCDOUGLE, WILLIE
Chicago Metro District

MCFARLAND, TIMMY
Philadelphia District

MCLAUGHLIN LECH, LORRAINE
Phildelphia District

MENTZ, YOLANDA
Chicago Metro District

MEYER, CHARLES
Beech Grove District

MICHAUX, PAMELA
Mid-Atlantic Div/DC Non-HQ Dist

MORRISSEY, DANIEL
Chicago Metro District

NEBRENSKY, LAURENCE
Los Angeles District

NELSON, ROBERT
Beech Grove District

NEU, JOHN
Twin Cities District

PRATHER, DONALD
Wilmington/Bear District

RAMIREZ, CARMEN
Los Angeles District

RAY, MICHAEL
Philadelphia District

RESENDEZ, JEANETTE
Los Angeles District

RICHARD, FRANK
Philadelphia District

RICHMAN, STEVEN
Beech Grove District

RODDEN, MICHAEL
Baltimore District

ROWLEY, HOWARD
Los Angeles District

SABAT, BRUCE
New York District

SKINNER, DOUGLAS
Wilmington/Bear 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
Philadelphia District

STOKES, KIRK
Chicago Metro District

THOMAS, VANESSA
Wilmington/Bear District

TIFFITH, LEE
Los Angeles District

TRACY BANKS, LEE
Los Angeles District

TRIBBLE, ALICE
Chicago Metro District

UNGAR, NANCY
Los Angeles District

VALLERY LEYX, CARITA
Oakland District

VAN SANT, KEITH
Wilmington/Bear District

WARNER, JOHN
Wilmington/Bear District

WELLMAN, STEVEN
Chicago Metro District

WIEDMAN, DOUGLAS
New York District

WIGGINS, LIZZIE
Philadelphia District

WOOD, JAMES
Baltimore District

WOODS, MICHAEL
Chicago Metro District

30-Year Anniversaries
April 2005

ALDRIDGE, JOHN
Beech Grove District

ALFORD, DOYLE
Beech Grove District

ALLEN, MICHAEL
Beech Grove District

BARNES, THOMAS
Beech Grove District

BELLMAR, GEORGE
Beech Grove District

BENNETT, DWIGHT
Beech Grove District

BOBB, KENNETH
Beech Grove District

BORITZKI, ROBERT
Beech Grove District

BROWN, CLARENCE
Beech Grove District

ROBERT BROWN
Jacksonville District

BUIS, DARRELL
Beech Grove District

BUTCHER JR, BERTIE
Beech Grove District

CALLON, RALPH
Beech Grove District

CHAPELL, TIMOTHY
Beech Grove District

COATES, JAMES
Chicago Metro District

COOPER, BRIAN
Beech Grove District

DE'TAR, JAMES
Beech Grove District

DENHAM, RONALD
Beech Grove District

DEWITT, MICHAEL
Beech Grove District

DOTSON, RONALD
Beech Grove District

DYCUS, DANIEL
Beech Grove District

FARMIGA, MICHAEL
Beech Grove District

FILLIPPINIE, ARTHUR
Beech Grove District

FOWLER, JOHN
Beech Grove District

GALLAGHER, ANTON
Beech Grove District

GIBSON, JAMES
Beech Grove District

GILLEY JR, MAURICE
Beech Grove District

GOINS, GARY
Beech Grove District

HALL, STEPHEN
Beech Grove District

HANKINS, MICHAEL
Beech Grove District

HICKS, RANDY
Beech Grove District

HOFF, MICHAEL
Beech Grove District

IRELAN, BARBARA
Beech Grove District

JACKSON, LARRY
Beech Grove District

JOHNSON, EARL
Beech Grove District

JOHNSON, JOHN
Beech Grove District

JOHNSON, SHELDON
Beech Grove District

JOHNSTONE, DAVID
Beech Grove District

KELLAR, PHILLIP
Beech Grove District

KOLACEK, WILLIAM
Wilmington/Bear District

KRIECH, JOSEPH
Beech Grove District

LAGLE, KAREN
Chicago Metro District

LANGE SR, EDWARD
Beech Grove District

LEWIS, BENNY
Beech Grove District

LOTHROP, THOMAS
Beech Grove District

MAYER, MICHAEL
Beech Grove District

MCCULLOUGH SR, FREDERICK
Beech Grove District

MCDANIEL, RICK
Beech Grove District

MILENBAUGH, DAVID
Beech Grove District

NARDELLI, ALFRED
Sanford District

OSBURN, STEVEN
Beech Grove District

PATCHETT II, WILLIAM
Beech Grove District

PATTON, DAVID
Beech Grove District

RHYNES, WILLIAM
Beech Grove District

RIGGEN, ROGER
Beech Grove District

RIORDAN, DAVID
Beech Grove District

RIZZI, JOHN
Beech Grove District

ROGERS, MARK
Beech Grove District

RUSSELL, KARL
Beech Grove District

SAPPINGTON II, JOHN
Beech Grove District

SCHOEN, EDWARD
Beech Grove District

SCOTT, GERALD
Beech Grove District

SOOTS, DARRYL
Beech Grove District

STACY, RONALD
Beech Grove District

STANLEY, GARY
Beech Grove District

STONE, STEVE
Beech Grove District

TAYLOR, CLARENCE
Beech Grove District

TEMPLIN, RICHARD
Beech Grove District

TURNER, GEORGE
Chicago Metro District

VAN TREESE, STEVEN
Beech Grove District

WARREN, LOUISE
Washington, DC/HQ

WELLS, JOSEPH
New Haven District

WILLIAMS, HENRY
Beech Grove District

WILLIAMS, JAMES
Beech Grove District

WILSON, DONALD
Beech Grove District

WOODLEE, ROGER
Beech Grove District

WOODS JR, GERALD
Beech Grove District

WRIGHT, STEPHEN
Beech Grove District

YOUNG, MICHAEL
Beech Grove District

HARRIS, RICKY
Portland District

INGRAM, DOROTHY
Los Angeles District

JOHNSON, RONALD
Jacksonville District

LESLEY, RONALD
Portland District

LUNNON, ROOSEVELT
New York District

MACK, ANNIE
New York District

MCDANIEL, CLIFFORD
Oakland District

REYNOLDS, HARRY
Miami District

SCHENK, WYMAN
Kansas City District

SEIFRIED, DOUGLASS
Chicago Metro District

SPARACELLO, SALVADOR
New Orleans District

STEPHNEY, RAY
Boston District

SWINK, DAVID
Los Angeles District

TERRELL, ROBERT
San Jose District

VELIAN, ANDRE
Miami District

WEAVER, RICHARD
Miami District

Congratulations to All of You!

Retirees
March 2005

ADAMS, FRANCINE
New York District

BAKER, MICHAEL
Philadelphia District

BARBER, THOMAS
Philadelphia District

BUTCHER, JAMES
Beech Grove District

BUTLER SR, FREDDIE
Chicago Metro District

DARLING, MARTHA
Philadelphia District

DEMETRIUS, PETER
Chicago Metro District

FARBER, DONALD
Philadelphia District

GALEA, NAZARENO
San Jose District

GARDNER, GLENN
New York District

HANSEN, PATRICIA
San Jose District

Announcing the Amtrak®
2006 Wall Calendar Photo Contest



FOCUS!
Will your photo of an Amtrak train be featured on the Amtrak 2006 wall calendar?

Enter the "Picture Our Train" 2006 Wall Calendar Photo Contest by submitting an original color photo of an Amtrak® train (sporting current logo and livery) and your image could appear on next year's wall calendar with photo credit. The First Prize winner will also receive an Amtrak travel voucher. Starting April 4th, go to www.amtrak.com/photocontest for more information and complete contest rules.



Amtrak is a registered service mark of the National Railroad Passenger Corporation.

Picture Our Train – 2006 Amtrak Wall Calendar Photo Contest Rules and Regulations

Enter the Amtrak Picture Our Train 2006 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 2006 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 10, 2005.

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.

2006 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 current Amtrak

Cascades, Amtrak California, and Amtrak Pacific Surfliner train livery are also eligible.

How to Enter: Mail an 8 x 10 color photograph suitable to be enlarged to approximately 25 inches (horizontally) to: 2006 Calendar Contest, Amtrak, 60 Massachusetts Ave., N.E., Suite 4E-315, Washington, D.C. 20002. The photograph must be original and it, or any substantially similar one, may not have been published, nor have won, or be currently entered in any other contest. The entrant must own all rights to the photograph, including copyright. The photograph must be clearly labeled on the back with entrant's name, day and evening phone numbers, address, and 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, 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 10, 2005 and received by June 15, 2005. This contest ends June 10, 2005 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 10.2) and their families, and Amtrak Corporate Communications employees (organizational chart 10.3) and their families

are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

Conditions of Entry: By entering this contest, entrant agrees that if he or she is selected as a prizewinner, he or she will assign all rights to the photograph, including copyright, to Amtrak by executing an assignment agreement and Amtrak will own all rights to the photograph and may use it for any purpose. If a winning photograph includes a recognizable image of an individual, the winner must have that individual sign an Amtrak publicity release form. 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 2006 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 20, and prizewinners will be determined on or about June 30, 2005. All entries will be reviewed by the Amtrak 2006 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 or 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 finalists 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 15, 2005, send a self-addressed stamped envelope to: 2006 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: Amtrak and the Amtrak logo are registered service marks 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.

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 program 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.

FRONT LINE FOCUS

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. One can only hope that Amtrak can find more people like Mr. Lutz to work on their trains. It is also people like Mr. Lutz that keep me taking the train over and over again.

... 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

VITAL STATS

for March 2005

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	2.3	(goal) 3.3	3.4
Ridership	2,193,184	2,257,766	12,327,978	12,390,962
Total Expenses	\$254,677,000	\$255,003,000	\$1,509,253,000	\$1,509,588,000
Total Operating Revenue	\$157,989,000	\$178,394,000	\$922,922,000	\$918,925,000
On-time				
Performance	(goal) 85.0%	73.2%	(goal) 85.0%	72.8%

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Business Lines To Support Planning, Financial Accounting

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

Amtrak 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 preventive 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

Inside: Pacific Surfliner Marks Five Years of Successful Operations. SEE PAGE 3.



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

continued on page 10

TRAIN OF THOUGHT

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 that we’ll launch in August.

Not long ago, I was also in Lancaster County, PA, visiting one of the more exciting projects we have underway. As you may know, we’re working with the Commonwealth of Pennsylvania to restore the Keystone Corridor (between Philadelphia and Harrisburg) to an electric railroad with faster trip times, more frequencies, and a smoother ride.

Both the Commonwealth and we have dedicated a lot of resources to this project. Along with various local officials, members of the state legislature and others, I visited the TLS (Track Laying System) while it was laying track at Paradise, PA. Our Engineering gangs have achieved remarkable progress — by the end of the project, we will have

installed 83 track miles of concrete ties, 105 track miles of welded rail, renewed two interlockings and 74 miles of new signal system.

This is really exciting stuff for a number of reasons. For one thing, that stretch of railroad had been an orphan too long, was badly in need of repair and housekeeping was atrocious. Recognizing the value of having this corridor revitalized, Gov. Ed Rendell put his support behind developing it. Together, we have almost literally breathed new life into a dying railroad, and it is full of promise. Last year we carried 900,000 passengers between Harrisburg and Philadelphia and I will bet that once we get the work done and the speeds and frequencies up, we will double the ridership.

There are plans for renovating two beautiful stations along the route. We visited the Elizabethtown station — 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.



David L. Gunn

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.

Inside

3	Letter from Senior Vice President Operations Bill Crosbie
	<i>Pacific Surfliner</i> Marks 5 Years
4	System-wide Results In April
	Custom-designed Training for Enhanced Service
5	Passenger Feedback Trends Improve
6	Responders Bring Order to Chaos
	Standardization Improves Investigations
7	New Mexico Detective Lauded
8	Advisory Committee, Managers Confer
9	PROMOTIONS IN MOTION
11	EMPLOYEE MILESTONES
12	FRONT LINE FOCUS
	VITAL STATS

Amtrak Ink

Vol. 10, Issue 6, June 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Michigan Station Renovations Celebrated



Photo credit, with permission: J.R. Valderas, Holland Sentinel Photojournalist

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.

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.

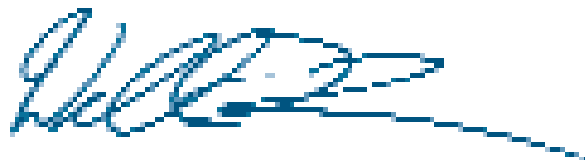
Everyone answers the call and everyone knows his or her role. We put aside our differences and rely on the talents that we each possess to address the problem in an orchestrated way. I want to thank everyone who has played a role in managing those situations.

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.

promotion, which has generated \$550,000 year-to-date. In the other corridors, all the West and Midwest trains performed well

in March that was partly attributable to the Easter holiday and spring break did not continue in April. Long-distance train rider-

Ridership and Ticket Revenue for April 2005

Month of April	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	2,190,155	2,227,479	2,115,238
Ticket Revenue	\$107,322,796	\$111,747,565	\$99,533,396
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	14,330,335	14,555,457	14,506,200
Ticket Revenue	\$721,815,932	\$747,854,009	\$708,804,998

While *Regionals* had been uptrending 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*

in April. Track work affecting *San Joaquins* service, however, was 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

ship 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



Empire Builder margin improvement instructor Thomas Murray assists Service Attendant Doris Reed-Duncan during the wine presentation section of a recent class in Seattle.

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.

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, unsatisfactory or unavailable 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.

“New tools to measure performance are in place, but it’s more than just an annual review. Employees must place a value on their own performance and ask themselves if they are providing the service that our customers have paid for and deserve,” added Walker.

According to the focus group observations, unpleasant experiences can undermine the value of the trip. Those experiences may include poor on-time performance, the lack of information or inadequate announcements, rude and uncaring attitudes, an unsatisfactory on-board environment (including bathroom cleanliness), and inefficient food service.

“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 Joaquins*, *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 \$1million 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 ring 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 those 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 scene. If criminal intent is confirmed, the appropriate law

enforcement agency is determined. For example, if terrorism is involved, the FBI would be the lead agency.

Once criminal activity is ruled out, the accident site is turned over to the National Transportation Safety Board, and with the help of Amtrak and the governing railroad, an investigation is conducted to determine the cause of the derailment and subsequent injuries or fatalities.

Amtrak Responders — Always Prepared

Amtrak employees who respond to the scene are charged with accomplishing a number of tasks including, caring for the welfare of our passengers and crews, arranging travel and housing for their family, investigating the cause of the accident, addressing environmental hazards, ensuring that baggage and supplies are removed from the train and securing and moving the equipment from 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.



Amtrak responders, local response agencies and the NTSB conduct an investigation in Crescent City, FL, during the Auto Train derailment in 2001.

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

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.

compile employee interviews to ensure that the actions of our employees coincide with the facts gathered by the Mechanical and Engineering teams,” explained Travis Hinton, superintendent Road Operations, of the Central Division.

Part of the Engineering investigation involves recording track measurements to determine whether variations from FRA standards exist. The Engineering team also examines the switches, ties, fasteners and anchors for defects. Recent track work in the area is also analyzed. Site sketches are made, metallurgical evidence collected and event recorder information obtained from wayside equipment and photos are taken of suspect track conditions.

“The cause of a derailment is rarely a singular item,” explained Division Engineer Dave Klouda. “Usually it is caused by a combination of unrelated events and deviations occurring at the same time or the same location in the track.”

The Mechanical team inspects the equipment to check for mechanical defects or failures. The Mechanical group also determines if the damaged equipment is roadworthy, and if not, coordinates the delivery of the equipment to one of Amtrak's maintenance facilities for repair.

Next, Amtrak's Environmental group oversees the decontamination of the train, while Amtrak Police remain at the site to secure the train and its supplies.

Go Team Coordinates 24-hour Response Center

At a nearby hotel, where family members of the injured are housed, a group of employees, known as the Go Team, establishes a passenger response center, coordinated by one or two team leaders who provide around-the-clock coverage.

Working alongside the team leader is an Amtrak manager who disburses petty cash as needed, maintains work schedules and manages relief assignments for the Amtrak responders.

By comparing the passenger manifest with tickets found in the conductor's pouch, a preliminary passenger count is obtained. A manifest specialist works with other Go Team members to confirm the number of passengers and employees on board and provide an updated status of the injured and the disposition of those who leave the site.

Other individuals at the response center answer phones and maintain, update and disseminate information. A transportation coordinator

handles all local transportation, makes arrangements to get passengers and crews to their final destinations and helps arrange for family members to travel to and from the incident location.

Others serve as customer liaisons, expediting the flow of information to the reservation agents staffing the call center hotline.

The Baggage Retrieval Process Begins

When the environmental work is finished, the baggage and personal property team begins the task of retrieving checked and carry-on baggage from the train. Supplies and equipment are also removed from the food service, sleeping and coach cars.

Having coordinated many baggage retrieval efforts, On-board Services Manager Gary Erford notes, “It is vital to keep the other Go Team members updated. They need to know when the baggage retrieval process is expected to be complete so that passengers and employees can be told when to expect their belongings,” explained Erford.

The baggage team also establishes and maintains a central location convenient for passengers to view and claim their property and assists passengers through the process of locating their items. “Many people don't want to return home without their personal belongings. So, the timely retrieval of their luggage and other personal items is important,” added Erford.

Amtrak Responders Provide Support

Managers from Amtrak's Employee Assistance Program report to the scene to help provide emotional support and mitigate the traumatic stress of those involved. They assist the families of the injured or deceased individuals, act as Amtrak's representatives at hospitals and work closely with agencies such as the American Red Cross.

The Claims department responds to the site to work on the accident investigation and to facilitate medical care for our passengers and employees. “We are there to make sure that our employees and passengers are given superior care,” stated Claims Director Susan Kirtadze. “And we do our best to assist them with any immediate, as well as long-term, needs.” Based on the severity of the accident, arrangements are made to hire catastrophic nurse case managers to report to the hospitals. Working with hospital staff, they assist in the coordination of medical care and services once the passengers and employees are discharged.

continued on page 9

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 underestimated,” 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 OL 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.

Advisory Committee, Managers Confer

If a train leaves the station at 9:30 in the morning and heads north at 79 mph with 230 passengers and a four-member crew, how many miles does the Amtrak Customer Advisory Committee travel a year? The answer is 178,000 miles.

According to ACAC's bi-annual report due out this month, the committee averages 178,000 miles traveled, 350 trip reports, and over 6,000 non-travel-related hours volunteered every year.

As a link between Amtrak and its passengers, ACAC helps support the service delivery and marketing and sales goals of the company. Not unlike the mystery shoppers that some companies pay for, the group's members experience travel as a passenger, from Amtrak.com, Julie and the Reservation Sales

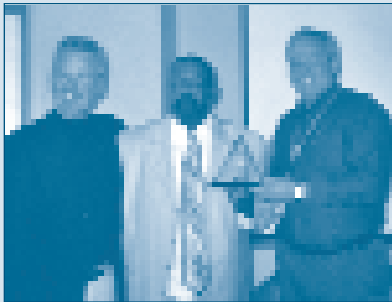
Call Centers, to the station and the on-board experience. What they find, both good and bad, is then reported back to Amtrak managers in the form of detailed trip reports and twice a year during committee meetings. The 23-person committee, comprising volunteers from across the country, met with Amtrak officials in San Diego last month to review accomplishments, share findings and identify new projects. At the meeting, members learned more about the Transportation department goals to improve service, the amenities planned for the *Empire Builder* launch, the Quik-Trak machine replacement program and a host of other initia-

Spring 2005 ACAC Customer Service Award Recipients

Mary Silva	Train Attendant	<i>Empire Builder</i>
Randy Muske	Lead Service Attendant	<i>Empire Builder</i>
Cindy Camara	District Manager of Stations	Hanford, CA
Richard Funk	ClubAcela Attendant	30th Street Station

tives that are ongoing or coming up. On the flip side, members shared feedback with Amtrak representatives about a range of issues, from food shortages aboard trains, to providing more information about how to make use of sleeper car amenities. "I think it would be helpful to share travel tips for how to pack

light," said committee member Andrea Taylor of New York City, when the topic the two-bag carry-on limit was raised. The committee also announced the winners of its Customer Service Award (see box above), which is made twice a year to employees who show extraordinary commitment to providing quality customer service.



Congratulations to the six Amtrak employees who were chosen by the Amtrak Customer Advisory Committee to receive Customer Service Awards for exemplary customer service this spring:

Reservation Sales Agent Charles Barton
Lead Service Attendant Cliff Brown
Conductor Gary Burke
Red Cap Tom Laing
Manager of Station Operations Kevin Nathaniel (former ClubAcela Lounge attendant)
Conductor George Wolf

Starting from top row, left to right:
(L. to R.) ACAC member Patrick Henry, Reservation Sales Agent Charles Barton, and Pacific Division General Superintendent Joe Deely.
(L. to R.) On-board Operations Manager Dave Gordon, ACAC member Barbara Grill, Crew Base Clerk Marian Shaw, and ACAC member George Bradford. (LSA Cliff Brown is not pictured due to unforeseen circumstances.)

(L. to R.) ACAC member Estella Shiroma, Conductor Gary Burke and Pacific Division General Superintendent Joe Deely.
Bottom row, left to right: (L. to R.) Operations Manager Dave Gordon, committee member Barbara Grill, Red Cap Tom Laing, and ACAC member George Bradford.
(L. to R.) Lauren Kurten (granddaughter of Nancy Kurten), former committee member Nancy Kurten, former ClubAcela Lounge Attendant Kevin Nathaniel, ACAC Vice Chair Robert Dabney, Assistant Superintendent of Passenger Services Tom Guerin and ACAC member Alma Goodwyn.
There was no photo available for Northeast Corridor Conductor George Wolf.

Training Designed for Enhanced Service

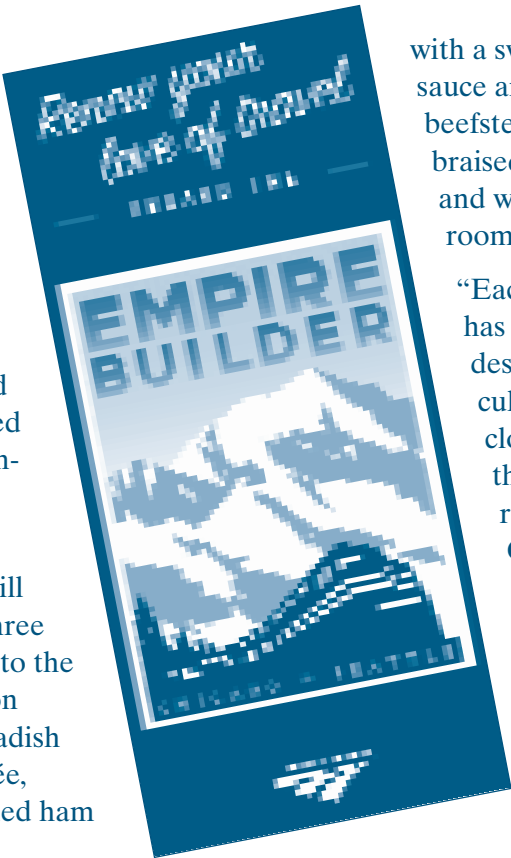
continued from page 4

"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 the tables and prepare the cheese plates, as well as the proper way to present, 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.

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

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 Joaquins* 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 Joaquins*, 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 constitutioncenter.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 Lowes hotel and a one-year Freedom Family Membership to the National Constitution Center.

Pow Wow Connects Sellers and Buyers



Paul Nestor, Northeast Region director (L.), and Claudine Conaway, Travel Agency Service Center director (R. background) meet with buyers interested in promoting and selling Amtrak service to international travelers at Pow Wow at the Javits Center in New York City last month.

Sponsored by the Travel Industry Association of America, Pow Wow is the largest annual international travel trade show for overseas tour operators and attracts 1,300 buyers from 70 countries. Not your standard trade show, this business-to-business event aims to connect sellers and buyers via scheduled 20-minute appointments.

Responders

continued from page 7

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 eat 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."

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.

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.

See Something, Say Something Put Into Action in Los Angeles

Recently, Los Angeles Union Station Ticket Agent Lucy 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

Credit Card Expenses

continued from page 1

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."



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.

"That's 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 ordnance 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

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries
May 2005

AFFLICK, PETER
Chicago Metro District

AGUIRRE, JOSE
Los Angeles District

AMESQUITA EDNA
Washington, DC/HQ

ANGLUM, ROBERT
Empire/Albany District

BENNETT, JEFFREY
Empire/Albany District

BOLIN, GARY
Beech Grove District

BOYLE, JOAN
Wilmington/Bear District

BRYANT, WILLIAM
New York District

BULLARD, JAMES
Philadelphia District

CALVIN, CYNTHIA
Los Angeles District

CARTER, DONALD
Beech Grove District

CARTWRIGHT, GARY
New Haven District

CHUNG, JIN
Seattle District

COUDON, TIMOTHY
Philadelphia District

COX, CHRISTOPHER
Beech Grove District

COX, HAROLD
New York District

CZAP, MATTHEW
Wilmington/Bear District

DAPRILE, MICHAEL
Beech Grove District

DICKS, HARRY
New York District

DICKSON III, EDWARD
Philadelphia District

DOYLE, DONALD
Beech Grove District

DUBE, DAVID
New Haven District

DUBE, DENNIS
Wilmington/Bear District

DUNN, DIANNE
Los Angeles District

EDWARDS, TODD
Beech Grove District
FEDROFF, JAMES
New York District

FELTON, IRMA
Los Angeles District

FINCH, CHARLES
St. Louis District

FLETCHER, JAMES
New York District

FLINKSTROM, DAVID
Philadelphia District

FORD, CHRISTOPHER
Oakland District

GILL, ROOSEVELT
Wilmington/Bear District

GLAZIER, JAMES
Los Angeles District

GODETTE, COMPTON
Mid-Atlantic Div/DC Non-HQ Dist

GORDON, DERRICK
New York District

GREGG, EDWIN
Philadelphia District

GRISMORE, BERNARD
Beech Grove District

HERRON, DAVID
Beech Grove District

HOWARD, CHRISTOPHER
Chicago Metro District

HURD JR, WILLIAM
Baltimore District

JANISCH, MICHAEL
Beech Grove District

JENKINS, WARD
Wilmington/Bear District

KATZ, CURTIS
Chicago Metro District

KOTOWSKIE, STEVEN
Chicago Metro District

KREMP, JOHN
New York District

LINK DAVID
Los Angeles District

MANTLE, STEPHEN
Philadelphia District

MARCUM, DOUGLAS
Beech Grove District

MCGILL JR, CHARLES
New York District

MCDALD JR, CHARLES
Los Angeles District

MCFADDEN, DANIEL
Wilmington/Bear District

MEYER, JERRY
Philadelphia District

MORETT, DON
Philadelphia District

MORTERUD, RICHARD
Philadelphia District

NGUYEN, HOANG
Beech Grove District

NUNER, ROBERT
Los Angeles District

OMANS, DARRELL
Detroit District

PEARSON, PAUL
Wilmington/Bear District

PERDOMO, HUMBERTO
Beech Grove District

PERULLO, JOHN
Boston District

PIERCE, LOUIS
Wilmington/Bear District

PINKEY CLARKE, DAPHNE
Los Angeles District

POSTON, GERALD
Jacksonville District

POWELL, GERALD
Los Angeles District

PUGH JR, CHARLES
Mid-Atlantic Div/DC Non-HQ

PUSEY, DONALD
Oakland District

REED, SHARLOYN
Oakland District

REID, ZONTINE
Mid-Atlantic Div/DC Non-HQ

ROANE, FREDERIC
Mid-Atlantic Div/DC Non-HQ

ROEBUCK III, CHARLES
Los Angeles District

ROGERS, RUDOLPH
New York District

ROMANIA, JOHN
Los Angeles District

SALIMBENE, RICHARD
New York District

SANTOS, FRANK
New York District

SARDO JR, SAMUEL
Wilmington/Bear District

SCHNECK, MARC
New York District

SCHUFFORD, BOBBIE
Los Angeles District

SCOTOLATI, MARK
Wilmington/Bear District

SEMLIATSCHENKO, JOHN
New York District

SHANNON, KAREN
Philadelphia District

SIDES JR, EDGAR
Philadelphia District

SIMONSON, FREDERICK
New York District

SIMS, DONALD
Beech Grove District

SMITH, BRYANT
New York District

STEIL, VICTOR
Wilmington/Bear District

SWORD, GARY
Beech Grove District

TROSINO, MICHAEL
Philadelphia District

TURNER, JEROME
Portland District

VAUGHN, JAMES
Beech Grove District

WEBB, RICHARD
Philadelphia District

WILDS, WAYNE
Wilmington/Bear District

WILLIAMS, ANTHONY
Los Angeles District

WILSON, BOBBY
Beech Grove District

WILSON, CLAMP
Wilmington/Bear District

WILSON DANIELS, SHIRLEY
Wilmington/Bear District

WOERNER, FRANCIS
Wilmington/Bear District

WOLOS, EUGENE
Philadelphia District

WOODARD, JAMES
Chicago Metro District

ZEDONEK, MICHAEL
New York District

30-Year Anniversaries
May 2005

DEVINE, RALPH
St. Louis District

FISHER, RICHARD
Los Angeles District

JONES, JAMES
Empire/Albany District

KRAFT, DANIEL
Beech Grove District

MESCALL, GERALD
Los Angeles District

NOBLE, CHARLES
Beech Grove District

PRICE, MONICA
New York District

SHEPHERD JR, LEROY
Boston District

SHORT, STEPHEN
Beech Grove District

WHITTINGTON, VAUGHAN
Boston District

WILLIAMS, MELVIN
Atlanta District

Retirees
April 2005

BLUMENBERG, GUSTAV
Chicago Metro District

BRENNAN, KATHLEEN
Empire/Albany District

BROOKS, LOYLE
Seattle District

BROWN, JOHNNIE
Portland District

DEPHILLIPS, LOUIS
Boston District

FLANAGAN, ROBERT
Washington, DC/HQ

GLEESON, MICHAEL
New York District

HANNAH, HARRY
Mid-Atlantic Div/DC Non-HQ

HARRELL, MAURICE
St. Louis District

HERBST, RICHARD
Jacksonville District

HUGHES, LARRY
Beech Grove District

JONES, KEELEY
Los Angeles District

KELLER, GARY
Los Angeles District

KOPECNI JR, ANTHONY
Mid-Atlantic Div/DC Non-HQ

LEE, JON
Detroit District

LIZAK, ROBERT
Chicago Metro District

MCKEE, DAVID
Empire/Albany District

PHILLIPS TIMMONS, JAN'NETTE
Miami District

RATLIFF, ZORIA
Chicago Metro District

REESE, THOMAS
Beech Grove District

ROBINSON, EMMA
Mid-Atlantic Div/DC Non-HQ

SCHAFFNER, JAMES
New York District

TAM, MANUEL
Chicago Metro District

VANSANT, JUDITH
Philadelphia District

WALKER, GILBERT
New York District

Milestones Corrections
Editor's note: Due to formatting errors, the following names were omitted or incorrectly published in previous Milestones listings. Amtrak Ink regrets the error.

25-Year Anniversary

March 2005

BELL, MICHAEL
Beech Grove District

30-Year Anniversary

March 2005

ERFORD, GARY
Seattle District

25-Year Anniversary

April 2005

HARRIS, ROBERT
Wilmington/Bear District

KATZ, LINDA
New York District

MENTZ, YOLANDA
Los Angeles District

30-Year Anniversary

April 2005

SHOCKEY, CHARLES
Beech Grove District

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, employees 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.

FRONT LINE FOCUS

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

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.

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.

401(k) Plan

continued from page 11
Knowing how much money will be needed for retirement, and making sure that amount is available at retirement time can be difficult. For those who are already contributing, consider increasing the amount contributed — the plan allows pre-tax contributions up to 40 percent of pay each year (up to certain IRS limits).

To begin participating in Amtrak’s 401(k) Plan, or to increase the current contribution percentage, or for questions about how the 401(k) Plan works, call Vanguard at 1-800-523-1188, or visit vanguard.com.

VITAL STATS

for April 2005

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	3.5	(goal) 3.3	3.4
Ridership	2,227,479	2,115,238	14,555,457	14,506,200
Total Expenses	\$252,894,000	\$243,548,000	\$1,762,136,000	\$1,752,137,000
Total Operating Revenue	\$160,142,000	\$148,149,000	\$1,083,063,000	\$1,067,075,000
On-time				
Performance	(goal) 85.0%	68.8%	(goal) 85.0%	71.8%



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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 approxi-

mately 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.



An Amtrak southbound Regional train crosses the Northeast Corridor's Susquehanna River Bridge between Perryville and Havre de Grace, MD. One of two tracks is closed during July and August for the nearly \$3 million project to replace ties, rail, center walkway and handrail.

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,

continued on page 8

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.

Of Amtrak's 207 P-42 locomotives,

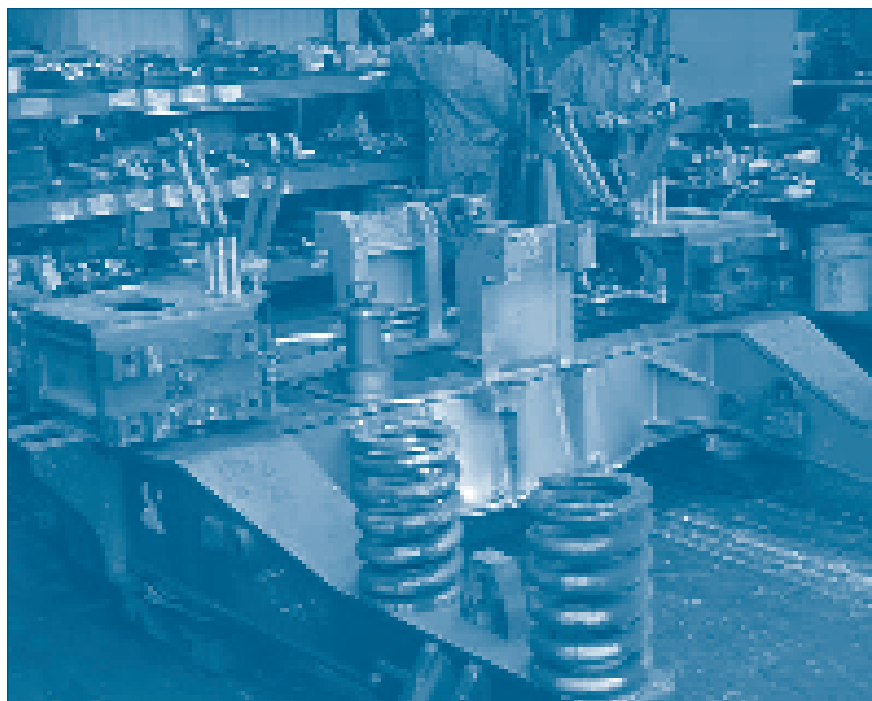
158 are needed to meet its daily operating requirements. To achieve this goal, the company must schedule 29 other units per day for overhaul, preventive maintenance or other repair work. "We must carefully manage our diesel locomotive resources and our modest out-of-service margin for preventive maintenance 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

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



Beech Grove Machinists Bill Washington (left) and Dave Roberts rebuild the trucks for the GE P-42 locomotives.

with only 11 spare engines that allow Amtrak the flexibility to do things such as operate charter

continued on page 5

TRAIN OF THOUGHT

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 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 revive that stretch of railroad. Next year, we'll have an all-electric railroad that provides



David L. Gunn

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.

Maintenance-of-way materials are neatly warehoused at Penn Coach Yard's Building K. The yard was re-dedicated last month in the company of employees and President David Gunn.

The year-long cleanup and maintenance-of-way materials recovery effort resulted in selling \$174,000 worth of scrap, relocating a range of supplies, such as surplus rail material and Communication and Signals construction cable, and four new warehousing buildings.

The effort was the result of collaboration among a number of departments and is considered a model for similar yard improvements projects.



Inside

3	Department of Homeland Security Provides Funding for Security Initiatives
4	Letter from Master Mechanic G.T. Mescall
5	Acela Suspension Drives May Results
6	Overnight Recovery of Bridge Keeps Corridor Open
7	Empire Builder Launch Draws Near
10	Chicago Makes Room for New Crew Base
11	EMPLOYEE MILESTONES
12	FRONT LINE FOCUS VITAL STATS

Amtrak Ink

Vol. 10, Issue 7, July 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

- Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)
- Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)
- Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)
- Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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 explo-

sives 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.

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 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

“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

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

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 Surfliner service last month. The Surfliner 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 Caltrans 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

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. Mescall
Master Mechanic, West*

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 peri-

odic 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

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 consis-

some of which was turned over to New Jersey Transit following the *Acela* replacement schedule.

Limited *Acela Express* service is slated to gradually resume this month, which should help boost

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 rider-ship and a 17-percent revenue improvement from April to May. Sleeper

ridership jumped up 13 percent and revenue up 11 percent 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.

Ridership and Ticket Revenue for May 2005			
Month of March	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	2,196,559	2,294,124	2,170,371
Ticket Revenue	\$108,426,009	\$114,873,602	\$101,982,264
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	16,526,894	16,849,581	16,676,571
Ticket Revenue	\$830,241,941	\$862,727,610	\$810,787,262

tently 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,

Overhauls on Target

continued from page 1

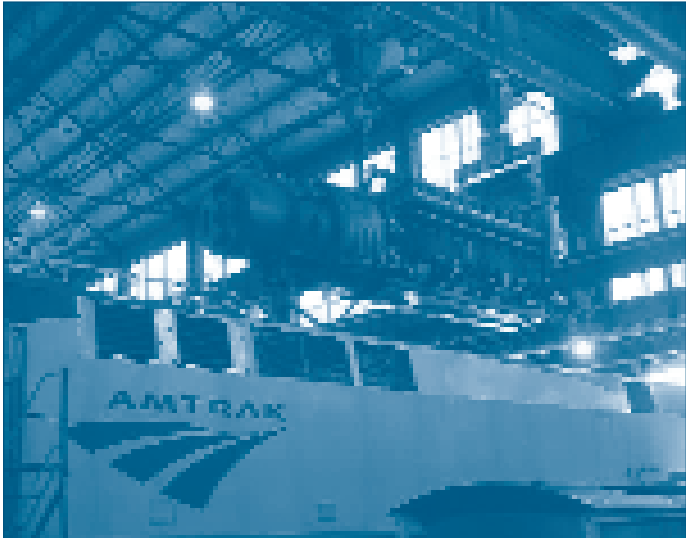
and overhauls to the diesel fleet. “By investing money and manpower in overhauling this equipment, we are helping to ensure that our locomotive fleet will be in good operating condition for the duration of its life — estimated at 20 years,” explained Beech Grove Superintendent Lew Wood.

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



The engine is removed from GE P-42 locomotive 167 at the Beech Grove facility.

removed and completely rebuilt in-house and other rotating equipment including the main engine, alternator and cooling fans are sent off-site for repair. The unit is then

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



After a complete overhaul, F-59 locomotive 469 sits at the Beech Grove’s Diesel Shop for final testing before it re-joins the Amtrak Cascades fleet.

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.

Overnight Recovery of Bridge Keeps Corridor Open

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 the 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

“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

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

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

continue signal power while restoring the bridge’s function to swing open. Divers and submarine



The multi-faceted recovery effort to resume operations across the Portal Bridge was accomplished in less than 24 hours.

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

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.

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, Lagina 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-

To carry out these service enhancements, 379 *Empire Builder* conductors and on-board employees, including managers and supervisors, will have attended

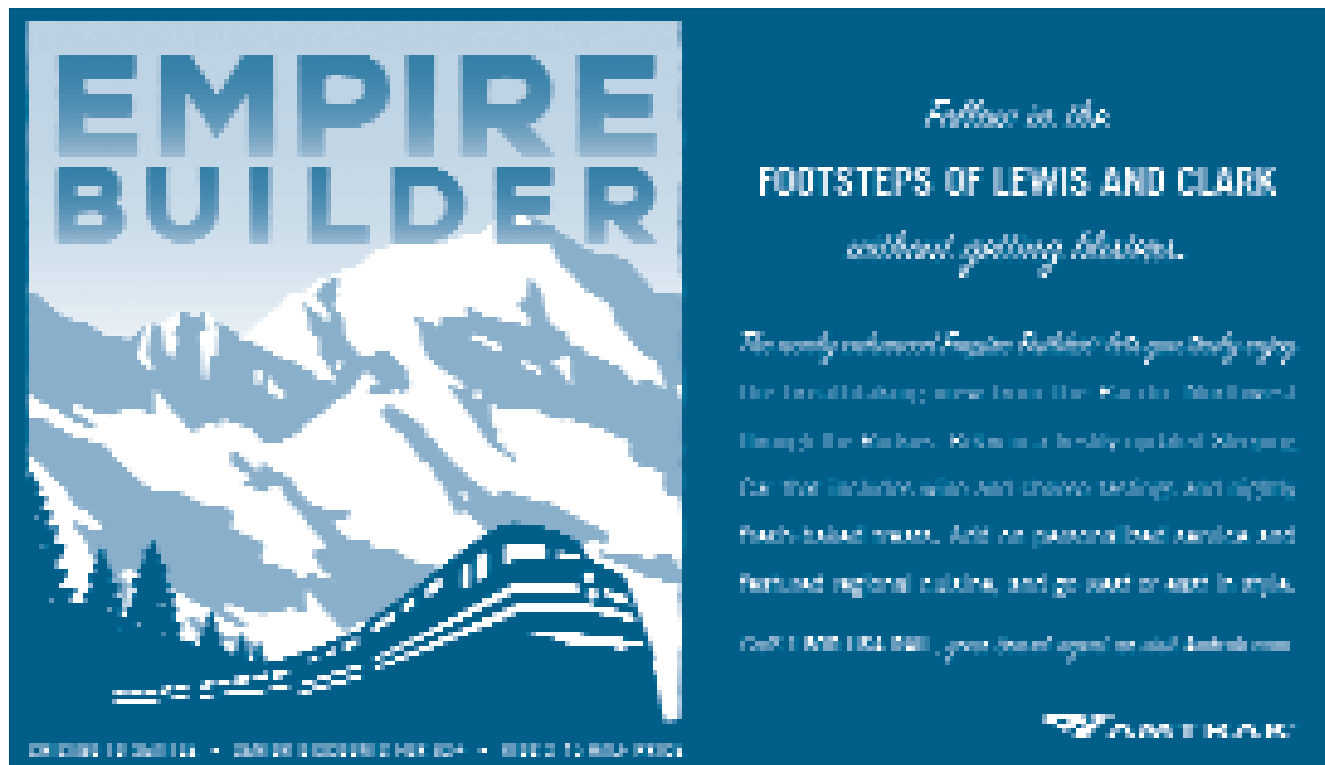
A major part of this initiative is the work that has been performed by a team of Mechanical employees at Beech Grove, Chicago, Brighton Park, Sanford

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.



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®.

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.

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 commissaries 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-Hearty 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 Wenclawiak.

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 Inten-

sive 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

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 Buildings work 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.

outside of No. 3 track began approximately three months ago. Because of this, employees working in these areas are



Bundles of more than 3,000 bridge ties that are slated for use in the Susquehanna River Bridge project are checked by Bridges and Buildings Mechanic Dave Settlemyre. The ties vary in size and are numbered according to their specific placement on the bridge.

Expanded Program on *Crescent* Enhances Experience for Passengers

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.



A member of the Mandan Tribe, Keith Bear, makes a Trails and Rails presentation aboard the Empire Builder. Trails and Rails programs are offered on board many long-distance trains, including the *Crescent*.

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 best-selling 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 Ric 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 seat-backs 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 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 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.)

Chicago Makes Room for New Crew Base

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

“The new facility is nearly seven times larger than the old office, which could barely accommodate

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,” Trainmaster Harold Krewer commented. “But, given its small size, the constant in-and-out traffic and noise level, the previous GB office was an impediment to utilizing these key tools. The move has indeed eliminated these obstacles.”



Before attending their crew briefing, Blue Water Conductor Keith Winowski and California Zephyr Engineer Brian Tyler stop by the bulletin room pick up their train orders from Train Master Suvera Johnson.

operating documents that communicate changes in railroad operating rules or conditions are displayed.

one crew for a job briefing,” stated Trainmaster Tom Pape. The new facility also offers a better work environment for the train

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.

New Stop at the Oakland Coliseum Makes It Easier to Get to the Game



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.

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 Surfliners 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 Phelps, Director of Management Operations Sandy Thompson, District Manager Debby Dews-Wood. (Not pictured: Assistant Superintendent Jack Wilson, Lead Service Attendant Gifton Graham, Lead Service Attendant Robert Hobbs, Conductor Dalton Parker, and Assistant Station Manager Schezel Pough.)



EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

June 2005

ADAMS, MICHAEL
Baltimore District

AHMED, WAQAR
Chicago Metro District

ALI, B RASHID
Chicago Metro District

ALLEN, MICHAEL
Twin Cities District

ANDERSON, ALAN
Wilmington/Bear District

ANNONE, MICHAEL
Wilmington/Bear District

APOSTOLI JR, JOHN
Philadelphia District

APPERSON, MICHAEL
Los Angeles District

BOYD, DONALD
Chicago Metro District

BOYD, MICHAEL
Baltimore District

BROWN, JAMES
Wilmington/Bear District

BRUCKSHEN, CHERYL
Seattle District

BUTLER, DARRYL
Chicago Metro District

BYUS JR, ROBERT
Philadelphia District

CARPENTER, BETTE
Washington, DC/HQ

CAVALIERE, ROBERT
Philadelphia District

CHAPARRO, MICHAEL
Beech Grove District

CLOUGH JR, EARL
New Haven District

COLEMAN, BENJAMIN
Salt Lake City District

COLLESIDES, KEITH
Empire/Albany District

COPPOL, WALTER
Wilmington/Bear District

CRUZ, JOSE
Sanford 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/Bear District

EISENHAUER, JOHN
Seattle District

FRAGIORGI, PAUL
New York District

FRASCONI 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
Philadelphia District

GENTRY, PHILIP
Kansas City District

GLASS JR, AUGUSTINE
Philadelphia District

GONZALEZ, ROBERT
New Haven District

GRANO, RICHARD
Philadelphia District

GRAY, JAMES
Philadelphia District

GUDEMAN 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

HOWARD, REGGIE
Chicago Metro District

INDA, JAUDIEL
Los Angeles District

JACKSON, NOVAL
Salt Lake City District

JEFFRIES, MICHAEL
Beech Grove District

JENKINS, LINDA
Chicago Metro District

JONES, FRANCES
Seattle District

KEGLAR JR, WILLIAM
Beech Grove District

KELLY, CARL
Chicago Metro District

LEWIS, KEITH
Wilmington/Bear District

LINDSAY, RANDALL
Beech Grove District

LINDSEY, YVONNE
Chicago Metro District

LITTLE, PAUL
Seattle District

LUDLOW JR, WILLIAM
Philadelphia District

MACDONALD, CARLETON
Washington, DC/HQ

MACHADO, ERNEST
Los Angeles District

MALONE III, ROSS
Salt Lake City District

MARLOWE, SHEILA
Wilmington/Bear District

MARTINEZ, ROBERT
Chicago Metro District

MASON, VERGIA
Oakland District

MATNEY, BERNIE
Beech Grove District

MC CONNELL, JAMES
New Orleans District

MUNSKIE, 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
Philadelphia District

PERKINS, RONALD
Chicago Metro District

PHELPS, RONALD
Beech Grove District

PIOTTI, JOSEPH
Philadelphia District

PRYOR, GLORIA
Chicago Metro District

REYNOLDS, TONY
Wilmington/Bear District

RODRIGUEZ, DEBORAH
Philadelphia District

SANCHEZ, RUBEN
Chicago Metro District

SANDERS, KATHLEEN
Los Angeles District

SANTORO, PAUL
Philadelphia District

SELVAGGIO, MICHAEL
New York District

SEREDA, LINDA
Chicago Metro District

SILNES, WILLIAM
Beech Grove District

SILVA, MARY
Seattle District

SLIMBOCK, ROBERT
Philadelphia District

SOKOLOWSKI, CHERYL
Detroit District

STERN, GARY
Philadelphia District

STEWART, MARK
Wilmington/Bear 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

WYLECZUK, PAUL
New York District

YAMAOKA, KENNETH
Oakland District

YU, ONPING
Los Angeles District

ZEIGER, HOWARD
Seattle District

30-Year Anniversaries

June 2005

ABAD, LEANDRO
Miami District

BELL, MARVIS
Chicago Metro District

BERRY, JOHN
Sanford District

BOWEN, JAMES
Beech Grove District

BRIDGFORTH, 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

FOUNTAIN, JAY
Los Angeles District

GILBERT, THOMAS
Atlanta District

HAN, YOUNG
Washington, DC/HQ

HARLEY, MAYNARD
Los Angeles District

HOLT, JOSEPH
Chicago Metro District

HURLEY, ALFRED
Mid-Atlantic Div/DC Non-HQ

KEILBACH, ROGER
Los Angeles District

KELLY, THOMAS
Chicago Metro District

LOVELESS, MICHAEL
Beech Grove 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

VRABLIC, CAROL
Chicago Metro District

WALKER, IRA
Los Angeles District

WALSH, THOMAS
Seattle District

WELCH, WILLIAM
Empire/Albany District

WELSH, JERRY
Beech Grove District

WILLIAMS, WILLIAM
Beech Grove District

WOODCOCK III, CHARLES
Washington, DC/HQ

Retirees

May 2005

BABER, JOHN
Philadelphia District

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

BAUTISTA, RUDY
Jacksonville District

CHILES, JAMES
Chicago Metro District

ELLNER, ROBERT
Oakland District

FONTANA, DAVID
San Jose District

GLEESON, MICHAEL
New York District

HENMAN, RALPH
Chicago Metro District

HOHMAN, JOHN
Wilmington/Bear District

JOHNSON, TIMOTHY
Mid-Atlantic Div/DC Non-HQ

MINOR, WESLEY
Chicago Metro District

REIN, RICHARD
Los Angeles District

RIZZO, MARTIN
New York District

SATTERBLOM, EDWARD
Chicago Metro District

SCHECK, JOHN
Philadelphia District

STULL, NANCY
Los Angeles District

TURNER, EDWARD
Los Angeles District

WILLIAMS, PATRICIA
Philadelphia District

FRONT LINE FOCUS

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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio *	(goal) 3.3	3.1	(goal) 3.3	3.6
Ridership	2,294,124	2,170,371	16,849,581	16,676,571
Total Expenses	\$257,398,000	\$243,914,000	\$2,019,535,000	\$1,996,050,000
Total Operating Revenue	\$162,712,000	\$152,114,000	\$1,245,775,000	\$1,219,188,000
On-time				
Performance	(goal) 85.0%	70.0%	(goal) 85.0%	71.7%

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 10 • Issue 8 • August 2005



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 re-fit 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 Crosbie. “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



Conductor Jim Policastro assists a passenger aboard *Acela Express* 2107 as it 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.

Transport for their diligent efforts to solve the problem.”

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.

During the period that the *Acela* equipment was pulled from service, train capacity on *Regionals*, *Clockers* and *Keystones* 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.

Based on a study undertaken with CSX Railroad, several train departures and arrivals are adjusted, connections restored, and running times changed to improve the operational reliability of the service along the entire route

between New York and Florida.

“Amtrak has worked closely with CSX to determine how to provide better service for our passengers,” said von dem Hagen. “By changing work schedules, our Mechanical forces in Florida are making this schedule adjustment possible.”

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.

The northbound *Silver Meteor* train 98 departs Miami at 6:50 a.m.,

three hours and 45 minutes earlier than the old schedule. It 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.

Under the new schedule, the northbound *Silver Star* departs Miami at 8:50 a.m., nearly three and a half hours earlier than the prior schedule. It then arrives in New York at 3:45 p.m. the next day. The train’s more convenient 11:53 a.m. arrival in Washington, D.C., enables passengers headed for

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.

TRAIN OF THOUGHT

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



David L. Gunn

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

Inside

3	Wire Replacement Project to Yield Higher Speeds
4	Letter from Master Mechanic M. R. Farr, Jr.
5	Summer Travelers Boost Bottom Line
6	Sunnyside Yard Safety Training Camp Begins
7	EMPLOYEE MILESTONES
8	FRONT LINE FOCUS

Amtrak Ink

Vol. 10, Issue 8, August 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Correction:

In the July issue of *Amtrak Ink*, ["Chicago Makes Room for New Crew Base"], Suvera Johnson's title was published incorrectly. Johnson is a train director. *Amtrak Ink* regrets the error.

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 Deputy 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 336-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 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.



The Perryville electric traction crews pull the slack from the catenary trolley wire as they stand on the catenary maintenance vehicle hydraulic-lifted platform.

Securing wire in pinson hangers (special intermediate support hangers), crews pull the initial tension (pulling the slack out of the

wire) to clear the path for trains to operate through the area later in the day.

This process takes place in three stages. First, the pinson hangers hold the new contact wires above the existing contact wire while the tension holds the new contact wire in the clear. The crews then come back the next day during the scheduled track outage to verify that the wire has not lost tension and pull the contact wire tight. The final stage involves transferring the new wire to the old wire’s position and putting the old wire in the pinson hangers, to be taken down in the next track outage. Following the removal of the old contact wire, the

crews start the entire process over again with a new section of track. The track is then restored to service every afternoon.

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 fall 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 switching 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

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

define 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.

“Amtrak will be both reducing fuel use, especially with the current price of dielsel fuel, and limiting exhaust emissions with this acqisition.”

