



Long Distance Update RPA Webinar

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Long Distance Update

TODAY'S AGENDA:

- Long Distance Service Restoration
- Bridging to the Future
- Long Distance Fleet Replacement
- Summer 2022 Service Disruptions and Actions

Long Distance Frequency Fully Restored

- All Long Distance routes were restored to pre-pandemic service frequency by October 2022
- Last restorations were *Silver Meteor* resumption and increase back to daily service on *City of New Orleans* and *Crescent* from 5X/weekly service
- Two rounds of pandemic-related reductions and restorations impacted LD network:
 - 3X/weekly service on most LD routes began October 2020; restored May/June 2021
 - 5X/weekly service on most LD routes beginning in January 2022; restorations phased in March, May and October
- *Total LD capacity will remain below pre-pandemic levels due to reduced car availability through 2023*



Bridging to the Future - Fleet

- ALC-42 Charger locomotive deployment continues – 19 have been delivered to Amtrak and entering service as commissioned; total order is 125 locomotives
- Long Distance interior refresh
 - 400+ bi-level Superliner cars; ~60 coaches completed, work on sleepers, dining cars, Sightseer lounges beginning in January 2023
 - 50 Viewliner I sleepers – design under way; will follow Superliners
- Long Distance capacity (ASMs) for FY23 is expected to be 11% lower than pre-COVID capacity, despite full frequency restoration
 - Driven by reduced fleet availability – two major derailment events, and pandemic resource decisions which idled marginal capacity
- Action plan for restoring idled and damaged long distance equipment to service – being developed now with Mechanical

Bridging to the Future – Customer Experience

- Reimagined traditional dining restored on Western routes in 2021
- Upgrading to traditional dining on *Silver Star* and *Silver Meteor* in 2023
- Planning for expanding coach customer access to traditional dining, following pilot program on *Coast Starlight*
- Continued improvements to café and flexible dining menus and service



Long Distance Fleet Replacement

- Replace Amtrak's aging fleet (Superliners, Viewliners and Amfleet IIs) to serve the needs of future Long Distance customers
 - Improve customer experience (technology, comfort, sustainability, product)
 - Improve operating economics (cost recovery ratio)
 - Increase sustainability and accessibility (ADA dimensions)
 - Strive for fleet standardization
 - Improve operational flexibility and reduce maintenance costs
- Fleet procurement initiative has begun, led by new Capital Development group
 - Team includes Finance/Procurement, Commercial/Product and Mechanical/Ops
- Key timeline milestones include:
 - RFI released to potential manufacturers by December 2022
 - RFP to manufacturers by Fall 2023
 - Recommendations/decisions/approvals/NTP by end of 2024
- Commercial team: market research, business model, design concepts

