

PRIIA Section 210 FY10 Performance Improvement Plan Sunset Limited / Texas Eagle



September 2010





PRIIA Section 210 Report
Sunset Limited / Texas Eagle
Performance Improvement *Plan (PIP)*



September 2010

Section 210 Core Team
Marketing & Product Development
Operations
Policy & Development
Finance
Government Affairs

This page intentionally left blank



TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	1
A.	Background.....	1
B.	Plan Highlights.....	2
C.	Key Measurements.....	5
D.	Projected Financials and Key Metrics	6
E.	Implementation	7
F.	Summary and Next Steps.....	8
II.	INTRODUCTION	9
A.	Background and Historical Data.....	11
III.	OPERATING PLAN	15
A.	Schedule.....	15
B.	Schedule Development Issues.....	16
C.	Schedule Benefits.....	17
D.	Operations Description Summary.....	18
E.	Operations Staffing Summary.....	19
F.	Equipment Requirements Overview	20
G.	Detailed San Antonio Terminal Operating Plan	21
H.	Discussion of San Antonio Operational Issues and Improvements	23
IV.	HOST RAILROAD CAPACITY CONSIDERATIONS.....	25
V.	MARKETING OPPORTUNITIES.....	27
VI.	ON-BOARD SERVICE PLAN	29
VII.	STATIONS	31
VIII.	SERVICE IMPLEMENTATION	33
IX.	FINANCIAL AND OPERATIONAL ANALYSIS.....	35
A.	PRIIA Section 210	35
B.	PRIIA Section 207	36
C.	Incremental Impact	37
D.	Financial Implications to Each Route.....	40
E.	Conclusion	42
F.	Next Steps	42
	Appendix A: PRIIA Section 210 - Performance Improvement Criteria.....	44
	Appendix B: PRIIA Section 207 Performance Metrics.....	45
	Appendix C: Sunset Limited Host Railroads.....	46
	Appendix D: Current Sunset Limited Timetable	47
	Appendix E: Current Texas Eagle Timetable	48
	Appendix F: Long Distance Ratings Used for PRIIA 210 Ranking.....	49
	Appendix G: Sunset Limited Markets	50

This page intentionally left blank

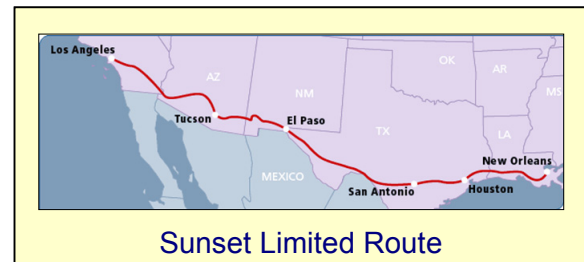
I. EXECUTIVE SUMMARY

Section 210 of the **Passenger Rail Investment and Improvement Act of 2008 (PRIIA)** requires Amtrak to identify the lowest performing third of the fifteen long distance routes in 2010 and develop a plan to improve the overall results of their financial, on-time performance, service-related, and customer satisfaction targets¹. Amtrak will work on the middle ranked and top ranked trains in 2011 and 2012 respectively. The five routes identified for FY10, based on a combination of FY08 Attributed Cost Recovery, Customer Satisfaction Index (CSI), and on-time performance are the *Sunset Limited*, *Texas Eagle*, *California Zephyr*, *Cardinal*, and *Capitol Limited*.²

This report describes the recommendations of the *Sunset Limited / Texas Eagle (Sunset/Eagle)* Working Group.

A. Background

Since Amtrak's inception in 1971, the *Sunset Limited* has been one of the weakest financial performers in the Amtrak long distance network. Tri-weekly service and historically poor on-time performance have turned away potential customers and resulted in inefficient equipment and staff utilization. These burden the service with disproportionately higher costs and lower revenue and ridership.



Over the years, Amtrak has managed a number of efforts to improve the financial performance of the *Sunset Limited*. Most of these focused on cost reduction, which generally resulted in degraded service leading to lower revenues and declining financial performance. Following Hurricane Katrina, Amtrak suspended the Eastern portion of the route between New Orleans and Orlando.



The *Texas Eagle* provides daily service between San Antonio and Chicago and tri-weekly service to Los Angeles. By switching cars at San Antonio between the *Texas Eagle* and the *Sunset Limited*, Amtrak provides a Los Angeles - Chicago through car service. The two routes' respective schedules, however, result in very long layovers for connecting customers during

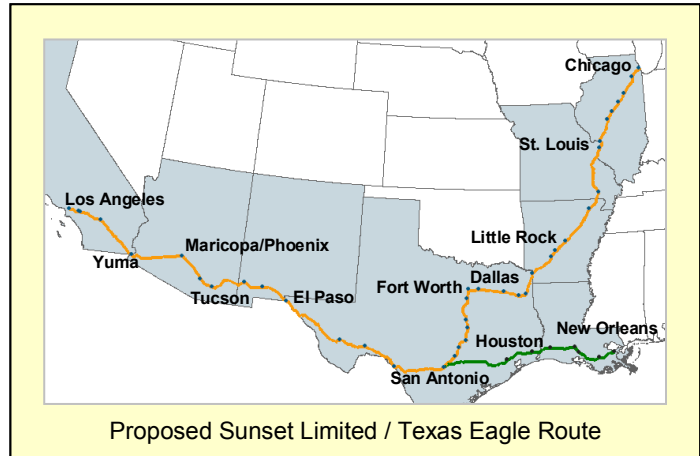
¹ Two sections of PRIIA direct performance measurement. Section 210 describes Performance Improvement Criteria for Long Distance (See Appendix A) and Section 207 describes Performance Metrics that have been recently issued by the FRA (See Appendix B).

² See Appendix F for Rating Method



which through cars are parked overnight in a noisy rail yard. Historically poor host on-time performance issues further exacerbate the customer service situation. Historically, the *Texas Eagle* outperforms the *Sunset Limited* on cost recovery, though their on-time performance and CSI scores are similar.

In 2009, after learning of the upcoming PRIIA requirements, Amtrak’s Marketing and Product Development Department initiated a comprehensive study of the *Sunset Limited* and *Texas Eagle* as part of its Route Performance Improvement (RPI) program. The RPI program is a cross-departmental, collaborative effort that examines nearly every aspect of a route’s operation. The program’s goals are to identify opportunities to improve customer service, increase revenues, and reduce costs to drive up performance measures. Since PRIIA Section 210 and Amtrak’s RPI program share similar goals, Amtrak will use the processes developed for its RPI program as part of a larger effort in the corporation for Section 210 compliance.