Roy Deitchman
Vice President
Environmental, Health and Safety

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

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

the mid-point standard for the lowering of diesel locomotive exhaust emissions the EPA uses to



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.

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 unite 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 capital funding 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 Superliner 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,



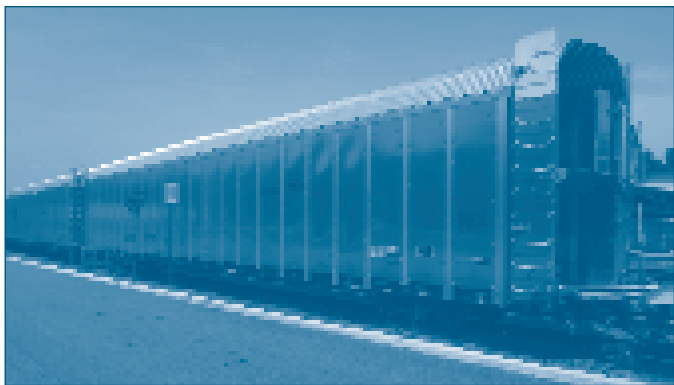
M.R. Farr, Jr.
Master Mechanic
Southern Division

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



New auto carriers are ready for service at the Auto Train terminal in Lorton, VA.

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, *Regionals* 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

numbers were shy by only \$200,000 thousand in ticket revenue and by just 3 percent in ridership. Ridership and or ticket revenue growth was evident on many routes with notable results for the *Auto Train*, *California Zephyr*, *Cardinal*, *Empire Builder*, *Lake Shore Limited* and *Sunset Limited*.

Several marketing initiatives boosted sales in June, including the *Metroliner* and long-distance service advertising that ran

by the E-commerce group in May contributed to June’s 10-percent *Auto Train* ridership improvement over a year ago and a 4.5-percent increase against budget, while ticket revenues in June were 4.5 percent above June 2004 and on budget.

On-time performance continues to hamper the long-distance routes, particularly during the summer months when track work being done by the freights is at its peak. Although June’s OTP was up 8

Ridership and Ticket Revenue for June 2005

Month of March	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	2,185,175	2,279,852	2,185,975
Ticket Revenue	\$112,368,433	\$118,156,114	\$109,948,895
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	18,712,069	19,129,433	18,862,546
Ticket Revenue	\$942,610,303	\$980,883,725	\$920,736,157

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 Joaquins* 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.

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 candi-

dates 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

“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 comapny with its future leaders.”

Elisha Lewis

Human Resources Manager

company has offered this type of program, it has been decades since a program like this has been offered.

“In planning for future workforce needs, 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,” stated Elisha Lewis, the Human

Resources manager who designed the program in conjunction with the company’s core business groups.

Lewis added that HR records show

that approximately one-third of management-level employees will be eligible for the Amtrak retirement plan this year; noting that the company must prepare for a significant loss of institutional knowledge.

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 draining 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

Safety Coordinator Carol Evans and Environmental’s Director Lisa Mozee who supplied the train-the-trainer for all our instructors, we could have never accomplished what we did,” said Harry Seubert,

environmental coordinator who facilitated the camp. Patrick Walsh, Sunnyside Yard superintendent

stated, “Management is totally committed to the training of the employees and with the support of Mr. Don Knapik our Master Mechanic, we expect even greater success this year.”



Volunteer training camp instructors Deborah Polk (left), carmen helper and lead instructor, and Robert Samuels, carman, prepare to demonstrate to class participants the correct use of hazmat suiting and gloves. The Sunnyside Yard training program started July 20 and the curriculum design is based on the success of last year’s safety training program. The class includes courses on blood-borne pathogens, spill prevention and control, safe driving and draining and servicing cars and locomotives.

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 book-

ings on the route. At the end of the month, the grand prizewinner 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.

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

The 2005/2006 Amtrak America Travel Guide: Something New Inside

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 look at train travel. As customers flip through the 62-page color brochure, they find out about the range of sales 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 and lounge 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

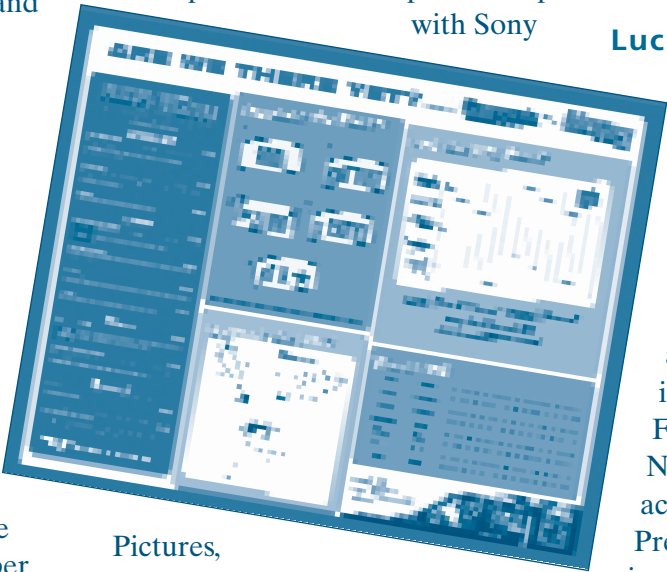
Families that wait until the end of summer to travel may enjoy significant savings through Amtrak's AAA Kids Ride Free offer, which is good for travel from Aug. 4 through Dec. 15. Through a partnership with the American Automobile Association, each AAA member who purchases an adult fare ticket with the existing 10-percent AAA discount may travel with up to two kids for free.

Once on board, parents won’t have to wonder how to keep their kids entertained in the diner while waiting for the meal to arrive. As part of Amtrak’s partnership with Sony

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.



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

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

25-Year Anniversaries

July 2005

ALBANESE, MICHAEL
Los Angeles District

ALBRITTON, HERMAN
Jacksonville District

ALLEN, PHILIP V
Wilmington/Bear District

ANDERSON, ROBERT
New York District

BAILEY, CLIFTON
Wilmington/Bear District

BENTLEY, WILLIAM
Philadelphia District

CARCHIDI JR, VINCENT
Philadelphia District

CHESTNUT SR, WILLIAM
Wilmington/Bear District

CROMWELL, ROBERT
Philadelphia District

DACEY, JAMES
Wilmington/Bear District

FLOWERS, MARK
Wilmington/Bear District

GALLANT, ROBERT
New York District

GAMEZ, ELVIRA
Washington, DC/HQ

GERMAN JR, WILLIAM
Wilmington/Bear District

GILLILAND, CLAY
Salt Lake City District

GILMORE, CAROLYN
Washington, DC, HQ

GRIENINGER, STEPHEN
Wilmington/Bear District

GRIFFITHS, JOHN
Philadelphia District

GURCZENSKI, RAYMOND
Wilmington/Bear District

HENDERSON, JESSE
Mid-Atlantic Div/DC Non-HQ

HULEDE, JOHN
Chicago Metro District

JAMES, GODFREY
Mid-Atlantic Div/DC Non-HQ

JOHNSON, DAVID
New York District

KEELEY, STEVEN
Wilmington/Bear District

KLEYKAMP, CHARLES
New Haven District

LEWIS, DONALD
New York District

LYLES, DERRELL
Chicago Metro District

LYON, DONALD
New Haven District

MA, RICKY
New York District

MAZEIKA, THOMAS
Philadelphia District

MC CALLION, FRANCIS
New York District

MCDANIELS, MICHAEL
Beech Grove District

MERLINI, ROBERT
Philadelphia District

NORTON, CLIFFORD
St. Louis District

OUTTEN JR, NELSON
Wilmington/Bear District

ROSKEY, GEORGE
New York District

SAMHAMMER, CINDY
Philadelphia District

SIMMS, MYRA
Mid-Atlantic Div/DC Non-HQ

SLANSKY JR, RAYMOND
Chicago Metro District

VIA, KEVIN
Beech Grove District

WOOD JR, JOHN
Philadelphia District

ZAJAC WILLIAM
Philadelphia District

ZELASKO, EDWARD
New York District

ZELLER JR, BERNARD
Philadelphia District

30-Year Anniversaries

July 2005

AGES, MICHAEL
Atlanta District

BETTERSON I, CARL
Atlanta District

BONIFACE, GUY
Philadelphia District

BRADSHAW, JOHN
Mid-Atlantic Div/DC Non-HQ

BRAV, MIRIAM
Chicago Metro District

BREWBAKER, MARTINA
Mid-Atlantic Div/DC Non-HQ

CARDONNE, RENE
Los Angeles District

DOBROWSKI, MIKE
New York District

ELDER, ROBERT
Los Angeles District

GALLO JR, NICHOLAS
Chicago Metro District

GODWIN, W
Salt Lake City District

GOLEBIEWSKI, CAROL
Miami District

GRANT II, BERNARD
Jacksonville District

GRAY, ROBERT
Chicago Metro District

HATCH, MARK
St. Louis District

ISLAM, JOHN
Los Angeles District

MCCARTHY, JAMES
Seattle District

NUNES, RAY
Miami District

O CONNOR, TOM
Los Angeles District

SPRAGUE, ROBERT
Seattle District

TURNER, RICHARD
Empire/Albany District

VICKREY, STEPHEN
Seattle District

WEESE, NANCY
Miami District

Retirees

June 2005

ANDERSON, ARTHUR
Twin Cities District

BAZZINI, STEVEN
Portland District

BOSTICK, JOHN
Mid-Atlantic Div/DC Non-HQ

BRANCIFORTE, SALVATORE
New York Division

BROWN, ROBERT
Jacksonville District

CATUARA, SANDRA
Chicago Metro District

CHANEY, DONALD
Salt Lake City District

CLARK, LLOYD
Mid-Atlantic Div/Non-HQ

DOMINGO, AURORA
Mid-Atlantic Div/Non-HQ

DUKE, ALLEN
Los Angeles District

FOX, DUDLEY
New Orleans District

FRANKUNAS, MICHAEL
Philadelphia District

GIDEON, ARTHUR
Chicago Metro District

GILLESPIE, BRENDA
Chicago Metro District

GOCHENAUER, DAVID
Philadelphia District

HANKINS, MICHAEL
Beech Grove District

HARVILLE, JAMES
Beech Grove District

KELLY, LASCELLES
Miami District

LEBEL, RAYMOND
Boston District

LEWIS, CHRISTINE
Philadelphia District

LOCKWOOD, ERNESTINE
Philadelphia District

LUCAS, ANDREW
Los Angeles District

MA, KYIN
New York District

MICHELET, STEVEN
New Orleans District

MILLER, FRANCIS
Wilmington/Bear District

POINTER, JAMES
Boston District

RICE, LUCINDA
Los Angeles District

RIXON, JAMES
New Haven District

ROCKWEALTH, BRANDIN
New York District

ROSADO, VICTOR
Los Angeles District

SANDERS, KAISER
Miami District

SHEA, THOMAS
New York District

STANLEY, JOHN
Los Angeles District

STEPLING, KURT
Philadelphia District

VEGA, RENE
New York District

WALKER, FRANK
Chicago Metro District

WATKINS, OTIS
Los Angeles District

WATTS, PAUL
Lorton District

WELSH, BARBARA
Philadelphia District

WHITTINGTON, VAUGHAN
Boston District

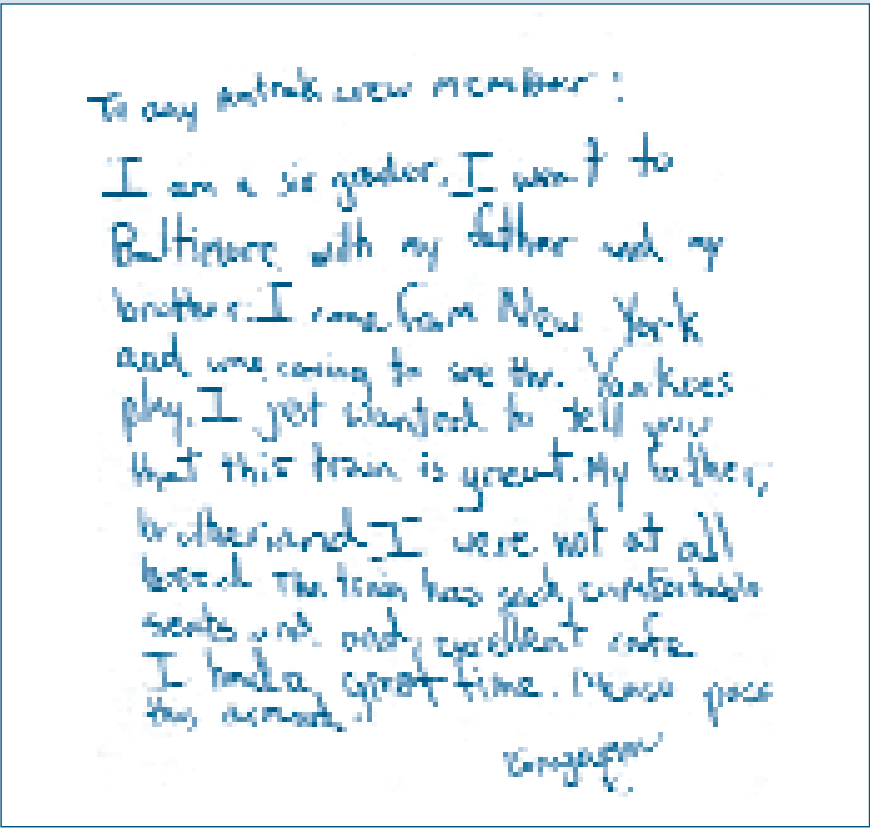
WRIGHT, RAYMOND
Mid-Atlantic Div/DC Non-HQ

ZEITLER, GARY
Chicago Metro District

Congratulations to All of You!

Editor's note:

The letter below was submitted to a crew member by one of Amtrak's younger passengers.



VITAL STATS

for June 2005

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	2.3	(goal) 3.3	3.4
Ridership	2,279,852	2,185,975	19,129,433	18,862,546
Total Expenses	\$257,212,000	\$253,673,000	\$2,276,748,000	\$2,249,723,000
Total Operating Revenue	\$167,107,000	\$162,495,000	\$1,412,882,000	\$1,381,683,000
On-time				
Performance	(goal) 85.0%	64.3%	(goal) 85.0%	70.8%

FRONT LINE FOCUS

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 [Lott], 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 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.

Mr. Raupp showed a great deal of caring and sensitivity in dealing with a pair of handicapped passengers who needed some extra attention. Always pleasant, discreet and extremely helpful, he made our trip enjoyable.

Because of our limited mobility we ran into some difficulty, but Mr. Raupp was up to the challenge and was able to assist us, and was always courteous and amiable.

We are both very grateful to have met Mr. Raupp and to have been the beneficiaries of his kindness. We congratulate your firm on such a superb employee.

Sincerely,
William and Anna K.
Wilkes-Barre, PA



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Senate Committee Introduces Amtrak Legislation

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 bi-partisan 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



Bill Forman, deputy division engineer for the New York Division, explains the inner workings of antiquated relays to U.S. Sen. Frank Lautenberg during a recent visit to Dock Interlocking in Newark, NJ. Sen. Lautenberg, along with Sens. Trent Lott, Ted Stevens and Daniel Inouye co-sponsored Amtrak legislation in July.

match it, and, as such, we commend the bi-partisan 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.

continued on page 10

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 *Acela Express* service, which is not yet at full strength. System-wide ridership numbers in July were even with last year, with 2.24 million riders, and 4 percent below budget. Year-to-date total ridership of 21.1 million trips was 1 percent higher than last year.

Additional *Acela Express* trains

resumed service in August, totaling nine weekday roundtrips between Washington and New York, and three weekday roundtrips between Boston, New York and Washington. As additional *Acela* equipment gradually returns to service during the coming months, *Acela* trainsets will replace *Metroliners* currently in service.

Northeast Corridor total ridership as measured against last year was down 8 percent and ticket 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

continued on page 3

September is...
**National
Preparedness
Month** Get a Kit, Make a Plan,
Be Informed and
Get Involved

See related stories on pages 4 and 5.

TRAIN OF THOUGHT

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 \$.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,



David L. Gunn

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.

"Yes, 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

continued on page 9

Inside

3

Smoker Lounge Turn Diner Light Ridership Figures Into Successful Summer

4

Letter from Vice President Police and Security Alfred Broadbent

5

Employees Undergo Emergency Response Training

6

The Eye Behind the Engine: A Locomotive Engineer's Perspective

8

Millionth Rail 2 Ral Passenger Marks Milestone Celebrations Mark the *Empire Builder* Re-launch

9

Systemwide Safety Accomplishments Recognized

11

2006 Wall Calendar Contest Winner Selected
EMPLOYEE MILESTONES

12

FRONT LINE FOCUS
VITAL STATS

Amtrak Ink

Vol. 10, Issue 9, September 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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



Car Repairman Chuck Ballard positions the foam board mock-up condiment station against the wall of the diner/lounge car. Mock-up components are used to develop engineering drawings so that the actual components can be built and installed.

when 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 availability of this diner/lounge combination will expand Amtrak’s food service options. For example, when passenger counts rise, the car may be added to the consist to accommodate the demand. Conversely, when only a lounge is needed, the diner/lounge may serve that purpose as well.

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.

“We’ll set up one side as a diner and the other as a lounge car,” explained Food and Beverage Director Pete Humphreys.

Dining car meals such as chicken, salmon and pasta dishes will be prepared in the existing center galley, which is equipped with an

“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,”

Pete Humphreys

Food and Beverage Director

oven and a microwave. Lounge car menu items such as hot sandwiches, pizza and spicy wings will also be prepared in the galley.

continued on page 5

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

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

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. *Metro-liner* 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

continued on page 10



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

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*

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 select 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
Police 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



Working in the food preparation area, Car Repairman Cliff Bailey (left) and Sheet Metal Worker Jim Campbell determine the size and location for a mock-up shelf.

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 Gilfillan.

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 Gilfillan. The simu-

The simulator also prepares students for numerous trips to mechanical facilities where they get an up-close look at the equipment, practice air

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.



Trainside at Chicago Union Station, Hiawatha Conductor Ray Kravis (left), Willett (center), and Road Foreman Bob Werth conduct a crew briefing before leaving for Milwaukee.

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

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



Trainee Don Hoyte gets experience operating a locomotive in the full-motion simulator at the Wilmington Training Center.

lator imitates various real-life scenarios to reinforce and sharpen the skills students need before advancing to on-the-job training.

missing. “We have to know that the signal should be right by the house with the swimming pool, for example,” Engineer Instructor Rich Kay explains. “And, if it’s not there, we need to know the rule that tells us what to do.”

Depending on the specific situation, the engineer may have to proceed at a slower speed or come to a complete stop and call the dispatcher to get permission to proceed. “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 en 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

tion 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 from 5 p.m. until

about 1 a.m. with either Passenger 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 at 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.”



Engineer Craig Willett is focused on the road as he operates the *Hiawatha* from Chicago to Milwaukee, WI.

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 direc-

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.

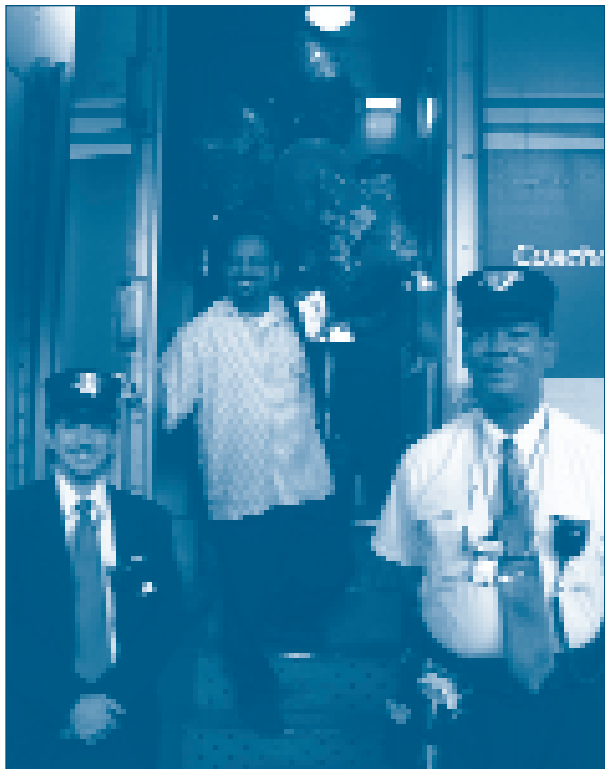
Officials from Amtrak, Caltrans and Metrolink, the sponsors of the Rail 2 Rail program, were also on hand to greet Mistry. A 10-year commuter from Irvine, Mistry was given a giant-sized Metrolink annual pass, a California Rail Pass, and a *Pacific Surfliner* Business class ticket for two.

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.

This flexibility provides Metrolink passengers with 39 additional weekday and 41 weekend departures. In turn, Amtrak ticket holders may choose from an additional 60 Metrolink trains at no extra 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.



Rail 2 Rail millionth passenger Darayus Mistry is flanked by Amtrak conductors Victor D'Agostino, Jr. (left) and Dennis DeVille (right) as he boards an Amtrak train to continue his daily commute to Van Nuys, CA.

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 Radovich 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 Brzezinski (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 Divi-



Recognized for improving employee safety at Sunnyside Yard High Speed Rail Facility is the New York High Speed Rail Safety Committee. (L. to R.) Al Clark, safety manager; James Seehof; Phyllis Yancey; William Lovett; Richard Kitz; Robert Anderson; John Castronuova; Vincent Russo; Wayne Miller, superintendent, High Speed Rail; Peter Roohan, chairman of High Speed Rail Safety Committee; and Lenore Slimbock, general superintendent, New York Division.

sion'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.

Chicago Bridges and Buildings Department

Through July 2005, the Chicago Union Station Engineering Group (CUSEG) has worked more than 1,300 days injury-free.

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, plat-

forms 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



Celebrating 1,336 days injury-free is the Chicago Union Station Engineering group, which is responsible for maintaining the entire station facility. Front row (L. to R.) Lorenzo Revoal and Nick Gallo. Back Row: Santiago Toledo, McKinley Davis, Vince Szymczak, Israel Reyes, Ron Kosowesky, Dave Mullenhoff, O'Daron Henderson, Henry Strong, Raymond Pudzimis, Wally Lesniak and Dennis Nugent. (Missing are: Ron Bellinger, Treadwell Smith and Lawrence Fitzmaurice.)

fleet of mobile equipment that includes the people movers used by the red caps and baggage employees and station maintenance worker vehicles.

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



The Los Angeles 8th Street Yards Engineering group reached a major safety milestone, 20,500 days injury-free, in July. Front Row (L. to R.): Mark Dandridge, Sr., Dan Tran, Angelo Agagas, Amanda Lastra, Jesus Aceves and Heros Baghoumian. Second Row: Ruzvelt Hovsepyan, Louis Springer, Michael Davis, Vladimir Kogut, Jorge Munoz, Anthony Moro, Reginald Hawkins, Damaso Torres, David Parra and Kirk Topikian. Third Row: Ruben Polintan, Antonio Zamano, David Kinsey, Reggie Vargas, Andrew Davis, John Powers, Graham Goss, Everett Shirley, Al Aftoor, Mario Macias, Anthony Cooksey, and Abel Hayes, manager, Maintenance of Way. (Not shown: Ralph Torres, track foreman.)

Los Angeles 8th Street Yards Engineering

The Los Angeles 8th Street Yards Engineering department is comprised of five groups, including carpenters, electricians and radio technicians, clerks, track and sheet metal workers, totaling 29 employees, including Able Hayes, manager, Maintenance-of-Way, and Ralph Torres, track foreman.

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

“While it marks the start of a potentially long process, this authorization bill represents a bi-partisan approach to improving national passenger rail,”

Joe McHugh
Vice President
Government Affairs

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.

return the Northeast Corridor to a state of good repair by 2011.

The secretary of Transportation is required to form an Infrastructure and Operations Advisory Commission. The commission will construct a standardized formula for determining costs and compensation paid by commuter authorities for the use of Amtrak facilities or infrastructure.

The States

The legislation creates a federal funding mechanism for state corridor development, a concept included in Amtrak's FY 2005 - 2009 strategic plan.

The legislation sets up a capital grant program for a state or a group of states to pay for capital costs of facilities and equipment for new or improved passenger rail.

The grant program will take the form of an 80/20 federal/state match, which would be based on criteria such as economic feasibility and anticipated ridership, and awarded at the discretion of the secretary of Transportation. This is similar to the match programs currently in effect for other modes of transportation such as transit and highways.

This legislation would give Amtrak the resources with which to achieve a state of good repair and to implement accountability and cost-cutting measures.

For purposes of advancing security improvements, the legislation authorizes the appropriation of \$123 million over the course of fiscal years 2006 though 2008. In addition, the bill authorizes funding for Fire and Life Safety tunnel improvements in New York, Baltimore and Washington, D.C.

The Northeast Corridor

Within six months of enactment of the legislation, Amtrak will present the secretary of Transportation a detailed capital plan. The plan must be updated annually, and

The legislation requires Amtrak to work with the states and FRA to establish a standardized cost accounting and compensation methodology for states to fund operating losses and capital costs of all short distance routes. States' capital expenditures would be eligible for federal matching funds.

Another provision in the bill will make it possible for states and Amtrak to issue bonds for capital projects.

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.

Ridership and Ticket Revenue for July 2005

Month of April	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	2,246,398	2,314,368	2,241,267
Ticket Revenue	\$115,123,611	\$119,284,465	\$114,447,238
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	20,958,467	21,443,801	21,103,813
Ticket Revenue	\$1,057,733,915	\$1,100,168,190	\$1,035,183,395

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.

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.

Since he retired last year, he’s taken advantage of the opportunity to dedicate himself to photography on a full-time basis.



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.

Cerwin combined his two passions — photography and the love of trains — to produce the award-winning shot.

Additional award-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.

EMPLOYEE MILESTONES

25-Year Anniversaries August 2005

AUSTIN, MARK Beech Grove District	FALLIN, CHARLES Baltimore District
BIRCH, STEPHEN Philadelphia District	FELTEN, KENNETH Chicago Metro District
BOGUSH, ANTHONY Wilmington/Bear District	FORMENTO, ROBERT Chicago Metro District
BRIGGS, DAVID Beech Grove District	GALLERY, DANIEL Baltimore District
BROWN, DALE Beech Grove District	GARRETT, MICHAEL Philadelphia District
BURKE, MARTIN Philadelphia District	LANGLEY, CAROL Oakland District
CAINE, SANDRA Philadelphia District	HERBERT, JACK San Jose District
CAVANAUGH, ANNE Boston District	HUTCHINSON, MARCIA Philadelphia District
CREAMER, MARIA New Orleans District	JONES, ROLAND New Orleans District
DALGARN, RICHARD Wilmington/Bear District	KERAMAS, THEODOROS New Haven District
DARNELL, TIMOTHY New York District	KRAUS JR, ELWOOD New York District
DECUIR, DARYL Los Angeles District	KUKEC, JOHN Seattle District
DEMAIO, KENNETH New Haven District	LONGMIRE, JEROME Philadelphia District
DICKS, DONNA Washington, DC/HQ	MAY, DONALD Wilmington/Bear District
DIGGS, NORMA New York District	MIARECKI, WILLIAM Chicago Metro District
DUTROW, PETER Chicago Metro District	MILLER GUNTER, MONICA Wilmington/Bear District
EVANS, MICHAEL St. Louis District	MITCHELL, WILLIAM Wilmington/Bear District
	NUCCIO II, MICHAEL Chicago Metro District

PHILLIPS JR, GEORGE Wilmington/Bear District	RADOVICH, EDWARD New Haven District	RANGEL, EUGENE Salt Lake City District	RATHMANNER, WILLIAM Wilmington/Bear District	RIS, WALTER Chicago Metro District	ROMERO, CESAR Los Angeles District	SINGLETON, MALACHI Wilmington/Bear District	SLAUGHTER, ELIZABETH Philadelphia District	SWEENEY, JOHN Boston District	TEYLER, GARY Los Angeles District	UPSHAW, ALAN Oakland District	URBAN, MARYLA Philadelphia District	VAN SANT, BRUCE Philadelphia District	WILLIAMS, JAMES New York District	YOST, BARBARA Philadelphia District
-------------------------------------------------	----------------------------------------	-------------------------------------------	-------------------------------------------------	---------------------------------------	---------------------------------------	------------------------------------------------	-----------------------------------------------	----------------------------------	--------------------------------------	----------------------------------	----------------------------------------	------------------------------------------	--------------------------------------	----------------------------------------

30-Year Anniversaries August 2005

ARNOLD, KEVIN Chicago Metro District

BRITTON, BENNIE New York District	BUESCHEL, JOHN St. Louis District	CARTER, KENNETH New Orleans District	COOPER JR, FRED Beech Grove District	DREYER, LINDA MCCREA New Haven District	DUNIGANS, PORTIA Chicago Metro District	EDWARDS, DOROTHY Oakland District	GELL, STEPHEN Washington, DC/HQ	JACKSON, JANET Detroit District	JAMIN, JOSEPHINE Chicago Metro District	HARPER, GARLAND Mid-Atlantic Div/DC Non-HQ	MALEY, DONALD Boston District	MUSCAT, DONALD Chicago Metro District	MYLES, ROBERT Twin Cities District	PADILLA, JESSE St. Louis District	PARHAM JR, BURREL New Orleans District	ROBINSON, ENNIS Los Angeles District	WILSON, DONALD Philadelphia District
--------------------------------------	--------------------------------------	-----------------------------------------	-----------------------------------------	--------------------------------------------	--------------------------------------------	--------------------------------------	------------------------------------	------------------------------------	--------------------------------------------	-----------------------------------------------	----------------------------------	------------------------------------------	---------------------------------------	--------------------------------------	-------------------------------------------	-----------------------------------------	-----------------------------------------

Retirees July 2005

AUCLAIR, ROBERT New Orleans District	HARRIS, MAURICE St. Louis District	SHEPHERD JR, LEROY Boston District
CARTER, DONALD Beech Grove District	HESLIN, JAMES Philadelphia District	SHIELDS, JAMES Jacksonville District
CHICKADEL, JOHN Philadelphia District	HESTER, MARY Chicago Metro District	SIEBERT, ROBERT New York District
COLLIER SR, JAMES Mid-Atlantic Div/DC Non-HQ	JANEIRO, NELSON New York District	SIMS, DENNIS Jacksonville District
COOK, WILLIAM Mid-Atlantic Div/DC Non-HQ	KENNY, MICHAEL Philadelphia District	SNOW, STEPHEN Los Angeles District
CORBITT, HAYWARD Mid-Atlantic Div/DC Non-HQ	KHOURY, ALPHONSE Mid-Atlantic Div/DC Non-HQ	SODEN JR, THOMAS New York District
CORDREY, AUDREY New York District	LEONARD, TIMOTHY Empire/Albany District	THOMAS, GARA Chicago Metro District
COSTELLO, WINIFRED New York District	MARSHALL, ANNIE Philadelphia District	VYFHUIS, EILEEN Washington, DC/HQ
CRENSHAW, LARRY Jacksonville District	MILLER, SUSAN Baltimore District	WALLER DAVIS, SHEILA Philadelphia District
CRIST, LAWRENCE Chicago Metro District	PALMER, EDWIN New York District	WHARTON, PEGGY Mid-Atlantic Div/DC Non-HQ
CURRY, CHARLES New York District	PETERS, WALTER Philadelphia District	WHITE, ROBERT Salt Lake City District
DEJONG, DIXIE Beech Grove District	POWELL, PRESTON Chicago Metro District	WIECEK, STANLEY New York District
DENHAM, RONALD Beech Grove District	RAINEY SR, EVERETT Philadelphia District	WILLS, MARIE Mid-Atlantic Div/DC Non-HQ
DULAY, IRENIO Empire/Albany District	READY, SHEILA Chicago Metro District	WOOD, RICHARD Los Angeles District
EVANS, GLORIA Philadelphia District	ROSA, ROBERT New Haven District	WOODS, RICHARD Detroit District
FLESHMAN, MICHAEL New Orleans District	ROSSOMANDO, SUZANNE Philadelphia District	
GAY JR, WAVER Mid-Atlantic Div/DC Non-HQ	ROUSARY, FRANK Chicago Metro District	

Congratulations to All of You!

FRONT LINE FOCUS

Dear Amtrak:

I write to commend the services of your employee, Vanessa Scurry, Passenger Assistance in Baltimore Penn Station. She was more that 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

VITAL STATS

for July 2005

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	3.4	(goal) 3.3	3.5
Ridership	2,314,368	2,241,267	21,443,801	21,103,813
Total Expenses	\$262,321,000	\$245,496,000	\$2,539,069,000	\$2,495,219,000
Total Operating Revenue	\$164,575,000	\$163,430,000	\$1,577,458,000	\$1,545,114,000
On-time				
Performance	(goal) 85.0%	63.7%	(goal) 85.0%	70.0%

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper for and by Amtrak Employees

AMTRAK

ink

Volume 10 • Issue 10 • October 2005



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

continued on page 8

Hurricanes Ravage Gulf Coast



Photo Credit: John E. Bertini

Two trains were used to evacuate people from Houston to San Antonio in September in anticipation of Hurricane Rita.

Hurricane Rita followed Hurricane Katrina, which in August hit the Gulf Coast and caused damage of historic proportions. See story on page 6.

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.



TRAIN OF THOUGHT

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 inflationary 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



David L. Gunn

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.

Susquehanna Bridge Project Completed

The six-week Susquehanna River Bridge project on the busy Northeast Corridor that began in early July was completed without incident or injury and on schedule, although the targeted completion date was reset mid-project.

The work took place during an extended heat wave, which made working with new creosote ties extremely



Track and structures production employees drill and install bridge tie spacing bars on the Susquehanna River Bridge, while the crane distributes materials to the site.

difficult. "There were days so hot and humid

that it was a challenge to just walk across the

bridge, let alone do work," said Bill Linaberry, senior engineer. The extreme heat slowed down the work and increased the need for more water breaks. The completion date had to be reset due to two nights' of storms and increased freight traffic, both of which decreased the amount of track time that was available during the night shift.

This phase of the multi-

Inside

3

Long-distance Transdorm Sales Augment Revenue

4

Letter from Master Mechanic David Schramm

5

New Department Directs Customer Service Efforts

7

Hurricane Katrina Tests Gulf Coast Resilience

11

EMPLOYEE MILESTONES

12

FRONT LINE FOCUS

Amtrak Ink

Vol. 10, Issue 10, October 2005

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

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

year capital project resulted in an upgrade to No. 3 track with new ties and plates, a replacement of a full-length center walkway and handrail on the outside of No. 3 track and installation of new continuous welded rail. Minor repair work to the bridge continues, which includes cleanup.

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.

Express. Overall, *Regional* revenue was up 12 percent and revenues were up 22 percent on the corridor compared to last year,

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.

Ridership and Ticket Revenue for August 2005			
Month of August	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	2,176,331	2,288,178	2,193,906
Ticket Revenue	\$104,578,179	\$111,222,692	\$108,035,075
Fiscal Year-to-date	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	23,134,798	23,731,979	23,297,719
Ticket Revenue	\$1,162,312,094	\$1,211,390,882	\$1,143,218,469

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*

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.

Long-distance Transdorm Sales Augment Revenue

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 trans-

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.

10 percent of the total sleeper space sold on the service. 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

Transdorm Revenue	May 2005	June 2005	July 2005	August 2005	Summer Total
California Zephyr	\$13,343	\$166,368	\$192,406	\$169,551	\$541,668
Capitol Limited	—	\$61,715	\$72,363	\$50,492	\$184,570
City of New Orleans	\$39,451	\$56,364	\$77,225	\$61,341	\$234,381
Empire Builder	—	—	—	\$56,452	\$56,452
Sunset Limited	\$95,211	\$113,129	\$119,183	\$81,749	\$409,292
Texas Eagle	\$73,670	\$114,323	\$118,374	\$105,908	\$412,275
Totals	\$168,881	\$511,899	\$168,881	\$168,881	\$1,838,618

dorm 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

Of the six trains on which transdorm space is available for sale, the *California Zephyr* posted the highest transdorm sales this summer with \$541,700 for May through August. In August, close to \$170,000 in transdorm revenue was sold on the *Zephyr* — almost

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 trainsets' 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, trainsets were upgraded and starting July 11, the equipment began to gradually return to service. By early October, all 20 trainsets 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 trainsets 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 trainsets' 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 trainsets 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 Southampton 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 preventive 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

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.

New Department Directs Customer Service Efforts

Serves As Voice for Amtrak Customers

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, on-board 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 its resources on achieving defined goals. I like that.

AI: 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 customers and all speaking the same language.

AI: 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.

AI: 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.

AI: 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.



Amtrak's Customer Services' Service Standards and Operations Web site (<http://customerservice.amtrak.com>) provides front-line Customer Services and Transportation employees access to electronic versions of all Service Standards manuals, Operations Standards Updates and Operations Standards Advisories and other front-line resources. The site can be accessed by employees who have Internet access at home. Those without home access may connect to the site from a company computer at their crew base.

common goal of improved customer service.

My expectation is that we will create an enhanced and expanded front-line enroute supervisory role by redirecting existing resources. This position is aimed at providing employees with real-time coaching and feedback on their service delivery while increasing our focus on the customer experience at the train and station level. The objective is to improve overall performance, from the customer's standpoint, as well as management's accountability for service quality and increased cost recovery.

AI: How do you see the different service departments working together to achieve these goals?

EF: To do this right and best leverage our resources, we have to pull together the customer service efforts across the departments. By establishing the "lens" of the customer experience as the bottom-line gauge of system performance, we can get at the

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 response to 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 New Orleans facility were well underway and plans for resuming *City of New Orleans* and *Crescent* service had just been finalized. And other plans for a new Baton Rouge -

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



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.

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 Assis-

tant 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



This truck, among other random items, is left on the right of way in New Orleans following the landfall of Hurricane Katrina.

New Orleans service to support the rebuilding effort in that city were being discussed with the state of Louisiana.

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 land-fall. An updated plan followed about a week later, extending the *City of New Orleans*, which had first been terminated at Memphis and later Jackson to Hammond, LA.

The route of the *Crescent*, which had been terminated at Atlanta, was expanded south to Meridian, MS. The *Sunset Limited*’s schedule was limited to San Antonio, TX. Extensive damage to the track through Biloxi and Gulfport, MS, will make it unlikely that operations east of New Orleans will resume for many months.

Amtrak offered full refunds and waived all penalties for passengers who had made reservations for travel that was affected by Katrina. News advisories were issued and posted on Amtrak.com to make the media and the general public aware of the suspension of service.

Ticket agents and crews were advised that some passengers who were affected by Katrina may not have identification and would be allowed to purchase a ticket without it.

Initially, a special fare code for victims of Katrina was established and information about the handling of an American Red Cross and FEMA-issued debit card was issued to crews in the form of an Operations Service Advisory. Following that, a special discount fare for American Red Cross volunteers was initiated,

and FEMA handled evacuee arrangements.

On the home page of Amtrak.com, the Marketing department established a link directly to the American Red Cross Web site. From Sept. 1 through Sept. 20 alone, there were 3,379 visits to the Red Cross link.

Control and Response

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 InterCity/West Region, 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

“They are part of our Amtrak family and the important thing is that we are here for them.”

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 became apparent that the BNSF line would be the first to open, Amtrak President David Gunn contacted federal authorities to let them know that Amtrak could move a trainset from McComb, MS, across CN terri-

tory, across the UP to Baton Rouge and then to BNSF’s Avondale Yard in New Orleans to help evacuate people. As a result, the Department of Homeland Defense and FEMA asked Amtrak to prepare a train to shuttle evacuees out of New Orleans.

Led by FRA Administrator Joseph Boardman, a group made up of



This segment of track in the New Orleans Yard is cleared after a team of 22 employees spent four days removing extensive amounts of trash and debris.

BNSF, UP, CN and Amtrak collaborated to make a rescue train feasible. Late on the night of Sept. 2, a train carried nearly 100 evacuees from Avondale to Lafayette, where they boarded Houston Metro buses headed for Texas.

“This could never have happened without the cooperation of the freight carriers and other agencies, but employees like [Assistant Superintendent, Road Operations] Butch Williams made it happen on the

Kurt Laird
Pacific Division Superintendent

ground,” noted General Superintendent Wall. “Under extremely trying circumstances and with very few resources, Butch and a handful of other employees pulled this train together. [Superintendent of Operations] Jay McArthur, Tommy Farr and APD were also instrumental in making sure that things went smoothly,” he added.

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.

Assess and Rebuild

At the New Orleans facility, the station and commissary survived the hurricane relatively well, but there was significant damage to the maintenance facility, the diesel shop and various outbuildings. The track structure 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 RVs 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 Gambriel of the Procurement department. The department also facilitated the quick purchase of 275-gallon potable 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

Fuel Conservation Practices

continued from page 1

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 F-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 Nesci. 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.



To conserve fuel and reduce emissions at Chicago Union Station, Electricians Frank Somodi and Milton Chaney attach 480-volt electrical cables into the State House's power receptacle to switch from head-end power to ground power.

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

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.

"It seems obvious to say that communication is the key, but that's the bottom line. Every manager within the department stressed safety and security at every turn, conducting job safety observations and discussing safety issues at job briefings, safety committee meetings and weekly conference calls. We also issue safety bulletins on the importance of performing our tasks properly and safely," added Rubel.

The station's staff also acted proactively to correct problems, such as trip hazards or broken escalators, eliminating reportable injuries stemming from slips, trips and falls — the major cause of injuries in the field.



New York Division Passenger Services employees are recognized for their safety accomplishment — one year with no reportable injuries. Pictured (back row, L to R.) are Sue Santini, Juanita Corners, Selwyn Mark, Karen Robinson, Cathy Ryan, John Roseen, Judith Tyson, Joe DeVito, Mike Gallagher and Keith Wiertz; Front Row: Rich Rubel, Howie Carter, Burt St. Lawrence, Joyce Davis, Claire Cuniff and Cathy Lewis.

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

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

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 Rutledge*, *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 Joaquins* 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.

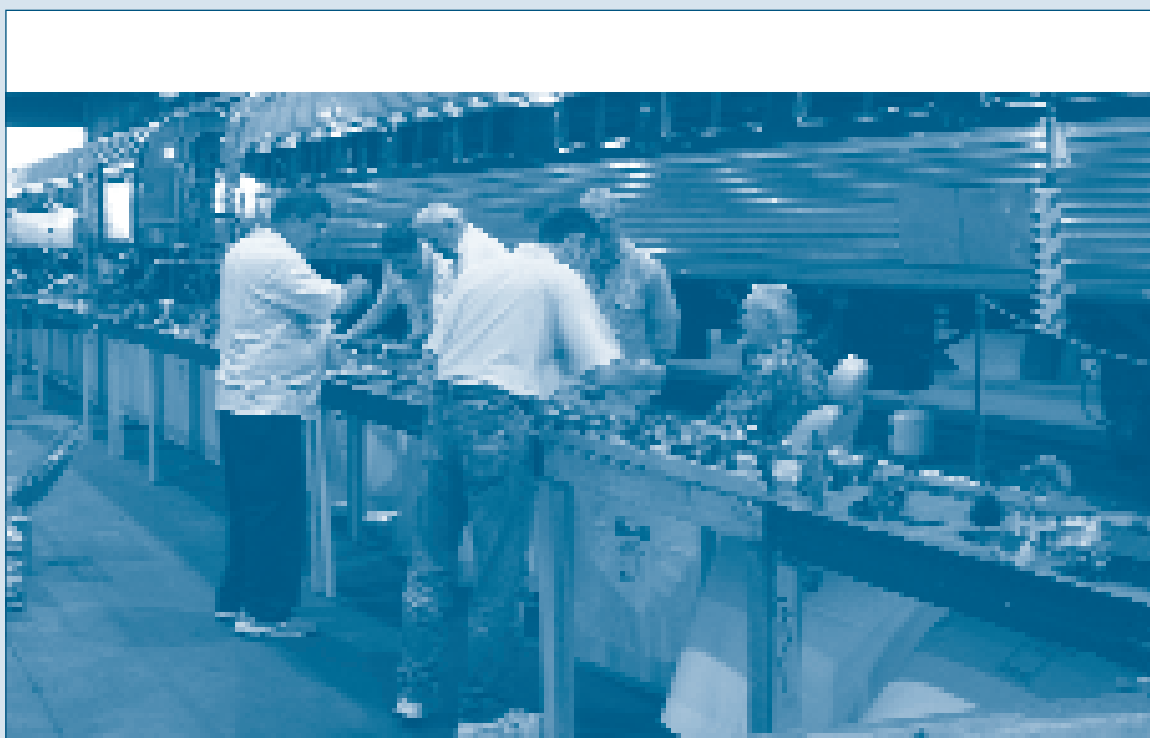
Employees Get Discount on Radio City Christmas Spectacular Tickets

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.



Bear Employees Host Family Day

Visitors gather to view a model trainset on display at Family Day held at Bear Maintenance Facility. More than 850 people, including employees, their families and friends attended the event at the Wilmington, DE, facility last month. Among the highlights were equipment displays of Amfleet coaches and cab cars, a GP-38 locomotive, the Amtrak Police Department Mobile Command Center and maintenance-of-way equipment.

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.

Hurricane Katrina Tests Gulf Coast Resilience

continued from page 7

accomplish,” said Dave Klouda, division engineer.

The next challenge was getting the signal system up and running, for which Chicago-based Project Engineer Troy Mason provided the technical support. The electronic components in the switch machines were flooded and needed to be replaced, as well as some minor components in the signal cases. Standby batteries, which had also been flooded, needed changing. Repairs to the maintenance and coach yard buildings’ roofs were made.

Making certain not to put employees in harm’s way, Amtrak’s Environmental, Health and Safety department employees were also on hand to ensure the safety of employees and to check the water on the site. In addition, anyone on the site had to be properly immunized. When it was called for, the Engineering team was protected with gloves, Tyvek® suits (one-piece protective clothing) and respirators.

A locomotive was kept on site to power the station, which was being used by the Louisiana Department of Corrections to process and hold prisoners on a temporary basis. The station also served as administrative offices and the administrative building became sleeping quarters for Department of Corrections employees.

The commissary was also put to use by the Department of Corrections.

Much of the frozen food was used to feed law enforcement officials and over 300 inmates, with the help



Los Angeles Baggageman James Carver loads pallets of boxed items containing employee contributions for employees affected by Hurricane Katrina aboard an Express car headed for Texas.

of freezer trucks supplied by the Department of Corrections. This was done in an organized fashion, keeping track of the food count. Making the best of a difficult situation, New Orleans Food and Beverage Manager Alan Mnichowski took the opportunity to fully sanitize and clean all the refrigerators.

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 hurri-

was managed by 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 childrens’ 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.

“There are no phones, no water, no food, no fuel...nothing in our lifetime compares to what has taken place...”

J.D. Wall

General Superintendent

The cars were put together to form a special train with the help of the UP to Houston.

There, the station served as a staging ground for employees, where a group of volunteers

unloaded the cars and managed the distribution of the items in Houston and to other locations.

At press time, two other baggage cars filled with items from East Coast locations were slated to leave Chicago on the route of the *City of New Orleans*, once the track is open.

“These cars went across the Amtrak

system, giving many employees an opportunity to donate to the

employees affected,” said Southwest Division Assistant Superintendent for Passenger Services Joy Smith, who previously managed the New Orleans area.

Local Efforts

All divisions and departments came together to support the victims of Katrina and surely will continue to do so in the coming weeks and months. From a two-day bake sale at Philadelphia’s 30th Street Station, to feeding passengers who were put on train 20 in Meridian, MS, by FEMA, to collections taken for employees transferring to new jobs across the system, the outpouring of generosity and compassion abounded.

Central Division employees helped co-workers who were in need of temporary housing and provided employees three new sets of

uniforms. Others volunteered to staff the Greater Chicagoland Chapter of the American Red Cross 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.



At the New Orleans Yard, North Wye Junction is overrun by floodwater and debris. The roof of the Superdome, half of which had been blown off, is visible in the background.

cane. Donated items were boxed and categorized and the process

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.



A vendor participating in New York's Penn Station safety fair answers an employee's questions.

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.

EMPLOYEE MILESTONES

25-Year Anniversaries September 2005

ALHADEFF, WAYNE
Los Angeles District

ANOL, ARCADIO
Los Angeles District

ARGENZIANO, THOMAS
Miami District

BARKER, MICHAEL
Beech Grove District

BERRY, CHARLOTTE
Sanford District

BOCOCK, 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

DALIEGE, 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, CARLOTTA
Washington, DC/HQ

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, DC/HQ

RATLIFF, JAMES
Beech Grove District

SCHLOTTHAUER, JANET
Los Angeles District

STURGIS, VALERIE
Philadelphia District

TERRELL, SUSIE
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, DC/HQ

HARRISON, TIMOTHY
Mid-Atlantic Div/DC Non-HQ

HECKETHORN, BARRY
Mid-Atlantic Div/DC Non-HQ

JANUSHKOWSKY, LELA
Oakland District

LAPOLLA, DANIEL
Empire/Albany District

MADDOX, TIM
Chicago Metro District

PARRISH, STEVENSON
Beech Grove District

SHAW, MARION
Miami District

SIMMONS, STANLEY
New York District

TAHAN, ALBERT
Atlanta District

WOODS, STEVEN
Beech Grove District

WOUDSTRA, DENNIS
San Jose District

Retirees August 2005

BAKHUIZEN, GERRIT
Boston District

BARGHOLZ DONALD
New York District

BARR, CLYDE
Philadelphia District

BUSHMAN, WILLIAM
Washington, DC/HQ

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

GWIN, STEVEN
Los Angeles District

HOLLAND, DAVID
Empire/Albany District

HOWE, THOMAS
Lorton District

JOYCE, LOIS ANNE
Philadelphia District

KNOWLES, NORMAN
Oakland District

KURTZ, ROBERT
Philadelphia District

LITTLE, SYLVESTER
Chicago Metro District

MCMAHON, GERARD
Philadelphia District

MONTGOMERY, EUGENE
Seattle District

MYERS, STEPHEN
Jacksonville District

PEELER II, ALLEN
Boston District

PEMBERTON JR, WILLIAM
Chicago Metro District

RICE, ROBERT
New Haven District

SOWELL, JAMES
St. Louis District

SPENCER, LARRY
New York District

VANDERBOSCH, JOSEPH
Philadelphia District

WARD, ADELL
Los Angeles District

WEAVER, BILLY
Jacksonville District

WHELAN, ROBERT
Boston District

WISE, BILLY
New York District

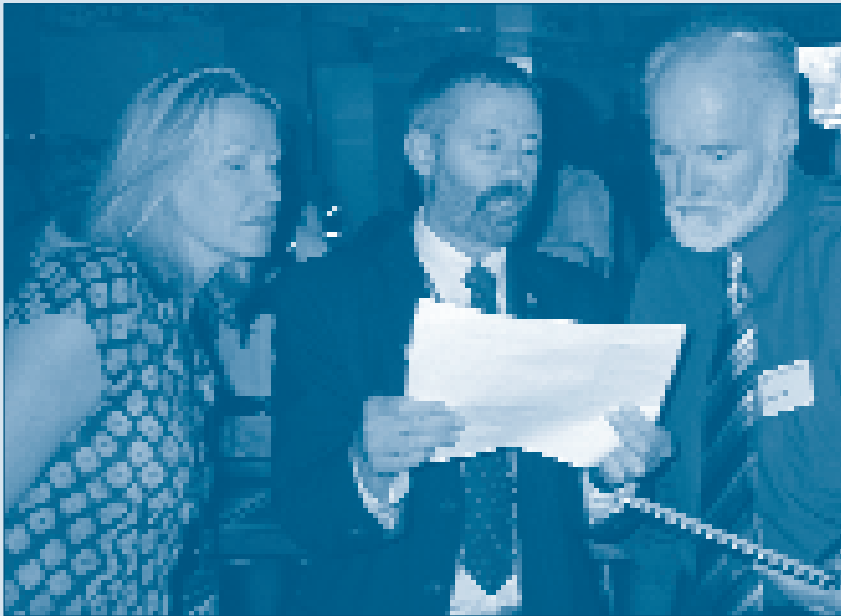
WRIGHT, WILLIE
Mid-Atlantic Div/DC Non-HQ

Congratulations to All of You!

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.

FRONT LINE FOCUS

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

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	3.2	(goal) 3.3	3.4
Ridership	2,288,178	2,193,906	23,731,979	23,297,719
Total Expenses	\$302,730,000	\$270,723,000	\$2,841,798,000	\$2,765,941,000
Total Operating Revenue	\$158,807,000	\$154,126,000	\$1,736,263,000	\$1,699,239,000
On-time				
Performance	(goal) 85.0%	65.3%	(goal) 85.0%	69.6%

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

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.



The concrete ties loaded on the distribution gantry of the Track Laying Machine make up some of the 128,000 ties laid on the Keystone Corridor over the course of 16 months.

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

continued on page 9

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

continued on page 3

TRAIN OF THOUGHT

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 lull 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



David L. Gunn

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.

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.



Amtrak’s Plasser American DYNA-C.A.T. tamper sits in the south end yard at Wilmington Mechanical Facility, where it is stored during the day. It is currently used at night on the Keystone Corridor.

Inside

3	Track Speeds Increase in Michigan
4	Observations from New Orleans
5	Successful Contract Operation Continues at Coaster Commuter Service
6	Letter from Master Mechanic Michael Kapela
8	On-board Signage Now Available for Crews
10	Seasonal Marketing Initiatives Generate Interest
11	EMPLOYEE MILESTONES
12	FRONT LINE FOCUS VITAL STATS

Amtrak Ink

Vol. 10, Issue 11, November 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

- Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)
- Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)
- Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)
- Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Third Consecutive Year of Record Ridership

continued from page 1

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., *Keystones* 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

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

Long-distance Growth

Ridership along the long-distance routes rose 1 percent in FY '05, while ticket revenues of \$336 million posted gains of 1 percent over last year.