LD Service Disruptions in 2022 – Issues and Actions

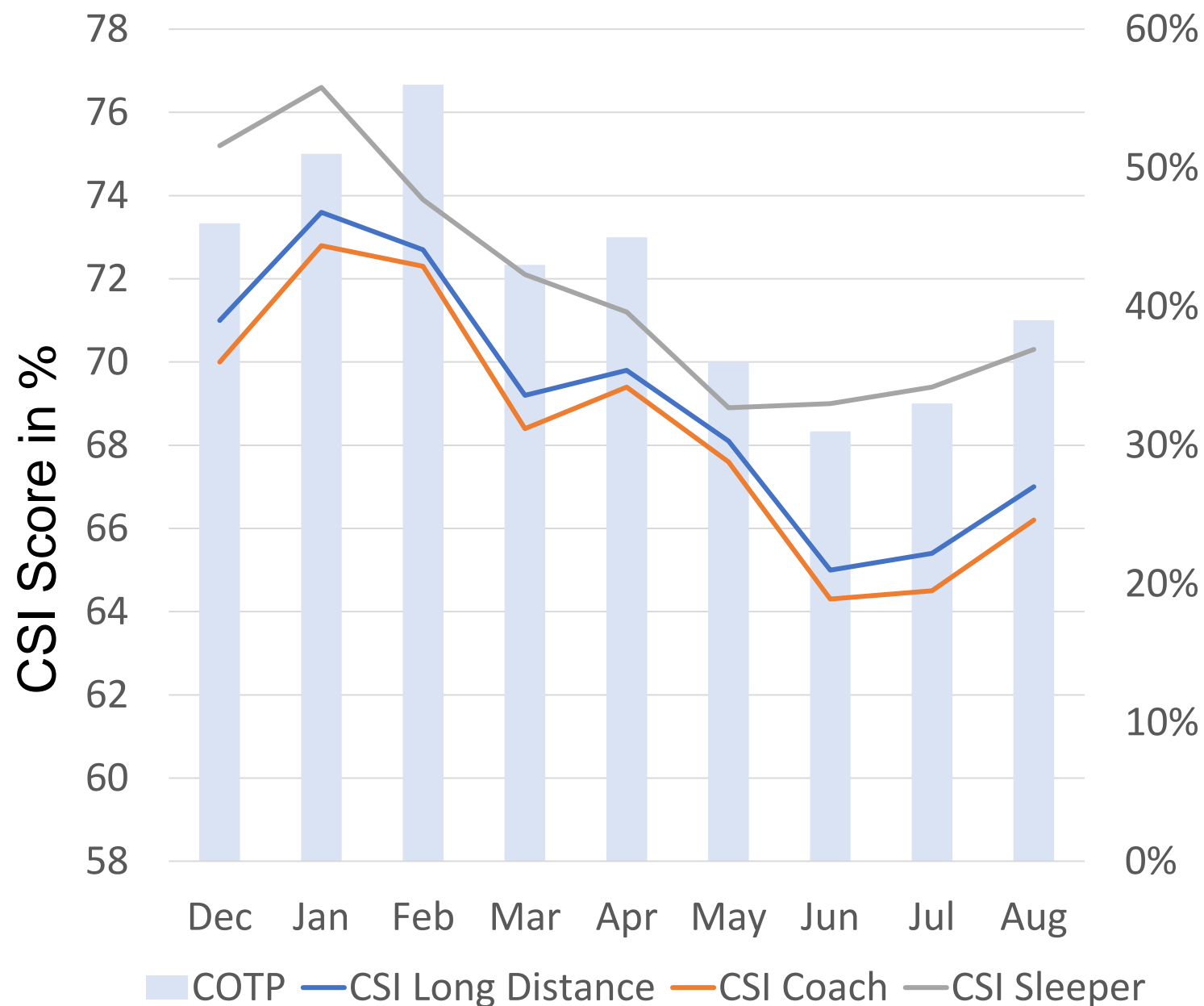
- A variety of service disruptions can occur which can lead to advanced or “day-of” train cancelations, consist reductions, or closing of rooms or cars. The causes of disruptions vary from:
 - **External challenges** (host railroad delays, weather, etc.); and
 - **Internal challenges** (staffing, mechanical issues, supply chain problems, etc.)

External Challenges

- Unforeseen and/or unavoidable incidents on the network often prevents Amtrak from delivering our planned service levels. Issues range from advanced planned track work by the host railroad to a catastrophic hurricane that indefinitely curtails service.
 - In FY22, there were approximately 39 Host Railroad derailments that caused service disruptions or cancelations.
 - In FY22, Amtrak had 324 pedestrians and vehicles strikes, with 152 at grade crossings. On 72 occasions, the struck trespasser or vehicle reportedly went around an activated gate. 96% of Amtrak grade crossing strikes were on host railroad tracks.
 - There were also at least 44 natural disasters/weather emergencies that caused significant disruptions or cancelations in FY22.
 - The severity of last summer’s heat waves created wide-scale speed reductions on the network.
- These externally driven delays impact our customers in different ways: on-time arrival/departure, missed connections, and potential cancellations.