The *Sunset/Eagle* RPI generated a large number of route enhancement ideas from employees throughout the Southwest and Southern Divisions. The team analyzed a number of schedule and service options and concluded that restructuring the two routes will result in the best overall financial and customer service model.

B. Plan Highlights

Two major changes underlie the proposal made by the Performance Improvement Team:

1. **New daily Los Angeles - Chicago service** combines the Los Angeles - San Antonio portion of the *Sunset Limited* with the San Antonio - Chicago *Texas Eagle*.
2. **New daily San Antonio - New Orleans service** with cross-platform transfer of passengers at San Antonio.

Plan Highlights

- New daily service between Los Angeles and Chicago
- New daily service between San Antonio and New Orleans
- Reduction of layover time in San Antonio
- Daylight schedule in major cities
- Connection to Coast Starlight
- Reduced equipment requirements – Released sleepers ease Capitol Limited capacity constraints

This plan corrects several operational obstacles that have held down *Sunset Limited* financial performance. The tri-weekly service schedule increased costs by forcing long layovers of On-Board Services (OBS) personnel at New Orleans, and Train and Engine (T&E) crews at various layover locations along the route. It also forced inefficient equipment utilization. The fact that



train mileage increases 76% while avoidable costs rise by only 31% is evidence that this plan makes real improvements in labor and equipment efficiency.

Amtrak’s Market Research & Analysis Group and Finance Department estimate that the new service will add 124,100 additional riders and generate over \$10 million in additional revenue across the Amtrak system. Nearly 80% of the revenue and ridership increases will be on the new combined *Sunset/Eagle* route. The *Coast Starlight* and *Capitol Limited* are the other routes benefiting from the change. The *Southwest Chief* will incur slight declines.

Equipment Implications

Although the restructured service will increase sleeping car capacity and revenues, and offer full meal service on all portions of the *Sunset/Eagle* route, the elimination of equipment utilization inefficiencies will enable Amtrak to provide that service with four fewer Superliner Sleepers and four fewer diners. These cars will be shifted to the *Capitol Limited* to ease capacity constraints on that route.

The plan also requires five Diner Lounges and one coach car to support the new service. This equipment is immediately available; the diners shifted from the *Sunset Limited* to the *Capitol Limited* will replace diner-lounge cars currently used on that route.

Equipment

Type	Current	Plan	Needed for Plan	Not Needed for Plan
Locomotives	12	11		1
Baggage	4	0		4
Trans Dorm	8	7		1
Sleeper	11	7		4
Diner Lounge	4	9	5	
Diner	4	0		4
Lounge	8	7		1
Coach	15	16	1	
Coach Baggage	8	9	1	



Schedule Changes

The new schedule in Los Angeles will enable better connections with the *Coast Starlight*. Along with reductions in San Antonio layover time, the new route gives customers much better arrival and departure times in key cities. Amtrak’s Market Research & Analysis Group estimates that these changes will drive higher ridership in these cities.

SCHEDULE CHANGES - Key Cities

Eastbound	Current	Proposed
Maricopa/Phoenix	11:17 PM	8:14 AM
Tucson	1:55 AM	10:22 AM
Houston	5:10 AM	12:10 PM

Westbound	Current	Proposed
Maricopa/Phoenix	12:57 AM	8:13 PM
Tucson	11:30 PM	6:46 PM
Houston	9:50 PM	6:35 PM

Layover Impact

The new service will vastly improve San Antonio layovers for through passengers. The most dramatic reductions will be for passengers traveling between Los Angeles and Chicago, with trip times falling by 9 and 5 hours for eastbound and westbound travelers respectively.

San Antonio Passenger Layovers

Eastbound	Current	Proposed
Los Angeles to New Orleans	2 hrs, 25 min	1 hr, 5 min
Los Angeles to Chicago	9 hrs, 30 min	0 hrs, 50 min

Westbound	Current	Proposed
New Orleans to Los Angeles	2 hrs, 40 min	2 hrs, 10 min
Chicago to Los Angeles	7 hrs, 45 min	2 hrs, 40 min

Customer Satisfaction Index (CSI) and On-Time Performance (OTP)

Running a daily through train between Los Angeles and Chicago simplifies the operation of the route and reduces the potential for problems in San Antonio. Eliminating the excessive layovers in San Antonio reduces travel time, improves passenger safety, provides better customer service, and gives passengers better options. Amtrak expects these changes and continued improvement in on-time performance will drive CSI scores higher.



C. Key Measurements

PRIIA Section 210 specifies that any service changes must address its Performance Improvement Criteria as presented in Appendix A. The following chart highlights how the plan fulfils this requirement.

Performance Improvement Plan Criteria	<i>Sunset/Eagle</i> Impact
On-time performance	- Daily service and elimination of San Antonio switching operations are expected to improve on-time performance
Scheduling, frequency, routes and stops	- Improved schedule in key markets - Elimination of long layovers in San Antonio - Improved Connection with <i>Coast Starlight</i>
Feasibility of restructuring service into connected corridor services	- New schedule provides faster daytime service in most short distance markets without through ridership losses associated with breaking the route into segmented corridors
Performance-related equipment changes and capital improvements	- Releases five Superliner sleepers and 1 locomotive for redeployment on other routes
On-board amenities and service, including food, first class and sleeping car services	- Improved customer experience as a result of better schedule, reduced layover in San Antonio and daily service
State or other non-Federal financial contributions	- Potential stakeholder/community support
Improving financial performance	- <i>Sunset/Eagle</i> Avoidable Cost Recovery up by 2 points - <i>Coast Starlight</i> Avoidable Cost Recovery up by 3 points - <i>Capitol Limited</i> Avoidable Cost Recovery up by 1 point
Anticipated Federal funding of operating and capital costs	- No capital funding projected pending host railroad concurrence - Nominal increase in Federal operating funding requirement (~\$3m)
Other areas affecting financial, competitive, and functional route performance	- Systemwide ridership increase of 124,100 - Daily service w/ daytime schedule in major cities



