



An Overview of America's Railroad

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- Introduction to Amtrak
- Business Update
- Policy & Funding
- Types of Service
- Hosts, Preference, & Access
- The IJA
- Looking Ahead



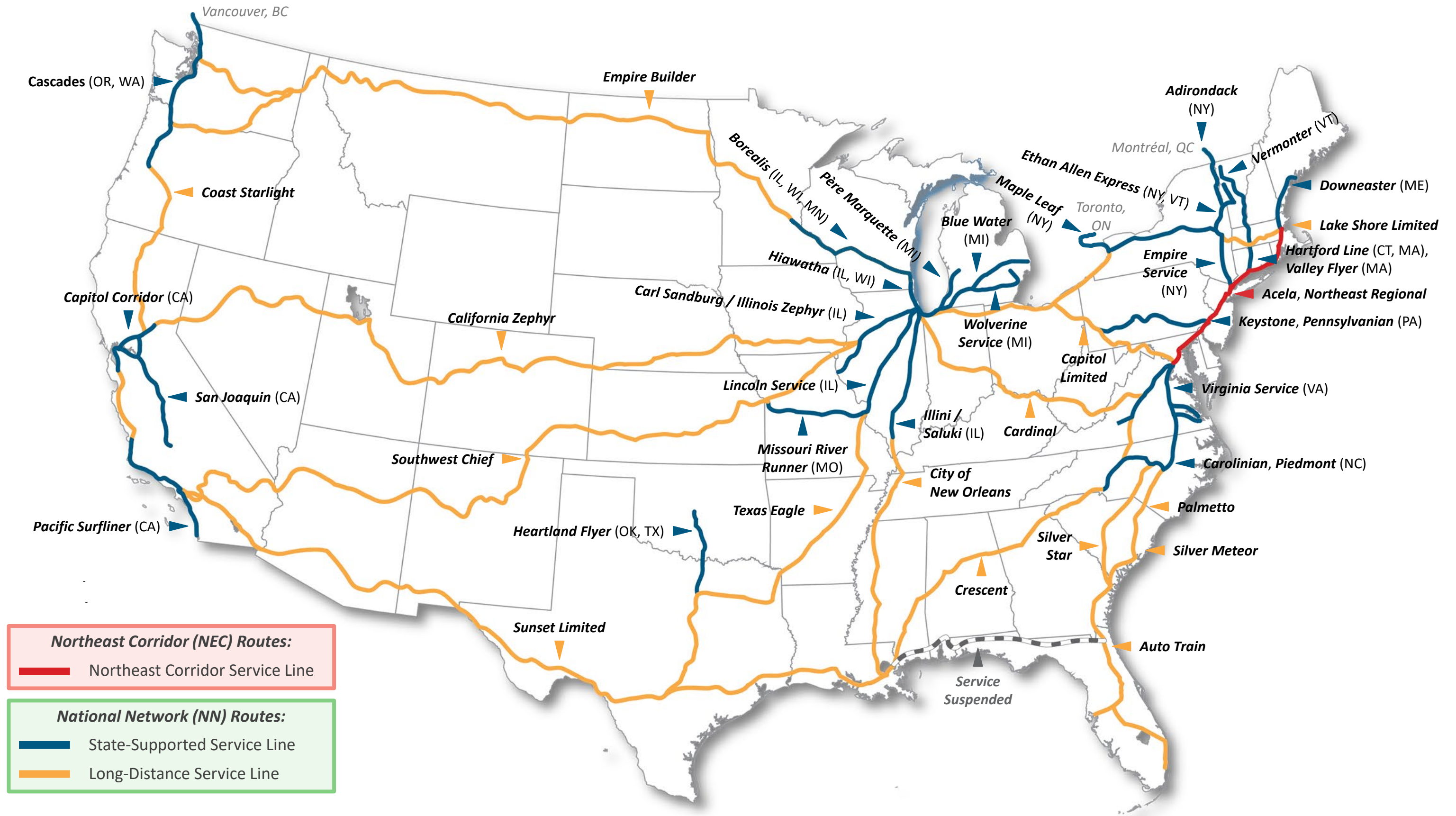
Quick Facts

- 290+ trains per day
- 40+ routes covering 21,400+ route-miles
- 524 stations in 46 states, DC, & Canada
- 32 million+ riders
- 22,000+ employees
- 46% more energy-efficient than cars
- Top speeds soon to reach 160 mph

- Historically, freight railroads were required by law to serve passengers—and for many years, that business was lucrative. By the 1970s, however, subsidies for highway and air travel had made passenger service unprofitable. Facing bankruptcies, the industry turned to Congress and President Nixon for help.
- Congress relieved the railroads of their legal obligation to serve passengers, instead assigning that responsibility to a new federally-chartered corporation called Amtrak. In exchange for this relief, the railroads were required to grant Amtrak certain assets and permanent rights. Operations began May 1, 1971.
- Amtrak is operated and managed as a private, for-profit company—with the federal government as controlling shareholder. Congress sets the company's mission, confirms most of the board, and provides critical annual funding.

Amtrak's Statutory Mission: *“Provide efficient and effective intercity passenger rail mobility consisting of high quality service that is trip-time competitive with other intercity travel options.” (49 U.S. Code §24101)*

Intro: System Map



N.B. — If a State-Supported route and Long-Distance route serve the same segment, that segment is shown as State-Supported (blue). If the NEC and either a State-Supported or a Long-Distance route serve the same segment, that segment is shown as NEC (red). Seasonal routes not shown.



Investments in rail produce major multiplier effects!

\$1B for public transportation can grow GDP by \$5B and support 49,700 jobs, per APTA

Amtrak is a powerful economic engine—not just in the communities we serve, but for the nation as a whole:

- **\$11.0 billion in annual economic contributions nationally***
- **22,000+ employees** (including 1,900+ veterans)
- **Tens of thousands of additional jobs supported**
- **Strict “Buy America” requirements** (FY 24 procurements were 99% domestic, supporting a growing industrial base)

Major investments provided by the Infrastructure Investment and Jobs Act (IIJA) are increasing these impacts over time.