Significant increases were seen on the *Empire Builder* route, which carried 9 percent more passengers than last year. Ticket revenues were up 8 percent over last year.

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.

Ridership and Ticket Revenue for Fiscal Year 2005			
Fiscal Year 2005	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	25,053,564	25,732,437	25,374,998
Ticket Revenue	\$1,256,424,267	\$1,314,825,909	\$1,248,751,435
Month of September	FY '04/Actual	FY '05/Budget	FY '05/Actual
Ridership	1,918,766	2,000,458	2,077,279
Ticket Revenue	\$94,112,173	\$103,435,026	\$105,532,965

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

\$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.

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 up 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 radiowave from micro-processors 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

“In 2006, we expect trains on this corridor to operate at speeds of up to 110 mph.”

Dave Klouda
Division Engineer

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.

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 the condition of 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 departments 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 on-board 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. After some time 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 trite, 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.



Amtrak Police Department Detective Sam Bell debriefs Senior Vice President Operations Bill Crosbie on the state of the security of Amtrak facilities in New Orleans.

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

"Maintaining this right-of-way is no small task," said Joe Yannuzzi, Amtrak's superintendent of

undertook a major project rehabilitating five large grade crossings along the SDNR.



Track and Signal crews remove the old turnout at CP Ponto in Oceanside, Calif. Six endloaders and one excavator were used to remove and replace pre-built panels, and new signal cables were installed throughout the turnout. As a result of the replacement, trains can change tracks at 60 mph instead of 40 mph.

Commuter Operations for the Coaster. "Our maintenance-of-way gangs readily and safely step up to perform tasks above and

"Our gangs removed five existing street crossings and replaced ties, rail, subgrade and ballast and replaced with new subgrade, ballast, ties and concrete panels to

Throughout the year, the maintenance-of-way gang has upgraded the SDNR while providing emergency repairs to bridges and restoring track and signal structures because of storm damage and freight derailments.

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.

"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."

Joe Yannuzzi
Superintendent of Coaster Commuter Operations

entire right-of-way as well as material control and administration. Amtrak also manages a sub-contractor 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.

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." Coaster, Amtrak, Metrolink, and BNSF railroads use the single-track corridor on a daily basis.

Led by Track and Structures Senior Engineer Sy Morales, the Engineering group consists of 25 Amtrak employees who work around the clock to ensure the right-of-way is maintained to the highest standards. Most recently the maintenance-of-way gang

ensure a smooth approach for the train and a easy transition for cars," said Morales.

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 give you 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 truing 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, adherence 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.

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 J. Douglas Galyon Depot in Greensboro offers the convenience of its downtown location as well as a hub linking other modes of transportation.

The opening of the Greensboro Depot marks the completion of the last — and largest — station



North Carolina Department of Transportation (NCDOT) Deputy Secretary for Transit David King (at podium) welcomes more than 250 people at the grand opening of the J. Douglas Galyon train depot on Oct. 21. On stage are (L to R) NCDOT Secretary Lyndo Tippet, Ticket Agent Jimmy Whitley, NCDOT Board Chairman Douglas Galyon, Federal Railroad Administration Associate Administrator Mark Yachmetz, Amtrak's Vice President Contract Administration Gil Mallery and U.S. Rep. Howard Coble.

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

“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.

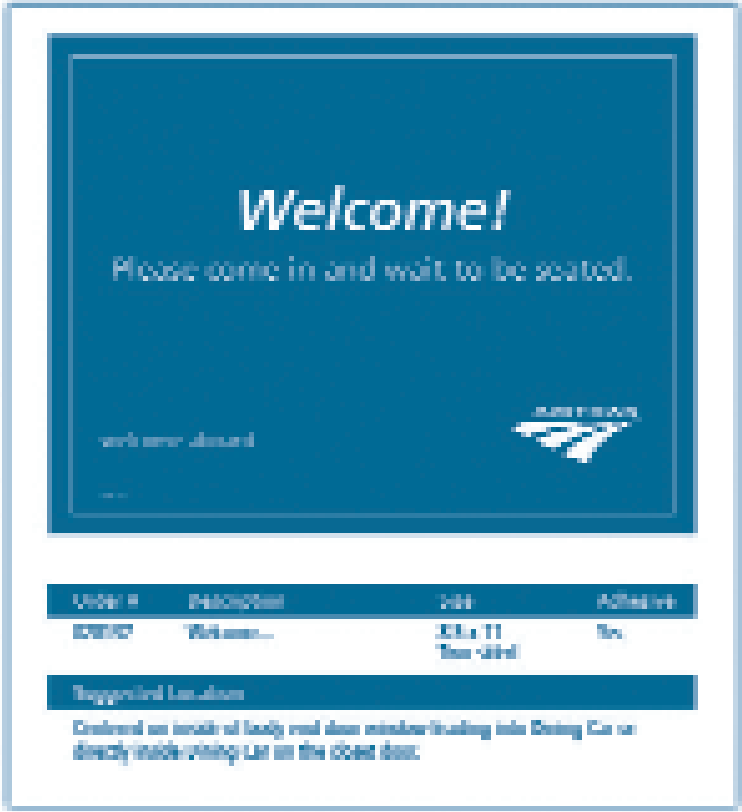
In addition, Marketing materials such as timetables and brochures,

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.



Each of the 25 on-board signs is featured in the Standards Manual, with guidance about where and how they should be posted.

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.

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 at 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.com. For additional information, contact the 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 digEplayer 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*

gers 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 digEplayer."

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.

Train stations prior to train departure. At the end of the trip, passen-

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 Papadakis-Mullinix also played an active role, which had a dramatic impact on the safety record.



Pictured (L. to R.) in front of two F-59 PH1 locomotives are: Onping Yu, Frank Alvarez, Steve Clarke, Paul Maloumian, Jason Tanner, Nelson Veliz, Larry Stewart, Vic D'Agostino, Bob Rapp, Roger Mikkelsen, Roger Mullinix, Margo Mullinix, Mike Sinanian, Mike Alfaro, Pete Abrahamian, Robert Hoyo, Millford Leonard.

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.

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

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 Izaak 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 a 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 Transdorm sales included wrong totals. The correct figures appear below. *Amtrak Ink* regrets the error.

Transdorm Hardware	May 2005	June 2005	July 2005	August 2005	Summer Total
California Zephyr	\$18,844	\$166,040	\$190,486	\$169,700	\$444,970
Capital Limited		\$61,315	\$72,383	\$50,400	\$184,578
City of New Orleans	\$30,451	\$56,364	\$37,326	\$61,341	\$234,981
Empire Builder	—	—	—	\$56,453	\$56,453
SpaceX Limited	\$25,211	\$114,129	\$119,100	\$81,349	\$409,349
Texas Eagle	\$73,620	\$104,333	\$110,374	\$105,808	\$413,375
Totals:	\$168,024	\$511,849	\$577,551	\$573,490	\$1,730,614

2006 Amtrak Calendar Coming Soon

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.



EMPLOYEE MILESTONES

25-Year Anniversaries October 2005

ACEVES, MARIA
Los Angeles District

ALFREDSON, EDWARD
Chicago Metro District

BATTS, JIMMIE
Los Angeles District

BOGARDE, BRIAN
Philadelphia District

BORMANN, CURT
Los Angeles District

BREEDEN, BRENDA
Los Angeles District

CAPRONI, WILLIAM
Philadelphia District

CARPENTER, JOSEPH
Empire/Albany District

CLARK, KELLEY
New Orleans District

COKER, JOYCE
St. Louis District

CONWAY, JAMES
New Haven District

COSENTINO, DANIEL
New York District

DE LIA, DOUGLAS
Philadelphia District

DIANGELO, ANTHONY
Philadelphia District

DIBONA, JOANN
New York District

DIRENZO, JOSEPH
New Haven District

FARRINGTON, MARY
Portland District

FORSTROM, ROBERT
Washington, DC/HQ

GADDIS, DARRYL
Philadelphia District

GALLANT, DAVID
New York District

GILLESPIE, BERNARD
Philadelphia District

HALL, THOMAS
Wilmington/Bear District

HARRISON, SHARON
Philadelphia District

HUSS, KATHRYN
Philadelphia District

KIESLING, DAVID
Chicago Metro District

KLAUSER, GARY
New York District

LEWIS, DANIEL
New York District

LOCKETT, KENNETH
New York District

LONG, THOMAS
Philadelphia District

SHANKS, GALE
New York District

MARSHALL, THERESE
Philadelphia District

MASCOLA, EDWARD
Boston District

MCDOWELL, PERSELL
Empire/Albany District

MERRELL, JOHN
Philadelphia District

MILLER, TERESA
Sanford District

MITCHELL, JOANN
Philadelphia District

MORRISON JR, JOHN
Wilmington/Bear District

MULLINS, BRUCE
New Orleans District

PARKMAN, RANDOLPH
New York District

ROSIAK III, STEPHEN
Wilmington/Bear District

SHOWALTER, RICHARD
Philadelphia District

SIMMONS JR, ROBERT
Wilmington/Bear District

SMITH COOK, JANET
Philadelphia District

STONER, THOMAS
Beech Grove District

STREHLEIN-ROE, SHARON
Washington, DC/HQ

TIERNEY MARGARET
Washington, DC/HQ

TUCKER, STANLEY
Los Angeles District

WARFIELD WEST, LILLIAN
Philadelphia District

WASHINGTON, DORETHA
New Orleans District

WESSEL, ALEX
Beech Grove District

30-Year Anniversaries October 2005

AUSTIN, THOMAS
Empire/Albany District

BALMACEDA, RANDOLPH
New York District

CAMPBELL, MICHAEL
Empire/Albany District

CAREY JR, JAMES
Philadelphia District

CARVER, JAMES
Los Angeles District

DALKA, WADE
Empire/Albany District

DANT, KEVIN
Wilmington/Bear District

HAFFNER, DAVID
Chicago Metro District

ISON JR, HENRY
Chicago Metro District

JOHNSON JR, JAMES
Mid-Atlantic Div/DC Non-HQ

LEHMAN, BRENT
Detroit District

MARSHALL, VERNA
Washington, DC/HQ

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

MITCHELL, PEGGY ANN
New York District

MOORE, KENNETH
Seattle District

MOYER, ROBERT
Boston District

RICHARDSON, DEBRA
Washington, DC/HQ

RIGA, DENNIS
New York District

ROGERS, HAROLD
New York District

THOMAS, WILLIAM
Mid-Atlantic Div/DC Non-HQ

VELASQUEZ, MERCIBINI
Washington, DC/HQ

Retirees September 2005

ADRIAENS, PEARLANN
Los Angeles District

BATSON, JERRY
Mid-Atlantic Div/DC Non-HQ

BROWN, DAVID
Chicago Metro District

BROWN, EDDIE
Miami District

BROWN, JAMES
Oakland District

CAIN, CURTIS
Salt Lake City District

CRICK, LOUIS
Jacksonville District

CUERVOS, GEORGE
New York District

CULPEPPER, SANFORD
Atlanta District

FORNWALT, JAMES
Los Angeles District

FULWOOD, LEVAIN
New York District

GREY, WILLIAM
Detroit District

GRIFFEY, LARRY
Beech Grove District

HAMMOND, GEORGE
New Orleans District

HENDERSON, SYLVESTER
Chicago Metro District

HERNANDEZ, JORGE
Miami District

HOLMES, ISIAH
Boston District

HONEYMAN, HARLAN
Chicago Metro District

HUMPHREY, CHAIL
Chicago Metro District

ISOM, KATHLEEN
Washington, DC/HQ

JEREW, VERNE
Empire/Albany District

EMERICK, JOHN
Empire/Albany District

KEGRIS, DENNIS
Philadelphia District

LARKIN JR, DANSBY
Chicago Metro District

LINDSAY, JAMES
New York District

LITTLE, DONALD
San Jose District

PIMM, ROBERT
Oakland District

PUGH MOORE, CONNIE
New York District

REUTER, PATRICK
Chicago Metro District

ROBERSON, FRED
Wilmington/Bear District

SANZANO, EMILIO
Miami District

SETTELL, RUSSELL
Los Angeles District

SMITH II, CLYDE
Philadelphia District

THOMAS, WILLIAM
Los Angeles District

WILLIAMS, JOSEPH
Miami District

Congratulations to All of You!

FRONT LINE FOCUS

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.

Dear Amtrak:

We would like to let you know of a very special Amtrak person ... we rode the *Capitol Limited* from Chicago, IL, to Washington, D.C., in car number 3000, room D.

The car steward was Dwight [McClurkin]. He came in shortly after we left Chicago to introduce himself and ask if there was anything we needed. While we were at dinner, he made up the bed and was back in the morning while we were at breakfast to put the bed "away." He returned in time to take our bags down for detrainning. He was very courteous and friendly and certainly added to our enjoyment of our first train ride. He made us feel like royalty or VIPs.

We just wanted you to know that Dwight is certainly an asset to Amtrak.

Sincerely,

Laura and Roger G.
Avon, Minn.

VITAL STATS

for September 2005

	Month		Fiscal Year 2005	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.3	3.2	(goal) 3.3	3.5
Ridership	2,000,458	2,077,279	25,732,437	25,374,998
On-time				
Performance	(goal) 85.0%	72.5%	(goal) 85.0%	69.8%

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 10 • Issue 12 • December 2005



Replacement of Thames River Bridge Underway

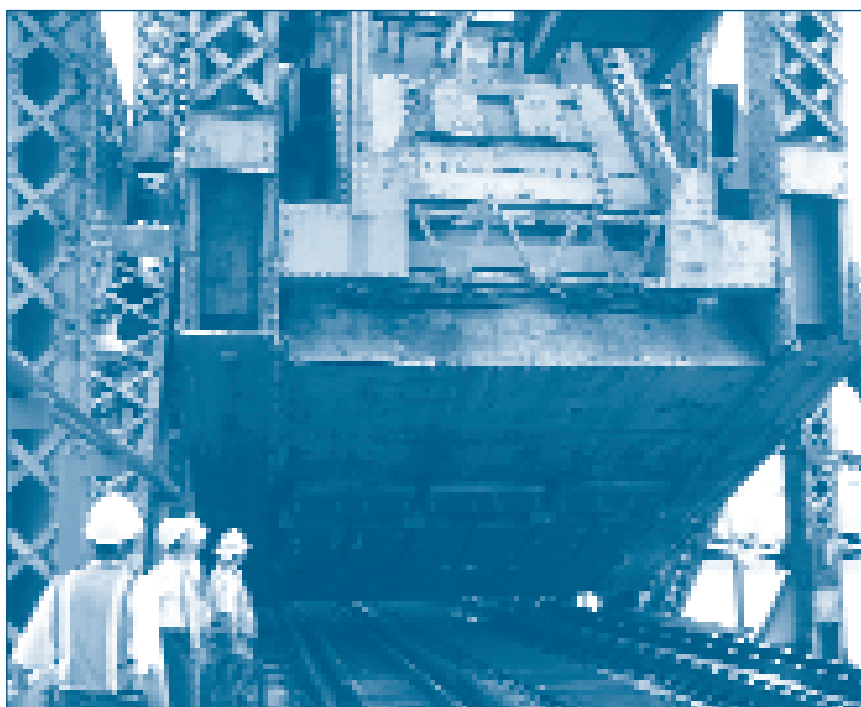
Three-Year Project Replaces Nearly 100-Year-Old Connecticut Bridge

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



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.

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

continued on page 6

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

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

H A P P Y H O L I D A Y S !

TRAIN OF THOUGHT

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, reorga-

nized 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 to take good care of our passengers, especially during the holidays this month.



David J. Hughes

Inside

3	Steady Ridership and Revenue Growth Continues Into FY ‘06
4	Letter from Master Mechanic Don Knapik
5	Mechanics Prepare Horizon Fleet to Handle Freezing Winter Woes
7	PROMOTIONS IN MOTION
8	President’s Service and Safety Awards
16	FRONT LINE FOCUS VITAL STATS

Amtrak Ink

Vol. 10, Issue 12, December 2005

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2005 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees
Amtrak Employee & Customer Communications

- Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)
- Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)
- Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)
- Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Correction:

In the November issue of *Amtrak Ink*, the “Environmental Review Essential Ingredient of Workplace Safety” story incorrectly identified Tony Lewis, a pipefitter at the Bear maintenance facility. *Amtrak Ink* regrets the error.

Amtrak’s Vice President of Environmental Health and Safety Receives AAR Top Honor

Amtrak Environmental Health and Safety Vice President Roy Deitchman (left) receives the North American Environmental Employee Excellence Award from Association of American Railroads Assistant Vice President John Wetzel. Deitchman was presented with the award at the AAR’s seventh annual Railroad Environmental Conference on Oct. 26 at the University of Illinois in Champaign-Urbana, Ill.

Deitchman is a strong proponent of using technology to increase environmental awareness, such as through the computer-based training he developed for employees. This is just one part of Amtrak’s environmental management system that includes training, auditing, and policy and procedure development. Deitchman also led the development of Amtrak’s comprehensive Environmental Information System, a state-of-the-art Web-based database that contains compliance data, facility maps, photos, plans, permits, training, and audit and corrective action information. Additionally, Deitchman manages a \$20-million capital program for remediation and pollution prevention projects throughout the country.



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

lenges 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.

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.

Ridership and Ticket Revenue for October 2005

	October 2005	October 2004	Better
Ridership	2,035,882	1,973,259	+3
Ticket Revenue	\$109,395,920	\$102,307,159	+7

Top Five Routes	October 2005 (Ticket Revenue)	vs. October 2004
Regionals	\$34,050,574	+20%
Acela Express Metroliner	\$26,990,289	-8%
Empire Builder	\$3,605,962	+31%
Auto Train	\$3,410,847	-5%
Pacific Surfliner	\$3,095,501	+14%

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 chal-

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 main-

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.

"I also know that Engineer Track and Structures Russell Abbott

Birmingham, under the direction of Passenger Services Superintendent Sid Birkett, also passed a commendable milestone. While

being committed to safe work practices in the performance of 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.

When asked how they reached this

milestone, employees repeatedly replied that support from upper management and communication are the driving forces. Throughout



The New Orleans Engineering team gathers to be recognized for their outstanding safety performance — five years with no reportable injuries. (First row L. to R.): Russell Abbott, Naah Sabree, Charleston George, Jr., Lew Schexnayder, Theran Smith, Thomas Bertucci, Farrell LeCompte, Sr., Chris Traylor, Lance Tacke, Anthony Laine, Sr., Lawrence Ursin. Second Row: Maury Hales, Melvin Castro, Glenn Clark, Joseph Locicero, Jr. Not pictured: Theodore Hines and Leroy Fortune.

taining 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

made safety a major part of every day's performance and without that key role, it wouldn't have happened," added Klouda.

Along with the New Orleans Engineering department group, the Passenger Services department in Atlanta, Columbia, Greenville and



Station employees working in the Atlanta District proudly display certificates recognizing their year-long safety record. From the Atlanta station are (first row, kneeling, L. to R.): Melvin Williams, Margaret Philips and David Tucker. (Second row:) Michael Ages, Carl Betterson, Gary Crowe, Lysa Ridley-Jones, Barbara Futrell, Frank E. Williams and Steve Tomecek. Not pictured is Frank M. Williams. Also missing are John Potter, Chris Boon and Karen Landy from Columbia, S.C.; Lee Elkins and Trent Denny from Greenville, S.C.; and Bob Hasty, Walt Miles, Don Brown and Jonathan Smith from Birmingham, Ala.

the year, communication played a critical role for employees, since many work around live tracks and maintain the facility. Prior to each shift, safety briefings were held that included discussions about real-life events and how injuries would have an impact on them as well as their families.

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. Southampton 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 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. 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,"



Sheet metal worker Paul Gundberg attaches a water line to a car to flush out the sanitation tank.

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

the sanitation process. Over the winter months, Amtrak's Public Health group monitors the system to evaluate sanitary conditions.

Sheet Metal Worker Paul Gundberg, 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.

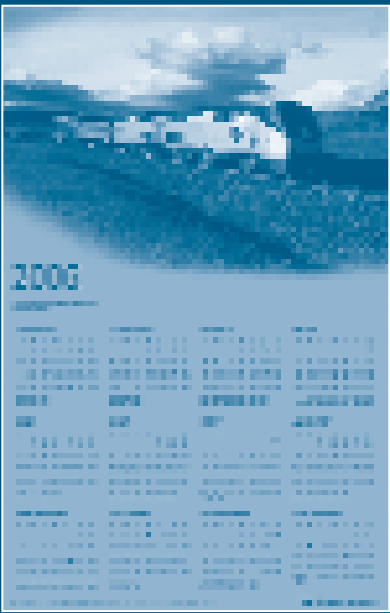
"If the car is sitting without power and the temperature drops below 45 degrees, the Ogontz valve automatically triggers the release of water from the tank," explained General Foreman James Mitchell. If the valve is not functioning properly, it could split the water lines.

"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."

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 Amtrak.com/store for details.

Replacement of Thames River Bridge Underway

continued from page 1

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



These graphic renderings of the new Thames River Bridge show the lift span lowered (left) for rail traffic and raised (right) to allow marine traffic to pass underneath. The work to replace the bascule span with the new lift span is expected to be complete the winter of 2007-2008.

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 miter rail and miter 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

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-

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

continued on page 16

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 bi-annual 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.

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

When the Weather Outside is Frightful, the Rails are so Delightful

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 *Carolinian* 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 ran a live 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 Joaquins* 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. — just a 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 Blakey.

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.

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

25-Year Anniversaries November 2005

- ANDERSON, STEVEN
Beech Grove District
- ARMON, TIMOTHY
Chicago Metro District
- ASCOLI, FERDINANDO
New York District
- CAMARA, CYNTHIA
Oakland District
- CHAVEZ, GILBERT
Los Angeles District
- DIXON, GARY
Beech Grove District
- DIXON, LAWRENCE
Los Angeles District
- FALARIS, JOHN
Chicago Metro District
- FRATINARDO, CHARLES
New York District
- GRONAU, HANS
Philadelphia District
- GUPTA, SURINDER
Empire/Albany District

- JONES, NORMAN
Beech Grove District
- LOPEZ, ROBERT
Kansas City District
- MANNERING, GREGORY
Wilmington/Bear District
- MINER, STEVEN
Beech Grove District
- NESMITH, ROSA
Wilmington/Bear District
- REYES, VICTOR
Beech Grove District
- SABREE, NAAH
New Orleans District
- SANDBERG JR, CLIFFORD
Chicago Metro District
- STEPHENSON, JEFF
Beech Grove District
- STEPP, BENNIE
Beech Grove District
- TIMMONS, JEROME
Los Angeles District
- VICK, AARON
Beech Grove District

30-Year Anniversaries November 2005

- ABRAHAM, PATSY
Washington, DC/HQ
- ASSELIN, MARC
New Haven District
- BOTKINS, JANICE
Detroit District
- CLIME, JAMES
Philadelphia District
- DELUCA, RICHARD
Philadelphia District
- GENGGE, GEORGE
Washington, DC/HQ
- HUEY, DANIEL
Chicago Metro District
- MULVEY, STEVEN
Empire/Albany District

- NOLDER, STEPHEN
Beech Grove District
- NOVASKY, RICHARD
Detroit District
- SCOTT, KAREN
Philadelphia District
- SEDAT, PETER
Chicago Metro District
- TWIST, DAVID
Boston District
- WIEDEL JR, KENNETH
Baltimore District

Retirees September 2005

- ALBERTS, HOMER
Mid-Atlantic Div/DC Non-HQ
- ATCHISON, JOHN
San Jose District
- AUVIL, CLARE
Mid-Atlantic Div/DC Non-HQ
- BARNETT, LEE
Oakland District
- BATRA, ALKA
Mid-Atlantic Div/DC Non-HQ

- BIANCUR, ROBERT
New Haven District
- BISHOP, DAVID
Miami District
- BOGDAN, DANIEL
Chicago Metro District
- BRUNNER, TERRANCE
Chicago Metro District
- CHOJNACKI, EDWARD
New York District
- COOPER, WESLEY
New Haven District
- CHARTIER, CONNIE
Beech Grove District
- CRUZ, JOSE
New York District
- CUNNINGHAM, JOHN
Philadelphia District
- DANIELE, FRANK
New Haven District
- DARR, MARY
Detroit District
- DEFRANCESCO, JOHN
Philadelphia District
- FRAZIER, JOHN
Washington, DC/HQ

- GILKES, ELIHU
New York District
- GOLDINGER, CHARLES
Philadelphia District
- GUYNEE, LOUIS
New York District
- HALL, RUSSELL
Boston District
- HANCOCK, GUY
Los Angeles District
- HARRALSON, JOHN
Chicago Metro District
- HESELTON, JOHN
New Haven District
- HIDALGO, PETER
Oakland District
- JOHNSON, DONALD
Wilmington/Bear District
- KANICKI, ROBERT
Wilmington/Bear District
- KEOGH, PATRICK
New Haven District
- KUCINSKI, GEORGE
New Haven District
- MALEY, DONALD
Boston District

- MONSEN SR, EDWARD
Wilmington/Bear District
- NGUYEN, MY
Seattle District
- ORR, DOUGLAS
Seattle District
- QUINN, SHIRLEY
New York District
- ROBINSON, ANDRE
New York District
- ROBINSON, DIANE
Philadelphia District
- RYAN, MICHAEL
Lorton District
- SAWYER, ALPHONSO
Miami District
- STOLLAR, DEE
Los Angeles District
- WUERTH, RICHARD
Los Angeles District

Congratulations to All of You!

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 *Pennsylvanian* 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 departments to closely monitor employee records, all at one glance. 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 Norwich, Conn., with a very special request. The children had collected \$15,000 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 HHP 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 efforts 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.

Travel Agency Sales Center (L. to R.):

Ben Walker, Chuck Sweet, Terry Rowley, Marilyn Matchette-Winfield, Scott Rebre, David Gunn, Claudine Conaway, Mike DeAngelo, Marilyn Greenspan, Steve Joyce, Patricia King.



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.

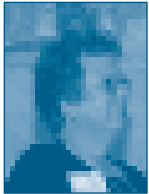
Darlene identified the United Negro College Fund and the Historically Black Colleges and Universities (HBCU) as partners. A travel scholarship program was developed to award five \$1,000 travel stipends per student at 20 HBCUs. Darlene has also been the lead on most diversity efforts in the Marketing department, which allocates nearly 10 percent of its media budget to African-American and Hispanic publications and for diversity programs or promotions.

David Lim

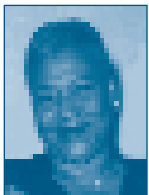
Chief, Sales and Marketing, Washington, D.C.

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.



Carlson



Howard



Light



Pedro



Rae



Abubakar



Lim

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 authors 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
Machinist, Procurement and Materials Management,
Philadelphia, Pa.

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, the Lubrizol 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 4.81 per 100 bookings, down from 6.6 per 100 bookings prior to the launch. Amtrak’s Vice President of Marketing and Sales Barbara Richardson stated, “We are outpacing the industry in percentage use of Internet sales. No other carrier (except Internet-only carriers) has met this level of success.”



E-Commerce Team (L. to R.): Stephen Alexander (external), John Slavney, James I. Yarnall, Allen Sebrell, Roger Seitzinger, Carlene Hardie, Kathleen Gordon, and Stevan Lebo (Amtrak Technologies).

Girardi/Guzzi - Project Excellence Team

Andrew R. Girardi, Sr., Senior Coordinator Environmental,
Engineering, Philadelphia, Pa.

Joseph J. Guzzi, Jr., Division Engineer, Engineering,
Philadelphia, Pa.

After a member of Congress advised Amtrak of a serious environmental hazard located near the tracks in close proximity to the Philadelphia Zoo, Andrew Girardi and Joseph Guzzi got to work. The project meant coordinating the efforts of several contractors, loading and disposing of hundreds of scrap track ties, switch timbers, miscellaneous creosote-covered material and tons of debris.

Joe had budget responsibilities for the project, and Andy had the role of project manager working closely with contractors. The scope was increased to include additional locations at Ivy City, Odenton, Baltimore, Perryville, Chester, the Harrisburg Line, Royalton Yard and Penn Coach Yard. Unsightly piles of debris are no longer on the property or visible from trains.

The efforts of Joe and Andy resulted in 132,406 track, bridge or switch ties and 13,515 tons of debris being removed from the property and the creation of an ongoing process to keep the railroad clean.

Kenneth W. McIlvoy
Principal Business Liaison, Amtrak Technologies,
Washington, D.C.

Kenneth McIlvoy began his Amtrak career in 1971. As principal business liaison, Ken interfaces between Amtrak Technologies (AT) and the Transportation department.

Ken was nominated for Project Excellence for his technical development of the Transportation Department Review System (TDRS). In 2004, Transportation set a goal for better managing field employees. The department determined that, as part of this goal, it had to do a better job of recording observations of field employees’ performance in an immediate and objective manner. Ken led much of the development and implementation of the TDRS system. He worked with the Operations department to understand the needs of the managers and designed the system to meet those needs. Ken devoted many hours of work to ensure that the system was completed on time.

Today, the TDRS provides managers with a valuable tool to better evaluate employee performance and improve customer service, which will benefit passengers.

SAFETY ACHIEVEMENT

Steven C. Falkenstein
Division Engineer, Engineering, New York, N.Y.

The Engineering side of the busy Penn Station operation (Track, Electric Traction, Communications & Signals, and Bridges & Buildings) for which Steve Falkenstein is responsible includes 810 employees with 585 track miles through three states.

Steve accompanies tunnel inspections with the LIRR, NJT and Life Safety groups. As team leader, he champions and attends around-the-clock audits along with other managers and safety liaisons. He personally responds to all serious incidents and his off-duty e-mails are constant reminders for meetings and safety challenges. “Steve’s top priority is the safety of employees, passengers and overall operations,” says Safety Officer Pat Colliere.

His efforts led the entire Engineering department of the New York Division to an FY ’04 reportable rate of 3.61 and 100 percent participation for the 1872 Program. As a result, the New York Division won the FY ’04 Engineering Excellence Award.

Deborah A. Polk
Carman Helper/Network Instructor, Mechanical,
New York, N.Y.

Deborah Polk began her career with Amtrak in 1988 as a coach cleaner and currently works as a network instructor. Deb has been a key player in the success of Sunnyside Yard’s Safety Training Camp. Called the “heartbeat of the yard,” Deb ensured that all agreement-covered and management employees at Sunnyside were trained in all safety programs. Standards and Compliance Inspector Don Riley participated in Deb’s train-the-trainer class and said, “There was 100 percent participation, and the energy level in her classes reflects what I am seeing in results at Sunnyside.”

In addition to peer counseling, Deb has organized many events to educate employees on the dangers of drug and alcohol abuse.

As the top scorer in the Safety Achievement category, Deb is also the recipient of the 2005 Charles Luna Memorial Award.



Reid



Burch



Flowers



Girardi



Guzzi



McIlvoy



Falkenstein



Polk

SAFETY ACHIEVEMENT (CONT.)

Robert H. Wilbur
Locomotive Engineer, Transportation, Albuquerque, N.M.



Wilbur

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 Lifesaver, Inc. As a member of OLI, Bob conducts quartely meetings for board members, church groups, community centers and schools. He organizes volunteers for the annual Albuquerque Children's Fair where he is solely responsible for preparing an information booth stocked with railroad safety materials.

In 2003, Bob became the executive director/state coordinator of New Mexico Operation Lifesaver, Inc. Bob spends hours of his own time setting up training classes for OLI volunteers and coordinating activities within the state of New Mexico concerning highway-rail safety. Bob also

implemented the New Mexico Operation Lifesaver Web site.

In addition to his duties with Operation Lifesaver, Bob helps fellow engineers who have been involved in grade-crossing accidents.



North Carolina Safety Improvement Team: Back row (L. to R.): David Gunn, Frank Sullivan, Elizabeth Hill, Jay McArthur, Ed Walker, Carlos Williams, Tom McCann. Front row (L. to R.): Al Tahan, Agnes Fallis, Connie Colliton. Missing from the photo: Shirley Elliott, Jason Jones, Tasha Knight and Gaston Malloy.

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, Train & Engine 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 helped to coordinate an emergency evacuation bomb-threat drill. This committee also developed boarding 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."



Abraham



Ahrens

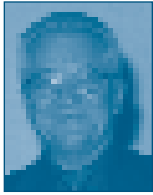
SUSTAINED EXCELLENCE

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.



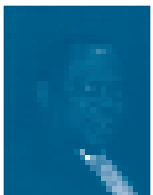
Bailey



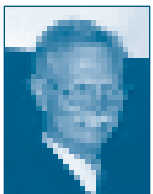
Bannon



Baucom



Birckett



Bridgforth

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, Cliff saved Amtrak thousands of dollars per car. He was key to the in-house designing and manufacturing of mounting brackets for the ACSES/Cab Signal System components, avoiding the need to outsource the work to a vendor.

Additionally, Cliff 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 Cliff's love of the railroad. He is also a train buff and collector of model trains. But a co-worker stated it best: "Cliff has model trains and loves them, but to come to Bear and work on the real thing is what he really loves."

Shirley A. Bannon
Program Manager, Transportation, Wilmington, Del.

Shirley Bannon 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 Bannon is the person to do it.

Inez Baucom
Specialist, Human Resources, Washington, D.C.

Inez Baucom's expeditious handling 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 Republication National Convention in New York, balancing the security concerns inherent in such an undertaking with responsive customer service.

Sidney N. Birckett
Superintendent Passenger Services, Transportation,
Jacksonville, Fla.

Sidney Birckett 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 continuously look for ways to improve service in the stations and on board the 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 Birckett 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 controller in Jacksonville, Fla., 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 superior 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.

SUSTAINED EXCELLENCE (CONT.)

Barbara Bruce
Senior Scheduling Officer, Transportation, Chicago, Ill.

Barbara Bruce has undertaken initiatives far beyond those functions in the description of a senior scheduling officer. She has earned an outstanding reputation for building internal support from co-workers and promoting change within the railroad to improve Amtrak service. Most importantly, she has been an effective communicator and negotiator with the freight railroads and commuter agencies to implement service improvements.

As a train scheduler, Barbara has the task of finding consistency in an environment of substantial variability. Her keen awareness of situations and her ability to work with people to find the best solution enable her to make the necessary trade-offs and adjustments. At the foundation of her success is Barbara's tremendous integrity and character, which show in her day-to-day relationships as she deals with a wide variety of internal and external interests.

Kathy J. Burks
Inspector Field Warranty, Mechanical, Beech Grove, Ind.

Kathy Burks works closely with General Electric negotiating parts failure claims. This is a job that requires tact and professionalism, qualities that Kathy possesses in large amounts. Cheryl Greenley of GE stated, "I've never questioned any of her data, she is such an asset to Amtrak."

Kathy developed the database for the GE warranty system. Previously all information was done on paper and faxed to GE. Today, everything is so fine-tuned that there is little room for errors. Kathy's work with GE allows Amtrak to get its locomotives into service more quickly. Kathy's character and integrity are above reproach. Her hard work, sense of fairness and many accomplishments have earned her admiration outside Amtrak. Robert Hall of General Electric neatly summed up Kathy Burks when he said, "I'd hire her in a heartbeat."

Cindy Camara
District Manager Stations, Transportation, Fresno, Calif.

Back in 1980 when Cindy Camara joined Amtrak, managers and supervisors quickly realized that they were working with someone special. As a clerk, Cindy was respected for her encyclopedic knowledge after only a few years on the job. As a station agent, her peers relied on her to be their motivator.

A former President's Service and Safety Award winner in 1997, Cindy knows what cost savings and revenue potential are all about. She has maintained a budget 10 to 12 percent below target for the last two years, and by controlling her extra-board costs and encouraging the use of Quik-Trak machines, she has kept her costs low. Cindy exemplifies a positive attitude, and her agents believe they can make a difference because she believes that they can. Cindy knows how to get the job done and she's been doing it at Amtrak for over 25 years.

James M. Coffey
Project Reporting Officer, Engineering, Philadelphia, Pa.

James Coffey is responsible for data maintenance, data reconciliation, project reporting, plus training associated with the Work Element Explorer (WEE) and Web WEE.

But Jim has done much more than that during his career. Back in the 1980s Jim worked in the Accounting department, where he was instrumental in getting the first desktop computers installed, even though this was not his primary responsibility.

Jim has the ability to understand end users' needs and teaches people how to use the system and the data to their best advantage. Jim has a history of working on weekends and during vacations to load data into the WEE system to ensure project managers have the most current data on Monday mornings. Al Shaw, director of project reporting, sums it up this way: James Coffey is the employee that all others should be measured against.

Louis M. Coiro
Criminal Investigator, Police and Security, New York, N.Y.

Louis Coiro started his career with Amtrak in 1988 as a police officer with the Amtrak Police Department. During his 17-year tenure with Amtrak, Louis has earned considerable recognition from the company. He has received the Life Saving Medal, 15 Police Officer of the Month awards, the Police Officer of the Year award, and Amtrak's Performance Excellence Award.

In addition to these honors, Louis has received letters of commendation from the FBI, the U.S. Secret Service, the Manhattan District Attorney's Office and the U.S Attorney's Office.

As an officer with the Amtrak Police Department, Louis has made more than 100 felony arrests for crimes ranging from grand larceny to armed robbery. In a letter commending him, one assistant district attorney recently wrote, "In my eight years as a prosecutor I have never seen such dedication to duty and drive like that Investigator Coiro showed in the case I just prosecuted."

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 APD 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.

Ronald 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
Storehouse Clerk, Procurement and Materials Management, Philadelphia, Pa.

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 time and energy 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 mechanics' 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.



Bruce



Burks



Camara



Coffey



Coiro



Cole



Cooper



DeShields



DiGregorio



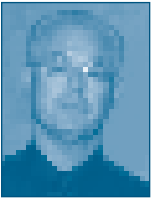
Dilly



Duncan



Gonzales



Grainger, Jr.



Higgins



Isom



Johnson



Johnson



Jones



Keyes



Klouda

SUSTAINED EXCELLENCE (CONT.)

J. Robert Duncan
Safety Officer, Mechanical, Wilmington, Del.

Robert Duncan is responsible for the safety of over 400 day-and night-shift Amtrak and contract employees at the Wilmington Shops. The safety record 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 lost-time reportable injuries and increasing employee awareness, the facility has won the safety trophy for the best record 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.” Transportation Safety Officer Thomas McCann stated, “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 safest track crews on the Northeast Corridor. This crew has participated in construction projects such as the JO Interlocking Realignment, Secaucus Project and major switch replacements in New York Penn Station. In 2004, Isaac received a safety recognition award for his construction gang working over 900 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 financial side of the commuter 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 MBTA in 2002.

Master Mechanic Don Knapik 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 Mareello, 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 in dire need of attention. She 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 Kate’s superior job performance. The most visible were 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
Executive Assistant, Procurement and Materials Management, Philadelphia, Pa.

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”) personally authored and conducted 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 served as an executive 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 amenities and ensures proper accountability of unused amenities. He alerts management of adjustments to be 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 is 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, insuring 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.

SUSTAINED EXCELLENCE (CONT.)

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 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 dispatched to work on equipment that has broken down en route and also rides trains that have reported problems. He efficiently 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 with Amtrak as a carman in the locomotive shop at the New Orleans facility in 1997. As a facility foreman III, Gabe 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.

Gabe sees to it that his foremen evaluate every locomotive failure, carefully reviewing whether the parts are covered by the service agreement. Since Gabe has taken on 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 management of claims 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 of Amtrak has enhanced engineering 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 proposed and received approval for a new cooling tower that will eliminate health hazards and save the cost of maintaining the current antiquated 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 F-40 fleet in the 1990s. Most recently, Phil helped outside vendors with the adoption of new cab signal systems to the Amtrak Genesis locomotives, including the Michigan Incremental Train Control System (ITCS) and the Illinois Positive Train Control (PTC) project that allows Amtrak 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, and 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 outside agencies on jurisdictional concerns and ensured 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 co-worker 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 what he does, and his station 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
Police Officer, Police and Security, Philadelphia, Pa.

It’s been said that Douglass Paige cast the mold for the community police officer position. Doug has established fruitful relationships 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 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 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 as 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 at 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.

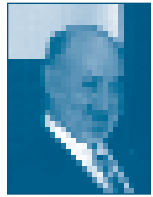
Thomas A. Perkins
Conductor, Transportation, Seattle, Wash.

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 with Tom’s dedication and pride in their work.

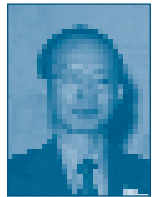
Colleagues agree that Tom’s penchant for going the extra mile comes to him naturally. The same can be said for Tom’s ability to make passengers feel like VIPs. From his impeccable appearance to his clean operating record, Tom inspires co-workers and spoils his passengers. From working with law enforcement 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.



Lear



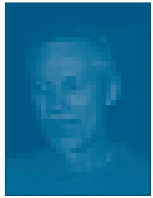
LeBlanc



Lin



Lowes



McCaig



Moore



Norton



Paige



Payton



Perkins



Phelan

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 quality 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 Plumley
Ticket Clerk, Transportation, Prince, W.Va.

Marvin Plumley is an outstanding employee with perfect attendance, never having taken a single sick day since 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 Plumley.”

Jack E. Pulley
Carman Welder, Mechanical, Beech Grove, Ind.

Jack Pulley has long demonstrated his extensive 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 with 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
Supervisor, Sales and Marketing, Philadelphia, Pa.

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 qualification and performance standards for 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 \$500,000. In another effort to reduce costs, Barry has carefully utilized training assistants’ time and combined training sessions. Because of these efforts, Barry earned the prestigious title of Supervisor of the Year. Barry Schaffer is highly motivated toward making improvements in his department and the call centers.

Victor W. Salemme
Assistant Superintendent Maine Service, Transportation, Portland, Maine

Victor Salemme 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.



Plumley



Pulley



Schaffer



Salemme



Santini



Seubert



Sinesi



Smith



Spees

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 Salemme 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.” She makes things work — even difficult problems are solved almost 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 screenings they would otherwise not have received. 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 Sunnyside 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 Sunnyside 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, Engineering, Philadelphia, Pa.

Few people in the Northeast Corridor are more integral to ensuring smooth electric train operations than Patrick Q. 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 components 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 directly affected 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
Supervisor, Engineering, Philadelphia, Pa.

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 railroad 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 into management 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.” This is a valuable asset for a manager who must keep his finger on the pulse of On-board Service as well as Train & Engine crews in five different crew bases.

For the last five years, Tom has been a key organizer of the *Empire Builder* transfer to Seattle. Tom also developed a mentoring program for new OBS employees, which pairs them with a seasoned employee who is available 24 hours a day during their initial training. As anyone in the Pacific Division will say, Tom Spees is the man to go to for workable solutions to tough problems.

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 supervisors think he is a remarkable employee. 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 Waqar 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 J. 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 conditions 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' rooms. Additionally, Herminio encourages passengers to purchase wines featured at the on-board wine tasting events. His assistance has made the lead service attendant on his crew one of the highest revenue producing Parlour car attendants in Los Angeles. 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 acting reservations sales 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 higher-than-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.
Director Revenue Operations, Finance, Philadelphia, Pa.

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 Train Operations, Stan is "the face of the Finance department." Due to his extensive knowledge, integrity and dedication, he is invited to participate on many committees and special projects. He is the consummate team player that adds immediate value to any initiative that is fortunate enough to include him as a partner.

Stan's excellent work ethic and professional demeanor are a positive influence on all who come in contact with him. Stan's reputation is widespread and many employees are the benefactors of his expert knowledge. No problem appears to be too big or small for Stan Winkler to solve. With that image, one may think things would become overwhelming. Not for Stan — he handles them with ease.

Donald K. Wong
Associate, Sales and Marketing, Los Angeles, Calif.

Donald Wong works with preferred tour operators in Southern California who reserve group moves and must maintain a minimum sales requirement. Don has been instrumental in the steady improvement of sales with these operators. He led the Marketing team with the highest revenue of group travel booked through Amtrak-preferred operators in the January to March quarter of 2004.

Don has created many innovative grassroots marketing campaigns. Some highlights of his ingenious creations include: a "Back to the Beach" sale, "Solvang Safari" and various cruise-rail packages. Together, these positively impact ridership and revenue on long-distance trains on the *Coast Starlight*, *Southwest Chief*, *Sunset Limited* and *Texas Eagle*. Don's modesty will not allow you to credit him. Frequently, he insists the accolades go to others. When suggestions for change or improvement are made, he agrees gracefully. Donald Wong is highly esteemed as an Amtrak employee for his leadership, integrity and dedication.

Harry A. Wray
Assistant Division Engineer, Engineering, Hamden, Conn.

With safety first in mind, Harry Wray understands that Amtrak is an around-the-clock operation. As a result, he is often in the field at any time of the day or night with employees to oversee work being performed. What makes Harry truly unique is his knowledge of electricity and communications. He is a rare employee, having expertise in all four disciplines: signals, electronics, communications and electricity.

As a part of the implementation of high speed train services it was necessary to install an Advanced Civil Speed Enforcement System. Harry voluntarily took on the responsibility as division representative for the project and was instrumental in its execution. Harry worked additional hours to make sure the system was installed and working properly. Pat Tuttle said, "He continually goes above and beyond." Harry Wray is an excellent role model for everyone with whom he comes in contact. Harry's attitude is positive and he puts his all into everything he does.

VALOR

Raymond Farris
Food Specialist, Transportation, New York, N.Y.

On the night of Oct. 18, 2004, Raymond "Mo" Farris and the other crew members on train 48 retired for the evening. As always, Mo did not close his door — he only pulled the curtain. This observance of an established safety rule may have saved many lives. At approximately 2:05 a.m., Mo was awakened by smoke. He looked down the hall and saw flames and crawled though the crew car banging on doors and yelling, "Wake up, the car's on fire!" Mo instructed the crew to head toward the baggage car, which was locked. He used his fist to bang on the lock until it finally opened. Even though he injured his hand doing it, he didn't stop until the crew could get safely inside.

The train came to a stop and Mo jumped off and alerted the conductor. The crew moved out of the baggage car and began the evacuate passengers. Thanks to Mo's quick thinking, no one was seriously injured and the train resumed its journey after a three-hour delay.

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 35 mph toward 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."

POSTHUMOUS

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.

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 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 in Glendale, Calif. A railroad 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.



Stokes



Vargas



Williams



Winkler, Jr.



Wong



Wray



Farris



Tripp, Jr.



Ormiston

Thames River Bridge

continued from page 6
down of that segment of the rail-road 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.

Board

continued from page 1
savings through operating efficiencies in such areas as food and beverage service and First class service, assessments of access fees by the Secretary of Transportation on commuter rail agencies for their use of the Northeast Corridor and limits on ticket discounting.

Amtrak Statement

continued from page 1
find the railroad's next leader.

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.

FRONT LINE FOCUS

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.

V I T A L S T A T S		
for October 2004		
Month and Fiscal Year-to-date		
	Budget	Actual
Safety		
Reportable Injury Ratio		2.7
Ridership	1,901,166	2,035,882
Total Expenses	\$258,460,000	\$250,247,000
Total Operating Revenue	\$153,744,000	\$160,415,000
On-time Performance	(system goal) 85.0%	66.7%

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

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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Thanksgiving Revenues Contribute to Strongest Month Ever

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

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

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

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

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

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

Ticket revenues collected by the company for Thanksgiving week,

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

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

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

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

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.

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

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

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

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.

"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.

TRAIN OF THOUGHT

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

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

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

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

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

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

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

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



David J. Hughes

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

In the meantime, keep operating safely and professionally.

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

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

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

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

involvement and rule compliance manifested by the work force.

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

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

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

Inside

3 Contract Yields Tighter Controls, More Amtrak Flexibility

4 Letter from Master Mechanic Michael Heffner

5 Mechanical Department Takes Action to Improve Leadership

6 Folk Singers Ride the Rails to Rebuild the Musical City

Pacific Northwest Promotions Offer Something for All Ages

7 APD NCC Re-Accredited

EMPLOYEE MILESTONES

8 FRONT LINE FOCUS

Amtrak Ink

Vol. 11, Issue 1, January 2006

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

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

Contract Yields Tighter Controls, More Amtrak Flexibility

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

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

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

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

Vice President Operations Bill Crosbie.

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

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

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

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

explained Emmett Fremaux, vice president of Customer Service.

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

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

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

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

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

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

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

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

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

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

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

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

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

Engineering Top Performers

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

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

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



Dear Amtrak Co-workers:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

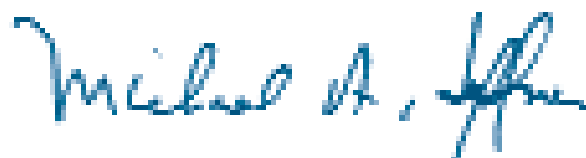
The last of our four facilities is the locomotive repair facility at 16th Street; the largest locomotive repair shop in the Amtrak system. The building is a full-service repair facility complete with overhead cranes and drop tables. The overhead cranes allow our forces to change all major components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

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

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

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

Sincerely,



Michael A. Heffner
Master Mechanic
Central Division

C & S Recognized for Outstanding Safety Record

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

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



Mechanical Department Takes Action to Improve Leadership

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

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

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

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

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

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

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

Taking on the task of developing

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

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

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

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

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

Ken Rannels contributed to this story.

Simplified Dining Service

continued from page 1

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

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

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

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

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

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

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

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

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

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

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

Folk Singers Ride the Rails to Rebuild the Musical City

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

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

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

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

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



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

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

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

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

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 Crosbie. “We are proud to have been a part of this important rebuilding effort.”

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

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

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

Pacific Northwest Promotions Offer Something for All Ages

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

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

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

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

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

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

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

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



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

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

Thanksgiving Revenues

continued from page 1

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

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

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

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

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

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

APD’s NCC Re-Accredited

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

Amtrak’s NCC was also selected as a “Flagship Agency” by the commission signifying that it met

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

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

Contract

continued from page 3

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

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

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

EMPLOYEE MILESTONES

25-Year Anniversaries

December 2005

BAILEY, CARL
Washington, DC/HQ

BASS SR, KEVIN
Beech Grove District

BOGGS, JEANINE
St. Louis District

COHEN, VIVIAN
Chicago Metro District

COTTRELL, ROBERT
New York District

DRINKWATER, WILLIAM
Boston District

ESPOSITO, MICHAEL
Boston District

FAIRES, JOSEPHINE
St. Louis District

FOSTER, GLENN
St. Louis District

JOHNSON, RANDY
Portland District

KROSS, WENDY
Empire/Albany District

MANUE, L GRACE
Chicago Metro District

MURPHY, KEVIN
New York District

PARKER, DAVID
New York District

PAYNE, DAVID
Baltimore District

POLLARD, LYNWOOD
Boston District

SOESBEE, JULIE
Washington, DC/HQ

THOMPSON FREDERICK, JADE
New York District

TOROSIAN, PAUL
Boston District

TURKENKOPF, STEVEN
Philadelphia District

VARRASSO, LINDA
Boston District

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

30-Year Anniversaries March 2005

ANDERSON, PATRICIA
Empire/Albany District

BONSE, ALAN
Chicago Metro District

CALLAHAN, JOHN
New York District

CASEY, MARTIN
New York District

CONLEY, EDWARD
Boston District

COOK, LAWRENCE
Miami District

DARBY, MYRON
New York District

DELGADO, MARIANO
Miami District

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

NISBETH, PAULINE
Washington, DC/HQ

GRAY, B JOAN
Philadelphia District

HAYES, GEORGE
Beech Grove District

HENRY, THOMAS
New York District

HUEG, BRUCE
New York District

JOHNSON, WILLIE
New York District

KENNEDY, ROBERT
New York District

KOLLETZKI, PAULINE
Mid-Atlantic Division

KRAJCOVIC, JOSEF
Miami District

MARTINEZ, RICHARD
New York District

MCCARTHY, DORIS
Seattle District

MITCHELL JR, NAPOLEON
Los Angeles District

NOONAN, ROBERT
Washington, DC/HQ

SCARLETT, WARREN
Chicago Metro District

SINGLETON, HENRY
Jacksonville District

SMITH, CHARLES
Jacksonville District

THOMPSON, DOREEN
Philadelphia District

WILSON, DOROTHY
Philadelphia District

Retirees November 2005

ALVES JR, JOSEPH
New Haven District

BARRETTE, HENRY
Kansas City District

BATTISTE, JOSEPH
New Orleans District

BITOW, LARRY
Seattle District

BRANSON, TIMOTHY
Seattle District

BROGLA, PAUL
Twin Cities District

BURDITT, RAYMOND
Seattle District

CALLON, RALPH
Beech Grove District

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

CHAN, ANTHONY
San Jose District

CHANDLER, JERRY
Wilmington/Bear District

DREW, ROBERT
New Haven District

HINES JR, THEODORE
New Orleans District

HOSKINS, DONALD
Salt Lake City District

INGRAM, AUGUSTA
New York District

JOHNSON JR, CLIFTON
New Haven District

KAGAN, NATHAN
Philadelphia District

LEMAY, BETTY
Lorton District

MEDLER, HARVEY
Boston District

MEYER, VERNON
New York District

PEDRO, ANDREW
New Haven District

ROBINSON, ENNIS
Los Angeles District

ROGERS, WILLIAM
Los Angeles District

SCHUFFORD, BOBBIE
Los Angeles District

SCHULTZ, PAUL
Empire/Albany District

SHARP, WILLIE
Chicago Metro District

SINGLETON, MARY
New York District

SOLTYS, RONALD
Boston District

STACY, RONALD
Beech Grove District

TRACEY, JOHN
Chicago Metro District

ULIS, ROBERT
New York District

WATERS, CHARLES
Oakland District

WIEMELER, MARIA
Chicago Metro District

WINSLOW, WAYNE
New Haven District

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

Congratulations to All of You!