D. Projected Financials and Key Metrics

	Affected Routes <i>Change</i>	Sunset / Eagle <i>Change</i>	Coast Starlight <i>Change</i>	Capitol Limited <i>Change</i>	Southwest Chief <i>Change</i>
Total Revenue (\$m)	\$140.0 + 8%	\$38.8 + 25%	\$40.0 + 5%	\$19.6 + 3%	\$41.7 - 0.4%
Total Avoidable Costs (\$m)	(\$209.3) + 7%	(\$70.5) + 21%	(\$54.9) + 1%	(\$24.7) + 2%	(\$59.3) - + 0.1%
Loss after Avoidable Costs (\$m)	(\$69.3) + 4%	(\$31.6) + 16%	(\$14.9) - 9%	(\$5.1) - 3%	(\$17.6) + 1%
Annual Ridership (000s)	1,429.3 + 10%	442.3 + 30%	447.7 + 3%	221.8 + 3%	317.5 - 0.2%
Passenger Miles (m)	969.1 + 16%	318.0 + 44%	251.9 + 16%	110.2 + 3%	289.0 - 0.2%
Train Miles (000s)	5,616.8 + 23%	2,410.0 + 76%	1,005.2 -	557.0 -	1,644.6 -

Metrics (Based on Avoidable Costs)

Avoidable Cost Recovery	67% + 1 pt	55% + 2 pts	73% + 3 pts	79% + 1 pt	70% - 0.2 pts
Loss / Passenger Mile	(\$0.07) - 10%	(\$0.10) - 19%	(\$0.06) - 21%	(\$0.05) - 6%	(\$0.06) + 1%
Pass Miles / Train Mile	172.5 - 5%	132.0 - 18%	250.6 + 16%	197.8 + 3%	175.8 - 0.2%
Improvement					

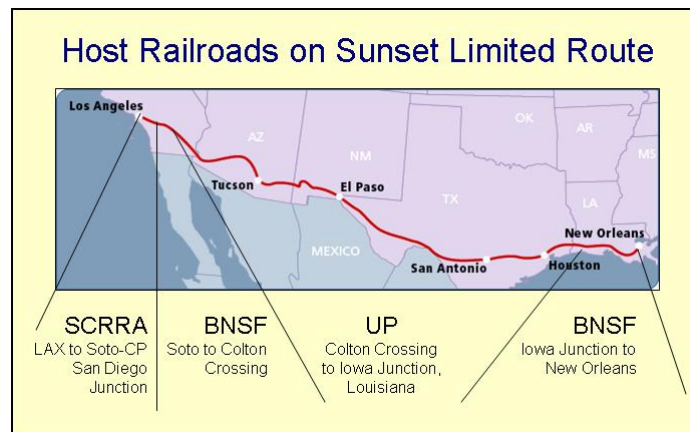
Except for the *Southwest Chief* (on which the plan has negligible impact), most of the metrics shown above improve. Although there is a huge (44%) increase in passenger miles on the *Sunset/Eagle* routes, Passenger Miles per Train Mile decreases overall primarily because of the large increase in Train Miles along the current *Sunset* route with daily service. Note that the Cost Recovery shown above is based on Avoidable Costs. Amtrak's general cost recovery measure includes Avoidable (Direct) plus Shared costs; Amtrak used this latter measure to rank the trains.

The financials and metrics shown above reflect the benefits of Amtrak's network connectivity. An improved connection between the *Sunset/Eagle* and the *Coast Starlight* attracts larger numbers of riders to both routes, while drawing a small number from the *Southwest Chief*.

E. Implementation

Amtrak presented this plan to its Board of Directors in early 2010 and received approval to proceed. Amtrak believes it is logistically feasible to begin the new service in early 2011, pending host railroad approval. Amtrak is currently in discussions with Union Pacific (UP), SCRRA, and BNSF Railway (BNSF).

The figure below highlights the major segments of the route and the host railroads controlling them³.



Assuming these approvals occur, the Southern and Southwest Divisions have plans in place to begin the hiring, training, and qualifying process for the T&E and OBS personnel. Since the new service will not travel over any new route segments, Amtrak will not have to qualify crews on new Amtrak routes or establish new crew bases or commissaries.

This plan includes a service reroute from Colton Crossing (San Bernardino) to Los Angeles via Fullerton and the BNSF Fullerton Subdivision. Amtrak does not currently expect to be able to implement this reroute at the outset due to operational issues. The Riverside County Transportation Commission (RCTC), which has made significant investments in BNSF infrastructure in this Corridor, has expressed support for the reroute via Fullerton.

³ See Appendix C for additional details.



F. Summary and Next Steps

This plan provides Amtrak with an extraordinary opportunity to improve in a number of areas.

Amtrak's customers will benefit in the following ways:

- Daily Los Angeles to New Orleans Service through San Antonio
- Up to 91% reduction of San Antonio through passenger layover time
- More daylight hour departure times in many major cities
- Improved on-time performance
- Restored connection with the *Coast Starlight* in Los Angeles
- Greater sleeper availability on the *Capitol Limited* with improved dining experience

Amtrak benefits in the following ways:

- More efficient usage of equipment by reducing layover times
- Higher employee productivity by reducing held away times
- Reduced loss per passenger-mile
- Increased long distance ridership (124,100) and revenue (\$10m)
- Improved cost recovery on *Sunset/Eagle*, *Coast Starlight* and *Capitol Limited*

The following shows FY09 Long Distance Passenger Revenue, Ridership, and Avoidable Cost Recovery reflecting the changes for the Routes laid out in this plan.



II. INTRODUCTION

Enacted into law on October 16, 2008, the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) (Public Law 110-432) reauthorizes the nation's intercity passenger rail provider, Amtrak. PRIIA seeks to strengthen the U.S. intercity passenger rail system through the development of new policies, the authorization of operating and capital support for Amtrak, and sustained capital investment through new federal grant programs, administered by the United States Department of Transportation (U.S. DOT) through the Federal Railroad Administration (FRA), that provide funding for passenger rail improvements.

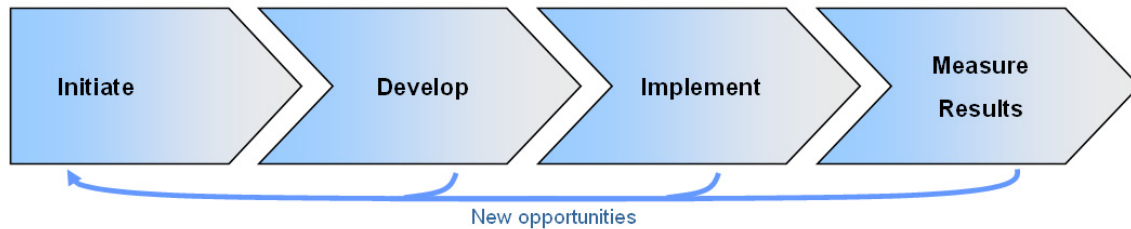
Additionally, PRIIA requires Amtrak to undertake a number of studies and reports relating to various intercity passenger rail services. Section 210 of PRIIA requires Amtrak to develop Performance Improvement Plans (PIP) for all of its fifteen long distance routes through FY12. The section requires Amtrak to develop plans for the bottom third of its routes in FY10, the middle performing routes in FY11, and the top performing routes in FY12. The PIP for each route shall address all aspects of service, the route, and financial performance.