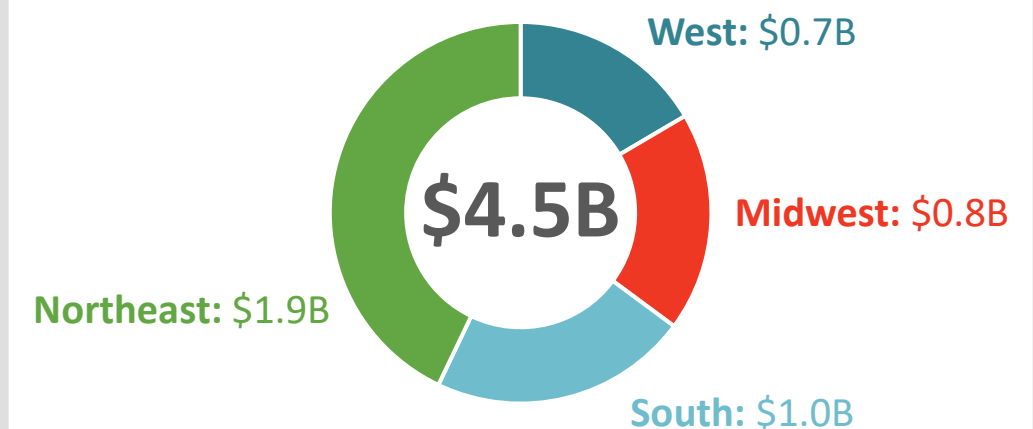
* Contributions calculated based on FY 2015 economic impact data, adjusted for inflation.

Nationwide Benefits

Amtrak drives many kinds of economic benefit:

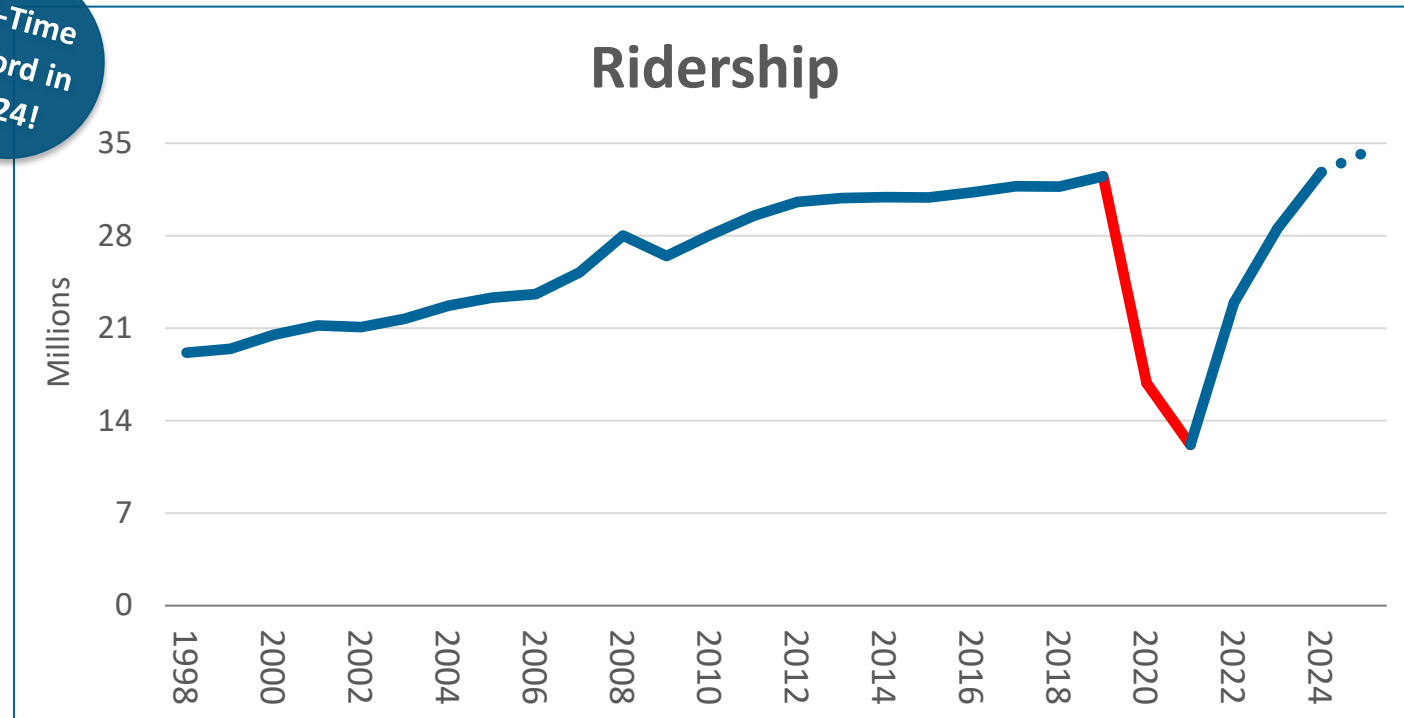
- Multibillion-dollar contracts with vendors like Siemens and Alstom support **manufacturing jobs** in places like Florin, CA, and Hornell, NY.
- Redevelopment of Amtrak stations has helped anchor successful **downtown revitalizations** in places like Hattiesburg, MS, and Normal, IL.
- Amtrak **reduces highway congestion**, helping countless motorists who don't take the train!