FRONT LINE FOCUS

Dear Amtrak:

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

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

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

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

Sincerely,

Claire F.
Ft. Smith, Ark.

Dear Amtrak:

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

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

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

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

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

Sincerely,

Beverly P.
Woodburn, Ore.

Amtrak Participates in Security Expo

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

The Amtrak Police and Security department, along with national and local law enforcement and emergency response agencies, provided a wide variety of safety and security information to Philadelphia's traveling public. At the day-long Nov. 30 event, agencies displayed their products and services, and introduced the public to their special enforcement units. Amtrak's Mobile Command Center and K9 demonstrations were available for public viewing.



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

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

VITAL STATS

for November 2005

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

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

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

December Ticket Revenue Growth Attributable to Fall Fare Increases

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

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

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

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

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

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

continued on page 10

Engineering Advances State of Good Repair

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

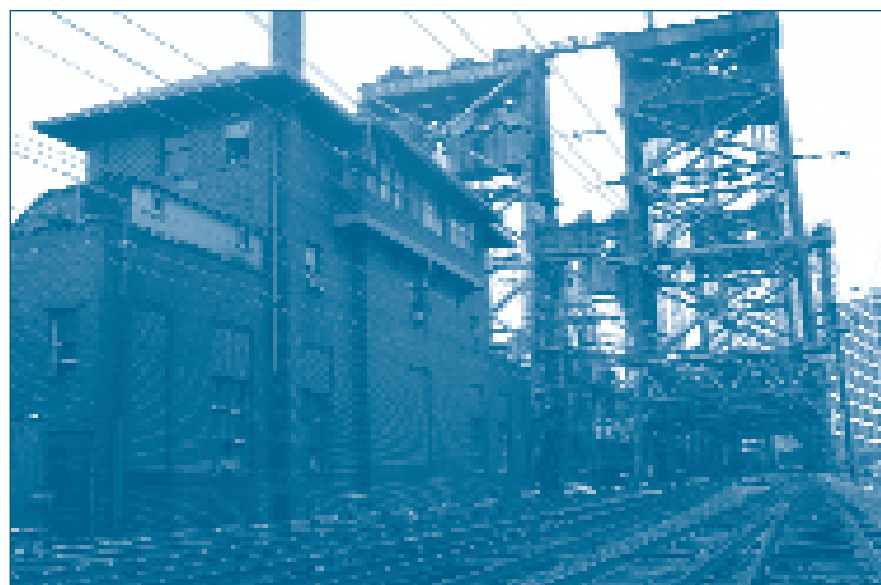
"The purpose of the Engineering capital program is twofold: make significant progress to meet the customer service needs and to invest in technology that will deliver safety, performance and reliability goals while reducing the cost of maintenance," said acting Chief Engineer Bruce Willbrant. "We have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

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

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

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

In the most dramatic phase of the



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

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

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

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

continued on page 5

TRAIN OF THOUGHT

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

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

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

I was very impressed with the Caltrain operation, which serves

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

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

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



David J. Hughes

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

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

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

Traditional Uniforms To Return to NEC

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

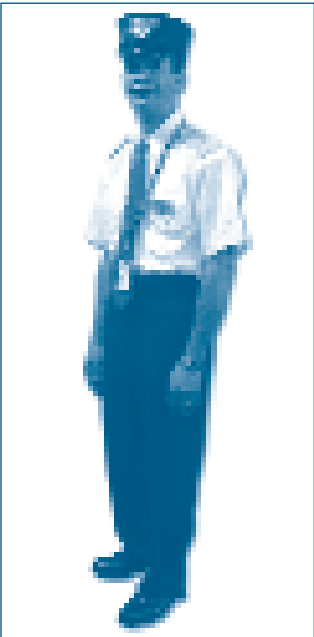
The new uniforms will replace the *Acela Express* gray uniforms, which were introduced in 2000.

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

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

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

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



strip of fabric that is worn on the shoulder, used primarily on military uniforms. An epaulet with a gold background and a blue Amtrak logo will signify a conductor and a navy blue background with a blue Amtrak logo will denote an assistant conductor. On-board service and station employees will wear epaulets with a navy blue background with a white Amtrak logo and red caps' epaulets will feature a red background with a blue Amtrak logo.

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

Inside

3	Acela First Class Improvements Launched
	Partnerships with Agencies Worldwide Bolster Security
4	Materials Management Facilities Aim to Deliver Efficiency, Cost Savings
6	Special Train Carries Precious Cargo
8	PROMOTIONS IN MOTION
9	Incidents of Workplace Violence Decline
11	EMPLOYEE MILESTONES
12	FRONT LINE FOCUS
	VITAL STATS

Amtrak Ink

Vol. 11, Issue 2, February 2006

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Angie Starr, Manager
810 N. Alameda St.
Los Angeles, CA 90012
Phone: 213-891-3408 (ATS-761-3408)

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

Acela First Class Service Improvements Launched

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

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

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

But, according to Customer Service Vice President Emmett Fremaux,

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

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

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



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

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

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

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

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

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

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

Partnerships with Agencies Worldwide Bolster Security

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

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

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

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

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

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

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

who also attended the conference.

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

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



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

sharing with partnering law enforcement agencies.

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

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

continued on page 9

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

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

Additionally, the time it takes to handle and process orders at the IDC compared to ordering directly

from vendors is noticeably shorter because vendors' lead times often fluctuate. An order may take three weeks to be delivered, while the following order for the same item may take nine weeks. "By housing materials at one central location, we can stabilize availability," added Golden.

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



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

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

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

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

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



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

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

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

Engineering Advances State of Good Repair

continued from page 1

the installation of underwater communications systems and signal cable.

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

Catenary and Electrical Upgrades

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

and Washington and along the Harrisburg Line.

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

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

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

Keith Holt
Deputy Chief Engineer, Communications and Signals

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

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

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

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

Communications & Signals

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

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

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

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

cases located throughout Dock.

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

Fire and Life Safety

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

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

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

Track Upgrades and Investment

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

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

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

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

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

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

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

Highlights of FY '06 Engineering Capital Plan

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

Special Train Move Carries Precious Cargo

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

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



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.

Photo Credit: Randy Barton

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

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

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

Steeped in Tradition

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

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

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

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

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

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

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

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

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

Liberty Limited on the Move

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

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

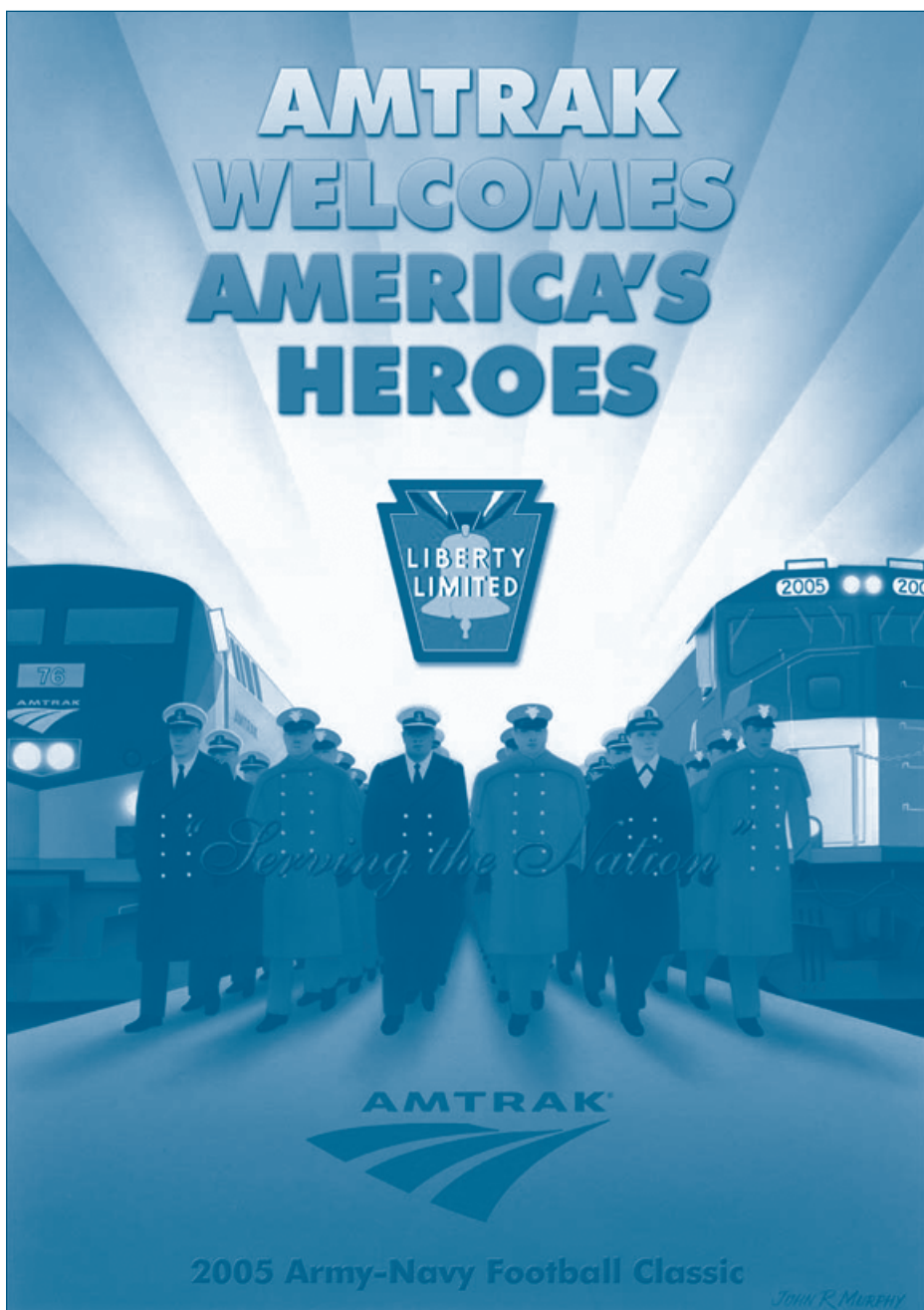
“The cooperation from Amtrak, including many people whose names I will never know, was just terrific.”

Bennett Levin

Liberty Limited Organizer

Army War College Foundation Trustee

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



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

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



Photo Credit: American War College Foundation

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

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

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

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

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

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

A Day to Remember

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

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

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



Photo Credit: Jim Kleeman

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

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

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

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

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

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

Local Marketing Efforts Heat Up Winter Travel

Legendary Sounds of Jazz Showcased on Amtrak Cascades

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

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

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

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

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

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

Mardi Gras Celebration Drives Train Travel to St. Louis

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

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

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

continued on page 12

Amtrak Celebrates Black History Month with Events Systemwide

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Incidents of Workplace Violence Decline in 2005

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

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

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

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

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

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

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

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

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

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

Security

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 Prepared-

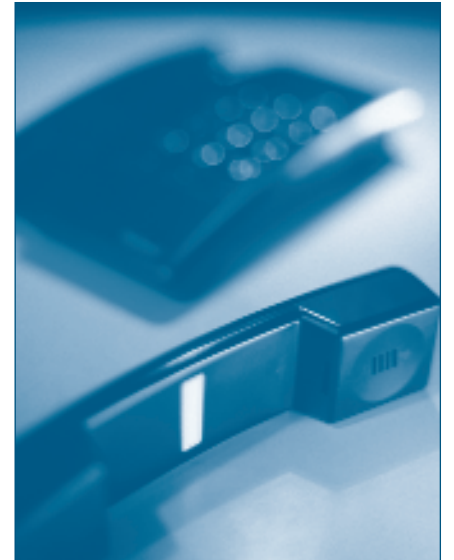
How to Report Threatening Behavior

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

Employees should report any threat or act of violence to his or her appropriate supervisor, to any manager, or to the Amtrak Police Department. After receiving a report of workplace violence, the supervisor or manager is required to notify the Amtrak Police Department as soon as possible.

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

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



What is Workplace Violence?

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

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

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

Employees Achieve Major Safety Accomplishments

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

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

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

Being particularly careful when handling heavy baggage has also helped.



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

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

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

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

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

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

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

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

“They truly walk the walk and don’t just talk the talk,” said Murphy. Murphy added that had it

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



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

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

Ticket Revenue Growth

continued from page 1
increase over last year. Duplicating the Midwest results, all routes on the West Coast showed ticket revenue growth over last December, while ridership gains were seen on all but two routes. In

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

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

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

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

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

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

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

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

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

January 2006

BROWN, NANCY
Portland District

CLARK, DAVID
Boston District

CRAWFORD, HAZEL
Boston District

DAPP, ROBERT
Baltimore District

EHLEND, SHEILA
New Orleans District

LENARD, GERRI
Mid-Atlantic Div/DC Non-HQ Dist

RADLEY, LOUISE
Chicago Metro District

SALMON JR, RICHARD
Washington, DC/HQ

30-Year Anniversaries

January 2006

ALLEN, ROBERT
Chicago Metro District

ARONSON, ALBERT
New Haven District

AVENDANO, ERNESTO
Chicago Metro District

BATTAGLIA, DAVID
Chicago Metro District

BEHUN, GREGORY
Washington, DC/HQ

BIONDO, PAUL
Empire/Albany District

BOOTY JR, MARLIN
Philadelphia District

BORNMAN, TERRY
Philadelphia District

BOUDREAU, JAMES
Chicago Metro District

BRENDA, WALTER
Empire/Albany District

BRUSS, RICHARD
Wilmington/Bear District

BUKOWSKI, JOHN
Chicago Metro District

BURNS, JAMES
Chicago Metro District

BUTLER, THOMAS
Wilmington/Bear District

CAMPBELL, SIMIEL
Chicago Metro District

CHADWICK, LARRY
Beech Grove District

CORCORAN, MICHAEL
Wilmington/Bear District

COUGHLIN, ROBERT
Boston District

COZZI, STEVEN
Chicago Metro District

CRANE, JOSEPH
Boston District

D AMICO, VINCENT
Philadelphia District

DALY, EDWARD
Wilmington/Bear District

DANIEL, DENNIS
Chicago Metro District

DEIBLER, KIM
Philadelphia District

DERRICO, GLEN
Chicago Metro District

DEWITT, JAMES
Chicago Metro District

DIAZ, JESSE
Chicago Metro District

DIAZ JR, MICHAEL
Chicago Metro District

DIAZ, RAUL
Chicago Metro District

DIBLASI, JOHN
Boston District

DIGREGORIO, JOHN
Philadelphia District

DILLON, RUTH
Chicago Metro District

DOBBINS, THEODORE
Boston District

DOUGHERTY, FRANCIS
Philadelphia District

DOYLE, PAUL
Boston District

DREMANN, MICHAEL
Chicago Metro District

DUNN, MICHAEL
New York District

EAMES, DENNIS
Empire/Albany District

ELLINGTON JR, WILLIE
Chicago Metro District

ENGLISH SR, WILLIAM
New Haven District

FAHRENKOPF JR, JOSEPH
Empire/Albany District

FALARIS, C
New Orleans District

FALLAVOLLITA, ROBERT
Boston District

FERRITTO, CARL
Sanford District

FITZGERALD, WILLIAM
Boston District

GAMMILL JR, HOWARD
New York District

GANGLOFF, JAMES
Empire/Albany District

GHOLAR, JESSE
Chicago Metro District

GIBILARO, GERALD
New York District

GILBERT, JOHN
Chicago Metro District

GOODMAN, PAUL
Chicago Metro District

GREGORY JR, CHARLES
Chicago Metro District

GROSSKOPF, THOMAS
New Haven District

GUNDBERG, PAUL
Chicago Metro District

HART, GLADYS
Chicago Metro District

HAYMER, BETTY
Chicago Metro District

HEITZ, PETER
Empire/Albany District

HIGGINS III, GEORGE
Boston District

HRUBEC, RONALD
Chicago Metro District

HUGHES JR, EDDIE
Chicago Metro District

HUGHES, MARK
Boston District

HURTT, JAMES
Philadelphia District

JONES, DIANE
Washington, DC/HQ

JONES, WILLIE
Chicago Metro District

KELLEY, DAVID
Boston District

KELLEY, GERALD
Boston District

KENEE, JOHN
Philadelphia District

KIMBROUGH, PAUL
Chicago Metro District

KINNEY JR, DONALD
Boston District

KOEPPPEL, JOHN
Empire/Albany District

KOLODZIEJCZAK JR, LUCIAN
Philadelphia District

LAVINA JR, CHARLES
Boston District

LE CLAIR, ARTHUR
Boston District

LESSIG, RONALD
Philadelphia District

LEWIS JR, JAMES
Chicago Metro District

MACDONALD JR, JOHN
Boston District

MACIE, BRUCE
Empire/Albany District

MACIEJEWSKI, LARRY
Empire/Albany District

MAHONEY, THOMAS
Philadelphia District

MALONE, JOHN
New Haven District

MARTIN, DOUGLAS
Chicago Metro District

MCAFEE, MELDO
Chicago Metro District

MCCABE, MARK
Empire/Albany District

MCERLANE, WILLIAM
Philadelphia District

MCFEELY JR, WILLIAM
Empire/Albany District

MCGILLIGAN JR, J
Philadelphia District

MCKENNA, RICHARD
Boston District

MCREYNOLDS, WARREN
Chicago Metro District

MERENDA, JOSEPH
Boston District

MERLIN, MICHAEL
Chicago Metro District

MOSCO, AUGUST
Chicago Metro District

MOSLEY JR, HOWARD
Philadelphia District

MURDOCK, MICHAEL
Philadelphia District

MURPHY, FRANCIS
Washington, DC/HQ

MURRAY, ROY
Chicago Metro District

NEWMAN, CHARLES
Chicago Metro District

NOLL, HOWARD
Empire/Albany District

NOVAK, FRANK
Chicago Metro District

NOVAK, ROBERT
Chicago Metro District

O LEARY, RICHARD
Boston District

O'KANE JR, WILLIAM
Boston District

O'MALLEY, THOMAS
Boston District

PARKER, CEASAR
Chicago Metro District

PATTERSON, RAVION
Chicago Metro District

POZNANSKI, WILLIAM
Chicago Metro District

PRALL, FRANK
Boston District

PRATT, RONALD
New Haven District

PULEO, STEPHEN
New Haven District

PYNE, MICHAEL
New Haven District

RAMLOT, RANDELL
Chicago Metro District

RILEY, RICHARD
Chicago Metro District

ROMANO, FRANK
Empire/Albany District

ROSS, JAMES
Empire/Albany District

RUSSELL, GEORGE
Sanford District

SACCO, PAUL
Boston District

SCHOENHALS, JAMES
Empire/Albany District

SENSALE JR, LOUIS
Boston District

SHOTT, GEORGE
Chicago Metro District

SIMMONS, EDWARD
Sanford District

SLAY, GILBERT
New York District

SLOWEY JR, JAMES
Empire/Albany District

SMALL, LAWRENCE
Philadelphia District

SMITH, ANTHONY
Empire/Albany District

SMITH, CHARLES
Boston District

SMITH, DONALD
Los Angeles District

SOLIMENE, ROBERT
New Haven District

SORAGHAN, TERENCE
Chicago Metro District

SPISAK, WILLIAM
Chicago Metro District

SPRAGUE JR, JOSEPH
Philadelphia District

SPRINGER LEPKOWSKI, PATRICIA
New York District

SULLIVAN, JOHN
New Haven District

SUTTON, THERESIA
Chicago Metro District

TERRELL, RONALD
Chicago Metro District

VASSO, RALPH
Philadelphia District

VOIGHT, MICHAEL
Chicago Metro District

VOIRA, MICHELANGELO
New Haven District

VOIRA, ROMEO
New Haven District

VONDERHEY, THOMAS
Philadelphia District

WAGNER, JAMES
Philadelphia District

WARFIELD, JOSEPH
Philadelphia District

WASHINGTON, JAMES
Chicago Metro District

WEATHERS, DOROTHY
Chicago Metro District

WENZ, LARRY
Washington, DC/HQ

WHITE, EDWARD
Boston District

WHITE, ROBERT
Boston District

WIGDORSKI, RAYMOND
Empire/Albany District

WILLIAMS JR, THOMAS
Chicago Metro District

WILLIAMS, BURNELL
Chicago Metro District

WILLIAMS, EARNEST
Chicago Metro District

WILLIAMS, JOHNNY
Chicago Metro District

WILLIAMS, JONATHAN
Chicago Metro District

WILLIAMS, PORTIA
Chicago Metro District

WILSON, GERALD
Chicago Metro District

WOOD, LEE
Chicago Metro District

YEAGER, ROBERT
Philadelphia District

YONAN, HOMER
Los Angeles District

Retirees

January 2006

AYCOCK, ROBERT
Mid-Atlantic Div/DC

BRANDON, GERALD
Kansas City District

BROWN, ROY
New York District

BROWNE, ALPHAEUS
New York District

COOK, GLENN
Salt Lake City District

COSTELLO, RAYMOND
Wilmington/Bear District

CRAIG, TED
Detroit District

DEFRANCESCO, RICHARD
New Haven District

FLOWERS JR, ELBERT
Chicago Metro District

FRANK, CATHERINE
Mid-Atlantic Div/DC Non-HQ

GOODLETT SR, ROY
Atlanta District

GREENE JR, THEODORE
Mid-Atlantic Div/DC Non-HQ

HALL, STEPHEN
Beech Grove District

HENRY, DONALD
Chicago Metro District

LANGE SR, EDWARD
Beech Grove District

LATIMORE, NELLIE
New York District

MARTIN JR, EDDIE
Chicago Metro District

MCALLISTER, ROBERT
Philadelphia District

MCMILLAN, CHARLES
Twin Cities District

NEMETH, JOHN
New York District

PEARSON, WILLIAM
Miami District

RIVERA, MIGUEL
New York District

SIBIGA, RONALD
New York District

SKUNDBERG, BONNIE
St. Louis District

SMITH, BRUCE
Twin Cities District

SPAIN, DONALD
New York District

SPRINGER EUGENE
Kansas City District

VON DEM HAGEN, RALPH
Washington, DC/HQ

WALKER, LILLIT
New York District

WONG, HARVEY
Los Angeles District

Corrections:
In the Employee Milestones feature of the January issue, the December 2005 30-year anniversary header was incorrectly labeled as March 2005.

In the January issue of *Amtrak Ink*, Red Cap Paul Sokoloski’s name was misspelled.

Amtrak Ink regrets the errors.

FRONT LINE FOCUS

Dear Amtrak:

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

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

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

Sincerely,

Ray and Shari P.
Parma, Mich.

Dear Amtrak:

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

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

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

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

Sincerely,

Jacqueline W.
Bonham, Tex.

Promotions

continued from page 8

Basketball Fans Train Their Way to the CIAA Tournament

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

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

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

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

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

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

VITAL STATS

for December 2005

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

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer
Please send address changes to your local
Human Resources office.

Dining Changes Planned for Most Long-Distance Trains

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

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

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

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

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

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

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

By reducing labor requirements in the galley with the elimination of



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

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

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

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

continued on page 3

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



TRAIN OF THOUGHT

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

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

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

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

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

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

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

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



David J. Hughes

Inside

3	Ticket Revenue and Ridership Continues Strongly
4	Overhauled Cab Cars Destined for Renewed Keystone Line
5	Equipment Washing Facility a Welcome Addition
	First-Quarter Safety Results Reflect Positive Trend
6	PROMOTIONS IN MOTION
7	EMPLOYEE MILESTONES
8	FRONT LINE FOCUS
	VITAL STATS

Celebrating Black History Month



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

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

Amtrak Ink

Vol. 11, Issue 3, March 2006

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

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

Mailing Permit #056

® AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Ticket Revenue and Ridership Continues Strongly

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

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

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

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

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

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

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

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

continued on page 4

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

was 5 percent ahead of a year ago, but fell short of budget by nearly 3 percent. The increase was due in part to fare changes made in the fall and revenue management on

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

Dining Changes Planned

continued from page 1

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

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

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

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

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

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

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

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

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

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

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

to insure results are being achieved.

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

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

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

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

Overhauled Cab Cars Destined for Renewed Keystone Line

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

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

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

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

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

The improvements most apparent to passengers are new fiberglass

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

The 68-seat coach section is equipped



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

with new lighting, carpet and seat cushions.

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

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

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

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

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

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

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



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

Performance Results

continued from page 3

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

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

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

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

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

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

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

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

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

Equipment Washing Facility a Welcome Addition

Supports Tighter Environmental Controls, Yields Greater Efficiency

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

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

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

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

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

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

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

tenance and care of the track equipment extends its lifespan.

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

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



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

First-Quarter Safety Results Reflect Positive Trend

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

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

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

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

those years were 712 and 891, respectively.

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

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

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

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

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

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

The Mechanical department contributed to the effort by holding joint labor-management Safety Training Camps at 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.

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

Acela Television Campaign Highlights On-board Flexibility

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

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

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

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

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

traveler,” explained Marketing Director Darlene Abubakar.

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

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

Train Travelers Save at Six Flags Marine World

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

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



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

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

Congratulations to All of You!

25-Year Anniversaries February 2006

- BARNETT, REBECCA
Chicago Metro District
- BOOK, RONALD
Philadelphia District
- BRADLEY, CHINESE
Chicago Metro District
- POUSTUS, STANLEY
Wilmington/Bear District
- RAIA, LARRY
Los Angeles District
- WUCHICH, WALTER
Chicago Metro District

30-Year Anniversaries February 2006

- AHMED, KAMAL
Wilmington/Bear District
- ALLEN SR, DOUGLAS
Wilmington/Bear District
- ANDERSON JR, ROBERT
Wilmington/Bear District
- ANDERSON, REYNOLDS
New York District
- APANAH, RAMESH
Sanford District

- APPOLD, RAYMOND
New York District
- AQUILIA, CHARLES
New York District
- ARCEO, BENIGNO
Mid-Atlantic Div/DC Non-HQ
- ARMSTRONG, JOHN
New York District
- ARNONE, ANTHONY
Miami District
- ASKEW, JANIE
New York District
- BAKER SR, STEPHEN
Wilmington/Bear District
- BARDY III, RICHARD
Beech Grove District
- BARRY, DOUGLAS
New York District
- BEHRLE, DOUGLAS
Wilmington/Bear District
- BEST, TIMOTHY
Wilmington/Bear District
- BISCOE, JAMES
Wilmington/Bear District
- BLOCKER, ESTHER
Philadelphia District
- BLOUNT, ANTHONY
New York District

- BLUE, CARROLL
Wilmington/Bear District
- BORS, ROBERT
Wilmington/Bear District
- BRADFORD, KERREY
Wilmington/Bear District
- BRADFORD, WAYNE
Sanford District
- BROCKINGTON, ANGELA
Mid-Atlantic Div/DC Non-HQ
- BRODERDORP III, EDWARD
Wilmington/Bear District
- BROSNAN, DAVID
Wilmington/Bear District
- BROWN JR, JOHN
Wilmington/Bear District
- BRYANT, MICHAEL
New York District
- BRYCK, JOSEPH
Wilmington/Bear District
- BUCKLEY, JOHN
New York District
- CAGNONI, RICHARD
New York District
- CALLAHAN, EDWARD
New York District

- CARLIN, KENNETH
New York District
- CARLIN, PATRICK
Wilmington/Bear District
- CARMAN, GREGORY
New York District
- CARTER, ERNEST
New York District
- CASTRONUOVA, JOHN
New York District
- CENNAMO, VINCENT
New York District
- CERMINARA, PASQUAL
Wilmington/Bear District
- CHAGA, MICHAEL
Wilmington/Bear District
- CHERICO, GERALD
Wilmington/Bear District
- CHIN, ALBERT
New York District
- CLINE, DENNIS
Wilmington/Bear District
- COGLIANO, JOSEPH
Wilmington/Bear District
- COLM, RONALD
Philadelphia District
- CONNERS, RICHARD
New York District

- COPPOL, FRANCIS
Wilmington/Bear District
- COSCIA, JOSEPH
New York District
- COSTELLO JR, ROBERT
Philadelphia District
- CULLIGAN, BRUCE
New York District
- DALY, SEAN
New York District
- DAVID, JOHN
Wilmington/Bear District
- DAVIDSON, WILLIAM
Wilmington/Bear District
- DENNEHY JR, THOMAS
Chicago Metro District
- DENZEL, RONALD
Philadelphia District
- DESVIGNES, EMMANUEL
New York District
- DICKEY, DAVID
Wilmington/Bear District
- DIELEUTERIO, NICHOLAS
Wilmington/Bear District
- DIMEDIO, ANDREW
Wilmington/Bear District

- DINONNO, NICHOLAS
New York District
- DOERING, PHILLIP
Wilmington/Bear District
- DORSOGNA, CARL
New York District
- DUBE, ROBERT
Wilmington/Bear District
- DUGAN JR, JAMES
Sanford District
- ENTROP, MARK
Chicago Metro District
- EVANS, WILLIAM
Wilmington/Bear District
- FEIN, ROBERT
New York District
- FERRETTI, THOMAS
Wilmington/Bear District
- FIGLIOLA JR, MICHAEL
Wilmington/Bear District
- FITZWATER JR, PAUL
Wilmington/Bear District
- FORGIONE JR, JOHN
Mid-Atlantic Div/DC Non-HQ
- GALLO, PATRICK
Wilmington/Bear District
- GAM, JOSEPH
Wilmington/Bear District

- GANC, MARK
Wilmington/Bear District
- GRANADOS, LILLIAN
Los Angeles District
- GAUL, MARYELLEN
Chicago Metro District
- GAWEL, PHILLIP
Wilmington/Bear District
- GENNUSA, JOSEPH
New York District
- GIMBUTAS, A
Wilmington/Bear District
- GRANT SR, DONALD
Wilmington/Bear District
- GRANT, CHARLES
Wilmington/Bear District
- GREGORY, JAMES
Wilmington/Bear District
- GREY, JOHN
Wilmington/Bear District
- GRIFFIN JR, EDWARD
New York District
- GRYAN, MARK
Wilmington/Bear District
- HASSEL, EDWARD
Wilmington/Bear District
- HAYDEN, JACK
Wilmington/Bear District

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

Congratulations to All of You!

HICKSON, GLENN
New York District

HOEY, CHARLES
New York District

HOWARD, GARY
New York District

HUHN, JOHN
Philadelphia District

HURLEY, WILLIAM
Wilmington/Bear District

HUXLEY, THOMAS
Wilmington/Bear District

IGNUDO, ANTHONY
Wilmington/Bear District

ISAACS, DONALD
Miami District

JAFFE, MICHAEL
Wilmington/Bear District

JAMES, CORNELIUS
New York District

JANDOVITZ, STEPHEN
New York District

JOHNSON, ALLAN
Wilmington/Bear District

JOHNSON, HARRISON
Philadelphia District

JOHNSON, VELMA
Chicago Metro District

JOSSA, LOUIS
New York District

JULIANO, AUGUSTINE
New York District

KACZUR, STANLEY
Wilmington/Bear District

KANICH, MICHAEL
Wilmington/Bear District

KAPELA, MICHAEL
Mid-Atlantic Div/DC Non-HQ

KARDOS, JOSEPH
Wilmington/Bear District

KEARNEY, JOHN
Wilmington/Bear District

KEAT, PAUL
New York District

KEAT, STEVEN
New York District

KEELEY, WESLEY
Twin Cities District

KELLY, ALAN
New York District

KELLY, ROBERTA
Philadelphia District

KIND, RICHARD
Wilmington/Bear District

KIRBY, KATHY
Chicago Metro District

KITZ, RICHARD
New York District

KONKLEWSKI, JOSEPH
New York District

KRAVITZ, GARY
Wilmington/Bear District

KRETT SR, RAYMOND
Wilmington/Bear District

KUMPEL, CLAUDE
Wilmington/Bear District

LANCIANESE, PATRICK
Wilmington/Bear District

LAWTON III, JOSEPH
Wilmington/Bear District

LAZARTIC, PETER
Wilmington/Bear District

LEPKOWSKI, GARY
New York District

LEPORE, GARRY
Wilmington/Bear District

LEWANDOWSKI, JAMES
Wilmington/Bear District

LEWIS, WILLIAM
New York District

LOMBARDO, FRANK
Wilmington/Bear District

LYNN JR, ROY
Washington, DC/HQ

MACCHIO, FRANK
New York District

MACCOLL, JOHN
Wilmington/Bear District

MAJOR, CLAUDETTE
New York District

MANNIELLO, CARMINE
New York District

MARINO, MICHAEL
Empire/Albany District

MATTHES, MAX
Wilmington/Bear District

MATTINGLY, MARTINA
Philadelphia District

MATTSON, JOHN
Wilmington/Bear District

MCALPINE, GEORGE
Wilmington/Bear District

MCCLAFFERTY JR, PAUL
Wilmington/Bear District

MCDOWELL SR, JAMES
Wilmington/Bear District

MCFARLANE, WINSTON
New York District

MCGINNESS, RICHARD
Wilmington/Bear District

MCGRORY, MICHAEL
Wilmington/Bear District

MCGUIRE, DENNIS
Wilmington/Bear District

MCKENZIE JR, HARRY
New York District

MCNEIL, CLIFFORD
New York District

MC SHEA, KEVIN
Philadelphia District

MEADOWS, ROGER
Wilmington/Bear District

MEALEY, THOMAS
Wilmington/Bear District

MEDORA, JOSEPH
Wilmington/Bear District

MENDEZ, MARVIN
New York District

MERENA, THOMAS
Wilmington/Bear District

MILLER, CARLOS
New York District

MILLER, MICHAEL
New York District

MITZEL, BRIAN
Empire/Albany District

MOONEY III, PATRICK
Wilmington/Bear District

MORRELL, JON
Wilmington/Bear District

MURPHY, JOSEPH
New York District

MURPHY, THOMAS
New York District

MURRAY, JOHN
Wilmington/Bear District

MYERS, JOHN
Wilmington/Bear District

NESBITT, ANDREW
New York District

NESCI, VINCENT
Wilmington/Bear District

NEWTON, RICHARD
Wilmington/Bear District

O'NEILL JR, ALBERT
Wilmington/Bear District

OCHS, ANTHONY
New York District

OLLIVIERRE, KENNETH
New York District

PANTALINO, RICHARD
Wilmington/Bear District

PARKER, WILLIAM
New York District

PERINE, LINDA
New York District

PERRY, JOHN
New York District

PETERSON, LEO
New York District

PETROVIC, CAROL
Chicago Metro District

PETRUCCI, GERALD
Wilmington/Bear District

PISANI, FRANK
Wilmington/Bear District

POLLOCK, HOWARD
Philadelphia District

POPIEL, CHRIS
Wilmington/Bear District

PRZYBYLEK, STEVEN
Wilmington/Bear District

PSOMIADES, DEAN
New York District

PUGH, KEITH
Wilmington/Bear District

PUIT, MICHAEL
Wilmington/Bear District

PULGINI, JOSEPH
Wilmington/Bear District

QUILL, BENJAMIN
Wilmington/Bear District

RAPPOSELLI, DOMINIC
Wilmington/Bear District

RAYMONT, PAUL
Wilmington/Bear District

REED, BRIAN
Wilmington/Bear District

REEVES, EDWARD
New York District

REILLY, DONALD
New York District

REILLY, MICHAEL
Wilmington/Bear District

REPOLE, RUSSELL
New York District

RILEY, JAMES
Wilmington/Bear District

RILEY, PAUL
Wilmington/Bear District

ROOF, RICHARD
New York District

ROSOFSKY JR, MICHAEL
New York District

ROWE, CHRISTINE
New York District

RUDE, WAYNE
Wilmington/Bear District

RUSSO, JOSEPH
New York District

RYAN, ROBERT
Wilmington/Bear District

SALVATORE, FRANCIS
Wilmington/Bear District

SALVATORE, JAMES
Wilmington/Bear District

SAMUELS, ROBERT
New York District

SANCHEZ, JOSEPH
New York District

SANDY, LAUREL
New York District

SCOTT, KENNETH
Wilmington/Bear District

SEENEY, LINDA
Philadelphia District

SERFASS, RICKY
Wilmington/Bear District

SEUBERT, HARRY
New York District

SHUMATE, JAMES
Wilmington/Bear District

SIMS, TYRONNE
New York District

SLADE III, JOSEPH
New York District

SLOAN, ANDREW
Philadelphia District

SLONIEWSKI SR, THOMAS
Wilmington/Bear District

SMITH, JAMES
Wilmington/Bear District

SMITH, JERRY
New York District

SMITH, WILBERT
New York District

SNYDER, GARY
Wilmington/Bear District

SOMERS, HENRY
New York District

SORCE, CHARLES
Wilmington/Bear District

SQUIBB, DAVID
Lorton District

STAFFORD, ARTHUR
New York District

STERLING III, HENRY
Wilmington/Bear District

STEWARD, WILLIAM
Wilmington/Bear District

SYGOWSKI, THOMAS
Wilmington/Bear District

SZCZESIAK, JOHN
Wilmington/Bear District

SZCZESIAK, RONALD
Wilmington/Bear District

SZCZYPIENSKI, JAMES
Detroit District

THOMPSON, EDWARD
Wilmington/Bear District

TOTARO, MICHAEL
Wilmington/Bear District

TREUT, DONALD
Wilmington/Bear District

TROVINGER, ROBERT
Wilmington/Bear District

TROVINGER, ROGER
Wilmington/Bear District

TROWER, DOROTHY
Philadelphia District

TUCKER, THOMAS
Wilmington/Bear District

TUSSEY, STEPHEN
Wilmington/Bear District

UBIL, GEORGE
Wilmington/Bear District

VANNESS, ROBERT
New York District

VANSANT, EDWARD
Wilmington/Bear District

VASQUEZ, MICHAEL
Chicago Metro District

VERMITSKY, JOHN
New York District

VILCA DORILA
New York District

WHITE SR, JAMES
Wilmington/Bear District

WHITE, TARSER
New York District

WIERTZ, KEITH
New York District

WILEY, THOMAS
Washington, DC/HQ

WILLEY, LESLIE
Los Angeles District

WILLIAMS, RUDOLPH
New York District

WILLIS, ROBERT
Wilmington/Bear District

WILSON, JAMES
Wilmington/Bear District

WINSTON, MICHAEL
New York District

WOLFE, CHRISTOPHER
Washington, DC/HQ

WORTHAM III, CHARLES
Wilmington/Bear District

YOUNGER, MYLES
Wilmington/Bear District

ZANDERS, CARTER
New York District

ZIZZO, ANTHONY
New York District

ZOLI, JOSEPH
Wilmington/Bear District

Retirees
January 2006

BAIN, ROBERT
Miami District

BELLO, PAUL
Washington, DC/HQ

BROWN, HERBERT
Chicago Metro District

BURR, DAVID
Boston District

BURTON, EDWARD
Chicago Metro District

CHILDS, LINDA
Washington, DC/HQ

CICCARELLI, WILLIAM
Wilmington/Bear District

COFER, MERLIN
Seattle District

COLLINS, HARRY
Seattle District

DIXON JR, JAMES
Sanford District

DOBROWOLSKI, HARRY
Philadelphia District

DOMAN JR, DONALD
Seattle District

FILANOWSKI, DOMINIC
Philadelphia District

FRANK, DAVID
New York District

GUZIAK, KENNETH
Oakland District

HANCOCK, BARBARA
Washington, DC/HQ

JACKSON, JOHN
Wilmington/Bear District

JACKSON, NOVAL
Salt Lake City District

JAMES, DANIEL
Mid-Atlantic Div/DC Non-HQ

JOHNSON, CHARLES
Chicago Metro District

JOHNSON, JOHN
Boston District

JONES, RICHARD
New Haven District

KULLA, GEORGE
Mid-Atlantic Div/DC Non-HQ

LEHNDORFER, KARL
Los Angeles District

MATTHEWS, DONALD
Mid-Atlantic Div/DC Non-HQ

MOSHIER, JOHN
Washington, DC/HQ

MUELLER, DAVID
Detroit District

MUYLLE, THOMAS
Sanford District

NIEMI, LEO
Boston District

PARAISO, MARIA
Washington, DC/HQ

PATRICK JR, ELGIE
Philadelphia District

PRENDERGAST, HELEN
Philadelphia District

RAGLAND, ROBERT
Wilmington/Bear District

ROMAN, BRIAN
Washington, DC/HQ

SABOURY, WILBERT
Mid-Atlantic Div/DC Non-HQ

SEES, KATHLEEN
Washington, DC/HQ

SOKOLOWSKI, JOHN
Chicago Metro District

SOUSA III, JOSEPH
Philadelphia District

SPENGLER, HENRY
New Orleans District

ST JOHN, FRANCIS
Beech Grove District

STITH, ERNEST
Sanford District

ULIS, SARAH
Washington, DC/HQ

VARGAS, REGGIE
Los Angeles District

VAUGHAN, KENT
Los Angeles District

VILCA, BENEDICTO
New York District

WARREN, LINWOOD
New Haven District

WEBSTER, KENNETH
Baltimore District

WHITLEY, MAE
Mid-Atlantic Div/DC Non-HQ

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

FRONT LINE FOCUS

Dear Amtrak:

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

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

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

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

Kudos to Ms. Patterson and Ms. Strong!

Charles M.
Wilmington, Del.

Dear Amtrak:

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

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

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

... Appreciated by your Amtrak customers. Thanks!

Rudolph R.
Warsaw, Mo.

Spanish-Language Site

continued from page 1

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

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

The company deployed TransMotion® technology created by

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

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

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

VITAL STATS

for January 2006

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

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



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

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer
Please send address changes to your local
Human Resources office.

FY '07 Budget Request Submitted to Congress

Proposal for Next Year Driven by Reform Initiatives

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

Amtrak's request to Congress for FY '07 funding is largely driven by the Strategic Reform Initiatives first introduced last spring. Assuming key reforms are successfully implemented, the SRIs are estimated to reduce the level of federal support required over the next three to five years by \$500 million or more, Laney told the panel.

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

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

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

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

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

Underscoring the direct link between the implementation of

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

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

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

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

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

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

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

February Shows Strong Revenue, Ridership Gains

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

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

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

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

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

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

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

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

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

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

February implementation of revenue management.

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

TRAIN OF THOUGHT

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

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

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

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

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

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

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

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

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



David J. Hughes

Inside

3	Long-Awaited East Side Access Agreement Signed by Amtrak, MTA and LIRR
4	Mechanical Goals Advance Toward a State of Good Repair
5	Progress Seen in 2005 National Railroad Safety Numbers
6	Emergency Plans and Practice Lead to Better Preparedness
7	Long-Time Partner Yankee Holidays Becomes National Tour Operator
9	PROMOTIONS IN MOTION
10	EMPLOYEE MILESTONES
12	FRONT LINE FOCUS VITAL STATS

Dining Service Delivers

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

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



Photo credit: Curt Bormann

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

Contributed by Curt Bormann.

Amtrak Ink

Vol. 11, Issue 4, April 2006

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

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

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

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

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

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

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

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

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

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

With preliminary site work such as surveying and collection of soil

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

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

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

Drew Galloway and Vinay Mudholkar contributed to this story.



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

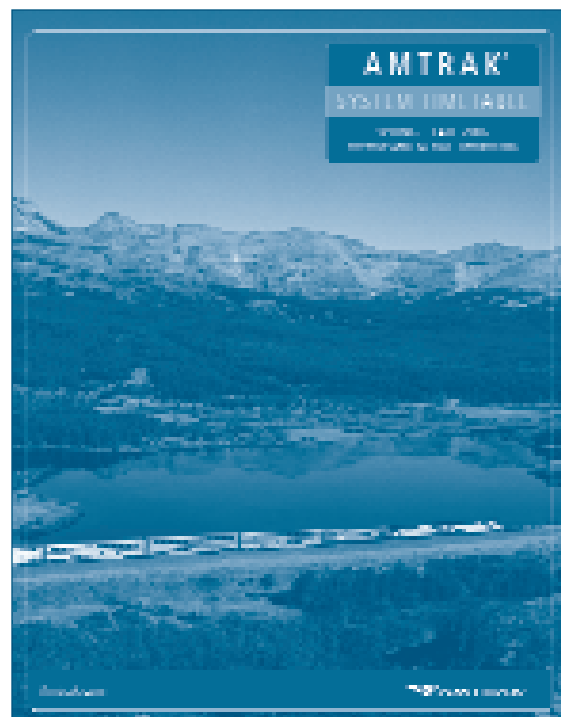
New Schedules Reach Stations This Month

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

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

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

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



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

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

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

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

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

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

Mechanical Goals Advance Toward a State of Good Repair

Reliability and Availability Improves in FY '06

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

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

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

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

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

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

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

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

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

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



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

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

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

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

Director of Master Scheduling Tom Butler.

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

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

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



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

In Box

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

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

For the June issue: May 5, 2006

For the July issue: June 7, 2006

Progress Seen in 2005 National Railroad Safety Numbers

Amtrak Sees Improvement In Most Areas

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

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

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

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

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

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

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

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

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

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-

Lorton Team: Putting Safety First is Auto-matic



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

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

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

in helping the facility attain its four-year record.

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

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

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

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

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

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

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

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

Emergency Plans and Practice Lead to Better Preparedness

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

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

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

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

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

Training: Key to Effective Response

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

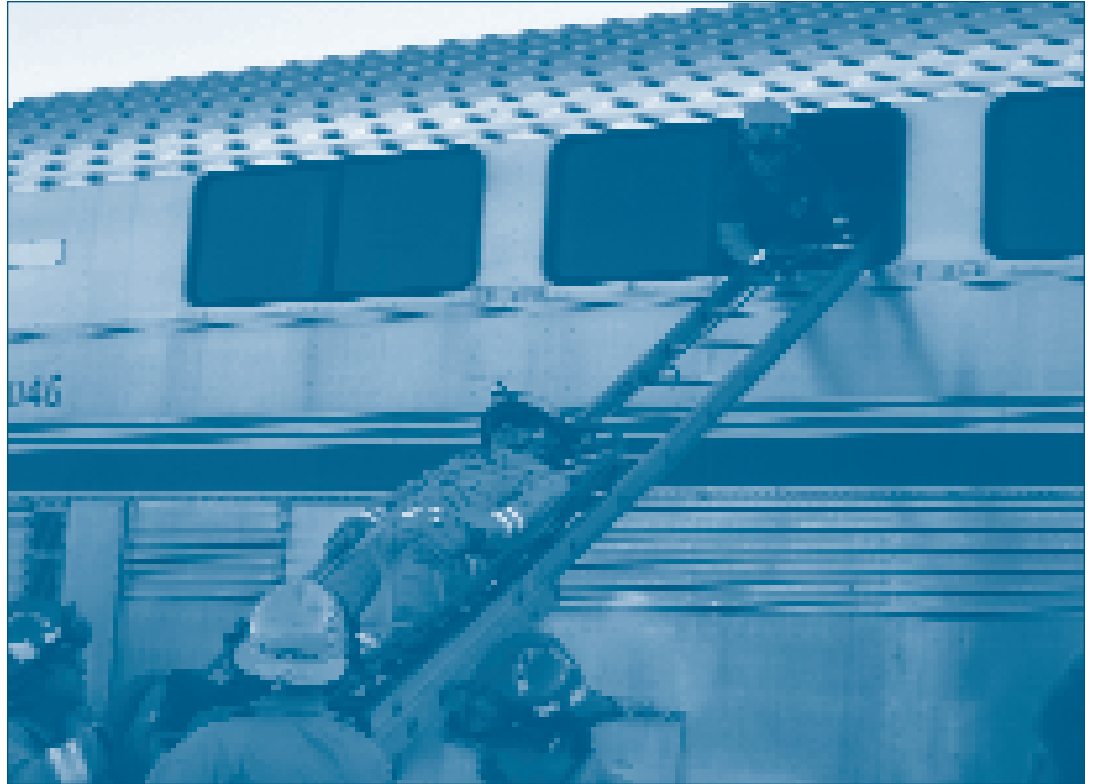
To better prepare a range of agencies for a variety of incidents on the railroad, the Emergency Preparedness team provides first-responder training. "Depending on the magnitude of the emergency, multiple response agencies report to the scene," explains Josie Harper. This includes local, state and federal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

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

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

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

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



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

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

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

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

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

Disaster Drill: A Well-Designed Training Event

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

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

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

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

Investigating an Incident

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

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

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

A Response Plan Unlike Most Others

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

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

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

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

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

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

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

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

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

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



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

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

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

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

Long-Time Partner Yankee Holidays Becomes National Tour Operator

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

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

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

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

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

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

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

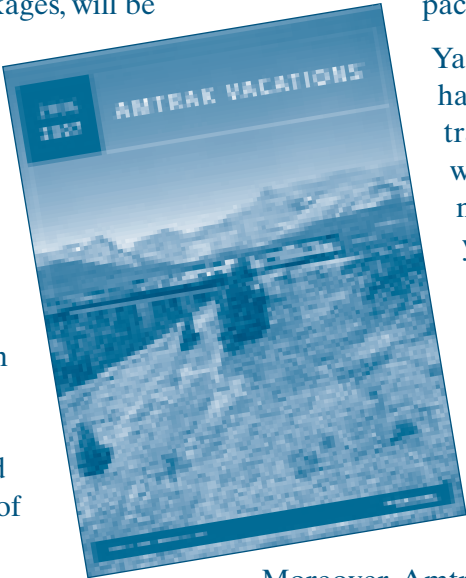
Yankee Holidays has been providing travel packages to worldwide destinations for 34 years and has long demonstrated its ability to professionally manage major travel industry partnerships.

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

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

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

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



Hearing Health Hazards

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

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

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

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

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

hearing loss.

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

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: What’s Loud?

- Normal Conversation: 60 decibels (dB)
- Vacuum Cleaner: 70 dB
- Noisy Office: 80 dB
- Heavy Traffic: 85 dB
- Rock and Roll Band: 110 dB
- Jet Engine: 140 dB

Questions and Answers Regarding Noise Exposure and Hearing Protection

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

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

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

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

Q: Can earplugs damage your eardrums?

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

Q: Can using earplugs cause ear infections?

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

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

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

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

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

Q: Are warning sounds audible when wearing hearing protection?

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

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

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

February Revenue, Ridership

continued from page 1

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

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

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

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

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

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

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

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

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

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

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

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

reflected a gain of 9.5 percent over last year.

The long-distance revenue growth includes a 13-percent improvement on the enhanced *Empire Builder* service, with ticket revenues totaling more than \$2 million. *Empire Builder* ridership of almost 31,000 was up by 4 percent over February a year ago.

On the West Coast, *Coast Starlight* ticket revenue soared nearly 92 percent over last year with \$1.3 million, while ridership rose nearly 45 percent thanks to more than 19,400 passengers. The growth is due in part to the addition of a second sleeping car, which was not available in February 2005.

Top Five Routes February 2006 (vs. February 2005)
(Ticket Revenue)

Regionals	\$28,037,705	+12%
Acela Express / Metroliner	\$24,339,587	-5%
Auto Train	\$3,537,967	+2%
Pacific Surfliner	\$2,802,983	+44%
Empire Service	\$2,592,676	+3%

consecutive months and revenue gains for the previous eight months. In February, the *Downeaster* carried

Notwithstanding these setbacks, February long-distance ticket revenues of nearly \$21 million

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries March 2006

KULLMAN, GARY
Empire/Albany District

LETIZIA, VINCENT
Philadelphia District

MCNEAL, HAROLD
Empire/Albany District

30-Year Anniversaries March 2006

ALBERS, RONALD
Chicago Metro District

ALBRITTON, RENEE
Philadelphia District

BABINEAUX, HARRIET
Philadelphia District

BACHRACH, HARRY
New York District

BARNIAK, MARY
Philadelphia District

BAZAN, JUDITH
Los Angeles District

BOGDAN, CHRISTOPHER
Chicago Metro District

BROWN, EDWARD
Lorton District

CAMERON, BETTY
Philadelphia District

CARTER, MARITA
Philadelphia District

COYLE, KEVIN
Philadelphia District

DOIRON, DENNIS
Beech Grove District

EDWARDS, GILBERT
Baltimore District

FRIAS, HECTOR
Mid-Atlantic Div/DC Non-HQ

FULLER, DONALD
Beech Grove District

GORDON, DAVID
Miami District

GORGAS, ROBERT
Philadelphia District

GRANT SR, DONALD
New York District

GUARD, EILEEN
Philadelphia District

HAMMOND, DIANNE
Wilmington/Bear District

HAYES, ANNAMAE
Philadelphia District

HOLM, KAREN
Detroit District

HRICZAK, LARRY
Philadelphia District

HUNTER, BARBARA
Chicago Metro District

KILBRIDE JR, JOHN
New York District

KOERNER, MARIE
Washington, DC/HQ

LEVINE, RONALD
Washington, DC/HQ

MATCHETTE WINFIELD, MARILYN
Philadelphia District

MAYBIN AHMED, KATHLEEN
Philadelphia District

MOUNT, SHARON
Philadelphia District

MUNDIS, DAVE
Philadelphia District

MURPHY, MARK
Mid-Atlantic Div/DC Non-HQ

OLDHAM JR, ERNEST
Wilmington/Bear District

PIERRO, JOHN
Chicago Metro District

PINI, JOHN
New York District

PRATER, ROBERT
Philadelphia District

PRICE, MARY
Mid-Atlantic Div/DC Non-HQ

RADOVICH, DEBRA
New York District

ROBERTS, STEPHEN
Oakland District

SLOWEK, ROGER
Chicago Metro District

SOMERVILLE, RALPH
New Haven District

STEINBEISER, ROBERT
Philadelphia District

STOCKUNAS, RONALD
Philadelphia District

TAYLOR, DARYL
Philadelphia District

WAGNER, TIMOTHY
Philadelphia District

WALDRON, ANN
Empire/Albany District

WARD, DAVID
Philadelphia District

WENGERT, GERALD
Wilmington/Bear District

WINCHESTER, ELIZABETH
Philadelphia District

Retirees February 2006

BECKWITH, EARL
Washington, DC/HQ

CARNEY, WILLIAM
New York District

CHADWICK, LARRY
Beech Grove District

CHESTNUT SR, WILLIAM
Wilmington/Bear District

CROCKET, ROBERT
Mid-Atlantic Div/DC

KANE, PAUL
Empire/Albany District

KERSHNER, DAVID
Mid-Atlantic Div/DC Non-HQ

LANGEVIN, DAVE
Seattle District

MACKEY, RONALD
Chicago Metro District

MORRIS, EDWARD
Washington, DC/HQ

NEALE JR, HARRY
Boston District

PIOTTI, JOSEPH
Philadelphia District

RADANOVICH, MICAHEL
Philadelphia District

RICHARDS, GARY
Los Angeles District

RICHARDSON, JOSEPH
Miami District

ROBERSON, LEROY
Philadelphia District

SENA, KENNETH
Kansas City District

TRUE JR, HARRY
Los Angeles District

WEINGAERTNER, KURT
Los Angeles District

Picture Our Train – 2007 Amtrak Wall Calendar Photo Contest Official Rules and Regulations

Enter the Amtrak® Picture Our Train 2007 Wall Calendar Photo Contest and your photograph could adorn the walls of train lovers everywhere. Enter your photo of an Amtrak train (sporting the current logo) to have your image featured on the Amtrak 2007 wall calendar! The First Prize Winner will receive a \$1,000 Amtrak travel voucher and a photo credit on the calendar. The Second through Fifth Prize Winners will also receive Amtrak travel vouchers. Contest ends June 9, 2006.