Amtrak will take advantage of an existing program to address the requirements of PRIIA Section 210. Route Performance Improvement (RPI) refers to Amtrak's cross-functional collaborative program that systematically looks at most aspects of a route's operation to identify opportunities for improving customer service, increasing revenues, and reducing costs. The program has been in use for three years, and it has been successfully used for thirteen long distance, corridor, and NEC routes. The diagram shown on the next page gives an overview of the process.

This document summarizes the recommendations of the *Sunset/Eagle* PRIIA 210 team.

The Route Performance Improvement (RPI) Process

➤ Iterative process is designed to improve bottom line performance on dedicated Routes



- Identify Route
- Develop "Route Overview"
 - Benchmark current performance levels
 - Identify Route strengths and weaknesses
- Identify stakeholders
- Convene brainstorming session / kickoff meeting
- Document opportunities for improvement

- Analyze opportunities & consolidate into initiatives
- Create Action Plan
- Assign Action Teams to execute Plan
- Develop Marketing Plan
- Identify performance measures

- Execute Action Plans
- Utilize regularly scheduled RPI meetings to track progress and issues
- Implement Marketing Plan
- Implement initiatives
 - Product relaunch
 - Phased implementation

- Collect and report performance measures
- Manage new policies and processes



Marketing and Product Development

Product Development manages this program and brings in representatives from Marketing, Transportation, Mechanical, Finance, Government Affairs, and Policy and Development, as well as local labor organizations. In addition, Amtrak holds a series of community outreach programs, soliciting input and comments from rail passengers, interested stakeholders, Amtrak employees, and communities.

For the *Sunset/Eagle* RPI, Amtrak used a series of community outreach meetings, involving rail advocacy organizations, such as SMART, TEMPO, NARP, RailPAC, and others. These meetings took place at major cities along the route, including Los Angeles, Fort Worth, and New Orleans, and ensured that all of these stakeholders had their views properly represented.

Letters and statements of support for this service proposal were received from the following groups:

- City of Los Angeles
- National Association of Rail Passengers (NARP)
- Rail Passengers Association of California (RailPAC)
- *Sunset* Marketing and Revitalization Team (SMART)
- *Texas Eagle* Marketing and Performance Organization (TEMPO)
- Riverside County Transportation Commission (RCTC)
- Coachella Valley Association of Governments
- Arizona Rail Passengers Association
- Trains Magazine

A. Background and Historical Data

Sunset Limited

Before Amtrak began operations in 1971, Southern Pacific, a predecessor of Union Pacific, provided passenger rail service between New Orleans and Los Angeles. The *Sunset Limited* is the oldest named train in the United States still operating, having held the name since its inauguration in 1894.

In the mid 1960s, Southern Pacific attempted to eliminate its passenger service, which was incurring large financial losses. Southern Pacific discontinued sleeping car and dining car service on the *Sunset Limited*: all passengers were required to make the two-day trip in coach, and vending machines provided the only food service. Southern Pacific then sought authority from the Interstate Commerce Commission (ICC), predecessor of the Surface Transportation Board, to discontinue the *Sunset Limited*, citing declines in ridership and revenue. The ICC rejected Southern Pacific's application, finding that it had deliberately downgraded service. However, the ICC allowed Southern Pacific to reduce service frequency from daily to tri-weekly in October 1970.



Amtrak assumed operational responsibility for the route in May 1971. Amtrak's original route system, designated by U.S. DOT, included the *Sunset Limited*, a tri-weekly service between Los Angeles and New Orleans.

Ridership on the *Sunset Limited* increased after Amtrak took over the train's operation. However, on-time performance deteriorated in the late 1970s due to freight train interference. In 1980, the U.S. Department of Justice (DOJ) filed a federal lawsuit against Southern Pacific, charging that on the *Sunset Limited* route, it had violated the provision of the Rail



Passenger Service Act that requires that Amtrak trains be given preference over freight trains. (This lawsuit remains the only legal action brought by DOJ under that provision.) On-time performance improved markedly after Southern Pacific entered into a consent decree that required it to comply with the RPSA provision.

In April of 1993, Amtrak's tri-weekly *Sunset Limited*, operating between Los Angeles and New Orleans, was extended east from New Orleans to Miami, by way of Jacksonville and Orlando. The *Sunset Limited's* Florida terminus was shifted in November 1996 to Sanford, Florida, with connecting train service for passengers traveling to/from Orlando and Miami. Through service to Orlando was reinstated in October 1997. From 1998 to 2001, a fourth weekly round trip, provided by an extended *Texas Eagle*, operated over the *Sunset Limited* route between San Antonio and Los Angeles.

In 1996, *Sunset Limited* service through Phoenix, Mesa, Tempe, Chandler, and Coolidge, Arizona was terminated as the train was rerouted between Yuma and Tucson via Maricopa. This service shift from Phoenix was necessitated by a decision by Southern Pacific to discontinue maintenance on trackage west of Phoenix. This resulted in a significant loss of ridership.

Sunset Limited on-time performance began another precipitous decline in the mid 1990s due to increased freight train interference. The *Sunset Limited's* schedule between Jacksonville and New Orleans was lengthened in October 2000. However, on-time performance remained poor both east and west of New Orleans. In fiscal year 2004, the train's on-time performance dipped to 4.3 percent. As a result, in March 2005, the *Sunset Limited's* schedule was again significantly lengthened between New Orleans and Los Angeles.

The cumulative effect of these changes as of August 2005 was that:

- Scheduled running time between Los Angeles and Orlando was eight hours longer westbound and more than eleven hours longer eastbound, than it had been prior to 2000.
- A number of key markets were served at inconvenient times in one or both directions.
- Connectivity with the *Coast Starlight* and *San Joaquin* trains was lost in Los Angeles

Despite these steps, the train's on-time performance remained poor. In August 2005, Hurricane Katrina caused massive damage to rail infrastructure on the portion of the train's route between New Orleans and Mobile, Alabama. As a result, Amtrak suspended all *Sunset Limited* service east of New Orleans. The service remains suspended today.