FY 24 Procurements by Region



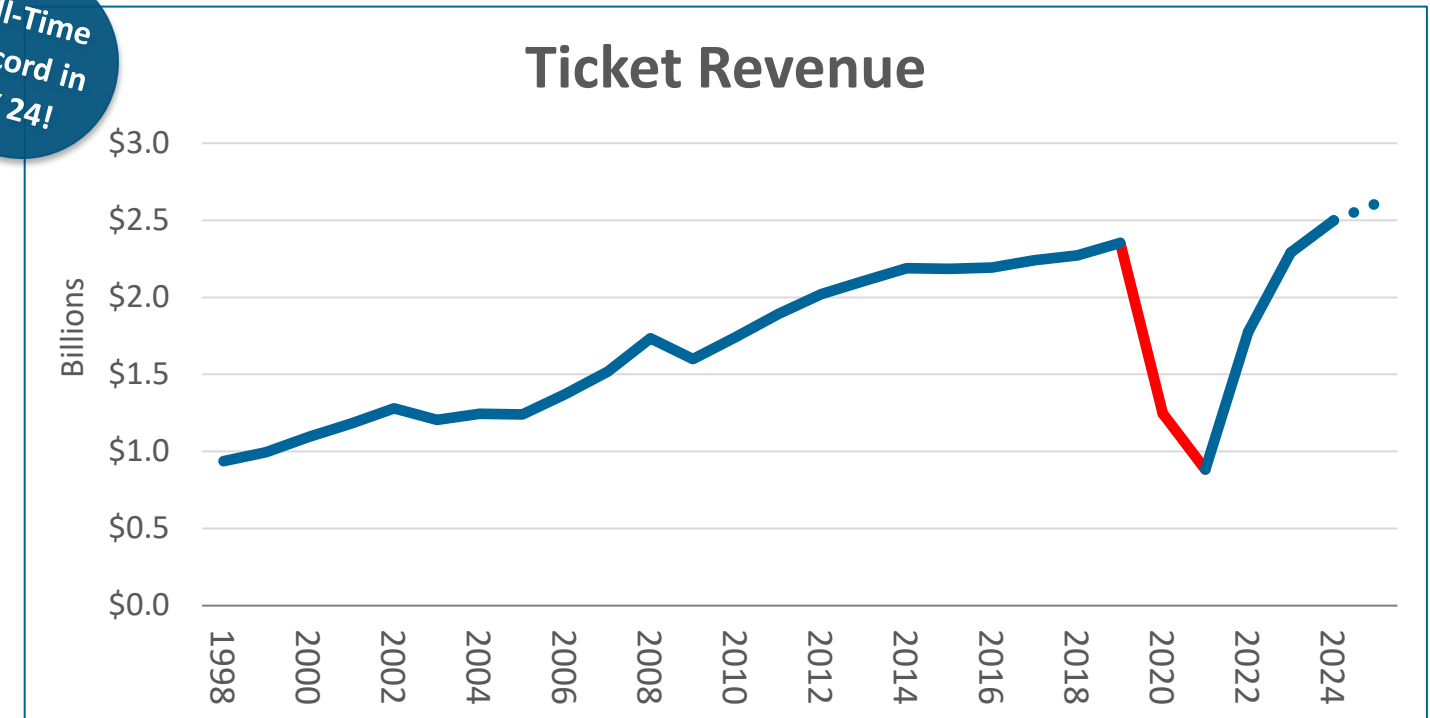
Business Update: Historic Trends

All-Time Record in FY 24!



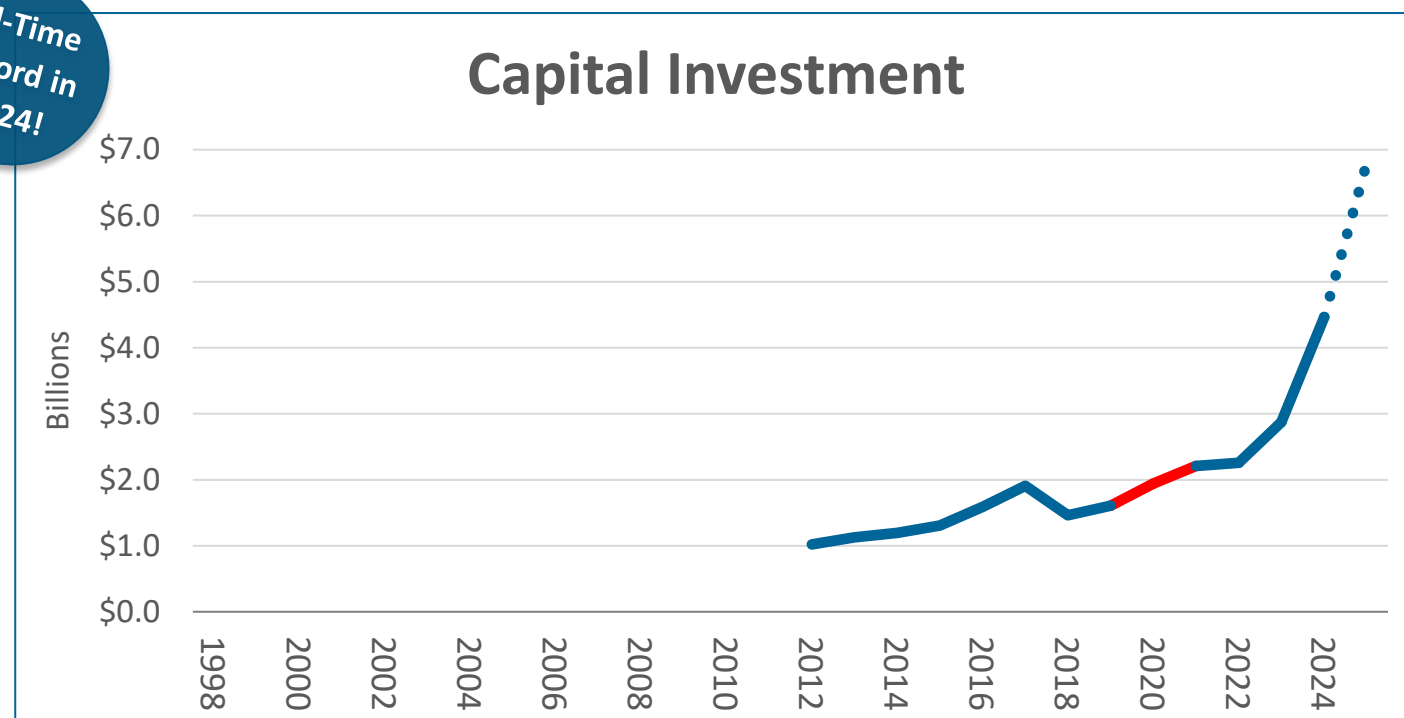
Effects of COVID-19 in FFY 20-21 shown in red. Dotted line shows FY 25 plan.

All-Time Record in FY 24!