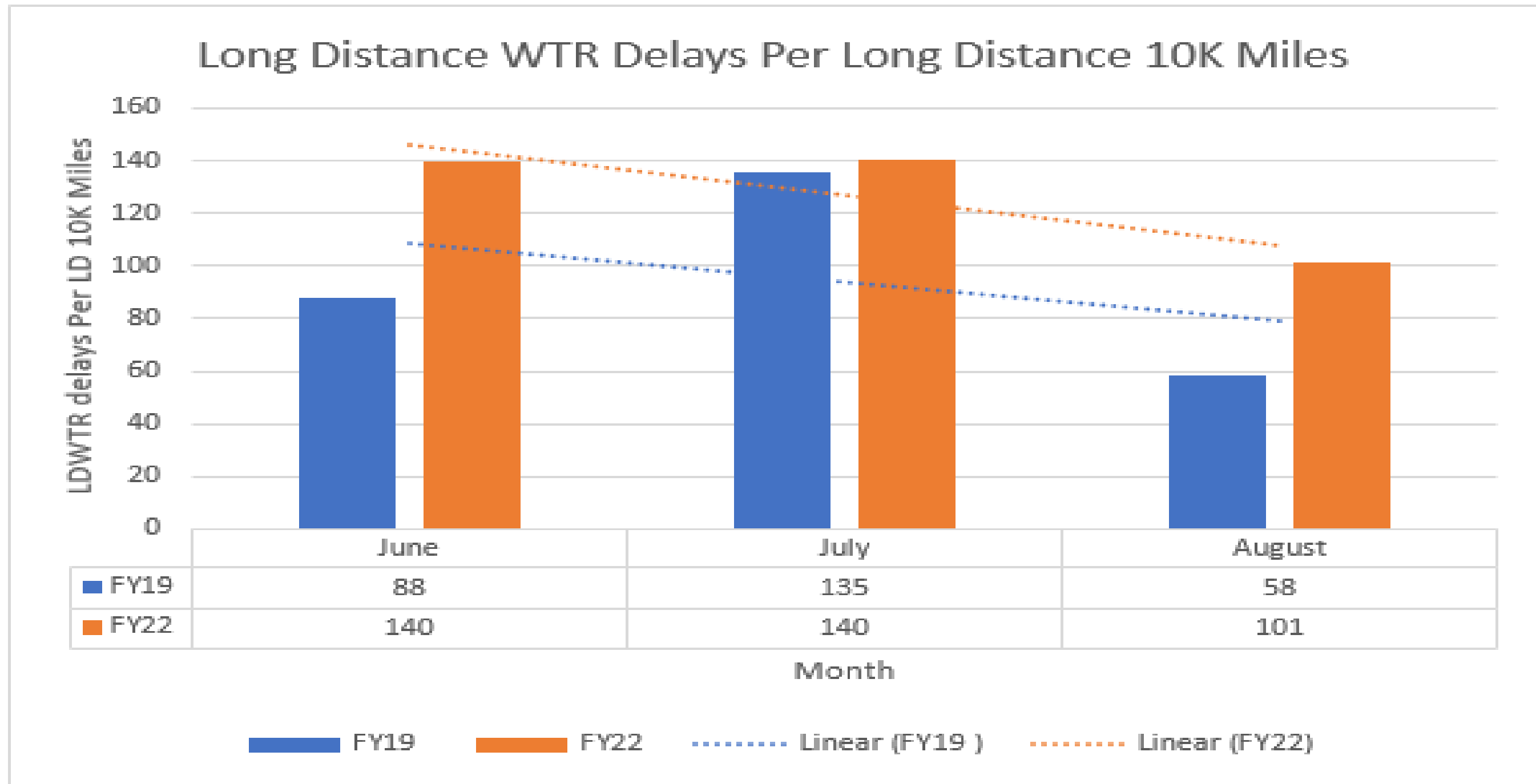
Customer Satisfaction Index (CSI) & Customer On Time Performance (COTP)

Long Distance CSI & COTP



- Amtrak’s Long-Distance CSI is highly correlated to the Customer On-Time Performance (COTP).
- During the summer of 2022, the COTP deteriorated, and Amtrak's Long Distance CSI scores reflect this deterioration.
- The impact of the host RR delays on the Long-Distance COTP is substantial.
- Amtrak highly values feedback provided by customers and focuses on continuous performance improvement in response to these delays.
- Amtrak is taking actions to further increase service quality