The combination of poor train performance, undesirable service times to Houston and Tucson, lack of Phoenix service, lengthened layovers in San Antonio, and the loss of east of New Orleans service and Los Angeles connections caused train ridership to fall precipitously. Ridership decreased from 105,033 in FY03 to 71,719 in FY08.



As a result of the various schedule and route changes and poor on-time performance, the *Sunset Limited* has consistently had the worst financial performance of any long distance Amtrak train. The train is so notorious for its poor financial and on-time performance difficulties that it has been a longstanding target of criticisms, from various individuals in Congress, the White House, and in numerous publications and articles.

Texas Eagle

The *Texas Eagle* was not part of Amtrak's original long distance network. Service between Fort Worth and Laredo was established in 1974. This was later expanded to a tri-weekly service between Chicago and Laredo. It was not until 1982 that daily service was offered on this route between Chicago and San Antonio. The daily service was short-lived, and the train returned to tri-weekly service in 1984 when through cars between Chicago and Los Angeles were added.

In 1997, the *Texas Eagle* was threatened with discontinuance, as part of a nationwide financial evaluation of all long distance routes. Strong support from elected officials including Senator Kay Bailey Hutchison of Texas and community support along the route enabled Amtrak to keep the service. Amtrak added a fourth additional weekly round trip in 1998 that operated through to Los Angeles.

In 2000, Amtrak began offering daily service, and has maintained a similar schedule since then. The train continues to enjoy the extraordinary support of grass roots efforts in numerous communities along the route, and has had significant ridership and revenue growth in recent years.



Sunset Limited at Sanderson, TX



This page intentionally left blank



III. OPERATING PLAN

The combined *Sunset/Eagle* will provide daily service over the entire route of the *Sunset Limited* by extending the *Texas Eagle* west from San Antonio to Los Angeles and providing daytime service between New Orleans and San Antonio with a guaranteed connection in San Antonio.

A. Schedule

As part of this plan, a new conceptual schedule was developed. This schedule has been submitted to the host railroads for approval and is part of ongoing discussions.

Proposed and Current Chicago - Los Angeles Schedule

Train 21/1				Train 22/2			
Current				Proposed			
R	1:45 PM	Dp	Chicago, IL	CT	3:05 PM		
	2:40 PM	Dp	Joliet, IL		4:00 PM	R	
	3:27 PM	Dp	Pontiac, IL		4:47 PM		
	4:04 PM	Dp	Bloomington-Normal, IL		5:24 PM		
	4:37 PM	Dp	Lincoln, IL		5:57 PM		
	5:14 PM	Dp	Springfield, IL		6:34 PM		
F	5:49 PM	Dp	Carlinville, IL	F	7:09 PM		
	6:22 PM	Dp	Alton, IL		7:42 PM		
	7:21 PM	Ar	St. Louis, MO		8:41 PM		
	8:00 PM	Dp			9:15 PM		
	11:42 PM	Dp	Poplar Bluff, MO		12:57 AM		
	12:37 AM	Dp	Walnut Ridge, AR		1:52 AM		
	3:10 AM	Dp	Little Rock, AR		4:25 AM		
F	3:55 AM	Dp	Malvern, AR	F	5:10 AM		
F	4:20 AM	Dp	Arkadelphia, AR	F	5:35 AM		
	---	Dp	Hope, AR		---		
	5:58 AM	Dp	Texarkana, AR/TX		7:08 AM		
	8:15 AM	Dp	Marshall, TX		8:25 AM		
	9:00 AM	Dp	Longview, TX		9:10 AM		
	9:50 AM	Dp	Mineola, TX		10:07 AM		
	12:00 PM	Ar	Dallas, TX		12:10 PM		
	12:20 PM	Dp			12:20 PM		
	1:55 PM	Ar	Fort Worth, TX		1:35 PM		
	2:40 PM	Dp			2:45 PM		
	2:52 PM	Dp	Cleburne, TX		3:27 PM		
	4:00 PM	Dp	McGregor, TX		4:35 PM		
	4:43 PM	Dp	Temple, TX		5:18 PM		
	5:36 PM	Dp	Taylor, TX		6:11 PM		
	6:30 PM	Dp	Austin, TX		7:05 PM		
	7:12 PM	Dp	San Marcos, TX		7:47 PM		
	9:55 PM	Ar	San Antonio, TX		10:30 PM		
	5:40 AM	Dp			1:10 AM		
	8:35 AM	Dp	Del Rio, TX		4:06 AM		
F	11:10 AM	Dp	Sanderson, TX	F	6:41 AM		
	1:24 PM	Dp	Alpine, TX	CT	9:05 AM		
	4:15 PM	Ar	El Paso, TX	MT	11:51 AM		
	4:40 PM	Dp			12:35 PM		
F	6:11 PM	Dp	Deming, NM	F	2:07 PM		
F	7:06 PM	Dp	Lordsburg, NM	MT	3:03 PM		
F	9:11 PM	Dp	Benson, AZ	MST	5:09 PM		
	10:40 PM	Ar	Tucson, AZ		6:49 PM		
	11:30 PM	Dp			7:20 PM		
	12:47 AM	Ar	Maricopa, AZ		8:47 PM		
	12:57 AM	Dp			8:57 PM		
	3:44 AM	Dp	Yuma, AZ	MST	11:51 PM		
	5:02 AM	Dp	Palm Springs, CA	PT	1:29 AM		
D	6:30 AM	Dp	Ontario, CA		---		
D	6:40 AM	Dp	Pomona, CA		---		
	---	Dp	Riverside, CA	D	3:00 AM		
	---	Dp	Fullerton, CA	D	3:44 AM		
	8:40 AM	Ar	Los Angeles, CA	PT	5:05 AM*		
	2:30 PM	Dp	Los Angeles, CA	PT	11:30 PM		
	3:11 PM	Dp	Pomona, CA		---		
	3:24 PM	Dp	Ontario, CA		---		
	---	Dp	Fullerton, CA		12:05 AM		
	---	Dp	Riverside, CA		12:56 AM		
	5:06 PM	Dp	Palm Springs, CA	PT	2:18 AM		
	8:24 PM	Dp	Yuma, AZ	MST	5:34 AM		
	11:07 PM	Ar	Maricopa, AZ		8:19 AM		
	11:17 PM	Dp			8:29 AM		
	1:05 AM	Ar	Tucson, AZ		10:17 AM		
	1:55 AM	Dp			10:37 AM		
F	2:55 AM	Dp	Benson, AZ	MST	11:37 AM	F	
F	4:55 AM	Dp	Lordsburg, NM	MT	1:37 PM	F	
F	5:50 AM	Dp	Deming, NM		2:32 PM	F	
	7:50 AM	Ar	El Paso, TX		4:41 PM		
	8:15 AM	Dp		MT	5:25 PM		
	1:25 PM	Dp	Alpine, TX	CT	10:45 PM		
F	3:16 PM	Dp	Sanderson, TX		12:36 AM	F	
	5:42 PM	Dp	Del Rio, TX		3:02 AM		
	9:30 PM	Ar	San Antonio, TX		6:50 AM		
	7:00 AM	Dp			7:40 AM		
	8:32 AM	Dp	San Marcos, TX		9:12 AM		
	9:31 AM	Dp	Austin, TX		10:11 AM		
	10:22 AM	Dp	Taylor, TX		11:02 AM		
	11:25 AM	Dp	Temple, TX		12:05 PM		
	11:51 AM	Dp	McGregor, TX		12:31 PM		
	1:00 PM	Dp	Cleburne, TX		1:40 PM		
	1:58 PM	Ar	Fort Worth, TX		2:38 PM		
	2:20 PM	Dp			3:05 PM		
	3:20 PM	Ar	Dallas, TX		4:05 PM		
	3:40 PM	Dp			4:15 PM		
	5:15 PM	Dp	Mineola, TX		5:50 PM		
	6:15 PM	Dp	Longview, TX		6:42 PM		
	7:31 PM	Dp	Marshall, TX		7:38 PM		
	8:43 PM	Dp	Texarkana, AR/TX		8:50 PM		
	---	Dp	Hope, AR		---		
F	9:57 PM	Dp	Arkadelphia, AR	F	10:09 PM	F	
F	10:21 PM	Dp	Malvern, AR	F	10:33 PM	F	
	11:34 PM	Dp	Little Rock, AR		11:46 PM		
	1:36 AM	Dp	Walnut Ridge, AR		1:48 AM		
	2:39 AM	Dp	Poplar Bluff, AR		2:51 AM		
	7:19 AM	Ar	St. Louis, MO		7:24 AM		
	7:55 AM	Dp			7:55 AM		
	8:43 AM	Dp	Alton, IL		8:43 AM		
F	9:15 AM	Dp	Carlinville, IL	F	9:15 AM	F	
	9:55 AM	Dp	Springfield, IL		9:55 AM		
	10:25 AM	Dp	Lincoln, IL		10:25 AM		
	11:08 AM	Dp	Bloomington-Normal, IL		11:08 AM		
	11:39 AM	Dp	Pontiac, IL		11:39 AM		
D	12:56 PM	Dp	Joliet, IL	D	12:56 PM	D	
	1:52 PM	Ar	Chicago, IL-Union Sta.	CT	1:52 PM		