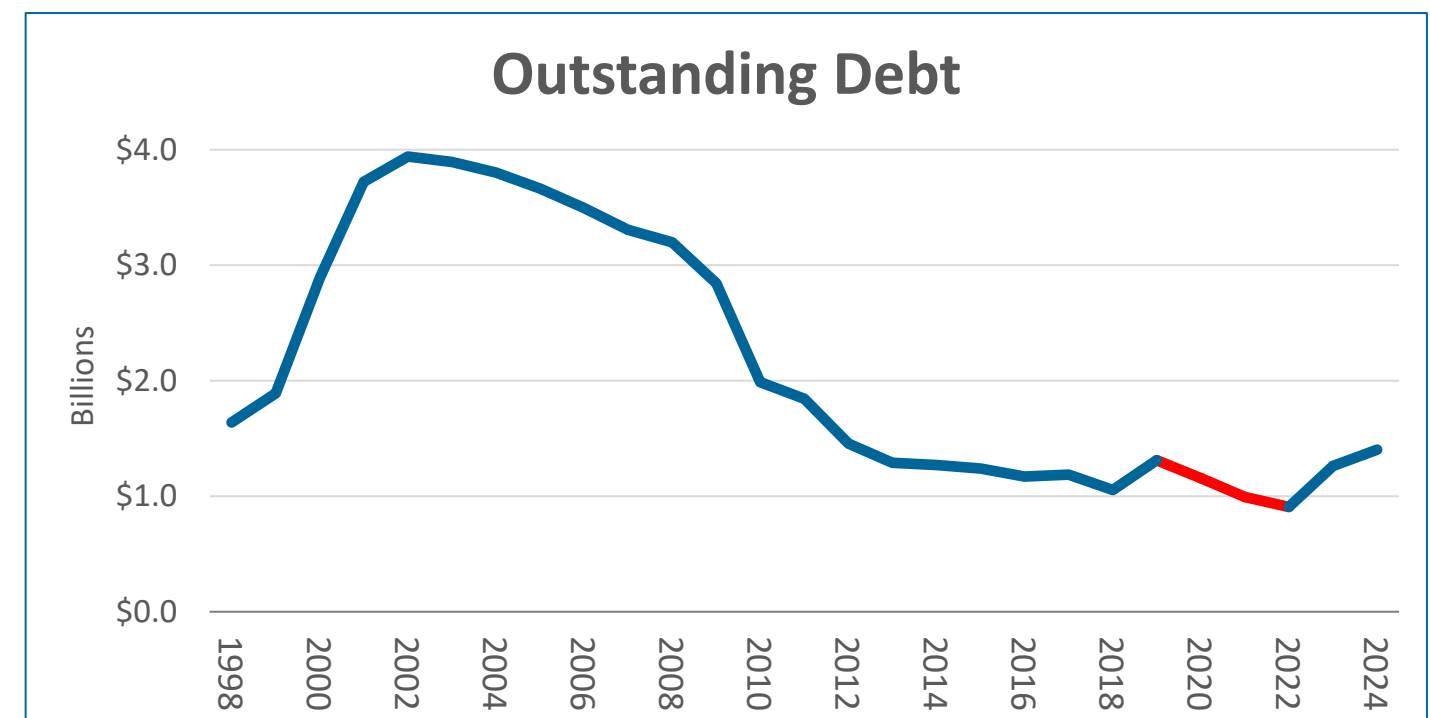


Effects of COVID-19 in FFY 20-21 shown in red. Dotted line shows FY 25 plan.

All-Time Record in FY 24!



Effects of COVID-19 in FFY 20-21 shown in red.



Effects of COVID-19 in FFY 20-21 shown in red.

FY 24 Accomplishments

- **32.8 million customers** (+15% year-over-year; most ever).
- **\$3.6 billion in operating revenue** (+7% YOY; most ever).
- **\$4.5 billion in capital investments** (+55% YOY; most ever, enabled by IIJA).
- Increased *NE Regional* service by up to 20% through efficient use of assets.
- With partners, initiated new State-Supported *Borealis* route and increased service on other State-Supported routes (Amtrak Cascades, *Berkshire Flyer*).



Challenges

- Amtrak faces significant, sustained cost increases due to inflation, IIJA implementation, and other factors.
- In putting IIJA investments to work, Amtrak needs to be both a train service company and a major construction company.
- Amtrak is recovering from decades of underinvestment. Despite historic IIJA funding, the company still needs a long-term source of stable, predictable funding: many assets are not yet in good repair, and modernizing / growing the railroad will take significant additional commitments.

About every five years, Congress updates rail policy via a surface transportation **authorizing bill**—and every year, Congress provides Amtrak with essential grant funding via an **appropriations bill**.

Authorizing Legislation *(e.g., PRIIA & FAST Act)*

- Amends transportation policies (including those affecting Amtrak) and recommends (but does not provide) funding for annual grants to Amtrak at a non-binding “authorized level.”
 - *Unlike other major surface transportation modes, Amtrak does not receive actual dollars via reauthorization bills. Instead, funding needs to be provided via the annual appropriations process.*

Appropriations Legislation *(e.g., Consolidated Appropriations Act, 2024)*

- Funds annual grants to Amtrak, usually well below authorized levels. Amtrak needs this funding to 1) continue operating its trains, and 2) meet day-to-day maintenance and capital needs.
 - *The uncertainties of the appropriations process affect our service / capital planning, causing delays and higher costs. IJA provides a temporary, partial reprieve—but only for select capital projects.*

Which type was the IJA?

The Infrastructure Investment and Jobs Act (IJA) was both an authorizing law (Div. B) and a source of supplemental appropriations (Div. J) for FY 22-26—but that supplemental funding is separate from, and not intended to replace, the regular appropriations that Congress provides to Amtrak via each year’s annual appropriations law. (For more information, see slides 14-15.)

Recent Amtrak Grant Funding

Year	Authorized	Appropriated
2022	\$3.870B	\$2.331B
2023	\$3.300B	\$2.453B
2024	\$3.650B	\$2.428B
2025	\$4.000B	TBD

One Grant. Two Accounts. Three Types of Train Service.

Federal appropriations for **Amtrak's Annual Grant** fund...

Northeast Corridor Account, *which supports...*

Northeast Corridor Trains

Fast, frequent service along an electrified, mostly Amtrak-owned rail line (the NEC) linking cities between Boston and DC. Service is provided by high-speed Acela trainsets (soon to reach 160mph) and Northeast Regional trains (up to 125mph). Operationally profitable; the federal government provides capital support.

Since Amtrak (rather than host railroads) is the primary owner of NEC infrastructure, NEC capital needs are far larger than National Network capital needs.