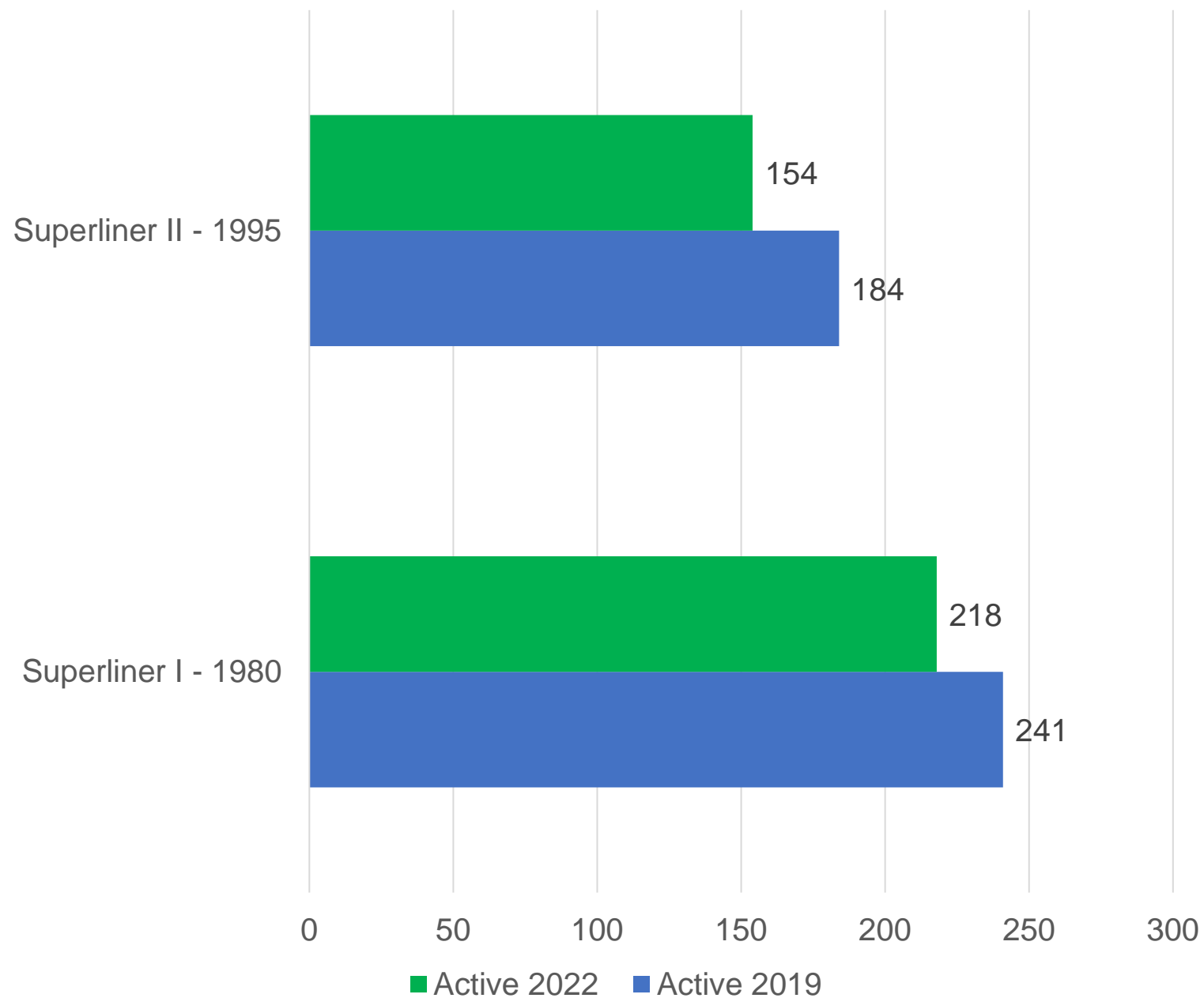
Summer Heat Waves Led to Additional Delays