* The train arriving into LAX will remain available for occupancy by passengers until 6:30 am.

R - Receive Passengers Only
D - Discharge Passengers only
F - Flag Stop



Proposed and Current New Orleans - Los Angeles Schedule

Westbound Train				Eastbound Train			
Current				Proposed			
F	11:55 AM	Dp	New Orleans, LA CT	F	9:45 AM		
	1:25 PM	Dp	Schriever, LA	F	11:13 AM		
F	2:51 PM	Dp	New Iberia, LA	F	12:38 PM		
	3:19 PM	Dp	Lafayette, LA		1:21 PM		
	4:50 PM	Dp	Lake Charles, LA		3:12 PM		
	6:43 PM	Dp	Beaumont, TX	F	4:31 PM		
	9:13 PM	Ar	Houston, TX		6:25 PM		
	9:50 PM	Dp			6:35 PM		
	3:00 AM	Ar	San Antonio, TX CT		11:00 PM*		
	5:40 AM	Dp			1:10 AM		
	8:40 AM	Ar	Los Angeles, CA PT		5:05 AM		

*Through Passengers will be able to board Chicago-Los Angeles train on arrival

F - Flag Stop

B. Schedule Development Issues

The working group that developed this schedule considered the following priorities and constraints:

Priorities and Constraints	Accomplished
▪ Service time improvements in Houston, Arizona, and Texas	✓
▪ Los Angeles arrival marketability	✓
▪ Establishment of daytime service at higher population stations	✓
▪ Departure and arrival constraints in Chicago	✓
▪ Departure and arrival constraints in Los Angeles	✓
▪ Restoration of <i>Coast Starlight</i> connection	✓
▪ Reduction of San Antonio layover	✓
▪ Optimization of train and engine crew expenses	✓
▪ Optimization of OBS crew expenses	✓
▪ Controlling station staffing costs	✓
▪ Hours of operation of the New Orleans station	✓
▪ Retention of <i>Texas Eagle</i> station operational hours and expenses	✓
▪ Consideration of TEMPO advocacy service goals with respect to the <i>Texas Eagle</i>	✓

While the new schedule addresses many of the issues of the *Sunset/Eagle*, some goals were not achieved. While the PRIIA 210 team resolved many *Sunset Limited* issues, some *Texas Eagle* issues remain outstanding. The largest is Chicago arrival and departure times, which are the best that can be achieved at this time. Amtrak's very limited equipment fleet and operational/switching issues at San Antonio currently preclude the operation of through New Orleans-Los Angeles cars.



C. Schedule Benefits

The benefits of the new schedule and routing plan include:

- Reestablishing a same day connection with the *Coast Starlight* at Los Angeles adding 15,100 riders and \$2 million in revenues per year.
- Eliminating the current 6-9 hour layover at San Antonio for passengers traveling from points on the route of the *Texas Eagle* to destinations on the *Sunset Limited*. The new schedule and service fully corrects this customer inconvenience.
- Establishing much more customer-friendly arrival times at several of the high population stations along the route.
- Providing daily service and improved service times at Maricopa, which will encourage the establishment of connecting shuttle bus services into Phoenix and surrounding suburbs.
- Establishing daily service on a faster schedule between San Antonio and New Orleans. The improved daytime schedule will bring higher ridership.
- Improving employee schedules with less away from home time.
- Establishing daily service for college/university locations, such as Lafayette, La. (32,000 students) and Tucson, Arizona (34,000 students).