National Network Account, *which supports...*

State-Supported Trains

Short corridor routes (≤ 750 miles), mostly over host freight railroad tracks, connecting communities within one region. Amtrak operates these routes per contracts with sponsoring partners (typically state agencies); partners fund most operating losses and some capital costs. (If Amtrak-operated, most IJJA-supported routes advancing via FRA's CID would be State-Supported.)

Long-Distance Trains

Interregional routes (> 750 miles), mostly over host freight railroad tracks, connecting both major cities and small, rural communities. Most routes are multi-day, featuring sleeper and dining cars. By law, Amtrak must generally continue to operate existing routes at current levels of service. The federal government funds operating losses and capital costs.

- **State Partnerships & Cost-Sharing** — Amtrak operates 29 SS routes in partnership with 21 agencies representing 18 states. Federal law (“Sec. 209”) requires the use of a standardized methodology (maintained by the State-Amtrak Intercity Passenger Rail Committee, or SAIPRC) to fairly allocate route costs between Amtrak and these partners.
- **Re-fleeting** — State-of-the-art Airo trainsets will begin entering service on certain SS routes (in the Pacific Northwest & on the East Coast) in 2026.
- **Growth** — 11 SS routes set new ridership records in FY 24, continuing a decades-long trend of strong ridership growth.
 - Expansions — New service recently began in MN/WI/IL (*Borealis*); frequencies have been added to existing routes in places like NC, OR, VA, & WA; and more new service is planned for 2025 in LA/MS/AL.
 - CID — FRA’s Corridor Identification & Development Program (CID) and new IJA funding have created an opportunity to greatly increase State-Supported service, bringing even more trains to more people.

FY 24 Quick Facts: SSSL	
Ridership	14.5M
Operating Earnings	(\$252M)
Cost Recovery	77%

State-Supported Routes

Adirondack (NY), *Berkshire Flyer* (MA/NY), *Blue Water* (MI), *Borealis* (IL/MN/WI), *Capitol Corridor* (CA), *Carl Sandburg* (IL), *Carolinian* (NC), *Cascades* (OR/WA), *Downeaster* (ME), *Empire Service* (NY), *Ethan Allen Express* (NY/VT), *Hartford Line* (CT/MA), *Heartland Flyer* (OK/TX), *Hiawatha* (IL/WI), *Illini* (IL), *Illinois Zephyr* (IL), *Keystone* (PA), *Lincoln Service* (IL), *Maple Leaf* (NY), *Missouri River Runner* (MO), *Pacific Surfliner* (CA), *Pennsylvanian* (PA), *Père Marquette* (MI), *Piedmont* (NC), *Saluki* (IL), *San Joaquin* (CA), *Valley Flyer* (CT/MA), *Vermont* (CT/MA/VT), *Virginia Service* (VA), *Wolverine Service* (MI)

Long-Distance Trains (LD)

- **National Footprint** — 15 LD routes serve 39 states. These trains provide the only Amtrak service to 22 states (and to nearly half of all station stops).
- **Unique Role** — While LD trains account for most of Amtrak’s federally-funded operating losses, their cost recovery compares favorably to federally-subsidized airline, intercity bus, and local transit services in the rural areas they serve. These trains are the only remaining intercity transportation service for many small and mid-sized communities.
- **Performance** — LD passengers are often late due to some host railroads’ violation of a law giving Amtrak trains dispatching preference over freight.
- **Schedules** — LD trains have limited service frequency (daily, except for two thrice-weekly routes), and serve some major cities (e.g., Cleveland) mainly in the dead of night.
- **Re-fleeting** — Most LD passenger cars are 40+ years old and must be replaced for service to continue. Amtrak plans to use IJA funds to place an order for new equipment in FY 25.

FY 24 Quick Facts: LDSL	
Ridership	4.3M
Operating Earnings	(\$635M)
Cost Recovery	50%

Long-Distance Routes

Auto Train (DC-Orlando areas), *California Zephyr* (Chicago-SF Bay Area), *Capitol Limited* (Chicago-Washington), *Cardinal* (New York-Chicago), *City of New Orleans* (Chicago-New Orleans), *Coast Starlight* (Los Angeles-Seattle), *Crescent* (New York-New Orleans), *Empire Builder* (Chicago-Seattle/Portland), *Lake Shore Limited* (New York/Boston-Chicago), *Palmetto* (New York-Savannah), *Silver Meteor* (New York-Miami), *Silver Star* (New York-Miami), *Southwest Chief* (Los Angeles-Chicago), *Sunset Limited* (Los Angeles-New Orleans), *Texas Eagle* (Los Angeles/San Antonio-Chicago)

Amtrak Shares LD Routes with Freight Traffic



The Law Gives Amtrak Tools to Serve Passengers Effectively...

Decades ago, private railroads asked Congress to relieve them of their legal obligation to provide unprofitable passenger service. Congress obliged, assigning that responsibility to Amtrak. In exchange, federal law requires that today’s freight railroads grant Amtrak:

- **Access** — Amtrak trains must be able to use freight railroads’ tracks.
- **Preference** — When freight railroads host Amtrak trains, those trains must receive dispatching “preference” (priority) over freight trains.

The FRA has been very clear: no less than 80% of intercity rail passengers should arrive at their destinations on time. Preference is supposed to ensure that host railroads do their part to meet FRA’s standard.

LDSL Customers Arriving On Time, FY 24		
Route	On Time	Meets FRA Standard?
City of New Orleans	77%	X
Lake Shore Limited	76%	X
Capitol Limited	71%	X
Palmetto	66%	X
Texas Eagle	63%	X
Sunset Ltd.	60%	X
Crescent	59%	X
Auto Train	58%	X
Cardinal	58%	X
Coast Starlight	58%	X
Empire Builder	56%	X
California Zephyr	49%	X
Silver Meteor	47%	X
Silver Star	41%	X
Southwest Chief	34%	X

...But Those Tools Aren’t Working. And as a Result, Millions of Passengers Are Arriving Late!

Amtrak strives to meet FRA’s standard—but on host-dispatched routes, **we can’t control outcomes**. Every year, millions of riders face delays because certain hosts unlawfully prioritize freight over passengers.