SAFETY FIRST!!! As always, Amtrak reminds you to stay out of danger — stay away from tracks and the railroad right-of-way. Do not trespass on railroad property or on private property adjacent to the railroad. Do not climb or approach railroad structures, towers, or wires. Stay in public access areas, and away from railroad structures and moving equipment — in stations, on sidewalks, or in parking lots. All participants expressly release Amtrak from all liability for personal injury and loss or damage to personal property, and expressly assume the risk of harm. Remember, tracks, trestles, yards and equipment are private property — trespassers are subject to arrest and fines.

2007 Amtrak® Wall Calendar Photo Contest Official Rules

Contest: Best original color photograph featuring an Amtrak train with the current Amtrak Logo (as seen above) and livery visible. Photographs of trains displaying Amtrak *Cascades*®, Amtrak California and Amtrak *Pacific Surfliner*® livery are also eligible.

How to Enter: Mail an 8 x 10 color photograph suitable to be enlarged to approximately 25 inches (horizontally) to: 2007 Calendar Contest, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C., 20002. The photograph must be original and it, or any substantially similar one, may not have been published, nor have won, or be currently entered in any other contest. The entrant must own all rights to the photograph, including copyright. The photograph must be clearly labeled on the back with entrant's name, day and evening phone numbers, address, and e-mail address (if available). The front

of the photograph may not include names, signatures, or other identifying marks. Finalists will be contacted to submit their original transparency, slide, negative or digital image with a resolution of 300 dpi at approximately 25 inches across for use in producing the calendar with the winning photograph. Entries must be postmarked by June 9, 2006, and received by June 16, 2006. This contest ends June 9, 2006, at midnight EDT. No purchase necessary. Amtrak shall not be responsible for late, lost, incomplete, damaged, misdirected, illegible, or postage-due entries.

Eligibility: This contest is open to legal residents of the United States, 18 years of age or older at the time of entry. Amtrak employees and their families are eligible; except Calendar Contest Review Panel Judges, Amtrak Marketing employees (as listed on the company's organizational chart 10.2) and their families, and Amtrak Corporate Communications employees (organizational chart 10.3) and their families are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

Conditions of Entry: By entering this contest, entrant agrees that if he or she is selected as a prizewinner, he or she will assign all rights to the photograph, including copyright, to Amtrak by executing an assignment agreement and Amtrak will own all rights to the photograph and may use it for any purpose. If a winning photograph includes a recognizable image of an individual, the winner must have that individual sign an Amtrak publicity release form. By entering this contest, entrant further agrees to these Official Rules.

Responsibility of Entrant and Liability Release:

Entries will not be acknowledged or returned. Entrant agrees to stay away from moving trains, tracks, structures, and railroad property. Entrant agrees to release Amtrak from all liability for injury, damage to or loss of personal property, and all other losses, and expressly agrees to bear all responsibility for and to assume the risk of

all harm.

Prize: The First Prize is a \$1,000 travel voucher and the display of the winning photograph on the 2007 Amtrak Wall Calendar with photo credit. The Second Prize is a \$500 travel voucher, the Third Prize is a \$250 travel voucher, the Fourth Prize is a \$150 travel voucher, and the Fifth Prize is a \$100 travel voucher. Travel vouchers shall be valid for one year from date of issuance and all travel is subject to availability and to Amtrak's contract of carriage. All taxes are the sole responsibility of the winners and finalists. No prize substitution, cash substitution, or assignment or transfer of prizes is permitted, except by Amtrak for reason of unavailability in which a prize of equal or greater value will be awarded. All prizes will be awarded.

Winner Selection: The finalists will be determined on or about June 19, 2006 and prizewinners will be determined on or about July 3, 2006. All entries will be reviewed by the Amtrak 2007 Wall Calendar Review Panel, and finalists will be reviewed by the Judges' Panel. The judges' decisions are final. The prizewinners will be notified by telephone, mail and email, if provided. All finalists will be required to sign an affidavit of eligibility, publicity release and copyright assignment, and return it properly executed within 7 days of attempted notification as a condition of awarding the prize. If prize notification is returned as undeliverable or the finalist fails to return the affidavit, release and license, as applicable, the winner will be disqualified and an alternate finalist will be selected. If, in Amtrak's opinion, there is any suspected or actual evidence of tampering with or alteration of any portion of the contest, Amtrak reserves the right to terminate the contest.

Winners List: For the names of the winners, after July 10, 2006, send a self-addressed stamped envelope to: 2007 Calendar Contest Winner List, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C., 20002. Requests received more than sixty (60) days after the completion of the entry period will not be honored. Vermont residents need not send stamped envelope.

General: This contest is subject to all federal, state, and local laws. Void where prohibited by law. U.S. law governs this contest.



Enter the "Picture Our Train" 2007 Wall Calendar Photo Contest by submitting an original color photo of an Amtrak® train (sporting current logo and livery) and your image could appear on next year's wall calendar with photo credit. The First Prize winner will also receive an Amtrak travel voucher. Starting April 3, go to www.amtrak.com/photoscontest for more information and complete contest rules.



© 2006 Amtrak. All rights reserved. Amtrak and the Amtrak logo are registered trademarks of Amtrak.

FRONT LINE FOCUS

Dear Amtrak:

I am writing this letter as a happy frequent passenger on the North-east *Acela Express* train.

... Through my Amtrak Rewards program, I was ... upgraded to First class where I met one of your employees, Emma Carr. She made my trip so comfortable and pleasant that now I only go by train and I choose to ride First Class.

I am the vice president of a large ... company ... I am responsible to assure our customers are happy and continue to do business with us. I wish all my staff had the qualities I have seen in Ms. Carr. She has a friendly professional manner, quickly establishes rapport, greets the passengers by name and effectively handles very difficult situations and passengers.

Good customer service is what makes the difference when the customer has choices. She makes me look forward to the 3.5 hour trip I take each way and I notice the difference when she is not there. It is because of her that I continue to choose the *Acela Express* First Class Service.

Amtrak should be very proud to have an employee representative like Ms. Carr. I encourage you to hire and retrain staff who will bring the kind of service she provides to train travel. The train ... becomes a great trip when you are treated as a special passenger by Ms. Carr.

Sincerely,

Frances M.

West Chester, Pa.

Dear Amtrak:

I am a frequent Amtrak traveler, and I am writing to let you know what a terrific employee you have in Kwame Howard.

I have had the pleasure of traveling on trains with him as my dining car waiter, and I cannot say enough good things about him. He is efficient, has great humor, intelligence and is in every way a top notch employee...

I believe the two trips I took in which Kwame was on board were both *Lake Shore Limited* ...

Alise M.

Hearing Health

continued from page 8

nity to take additional steps, such as providing earplugs with a higher protection factor.

Besides affecting hearing, high levels of noise are annoying and inconvenient when trying to communicate. Two indications that you may be in a high-noise area and may need hearing protection are:

- To carry on a conversation with someone standing arm’s length away, do you have to raise your voice significantly to be heard above background noise?
- When you leave a noisy environment do your ears feel plugged or is there a minor ringing or whooshing sound that goes away after an hour or two?

If you answer yes to either of these questions, or you think you need

hearing protection, please discuss your concern with your foreman, supervisor, or local safety officer.

Activities away from work can also affect your hearing. Some sources of high off-the-job noise exposure that could contribute to hearing loss include high-volume iPods or Walkmans, high-volume amplified music, power tools, chain saws, lawn mowers, vacuum cleaners, motorcycles, trucks, or outboard engines, attendance at concerts and sporting events such as car racing or sport shooting.

For questions concerning Amtrak’s Occupational Noise Exposure and Hearing Conservation Program talk to your Safety Officer or call the Industrial Hygiene Office at ATS 777-3126 or 202-906-3126.

Contributed by Barbara Brill.

VITAL STATS

for February 2006

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	2.8	(goal) 3.0	2.8
Ridership	1,638,816	1,689,610	9,181,490	9,525,454
Total Expenses	\$245,769,000	\$246,715,000	\$1,289,117,000	\$1,255,179,000
Total Operating Revenue	\$138,775,000	\$142,774,000	\$758,670,000	\$782,037,000
On-time Performance	(system goal) 85.0%	68.7%	(system goal) 85.0%	66.7%

* Number of reportable injuries per 200,000 worked hours.



AMTRAK

60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Key Indicators Point to Progress

Strategic Reform Initiatives Contribute to Improvements

Amtrak is on the right track, acting President and CEO David Hughes said in remarks to the National Association of Railroad Passengers board of directors during its annual meeting in April.

Hughes reported on the progress achieved by the company in key areas as a result of measures put in place over the last couple of years. Following its brush with bankruptcy in 2002, Hughes said that state-of-good-repair goals were aimed at stabilizing the company through 2003 and 2004. The financial reporting was more tightly controlled according to Generally Accepted Accounting Principles and zero-based budgeting, and the focus was on managing day-to-day operations and investment in equipment and infrastructure.

As the state-of-good-repair goals

began to bear fruit, attention was turned in 2005 to the Strategic Reform Initiatives, which seek to expand passenger rail corridors, return the Northeast Corridor to a state of good repair, establish performance thresholds for long-distance trains and foster competition and commercial participation in an expanded passenger rail service.

Hughes noted that in more specific terms, the initiatives are designed to improve all segments of the company, ranging from the call centers to mechanical operations to labor agreements. So far, the initiatives have resulted in better on-time performance on the Northeast Corridor, tighter fiscal responsibility, higher revenues, more cost-efficient changes to food and beverage service, and a new

fleet planning process that is under development.

Examining key indicators of the company's progress, Hughes outlined a remarkable list of achievements to date, starting with safety. The first six months of the fiscal year have seen a 26 percent drop in employee FRA-reportable injuries over the same period in FY '04.

Annual ridership has shown steady growth with 22 million passengers in FY '02 to 24 million in FY '05 (excluding the Clocker service). By implementing certain pricing actions, the company has improved its revenue per passenger mile, with a 10 percent improvement over the same period last year. Ticket revenue through March is \$8 million better than budget. Barring any major setbacks, ticket

revenue this year is expected to hit an all-time high of \$1.3 billion, with NEC ticket revenues projected at \$717 million.

Hughes made a point to add that the company is reaching these benchmarks cost-effectively. A leaner workforce, from nearly 25,000 to under 19,000 today, has managed to keep total operating expenses and depreciation flat for the past five years, including paying down \$400 million in debt since FY '02 and not incurring any new debt since that year.

Amtrak's need for federal support for operations actually decreased from FY '02 to FY '06. Conversely, financial contributions from states have grown in the form of operating and capital support has shot up 82 percent from FY '00 to '05.

continued on page 12

Ticket Revenues Up in First Six Months of the Year

March Results Hampered by Easter in April

Midway through FY '06, Amtrak has recorded \$642 million in national ticket revenue, an increase of 6 percent against the same period last year, based largely on the strength of the October 2005 fare increases. Meanwhile, total passenger ridership of 11.6 million was even with last year's performance to date.

State-supported and short-distance trains boosted the overall numbers in the first half of the year, carrying 5 percent more passengers and bringing in ticket revenues that were 11 percent higher than the first six months of last year. All but one of those services (the *Pennsylvanian*) saw an increase in ticket revenue. Similarly, all of the long-distance trains experienced revenue growth, but for those affected by the aftermath of the hurricanes in the South: the *City of New Orleans*, *Sunset Limited* and *Crescent*.

As anticipated, March ridership was down from a year ago due in part to the busy Easter holiday taking place in April this

year, versus in March last year. Despite the absence of holiday travelers, ridership, which dipped more than 3 percent below last year, was ahead of budget by more than 2 percent. This means that while the company expected lower numbers due to the holiday shift, ridership was actually better than expected.

On the Northeast Corridor spine, March ridership of more than 800,000 travelers fell almost 7 percent behind last year, due to the holiday shift, frequency reductions on the north end between New York and Boston, and higher fares, particularly for multi-ride tickets. Ticket revenues rose almost 3 percent, despite an *Acela/Metroliner* revenue drop of 4.5 percent. On the south end between New York and Washington, March ridership was 5 percent under last year, while north end ridership between New York and Boston dropped 23 percent. In addition to the factors described above, *Acela* north end ridership and revenue were affected by low-cost air competition.

continued on page 3

Capitol Corridor Service Reaches Ridership Milestone



Amtrak officials join California's Capitol Corridor Joint Powers Authority (CCJPA) in recognizing Kirk Swenson, Capitol Corridor's 10 millionth passenger to ride the service. Halfway through the fiscal year, the Capitol Corridor service collected more than \$7 million, up more than 4 percent compared to the same period last year.

Pictured at the March event are (L. to R.): Swenson's wife, Ramona, and their two young sons; Brody Heilman, assistant superintendent Road Operations; Kirk Swenson, Patsy Hall, assistant superintendent Passenger Services; Forrest Williams, vice-chair of the Capitol Corridor Board; Eugene K. Skoropowski managing director CCJPA; and Steve Shelton, district superintendent, Bay District.

TRAIN OF THOUGHT

As this month marks the 35th anniversary of Amtrak service, I wanted to share with you some thoughts about how we’re doing — there’s much to take pride in right now.

The work that we have put into bettering our business, from improving our financial performance, to addressing operational issues over which we have control, to striving toward a state of good repair the last several years, is making a difference.

We’re operating the railroad more safely, thanks to the focus that’s being demonstrated by all employees. Our FRA index for reportable injuries for the first six months of FY ’06 is at 2.9, or 26 percent lower than two years ago.

The financial indicators are all pointing in the right direction. We’re on target to earn \$1.3 billion in ticket revenue — the most in Amtrak’s history. Our per-passenger-mile yield is up 10 percent over last year. We’ve kept our reliance on federal operating assistance in check the past four years, and we actually reduced it nearly \$20 million from FY ’02 to FY ’05. We’ve also reduced our debt by \$400 million since FY ’02 — with no new borrowing.

Our service is more popular than ever, with record ridership expected to exceed last year’s totals. States’ support of passenger rail service is growing as well. State contributions have grown 82 percent since FY ’00,

to more than \$260 million annually for operations and capital projects.

Our performance indicators are headed in the right direction, too. On-time performance in the Northeast Corridor, which carries about two-thirds of our ridership, has been above 90 percent for the past two months, on a steady climb that began earlier this year.

However, on the long-distance front the OTP news isn’t good. On-time performance over the host railroads has deteriorated unacceptably and we are going to work hard to turn that around in the coming months. Most of the problem lies with the freights; it is not, for example, due to equipment issues.

In fact, our equipment is in better shape than in recent memory, thanks to the focus and hard work of our Mechanical employees. The number of equipment overhauls and remanufactures has grown nearly five-fold recently, with 86 done in FY ’03 to 416 we plan to complete just this fiscal year. Consider this: In FY ’05 we completed 113 Amfleet remanufactures and heavy overhauls; much better than the 20 we did in FY ’03.

The minutes of delay on the Northeast corridor are the lowest they’ve been in over 2 years and that progress is mostly attributable to the capital we’ve invested in the infrastructure, and the productivity of our Engineering gangs. Delays due to infrastructure problems have dropped 25 percent from FY ’03 to what we expect this year. And the



David J. Hughes

same goes for the C & S crews — the average minutes of delay due to communications and signal failures and malfunctions are reduced by 55 percent since FY ’03. This work has resulted in a more reliable railroad, and that in turn gives us a railroad that costs less to maintain.

I’m a big believer in meaningful metrics — tangible measurable goals — that serve as the measures of health of a company and are used to not only sustain good health but to improve its vitality. Without your commitment, we would not have realized these numbers. It proves the point that every employee plays a role in the success of the business. I want to thank those of you who have worked hard to make it happen.

Without metrics, you don’t know what progress you’ve made and you don’t have a plan to follow. While we still have a long way to go, we’re on the right track. Please continue to keep up the good work and do it safely.

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.

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,

Inside

3	Auto Carriers Return the Investment
4	Chicago Centralizes Train Movement Operations
5	Adjustments Fine-Tune Dining Service
	Amtrak.com Innovation Leads Travel Industry
6	Gearing Up for Summer Travel Season
8	Advisory Committee Announces Award Recipients
9	Employee Earns Environmental Accolades
10	PROMOTIONS IN MOTION
11	EMPLOYEE MILESTONES

Amtrak Ink

Vol. 11, Issue 5, May 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation. Amtrak Ink is free of charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, D.C. 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Correction:

The “FY ’07 Budget Request Submitted to Congress” story that appeared in the April issue incorrectly reported FY ’06 federal operating support at \$540 million. While that number represents Amtrak’s FY ’06 request, the allocation for operations this year is \$490 million.

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

Ticket Revenues Up in First Six Months of the Year

continued from page 1

Thanks to double-digit ticket revenue increases south of New York, March was a strong month for the *Regionals*, which rose more than 10 percent over last March. However, ridership of more than 571,000 passengers was nearly 5 percent behind last year.

Among the off-corridor short-distance trains, improvements were strongest compared to last March on the *Downeaster*, with ticket revenues soaring almost 37 percent over last year and ridership rising more than 29 percent. The *Keystone* service was also a top performer, carrying almost 74,000 riders in March — an increase of more than 11 percent — and bringing in 14 percent more in ticket revenues over last March.

Several short-distance trains in the Midwest and on the West Coast continued to perform well compared to last year. The state-

supported *Wolverine* service boasted more than \$1 million in ticket revenue, a 12.5 percent increase in March over last year — while carrying 4 percent more riders than a year ago. The Chicago-to-St. Louis corridor was also ahead of last year, collecting more than \$511,000 in ticket revenue, up 10.5 percent from last March with ridership up 4.5 percent. The *Hiawathas* also topped last March's ticket revenue by more than 11 percent and ridership by almost 3 percent.

On the West Coast, *Pacific Surfliner* ticket revenue of more than \$3 million shot more than 9

percent higher than last year, while ridership was just above last year's number. The *San Joaquins* collected close to \$1.8 million in

even with last March. While long-distance trains overall showed a drop in ridership and revenues due in part to the Easter holiday shift, there were some highlights. For instance, the *Lake Shore Limited* showed strong ridership gains in March, carrying over 16 percent more passen-

gers than last year and earning more than \$1.5 million in ticket revenues, which was 14 percent higher than a year ago. The upgraded *Empire Builder* service collected more than \$3 million in ticket revenues, up almost 11 percent from last year with ridership up almost 5 percent.

Ridership and Ticket Revenue		
Year-to-Date Through March	FY '06 Y-T-D	FY '05 Y-T-D
Ridership	11,559,330	11,539,792
Ticket Revenue	\$641,875,016	\$603,219,780
Month of March	FY '06	FY '05
Ridership	2,033,876	2,103,505
Ticket Revenue	\$111,511,132	\$109,542,276

ticket revenues for the month, an increase of almost 6 percent from last year.

In the Pacific Northwest, March ticket revenues of almost \$1.2 million on the *Cascades* were more than 7 percent better than last year, although ridership was about

Auto Carriers Return the Investment

Savings of more than a quarter of a million dollars a year in damage claims is just one way that Amtrak is yielding big benefits from last summer's introduction of new bi-level auto carriers on the *Auto Train*. Lower fuel costs, reduced maintenance costs and an easier and quicker vehicle loading process also distinguish the new auto racks.

The *Auto Train* operates daily between Lorton, Va., and Sanford, Fla., and utilizes special auto carriers that enable passengers to take their vehicles aboard the train.

After 30-40 years of service, the train's 64 antiquated auto carriers that ranged in size were replaced with 80 new, one-size carriers. The standardized sizing means that the equipment accommodates a wider variety of vehicles. Consequently, the loading and unloading process is simpler and faster because vehicles no longer need to wait to be loaded on carriers that can accommodate only a certain size car.

Made of aluminum, the 90-foot-long carriers also weigh considerably less than the old equipment. Larry Beddis, senior director Procurement campaigned for the use of aluminum equipment, which was previously viewed as an unacceptable option because of fire safety concerns. However, Amtrak consulted a metallurgist who

provided a written opinion that the concern was unfounded. As a result of the lighter weight, aluminum equipment yields significant fuel savings per month, translating to a monthly cost savings.

In addition, the lighter weight of the auto carriers results in less wear and tear on the equipment. A tear-down and inspection of one of the auto carriers after approximately seven months of operation and over 192,000 miles of service revealed minimum wear to the trucks and wheels, because the lighter-weight of the new auto carriers makes them less vulnerable to stress.

While the new carriers come with a warranty contract that covers the cost of maintenance, the old equipment was plagued by frequent maintenance needs that cost the company approximately \$33,000 per month. In addition to the maintenance costs, spare equipment and parts, such as additional truck assemblies and components, were included in the overall purchase price.

"These new carriers have been a real help in keeping costs down for us," said Southern Division Master Mechanic Tommy Farr. "And the time saved not having to perform defect maintenance on these new car carriers is being put to good use and helping us stay ahead in other areas."

The reduced weight also has a direct impact on the ride quality of the unit. Less stress to the suspension system, combined with a new wheel chocking system, results in an environment less jarring to passengers' automobiles. This and better protection inside the equipment, results in less damage to the automobiles and fewer claims filed by passengers. Claims for the first six months of the fiscal year was \$136,819 less than budgeted — 64 percent better than expected.

"The success of this procurement is the result of a considerable amount of coordination and effort among a number of departments and the cooperation of Johnstown America Corporation," stated Dan Boogay, senior contract manager responsible for the procurement and contract administration of the auto carrier project.

The Mechanical department's Engineering group played a significant role in redesigning a standard freight car auto carrier and retro-



A vehicle is loaded on one of Auto Train's new auto carriers at the Lorton, Va., terminal. Use of the new, lighter-weight carriers, in service since last summer, has resulted in significant savings for the company.

fitting it to meet the strict compliance of passenger car regulatory requirements.

Amtrak acquired the car carriers from Johnstown America Corporation in February 2005, and delivery was completed last June.

Dan Boogay contributed to this story.

Chicago Centralizes Train Movement Operations

With just a few clicks of a mouse, train directors at the Chicago Control Center (CHCC) can move a train through 13 switches and four signals — a task that previously took 17 separate operations because the train director had to align each switch and signal and then check to make sure the path was correct.

This improvement is a result of a new Digital Traffic Control™ system manufactured by Digital Concepts, Inc. (DigiCon) and recently installed at the Chicago Control Center to more efficiently control the movement of trains.

The installation of the system is a key component of a long-term project completed in February to consolidate all Central Division train movement operation to the Chicago Control Center, established in 2004 and located within the 14th Street Mechanical and Transportation facility at the Chicago Yards.

As a result, the Chicago Control Center is responsible for train movements on all Amtrak-owned track outside of the Northeast Corridor, including approximately 115 miles of track between Porter, Ind., and Kalamazoo, Mich., almost 14 miles of track extending from the north and south ends of Chicago Union Station, and the tracks at New Orleans Union Passenger Terminal.

The consolidation process began eight years ago with the closing of Chicago's Lumber and Harrison Street Towers, followed by the 2003 closing of the New Orleans Tower. The process continued in 2004 with the closing of the Trail Creek Drawbridge Tower in Michigan City, Ind., and the 2005 shutting of Chicago's 21st Street Tower.

The DigiCon system, installed in conjunction with the transfer of operations to 14th Street, automatically sets all the switches and signals in the proper positions along the route and eliminates the potential for human error associated with manipulating each switch and signal manually.

"The digital traffic control system is much better than the previous one because it allows me to preview the route that I lined up

and make sure that it is acceptable before executing it," explained Train Director Cesaria Welch.

Additionally, the DigiCon system has complete archive and playback capability that allows past events to be reviewed through the use of two data servers that support the system's operation and record all



At the Chicago Control Center, Train Directors Tim Armon (left) and Edward Stolzenbach control the movement of trains on the south end of Chicago Union Station. Working as a team, Armon operates the DigiCon system while Stolzenbach fields all communication.

activity on the system. "If one server fails, the other immediately picks up with no loss of functionality," explained Trainmaster Harold Krewer.

The system keeps a record of all trains that enter Amtrak property and the time at which they pass every checkpoint along the route. "We can fast-forward the video, play it slow, freeze a frame or print out the screen display. It allows us

the Engineering department's reconstruction of the busy Lake Street Interlocking, a mile-long stretch of track at the Chicago Terminal that handles approximately 350 train movements on a typical weekday. The project, which is in its final stages, involves completely rebuilding the track,

subgrade (the track foundation), drainage system and the power and signal systems.

To help ensure the seamless transition from the previous system to DigiCon, the Engineering team installed new signals, switches and programmable processors called Vital Harmon Logic Controllers at the Lake Street Interlocking.

"These processors communicate with the DigiCon system and control the operation of the switches and signals," explained Communications and Signal Engineer Troy Mason.

Communications lines that were used with the previous system were already in place, so the only item needed to connect the new traffic control system with the New

Orleans terminal and the Michigan Line was new computers.

Remote cameras that display nine images of the South Branch Bridge in Chicago and the Trail Creek Bridge in Michigan City were also set up at the center to allow train directors to open and close these movable bridges for marine traffic.

"While we have finally accomplished our goal to centralize, it doesn't mean the job's done. We intend to continually improve the capabilities of our operation and the skill of our train directors," explained General Superintendent Don Saunders.

As an example, the DigiCon system is currently being upgraded to include a train schedule database that will enable train directors to identify late trains at a glance. The system is also being enhanced to automatically present the train director with a route to the train's scheduled arrival track.

To support the expanded operation, the Chicago Control Center is open 24

hours a day, seven days a week. A digital communication system equipped with a monitor and stand-up desk microphone replaced handheld radios and manages the numerous radio base stations and intercom lines the train directors use to communicate with the locomotive engineers and freight railroads, among others.

To insure uninterrupted operations, the office is equipped with a backup generator and heating and air conditioning systems that are separate from the rest of the building. Each computer terminal is supported by an uninterrupted power supply to protect against a power outage. And, if a fire or other emergency should require the building to be

evacuated, there is a complete alternate office with duplicate computer equipment located in another area within the Chicago Terminal.

"We intend to continually improve the capabilities of our operation and the skill of our train directors."

Don Saunders
General Superintendent

Adjustments Fine-Tune Dining Service

With the last of the long-distance trains starting the new dining service model this month, Amtrak Ink sat down with Senior Director, Customer Service Field Operations Brian Rosenwald to learn more about how it's going so far and what adjustments have been made since it was first put into service.

AI: By now, most employees know what simplified dining service is, but can you tell us what its goal is?

Rosenwald: Simplified dining is one part of the company's strategy to reduce our food and beverage costs. We've also renegotiated our contract with Gate Gourmet and are examining other ways to improve how we manage that aspect of the business.

The new dining car service model for most long-distance trains (except for the *Empire Builder* and *Auto Train*) modifies the way we prepare food and serve our customers. The meals require minimal on-board cooking; we're seating passengers according to reserved, 15-minute increments; and we've eliminated all dishwashing and most scullery work. As a result, we have a base staffing level of crews of three rather than five.

As a result of the change, chefs are not overwhelmed because orders are coming to the kitchen on a more manageable basis and the wait staff isn't stressed because they're seating no more than eight passengers at a time.

Contrary to what some may say, it's not a change of menu — the vast majority of the items are the same ones we've been serving for years. However, we have taken off a couple of items that are time-consuming to prepare, like the steak entrée.

Ultimately, the goal is to reduce costs while improving customer service and increasing on-board sales. By keeping the dining car open for longer periods of time, we aim to attract more coach passengers and therefore boost revenues. Congress has told us that we need to cut our costs or risk losing food and beverage and sleeping car service altogether.

AI: What is the status of the rollout of the new long-distance dining car service model?

Rosenwald: By the end of this month, all long-distance dining car service — but for the *Builder* and *Auto Train* — will have simplified dining in place. We started in February with four trains and we've learned a lot since then.

AI: So does that mean that you've changed some things since you first implemented this new service?

Rosenwald: Absolutely. We've relied on our crews and our customers for feedback, and the input we've gotten from them has made a big difference — after all, they know what works best from their point of view. Plus, we have specially trained managers that are working with the crews in the first few weeks of implementation and they're providing a lot of input as well.

We've made a number of changes — probably about 40-some modifications — to fine-tune what we started with. We first tested the casserole-style high-heat pre-plates but they were not well received, so we switched to disposable dinnerware that looks like china. Crews have told us that they like the disposable dinnerware because it's not as heavy as the china and easier to handle with a full plate of food. It also looks much better than the high-heat dish.

I'll give you a couple of other examples — because we've cut out the griddle work, the omelets were initially not made fresh. Based on feedback from passengers and chefs, it was not a good change. It just didn't look as appetizing as a freshly made omelet. As a result, several chefs told us that making omelets from fresh eggs on the griddle would not add to the time spent on the order. Food Specialists Allen Karz and Christian Natoli, supported by the other chefs on the *Sunset Limited*, convinced our team to add it back and so we made the change.

On the *Capitol Limited*, Service Attendant Nancy Bonnanno and Lead Service Attendant Suzanne Russell came up with ways to be more efficient by recommending that we serve the rolls — they're heated and in a basket — just before the customers are seated. So rather than seating customers and then making another trip to get them, the rolls are served up front. Suzanne and Nancy found that doing this saved them time and it's a nice customer service touch.

Here's one more: Taking reservations for breakfast from sleeping car passengers as well as coach passengers wasn't working very smoothly, chiefly because people would change their minds and want to sleep in, or sometimes it was difficult to track down people as they boarded overnight. We're now testing how breakfast works without reservations, but still seating people with the staggered seating approach, and we'll see how that goes.

AI: What else have you learned from implementing this dining service model?

Rosenwald: We've learned that most employees have come to understand

continued on page 9

Amtrak.com Innovation Leads Travel Industry

Leading the transportation industry with a first-of-its-kind, Amtrak now offers its customers an opportunity to make and change a reservation using a BlackBerry®, Treo™, Pocket PC and most cell phones — one of two customer service improvements made recently through Amtrak.com.

Launched mid-May, Amtrak Mobile puts Amtrak.com in the hands of PDA users, providing them with instant, up-to-date rail travel information and wireless access to key functions currently used online, without having to call anyone or needing to get to a desktop computer.

A mouse-less navigation feature provides PDA users access to the same information and services that are available on the Web site.

“We are continually identifying ways to make Amtrak an easy

option for travelers and extending our reach to more customers. Amtrak Mobile does both, while putting us ahead of the curve,” noted Barbara Richardson, vice president of Marketing and Sales. Amtrak is the first in the travel industry to offer this type of booking capability.

“Users don't need to be registered for this service — they simply access the Web from their PDA the same way they normally do, and go to the Amtrak.com site,” said Craig White, E-Commerce principal marketing officer.

Another innovation, the Route Atlas, is a function added to Amtrak.com in mid-April that allows users to explore train routes and access more detailed travel-planning information. The new function serves to not only inform passengers of the route options between two points, but to also





CATCH A TRAIN
in the palm
of your hand.

AMTRAK.COM NOW ON
YOUR MOBILE DEVICE.

Amtrak.com and back on-the-go

Custom Route tab and learn about optional train routes offered between cities. When selecting a station listing, viewers see a pop-up page showing information, such as the address and operating hours.

inform those less familiar with the network about destinations for future travel.

By clicking the icon on the home page, customers are taken to the system route map where they may search for information on routes or stations alphabetically, by state or by region. Or, they may select the

“Amtrak prides itself on having an award-winning, customer-friendly Web site,” said Kathleen Gordon, senior director of E-commerce. “Illustrating how our routes are structured takes the mystery out of planning long-distance vacation travel for our customers.”

Gearing Up for Summer Travel Season

As the summer season approaches, departments throughout the railroad are implementing plans developed months ago in anticipation of the busy travel period. The increase in ridership, the effects of warmer weather and the rise in the number of track work projects will have a major impact on railroad operations over the next few months.

Before passengers walk through the station and step on board the train, often their first contact with Amtrak is through the Western and the Mid-Atlantic Reservation Sales Call Centers located in Riverside, Calif., and Philadelphia. Although the majority of bookings are made through automated channels such as Amtrak.com, Julie (Amtrak's automated voice response system), and Quik-Trak machines, reservation sales agents handle approximately 45,000 calls a day during the summer months, compared with about 35,000 calls a day during off-peak seasons.

To prepare for the increase in call volume and to minimize the amount of time that callers are on hold, forecasting is done nearly a year in advance, and then periodically throughout the year, to determine how many employees are needed to manage the phone lines. "Our goal is to respond to every call within 51 seconds and during the summer we make staffing adjustments to help accomplish this. For example, out of the pool of 200 part-time employees, we are offering between 50 and 70 agents an opportunity to convert to full-time positions from the middle of June through mid-August," states Ed Madden, manager of Manpower, Planning and Controls department.

When speaking with customers, reservation agents advise passengers who aren't ready to book a summer trip to call back as soon as they are prepared to do so, because space sells out quickly. Agents also recommend that passengers allow ample time at the station, particularly if they need to pick up their ticket before boarding. At major stations, including New York, Los Angeles and Chicago, passengers should arrive at least an hour before their train's scheduled departure.

Station Operations Heat Up

When passengers arrive at the stations, every effort is made to move them through the ticketing process as swiftly as possible. And,



At Los Angeles Union Station, Baggage/Express Handlers Ellen Barnett (left) and Joe Schamet remove a surfboard and other baggage from a Pacific Surfliner train.

because the ticket office lines are longer during this time of the year, passengers are directed to use the Quik-Trak machines, where they are available. "We see a sharp increase in ticket revenue during the summer months — approximately 62 percent of the total ticket revenue generated at Penn Station comes from Quik-Trak," explains Assistant Superintendent Stations Mike Gallagher.

Efforts are made at other stations as well to reduce the amount of time passengers wait in ticket lines. "To move passengers through the lines as quickly as possible and to help prevent passengers running late from missing their trains, we often offer an express window for credit cards, checked-baggage-only windows and, when necessary, we dedicate certain ticket windows to passengers boarding trains that are departing soon," explains Central Division Passenger Services Superintendent Jeff Snowden about Chicago Union Station's ticket office.

At this busy time of the year, baggage is also an area of special focus. "Because the amount of baggage increases dramatically, we get heavily into briefings on proper baggage handling to help eliminate the potential for injuries," describes Southwest Division Superintendent of Passenger Services Lynn Berberian. During briefings, managers discuss with employees proper lifting techniques and emphasize the importance of enforcing the checked and carry-on baggage policies. "We make sure extra boxes are available in case passengers have to re-pack their belongings due to their luggage exceeding the 50 pound limit. We also order additional bike boxes to have on hand because biking is so popular in California during the summer months," adds Berberian.

At New York Penn Station, which sees over a half-a-million travelers and commuters most days, every effort is made to help ensure that all the station equipment, including its 25 elevators and 22 escalators are in good working condition by the start of the summer. "We also scheduled station upgrade projects so they're completed in time for our summer travelers," notes

Gallagher. These improvements include installing new public address systems, purchasing new wheelchairs and hand trucks and repairing the yellow ADA-required tactile edge that lines the platforms.

More Passengers, More Equipment

Long before the train leaves the station, decisions are made about how many on-board employees are needed during this heavily traveled time. Crew Management Services works closely with System Operations, Customer Services and Crew Base supervisors, to help ensure the trains are sufficiently staffed.

A major consideration in determining how many employees are needed is the number of cars used on each train. To ascertain the equipment needs for each route, System Operations examines several important factors. "It's a delicate balancing act where we must make decisions by carefully analyzing ridership, equipment availability and potential revenue," explained Senior Director, System Operations Chris Jagodzinski.

First, historical data is reviewed to determine when ridership is expected to be high enough to warrant additional equipment. But ridership data alone is not enough to justify adding cars to a route; revenue must also be considered. Therefore, System Operations works closely with Sales and Marketing to compare routes to figure out which will generate the most revenue from adding a car.

Additionally, System Operations must work with the Mechanical department to determine if the needed equipment will be available. "To help make this decision we must take into considerations the number of trainsets used on each route. For instance, if we plan to add a car to

the *Empire Builder*, which utilizes five train sets, we'll need five extra cars. So, if we don't have that many available, we may instead choose to add a car to the *Capitol Limited*, which uses only three trainsets," continued Jagodzinski.

Once the equipment counts are established, Crew Management Services can begin staffing the trains. And when ridership is at its peak, particularly among long-distance trains during the summer, adding another sleeping car to a train means adding another attendant to staff that car as well.

Train and Engine crews may also get an additional member, based on equipment levels. "For instance, when a corridor train has more than six revenue cars, we may add another assistant conductor," explained Senior Director Crew Management Thom Chawluk, Sr.

The Customer Service team works with Crew Management to set the required staffing level in the dining car based on the number of meals expected to be served. When the anticipated meal count exceeds 96, an additional service attendant is usually added. Coach car attendant staffing is also predetermined, but in a different way — if a train operates for more than four hours during daylight with more than 150 passengers, additional coach attendants may be added.

Mechanical Team Provides a Cool Ride

Temperature control during the heat of the summer season is key to providing passengers with a comfortable and relaxing ride. When cars come to the Beech Grove Maintenance Facility in Indiana for overhauls, remanufactures, or wreck repairs, mechanics perform season-specific work to ready the equipment for the summer. Air conditioning units are rebuilt and tested for hours in a heated room that simulates conditions in a passenger car. After air leaks in the car are sealed to ensure that the cool air stays inside the car, a test is performed to ensure that the interior temperature is maintained and the thermostats are calibrated.

"Sometimes we have to replace individual room thermostats or equalize the air flow to eliminate hot spots. In some cases we may need to lower the thermostat temperatures to overcome the heat load. For example, the Sightseer Lounge car, where glass windows encase much of the car, creates a much greater heat load because of the constant sun exposure," explained Beech Grove

Assistant Superintendent Roger Rigen. Additionally, the duct work throughout the cars is thoroughly cleaned and all filters are replaced. Mechanics must also ensure the doors work properly and the seals are in place to prevent air and humidity from entering the car.

“The refrigeration units work harder in the summer than other times of the year, so we also test the refrigeration using electronic thermometers, record the stats and download the data on a computer that enables us to see when the freezers go into a defrost cycle and how long it takes to recover the required temperatures,” added Rigen.

The Heat Effect

Amtrak's Engineering department also plays an important role in providing safe working conditions for employees, a comfortable ride for passengers and a safe, reliable infrastructure for train operations. And during the summer months, the hot temperatures add an extra component to consider when accomplishing these goals.

In preparation for the summer, Engineering conducts “spring training” with employees to review practices and prepare for the work ahead. “On hot summer days, working outdoors on the railroad can be tough and the safety of our employees is a key concern,” said Engineering Production Superintendent Thomas Denio.

When the temperatures rise, employees working under hot weather conditions are encouraged to drink plenty of water. “During briefings, we talk to employees about recognizing the signs of heat exhaustion and fatigue, especially when we have several days in a row when temperatures rise above 90 degrees.”

The heat affects not only the track, but also the catenary, signals and structures. In the Northeast, the overhead catenary wires are affected by the heat and may sag due to expansion of the wire. While the New England Division installed new catenary wires that don't sag because they're under constant tension, the heat can cause distress to other components of the system. To minimize the malfunction of the catenary and its components, the system is regularly monitored during hot weather conditions.

When it is hot outside, the continuous welded rail can reach a temperature of up to 130 degrees, expanding the rail and generating high-compressive forces that must be restrained by ties, fasteners and ballast to prevent the track from buckling. These stresses make it critically important that the rail is adjusted properly to withstand the summer heat.

Under extreme temperatures above 95 degrees, speed restrictions are placed on the track and special inspections are made to monitor the conditions. “Train operations can be severely affected by heat restrictions, therefore, Engineering works closely with Transportation to limit these restrictions whenever possible,” explained Deputy Chief Engineer Track, Walter Heide.

Working on the Railroad

To the railroad industry, warmer weather also means better working conditions for the freight railroads' Engineering forces. And, when summer arrives, their heavy track work season, which began in March, is well underway. Work being performed from coast to coast has a



Red Cap Neil McPhatter uses one of New York Penn Station's new hand trucks to carry luggage to the train.

In Missouri, a project being performed by Union Pacific Railroad has a major impact on service between St. Louis and Kansas City on the *Ann Rutledge*, *St. Louis Mule* and the *Kansas City Mule* through Oct. 1. During this period, UP's tie gangs are installing about 1,200 ties per work day. Consequently, Amtrak trains are required to operate through the work zones at slower speeds and delays may result from congestion on the tracks. Also while this work is underway, motorcoach service may be substituted for train service.

Initially, UP notified Amtrak that it would not permit any passenger service over this corridor for an extended period of time while it was conducting track maintenance. After Amtrak's Law department intervened, a neutral arbitration panel determined that the UP could not bar Amtrak from operating if it planned on running its own freight trains over the railroad during the work period. The Law department's success before the panel paved the way to an agreement between Amtrak and the UP allowing continued service during the track work.

On the West Coast, service on the southbound *Coast Starlight* is affected through the end of the year due to UP track work along the route and a Metrolink tunnel upgrade project near Chatsworth, Calif. The combined effect of these two projects results in potentially significant delays along the route and motorcoach service being provided between Simi Valley and Santa Barbara.

Passengers traveling on the *Lake Shore Limited*, *Maple Leaf* and certain *Empire Service* trains may also experience delays this summer

between Albany-Rensselaer and Niagara Falls, N.Y., due to track work being carried out by CSX Railroad.

While the freight railroads are conducting their improvement projects, likewise, Amtrak's Engineering employees are also out in full force repairing, rebuilding and renewing Amtrak-owned track.

As part of the ongoing Keystone Corridor Improvement Project (KCIP), a 24-hour-a-day track laying machine project is underway between Philadelphia and Paoli on the Harrisburg Line, where Amtrak and SEPTA trains operate. Because of the track laying machine's many functions and the complexity of the operation, the majority of the TLM work performed is done during daylight hours.

“Whenever we work on the tracks, we affect train performance, and the KCIP is no exception,” explained Denio. “To minimize the delays on this line while keeping the safety of our gangs at the forefront, we have worked closely with the Transportation department to prepare a schedule to accommodate the train operations and the requirements of the track work project.” During certain parts of this project, the gangs may work on Sundays or during very early morning hours when traffic is not as heavy. By making adjustments like this, the Engineering team is able to perform improvements on the line while helping to alleviate passenger inconvenience that results from late trains.

“In spite of the inconvenience, in the long term, these improvements to the infrastructure will provide our passengers with a more reliable service and comfortable ride,” added Schmidt.

The departments that contribute to making the summer season a good one are certainly not limited to those mentioned in this story. Meeting and exceeding passengers' expectations during this busy season requires a collaborative effort from employees of all crafts and departments. “It takes a tremendous amount of work to prepare for the millions of summer travelers who choose to ride Amtrak,” said Vice President of Customer Service Emmett Fremaux. “While every customer should feel like they're the most important customer on any given day, the summer season is our time to shine and to show America professional, first-rate service and how special Amtrak travel is.”



Purchasing tickets from Quik-Trak machines is a popular option for customers at the busy New York Penn Station.

Advisory Committee Announces Award Recipients

“Recommendation: Make frequent announcements advising passengers (1) what the problem is (2) how it affects them, and (3) what Amtrak is doing about it.”

This was just one of many recommendations made by Amtrak’s Customer Advisory Committee as part of a comprehensive “Late Train Protocol” presentation at its bi-annual meeting in Jacksonville, Fla., last month.

The late train presentation considered how delays are handled from the passengers’ perspective before they leave home, while aboard late trains, while waiting in stations and after late arrivals. Recognizing that some delays are nearly impossible to beat, the committee’s proposal was designed to offer some ideas about how to improve difficult situations.

Some of the recommendations are already in the standards manuals, but are not implemented on a consistent basis. “One of the things we’re trying to nail down is the consistency of the service, and ACAC is one of the key resources we use to get that kind of in-depth feedback,” said Vice President Customer Service Emmett Fremaux.

The committee, made up of 23 volunteers from across the country that serve as customer service ambassadors, gathered with Amtrak managers to discuss a range of issues, including the dining car service model, deployment of new Quik-Trak machines, on-time performance and ADA accessibility.

The value ACAC brings to the company may be subtle, but powerful. “Our relationship with ACAC is truly a two-way street,” said Service Delivery Chief Kevin Scott. “They learn from us how we want service to be provided and what we’re trying to do to improve it, and we learn from them because they provide a unique perspective — that of savvy passengers who know what should be done.”

Another function ACAC serves is to recognize exceptional customer

for sale and even carrying items back to passengers’ seats.

“... He acted as though he truly enjoyed serving passengers and putting smiles on their faces,” said the committee member who nominated him.

Two *Lakeshore Limited* sleeping car attendants were also saluted by the committee. Tom Finnegan consistently addresses passengers by name, checks frequently to make sure passengers are comfort-

able, advises them of the train’s time status, and asks how passengers want their coffee served in the morning. While Finnegan does everything he is supposed to do, he does it all, time and again, with a level of graciousness and professionalism that distinguishes him from most other employees. “I have never received this level of service excellence,” noted an ACAC member.

Another *Lakeshore Limited* sleeping car attendant, Richard Johnson, caught the eye of not one, but two ACAC members who nominated him for his flair for personalized customer service. On one occasion, Johnson took it upon himself to wake a diabetic passenger who had fallen asleep at lunchtime to make sure she ate. “He has so much to offer and share with his fellow employees,” said one of his nominators.

“Ms. Martin ... is the ideal person to represent Amtrak in the Acela Clubs,” said the nominating ACAC member. As a 30th Street Acela

Lounge attendant, Jacqueline Martin, time and again juggles the needs of her regular customers — often remembering their names and their beverage preferences — as well newcomers during busy travel seasons with a high degree of professionalism.

Texas Eagle Conductor John Joe (J.J.) Quesada was recognized for treating every passenger like a family member. Indeed, J.J. took it upon himself to make sure that a man who often visited the San Antonio station was given a formal veteran’s burial when it seemed that no resources were available for a proper funeral. “He is always so kind to people who do not ride Amtrak often and have many questions,” wrote an ACAC member about Quesada’s attitude.

According to another committee member, Trenton Ticket Agent Eileen Breen routinely makes passengers feel as though they are the most important passengers traveling that day. She is knowledgeable not only about Amtrak services, but also about special service requests made by people who require special attention. “I always sigh with great relief because I know everything that needs to happen will,” noted the member.

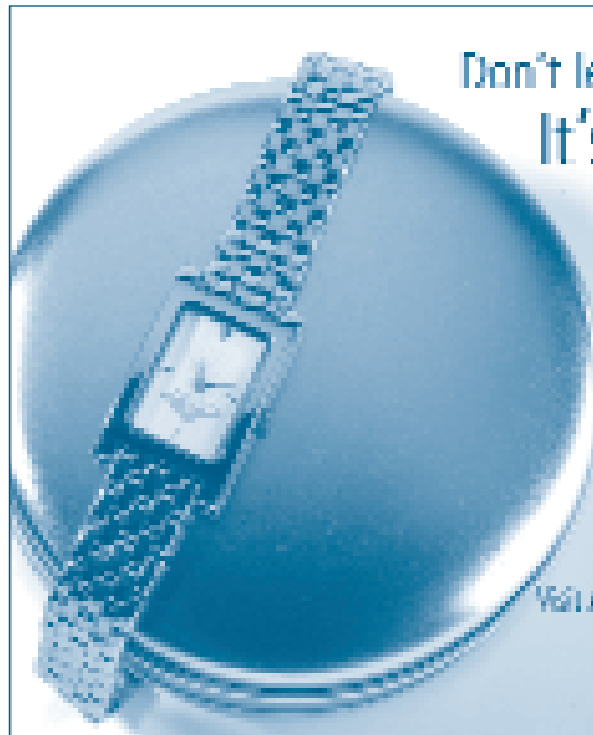
In addition to honoring great employees, the committee also thanked the six members whose terms on the committee expire this fall for their service to the committee and Amtrak. They are: Eleanor Cunningham, Glenn Reynolds, Alma Goodwyn, George Bradford, Steve King and Matt Losee.



ACAC members Eleanor Cunningham and Alma Goodwyn, two of the six members whose terms expire in the fall, contributed to improving customer service in the areas of special needs requests and implementing the Quiet Car on some services.

service provided by employees on the front lines. Accordingly, the committee announced the Customer Service Award winners, which are identified twice a year for exemplary front-line customer service, at the meeting in Jacksonville.

Lead Service Attendant Ed Muhs was praised for outstanding service on the *Wolverine*. In addition to providing friendly and efficient service, Muhs enthusiastically sells customers on items, including making recommendations, promoting merchandise available



Don't let time run out...

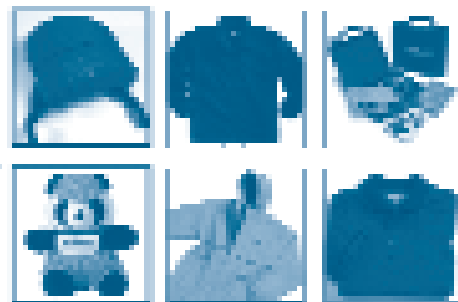
It's the Amtrak® SPRING SALE!

25% OFF EVERYTHING!

(with the exception of Fall Favorites only)

Discount is good from May 1, 2006 to May 31, 2006.

Good for items in stock only, not for items that have been backordered. You'll find everything from watches, children's books, gear, and more! Discount cannot be used with any other offer.



Visit Amtrak.com/store or call 1-800-480-1229 to place your order or request a catalog.

Amtrak and the Amtrak logo are registered trademarks of Amtrak Corporation.



Employee Earns Environmental Accolades

In his previous position as a fleet maintenance technician for the Philadelphia motor pool, Equipment Engineer Kirt Flowers' job description didn't include any specific environmental responsibilities. Even though it wasn't part of his job, he nevertheless took it upon himself to reduce diesel exhaust emissions of Amtrak vehicles in the Philadelphia area. His dedication to environmental improvement won him recognition by the Association of American Railroads (AAR) as a Finalist for the John H. Chafee Environmental Excellence Awards ceremony at the U.S. Capitol on April 26.

With assistance from the Environmental Health and Safety department, Flowers conducted a study to test two emission control devices on heavy-duty engineering vehicles to reduce exhaust emissions.

Fuel catalysts that re-format the fuel molecular structure for a cleaner burn before it enters the engine



Flanked by Wick Moorman president, chairman and CEO of Norfolk Southern Corp. (left) and U.S. Sen. Lincoln Chafee, Equipment Engineer Kirt Flowers (center) is distinguished among others in the railroad industry by the Association of American Railroads for his environmental stewardship. Flowers was chosen as a finalist at a ceremony at the U.S. Capitol last month.

were installed in 14 trucks, along with another device that decreased the carbon dioxide, nitrogen oxides and diesel particulate matter in emissions in the exhaust stream before leaving the tailpipe.

"Kirt is an exemplary environmental steward and we're pleased that he is being recognized for taking such a proactive approach to

controlling heavy-truck diesel emissions," said Environmental Health and Safety Vice President Roy Deitchman.

Flowers' work has contributed to the company's efforts to reduce air emissions and maintain its reputation as an environmentally responsible mode of transportation. In addition, Flowers has educated others at Amtrak about diesel exhaust emission control

measures, including informing the Automotive group about air pollution concerns.

His initiative also earned him a President's Service and Safety Award in 2005.

Flowers also participates in Amtrak's environmental engineering internship program with Temple University and serves as

Amtrak's representative on Philadelphia's Diesel Difference Board, an organization of public health and environmental regulatory agencies, environmental groups and private sector companies. The Board has recognized him for his work in developing its air pollution program.