SCHEDULE CHANGES - Key Cities

Eastbound	Current	Proposed
Maricopa/Phoenix	11:17 PM	8:14 AM
Tucson	1:55 AM	10:22 AM
Houston	5:10 AM	12:10 PM

Westbound	Current	Proposed
Maricopa/Phoenix	12:57 AM	8:13 PM
Tucson	11:30 PM	6:46 PM
Houston	9:50 PM	6:35 PM



D. Operations Description Summary

Frequency of Service: All Routes Daily

Sunset/Eagle

- Route: Los Angeles-Chicago
- Equipment: (All through Los Angeles-Chicago)
- Locomotives: one East of San Antonio, two West of San Antonio. *Second unit is cut eastbound daily at San Antonio. Second unit is added westbound daily at San Antonio*
- Six cars total (Superliner)
 - 1 Dorm (with room revenue sales)
 - 1 sleeper
 - 1 cross country café
 - 1 lounge
 - 2 coaches
 - 1 coach baggage
- Checked baggage

The initial deployment of the service will not include an additional baggage car. If a baggage car is required, Amtrak will explore the temporary reassignment of equipment.

San Antonio - New Orleans (cross platform connecting service at San Antonio – guaranteed connection – equipment remains open for occupancy in the event of a late train arrival from Los Angeles; westbound through passengers can board Los Angeles train on arrival.)

- Route: San Antonio-New Orleans
- Equipment: (No through cars)
- Locomotives: one unit. *Unit is provided daily by the arriving eastbound train from Los Angeles*
- Three Cars Total (Superliner)
 - 1 coach with premium coach class seating
 - 1 baggage coach
 - 1 cross country cafe
- Service assumptions: Exclusive premium meal service, including at seat meal service offered to premium coach class customers
- Traditional lounge service to be offered coach customers, augmented by Cross Country Café entrees
- Checked baggage

Operational characteristics:

- Daily service provided over the entire length of the current *Sunset Limited* route
- Elimination of switch crew requirement in San Antonio
- Reduction of San Antonio layover for passengers
- Schedule design that provides adequate crew rest at away from home terminals



- Possibility for single or dual crew base staffing for on board crews
- Restoration of *Coast Starlight* connections in Los Angeles
- Desirable arrival times in large Arizona markets (Tucson & Maricopa/Phoenix)
- Highly desirable Houston market service frequency and times
- Elimination of the current inefficient equipment utilization
- Freed up equipment assets, including 5 sleeping cars (which are in particularly short supply in Amtrak's equipment fleet)

E. Operations Staffing Summary

Train & Engine

- Reduction of away from home held away time for crews
- Elimination of San Antonio switch crew for handling of cars between the *Texas Eagle* and *Sunset Limited*
- Reduction of lodging and deadheading costs
- Reduction of some Trainman and Engineer costs by extending Southwest Division train crews to operate to Lake Charles, Louisiana instead of Beaumont, Texas

On-Board Crews: New Orleans to San Antonio and return - new connecting/extension train

- Staffed by New Orleans crew base
- New Orleans to San Antonio connecting train requires:
 - Combination SA/TA and one LSA. Two day round trip from New Orleans
 - Hotel lodging furnished at San Antonio layover

Los Angeles to Chicago and return - new thru *Sunset Limited* / *Texas Eagle* Train

- Los Angeles to Chicago new combined *Sunset/Eagle* Service requires:
 - (Dining Car) 1 LSA Diner, 1 Chef, 1 Service Attendant
 - (Lounge) - 1 LSA Lounge
 - (2 Coaches and 1 Coach/Baggage) - 1 Coach Attendant
 - (1 Sleeper and one transition dorm with revenue rooms) - 1 Sleeper Attendant
 - (One Coach operated Chicago to St. Louis as required. - 1 Coach Attendant, when car is operated)
 - Hotel lodging furnished for Chicago layover
- Costing model assumed Los Angeles staffing. Staffing can also be accomplished with multiple variations including en-route changes and shared crew base staffing

Station Staffing

- Chicago to Little Rock Station service hours remain unchanged
- No additional station manpower required from Texarkana to San Antonio Stations, but there may be small adjustments in station open hours. (No additional cost)
- El Paso, New Orleans, Tucson, and Maricopa will have schedules adjusted to be staffed for daily operations and consistent hours, at minimal incremental cost
- Los Angeles will require station staffing changes to accommodate new arrival time
- Fullerton requires no additional station staffing to accommodate the service proposal



F. Equipment Requirements Overview

- The goal of the team was to improve equipment utilization. The new daily service actually requires *less* overall equipment than the current tri-weekly operation. Most significant are:
 - Release of five Superliner sleeping cars which can generate additional revenue on the Capitol Limited
 - Release of four dining cars which will allow replacement of diner-lounge cars on the *Capitol Limited* with higher capacity full dining cars
 - Currently, the lack of availability of the optimal mix of cars and switching issues at San Antonio do not permit through cars from Los Angeles and New Orleans.

The following summarizes current and future locomotive requirements:

Locomotive Requirements			
CURRENT SERVICE			
FY 2008 Locomotive Requirements			
Train	Name	Sets	Units Dedicated
1/2	Sunset Limited	4	8
21/22	Texas Eagle	4	4
Requirement			12
PROPOSED SERVICE			
Locomotive Requirements			
Train	Segment	Sets	Units Dedicated
CHI-SAS	Former Eagle	3	3
SAS-LAX	Former Sunset	4	8
SAS-NOL*	Former Sunset	2	(2)*
Requirement			11
Net Change			(1)

*San Antonio-New Orleans motive power comes from a second unit cut from the Los Angeles-San Antonio train. Unit is always returned to San Antonio from New Orleans within 40 hours of San Antonio dispatch and before second day departure.



The following summarizes current and future passenger car requirements:

Train	Name	Sets	Baggage	Trans Dorm	Sleeper	Diner Lounge	Diner	Lounge	Coach	Coach Baggage
1/2	Sunset Limited	4	1	1	1	0	1	1	1	1
421/422	Los Angeles - Chicago Through Cars	3	0	0	1	0	0	0	1	0
21/22	Texas Eagle	4	0	1	1	1	0	1	2	1
			4	8	11	4	4	8	15	8

Train	Name	Sets	Baggage	Trans Dorm	Sleeper	Diner Lounge	Diner	Lounge	Coach	Coach Baggage
CHI-SAS	Former Eagle	3	0	1	1	1	0	1	2	1
SAS-LAX	Former Sunset	4	0	1	1	1	0	1	2	1
SAS-NOL	Former Sunset	2	0	0	0	1	0	0	1	1
			0	7	7	9	0	7	16	9

Current	4	8	11	4	4	8	15	8
Plan	0	7	7	9	0	7	16	9
Needed for Plan				5			1	1
Not Needed for Plan	4	1	4		4	1		

**Released Diners go to the Capitol Limited.*

G. Detailed San Antonio Terminal Operating Plan⁴

The following details the logistics and procedures to be implemented in San Antonio as part of this service plan.