The IIJA: \$66 Billion Investment in Rail

Northeast Corridor Funding

≤ \$30B for projects along the NEC

Amtrak
NEC Grant
\$6 billion

Federal-State
Partnership (NEC)
≤ \$24 billion

^ While Amtrak owns most of the NEC, Fed.-State funding is also available to support partner-led projects (e.g., Hudson Tunnel (GDC), bridge replacements in CT (CTDOT)).

Multipurpose Funding

\$8B for projects on or off the NEC

Railroad
Crossing
Elimination
\$3 billion

^ Amtrak ineligible.

CRISI
\$5 billion

^ CRISI supports intercity passenger and freight rail.

LEGEND

Grant to Amtrak

FRA Discretionary Grant

By law, **Amtrak's \$22 billion** (\$6B NEC + \$16B NN) must be used for certain capital needs, and cannot be used for day-to-day operations. **Thus, it's vital that Congress continue to provide robust annual appropriations!**

National Network Funding

≥ \$28B for projects outside the NEC

Amtrak
National Network Grant
\$16 billion

Federal-State
Partnership (National)
≥ \$12 billion

^ Fed.-State funding is available to support either Amtrak's National Network or other non-NEC routes not operated by Amtrak.

Below are illustrative, non-exhaustive lists of projects that Amtrak is using IJA funds (including the company's own grant dollars, FRA discretionary grant dollars, and other resources) to advance:

National Network

Fleet & Supporting Facilities

- ✓ New Airo trainsets for State-Supported routes and the *Palmetto*
- ✓ New ALC-42 Charger locomotives for Long-Distance routes
- New bilevel passenger equipment for overnight Long-Distance routes

Infrastructure — Capital Renewal & Other

- Chicago Hub Improvement Program projects (Chicago Union Station)
- *Empire Builder* infrastructure & station improvements (MT)
- *Southwest Chief* infrastructure improvements (AZ)

ADA Stations Program *(full Amtrak-responsible compliance by 2029)*

Obsolete National Rail Asset Replacement

- Next-generation reservation systems
- Cybersecurity improvements for operational technology

Future Growth — New and Enhanced Service

- ✓ Progress towards Gulf Coast service restoration (two round trips daily)
- Progress towards daily *Cardinal & Sunset Limited* Long-Distance service
- Furtherance of other FRA CID (corridor development) selections

Some or all elements of projects with a "✓" were in active production / construction as of 1 January, 2025.

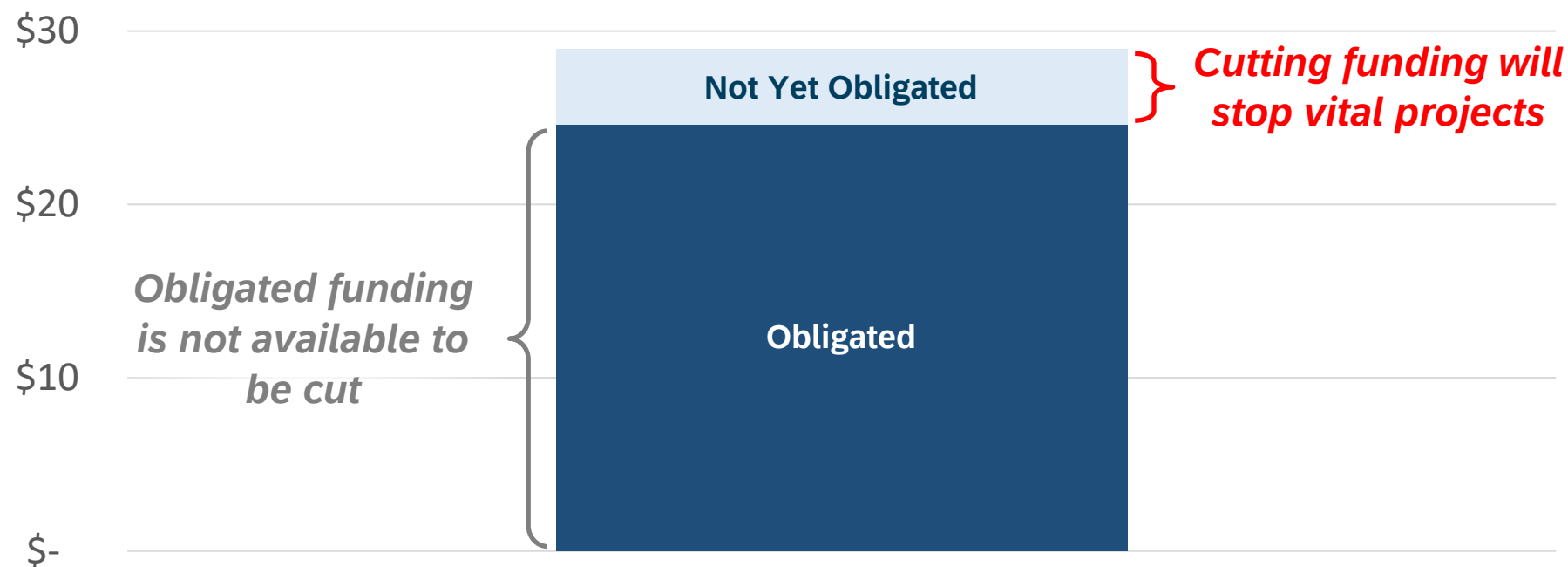
Amtrak Grants Status

Amtrak's IJA funding supports key capital projects (e.g., compliance with ADA, replacement of train equipment); separate annual funding is needed to continue operating trains and maintain the railroad.

Across FYs 22-26, Congress has appropriated \$29 billion for Amtrak grants (\$22B IJA funding + \$7B annual appropriations to date), of which \$25B (about 85%) has already been obligated:

Amtrak Grants: Funding Obligated to Date

(\$billions)



As used above, "obligated" includes all funding covered by executed Amtrak-FRA grant agreements.



Projects at Risk!