The AAR Award, given every year, is named in honor of former Sen. John Chafee (R-RI) who was a leader in the passage of federal environmental laws.

Flowers was one of six railroad industry employees recognized for their contributions to the environment.

This is the second AAR award received by Amtrak for its accomplishments in the environmental arena this fiscal year. AAR bestowed Environmental Health and Safety Vice President Roy Deitchman with its North American Environmental Employee Excellence Award in October.

Dining Service

continued from page 5

that the reality is that we're doing this to save the service while trying to improve it for our customers. We're asking more of the employees across the board — to be more flexible, to act more as a team.

It's critical that we work hard to increase revenue and the participation of coach passengers by extending the hours of the dining car, adding lower-priced items to the menu that would be appealing to price-sensitive coach passengers, and having our crews market the service. Coach attendants contribute to the effort by announcing that reservations can be made for lunch or dinner and walking through the car making the reservations.

And some employees are doing this really well. For instance, rather than just telling passengers that reservations could be made for dinner, a train attendant on the *Capitol Limited* really markets the service, which we applaud. So while he's making announcements about the dining car, he describes the menu and even makes recommendations about the selections. The collaboration of employees like these will make the difference in how successful we are.

AI: Speaking of selections, there seems to be the perception that the quality of the food has been downgraded, is this really true?

Rosenwald: No, it isn't. Ninety-plus percent of the entrées are the same as those we served before. If the meals are being prepared according to the training, they should be as good as they were before. I bet if we did a taste test and didn't reveal how the meals were prepared, the tasters wouldn't notice a difference. And if there is a difference, they may notice that the meals prepared this new way may actually taste better as they aren't being heated in advance and held for an extended period of time.

And we've added several items to the dinner menu. As I mentioned earlier, we need to increase revenues to entice coach passengers to join us, so we've added the pizza that's on the lunch menu to the dinner menu. It's an appealing choice for our budget-conscious passengers riding in coach. In fact, on the Florida service, it's the most popular item served to our coach passengers at dinner — it outsells every item on the menu.

AI: How does cutting crew size translate into good customer service?

Rosenwald: I'm glad you asked that question. Because our labor costs are very high, we had to see how we could do more with less. And we had to fight the perception that it would mean a downgrade in service because we were — and are — committed to maintaining good service. By requiring reservations and staggering the seating according to 15-minute increments,

we've found that passengers are getting more personalized service. Think about it — if you walk into a restaurant that isn't overcrowded, you're more likely to get personalized and friendly service.

And we've had employees tell us as much — *Texas Eagle* LSA Tim McGinnis told us that he likes the staggered reservations, because "it's easier to handle the customers." Aboard the same service, Chef Ken Lahr says that the method helps him get the food up in a more orderly fashion and provide a better quality meal for the customer.

AI: While the model is not yet fully implemented, how are you measuring its progress and its effectiveness?

Rosenwald: By the start of the summer, we'll have new on-board customer service managers that will spend most of their time on the trains. Their job will be to help resolve problems that the crews encounter, as well as to coach our crews so that they have the tools and information they need to deliver consistently great service. Another key responsibility of these managers will be measuring customer service. We will be actively collecting feedback from passengers in ways that we've never done before — we're currently finalizing some of the methodology, and should be ready to start this effort in June.

In addition, our team meets weekly about how things are going and where we need to make changes to improve the situation for our crews or for the customers, depending on the nature of the problem.

We also held focus groups with passengers at the end of April in Washington, Chicago and Seattle to learn about what's working and what's not from the passengers' perspective. We also monitor the comments we get from our passengers and receive feedback on a regular basis from the Amtrak Customer Advisory Committee.

We're also monitoring on-board condemnation trends, which have dropped significantly, because we're not making a lot of meals at once, resulting in too many at the end of the meal period — that has also reduced our costs.

AI: Is there anything else you'd like employees to know?

Rosenwald: I'd like to add that most employees have done a commendable job of working to make this a success — they've used their skills, knowledge and talents to make this work. We need to make sure that we recognize great work and the new customer service managers starting this summer will help identify those employees. The truth of the matter is that we have to do this, and do it right. Our message to employees is join in the effort or get left behind.

P R O M O T I O N S I N M O T I O N

Summer Travel Brings Fun in the Sun

Whether it's the theme parks at Orlando and Kissimmee, the sunny beaches of Miami and Jacksonville or the exciting nightlife of Tampa Bay, Florida destinations are closer now, thanks to a promotion offering passengers savings on travel to Florida. Through partnerships with several Florida convention and visitors bureaus, Amtrak is offering passengers 20 percent off the lowest available rail fare when traveling to these cities on the *Silver Star* through March 15, 2007.

Disney Hosts Family Adventures on California Corridor

Amtrak, in partnership with Radio Disney, is hosting two "Family

Adventures" aboard *Pacific Surfliner* and *San Joaquins* trains this month. The on-board events, which involve games and giveaways hosted by Radio Disney's Family Fun Zone personalities, are the focal points of a four-month campaign launched last month to encourage family travel on these routes.

To help generate awareness about the Family Adventures, Radio Disney flyers were distributed at local community events. Additionally, on-air personalities encouraged kids to log on to Radiodisney.com to download a free companion coupon that allows children to treat their parents (or other family members) to a free train ticket with the purchase of a regular-priced ticket.

In addition, all participating Radio

Disney stations will air Amtrak advertising throughout the campaign and radio stations will also offer trip giveaways on the *Pacific Surfliner* and *San Joaquins*. After participating in the Family Adventure, travelers will offer on-air testimonials describing their experiences and encouraging listeners to book a trip on Amtrak.

Dine-In, Carry-Out and Save on Train Travel

After winding down from all the Radio Disney festivities, California travelers may take advantage of special savings on train travel while enjoying an appetizing meal through an offer promoted by Amtrak and Applebee's restaurant franchises in Northern and Southern California. Through this promotion, Applebee's customers

may request from their server a free Amtrak companion coupon that is good for travel through June 15, 2006, on the *Pacific Surfliner* and *San Joaquins*.

"We are excited about the opportunity to partner with one of the largest casual dining restaurant chains in the country and expand our brand awareness to thousands of Applebee's patrons throughout California," said Director Marketing West Carol Shannon. The offer is being promoted via radio in 11 markets in the San Joaquin Valley and Southern California with additional exposure via radio stations' Web sites. It is also being promoted through tabletop and point-of-sale displays at participating Applebee's.

Campaign Lands Excellence Award

Amtrak, in partnership with Caltrans, won a first place Award of Excellence in the television category from the California Travel & Tourism Commission for its "Travel Made Simple" commercials that are being aired in six major California markets. The spots highlight the ease of travel on the *Pacific Surfliner* and *San Joaquins* and feature passengers dining on board, gazing at scenery and taking a nap.

The award was presented to Director Marketing West Carol Shannon, Regional Marketing Director Karen Myers and other Amtrak attendees at the California Conference on Tourism held in Anaheim, Calif., in late March. Amtrak also won a second place Award of Merit in the newspaper category for its "Magic" ad promoting the *Pacific Surfliner* in the Disney 50th anniversary advertising section that ran in the *USA Today* in select markets.

Santa Barbara Welcomes Red Hat Group

After stepping off the *Pacific Surfliner*, more than 500 members of the Red Hat Society donning their trademark purple attire and red hats, gathered at the Santa Barbara station in March. There, Mayor Marty Blum, members of the media, station employees and local residents welcomed the group as part of an event hosted by Amtrak, the Santa Barbara Conference and Visitors Bureau and Santa Barbara Car Free, an organization sponsored by the Santa Barbara County Air Pollution Control District.

"We collaborate with the CVB and Santa Barbara Car Free to encourage people to visit Santa Barbara and leave their cars at home, and Amtrak offers an excellent travel alternative. Not only

was it an economic boost to the community, but because these ladies traveled by train, more than 200 cars were off the road," explained Sales and Marketing Associate Brian Hart.

Hart has worked with the National Red Hat Society's 'Hat Quarters', located just a few blocks from the Fullerton station, since 2002. "These women dressed in red and purple can be seen taking Amtrak trains from almost every station in the nation," added Hart. The group that traveled to Santa Barbara in March represented the largest single Red Hat Society group the railroad has ever carried. Last year, over 3,800 Red Hat Society members traveled on Amtrak, generating almost \$121,000 in revenue.

Lights, Camera, Acela



Amtrak employees take a break while filming an Acela Express television commercial at Boston South Station (L. to R.): David Lim, chief, Marketing and Sales Promotions; Gail Reisman, senior director Marketing East; Charlie Lavina, general foreman, High-Speed Rail; Darlene Abubakar, director Marketing East; Paul O'Mara, superintendent Passenger Services New England Division; Dennis Graham, director Marketing New England; and (back left) the film director, David Cornell of Form Production Company.

Appearing in the ad as the café attendant is Lead Service Attendant Yvonne Battle, who also served as the on-site consultant for the service delivery aspect of the commercial, which runs through mid-May.

"The Operations department employees were critical to the success of this project by helping ensure that the filming went smoothly," stated Lim. They include: Charlie Lavina, general foreman, High-Speed Rail; Paul O'Mara, superintendent Passenger Services New England Division; John Rockett, assistant supervisor ET Electrical Maintenance; and Lieutenant Wayne Moore, Amtrak Police Department.

K9 Undergoes Cutting-Edge Training

This isn't your average K9 unit. Amtrak Police Department Officer Kevin McMullen and his canine partner, Maximus, possess special



Amtrak Police Officer Kevin McMullen and his K9 partner Maximus exit a train at Washington Union Station. Maximus recently attended an extensive four-month bomb detection training course, making him one of the few K9 units in the country qualified at his level.

skills that few other K9 units in the country have.

In an effort to stay at the forefront of law enforcement practices, APD

sent the team to an intensive, four-month Washington Metropolitan Police Department training session. On the cutting-edge of K9 training, the course was developed by the Washington MPD in conjunction with the University of Rhode Island. While the specifics of the program cannot be shared due to security reasons, it is so advanced that it's the only one of its kind in the country.

"We are extremely pleased to be one of the first law enforcement agencies to participate in this progressive training program," said Amtrak Chief of Police Sonya Proctor. "This supports our goal of leading best practices in passenger protection."

Dogs trained in detection of illegal drugs or explosives are known to be far more reliable than any other detection devices currently in use. They can be trained to perform dual functions, such as patrol and bomb detection,

thereby allowing a K9 officer to support daily patrol functions and to investigate suspect items on trains or in facilities.

Amtrak has K9 units deployed throughout the system that are trained in detection, including those trained to detect illegal drugs or explosives.

Construction Begins on St. Louis Multimodal Station



Acting CEO David Hughes (third from right) joins St. Louis Mayor Francis G. Slay (fifth from left) and other Missouri state partners at a groundbreaking ceremony for the new St. Louis multimodal station, which will house Amtrak, Greyhound bus operations, a food court and a concourse linking Amtrak and Greyhound to Metrolink bus and rail service. The project, scheduled to be completed by the summer of 2007, is funded by federal, state and local government agencies with participation from Amtrak, Greyhound and Metrolink.

EMPLOYEE MILESTONES

25-Year Anniversaries April 2006

ABNER, KEVIN
Baltimore District

DICKS, TIMOTHY
Atlanta District

KAVOUKSORIAN, MARK
Empire/Albany District

SPENN, TERESA
Chicago Metro District

30-Year Anniversaries April 2006

ALBERS, PAUL
Twin Cities District

CHEIFETZ, LOUIS
Philadelphia District

CIRILLO, VINCENT
Philadelphia District

CROWLEY, ROGER
Seattle District

DAWSON, WARD
Seattle District

DESENS, ANNE
Chicago Metro District

DUNCAN, REX
Wilmington/Bear District

EICHHOLZ, KENNETH
Wilmington/Bear District

FARTHING, MICHAEL
Philadelphia District

FORERO JR, GEORGE
Chicago Metro District

FRANKLIN, JERRY
Empire/Albany District

INGEROLL, STEPHEN
Wilmington/Bear District

JENKINS, ORIE
New York District

KAHLER, LINDA
Philadelphia District

KISSLING, WILLIAM
Beech Grove District

LABENCKI- FULLMER,
DENISE
Wilmington/Bear District

LUGO JR, RAMIRO
New York District

MCCOUCH, MARILYN
Philadelphia District

STEVENSON, JUDITH
Philadelphia District

MOSS, ROBERT
Mid-Atlantic Div/DC Non-HQ

MURPHY, SHARON
Philadelphia District

O'NEILL, EDWARD
Philadelphia District

PERKINS, ALICE
Los Angeles District

PETERSEN, ARNE
Seattle District

RADWAN, KENNETH
Chicago Metro District

RAYFIELD, ISAAC
Seattle District

ROBINSON, LYNN
Chicago Metro District

ROSSI , ANGELO
Chicago Metro District

SLUGOSKI, RICHARD
New Haven District

STANEK, MARTY
Chicago Metro District

SULLIVAN, BRENDA
Chicago Metro District

THOMPSON, EVELYN
Philadelphia District

TRINCIA JR, FRANCIS
Wilmington/Bear District

WALKER, MARGO
Empire/Albany District

WARD, GEORGE
Wilmington/Bear District

WILLIAMS, SANDRA
Philadelphia District

WILLINGHAM, JAMES
Oakland District

WIMBISH, LINDA
Philadelphia District

WONG, NGOOK
Seattle District

Retirees March 2006

BACHMANN JR, ROBERT
Detroit District

BARNETT, GLENN
Beech Grove District

BERT, MCKINLEY
Mid-Atlantic Div/DC Non-HQ

COLE, WILLIE
Oakland District

COLLINS, ROBERT
Seattle District

DEWITT, MICHAEL
Beech Grove District

DOBROWSKI, MIKE
New York District

DOTSON, RONALD
Mid-Atlantic Div/DC Non-HQ

EDWARDS, GILBERT
Baltimore District

GLASS, CHARLES
Los Angeles District

JOHNSON, LEE
New York District

JONES, MINNIE
New York District

KRESS, KENNETH
Beech Grove District

LOUNDER, DAVID
New Haven District

MCCALLUM, ANDREW
Philadelphia District

MERRITT, FLOYD
Los Angeles District

NOONAN, ROBERT
Washington, DC/HQ

PACK, JAMES
Wilmington/Bear District

PORTUGAL, JOHNNY
Los Angeles District

ROWE, CHRISTINE
New York District

SAIS, RALPH
Los Angeles District

SCHAFER, BARRY
Philadelphia District

SEXTON, ROGER
Lorton District

SMITH, EDNA
Washington, DC/HQ

SNEED, HERBERT
New Orleans District

TOWN, LESLIE
Philadelphia District

TURSI, JOSEPH
Los Angeles District

WHITEHURST, KENNETH
New York District

ZERBES, HELMUT
New York District

ZIGMAN, KATHLEEN
Philadelphia District

Congratulations to All of You!

FRONT LINE FOCUS

Dear Amtrak:

This letter is being written to express my appreciation for the efforts that four of your conductors put into their jobs on a regular basis. I am a monthly commuter on the Keystone Line between Downingtown and Harrisburg. Wednesday evening ... my new cell phone slipped out of my coat pocket, falling between the seats without [my] realizing it. I did not notice it was missing until I had disembarked from the train. As a result of the coordinated efforts of John Garvey, Felix Diaz, Tom Foley and Curtis Hodge, my phone was returned to me within twenty-four hours.

... There have been many other examples of extraordinary service from these men that demonstrate pride in their performance and respect for passengers from all walks of life. Whether speaking Spanish to passengers with a limited command of English or simply providing scheduling information, these conductors have always been courteous and helpful. Their integrity and honesty have been above reproach [and they] deserve to be recognized for the outstanding service they provide to all Amtrak passengers.

Sincerely,
Eugene F.
Downington, Pa.

Dear Amtrak:

My wife and I rode #59 ... and encountered two of the most delightful dining car attendants we've ever experienced. Patriciana Mitchell-Bowman and Patricia Gaudreau were friendly, extremely thoughtful and portrayed a "can do" spirit during the three meals we enjoyed while riding down to the Crescent City ... They both made us feel welcome and contributed to our enjoyment of the ride. This pair could easily serve as role models for every Amtrak dining car crew.

I thought you would appreciate a complimentary letter as opposed to a complaint. Keep up the good work.

Sincerely,
Ernest K.
Riverside, Il.

Key Indicators

continued from page 1

The number of equipment overhauls and remanufactures grew nearly five-fold with 86 done in FY '03 compared to 416 planned for this fiscal year. In FY '05, 113 Amfleet remanufactures and heavy overhauls were completed, versus the 17 done in FY '02.

Hughes told the group that on-time performance in the Northeast Corridor, where Amtrak has control of most of the railroad, is currently the best its been in years. The company's premium service, *Acela Express*, operated over 90 percent on time in March and April.

While there's significant progress in on-time performance on the Northeast Corridor, the opposite is true when it comes to the trains traveling over host railroads. Amtrak has experienced a steady and steep drop in performance

over freight railroads, as evidenced by a 50 percent drop in FY '05 from FY '00 levels.

Capital investments have led to a more reliable railroad and a drop in maintenance costs. From FY '02 to FY '06 capital investments soared 150 percent, while man-hours decreased 20 percent. The minutes of delay on the corridor are the lowest they've been in over two years. Since FY '03, delays due to (unplanned) infrastructure problems have dropped 25 percent and the average minutes of delay due to communications and signal failures and malfunctions have dropped 55 percent.

Hughes added that the company would continue to push ahead with the Strategic Reform Initiatives to transform Amtrak into one that offers customers a successful value proposition.

VITAL STATS

for March 2006

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	2.2	(goal) 3.0	2.9
Ridership	1,991,737	2,033,876	11,173,226	11,559,330
Total Expenses	\$256,379,000	\$267,058,000	\$1,545,497,000	\$1,522,238,000
Total Operating Revenue	\$162,440,000	\$169,820,000	\$921,110,000	\$951,858,000
On-time Performance	(system goal) 85.0%	73.7%	(system goal) 85.0%	67.9%

* Number of reportable injuries per 200,000 worked hours.



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Action Plans Guide Mechanical Progress

The Mechanical department is currently focused on making improvements in four key performance areas: reliability and availability of equipment, productivity, regulatory compliance and safety.

Behind these objectives are action plans developed during the Leadership Workshop classes attended during the past year by Mechanical department managers. As part of the classroom curriculum, the participants were asked to develop action plans that put to use the problem-solving, planning and organizational skills reviewed and practiced during class to target particular problem areas, both large and small.

While Superintendent Danny McFadden's Bear Car Shop was not initially designated as the sole shop in the system to produce and repair passenger car seats, his team now meets the entire system-wide demand for seats as a result of an action plan it adopted. The Seat Shop Team identified areas for improvement to the work space that included adding shelving that made materials readily available at each of the work stations in the shop, along with pneumatic lifts that replaced the antiquated

manual hydraulic lifts on all of the strip-down-and-build tables. As a result, the team has not only met the demand for seat production, but has also eliminated many of the flaws in the original seat design by adding reinforcements and improving the frame suspension; resulting in a safer, more durable and comfortable seat.

In Chicago, the Central Division's second-shift coach cleaner operation, under the direction of General Foreman Efrain Diaz, Jr., improved its efficiency and productivity, and created a safer work environment with its action plan. Instead of spending time getting resources from various locations at the start of their shift, coach cleaners now collect cleaning tools and supplies from centralized storage boxes. They also removed debris and cleaned, painted and installed new flooring, thereby providing employees with a safer working environment.

These are two examples of changes that resulted from action plans developed during the four-day classes completed in January by more than 160 participants, including general foremen, assistant superintendents, superinten-



Frank Armstrong, car repairman at the Bear Car Shop, welds a steel reinforcement to a seat frame. Through new efficiencies and better tools, the Seat Shop Team produces seats for the entire system.

dents 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.

On-Board Appliance Reliability Improves

The Equipment Standards and Compliance team, headed by Superintendent Mark Murphy, has increased the reliability and avail-

ability of food service appliances, such as microwave and convection ovens, coffee makers, refrigerators, freezers and dishwashers, and improved its regulatory compliance. This effort has also led to a decrease in customer complaints about on-board services.

To accomplish this, the group posted online testing procedures for each appliance and incorporated the processes into each

continued on page 3

Customer Comments Reflect On-Board Improvements

Customers offered more commendations and made fewer complaints during the second quarter of FY '06 compared to the same period a year ago, an indication that the company's efforts to improve the quality of the service are on the right track.

The total number of customer contacts made from January through March, which includes both commendations and complaints, increased over the same period last year by 11 percent. The 1,949 commendations received during the three-month period, or an average 0.36 per 1,000 passengers, translates to a 4 percent increase over the same period in FY '05.

Accompanying the rise in the number of commendations was a 3 percent drop in the overall number of complaints, at 52,238, which is an average of 9.6 per 1,000 passengers.

A 13 percent decline in complaints about employees is in part attributed to the Block Training customer service module for Transportation department employees. Credit is also due to managers' riding trains and offering on-the-spot coaching and encouragement. As part of the implementation of the new long-distance dining service, managers from within the company were temporarily assigned to trains to provide guidance and support to employees

during the first few weeks of implementation, and their presence had a positive effect on customer service.

The majority of employee complaints and commendations are associated with on-board staff, as they spend the most time with passengers.

On-time performance remains the greatest cause of customer dissatisfaction accounting for more than half of the complaints received during the second quarter. During this period, OTP complaints increased by almost 16 percent compared to last year. Most OTP delays were caused by host railroads, which were responsible for

77 percent of delay minutes per 10,000 miles. This is one of the company's biggest challenges and an issue over which senior management continually negotiates.

Amtrak-responsible delays accounted for 17 percent and third-party delays, related to factors such as police activity, bridge openings and weather conditions, were 6 percent of the total. While *Acela Express* and *Metroliners* experienced reduced OTP ratings during the past year, improvements seen since January should turn into compliments. "... I stopped using your service for a period of time as a result of a couple of 'nightmare trips' that severely inconvenienced

continued on page 8

TRAIN OF THOUGHT

As we roll into summer, I am optimistic that we will have a great travel season. With ridership up on many routes, improved on-time performance on the Northeast Corridor and high gas prices leading people to travel by rail, we are poised to make the most of the summer.

Other factors are in our favor, too. The investments we've made over the past several years are putting us in a position to do well. In many ways, we are on a mission. Specifically, that mission is to provide America with safe, reliable, inter-city rail passenger service in an economically sound manner that exceeds customer expectations.

To accomplish our mission, we've got to aim high and pursue a handful of clear goals to guide progress in five key areas: Customer Service, Safety, Employee Commitment, Business Partner Satisfaction and Fiscal Responsibility.

In the area of Customer Service, our goal is to have 90 percent of surveyed passengers rate our service as "good" and that they would recommend it to others. The same percentage of people should say that they were treated professionally and that the trains are clean.

Another element of customer satisfaction is the reliability of the service. We're aiming to maintain *Acela* on-time performance at 90-plus percent and/or better than competing airlines. A cross-departmental collaborative effort has produced *Acela* OTP at 90-plus

percent over the last couple months, so we know it can be done.

On other corridors, we're going to strive for on-time performance of 85 percent (or as otherwise agreed with our state partners). To measure our customer service progress on long-distance trains, our goal is to have 80 percent of our passengers tell us that their on-time performance expectations were met and that they were well informed of any deviations or delays during their trip. I know that on-time performance on the long-distance trains is underperforming, and we're taking steps to change that.

On the Safety front, we're aiming to exceed the record of all other passenger railroads in the Northeast Corridor next year and to win the industry's safety gold standard, an E.H. Harriman Memorial Award — and we are well on the way to doing that.

With states supporting nearly half of our trains, they are extremely important partners. To that end, our goal is to have 90 percent of our partners say that they would like to maintain or expand the business relationship with us.

While our financial performance over the years has improved, we still have a long way to go. Our goal in this area is to consistently reduce the level of, and improve the return on federal operating support.

One of our most important goals is Employee Commitment. We want to have at least 75 percent of our



David J. Hughes

employees personally and regularly engaged in improving safety and business processes.

Employee Commitment means that regardless of your function, every employee participates in meeting these goals. Among other things, it means using good safety practices throughout the railroad, maintaining zero operating rule violations, making on-board and in-station announcements about a delay, meeting the needs of state partners, making the most of our resources and materials in the backshops, being sensitive to a passenger's special needs request, serving a meal as though your customer was a VIP, checking the cleanliness of bathrooms en route and representing the company with the utmost professionalism.

You'll be hearing more in the coming months about specifically what you and your department are doing and can do to make it happen. In the meantime, keep up the good work, continue to be safe out there and look out for each other.

Rountrip Added to Amtrak Cascades

On July 1, representatives from Amtrak and Washington State Department of Transportation (WSDOT), along with local officials and residents will gather at Seattle's King Street station to launch Amtrak *Cascades*' fourth roundtrip between Seattle and Portland.

Festivities will also be held in Bellingham and Centralia, Wash., and Portland, Ore., to commemorate the additional service. "The new frequency along with adjustments in current schedules will offer passengers more travel options and shorter trip times on certain routes," stated WSDOT

Rail Communications official Theresa Gren.

Funded by WSDOT and operated by Amtrak, Amtrak *Cascades* service between Vancouver, B.C. and Portland has experienced 11 consecutive years of ridership and ticket revenue growth since service began in 1994. "This growth is largely attributable to a strong economy, rising fuel prices and good service delivery. In response to this strong demand for rail service, we are launching this additional frequency and expect it to benefit everyone involved — our passengers, Amtrak and WSDOT," added Gren.

From the start of this fiscal year through April, ticket revenues of more than \$8 million are nearly 7 percent higher than the same period in FY '05. And, despite a number of service cancellations earlier this year due to mudslides, equipment issues and track work projects, ridership of more than 330,000 passengers is about even with last year.

The new Seattle-to-Portland service will be an extension of trains 513 and 516, which currently operate between Bellingham and Seattle. Beginning July 1, service on these trains will continue south

continued on page 4

Inside

3	April Ridership Fueled by Gas Price Increases
4	'A Prairie Home Companion' and Amtrak Join Forces
5	PROMOTIONS IN MOTION
6	Environmental Exchange Promotes Best Practices
7	EMPLOYEE MILESTONES
8	FRONT LINE FOCUS

Amtrak Ink

Vol. 11, Issue 6, June 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻️ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

April Ridership Fueled by Gas Price Increases

Boosted by Easter holiday travel and the rising cost of gas, April ridership was 4 percent higher than last year and ticket revenues rose 18 percent over the same month last year.

While the Easter holiday shift — from March last year to April this year — contributed to the growth, so did high gas prices. The average price of regular gas rose to \$2.79 per gallon, 22 percent higher than the national average in April of 2005, prompting more people to travel by rail.

Short-distance services brought in \$24 million in ticket revenue (22 percent better than last April), while ridership on those trains rose 7 percent. The only train in this classification with a ticket revenue

deficit compared to last April was the *Heartland Flyer*. Long-distance trains collected nearly 15 percent more revenue and 3 percent more riders than the same month last year.

On the Northeast Corridor, April results brought to mind the suspension of *Acela Express* service that took place in mid-April of last year due to cracks found in disc brakes. For this reason, starting with April 2006, year-over-year comparisons do not accurately reflect *Acela* performance. However, measuring the premium service's results according to budget, *Acela* ridership was about even with what was expected. Ridership on *Acela* service between Boston and New York has waned for a number of

months due to reduced frequencies, low-cost air competition and higher fares.

On the ticket revenue side, *Acela* service fell short of budget by 10 percent. The disappointing results may be attributed to a couple potential factors — revenue-managed fares were dropped to stimulate demand and the budget may have been overestimated. These factors are being closely monitored to more conclusively determine the causes of the shortfall.

Since many *Acela* customers were diverted to *Regional* trains as a result of the service suspension last year, year-over-year analysis of actual results is also skewed. However, against budget, *Regional*

service earned 6 percent higher revenues than expected, but attracted 2 percent fewer passengers in April.

With the start of the baseball season in April, special trains on the Northeast Corridor made a small, but meaningful, contribution. What's important about it is that revenue exceeded budget by 54 percent. Since the move of the Montreal Expos to Washington last year, a series of new baseball-related opportunities have opened up this season. Building on the success of providing travel for National Football League and other professional sports organizations, baseball moves are growing in number; from six trips for two customers in FY '04, to 26 trips for

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 Tripoli and Luerean Van De Streek, maintenance analyst, worked with Dick Bruss from Equipment Engineering who re-engineered the unreliable chiller units. They also put in place a comprehensive maintenance and repair program that clearly defines the required tests, inspections, maintenance and repairs for the units. The maintenance phase of the program will begin once a suffi-

cient number of units have been placed in service. Once the program is fully implemented, fewer chiller unit failures will help Amtrak more consistently meet its obligation to increase cost savings and improve service quality.

Conserving Fuel Saves Money, Helps Environment
With rising fuel prices, fuel conservation is extremely important. To that end, then master mechanic for the New York and New England divisions, Don Knapik, and Assistant Superintendent Paul Carver,

"The Leadership Workshop class was a catalyst for change"

Vince Nesci
Chief Mechanical Officer

sought the use of ground power that led to a 15 to 20 percent reduction in fuel consumption at all four of the mechanical facilities — Boston's Southampton Yards, Springfield, Mass., New Haven, Conn., and New York's Sunnyside Yards — in the divisions.
Because each facility is different when it comes to layout of ground power stations and storage tracks, Carver assigned a team to assess yard operations and found ways to effectively stack trains so they have access to ground power.
Fuel conservation bore additional benefits. Employees at the facilities also found that because the engines were running fewer hours, diesel exhaust emissions were reduced, leading to a better environment and longer-lasting engine components.

Clean Sites Are Picture Perfect
A creative communication strategy yielded productivity, safety and security improvements for Southern Division Master Mechanic Tommy Farr. As a result of Farr's efforts, the division's mechanical employees have focused on cleaning and organizing targeted areas of their facilities, making their work sites neater, safer and more secure. To encourage employees to better manage their work areas, Farr used the old phrase, "a picture is worth a thousand words." Farr encouraged his assistant superintendents to install bulletin boards in their facilities throughout the division and post photos of work areas that needed cleaning. The photos became daily reminders, spurring managers and employees to keep their areas clean. In one example, a sheet metal workers' area was filled with trash, old parts and other junk. Once the photo of the area was posted, the employees were quick to do a great job of cleaning up the area.

Rotating Responsibilities Fosters Better Understanding
Mid-Atlantic Division Master Mechanic Mike Kapela's "Walk in My Shoes" action plan, which was geared toward improving all four performance areas, led his managers to better understand each sub-group's responsibilities and limitations.
Working with Kapela, Ron Truitt, superintendent at the Ivy City Maintenance Facility in Washington, put together a plan that

eliminated production barriers by rotating the responsibilities and work locations of the assistant superintendents for approximately three days. The interaction between management and labor forces at the shops, combined with experiencing the physical and environmental realities of each location, helps employees better appreciate the restrictions under which each operates. By anticipating the needs of others, the communication between teams flows more smoothly.
"Walk in My Shoes" has reduced over-the-road failures, increased locomotive reliability and improved the performance of the preventative maintenance line and turnaround servicing. The program has been expanded to New York and will soon be introduced in Boston.
Overall, these action plans have helped Amtrak become more efficient and have improved face-to-face communication between employees and managers. As Southern Division Master Mechanic Tommy Farr put it, "During our team-building exercises, we were able to communicate with each other and better understand what role we play in the overall plan and the adverse effects of not performing as expected." Added Chief Mechanical Officer Vince Nesci, "The Leadership Workshop class was a catalyst for change, big and small, throughout the system and I think participants learned a lot from each other."

Marketing Team Builds International Market

With Amtrak international ticket sales at nearly \$10 million through the first seven months of the fiscal year, up 34 percent over the same period last year, officials from the Marketing and Sales department had reason to celebrate as they met again with international tour operators at Pow Wow 2006, held last month in Orlando, Fla.

For nearly four decades, the Travel Industry Association of America has sponsored Pow Wow, the travel industry's premier international conference and the single largest generator of U. S. travel from abroad. At this year's event, approximately 5,500 people participated, including domestic and international buyers and journalists from over 70 countries.

"By attending the Pow Wow, we had an opportunity to build on our success of the past year, reaffirm agreements with several tour operators and make new contacts in countries such as China and Russia," explained International Sales Manager Christine Suchy. "Over the course of the three days, we held a series of intensive 20-minute appointments with 162 overseas tour company owners, buyers, or executives who were interested in selling Amtrak tickets in their countries."

At the conference, Amtrak representatives distributed CDs that included the USA Rail PassSM in four languages — English, German, Spanish and Japanese — and featured a virtual tour of sleeping accommodations, a variety of photographs and a system map.

Because the International Sales department primarily targets leisure travelers, Suchy works closely with general sales agents who market and sell Amtrak to travel agents within their respective countries and promote Amtrak via a number of vehicles including trade shows, publications and Web sites.

During FY '05, international sales accounted for almost \$17 million, up 22 percent over fiscal year 2004. The majority of these sales can be attributed to travelers booking their reservations through Amtrak.com, which resulted in more than \$10 million in ticket revenue that fiscal year.

David Lim, chief of Marketing and Sales Promotions noted, "The demand for information about Amtrak and our services was very strong this year, and we are looking forward to seeing more overseas travelers on our trains than ever before."

'A Prairie Home Companion' and Amtrak Join Forces

When the motion picture "A Prairie Home Companion" is released this month, Amtrak will have a role to play with the promotion of the film, which boasts an all-star cast including famed radio show host Garrison Keillor, Meryl Streep and Woody Harrelson.

Based on Keillor's popular radio show that is broadcast by public radio stations across the country, the film is a comedy about the backstage antics during the last broadcast of a long-running fictitious radio show.

"Our partnership with 'A Prairie Home Companion' is very exciting because it gives us an opportunity to not only be part of this celebration of legendary family entertainment, but also to entice the show's many devotees to take a ride on Amtrak," said Principal Marketing Officer Deborah Varnado.

A promotion is underway that pairs with the "A Prairie Home Companion" movie. Building on the theme of the movie, Amtrak customers may enter a sweep-

stakes offer to win a trip for two to attend a taping of Garrison Keillor's legendary radio show, "A Prairie Home Companion," followed by dinner with the radio show's cast and crew. The grand prize also includes round-trip train travel and two nights' hotel accommodations.

The first prize winner will receive a private screening of the movie in or near his or her hometown for up to 50 guests, 50 second place winners will receive Amtrak picnic baskets and movie soundtrack CDs, while 25 third prize winners will get soundtrack CDs. The sweepstakes, which runs through July 31, 2006, is being promoted on Amtrak.com and counter cards displayed at over 80 stations nationwide.

In addition to the sweepstakes, Amtrak is currently working with Picturehouse, the film's distributor, to explore other promotional opportunities associated with the film that will provide even broader exposure.

Amtrak Cascades

continued from page 2
to Portland and serve six intermediate communities.

As a result of schedule adjustments, Amtrak Cascades northbound trip times between Portland and Bellingham will be reduced by 70 minutes while southbound travel times will be almost 30 minutes shorter. Additionally, the round-trip schedules will be more convenient for travelers planning to spend a day in Seattle.

"Amtrak Cascades passengers taking day trips from the north will gain three more hours in Seattle and will have nearly eight hours to shop, visit or conduct business in the area," explained Assistant Superintendent Passenger Services Gay Banks Olson.

The July event in Seattle will also serve as the finale in a series of events held to commemorate a historical milestone in Seattle — King Street Station's 100th anniversary. Centennial celebrations that began in May and continue through July 1 are being

held at venues throughout Seattle and at the King Street Station, which serves the Amtrak Cascades, Coast Starlight and local Sounder commuter service.

At a ceremony held at the station on May 10, an original painting by rail artist and passenger advocate J. Craig Thorpe was presented to Ticket Agent Marlene Koob, who is the third generation in her family to work at the King Street Station. Koob accepted the painting on behalf of Amtrak and was joined by other employees and guests at a reception in honor of those who have worked at the station since 1906.

The King Street Station has evolved to become a vital transportation hub serving 26 trains a day operated by Amtrak and Sound Transit and serving 1.7 million passengers annually.

Paving the Way to China

Amtrak's first USA Rail Pass customers from China, Yang Yimin (center) and his wife Wu Shuxian (right), pose for a photo with International Sales Manager Christine Suchy last month upon their arrival in Washington.



Increasingly, citizens of the People's Republic of China are visiting the U.S. as tourists. According to the International Trade Administration's Office of Travel and Tourism Industries, China was ranked 13th among to the top overseas travel markets to the U.S. in 2004, with an estimated 326,000 travelers; that number is projected to grow by 50 percent in 2008. The Travel Industry Association of America is exploring new opportunities in China, hoping to attract even more travelers to the U.S.

Amtrak just began offering USA Rail Passes for sale to overseas customers via Rail Europe, and Yang Yimin was the first to purchase a pass. Using the Rail Europe office in Shanghai, he helped pave the way to selling USA Rail Passes in his country. "I will tell Chinese people that Amtrak is a great choice to travel America ...," wrote Yang in an e-mail about his Amtrak experience.

Today, international travelers may purchase point-to-point tickets through Amtrak.com, and this summer they will also be able to purchase passes through the Web site.

"Because rail travel is so popular in China, as it is in many other countries, we expect that making rail passes available for sale online, as well as through agencies like Rail Europe, will be well received overseas," said Barbara Richardson, vice president of Marketing and Sales. "Amtrak has an advantage, as many international travelers are already avid rail travelers and understand that trains are an ideal way to see America."

Web Site Gets Nod

Just weeks following its debut on Amtrak.com, the Route Atlas feature that enables customers to explore train routes and destinations was distinguished with an award highly regarded by Web design professionals.

Selected as the “Macromedia Site of the Day” on May 10, the Route Atlas feature was showcased on the Adobe (Macromedia’s parent company) Web site.

A winner’s badge posted on the Route Atlas page identified it as an award-winning site, which was chosen for its use of strong visual designs, superior functionalities, and innovative use of Adobe products.

“This is a big deal in the world of interactive design,” said Roger Seitzinger, director Web Design and Production. “Macromedia is the company that developed Flash, so it is quite an honor to be the ‘Site of the Day.’”

Chicago Union Station Showcases Michigan and Illinois Destinations

While eight-year-old Taskeem Khan enjoys a Michigan apple, her parents Farhat Khan (left) and his wife Naazish (right) speak with Benzie Area Convention and Visitors Bureau representative Mari Heffelfinger about tourist attractions in Northern Michigan.



Amtrak teamed up with two of its Midwestern state partners — Illinois and Michigan — to promote the convenience of train travel to their residents. Commuters, employees and visitors at Chicago Union Station had an opportunity to see what Michigan and Illinois has to offer during two separate events, Downstate Illinois Day and Michigan Day, both held last month.

At each event, over 20 participants representing convention and visitors’ bureaus and various communities along Amtrak routes were on hand to provide information about local tourist attractions. Visitors attending the Downstate event had a chance to win free train tickets on the Illini, State House or the Illinois Zephyr, while Michigan Day attendees entered a drawing to win a trip to destinations along the Blue Water, Pere Marquette and the Wolverine routes.

“This is the fifth Downstate Illinois Day and the second Michigan Day, and both events continue to provide excellent opportunities to boost ridership and tourism to communities served by Amtrak,” said Marketing Director Tracy Robinson.

During the first seven months of this fiscal year, each of the Illinois and Michigan service trains carried more passengers and showed double-digit increases in revenue compared to the same period last year. So far this fiscal year, Wolverine revenues jumped more than 22 percent above the same period last year, while ridership of more than 200,000 passengers was up almost 7 percent. During this same period, the Illini generated nearly 23 percent more in revenue compared to last year, while the number of passengers rose more than 7 percent.

P R O M O T I O N S I N F O R M A T I O N

Essay Contest Inspires Kids to Write about Trains

Kids across the country will have an opportunity to showcase their writing skills while providing Amtrak with valuable feedback about why they like trains when they enter the Amtrak-Lionel Kids Essay Contest. For the second consecutive year, Amtrak is partnering with Lionel to sponsor the contest on all but two routes, after running for five successful years aboard various routes in the West.

The contest, which began June 1 and ends Aug. 31, is designed to stimulate children’s interest in train travel and to provide a means to showcase Lionel toys. To enter, kids 12 and under must complete an entry form along with a short essay about why they enjoy riding Amtrak.

Essays will be judged on content and originality, and the grand prize winner will receive Lionel’s Santa Fe El Capitan Train Set. Additionally, 14 first place winners will be chosen to win The Polar Express™ Train Set by Lionel, which is a replica of the original train featured in the movie and best-selling book “The Polar Express.”

“Our ongoing partnership with a worldwide leader in toy train manufacturing has been key to

broadening our visibility among children and families across the country, and has provided us with firsthand information about what attracts kids to trains,” explained Senior Marketing Officer Ric Ewing. Based on data gathered from past Lionel Essay Contests, scenery and food service continue to rank as the top two reasons why kids are partial to riding the train.



To promote the contest, posters are displayed at 47 stations systemwide and entry forms are available in coach seatbacks and sleeping car accommodations of participating trains. The contest will not run on the Keystones and the Hoosier State.

Families Save with Kids Ride Free Offers

The Lionel contest is not the only way to for kids and families to win

this summer. Kids Ride Free promotions on the Crescent, Auto Train and Hiawatha services are expected to encourage families planning vacations to forego paying high gas prices and take the train to their destinations. The offers allow up to two children to ride free with each paying adult.

In the Midwest, families traveling between Chicago and Milwaukee may take advantage of the Hiawatha Kids Ride Free offer that is good for travel through Aug. 26 on Fridays, Saturdays and Sundays only.

To stimulate family travel on the East Coast, Amtrak is also promoting a Kids Ride Free promotion on the Crescent and Auto Train. The Crescent offer is good for travel between New Orleans and Greensboro, N.C., and intermediate points, and runs through the end of August. The Auto Train offer is valid through Sept. 30.

Northeast Events Expect to Draw Riders

Families in the Northeast looking for entertainment, family fun and an economical way to travel are in luck this summer. Amtrak is partnering with Sunoco, Inc. to promote travel to Philadelphia’s “Sunoco Welcome America”

festival being held June 27 through July 4. The festival is free to the public and offers eight days of family-oriented entertainment including a spectacular July 4 Sunoco Sweet Sounds of Liberty Concert, featuring five-time Grammy award winner Lionel Richie.

Passengers traveling to the event may receive a 50 percent discount off the lowest available rail fare for one companion when traveling with a passenger purchasing a regular fare ticket. The discount is valid for travel in the Northeast Corridor on Regional and Keystone Service trains only. Approximately 350,000 festival brochures that promote the special fare are being distributed throughout the Northeast Corridor.

During the summer break, Amtrak employees and passengers may also reap savings on a day at the Baltimore & Ohio Railroad Museum through a partnership aimed at increasing ridership to Baltimore. Through March 2007, employees and passengers may receive a \$2 weekday museum admission discount by presenting their Amtrak ticket stub or valid Amtrak employee identification when purchasing tickets at the museum entrance.

Environmental Exchange Promotes Best Practices

As a result of a two-day workshop held in Wilmington Del., a group of specialized Environmental Health and Safety (EHS) department employees are standardizing practices and making certain wastewater treatment systems run more efficiently. In April, the EHS department brought together employees from across the country that are responsible for managing and supporting the most widely used technology for wastewater treatment at Amtrak mechanical shops and maintenance facilities.

While the benefits of the workshop included technical training, what made the April meeting particularly important to the EHS department was the opportunity to share information and develop consistent best practices for the 12 Dissolved Air Flotation (DAF) wastewater treatment systems the company owns or operates across the system.

The DAF system is no ordinary wastewater treatment system. Specially designed to collect and pre-treat water that contains emulsified oil, the system removes the oil so that the wastewater released into waterways or transferred to municipal water treatment plants meets environmental discharge standards. When petroleum, oil and lubricants used in maintenance facilities come in contact with non-petroleum-based chemicals such as detergents, cleaners and degreasers from car wash operations, the oil-based elements break down, or emulsify, and become more difficult to remove from wastewater.

The group of 30 employees at the meeting included wastewater treatment operators for the DAF systems, EHS personnel who provide technical support, and

environmental coordinators from the Engineering and Mechanical departments who directly support DAF operations and environmental compliance in the field.

“The operators are critical to helping Amtrak maintain compliance with Clean Water Act regulations at our large maintenance facilities,” explained Director of Field Operations Rich Mohlenhoff. The operators’ primary responsibilities are to operate and maintain meters and gauges to make sure equipment and treatment processes are working properly and efficiently. They also perform wastewater analysis and calculate the proper amount of chemical additions, so that the wastewater is processed at its optimum condition.

While these employees all work toward the same objectives, the workshop provided a venue for sharing information about their respective facilities. “It was important to provide our employees with updated training and the latest technical information in this very specialized field,” said Environmental Health and Safety Vice President Roy Deitchman. “But what proved equally valuable was what the participants learned from one another with respect to best practices.” As a result, certain procedures are being modified or standardized to make not just one or two facilities, but all of the operations, even more efficient.

Employees at the workshop listened to presentations by EHS personnel and environmental consultants on design challenges for wastewater treatment systems, operations and maintenance, system upgrades, wastewater



As a wastewater treatment operator, Christopher Lento (currently a Mechanical foreman III) monitors the mixing tank where chemical additions and pH adjustments are made to the wastewater prior to its transfer to the DAF system’s primary treatment tank.

sampling and data collection, wastewater and storm water audit protocols and applicable EPA and state regulations. Attendees also toured the Wilmington Maintenance Facility, including its modern DAF water treatment system, and participated in hands-on field demonstrations and system troubleshooting scenarios.

To continue the dialogue and team building that began at the workshop, a quarterly teleconference call for all wastewater treatment operators has been instituted. As Director of Environmental Technical Support Charles Lin put it, “These quarterly calls enable the operators to network, develop strategies and share information to improve and optimize system operations.”

Based on employee feedback, the workshop was well received. According to Los Angeles DAF Operator David Parra, it was one of the best workshops he has ever

attended. “Seeing how other wastewater facilities operate was a great learning experience. I enjoyed sharing my ideas and experiences and gained a lot of knowledge that I was able to put to good use.”

The workshop supports Amtrak’s Environmental Management System, a program established in 2000 to facilitate environmental compliance through various means, such as implementing employee training, broadening employee awareness, developing policies and procedures and conducting environmental audits.

Amtrak owns and/or operates DAF systems in Seattle, Los Angeles and Oakland, Calif., Chicago, New Orleans, Rensselaer and New York, N.Y., Boston, Wilmington, Del., and Washington.

April Ridership Fueled by Gas Price Increases

continued from page 3

11 customers this year. Director of Charter and Group Services Bill Ladd noted that in addition to the Washington Nationals, Amtrak now carries teams like the Pittsburgh Pirates, New York Mets and the Florida Marlins, adding that, “Once teams travel on Amtrak, they tend to stick with us and tell other teams about the benefits of traveling by rail. Plus, this generates valuable media coverage.”

Off the Northeast Corridor, much of the revenue growth in April was tied to the popularity of state-supported short-distance trains

like Michigan’s *Blue Water* and *Wolverine* services (30 and 39 percent, respectively), the *Illini* and *Hiawathas* (41 and 13 percent) in Illinois and the *San Joaquins* (32 percent) in California. These corridor trains benefited greatly from the rise of gas prices.

For the first time since November, long-distance ticket revenue exceeded the budget. This performance occurred despite losses not accounted for in the budget, including the lack of travel demand to and from the New Orleans area, the truncation of the *Sunset Limited* and the CSX East

Bridge outage, which by itself caused a \$500,000 loss.

The *Empire Builder*, for which enhanced service was inaugurated last August, was one of the bigger long-distance revenue generators, with \$2.9 million in ticket revenue — 23.5 percent more revenue than a year earlier.

Amtrak’s on-time performance average for April was 72 percent, supported by big improvements on the Northeast Corridor. Long-distance trains experienced a dismal 29 percent on-time performance in April. The on-time

performance of long-distance trains was the subject of discussion at a recent meeting between key congressional staff and representatives of the freight railroads and Amtrak, as this continues to be a challenge for passenger rail. Conversely, *Acela* on-time performance was over 90 percent — at 92 percent — for the second consecutive month.

Fiscal-year-to-date ridership numbers were about even with the same period last year, while ticket revenues were 8 percent ahead.

EMPLOYEE MILESTONES

25-Year
Anniversaries
May 2006

HAYNES JR, RUDOLPH
Los Angeles District

HERGENRADER, MICHAEL
Salt Lake City District

NEUMANN, CLIFFORD
Detroit District

PHILLIPS, MICHAEL
Wilmington/Bear District

30-Year
Anniversaries
May 2006

ABATE, FRANK
New York District

ALBANY, JAMES
New York District

ALEXANDER, HERMAN
Philadelphia District

ALLEN, CHARLES
New Haven District

ALLEN, FREDDY
Philadelphia District

ALSTON SR, ERIC
Baltimore District

AMARU, CHARLES
Boston District

ANDERSON, JAMES
Philadelphia District

ANDERSON, RAYMOND
Philadelphia District

ANDERSON, WILLIAM
Boston District

BERRYMAN BEY JR, DANIEL
Baltimore District

BANAS, ALFRED
New Haven District

BANFORD JR, FRED
Philadelphia District

BARNES, CRAIG
New Haven District

BARNES, ERIC
Philadelphia District

BARNETT, PETER
Baltimore District

BATES, JOHN
Mid-Atlantic Div/DC Non-HQ

BATTISTINI JR, MICHAEL
New York District

BAUMGARDNER, DENNIS
Empire/Albany District

BEAUPARLANT, MICHEL
Wilmington/Bear District

BENCIVENGO, FRANK
New Haven District

BENNETT JR, JAMES
Mid-Atlantic Div/DC Non-HQ

BENTLEY, BRUCE
New Haven District

BENYAK, FRANK
New York District

BESSETTE, MICHAEL
New Haven District

BLANKENSHIP JR, CHARLES
Baltimore District

BLAUTH, BRENDA
Jacksonville District

BOGAN, ANDERS
New Haven District

BONGIORNO JR, JOSEPH
Baltimore District

BOONE, RANDY
Philadelphia District

BOULAIS, NORMAND
New Haven District

BOWERMASTER SR, RICHARD
Philadelphia District

BOYER, BRUCE
Philadelphia District

BOYLE, FRANCIS
Philadelphia District

BRENEMAN, WILLIAM
Baltimore District

BROEGG, ADOLFO
New York District

BROOKMAN, DONALD
New York District

BROWN, GARY
Philadelphia District

BROWN, ROOSEVELT
New York District

BROWNLEE, STEVIE
New York District

BRUMBAUGH, D
Detroit District

BRUNO JR, FRANK
Philadelphia District

BRYDGE, GUY
Baltimore District

BUFORD, STAN
Seattle District

BURGESS SR, RAY
New Haven District

BURKE, ELIZABETH
Philadelphia District

BYRNE, JOSEPH
New York District

CALDWELL, RANDY
Baltimore District

CARROLL, WILLIAM
Baltimore District

CARTER JR, JOE
Wilmington/Bear District

CARTER, CHRISTOPHER
New Haven District

CARTER, DONALD
Philadelphia District

CARTER, MICHAEL
New Haven District

CASTRO, DANIEL
New York District

CHAPMAN, JONATHAN
San Jose District

CHESTNUT, ALAN
Philadelphia District

CIGANIK, JOSEPH
New York District

CLARK, HOWARD
Wilmington/Bear District

COBBS, JAMES
New York District

COFFIN, JAMES
Philadelphia District

COHEN, STEPHEN
Baltimore District

COLEMAN, ROBERT
Philadelphia District

CORBETT, STEPHEN
Boston District

COUSINS JR, HARRY
New Haven District

CROSBY, EZELL
Baltimore District

CROSS JR, RUSSELL
Philadelphia District

CUOZZO, MICHAEL
Mid-Atlantic Div/DC Non-HQ

CUSHING, MICHAEL
Wilmington/Bear District

D'AMATO, RONALD
New Haven District

DALY, EDWARD
New Haven District

DASHIELL, JOSEPH
Baltimore District

DATZ, JOHN
New York District

DAVIES, KEITH
New York District

DAVIS, CARL
Baltimore District

DAVIS, WILLIAM
Philadelphia District

DELLINGER, GARY
Baltimore District

DENGLER, RICHARD
Philadelphia District

DENNIS, GARY
Philadelphia District

DETRICK, MICHELE
Wilmington/Bear District

DEVERAN, LAWRENCE
New Haven District

DEVITO, ANN
New York District

DEVITO, MARY ANN
New York District

DIAMONTE, JOHN
Philadelphia District

DI BONAVENTURO, JOSEPH
Philadelphia District

DICKEY JR, WILLIAM
Philadelphia District

DIGGS, BARRY
New Haven District

DILLON, JOSEPH
Philadelphia District

DINARDI JR, ANTHONY
Philadelphia District

DOCHNAHL, CHARLES
New York District

DOMEK, STANLEY
New Haven District

DOORISS, MICHAEL
New Haven District

DOWNS, TERRY
Philadelphia District

DUJNIC, RANDOLPH
New York District

DUSSAULT, RAYMOND
New Haven District

EBERWEIN, ROBERT
Baltimore District

ELLENBERGER, DANIEL
Baltimore District

ESPOSITO, GARY
Sanford District

EWING, DANNY
Philadelphia District

FALCON, JULIO
New York District

FAY JR, JAMES
New Haven District

FERRASCI, JERRY
Oakland District

FLINT IV, WILLIAM
New Haven District

FLOCCO JR, NICHOLAS
New York District

FOSSETT JR, WILLIAM
Philadelphia District

FOURA, WALTER
Philadelphia District

FOX, PHILIP
Baltimore District

FRANCESCO, AUGUST
Philadelphia District

FRANKEL, SAMUEL
New York District

FRITZ, ROBERT
Baltimore District

FULTON, THOMAS
Philadelphia District

GANOUNG, KEITH
Chicago Metro District

GARDEN, DAMIAN
New Haven District

GAYMON, KIMORAGE
New York District

GESNER, ALBERT
Philadelphia District

GIAMPETRO, RICHARD
Wilmington/Bear District

GIBBONS, STEVEN
New Haven District

GOLDBERG, JUDITH
Philadelphia District

GONZALEZ, ISAAC
New York District

GORMLEY, THOMAS
Wilmington/Bear District

GOTTSABEND, JOAN ANNE
Philadelphia District

GOUIN, MICHAEL
New Haven District

GRAB, PATRICK
Philadelphia District

GRELLI, VICTOR
Baltimore District

GRIMES, BRANDON
New York District

GUERRA, FRANCISCO
New York District

HAERTER, STEVEN
Jacksonville District

HALL, FRANCIS
Chicago Metro District

HALL, MICHAEL
Mid-Atlantic Div/DC Non-HQ

HAMBY, MARTIN
Philadelphia District

HAMMOND, DONALD
Philadelphia District

HARBO, THOMAS
Baltimore District

HARDISON, JACOB
Philadelphia District

HARRINGTON, JOHN
Boston District

HARRIS, DONALD
Philadelphia District

HARRISON, RICHARD
New York District

HAYNER, JOHN
New Haven District

HEFFNER, MICHAEL
New York District

HEININGER, DAWN
Philadelphia District

HIGGINS, ODELL
Mid-Atlantic Div/DC Non-HQ

HINDS, ROMINIE
New York District

HODGES, GERALD
New York District

HOLLAND, MICHAEL
Philadelphia District

HOLLOWAY, ROBERT
New York District

HOLMES, LUTHER
New York District

HOLMES, THOMAS
Baltimore District

HOLT, LEON
Philadelphia District

HOTCHKISS, DAVID
Boston District

HUBBARD SR, CHARLES
Philadelphia District

HUNT, ROGER
Baltimore District

HURLBURT, KEVIN
Mid-Atlantic Div/DC Non-HQ

IANNELLO, STEPHEN
Philadelphia District

JACOBSEN, JENS
New York District

JESTER, GARY
New York District

JONES, PROPHET
Baltimore District

JONES, RICHARD
New York District

JONES, ROBERT
Philadelphia District

KEMBLE, WALTER
Philadelphia District

KENT, WILLIAM
Boston District

KEOUGH, STEPHEN
Wilmington/Bear District

KIRBY, DAVID
Seattle District

KISH, BRUCE
New York District

KOEHLER, ROBERT
New York District

KOLDEN, MARTHA
Los Angeles District

KOLONICK, PETER
New Haven District

KRAUSS, DAVID
Baltimore District

KREDENSOR, EUGENE
Philadelphia District

KRYWY, JOHN
New York District

KUBICH, DAVID
New York District

LACLAIR, JUANITA
Detroit District

LANO, ROCCO
Wilmington/Bear District

LA PLUME JR, JAMES
Baltimore District

LAU, LORENZO
New York District

LAURIE, DANA
New York District

LAW, CLIFFORD
New York District

LEBED, GREGORY
New York District

LENART, JOHN
New York District

LILLQUIST, LEONARD
New Haven District

LILLQUIST, ROBERT
New Haven District

LIPPA, CRAIG
Baltimore District

LISZEWSKI, STANLEY
Philadelphia District

LOCKWOOD, DAVID
Philadelphia District

LODGE, GARY
New York District

LORENZO, ROBERT
Kansas City District

LOTITO, LUCAS
New York District

MACKENZIE III, FRANK
New Haven District

MACKEY, ALPHONSO
Philadelphia District

MADDEN, DAVID
Philadelphia District

MARCELL, HENRY
New Haven District

MARCHIONNI, FRANK
New Haven District

MARCHITTO, THOMAS
New Haven District

MARENHOLZ, JOHN
New Haven District

MARGE, MICHAEL
New Haven District

MARLIN, JACOB
New York District

MARSH JR, RALPH
New Haven District

MARSH, WILLIAM
New York District

MATLACK JR, CHARLES
Wilmington/Bear District

MATTIE, JOSEPH
New Haven District

MAXWELL JR, JOSEPH
Philadelphia District

MC CARTHY III, DANIEL
Philadelphia District

MCCOLE, JAMES
Philadelphia District

MCGILL, MICHAEL
New Haven District

MCKEEVER, JOSEPH
Philadelphia District

Congratulations to All of You!