WTR = Weather-Related Delay

Amtrak Fleet Availability

Long Distance Fleet evolution

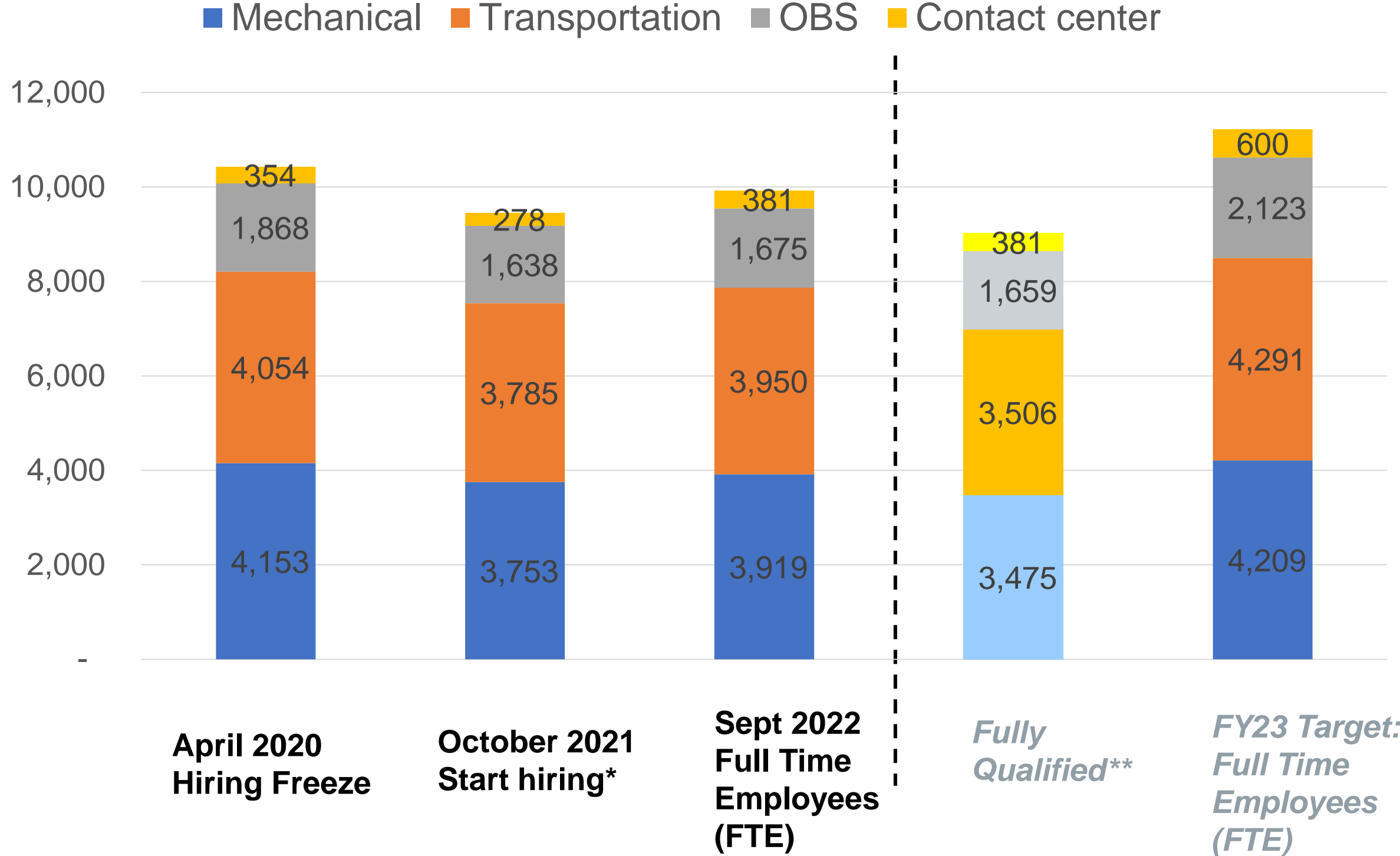


- Fleet availability is at the heart of the service planning process and drives our capacity to deliver the service.
- Change in fleet availability may lead to adjustments to the planned service/capacity.
- The Long Distance Superliner fleet has suffered in last three years due to:
 - Recent derailments
 - Aging fleet
 - Pandemic delays to fleet overhauls
 - Labor shortage in Mechanical crafts
 - Supply chain issues
- Any reduction of the planned capacity impact customers
- As we address the labor shortage and all other things being equal, fleet availability will improve.

Amtrak Hiring

- Since the beginning of FY 2022, Amtrak has hired 3,728 new employees across all areas of the company, representing a record annual level of new employees at Amtrak.
- Amtrak is looking to grow by hiring an additional ~4,000 new employees in FY23 with critical roles in all areas of Service Delivery and Operations:
 - Maintenance of Equipment Crafts (Electricians, Machinists, etc.)
 - Maintenance of Way Crafts (Track, Structures, Electric Traction, and Communication & Signals)
 - Transportation Crafts (Locomotive Engineers, Assistant Conductors, Dispatchers, etc.)
 - Customer Service Crafts (On-Board Service, Customer Service Representatives)
- Over this same period, ~1,600 people have left Amtrak for new jobs, retirement, etc.
- New employees must be trained and qualified and that takes time.
 - OBS= ~3 Months
 - Conductors = ~4-6 months
 - Engineers = ~18-24 months
- We have numerous ongoing recruiting, hiring and training events and launched new apprenticeship programs and partnerships with educational institutions.