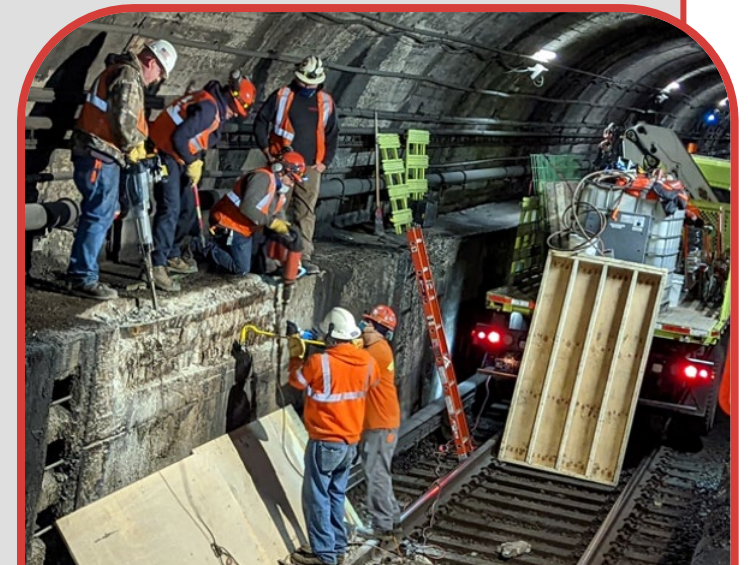
If funding for Amtrak's grants is cut, vital projects will be forced to stop. Potential examples include:

New Long-Distance Trains



Amtrak needs new bilevel train equipment to continue operating Long-Distance routes. A major procurement is now underway—but since no contract has been signed, the project is at very high risk in the event of cuts.

Amtrak is working to bring aging NEC rail infrastructure into a state of good repair. Elements of this effort would be at risk in the event of cuts—potentially undermining the effectiveness of other, ongoing investments.



NEC Infrastructure SOGR

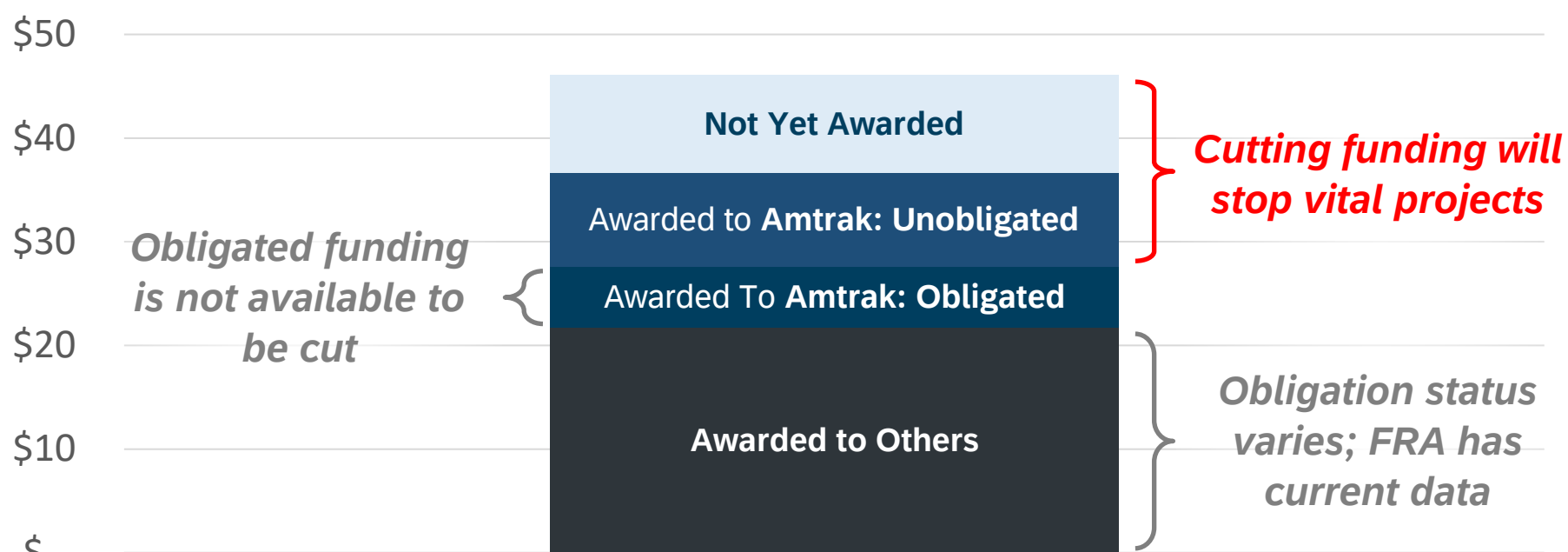
FRA Grants Status

FRA grant funding supports key capital projects (e.g., replacement of century-old bridges / tunnels) and new routes (or additional trains on existing routes).

Across FYs 22-26, Congress has appropriated \$46 billion for FRA discretionary grants (\$44B IJA funding + \$2B annual appropriations to date), much of which has already been obligated:

FRA Grants: Funding Obligated to Date

(\$billions)



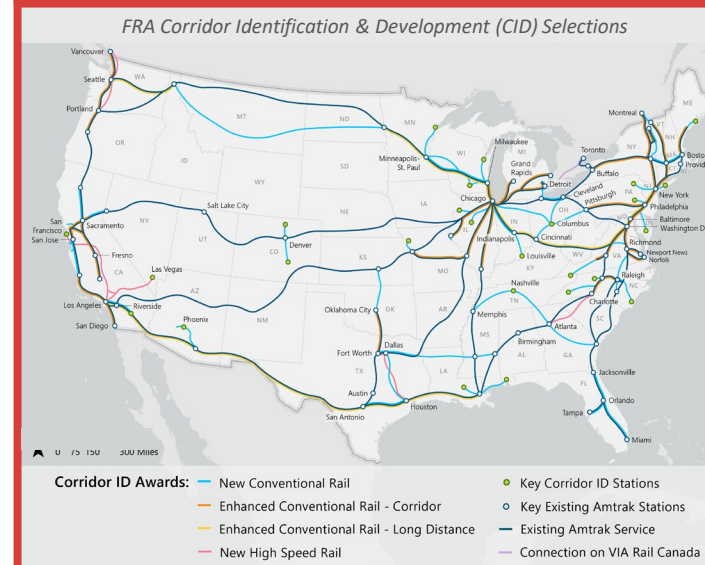
As used above, "obligated" includes all funding covered by executed grant agreements. "Awarded" includes additional dollars covered by phased funding agreements (PFAs) and letters of intent (LOIs).