MCNERNEY, BRIAN
New Haven District

MEASE III, GEORGE
Wilmington/Bear District

MEEHAN, WILLIAM
New Haven District

MELLOTT, GERALD
Baltimore District

MELTON, RICHARD
New York District

MENDEZ, ANTONIO
New York District

MEYER, E THOMAS
Chicago Metro District

MICHAELS, KEVIN
New York District

MIECZYNSKI, THOMAS
Sanford District

MIHALKO, JOHN
New York District

MILLER JR, JOHN
Baltimore District

MILLER, GARY
Baltimore District

MILLER, MICHAEL
Philadelphia District

MININCHELLI, EDWARD
New York District

MIODONSKI, DAVID
Detroit District

MOLLOY, THOMAS
New Haven District

MOORE, DONALD
Philadelphia District

MOORE, JEFFREY
Philadelphia District

MORGAN IV, JOHN
New York District

MOSSMAN JR, DENNIS
New Haven District

MOSSMAN, FRANK
New Haven District

MULHERN III, JOSEPH
Mid-Atlantic Div/DC Non-HQ

MURRAY, BRUCE
Philadelphia District

NADEAU, JOSEPH
New Haven District

NAGTEGAAL, MARC
Philadelphia District

NALL, THOMAS
New Haven District

NAZARIO, EDWARD
New York District

NOGUEIRA, JOSE
New York District

NOTO, GARY
New York District

NUTT, ROBERT
Philadelphia District

O'MALLEY, THOMAS
Philadelphia District

O'NEIL KENNETH
Philadelphia District

O'NEILL, PATRICK
Philadelphia District

O'DONNELL, JOHN
Philadelphia District

O'BRENNAN, MARK
Philadelphia District

ODOM, CONNIE
Baltimore District

OLSEN, ANDREW
New York District

OLSON, ALFRED
New Haven District

PAMPINELLA, FRANK
New York District

PARKER, MILTON
Boston District

PARSONS, RALPH
Baltimore District

PASQUALE JR, JOHN
Philadelphia District

PATTAY, BERNARD
Philadelphia District

PAVUSIK, STEVEN
Philadelphia District

PAYNE, EUGENE
Baltimore District

PENMAN, ROY
Wilmington/Bear District

PEREZ, ANGEL
New York District

PERRIERO, ROBERT
New York District

PETERSON, RICHARD
Los Angeles District

PETTIE, RANDALL
Baltimore District

PIECZYNSKI, JOHN
Philadelphia District

PIELLI, JOHN
Philadelphia District

PORTER, CAREY
Los Angeles District

POWELL, WILLIE
Baltimore District

PRATT, RICHARD
New Haven District

PUPILLO, CHARLES
Baltimore District

PURNELL III, EARL
Baltimore District

PLYE, PAUL
New York District

RABUCK SR, CRAIG
Mid-Atlantic Div/DC Non-HQ

RASHADA, SHADEED
Philadelphia District

RAYMOND, PHILLIP
New York District

REALE, DENNIS
Philadelphia District

REINHARDT, HORACE
Baltimore District

RICHARDSON, CYRENA
New York District

RICKS, THOMAS
Philadelphia District

RILEY, RICHARD
Philadelphia District

RIVERS, CLARK
Seattle District

ROBERTS, ALPHONSO
Wilmington/Bear District

ROBERTS, STEVAN
Philadelphia District

ROBERTSON, GEORGE
Baltimore District

ROTH, MARTIN
New Haven District

RUDDLE JR, FRANCIS
Sanford District

RUGGIERO, JOHN
New York District

RUPP, JOSEPH
Baltimore District

RUSH, ALBERT
Baltimore District

RUSH, DANIEL
Philadelphia District

RUSSO, JOHN
New York District

SALZMAN, THOMAS
Philadelphia District

SANDT, KARL
New Haven District

SAUERWALD, LAMONT
Wilmington/Bear District

continued on page 8

EMPLOYEE MILESTONES

continued from page 7

SCHAFFREN, EDWARD
Philadelphia District

SCHMIDT, WILLIAM
New Haven District

SCOTT, MICHAEL
Wilmington/Bear District

SHAKIR, YAHYA
Philadelphia District

SHANLEY, THOMAS
New York District

SHAW, DOUGLAS
Philadelphia District

SICHELSTIEL III, JOSEPH
Baltimore District

SINESI, PATRICK
Philadelphia District

SIRPENSKI, GARY
New Haven District

SKOLYAK JR, BENJAMIN
Baltimore District

SLAPER, MICHAEL
New York District

SMEBY, ROLF
Chicago Metro District

SMITH, HAROLD
New Haven District

SMITH, ROCCO
Philadelphia District

SOKOLOSKY, PETER
New Haven District

SOKOLOWSKI, LEO
Philadelphia District

SOLE, STEPHEN
Philadelphia District

SPEER JR, WILLIAM
New Haven District

SPRUILL, RONNIE
New York District

STILLMAN, RANDALL
Philadelphia District

STOPKOSKI, ROBERT
New Haven District

STRALLOW, DENNIS
New York District

SULLIVAN, MITCHELL
New York District

SWAN, MAUREEN
Philadelphia District

TAMASI, RICHARD
New York District

TAWNEY, RICHARD
Baltimore District

TAYLOR, GEORGE
New York District

TEGGES, GORDON
Philadelphia District

TENNEY, ROBERT
Baltimore District

TENNIS, WILLIAM
New York District

THRASHER, DANJANIRA
Philadelphia District

TIBERI, STEPHEN
Philadelphia District

TOLER JR, JACOB
Philadelphia District

TORRES, JUAN
New York District

TREUT, SCOTT
Wilmington/Bear District

TUCKER, BRYCE
Baltimore District

TUCKER, JOHN
Philadelphia District

URBANSKI, STEPHEN
Empire/Albany District

VACCA, FRANK
Philadelphia District

VACULIN WISE, CYNTHIA
Seattle District

VAN DER MAELEN, DAVID
New Haven District

VANDERWARKER,
DONALD
New York District

VAZQUEZ, FRANCISCO
New York District

VERRELLE, RAYMOND
Philadelphia District

VILE, WAYNE
Philadelphia District

VILLEGAS, MARCO
Philadelphia District

VILLENEUVE, GARY
Empire/Albany District

WALKER, RONALD
Philadelphia District

WASHINGTON, JOAN
New York District

WASHINGTON, PATRICK
Wilmington/Bear District

WEBBER, MICHAEL
Boston District

WELLS, WILLIAM
Philadelphia District

WHALEN, JOHN
Philadelphia District

WIECZOREK, EDWARD
Chicago Metro District

WILES III, LAWRENCE
New York District

WISE JR, LEWIS
Seattle District

WISELEY EDWARD
Philadelphia District

WOLFE, CAROL
Washington, DC/HQ

WONG, DON
Los Angeles District

WOODS, ELIZABETH
Philadelphia District

WORTH, BRUCE
New York District

YOUNG, THOMAS
New Haven District

ZAGAGLIA, DENNIS
New Haven District

ZUROSKI, LUCILLE
Philadelphia District

Retirees
April 2006

BETHEA, LEONARD
Mid-Atlantic Div/DC Non-HQ

BLAIR, BETTY
Mid-Atlantic Div/DC Non-HQ
BROCKUNIER, LINDA
Philadelphia District

BROWN, ROBBIN
Wilmington/Bear District

FRAZIER, ANN
New York District

FURMAN, THELMA
Philadelphia District

HALLORAN, MICHAEL
Sanford District

HANSEN, JEFFREY
Seattle District

HARTLEY, EDWARD
New York District

HAYES, ANNAMAE
Philadelphia District

JONES, HUBERT
Mid-Atlantic Div/DC Non-HQ

MARTIN, WILLIE
New York District

MEYER, ROBERT
Los Angeles District

MILLER, LLOYD
Jacksonville District

MYERS, JOHN
Wilmington/Bear District

OHLY, FREDERICK
Washington, DC/HQ

OSSKO, ROLAND
Los Angeles District

PATTI, MARIO
New York District

RUDDY, GEORGIA
Seattle District

RUSS, CHARLES
Sanford District

SHAPIRO, MICHAEL
New York District

SIMONEN, RICHARD
Washington, DC/HQ

WATERHOUSE, WILLIAM
Oakland District

WOLFE, CHRISTOPHER
Washington, DC/HQ

WRIGHTSTONE, CLARENCE
Philadelphia District

Comments

continued from page 1

me ... However, beginning in January this year, I decided to start traveling on your service again ... I have been very impressed with the service, the trains have run perfectly to time ... ,” read a letter penned by an Amtrak Guest Rewards® member.

During the second quarter FY ‘06, the number of equipment-related complaints declined by approximately 18 percent compared to a

year ago, thanks to the company’s state-of-good-repair focus.

Complaints about restrooms and climate control, both of which increased by double digits over the same period last year, headed the list.

Other areas of dissatisfaction included unsatisfactory accommodations, unavailable accommodations and unacceptable substitution of equipment.

VITAL STATS

for April 2006

	Month		Fiscal Year-to-Date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	2.1	(goal) 3.0	2.8
Ridership	2,047,854	2,071,630	13,221,081	13,630,960
Total Expenses	\$247,619,000	\$246,775,000	\$1,793,116,000	\$1,768,929,000
Total Operating Revenue	\$162,168,000	\$170,006,000	\$1,083,279,000	\$1,121,780,000
On-time Performance	(system goal) 85.0%	72.5%	(system goal) 85.0%	68.6%

* Number of reportable injuries per 200,000 worked hours.

FRONT LINE FOCUS

Dear Amtrak:

I am writing to express my sincere gratitude to an exceptional employee: Mr. Harry Knapton, who was a conductor on ... train service from New Haven, Conn., to Montpelier, Vt.

I was traveling with a group of 12 school students who had never been on a train before ... Mr. Knapton made certain that our students were all able to sit in the same general area and he made it his business to make certain that each one of them had the experience of a life time. He offered them explanations of various procedures whenever he had the opportunity to enlighten their

minds ... He helped us with connecting information when it became available and he even tried to notify the connecting train that there would be a group of students who would benefit from group seating.

I cannot tell you how much Mr. Knapton’s services were appreciated and how much he helped to make our trip successful and enjoyable for everyone ... including the chaperone.

He is indeed a credit to your company ...

Sincerely,
Roberta C.
Hudson, Mass.

PRSRT STD
U.S. POSTAGE
PAID
DULLES, VA
PERMIT 056



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Power Outages in Northeast Under Investigation

Amtrak is currently taking steps to prevent power outages on the Northeast Corridor and developing response procedures in case an interruption occurs, following outages experienced in May and June.

Utility suppliers are providing data from their systems and the equipment manufacturers are reviewing the control sequence of the solid state electric converters. An investigation lead by the North American Electric Reliability Council (NERC) is underway that will shed light on past incidents and provide valuable information on how to avert subsequent problems.

In the event of future outages in the New York tunnels, the New York Division Superintendent of

Operations is formulating a detailed set of policy, procedural and physical changes that will enable a rapid response. For instance, a dual-mode locomotive is being moved from Sunnyside Yard to Penn Station to more easily perform rescue operations when an electric locomotive is disabled. In addition, trains will be prohibited from entering tunnels if there is a low voltage condition, minimizing the possibility of trains getting stuck in a tunnel during a power outage. Lastly, the Richmond frequency converter in Philadelphia is being staffed 24 hours a day to monitor the facility's operations, and the other two Amtrak owned converter stations are staffed during the morning and evening rush hours.

The utility owned converter stations are normally manned stations.

These actions are being taken in response to power interruptions that occurred on May 25, June 2, 3, 10 and 21, 2006. On May 25, the problems experienced with the electrical system resulted in a total system shutdown of the Northeast Corridor, affecting 91 trains, including 27 Amtrak trains, 26 New Jersey TRANSIT trains, 35 SEPTA trains and three MARC trains. In testimony given before the New Jersey State Senate Transportation Committee, on June 22 Senior Vice President of Operations William Crosbie described the problem as "a load sharing failure" of power stations between Chester, Pa., and Philadelphia. This caused signifi-

cant delays on the Northeast Corridor and 12 trains were stranded in tunnels during the outage. There were no injuries and trains reached their destinations when power was restored three hours later.

The power interruptions in June were all attributed to separate, unrelated causes.

In his testimony Crosbie also apologized to passengers affected by the outages and vowed that Amtrak "will take all action to rectify any problems we find and do our utmost to ensure that this does not happen again."

Ridership, Revenue Up Slightly in May

Amtrak ticket revenues reached \$119.3 million in May, the eighth consecutive month of growth in FY

overall increase of 11 percent over last year. Ridership in May was up 3 percent.

One of the exceptions to the revenue growth was the Kansas City-St. Louis service, which saw

declined 6 percent against May one year ago, ticket revenue rose 8 percent. Trains that contributed to the revenue gain included the *Auto Train* (19 percent), the *Cardinal* (17 percent) and the *Empire Builder* (14 percent). Unfortunately, May on-time performance for long-distance trains was down 10 percentage points from May 2005, to 32 percent.

Fiscal-year-to-date, revenue increased 9 percent while ridership rose 1 percent over the same period last year. Short-distance trains saw a 5 percent increase in passengers and brought in a 12 percent increase in revenue. Long-distance ridership dropped 2 percent, while ticket revenue rose 7 percent.

On the Northeast Corridor, results against last year were difficult to compare, as *Acela Express* service was suspended throughout May 2005 for brake rotor cracks. Additionally, the May 25, 2006 power outage resulted in an estimated loss of \$800,000 in revenue.

Ridership and Ticket Revenue for May 2006			
Month of May	May '05/Actual	May '06/Budget	May '06/Actual
Ridership	2,095,254	2,082,724	2,115,474
Ticket Revenue	\$101,448,182	\$117,795,355	\$119,282,321
Fiscal Year-to-Date	FY '05/Actual	FY '06/Budget	FY '06/Actual
Ridership	15,633,522	15,303,805	15,746,434
Ticket Revenue	\$803,371,181	\$866,675,700	\$877,301,957

'06. This trend was sustained in large part by the popularity of short-distance corridor trains and increasingly high gas prices. With 2.12 million passengers, ridership for the month saw a slight increase (1 percent) over last year.

As gasoline hovered at a near-record \$2.95 per gallon, passengers took to the rails — particularly aboard short-distance trains. Most short-distance and state-supported routes generated considerable ticket revenue growth, with an

The bigger revenue increases over May '05 were seen on *Downeaster* (26 percent), *Illini* (26 percent) and *Pere Marquette* (25 percent) trains.

revenue decline \$100,000 in May, largely due to Union Pacific track work.

While long-distance ridership

Top Five Routes (Ticket Revenue)	May 2006 (vs. May 2005)	
Regionals	\$34,321,113	+1%
Acela Express / Metroliner	\$29,895,065	+75%
Auto Train	\$ 5,022,786	+19%
Pacific Surfliner	\$ 3,676,054	+11%
Empire Service	\$ 2,971,425	+7%

TRAIN OF THOUGHT

With the busy summer travel season in progress, I'd like to take this opportunity to thank you for your hard work and to take stock of why we're here in the first place — the comfort and safety of our customers.

Millions of people will walk through our stations and travel aboard our trains this summer. For some, the trip aboard Amtrak is the vacation, for others it's the preferred mode of transportation to their destination. They've made these plans in advance and, like you, look forward to their time off.

Our goal is to treat people as we'd like to be treated on our vacations, so being busy shouldn't become an obstacle to delivering quality customer service. Whether you're a ticket agent managing a long line or a conductor loading a full train, remember to act in a professional and courteous manner, regardless of how busy things get.

I know that at times we feel like we have little control over some of the obstacles we face, like overcoming poor host railroad on-time performance, for example. But I want to thank those employees who do their best in those situations to make passengers' on-board experience a positive one. Informing passengers about delays and keeping a professional and upbeat attitude makes a big difference in passengers' trips — I know, because I read their letters.

We've maintained a respectable safety record so far this year, and as you know, accidents don't take holidays. Being busy is never an excuse for a lapse in safety. Each season has its safety hazards, but with all of the activity on the right-of-way and in the stations and on trains, please watch out for your fellow co-workers and our passengers this summer.

I hope you have an enjoyable and safe summer.



David J. Hughes

Rebuilt Corridor Clipper Back in Service

The 10002 Track Geometry Car that operates with Northeast Corridor *Regional* trains is back in service, following a complete remanufacture performed by Bear Car Shop and Engineering Track employees last month.

Known as the Corridor Clipper, the 10002 assesses track conditions. It generates data used to monitor the rate of track degradation and evaluates the quality of maintenance work by using gyroscopes and accelerometers similar to an airplane navigation system to measure how the car runs across the track.

It also includes a second system of optical sensors and distance transducers that locate the rail. These systems work together to measure the track while the car operates as part of revenue trains that travel at speeds of up to 125 miles per hour.

To perform these and other functions, the rebuilt car is equipped with 17 new computers that collect,



Inside the Track Geometry Car, Engineer of Rail Stress Management Marty Perkins sets parameters on the computer rack to display track measurement data for Maintenance-of-Way personnel. The computer rack contains the processing system that records track geometry measurements collected as the car operates on the system.

interpret and display track and catenary measurements.

New wiring was installed throughout the car that connects these computer systems to a Global Positioning System and an

instrumentation beam, which is equipped with a laser and digital camera sensors to survey and measure the track.

Inside

3	Awards Acknowledge Safety Efforts
4	Customer Service Managers to Foster Service Excellence
6	Positive Response Extends On-Board Program
	Local Festivities To Boost Summer Ridership
7	EMPLOYEE MILESTONES
8	FRONT LINE FOCUS

Amtrak Ink

Vol. 11, Issue 7, July 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation. Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Stacy Fitzgerald-Redd, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2459 (ATS-777-2459)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Awards Acknowledge Safety Efforts

Two prestigious awards announced in May brought the company industry recognition for its safety consciousness. The E.H. Harriman Memorial Awards Institute recently recognized Paul Servansky, Jr., a track inspector assigned to the Lancaster, Penn., subdivision, with a Harold F. Hammond Certificate of Commendation for his contributions to employee safety in FY '05. In addition, in May, the Coaster commuter rail operation received a nod for its role in the San Diego Northern Railway's (SDNR) 2005 JAKE Award for excellence in railroad safety.

The Harriman Institute each year

honors individual railroad employees who have demonstrated outstanding safety achievement. It is Amtrak's goal to win a safety award from the Harriman Institute for its system-wide safety record.

Servansky, one of nine railroad employees to be honored with a certificate for promoting safety, helped the Lancaster Track department go injury-free during FY '05.

A 30-year railroad veteran, Servansky's extensive knowledge of track standards has proven to be invaluable. He actively mentors and instructs foreman and workers on the important safety aspects of track geometry, tie conditions and

track buckling countermeasures.

As for the West Coast honors, the JAKE is the highest safety recognition bestowed by the American Short Line and Regional Railroad Association on a non-Class I railroad.

Wayne Penn, Rail System Safety and Compliance officer for North County Transit District (NCTD) stated, "While the efforts of many people contributed to this honor, this award is largely the product of Amtrak/Coaster General Manager Joe Yannuzzi's leadership and the dedication of his staff." To



Attending the ceremony hosted by the Association of American Railroads (AAR) in Washington are Senior Vice President of Operations Bill Crosbie (L. to R.), acting President David Hughes, Track Inspector Paul Servansky Jr. and acting Chief Engineer Bruce Willbrandt.

which Yannuzzi added, "The recognition is the result of the positive

continued on page 8

Popular Group Promotion Extended Through Winter

Based on the success of the *Share Fares* promotion that was first launched in February 2005 for the Northeast Corridor's *Regional* and *Empire Service* trains, the program has been extended through Dec. 11, 2006. That means that Northeast Corridor passengers traveling in groups of three or more have several more months to save on travel and avoid high gas prices.

"We've extended the program because it's proven to be so successful," stated Marketing Director Darlene Abubakar. Since the *Share Fares* program was launched, nearly 133,000 passengers — generating \$4.1 million — have taken advantage of the program through May.

Share Fares is aimed at filling seats during slow travel periods. Because the program is revenue managed, it makes use of seats that might

otherwise go empty.

Through revenue management, passengers may only book reservations with the *Share Fares* discount when the lowest available fare is offered; when demand is up and sales are occurring at higher fare levels, the discount becomes unavailable.

The promotion is valid on select Northeast Corridor trains and allows groups of three to six passengers to save 25 to 50 percent on travel when two passengers in the group pay either the full adult fare or certain discount fares.

"By enabling small groups to take advantage of low fares, the program gives people who might not otherwise use our service the opportunity to ride the train, experience the convenience of train

travel and perhaps become repeat travelers," added Abubakar.

The offer is primarily being promoted through television advertising in the Albany, N.Y., market and print and radio advertising in key markets. The offer is

also posted on various Web sites including Amtrak.com, select convention and visitors bureaus, Student Advantage, International Student Identity Card and Veterans Advantage.

AMTRAK

SHARE FARES
Save 25 to 50% on select fares

SAVE UP TO 50%

GROUPS OF 3 TO 6 PASSENGERS TRAVELING TOGETHER ON SELECT AMTRAK TRAINS CAN SAVE 25 TO 50% OFF THE FULL ADULT FARE. SEAT RESERVATIONS ARE REQUIRED. SEE AMTRAK.COM FOR DETAILS.

©2006 Amtrak. All rights reserved.



Schmidt On The Road

Tom Schmidt, assistant vice president of Transportation, talks with Assistant Conductor Eileen Scherer before Metroliner 2300 departs Washington.

A 35-year railroad veteran, Schmidt joined the company in April, reporting to Vice President Customer Service Emmett Fremaux. This represents a shift in the reporting structure and philosophy, better aligning customer service goals with the day-to-day operation of the railroad.

"It better integrates what the operational priorities are with the needs of our biggest priority — the passenger. Tom and I work very closely and he is very attuned to how interconnected operations and service delivery really are," said Fremaux.

Schmidt retired from CSX Transportation as vice president of Engineering after having held numerous other senior positions there in network operations, train control technology and service design. He also served as president of the CSX subsidiary Richmond, Fredericksburg & Potomac Railroad. He most recently was a vice president of Transystems Corporation, a national consulting firm.

Customer Service Managers to Foster Service Excellence

Editor’s Note: This is the second in a series of periodic question and answer sessions with the Customer Service department. This month, Customer Service Vice President Emmett Fremaux describes the role of the Field Operations team and its Customer Service Managers.

Amtrak Ink: You’ve established a Customer Service Field Operations group in your department — can you tell us more about the team?

Fremaux: Amtrak is devoting a great deal of attention to the delivery of quality customer service. That’s reflected in a number of ways, for example, the recent integration of the Transportation department with Customer Service to better align customer service objectives with our day-to-day operations.

A key new component of the department, the Customer Service Field Operations group, is dedicated to ensuring that the customer service standards we set are being consistently delivered on trains and in stations. This team, led by Senior Director Customer Service Field Operations Brian Rosenwald, is there to support all of the Transportation divisions in carrying out our customer service objectives. Jim Brzezinski, based in Chicago, is the Director, Field Operations for the East and Dee Mason, based in Los Angeles, is his counterpart for the West. Together, they oversee the more than 20 newly hired Customer Service Managers that are being deployed this month.

We were extremely selective in filling these positions — we had nearly 500 applicants for the 24 openings — because these managers need to be effective leaders, coaches, and advocates for the passengers, among other things.

AI: What is the role of the Customer Service Managers?

Creating the Customer Service Manager position was a key component of our Strategic Initiative aimed at measuring and improving customer service. The primary goal of these managers, who spend the majority of their time on the road aboard long-distance trains, is to improve the overall experience of the customer. Specifically, that means making sure that the service is delivered in a coordinated and consistent manner by assessing front line employees’ customer service performance, recognizing outstanding work, intervening and coaching where we have weaknesses and addressing problem areas.

Working hand-in-hand with divisional managers, their objective is to optimize the performance of employees as individuals and the crew as a team by coordinating the overall effort to deliver consistent, high-quality customer service, reinforcing good performance and by taking corrective action if necessary. These managers are instrumental in measuring not only how an individual employee is performing, but also how each employee’s role contributes to the overall service in the eyes of the customer.

While riding a train, the manager examines all aspects of customer service, ranging from food service preparation to the friendliness and quality of

service delivery of the conductors and OBS employees, to the revenue generated aboard a train. The manager also surveys passengers in coaches and sleeping cars, taking note of what they say about their experience during the trip and taking action to improve service as needed.

Before leaving the train, the manager reviews each employee’s customer service performance, offering positive feedback and/or immediately addressing problem areas when it’s required. For instance, the manager may coach an employee to help him or her make on-board announcements that are more consistent and professional. This assessment then goes to the division managers as well as the Field Operations group.

The customer service managers will be dispatched to trains or stations that aren’t making the grade, will be utilized to introduce and help manage change when we are launching something new, or to intervene where we have detected a trend that requires attention. Let’s say for example, that a certain train continually undersells items in the lounge car — that’s something that a manager would review with the division supervisors and the crew to determine how to improve sales.

If a train is chronically underperforming, managers will be dispatched to address the problem area by providing employees coaching, re-direction and/or counseling until it improves.

AI: Why do we need these managers?

Our goal is to elevate the level of customer service across the board and what we’re missing is this group of managers whose sole purpose is to work with train crews and station employees to raise the customer service bar — in a more effective way than we have done in the past.

The key is to change inconsistent service to dependable, professional service and we can’t achieve that without this kind of focus on observation, coaching, assessment and performance measurement.

As part of the company’s mission, we have very specific customer satisfaction goals that the managers and our crews must achieve. We want 90 percent of the passengers we survey to rate our service as “good,” indicate that they would recommend it to others, and feel that they were treated helpfully, courteously and professionally. We also want the same high percentage to rate our trains as being clean.

To measure our progress toward these goals, we’ve got to have reliable, up-to-date data. One of the first things the managers are going to do is contribute to the design of a new customer satisfaction data collection process. We want to make sure that we capture the data from customers using a variety of methods, so we’re considering surveys that can be completed online, by recorded message and on comment cards. The information will be train specific, and we’ll use it to gauge our progress, target problem areas (to which these managers would be dispatched) and work with division management to improve employee performance. We’re



Mineola Station Gets New Look

A rededication ceremony was held last month at the Mineola station to celebrate the completion of its \$800,000 restoration.

The station, which served more than 4,000 *Texas Eagle* passengers last fiscal year, was restored to resemble its original 1906 exterior design. As part of the project, a new railroad artifacts museum was established. Improvements were also made to the parking area, station signage, landscaping, ticket office and waiting area.

Utilizing grants from the Texas Department of Transportation, Mineola Development Inc., and a private foundation, among others, the city brought the station back to its early 1900s splendor.

currently finalizing the initial phase of this performance assessment process, in which we will collect detailed data from this management team on an ongoing basis, and we expect to have that up and running next month.

The information we gather will be in addition to the customer feedback from passengers that is captured by the company each month as the Customer Service Index (CSI scores, which report at the route level, but are not train or crew specific) and the feedback we get from the Amtrak Customer Advisory Committee.

AI: Will these managers be solely focused on long-distance trains?

Because customer complaints about train travel far exceed the complaints we get about stations and because this is where we see the greatest number of inconsistencies, our primary focus is the on-board experience, with a secondary — but no less aggressive — concentration on stations.

Our initial focus is long-distance service, but that doesn't mean that we won't dispatch managers to other trains as needed.

AI: Are these managers like the on-board chiefs that were in place a number of years ago?

No, the functions and responsibilities of these managers are significantly different. They manage key functions that the chiefs didn't: responsibility for budgeting, involvement in the implementation of the discipline process, establishment of performance metrics and corrective action that addresses conduct and service delivery.

These employees should also not be confused with the supervisors that had stepped in to help with the first few weeks of implementation of the new long-distance dining service, all of whom are now back to focusing on their other job responsibilities.

AI: How often will crews see these managers?

How frequently crews get a visit from the managers depends on how well the train is performing, based on a variety of customer service criteria. At the very least, every long-distance train crew member will be assessed by a manager, in person, twice a year.

AI: Does this change the reporting structure on trains and in stations?

No, it doesn't. The customer service managers are not members of the crew or these employees' direct supervisors, so the conductor is still in charge and he or she still reports to the current supervisor. That said, the customer



Customer service managers participate in a classroom discussion during the two-week training class held in Chicago in June (L. to R.): James Burns; Mary Ann Schaar; William Rawlings; Meg Collins; Stephanie Pavlakis, senior director Human Resources; Dee Mason, director Field Operations; Megumi Nozaki; and Dee Fritch, director Human Resources.

service managers absolutely have supervisory authority over conductors, OBS crews and station employees while working with them on the trains and in the stations. They will work closely with divisional management on any necessary corrective action and on ensuring that service excellence is appropriately recognized.

AI: Do you have anything else to add about the managers?

Our ultimate goal here is to deliver safe, consistent and professional service to all passengers on every train and in all stations. All employees who are part of the customer service team — OBS, stations and conductors — the faces of Amtrak who greet our passengers every day and deliver service in a friendly and professional manner are the keys to reaching this goal. Providing our front line employees with effective management support, oversight, direction, and understanding of the challenges they face and how to overcome them is the mission of this new group. Making a positive impact on service quality that registers strongly with our customers is one of the keys to our survival.

Amtrak Police Department Leads the Way



The Amtrak Police Department supported community efforts by taking the lead on a couple of events in June.

Detective John Mumford (photo, left) bears the torch for the Special Olympics Law Enforcement Torch Run in San Francisco last month. The 13-mile, four-hour run was a fundraising event held to support the children and adults who participate in the Northern California Special Olympics Programs.

This is the third time that Mumford has participated in the run and the first time APD has been given the honor of bearing the torch.

In another demonstration of its community support, APD held a Security and Emergency Preparedness Expo at New York Penn Station in partnership with 37 area law enforcement and emergency response agencies to provide crime prevention and emergency response materials to the public. On display at the June 22 event were special units that included command center vehicles and illustrations, and live demonstrations were held throughout the day.

More Stations Offer Entertainment Rentals

The digEplayer™ portable entertainment unit, first enjoyed exclusively by *Auto Train* passengers, is now available to passengers departing from five more stations. The player, which comes loaded with 12 of the latest movies, 10 popular TV shows, music and music videos, is being offered for a nominal rental charge to passengers traveling from Chicago, Los Angeles, Emeryville, Portland and Seattle.

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,



A Railway Media employee introduces Amtrak customers to the digEplayer, a personal entertainment unit that is available to passengers traveling on select long-distance trains departing from Sanford, Lorton, Chicago, Los Angeles, Emeryville, Portland and Seattle.

and utilizes the latest digital technology. Movies are rated G, PG or edited to be PG in compliance with Amtrak's current standards for on-board movies. All entertainment options are updated every 30 days.

The cost for travelers to rent the player from Chicago to Los Angeles is about \$22, while passengers taking a five-hour trip from Chicago to St. Louis will pay approximately \$13 for the rental, plus an \$8 shipping charge.

Plans are in place to equip Superliner lounge cars with a special drop box to allow passengers to return the units before leaving the train.

Local Festivities To Boost Summer Ridership

Thousands of athletes and spectators from more than 70 countries are expected to travel to Chicago this month to attend the Gay Games. Amtrak has a special promotion in place to attract travelers going to the week-long series of events, which will feature competitions in 30 sports, along with band and choral performances from July 15 to 22 at several venues including Wrigley and Soldier fields.

According to the Travel Industry Association of America, the gay and lesbian community represents a \$65 billion market in the United States.

Passengers traveling to the games will receive a 15 percent discount off the lowest available rail fare. The offer is being jointly promoted by Amtrak and the Gay Games organization.

Similar programs are also being offered in other parts of the

country to take advantage of other large summer gatherings or festivals.

To promote travel on the *Pacific Surfliners*, Amtrak is the Official Transportation Sponsor of the 13th Annual Oxnard Salsa Festival being held July 29 and 30, which is expected to attract 75,000 attendees. Amtrak is being featured on the festival's Web site and 10,000 rack cards are being distributed at consumer shows, in stations and at hotels.

The company is also a sponsor of Fort Worth's largest multi-day Hispanic/Latino festival — Gran Fiesta de Fort Worth — being held July 28, 29 and 30. The free event, expected to attract 75,000 people, is a colorful outdoor celebration of Latin music, art and cuisine. Amtrak's involvement includes a booth at the event and train ticket giveaways on five local Tejano radio stations a week prior to the event.

Three Marketing Programs Recognized for Innovation

The Transportation Marketing & Communications Association (TMCA) awarded the Marketing department with three TMCA 2006 Compass Awards for outstanding marketing communications initiatives: two Awards of Excellence and an Award of Merit.

An Award for Excellence in the New Media category was earned for the creation of the Amtrak Guest Rewards® member Web site, promotional e-mails and e-statements.

A second Award of Excellence was received in the Publications category for the company's redesigned 2005-2006 Amtrak America brochure that includes a system map, train routes, information about riding trains, a glossary of train terms, descriptions about accommodations and dining services, and tips for planning a trip.

Amtrak Guest Rewards was recognized a second time with an Award of Merit in the Communications Collateral category for its "Someone Like Me" message, which was created to attract new members and thank existing members for their business. Using images and more personalized copy that highlight the diverse range of AGR members, the message is designed to broaden the appeal of the program.

The Compass Awards, known previously as Tranny Awards, were presented on May 23 at TMCA's Annual Conference and Expo in Keystone, Colo. The nearly 170 attendees included marketing professionals, creative agencies, suppliers and media, representing railroads, motor carriers, airlines, ocean carriers, port authorities, technology innovators and passenger transit organizations.

Contributed by Amanda Hoey

Positive Response Extends On-Board Product Program

An overwhelmingly positive response to the pilot product sampling program launched last summer has given the green light to extending a brand new gift package to sleeping car passengers this summer.

Originally developed and coordinated by the Marketing department, the program enhances the travel experience by improving customer satisfaction and the quality of the service. New products in this season's special box include Celestial Seasonings® tea, Gold Bond® body powder, Dove® chocolate, Wrigley's candy and St. Ives® hand lotion.

As a result of this product sampling program, the companies

with which Amtrak partners benefit from additional customer exposure to their products, which are distributed in 60,000 boxes — six months' supply — through Western Folder and commissaries. The boxes also complement other sleeping car amenities, such as the morning newspaper and coffee.

Passenger product surveys, a high-return ratio on the mail-in response form and favorable on-board employee feedback resulted in the program's continuation. "This program creates a great opportunity for Amtrak to grow future partnerships," noted Joe Wenclawiak, manager, Marketing Operations Support department.

Contributed by Keith Bonnacarrere

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, Caltrans' (California DOT) Chief Division of Rail Bill Bronte, Amtrak Board Chairman David Laney and Vice President of Planning and Analysis Paul Nissenbaum gather for a photo at Amtrak's rail products and services showcase booth.

The June conference provided the company with an opportunity to present itself to state representatives and commuter partners as the industry leader in providing passenger rail and contractual services.



New York Division Group Recognized for Safety Accomplishment

The New York Division Electric Traction Substation Gang at New York Penn Station has worked over 1,000 days without an FRA-reportable injury. The gang inspects and maintains substations 43 and 44, the transmission line and signal line power through East and North River tunnels as well as installs new equipment and protects contractors on the job. The accomplishment was officially recognized in March when the team reached the 1,000 day mark.

These employees have demonstrated their dedication to working

with a focus on both safety and quality workmanship. Their consistent safety awareness and attention to the tasks at hand have enabled the team to achieve this goal.



Front row (L. to R.): Stanley Sidlowski, Rominie Hinds, Michael Wood, Timothy Fedroff. Second row: Richard Sullivan, Luciano Martinho, Richard Charles, Arthur Barnes, Michael Siwiec, Antonio Walker, Jenny Martinez. Back row: Robert Joannou, Ruthven Gray, Dwayne McDowell, Curtis Allen and William Marsh. Not pictured are Joseph Charles and Kimberly Carulli.

Computer System Monitored for Proper Use

The use of Amtrak computer systems, software applications and computer facilities is to be done in a manner that is consistent with the company’s standards of business conduct. The use of Amtrak computer facilities or equipment in any manner that may be considered abusive, unethical or inappropriate, including accessing, transmitting, or receiving discriminatory, harassing, sexually oriented, offensive, illegal or improper messages, materials or Web sites is not permitted.

Many of the “jokes” that circulate on the Internet are inappropriate in the workplace and should not be forwarded using company equipment or systems.

Inappropriate use of an Amtrak computer is subject to disciplinary action (including dismissal). Computer systems, including the Internet, e-mail and stored files are not private and are routinely monitored to ensure their proper use. Using Amtrak computers to retrieve inappropriate material from personal e-mail accounts is also a violation of company policy. Additionally, deleted e-mail messages are archived and can be recalled.

Amtrak has a legal responsibility to ensure that its resources are being used for legal purposes and to report evidence of illegal activity to the appropriate authorities. Moreover, the company may refer to law enforcement authorities any

continued on page 8

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries June 2006

- DIPPNER, RONALD
Chicago Metro District
- MATLACK, DONNA
Wilmington/Bear District

30-Year Anniversaries June 2006

- ADIMARI, VERNA
New York District
- ALFANO, MICHAEL
Philadelphia District
- BARBA, FRANK
Wilmington/Bear District
- BERG, LAWRENCE
Chicago Metro District
- BONDS, ROBERT
Washington, DC/HQ
- BONNER, BETH ANN
Philadelphia District
- BOYLE, ROBERT
Chicago Metro District
- BUTLER, PHILIP
Wilmington/Bear District
- CALHOUN, JEAN
Philadelphia District
- CALINSKY, FRED
Los Angeles District
- CARTEN, JOHN
Washington, DC/HQ
- CARTER, STEPHEN
Boston District
- COLEMAN, DEBORAH
Chicago Metro District

- CONNELL, WILLIAM
Wilmington/Bear District
- CONNER, JOHN
Wilmington/Bear District
- COOPER, MARK
Chicago Metro District
- DILLON, D TIMOTHY
Empire/Albany District
- DRUMGOOLE, JERRY
Chicago Metro District
- FETTERMAN, RICHARD
Wilmington/Bear District
- FIELDS II, CLAUDE
Chicago Metro District
- FINIZIO, THOMAS
Philadelphia District
- FINN, THOMAS
Philadelphia District
- FOY, CHARLES
New York District
- FREW, JOHN
New York District
- FRIAS, HERLAND
Philadelphia District
- FROYSLAND, TERRY
Jacksonville District
- GOSS JR, JOSEPH
Chicago Metro District
- GOSS, JOAN
Los Angeles District
- GRAVES, GARY
Philadelphia District
- HILL JR, TOMMIE
Chicago Metro District
- HOGUE JR, MURREL
New Orleans District
- HUGHES, MICHAEL
Chicago Metro District
- HURST, GARY
Los Angeles District

- JACKSON, ST CLAIR A
New York District
- JOHNSON COLDING, PATRICIA
Washington, DC/HQ
- JONES, VERNON
Chicago Metro District
- KEELEY, DAVID
Philadelphia District
- KICK, CHARLES
New York District
- KING, ALBERT
Wilmington/Bear District
- MADARASSY, RICHARD
Wilmington/Bear District
- MALACHOWSKI, LAURIE
Philadelphia District
- MASLONA, STEPHEN
New Haven District
- MASON, ALBERT
Chicago Metro District
- MASON, THOMAS
Philadelphia District
- MATULAITIS, SUSAN
Philadelphia District
- MAZZOCHIA JR, LOUIS
Boston District
- MCCAIG, PHILIP
Chicago Metro District
- MCCARTHY, CARLENE
Philadelphia District
- MCKAY, TRACY
Chicago Metro District
- MCLAUGHLIN, PATRICK
New York District
- MCVEIGH, JOHN
Oakland District
- MEZIERE, DANIEL
Chicago Metro District

- MISTRETTA, LOUIS
New York District
- MONTGOMERY, DEBBIE
Philadelphia District
- NEAL, LORRANCE
Philadelphia District
- NESCI, FRANCIS
Wilmington/Bear District
- O'CONNELL, JOSEPH
Boston District
- O'CONNOR, THOMAS
New York District
- PARKE, RICHARD
Wilmington/Bear District
- PARKER JR, DAVID
Wilmington/Bear District
- PERKINS, MERRILL
New Haven District
- ROACH, CHRISTINE
Washington, DC/HQ
- ROSSBACH, KEVIN
Baltimore District
- SAULS, ELBERT
New York District
- SCHMIDT, SHARON
Philadelphia District
- SELLITTO, MICHAEL
New Haven District
- SHULTZ JR, ROBERT
Philadelphia District
- SMITH JR, WILLIAM
Chicago Metro District
- SORIANO, GEORGE
Mid-Atlantic Div/DC Non-HQ
- STAFFORD, GARY
New Haven District
- STAPLETON, JUDITH
Philadelphia District
- TOPEL, ARTHUR
Chicago Metro District

- TRIBER, PAUL
Boston District
- WAGNER, MARK
Wilmington/Bear District
- WALKER MANCINI, GERALDINE
Philadelphia District
- WATSON III, EARL
Philadelphia District
- WATSON, CURTIS
Chicago Metro District
- WILLIAMS, KENNETH
Chicago Metro District
- WINERIP, SUSAN
Washington, DC/HQ
- YORKEY JR, JAMES
Wilmington/Bear District

Retirees

May 2006

- ALBERS, RONALD
Chicago Metro District
- ARMSTRONG, LENA
Washington, DC/HQ
- AUDLEY JR, JAMES
Philadelphia District
- BARNES JR, CARL
New Orleans District
- BELLET, SALLY
Philadelphia District
- CRUZ, EUSTASIO
Chicago Metro District
- ELLIOTT, GARY
New Orleans District
- FRANZ, HENRY
New York District

- GISSENTANNER, FREDERICK
Miami District
- GRECO, ROBERT
Sanford District
- HAILEY, WILLIAM
Los Angeles District
- HALL, FRANCIS
Chicago Metro District
- HOWARTH, JOHN
Philadelphia District
- ISON JR, HENRY
Chicago Metro District
- JACKSON, ALEXIS
Chicago Metro District
- KELLAR, PHILLIP
Beech Grove District
- KINGMAN, FRANK
San Jose District
- LAWLER, FRANCIS
Philadelphia District
- LOTT, UNDRAS
Chicago Metro District
- MARCHANT, ROBERT
Twin Cities District
- MAROWELLI, MAGDALENA
Chicago Metro District
- MASKE, JAMES
Chicago Metro District
- MAYO, ELIZABETH
Mid-Atlantic Div/DC Non-HQ
- NOGUEIRA, JOSE
New York District

- O'SULLIVAN, THOMAS
New York District
- PAYNE, EUGENE
Baltimore District
- PETROVIC, CAROL
Chicago Metro District
- PHILLIPS, WILLIE
Jacksonville District
- RAMANUSKAS, PAUL
Philadelphia District
- SCHWAB, DOUGLAS
Seattle District
- SEDAT, PETER
Chicago Metro District
- SEITZ, COLETTE
Chicago Metro District
- STEVENS, STANLEY
Sanford District
- THREADGILL, RUTH
Mid-Atlantic Div/DC Non-HQ
- THURMAN, JASPER
Philadelphia District
- WALKER, JOHNNY
Kansas City District
- WHITE, RUDOLPH
Sanford District
- WHITLEY, LAWRENCE
Mid-Atlantic Div/DC Non-HQ
- WILLIAMS, AUDREY
Mid-Atlantic Div/DC Non-HQ
- WYATT, WARREN
Los Angeles District

FRONT LINE FOCUS

Dear Amtrak:

My wife and I recently traveled via Amtrak. This was our first opportunity to travel by train in the U.S. and it was a very favorable event. ... Our trip from Chicago to San Antonio could not have been any better. Not only was the service very enjoyable but the persons who attended to our every need were very professional. Our conductor on our sleeper car was Dan Small. He not only kept us informed but also treated the passengers with the utmost customer service. We appreciated his attitude and him very much.

... Our attendant in the dining car, Chris Worley, attended to all of our needs in a professional manner. He made attending ... dinners seem like an event in itself. I appreciated his attention to detail and to customer service.

Both individuals made a point of knowing the passengers' names and treating everyone as valued customers. ... I will certainly travel on Amtrak whenever the opportunity presents itself due to individuals such as Dan and Chris.

Sincerely,

Jim K.
San Antonio, Texas

Dear Amtrak:

This letter is to inform [you] of the excellent services that Vincent Dorest and Cheryl Rainey provided to our family while traveling in May. ...Both work in the Dining Car on the *City of New Orleans*, trains 58 & 59.

We were greeted with a smile, as we were welcomed into the Dining Car. Both employees were extremely pleasant, courteous and displayed the appropriate personalities that are so important when working with the public.

The riders who chose to dine did not have to wait long to place orders or receive their food. Vincent and Cheryl returned to the tables several times, making sure that everyone was completely satisfied with their meals. After dining, both thanked us for dining with them and riding on Amtrak.

Sincerely,

Mr. & Mrs. Louis J.
Chicago, Ill.

Computer System Monitored for Proper Use

continued from page 7
activity involving computer use for legal investigation.

The Computer Security and Usage Policy (P/I 3.1.0), which also addresses the security of Amtrak's computer systems and safeguarding information loaded, unloaded and transmitted via the

company's systems, is posted on the Intranet, under "Library," "Policies," Amtrak Policy and Instruction Manual (APIM), and then Operations. It is employees' responsibility to be familiar and in compliance with the policy.

Safety Awards

continued from page 3
attitudes of all the Amtrak employees providing these services."

The Coaster commuter rail service is administered by the SDNR, a subsidiary of the NCTD and was operated by Amtrak until July 1.

VITAL STATS

for May 2006

	Month		Fiscal Year-to-Date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	2.0	(goal) 3.0	2.8
Ridership	2,082,724	2,115,474	15,303,805	15,746,434
Total Expenses	\$251,961,000	\$257,077,000	\$2,045,077,000	\$2,026,063,000
Total Operating Revenue	\$165,585,000	\$171,121,000	\$1,248,864,000	\$1,292,958,000
On-time Performance	(system goal) 85.0%	70.2%	(system goal) 85.0%	68.8%

* Number of reportable injuries per 200,000 worked hours.



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper for and by Amtrak Employees

A M T R A K

ink

Volume 11 • Issue 8 • August 2006



Initiatives Yield Improvements in Key Areas

While the company has achieved some operational savings, Amtrak must continue to seek out and implement cost-reduction measures, according to a U.S. Department of Transportation Inspector General report on the progress to date of some Strategic Reform Initiatives.

The U.S. DOT Inspector General was required by law to certify that Amtrak has achieved operational savings by July 1, 2006. Without this certification, Amtrak would be prohibited from using federal funds to subsidize food and beverage and sleeping car service.

First unveiled in the spring of 2005, the series of initiatives is designed to increase the efficiency of the company, optimize assets, reinforce quality customer service, reduce costs and ultimately trim the company's reliance on federal subsidies.

To that end, the company continues to examine every angle of the business to identify areas for improvement — an endeavor that is multi-faceted and that doesn't happen overnight. Just as various proposals are being developed for consideration down the road, others are already taking shape and beginning to show quantitative results. As reported by the DOT Inspector General in its report, the company has achieved \$46.3 million in operational reforms through May. The company expects to meet its strategic reform initiatives goal of \$44.7 million in additional reduced costs and new revenue next fiscal year.

Among the initiatives currently underway are those associated with food and beverage service. The negotiation of the Gate Gourmet contract that became effective Jan. 1, 2006, is expected to

yield \$900,000 in savings this fiscal year. In FY '07, the first full year of the contract, the company is projecting \$1.5 million in savings.

As for the new long-distance train dining service model that was fully implemented across the system in June (excluding the *Empire Builder* and *Auto Train*), preliminary results show that the company will reduce costs by \$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

continued on page 5

MOW Crews Complete Harrisburg Line's Cork Interlocking

As an integral part of the six-year \$145 million Keystone Corridor Improvement Project, the rehabilitation and electrification work being done at Cork Interlocking in Lancaster, Pa., is near completion, thanks to a force of 70 Maintenance-of-Way employees that is getting the route ready in time for the launch of improved *Keystone* service in October.

In partnership with the Commonwealth of Pennsylvania, the Keystone Corridor Improvement Project will increase the number of frequencies to 14 daily roundtrips between Harrisburg and Philadelphia, as well as provide smoother rides and shorter travel times. The electrification of the railroad will cut the standard trip time between Harrisburg and Philadelphia from 120 minutes to 105 minutes, with several daily express trains making the run in just 90 minutes.

Maintenance-of-way disciplines involved in the project include Track, Electric Traction, Communi-

cations and Signals, and Bridges and Buildings. While the trains that travel the rails today, are operated with diesel engines, at the opening of the new service trains will be all-electric.