Amtrak Train Service Employees Snapshot



*Hiring process for mechanical crafts started in July 2021, with onboard services (OBS) and other crafts starting to actively hire in October 2021.

**Fully Qualified reflects classroom training is complete. There may be additional on-the-job training to follow.



Passenger Inconvenience Spending

- Over the summer of 2022, Amtrak spent nearly \$3M supporting customers on significantly late trains or major disruptions to service
- Tactics include bussing customers (either as a bridge of service or to the customer's destination), offering overnight accommodations and meal vouchers for missed connections, and providing onboard provisions for delayed train enroute
- Compared to a few years ago, Amtrak has increased its efforts in supporting the customer in those disruptions by bridging with buses, increasing our assistance on food and lodging, and developing new tactics such as Taxi & Rideshare

Type of Expenditure (\$ in thousands)	Summer 2017	Summer 2022
Buses	\$ 721	\$ 1,528
Meals and Lodging	\$ 84	\$ 693
Onboard Food & Beverage	\$ 265	\$ 529
Taxi & Rideshare		\$ 117

Amtrak Initiatives - Completed

Amtrak has invested in resources and process initiatives over the past several years to improve customer communication and response to service disruptions

Communications

Self-Service Tools created for customers to manage re-booking in the event of train cancellation

- More efficient travel resolution avoids need to reach Amtrak personnel via phone or at station
- Late 2022: self-service tools will expand to allow re-booking in the event of delayed trains as well

Proactive Outreach from Contact Center began in Summer 2022

- Contacting customers and offering service recovery for long delays and other disruptions, rather than awaiting customer complaints and response.

Operations Center

Customer Communications Team was launched in Operations Center in 2018

- Real-time outbound communication via social media (Twitter)
- Added communication channel via Amtrak App
- Increased staffing and now provide 24/7 coverage
- Adding outbound/inbound text messaging capability in 2023 to broaden reach
- Aligning situational information and scripting to share with Conductors and other onboard personnel to improve customer messaging

Amtrak Procedures – Updated Process for Loss of HEP

Following from the October disruption event in Michigan, Amtrak refined procedures to assure coordinated customer handling response when Head-End Power (HEP) is lost on any operations off the Northeast Corridor

Immediately following the loss of HEP:

- Conductor communication with Host RR train dispatcher and CNOC
- Engineer troubleshoots loss of HEP in consultation with CNOC Mechanical Desk

If loss of HEP extends longer than 15 minutes, or with no root cause identified:

- Operating teams will develop contingency plans for equipment and customer rescue
- If known mechanical issue identified, CNOC Mechanical Desk will mobilize appropriate resources including nearest Mechanical manager dispatched to scene
- CNOC Duty Officer will coordinate hourly conference calls engaging all operating groups and emergency management support beginning at 30 minutes into event

If loss of HEP extends longer than 90 minutes:

- Conference calls including senior operations leaders will be coordinated every 30 minutes until customers have been relieved of the non-HEP situation

Amtrak Initiatives – On-going

Amtrak is further investing in resources and process initiatives to improve customer communication and response to service disruptions

Communications

Proactive Direct Response to customers is being piloted on Acela in 2022

- Driven by delay incidents, targeting outreach with apology and AGR rewards points

Contact center staffing and training

- Adding Contact Center staffing to improve responsiveness
 - Average Speed to Answer (ASA) has improved from 13 minutes early in the summer to under 3 minutes in October, and continues to trend lower
 - 65 agents have been added in past 30-45 days; more hiring planned throughout FY23

Operations Center

Establishing Service Disruption Desk in Operations Center in 2023

- Coordinate comprehensive management of significant disruption events

Customer Case Management Database will be deployed in 2023 providing a central repository for tracking and measuring service recovery performance and follow-through across the organization at the individual customer level

Capacity Recovery

Hiring plan: Further Amtrak hiring and training efforts to achieve staffing targets

Consist restoration: With additional resources, Amtrak will optimize the capacity production and take every opportunity to restore equipment deployment to the pre-pandemic level.