Projects at Risk!

If funding for FRA discretionary grants is cut, vital projects will be forced to stop. Potential examples include:

New Routes Across America



FRA has identified 69 routes for potential expansion of service, including many that would bring trains to currently-unserved communities. Funding cuts would put all expansions at risk, including near-term opportunities like the Heartland Flyer, Downeaster, and a new Front Range train.

FRA grant funding is helping to address a backlog of major NEC capital projects, including replacement of hundred-year-old infrastructure like the Susquehanna River Bridge (planned replacement shown at right). Many such projects would be at risk if funding were cut.



NEC Bridges & Tunnels

Growth Opportunities

FRA Corridor Identification & Development (below): In 2023, FRA accepted 69 applications (most by state DOTs) into its CID program. Selected applicants received \$500k to begin mapping out proposed service changes in detail; FRA will decide which corridors continue to advance, and can then award grants (dependent on available federal funding).

The U.S. has changed a lot over the years; Amtrak's network has not. New routes are needed in order to adequately connect unserved and underserved communities.

Proposed Network of Preferred Routes



FRA Long-Distance Study (above):

Early in 2025, as required by law, FRA completed a study of former Long-Distance routes; the final report included a “proposed network” of routes that *could* be restored. However, federal funding still needs to be appropriated for capital needs and ongoing operating assistance in order to carry out any such restorations.

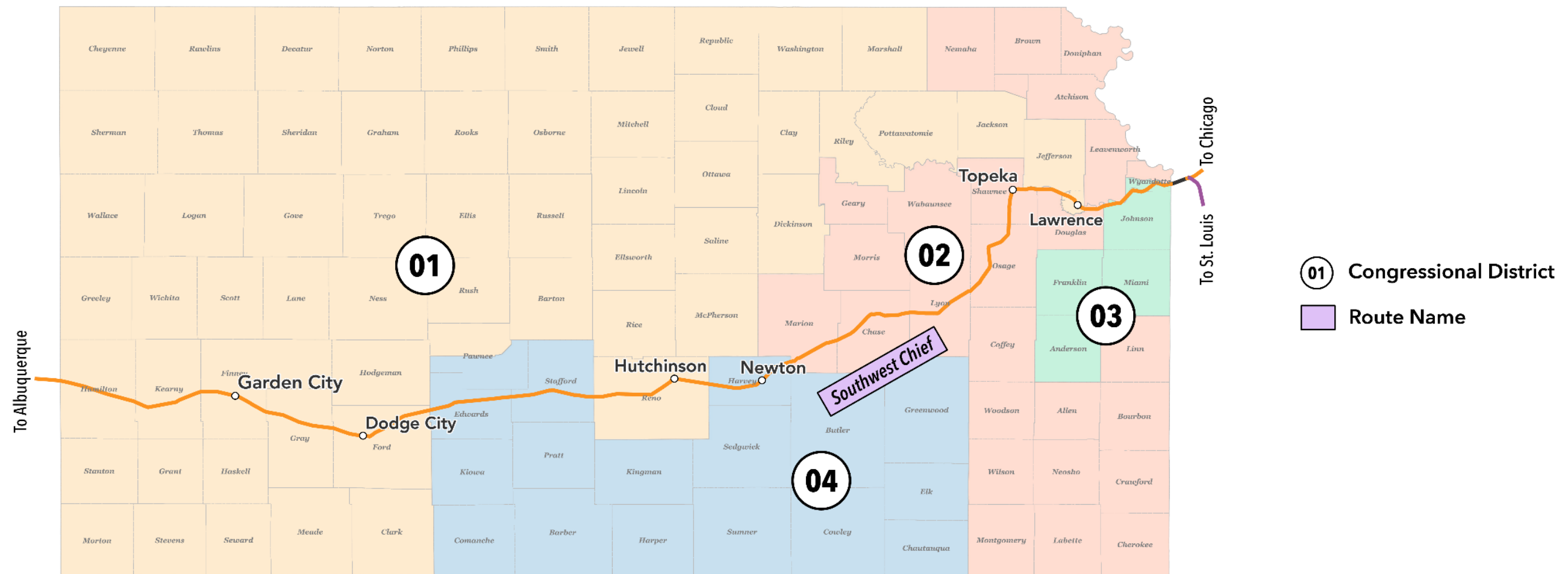
More info on CID: railroads.dot.gov/corridor-ID-program

More info on LDS: fralongdistancerailstudy.org/



Kansas: At a Glance

- Six stations
- *Southwest Chief*
- Over \$24M invested in ADA projects
- Over \$60M in procurement



Heartland Flyer Extension to Wichita and Newton



- Heartland Flyer Extension will connect Kansas with Oklahoma City and Dallas/Ft. Worth
- Connect to Amtrak's Southwest Chief, which serves 6 Kansas communities & Kansas City, Chicago and Los Angeles
- Amtrak provided technical support for the KDOT Service Development Plan
- KDOT is ready to advance completion of Step 2 of FRA Corridor ID Program

Amtrak's Role in State-led Corridor ID Projects



- Support state partners with technical resources through Corridor ID steps 1-3
- Ridership and revenue forecasts
- Operating cost forecasts
- Schedule analysis
- Station and maintenance facility needs

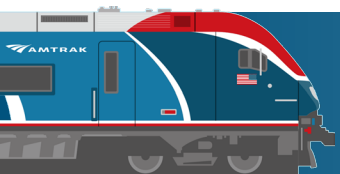
The future is bright. With Congress' continued support, Amtrak can bring key assets into good repair, expand State-Supported service, and sustain Long-Distance routes for the next generation. Achieving these goals will require Amtrak to focus not just on train service, but on large-scale construction and project management.

What do the Next Few Years Look Like?

- *New locomotives and trainsets*
- *New routes and more frequencies across America*
- *Goal of doubling ridership by 2040*
- *NEC infrastructure projects (bridges, tunnels, etc.)*

What does Amtrak Still Need from Congress?

- *Robust annual appropriations*
- *Policy updates and improvements*
- *Predictable long-term funding*



To learn more, visit [Amtrak.com/neweraofrail](https://www.amtrak.com/neweraofrail)

Reach out with any questions or concerns!

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