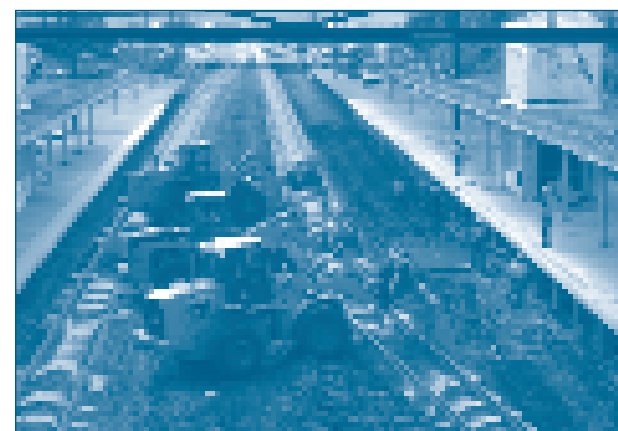
MOW crews participating in the rebirth of the Harrisburg Line at Cork Interlocking are installing turnouts and switches during available work windows over the course of the 11-month project. To reduce the impact to the traveling public, crews are frequently scheduled during planned 55-hour electric outages on the track beginning on Friday nights and running through Monday mornings.

Tom Denio, superintendent, Engineering Production, credited the Engineering and Transportation departments in particular for their work to fully optimize the available work windows. "They have really done an outstanding job of keeping the project on track as we work toward the launch of the new service."

Denio noted that the completion of the interlocking will also have other advantages.

"Cork will streamline the operation between the freight railroad [Norfolk Southern] and Amtrak. It will make the railroad more efficient and reliable to dispatch trains through the area," explained Denio. The interlocking spans four miles and when completed, will consist of three interlockings; Lititz, Cork and Conestoga.

Mid-Atlantic Division Engineer Joe Guzzi noted that while Cork is an important part of phase I of the overall Harrisburg Line rehabilitation, a second phase of the project will begin following the launch of the new service at the beginning of FY 2007. "While the work that is being done in time for the inaugural launch is important, it doesn't



Track department crews operate front-end loaders to shift the number 2 track to the platform at Lancaster station.

mark the completion of the job. Additional projects including extensive track, the bridge and communication and signal work will begin near the start of the next fiscal year," said Guzzi.

Other planned infrastructure improvements to occur during the first quarter of 2007 include wood and concrete tie installation; surfacing of track; substation improvements (for electrical reliability); signal, bridge and building improvements.

TRAIN OF THOUGHT

As I write this, record-high temperatures beat down on many areas of the country. The extreme heat and poor air quality can do a number on the human body, so I caution everyone working outside to stay properly hydrated and listen to your internal warning systems. Don't push yourself to the extent that you put yourself, your co-workers or passengers at risk.

But as the heat abates (hopefully) and summer winds down, so does our fiscal year. While we still have a bit of time before the start of the new fiscal year on Oct. 1, it looks as though we'll close out the current year on financially sound ground.

Overall, we made our dollars go a long way to finish the capital work we had planned for the year — and we should feel good about this accomplishment. And, at this point, it looks as though we will exceed both our ticket revenue and ridership targets.

As you know by now, the Senate Appropriations Committee last month voted to provide us \$1.4 billion in funding for next fiscal year, which is higher than the \$1.1 billion approved by its House counterpart. The full Senate still must consider the bill and then the two chambers have to iron out their differences, so a few steps remain.

As Congress considers the appropriate level of funding for Amtrak for 2007 it might be useful for us to review what we owe them for their money.

Among the highest priorities is consistent, good customer service. Part of our mission is to have 90 percent of our customers rate our service as "good." Currently, that figure is running in the 70s. Clearly, we need to do better.

I know that our front-line employees sometimes face a number of challenges, some of which they have little control over, like poor on-time performance or unreliable equipment. However, managing around those obstacles is part of the job; it's what separates the pros from the rest. Our pros have the unique qualities that make them true customer service professionals. We all need to be pros when it comes to handling customers...even the ones that are momentarily in bad humor.

Amtrak must support these key employees with the right tools, comprehensive training, coaching, reliable equipment and schedules, and the support needed to get things fixed when they are broken. And we are putting more money and attention into doing just that. But, it doesn't end there — employees in other departments



David J. Hughes

must know that they are there to support our collective goal of providing consistently good customer service.

All roads lead to customer service, no matter what your job is. To those of you who are aboard a train today, thanks for delivering good Amtrak service. For those who are in a shop, on the track or in an office, thanks for supporting Amtrak in providing good service. That is the least we can do to earn our keep.

We've still got a long row to hoe, but we're making progress. I'll keep you up to date on our budget and the outlook for next year — in the meantime, stay focused, properly hydrated and look out for one another.

Expanded Amtrak Capitol Corridor Service Begins this Month

Beginning Aug. 28, Amtrak's Capitol Corridor service will offer passengers more travel options



The busy Richmond station contributed to the Capitol Corridor's ridership growth by serving more than 200,000 travelers during FY '05.

with new schedules and added train service — four new roundtrips between Sacramento and Oakland and three between Oakland and San Jose replace Thruway motorcoach service.

"While the schedule changes will be minor, passengers will experience slightly shorter trip times between Oakland and San Jose and see new numbers for some trains," explained Assistant Superintendent Road Operations Brody Heilman.

Funded and managed by the Capitol Corridor Joint Powers Authority and operated and maintained by Amtrak, the service has seen seven consecutive years of ridership growth

through FY '05 and nine straight years of ticket revenue increases. From the start of this fiscal year through June, ticket revenue of almost \$11 million rose nearly 11 percent over last year and 7 percent over budget, while ridership during the same period was slightly higher.

"Through savings realized from our operational efficiencies, we're funding a 33 percent expansion without an increase in state funds," said CCJPA Managing Director Eugene K. Skoropowski. "Along with growth comes a need for an increase in service, and based on the growing popularity of the service, most would agree that this investment has proven to be very worthwhile."

Events will be held in Sacramento and San Jose later this month to celebrate the service expansion.

Inside

3	Newly Adopted Maintenance Practice To Improve Reliability, Reduce Costs
4	Outside Support Sought for Call-Handling Function
5	APD Accomplishments Honored at Ceremonies
6	Marketing Efforts Attract Domestic, International Audiences
7	EMPLOYEE MILESTONES
8	FRONT LINE FOCUS

Amtrak Ink

Vol. 11, Issue 8, August 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper

© 2006 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Stacy Fitzgerald-Redd, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2459 (ATS-777-2459)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Newly Adopted Maintenance Practice To Improve Reliability, Reduce Costs

High Speed Rail Division Begins RCM

The High Speed Rail Division recently began implementing Reliability Centered Maintenance (RCM), a highly effective maintenance practice used by the likes of the U.S. Navy and NASA, among others.

Based on the basic principle that maintenance should both benefit the hardware and be worth doing, RCM seeks to validate current maintenance procedures to preserve and extend equipment reliability. In other words, RCM analyzes maintenance procedures to make sure that the right tasks are being done at the right time on the right equipment and for the right reason.

By determining the most effective approach to maintenance, costs are reduced, reliability goes up and a standardized set of more efficient maintenance procedures becomes part of the daily work routine for the High Speed Rail Division.

This summer, High Speed Rail Mechanical, Operations and Customer Service employees completed five week-long RCM

analysis sessions. Each week-long session, known as a Maintenance Effectiveness Review (MER), comprises one day of training on the In-Service RCM process followed by four days of hands-on RCM analysis. Each MER examines maintenance tasks for a specific set of equipment or systems — the first MER, for example, scrutinized the daily, quarterly and annual scheduled maintenance requirements performed on car bodies, couplers, doors and internal systems.

The In-Service RCM evaluation process considers the function of the system being reviewed, the failure modes affecting that function, as well as the applicability and effectiveness of a certain maintenance requirement. The analysis is facilitated by professional RCM practitioners and includes participation of design engineers, along with Operations and Mechanical employees. Those employees represent a range of crafts including trainmen, loco-



High Speed Rail Maintenance Effectiveness Review participants come from all three facilities and a range of crafts. Taking a break from the fourth MER in July are: (First Row, L to R:) Pipefitter Alex McAslan (New York), Electrician Tech Mike Santagata (Boston), Locomotive Engineer Carlyle Smith (Washington), Electrician Stacey Deffenbaugh (Washington), General Foreman Gary Jackson (Washington), Senior Engineer Chris Startemeyer (New York). (Second Row, L. to R. :) Locomotive Engineer Randy Halsey (Washington), General Foreman “Jaq” Jaqmohan (New York), Air Brake Engineer Chuck Florian (Wilmington), Machnist Daivd Patterson (Washington). (Back Row, L. to R. :) T-Solutions RCM Facilitator Chris Wenz (Washington), Carman Pat Flannery (New York), Supervising Tech Foreman II David Smith (Washington), Senior Director High Speed Engineer Rudy Vazquez (Washington), Carman John Federici (Boston), Machinist Mike Morrissey (Boston), General Foreman Gordon Palmer (Boston), Pipefitter Bill Counts (Boston), Deputy RCM Ken Jacobs (Washington).

motive engineers, rolling stock engineering, and Engineering department employees. On occasion, on-board service employees are consulted as well.

As a result of the five MERs conducted this summer, more than 90 percent of all maintenance tasks analyzed were modified in some way; whether combined for effi-

continued on page 4

June Closes With Better-Than-Expected Results

High gas prices in June drove more travelers to the rails — particularly to short-distance corridor trains — and helped boost ticket revenue of \$130 million and ridership of 2.2 million to 4 percent above budget.

While short-distance and state-supported services posted 10 percent ticket revenue growth over budget, the *Wolverine* service, up 25 percent; *Downeaster*, up 21 percent; *Blue Water* up 27 percent and *Keystones* at 15 percent, were among the corridor leaders.

On the Northeast Corridor, *Regionals*’ contribution to the results were better than expected, with ticket revenue of \$35 million (14 percent over budget) and ridership up 4 percent.

Acela Express continues to show improvement, posting steady ridership and ticket revenue increases in all but one month between January and June. Delivering an 83 percent on-time performance (87 percent on the south end and 78 percent on the north end) in June, *Acela* service carried 256,000 passengers, beating budget by 7 percent, and generated \$32 million in ticket revenue, dropping 3 percent under budget.

Even though June results were favorable to budget, growth was hampered by nearly a week of flooding on the East Coast that forced the railroad to offer alternate motor coach service on some routes and shut down or

significantly reduce service on others, causing ridership and ticket revenue losses of 18,000 trips and approximately \$1.2 million.

In general, long-distance services fell short of budget during June in both ridership and revenue, primarily due to poor on-time performance — under 10 percent — of *Silver Star*, *Sunset Limited* and *California Zephyr* trains. Systemwide, the average for on-time performance in June was 64 percent, with long-distance trains at 25 percent OTP. Furthermore, an estimated \$300,000 in ticket revenues was lost due to the *Sunset Limited*’s continued service elimination east of New Orleans.

Among long-distance trains showing increases over budget in both ridership and revenue were the *Empire Builder* and *Coast Starlight*, up slightly

in each category; and *Auto Train*, which experienced a 4 percent increase in ridership and was just above budget in ticket revenue.

Due to a technological anomaly, June results included

revenue from one day of ticket sales that occurred in May but that was not included in the May results. As such, the \$2.6 million generated on that day in May contributed to the June results.

For the fiscal year through June, ticket revenues of \$1 billion were favorable to budget (2 percent), while ridership during the same period was up 3 percent.

Ridership and Ticket Revenue for June 2006			
Month of June	June '05/Actual	June '06/Budget	June '06/Actual
Ridership	2,108,877	2,104,693	2,191,445
Ticket Revenue	\$109,400,728	\$124,690,860	\$129,776,631
Fiscal Year-to-Date	FY '05/Actual	FY '06/Budget	FY '06/Actual
Ridership	17,742,399	17,408,498	17,937,879
Ticket Revenue	\$912,771,909	\$991,366,559	\$1,007,078,587

Automotive Group Drives Down Vehicle Costs

Since centralizing control of its automotive functions, Amtrak’s vehicle-related costs have steadily dropped by more than \$8 million over the past six years, according to the Procurement and Materials Management’s Automotive group.

“Everything from fleet spending and procurement to vehicle disposal, which previously was handled independently by each department, now comes out of Bear, Del., giving the company better control of the operation and progress on each vehicle from start to finish,” explained Senior Director Utilities Management Bob Jones, who worked for several years as Automotive director.

Consolidating operations provides the company with better oversight, resulting in reduced costs associated with vehicle replacement, leases and maintenance. It also enables the Automotive group to achieve considerable savings by

strengthening its relationship with U.S. General Service Administration (GSA), which leases over 200,000 vehicles worldwide and provides Amtrak with over 75 percent of its fleet.

Because GSA leases are available at about half the cost of those on the open market, Amtrak over the past few years has moved away from commercial leases whenever possible and increased the percentage of vehicles acquired through GSA. Systemwide fleet management has placed the company in a better position to negotiate improved lease, fuel and replacement costs with the GSA.

The railroad’s fleet of nearly 2,000 vehicles ranges from minivans that support employees’ day-to-day transportation needs, to trucks used to install track, maintain switches and repair the catenary system. Of this total, Amtrak leases approximately 1,350 vehicles from

GSA, 30 from other vendors and owns about 600.

Through working closely with employees who operate these vehicles and determining their needs, the Automotive group eliminated variations by assigning a specific vehicle for every job function. By reducing the variety, the company takes advantage of savings associated with purchasing multiple vehicles of the same type.

“We have made a remarkable difference in the bottom line by making a number of significant changes,” Automotive Director Donald Lubinsky explained. For

example, by advising employees to switch from premium to regular



At the Philadelphia Truck Repair Shop, Machinist Joseph Eichenger performs a pre-trip inspection. This rotary dump truck, which is not available for lease through GSA, is one of 13 vehicles of this type owned by Amtrak.

gasoline, fuel costs have decreased significantly. In other instances, costs were reduced by switching from four-wheel-drive to two-wheel-drive vehicles and from SUVs to minivans.

continued on page 7

Outside Support Sought for Call-Handling Function

Action Won’t Result in Full-Time Job Loss

Amtrak announced last month that it would seek bids from vendors to handle some portion of the calls to its toll-free reservation line. However, the railroad said it would do so only to address call center agent attrition, and that there will be no layoffs of full-time call center agents. Additionally, because Amtrak is discontinuing the part-time labor agreement, it will offer all part-time employees full-time employment in early 2007.

This action is consistent with the company’s efforts to reduce costs and become more competitive. By shifting more reservation and ticketing transactions to interactive channels such as Amtrak.com, Quik-Trak machines and voice response technology over the past five years, Amtrak has successfully reduced reservation and ticket distribution costs. Today, nearly half of ticketed reservations are completed via these channels.

Having achieved these savings, Amtrak faces a situation in which 89 percent of call center cost is labor, and this labor cost is among the highest in the industry.

Consequently, the RFP (Request for Proposals) issued by the company seeks bids from vendors to replace agent attrition at its call centers in Riverside, Calif., and Philadelphia. Amtrak asked vendors to submit proposals for call-handling services for a portion of the public gate function, and not special services such as Spanish-language, international sales and emergency calls.

The RFP process will take about six months to complete, with a vendor beginning to handle some calls in early 2007.

This RFP does not affect continuing operation of the call centers in Riverside or Philadelphia. All part-time agents were offered full-time positions to begin in early 2007, consistent with the TCU labor agreement covering call center agents.

“It is important that agents know that their commitment to Amtrak for providing our customers with quality service remains highly valued. But it is imperative that we improve our financial performance, which this initiative will do,” said Marketing and Sales Vice President Barbara Richardson.

Maintenance Practice To Improve Reliability, Reduce Costs

continued from page 3
ciency, reduced or increased in frequency, eliminated, or technically improved.

The end result was a vastly superior set of maintenance procedures for High Speed Rail. For example, one task reviewed at a MER was the quarterly inspection of the *Acela* inter-car drawbar (similar to the coupler that connects two cars on conventional equipment).

The MER analysis revealed that out of 500 inspections conducted over the course of five years, there was never a single defect found during this inspection. On the other hand, what was occurring while performing this inspection was damage to the bellows and the bridge plates that cover the drawbar. Consequently, inspection of the drawbar will now take place on a semi-annual basis.

“Once we determine that a task benefits the hardware, the next step is to question whether the task is effective — is worth doing and how often, based on safety, regulatory, operational and economic factors,” said Ken Jacobs, deputy for Reliability Centered Maintenance.

Additional RCM familiarization is planned for the week of August 21 at Sunnyside Yard, South Hampton and Ivy City for all shop employees.

RCM better matches resources with operational needs, to improve reliability and reduce maintenance costs. “Our operational needs are always subject to change, so this is a continuous improvement project. It doesn’t end here — we’ll be looking at all this again in three years,” noted Chief Mechanical Officer Vince Nesci.

Amtrak owns 20 *Acela* trainsets, 14 of which are currently in service. With the start of the new schedule in the fall, 15 trainsets will operate on the Northeast Corridor thanks, in part, to the implementation of RCM.

APD Accomplishments Honored at Ceremonies

In a series of recent ceremonies, APD recognized the exemplary performance of a number of its staff and associates with an event to honor its 2005 Officer of the Year, another to mark the promotion of 18 officers and a third to celebrate the accomplishments of members of the Philadelphia Law Enforcement Explorer Post while kicking-off the Washington Explorer Post.

APD Officer of the Year

For his role in leading over 50 criminal investigations including larceny, acts of vandalism, credit card fraud, employee threats and robbery, Amtrak Police Department Sgt. Kenneth Metz was recognized by APD Chief Sonya Proctor and Vice President Security Al Broadbent as Amtrak's 2005 Officer of the Year at a July 20 ceremony in Iselin, N.J. Letters of commendation from local politicians were presented to Sgt. Metz at the ceremony.

Based in New York Penn Station, Sgt. Metz was involved in making over 15 arrests, seven of which were directly connected to his investigations in 2005.

Highlights of his crime-fighting activity in 2005 include the arrest of an individual who threatened an employee in messages left on voicemail. In another instance, Sgt. Metz quickly responded to a robbery in progress in New York

Penn Station that led to the identification and capture of a suspect who pleaded guilty to felony charges and was sentenced to prison. Metz was also involved in an investigation that resulted in a street gang member being charged with misdemeanor reckless endangerment, criminal mischief and disorderly conduct in New York Penn Station.

In addition to being active on the beat, Metz is also a founding member of the Amtrak Police Pipe and Drum Corps, for which he is the senior piper. The Amtrak Police Pipe and Drum Corps performs at functions such as the National Law Enforcement Officers Memorial held in May in Washington, as well as functions and ceremonies for the Amtrak community, and funerals or memorials for fellow law enforcement officers around the country.

Metz began his law enforcement career with the Amtrak Police Department in October 1990 and has served in the capacity of police officer, criminal sergeant, and investigator, receiving his criminal investigator training in 1998 through the FBI in Valhalla, N.Y. He has also served as a field training officer and has trained dozens of recruits. Metz was awarded "Officer of the Month" eight times, the "Lifesaving Award," and "Distinguished Unit Citation" in 2003, and an "Excep-

tional Achievement Award" in 2004.

APD Promotional Ceremony

In another ceremony, 18 APD members from locations throughout the system were recognized for their recent promotions to the ranks of sergeant, captain and inspector. To attain these promotions, the candidates must successfully complete a battery of tests and exercises. The June 2 event, which included acting President David Hughes and Senior Vice President of Operations Bill Crosbie, was held in Washington and included a performance by the Pipe and Drum Corps.

Law Enforcement Explorers Recognized

A Washington chapter has been added to APD's Law Enforcement Explorers program, which helps teens explore careers in law enforcement while developing their leadership abilities through community outreach and volunteer efforts. The eight-member Washington/Baltimore Explorer Post 5050 falls under the guidance of Baltimore Officer Art Lawson and Washington Officer Dorothy Franklin. Chief Sonya T. Proctor recognized the new group at a June 29 ceremony held in Washington that also paid tribute to the accomplishments of the 25-member Philadelphia Explorer Post 0651.

Law Enforcement Explorers is a work-site based program for young people ages 14-20 who have an interest in careers in law enforcement. Law Enforcement Explorer posts provide instruction on search and arrest procedures, crime scene and accident investigation, vice and narcotics.

Baggage Screening Pilot Conducted in Philadelphia

At Amtrak Police Department's request, the Transportation Security Administration conducted a baggage screening project at Philadelphia's 30th Street Station for three days in July that targeted carry-on baggage for randomly selected trains. Local Philadelphia police provided support, as needed.

The multi-agency effort was designed to determine the ability to quickly send TSA security teams to a rail environment to screen for explosives. Building on inter-agency relationships, the pilot also helped establish command, control and coordination aspects of passenger screening operations.

Initiatives Yield Improvements

continued from page 1

promising segment of the passenger rail industry.

In another effort to reduce costs, the company announced last month that it would seek bids from vendors to address employee attrition at its call centers in Riverside, Calif., and Philadelphia, starting in early 2007. While the company's shift to interactive sales channels like Amtrak.com has 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.

P R O M O T I O N S I N M O T I O N

Marketing Efforts to Attract International, Domestic Audiences

The Marketing department is currently engaged in activities to attract distinct travel audiences both domestically and in several foreign countries.

With a growing number of leisure and business travelers booking online, a marketing campaign was launched recently to promote the USA Rail Pass®, which became available for purchase online on July 17 by the international market. The advertising campaign is geared to attract two primary audiences that typically visit the U.S. from the U.K., Mexico, Australia and New Zealand — students ages 18-24 and retired seniors over 60.

Banner ads promoting the passes appear through the end of September on popular Web sites, including Travelocity, Trip Advisor and Yahoo. Additionally, the ads tout the Spanish-language Amtrak.com site to travelers from Mexico.

Online travel agency consolidation, new search engine start-ups

and growing travel rates in Europe and Asia make this an optimal time to pursue an international campaign aimed at attracting the online travel market.

“It’s an interactive way to educate travelers planning to come to the U.S. and encourage them to travel on Amtrak,” said Alan Orchison, senior director, Industry Alliances.

The Amtrak USA Rail Pass is available for travel within three geographic regions — Western, Northeast, or Eastern — as well as the entire United States. Depending on the region, the passes are good for a 5-day, 15-day or 30-day period.

Focusing on audiences at home, Amtrak is participating in a number of community events this summer and fall to reach out to the increasingly important Hispanic and African-American travel market. According to the latest Travel Industry Association Minority Traveler Report (2003), leisure travel increased by 20 percent and 4 percent, respectively,

among Hispanics and African-Americans, while it grew by only 2 percent for all audiences during the period between 2000 and 2002.

With this in mind, Amtrak is participating in several community events this summer to build brand identity and attract new passengers from these diverse markets. The sports, literary and cultural events will take place in three cities — Chicago, Los Angeles and Washington — through mid-November, and will provide an opportunity to spotlight the importance the company places on diversity, as well as make Amtrak’s routes known to a targeted market.

“This is a great opportunity to connect with the diverse communities that support us,” said Darlene Abubakar, director, Advertising and Sales Promotion. “Our participation in these events allows us to get the Amtrak message directly to them.”

AAA Kids Ride Free

Community and family celebrations are the hallmark of the season. As the summer draws to a close, a great way for travelers to relax and enjoy as well as save money is a special family-friendly deal for AAA members available now through Sept. 30.

The promotion permits AAA members to have two children (ages 2 – 15) travel for free with each fare paying adult for most long distance trains. The promotion is valid for travel from Aug. 21 through Dec. 14.

New York Terminal Operations Over One Year Injury-Free



Engineer Jed Curtis, Conductor Brian Krilloff and Assistant Conductor Jerry Popp (clockwise from top), members of Sunnyside Yard Crew 53A, secure a switch engine.

New York Division’s Terminal Operations covering New York’s Penn Station and Sunnyside Yard have worked since June 2005 without an FRA-reportable injury.

“This is a remarkable accomplishment by a group of employees that includes yardmasters, engineers, conductors and assistant conductors who are responsible for the daily movement of Amtrak and NJ TRANSIT train equipment between Sunnyside Yard and New York Penn Station,” said New York Division General Superintendent Lenore Slimbock.

Their work, performed at Amtrak’s busiest facility, includes climbing on the equipment, pulling high-voltage electrical cables, coupling hoses, adjusting knuckles, applying and removing chocks, and throwing hand switches. The employees perform their work surrounded by other moving equipment, third rail and high-voltage catenary wires.

How did they do it? Assistant Superintendent of Terminal Operations Tom Connolly and his team have raised safety awareness by educating employees on how to safely perform yard operations, including training on FRA’s five Switching Operations Fatality Analysis (SOFA) Lifesavers, three-point protection, radio rules and shoving procedures.

Additionally, the division hands out safety alerts that are discussed at daily job briefings, and they also conduct internal audits to assure adherence to policies and procedures. Employees who have had multiple injuries in their careers were brought in for formal safety reviews during which each incident was carefully examined to see how it could have been avoided.

Group Drives Down Vehicle Costs

continued from page 4

Better financial controls that help keep maintenance costs down are also in place. “Just two years ago, it was up to the drivers of the vehicles to make decisions about repairs. Consequently, it was difficult to retain good maintenance records for each vehicle,” explained Lubinsky. “Now, if a truck needs a new engine, we have the capability to check the vehicle’s maintenance history and if we find the truck is scheduled for

replacement in a couple months, we won’t invest thousands of dollars for repairs.” Furthermore, this improvement gives field employees more time to focus on their jobs without the added responsibility of managing vehicle maintenance issues.

The Automotive team’s success has not gone unnoticed by the federal government, among others. Jones was asked to speak at the U.S. General Services Administration’s

annual convention last month to share how Amtrak attained its savings through its partnership with the agency. The cost-saving practices have also caught the attention of the U.S. Marine Corps, which recently approached Amtrak about using this program to make improvements in its fleet management. And, the vehicle program was profiled in *Fleet Owner* magazine last fall.

“These results could only be

achieved by setting lofty goals that could not have been attained without changing the way we do business. And, without the cooperation and feedback from departments across the system, this could not have been accomplished,” explained Senior Director Procurement Larry Beddis. “The Automotive team understands that vehicles are tools to help employees do their jobs efficiently, and as a support organization, we try our best to put the right truck in the hands of the person fixing the track.”



25-Year Anniversaries July 2006

WU, BARBARA
Seattle District

THOMAS, MARK
New Orleans District

30-Year Anniversaries July 2006

ANTONELLI, MICHAEL
Wilmington/Bear District

ASBURY, EARL
Philadelphia District

AUVE JR, WILLIAM
Philadelphia District

BAIR JR, ALBERT
Baltimore District

BLAYLOCK, MARK
Mid-Atlantic Div/DC Non-HQ

BONANNO, JOSEPH
Philadelphia District

BRADY, JOHN
Wilmington/Bear District

BROOKS, TYLER
Philadelphia District

BROWN, ROBERT
Philadelphia District

CABA, MICHAEL
Philadelphia District

CALDWELL, MICHAEL
Philadelphia District

CARBONARO, MICHAEL
New York District

CARTER, JOHN
Baltimore District

CARTER, KEVIN
Baltimore District

CASSISTRE, RICHARD
Wilmington/Bear District

CENTENO, EFRAIN
New York District

CHIMICS, MICHAEL
Philadelphia District

CLARK, JAMES
New York District

CLARK, STEVEN
New York District

CONNORS, KEVIN
New York District

CONWAY, JOHN
Philadelphia District

COOPER, JOHN
Philadelphia District

COSENTINO, GERARD
New York District

COX, CHARLES
New Orleans District

CRAIG, JESSIE
Chicago Metro District

CRANDLEY, JOSEPH
Philadelphia District

CUNEO, EDMUND
Boston District

DACRUZ FRANCISCO
New York District

DELGIUDICE, BERNARD
Baltimore District

DESROCHES, THOMAS
New Haven District

DETWILER, RONALD
Philadelphia District

DIBENEDETTO, JOSEPH
Boston District

DUNLEAVY JR, MARTIN
New York District

DUNN, MICHAEL
New York District

EDWARDS, RONALD
Wilmington/Bear District

EDWARDS, SYDNEY
Miami District

EHLERS, JOHN
Philadelphia District

FEELEY SR, ALBERT
Mid-Atlantic Div/DC Non-HQ

FOLEY, THOMAS
New York District

FUNARO, GEORGE
New Haven District

GARRITY, THOMAS
Philadelphia District

GARY, HERMAN
Chicago Metro District

GASKINS, DURANT
Mid-Atlantic Div/DC Non-HQ

GIBSON, MARK
Wilmington/Bear District

GLENN JR, RALPH
New York District

GLEYSTEN, LELAND
Seattle District

GRAHAM, FRANK
Salt Lake City District

GUNKLE JR, WILLIAM
Philadelphia District

HAMBY, STEVE
Philadelphia District

HARRIS JR, SAMUEL
Philadelphia District

HARTFIELD, SCOTT
Philadelphia District

HARTLEY JR, GEORGE
Philadelphia District

HEARNE RALPH
Philadelphia District

HODGES, STANLEY
Philadelphia District

HOLMAN, CHARLES
New York District

HOLTER, JEROME
Baltimore District

HUFFMAN, GREGORY
Philadelphia District

KAHL, RANDY
Philadelphia District

KALANDRANIS, GEORGE
New York District

KAUFFMAN, LESTER
Philadelphia District

KELLY, THOMAS
Philadelphia District

KENDZIORA, DONALD
Empire/Albany District

KING, JOHN
Boston District

KIRK, ROGER
Chicago Metro District

KOEHLER, KEVIN
Empire/Albany District

KOSOWESKY, RONALD
Chicago Metro District

LANCIANESE, MICHAEL
Wilmington/Bear District

LAUDICANO, PAUL
New York District

LOCKARD III, LLOYD
Philadelphia District

LONGENDERFER, STEPHEN
Philadelphia District

MAGEE JR, CHARLES
Philadelphia District

MASLANKA JR, WILLIAM
Philadelphia District

MATHEWS JR, ROBERT
New Haven District

MCARDLE, PATRICK
Philadelphia District

MCCANN JR, JOHN
Philadelphia District

MCCULLOUGH, JOSEPH
Wilmington/Bear District

MCDOUGALD, JAMES
Philadelphia District

MCGROARTY, ROBERT
Philadelphia District

MEGOWEN JR, ROBERT
Philadelphia District

MERRILL, ROCK
Mid-Atlantic Div/DC Non-HQ

MEYERS, NANCY
New Haven District

MICICHE, WILLIAM
Baltimore District

MOORE, KENNETH
Philadelphia District

MOSCHITTI, LOUIS
New York District

NATERAS, JOSE
Chicago Metro District

NUTTER, MICHAEL
New York District

PAGE, BRUCE
New York District

PANCAVAGE, GARY
Philadelphia District

PARKER, EDWARD
Philadelphia District

PASCARELLI, RALPH
Boston District

PEARSON, WAYNE
New York District

PERLMAN, GERALD
New Haven District

PEWDO, EDWARD
Philadelphia District

PHILLIPS, FRANCIS
New York District

PORTER, WILLIAM
New York District

RANNELS, KENNETH
Wilmington/Bear District

REDDICE, THEODORE
New York District

REES, THOMAS
Wilmington/Bear District

RHOADES, GEORGE
Philadelphia District

RICHARDS, PETER
New York District

RICHERT, ERIC
New York District

ROBERTS, J STEVEN
Philadelphia District

ROBINSON SR, ARTHUR
Wilmington/Bear District

ROSAS, FEDERICO
New York District

RUDOLPH III, FREDERICK
New York District

RUSSELL, RICHARD
Philadelphia District

SAMHAMMER, CURTIS
New York District

SAUSELEIN JR, GEORGE
Philadelphia District

SAWYER, GEORGE
New York District

SCACCIA, JOSEPH
Chicago Metro District

SCHLEGEL, RODNEY
Philadelphia District

SERVANSKY JR, PAUL
Philadelphia District

SHAFER, JERRY
New York District

SHEERAN, RICHARD
Philadelphia District

SHERLOCK, DOUGLAS
Philadelphia District

SIMPSON, JOHN
New York District

SIMS, NORMAN
New York District

SKLODOWSKI, MICHAEL
Wilmington/Bear District

SMART, LEONA
Philadelphia District

SMITH, RICKEY
Baltimore District

STERBACK, DONALD
Philadelphia District

STRUBING, BRUCE
Philadelphia District

SVOBODNY, CYRIL (CY)
Twin Cities District

SWEENEY, MICHAEL
Philadelphia District

THURBER, WILLIAM
New Haven District

TRIPP JR, ROBERT
New York District

TURNER, JONATHAN
Philadelphia District

WASHINGTON, BERNARD
Philadelphia District

WATERMAN, PAUL
New Haven District

WATERS, HENRY
Wilmington/Bear District

WECH, DAVID
Philadelphia District

WEEKS, DARYL
Philadelphia District

WHELAN, STEPHEN
New Haven District

WOLF, WAYNE
Philadelphia District

WURPEL, MARK
Philadelphia District

YANNUCCI, PATRICK
New York District

Retirees

June 2006

ALI, MUSTAK
Mid-Atlantic Div/DC Non-HQ

BARNES JR, PHILIP
Washington, DC/HQ

BLACK, MARY
Chicago Metro District

BRYAN, ROBERT
Baltimore District

CARDWELL, RITA
New Haven District

CARLIN, PATRICK
Wilmington/Bear District

CASSENS, JOHN
New Haven District

CLAAR, FRANCIS
Wilmington/Bear District

CROSS JR, RUSSELL
Philadelphia District

DEMBY, ALFONZO
San Jose District

Congratulations to All of You!

DOTSON, RONALD
Beech Grove District

EDMINSON, JOHN
Detroit District

FISCHER, RAYMOND
New Haven District

FITZGERALD, MILLICENT
Chicago Metro District

FLEENER, JAMES
Beech Grove District

GAMMILL JR, HOWARD
New York District

GETZ, JOHN
Boston District

GOULD, DAVID
Empire/Albany District

GRANT SR, DONALD
Wilmington/Bear District

GULDNER, LEONARD
Philadelphia District

HAIRSTON, BIRDIE
Mid-Atlantic Div/DC Non-HQ

HEININGER, DAWN
Philadelphia District

HOLDER, CHARLES
New York District

HOPE, JAMES
Miami District

JOHNSON, JOHN
Salt Lake City District

KOEHLER, ROBERT
New York District

KRETT SR, RAYMOND
Wilmington/Bear District

KROUZEK, PAVEL
Miami District

LANGEVIN, PAUL
Boston District

LENOX, JAMES
Philadelphia District

MADDISH, RONALD
Philadelphia District

MAES, GERALDENE
Chicago Metro District

MAHMOUD, ABDUL
Chicago Metro District

MARCHIONNI, FRANK
New Haven District

MARFATIA, BHUPENDRA
Mid-Atlantic Div/DC Non-HQ

MCFARLANE, WINSTON
New York District

MOORE, DONALD
Philadelphia District

MOORE, GLORIA
Sanford District

MOYER, ROBERT
Boston District

NEWMAN, JAMES
Detroit District

OLECHOWSKI, THOMAS
Philadelphia District

OSLIN, GEORGE
Seattle District

PARKER, GARY
Empire/Albany District

POLICASTRO, JAMES
New York District

POZNANSKI, WILLIAM
Chicago Metro District

PRATER, LEONARD
Beech Grove District

REALE, DENNIS
Philadelphia District

REINHARDT, HORACE
Baltimore District

ROACH, CHRISTINE
Washington, DC/HQ

RUSSO, JOSEPH
New York District

SCHOEN, EDWARD
Beech Grove District

SCHOOLEY, DAVID
Mid-Atlantic Div/DC Non-HQ

SCOMA, RONALD
New York District

SHARAR, JOHN
Philadelphia District

SHUMATE, JAMES
Wilmington/Bear District

SKILES, WILLIAM
Mid-Atlantic Div/DC Non-HQ

SMILEY, ALPHONSO
Sanford District

SOMERVILLE, RALPH
New Haven District

STARTT, WILLIAM
Wilmington/Bear District

STUMM, LESLIE
Seattle District

SWARTZ, ALAN
Beech Grove District

THOMPSON, DENNIS
Portland District

THOMPSON, JAMES
Washington, DC/HQ

TUTTLE, PATRICK
Boston District

TYLER, JIMMIE
New York District

WENZ, LARRY
Washington, DC/HQ

WHITE, ROBERT
Boston District

WYSONG, ANNE
Philadelphia District

FRONT LINE FOCUS

Dear Amtrak:

Last fall my husband and I had the pleasure to ride the Amtrak Train #6 in the handicapped accessible in car 632. We boarded in Emeryville, CA...and got off the 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.

Dear Amtrak:

I just wanted to say how pleased I am with the excellent service provided by Amtrak employee Derek Marsala at the Washington, DC Union Station... My husband and I are senior citizens and needed assistance getting through the station. We had made arrangements for red cap service prior to our arrival from New York on Friday and had no problems and assumed this would be the case on our return trip. However, we could not locate a tram and when we asked several employees, they said none were available. As we walked through the station, we stopped Derek and he offered to help us. He located a tram and drove us to the train platform. He went aboard to get us settled in our seats and even put away our luggage. Without his help, I do not think we would have made our train...

Derek was wonderful and went out of his way for us ; his kindness was much appreciated.
Sincerely,
Ms. Annette A.
Yonkers, N.Y.

VITAL STATS

for June 2006

	Month		Fiscal Year-to-Date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	2.3	(goal) 3.0	3.1
Ridership	2,104,693	2,191,445	17,408,498	17,937,879
Total Expenses	\$248,094,000	\$259,151,000	\$2,293,171,000	\$2,285,215,000
Total Operating Revenue	\$171,917,000	\$179,999,000	\$1,420,781,000	\$1,472,957,000
On-time Performance	(system goal) 85.0%	64.4%	(system goal) 85.0%	68.3%

* Number of reportable injuries per 200,000 worked hours.



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper for and by Amtrak Employees

AMTRAK

ink

Volume 11 • Issue 9 • September 2006



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 inter-modal 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



Alex Kummant (L.) prepares to roll up his sleeves and take the reins as Amtrak President and CEO effective Sept. 12. Touring Washington Union Station in August, Kummant discusses customer service issues with Mid-Atlantic Division General Superintendent Daryl Pesce.

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

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 6

Amtrak Ink Goes Electronic

Starting with the October issue, please visit Amtrak.com to get your copy of Amtrak Ink. While Ink will no longer be mailed to employees' homes, copies will be made available to major locations systemwide.

To read news and feature stories, and get information about the company, please visit Amtrak.com/Ink.

TRAIN OF THOUGHT

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 to build up Amtrak as a valuable and respected transportation institution.

I could fill a book with the statistics that show improvement over the last four years, much of it dramatic.

The best barometer of how well a railroad is running is personal injuries. So far this year (through the end of July), Amtrak's injury rate is 26 percent lower than 2002. One goal in the Mission Statement adopted this spring was to be the safest of the seven passenger railroads operating in the Northeast Corridor.

In fact, for the first six months of 2006, Amtrak is the safest railroad operating in the NEC. That is a tribute to each of you individually and the people in the field that watch out for safety minute by minute.

It isn't just safety that is better. The numbers say Amtrak is functioning better by virtually every measure. On-time performance on the NEC is running close to 90 percent. *Acela* has broken the 90 percent

mark 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.



David J. Hughes

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 passen-

gers 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."



R. Hunter Biden (R.), who recently joined Amtrak's Board of Directors, is briefed on issues by Senior Vice President of Operations Bill Crosbie. Donna McLean (inset) and Biden were confirmed by the Senate in July to serve five-year terms.

Inside

3
July Results Beat Company Budget Despite Major Obstacles

4
Plans Underway to Meet Future Workforce Needs

5
Fall Advertising Campaigns To Spotlight Rail Travel Benefits

6
Preparedness Drill Assesses Responder Performance

7
EMPLOYEE MILESTONES

8
FRONT LINE FOCUS

Amtrak Ink

Vol. 11, Issue 9, September 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation. Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

© AMTRAK is a registered service mark of the National Railroad Passenger Corporation

♻ Printed on recycled, recyclable paper
© 2006 National Railroad Passenger Corporation

InfoSource

for Amtrak Employees

Amtrak Employee & Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-3770 (ATS-777-3770)

Leslie Beers, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2696 (ATS-777-2696)

Stacy Fitzgerald-Redd, Manager
60 Massachusetts Ave., NE
Washington, DC 20002
Phone: 202-906-2459 (ATS-777-2459)

Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607
Phone: 312-880-5365 (ATS-823-5365)

Media Campaigns, Community Outreach Publicize New Keystone Service

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, and to ultimately, generate ridership.

Amtrak and the commonwealth of Pennsylvania partnered to bring about the new *Keystone* trains that will travel along revitalized track allowing for faster, smoother rides. In addition, as weekday roundtrips 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 *Intelligencer 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



Photo: Bill Tarvin

Flooding on the Mohawk Subdivision of CSX track in Upstate New York in July resulted in the temporary suspension of service between Albany and Niagara Falls. The flooding was the worst in memory and also resulted in temporarily closing the New York Thruway.

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.

Ridership and Ticket Revenue		
Year-to-Date Through July	FY '06 Y-T-D	FY '05 Y-T-D
Ridership	20,156,889	19,916,112
Ticket Revenue	\$1,134,219,826	\$1,026,738,837
Month of July	FY '06	FY '05
Ridership	2,219,010	2,173,713
Ticket Revenue	\$127,141,238	\$113,966,928

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.



On behalf of Amtrak, Human Resources Officer Carlos Hernandez (R.) accepts the Employer of the Year Award from the California Employer Advisory Council at a ceremony held in Los Angeles in May. Amtrak's employment outreach efforts include working with state and local agencies, and military offices.

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 reinstated its Management Associate Program. The program is designed for recent college graduates (including Amtrak employees) who have demonstrated outstanding performance, and orients 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 Nafie, 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 trans-

continued on page 6

Employees Helped Build the Railroad — 35 Years Ago

When Lelani Wingler 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 Manager Payroll Operations 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 Kozij and Amtrak Technologies Principal Business Liaison Ken McIlvoy.

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," McIlvoy 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."

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 technology 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.

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

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

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

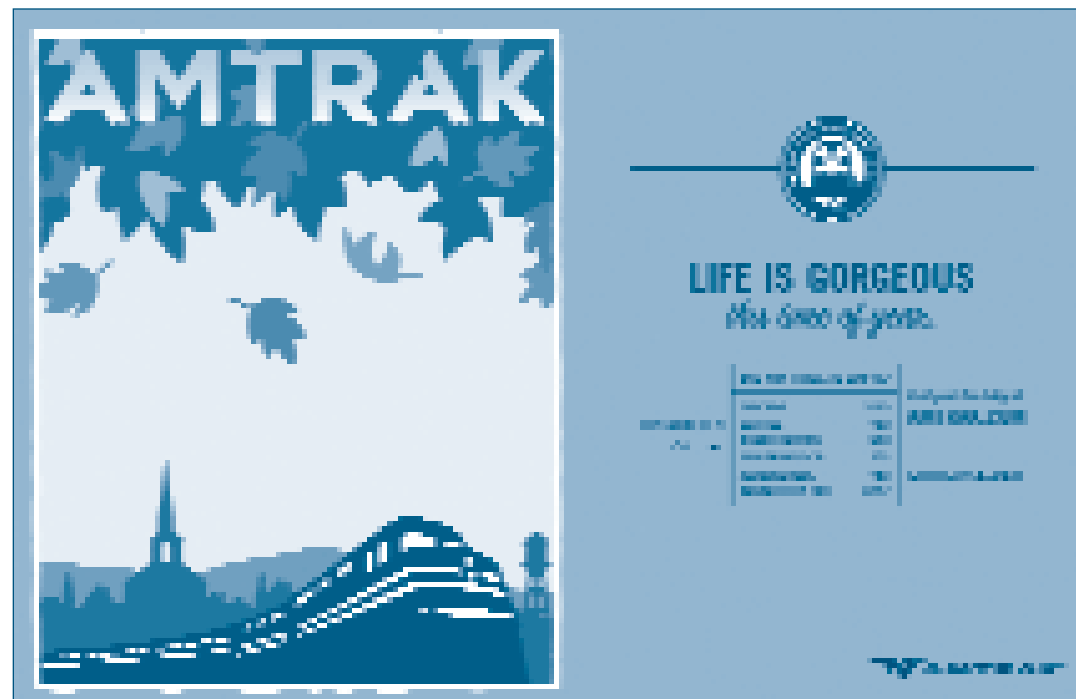
York *Metroliner* roundtrip being replaced with *Acela* service on Oct. 30, the campaign will also promote on-the-hour *Acela* schedules along with additional north-end frequencies between New York and Boston.

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.



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

additional MasterCard gift cards. "And, during the promotional period, which runs from Sept. 18 through Dec. 16, AGR members who register for this promotion

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.

Now Available at a Station Near You!

The new Amtrak Vacations® brochure features information on 30 popular vacation destinations in the East, Midwest and West regions of the country. With one phone call, passengers can make their travel reservations, including train, air transportation, hotel accommodations, car rental and optional tours.



Meeting Future Workforce Needs

continued from page 4

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 Referral 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.

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.

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.

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.



Photo: T. J. Van Haag

Kissimmee Station Employees Keep Safety First



Local officials, residents and past and present station employees gather to celebrate a safety milestone at the Kissimmee station — no FRA-reportable injuries since 1990.

Kissimmee 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 Canadiate.

(Pictured L. to R.): Kissimmee Baggageman Cary Stepherson, Safety Committee member and Guaranteed Extra Board David Anderson, Winter Park Ticket Agent Glen Norman, Lakeland Safety Committee members Ticket Agent William Craig and Ticket Clerk Danny Gregg, Secretary Barbara Vozel, Relief Agent Astrid Schettini-Rodriquez, 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 Canadiate, Safety Committee member and Orlando Ticket Clerk Sharon Lane and Sales and Marketing Associate Dennis Lyons.

EMPLOYEE MILESTONES

25-Year Anniversaries

August 2006

HURD, JAMES

Detroit District

KEETON, RICK

Detroit District

TUKA, FRANK

Detroit District

30-Year Anniversaries

August 2006

ALBRIGHT JR, WILLIAM

Philadelphia District

ALEXANDER JR, JOHN

Philadelphia District

BARROW, JEFFREY

Philadelphia District

BELZ, JEFFREY

Baltimore District

BITLER, HARRY

Wilmington/Bear District

BLANKENSHIP, BOBBY

Wilmington/Bear District

BOVE, ANTHONY

Philadelphia District

BREEN, JOHN

New York District

BREMER, MICHAEL

Wilmington/Bear District

BROWN, WESLEY

Chicago Metro District

CAREL, STEPHEN

Philadelphia District

CARR, GREGORY

Jacksonville District

CATARELLI, MICHAEL

Philadelphia District

COLANDREA, MICHAEL

New Haven District

DAVENPORT, MARY

Mid-Atlantic Div/DC Non-HQ

DAVIS, VAUGHN

Philadelphia District

DICKTER, MICHAEL

Chicago Metro District

DIXON, ROCKLAND

Baltimore District

DOMBROWSKI, DENNIS

Empire/Albany District

DORSEY, CLIFTON

Philadelphia District

DOWD JR, JOHN

Philadelphia District

ECONOMOS, KRISTINA

Chicago Metro District

EDWARDS, JOHN

Beech Grove District

FALANGO, FRANK

New Haven District

FEDEROWICZ, DENNIS

Empire/Albany District

FERICH, VAUGHN

Philadelphia District

FITTER, GEORGE

New Haven District

FORTUNE, THOMAS

Jacksonville District

GARDEN, JAMES

New Haven District

GELLOCK, JOSEPH

New Haven District

GILLIS, KENNETH

Wilmington/Bear District

GUZZARDO, MICHAEL

New York District

HEAVENS, CHARLES

Philadelphia District

HIGGINS, DAVID

Boston District

HILL, EDWARD

Wilmington/Bear District

HORNEY, EDWARD

Baltimore District

HURNEY, PETER

New York District

JACOBS, RANDOLPH

Los Angeles District

JAVINS, ROSCOE

New Haven District

KUJAWA, SUE

Chicago Metro District

LARRY, WILLIAM

Philadelphia District

LAVELLE, PAUL

Baltimore District

LOCKARD, PAUL

Philadelphia District

LOOBY, TIMOTHY

Philadelphia District

LOWERY, LONZO

Baltimore District

MALEWSKI JR, RAYMOND

New Haven District

MIKLAS, JOSEPH

New York District

MOORE, JERRY

Baltimore District

NEWTON, KENNETH

Boston District

NEWTON, ROGER

New Haven District

NICOMETO, JAMES

Empire/Albany District

PARTLOWE, GARY

Philadelphia District

PENDLETON, JAMES

Wilmington/Bear District

QUINN, PETER

New York District

RAFFERTY, MARK

New Haven District

RAO, THEODORE

Mid-Atlantic Div/DC Non-HQ

RATCHFORD, RICHARD

New York District

RAYMOND, GEORGE

New Haven District

READING, BERNARD

Philadelphia District

RIVERA, ERNESTO

New York District

ROCCHIO, PASQUALE

New York District

SCHWEITZER, STEPHEN

Los Angeles District

SKOUTELAS, NICHOLAS

Philadelphia District

SPINKEN, FREDERICK

Baltimore District

STAGGERS JR, JAMES

New Haven District

SUAREZ, MANUEL

New York District

THORPE, JANET

Chicago Metro District

VELARDI, MICHAEL

New Haven District

WALTERS, JOHN

Baltimore District

WILLIAMS, ALAN

New York District

WILLIAMS, CRAIG

New York District

WILSON JR, DAVID

Philadelphia District

WILSON, LARRY

Baltimore District

WOLFE JR, GERALD

Philadelphia District

WOOD, DAVID

Baltimore District

YEAGER, KENNETH

Philadelphia District

YIRAK, MICHAEL

Baltimore District

ZAGARSKI, THOMAS

New York District

ZISSIMOS, STEPHEN

Baltimore District

ZOLNIERZ, GLEN

Philadelphia District

35-Year Anniversaries

August 2006

COURTEMANCH, ED

Washington, DC/HQ

Retirees

July 2006

ATALLIAN, ROBERT

Mid-Atlantic Div/DC Non-HQ

BECK, GREGORY

Philadelphia District

BELLMAR, GEORGE

Beech Grove District

BEST-JARRETT, KAREN

Mid-Atlantic Div/DC Non-HQ Dist

BRANDT, HARRY

Philadelphia District

BURGESS SR, RAY

New Haven District

BURNS, CURTIS JAMES

Los Angeles District

BUTLER, GEORGE

Mid-Atlantic Div/DC Non-HQ Dist

CIRIELLO, JOSEPH

New Haven District

EDWARDS, ROBERT

Chicago Metro District

GAMBLE, ANN

Oakland District

MS VIOLETA GARCIA

Los Angeles District

GARVEY, JOHN

Philadelphia District

GIANNATTASIO, JOSEPH

Wilmington/Bear District

GIBBONS, STEVEN

New Haven District

HARTMAN, EWALD

Philadelphia District

INSOGNA, MICHAEL

Philadelphia District

JACKSON, ST CLAIR

New York District

JOHNSON JR., GALEN

Philadelphia District

JOHNSON, RICHARD

New York District

JONES, JAMES

Salt Lake City District

KAEGI, JOHN

Twin Cities District

KUEKER, ROY

New Orleans District

MACKENZIE, HERMAN

Wilmington/Bear District

MESURE, JOHN

Philadelphia District

MITCHELL, MORRIS

Mid-Atlantic Div/DC Non-HQ

NUNER, ADELE

Oakland District

PERALTA, ERNESTO

Los Angeles District

ROBERTS, AL (BOB)

Jacksonville District

SABREE, NAAH

New Orleans District

SCHNEIDER, ELWOOD

Philadelphia District

SCOTT, GARROLD

Oakland District

SILFIES III, ARTHUR

Mid-Atlantic Div/DC Non-HQ

SLOANE, ERIC

Philadelphia District

SNYDER, LARRY

Philadelphia District

STOPKOSKI, ROBERT

New Haven District

VAWSER, CHRISTINA

Los Angeles District

WANSLEY, LENORE

Philadelphia District

WARD, GEORGE

Wilmington/Bear District

WARFORD, ROBERT

Boston District

WEINBERG, STEVEN

Philadelphia District

FRONT LINE FOCUS

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.

Kummant

continued from page 1
as a teenager in Lorain, Ohio, he worked on Lake Terminal Railroad track crew at the U.S. Steel Lorain Works. From there, he went on to earn a B.S. degree in mechanical engineering from Case Western Reserve University, a Master's degree in manufacturing engineering from Carnegie Mellon University and an M.B.A. from Stanford University.

"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."

VITAL STATS

for July 2006

	Month		Fiscal Year-to-Date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	3.5	(goal) 3.0	3.1
Ridership	2,181,514	2,219,010	19,590,011	20,156,889
Total Expenses	\$253,234,000	\$255,916,000	\$2,546,405,000	\$2,541,130,000
Total Operating Revenue	\$171,082,000	\$175,551,000	\$1,591,863,000	\$1,648,507,000
On-time Performance	(system goal) 85.0%	62.1%	(system goal) 85.0%	67.7%

* Number of reportable injuries per 200,000 worked hours.

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.



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.

Ticket Agent Jared Forcier's shot of the *Pacific Surfliner* was chosen as the grand prize winner of the 2007 "Picture Our Train" Wall Calendar contest and will be featured photograph on the popular wall calendar. A native of San Diego, Forcier is a ticket agent and baggage clerk at the San Diego, Solana Beach and Ocean-side stations.

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.



AMTRAK
60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment Opportunity/Affirmative Action Employer

Please send address changes to your local Human Resources office.