Eastbound

Daily the Los Angeles-Chicago train, with two units (operating elephant style) and a seven car consist arrives into San Antonio Amtrak Station (on the Del Rio Subdivision Main Track 1) at 6:50 AM. The entire train pulls in station track #3 and pulls railroad east towards the Commerce Street crossing. Already sitting in station track #2 on ground power is the consist for the San Antonio-New Orleans 3 car train. The lead unit off the Los Angeles-Chicago train is cut and added to the San Antonio-New Orleans equipment sitting on track #2. Passengers on the Los Angeles-Chicago train are not detrained until this cut-and-add maneuver is completed by the inbound crew.

After the single unit is added to the San Antonio-New Orleans train, passenger transfer begins between the Los Angeles-Chicago train and the San Antonio-New Orleans train at the south end (railroad west) of track 2. When the Los Angeles-Chicago train is ready to depart at 7:40 AM (after a 1,500-mile inspection), it follows the same route the northbound Texas Eagle uses today. It shoves west from station track # 3 to Del Rio Main Track # 1 and back to Tower 112. Then when it is clear of the Austin Subdivision Track 2 switch at Tower 112, the train begins to

⁴ Subject to change



travel railroad north on the Austin Subdivision Track 2. At 7:50 AM, the San Antonio-New Orleans train departs facing railroad east from San Antonio Station Track 2 onto the Del Rio Subdivision Main Track 1.

Westbound

The Chicago-Los Angeles train arrives daily into San Antonio traveling southbound on Austin Subdivision Track 1 to Tower 105, where the train stops and begins an eastward shove move on to the Del Rio Subdivision transfer track at CJ261. The train continues around the transfer track to Del Rio Subdivision Main Track 2 up to the crossovers at Tower 112 CP SA211 where the train is crossed over to Del Rio Main Track 1. The Chicago-Los Angeles train enters Amtrak Station Track 3 at the west end and shoves into station track 3 for unloading. Train arrival is scheduled for 10:30 PM. The rear of the Chicago-Los Angeles train is positioned just clear of the Commerce Street crossing.

The New Orleans-San Antonio train is scheduled to arrive at San Antonio at 11:00 PM, in a westward direction off the Del Rio Subdivision on to station track 2. The train stops at the west end of the station track 2. After passenger detraining is accomplished the consist is placed onto ground power and the locomotive (facing west) is placed as the lead unit on to the Chicago-Los Angeles train sitting in track 3. After completion of a 1,500-mile inspection, the Chicago-Los Angeles train departs San Antonio at 1:10 AM, with both units attached elephant style.



H. Discussion of San Antonio Operational Issues and Improvements

Issue Summary

The current passenger connection between the *Sunset Limited* and the *Texas Eagle* requires a time consuming and labor intensive switching operation in San Antonio. This is due to the schedules of the respective trains, their prevailing consist requirements, and a limited amount of track space at the station. The resulting customer service, safety, and security issues that accompany the switching operation are a major cause for concern. This plan reduces the switching activity in San Antonio to a single locomotive and reduces layover times substantially. This improves service, safety, and security for Amtrak's customers in San Antonio.

Customer Service Issues

Currently, passengers connecting between the two trains must endure a customer unfriendly 7 hour 45 minute layover westbound and a 9 hour 30 minute layover eastbound at San Antonio. Additionally, the San Antonio yard sits across from the Union Pacific transcontinental mainline near a public grade crossing with ringing bells. Passengers also encounter a periodic loss of power, water, and air conditioning as equipment is switched around the yard. During this late night switching operation, passengers are locked in their cars during certain periods.

The long passenger layover requirement between the two trains has been a significant source of customer dissatisfaction. Of particular concern has been passengers' inability to enjoy a quiet night's sleep during switching operations. Passing train noise, grade crossing bells, as well as the sounds of routine work activities have been a consistent source of complaints. During this late night switching operation, some passengers choose to vacate their accommodations and wait in the station. These passengers frequently complain of being denied return access to their rooms. Some choose to remain in their room during the layover. Because of safety concerns, passengers choosing to remain in their accommodations are literally locked in their cars during the switching operation.



Resolution of Issues

Elimination of the San Antonio layover has important benefits for all aspects of the operation of both the *Sunset Limited* and the *Texas Eagle*. The table below demonstrates the overall performance improvement achieved in San Antonio by deploying this proposal. The proposal provides for a customer friendly, prompt connection between the two services as well as redirecting the through train operation in the direction of actual ridership demand. Benefits exist in this proposal's enhancement of the overall customer experience by the elimination of passenger delay, and related discomforts and inconveniences.

Layover Changes to Route

San Antonio Passenger Layovers

Eastbound	Current	Proposed
Los Angeles to New Orleans	2 hrs, 25 min	1 hr, 5 min
Los Angeles to Chicago	9 hrs, 30 min	0 hrs, 50 min

Westbound	Current	Proposed
New Orleans to Los Angeles	2 hrs, 40 min	2 hrs, 10 min
Chicago to Los Angeles	7 hrs, 45 min	2 hrs, 40 min



IV. HOST RAILROAD CAPACITY CONSIDERATIONS

Historically, the *Sunset Limited* route between New Orleans and Los Angeles handled much lower volumes of freight traffic than the largely double track Union Pacific and Atchison, Topeka, and Santa Fe Railway lines from the Midwest to California. However, that began to change in the 1980s when the portion of the Kansas City-El Paso "Tucumcari Line" owned by the bankrupt Chicago, Rock Island & Pacific Railroad was acquired by Southern Pacific and rebuilt with federal government loans. This gave Southern Pacific ownership of a faster and more direct route for traffic between the Midwest and Southern California, which moved via the Sunset Route west of El Paso, at the same time that such traffic was growing due to an increase in the volume of traffic moving by rail from the Southern California ports.

However, the financially challenged Southern Pacific was unable to afford necessary investments to increase capacity on the Sunset Route to handle the growing volume of traffic. When Union Pacific acquired Southern Pacific in 1996 -- an acquisition that resulted in further increases in Sunset Route traffic -- the vast majority of the Sunset Route was still single track. Union Pacific began adding double track almost immediately. In 2003, it announced ambitious plans to double track the entire 776 miles between El Paso and West Colton (San Bernardino), California in order to accommodate additional increases in freight traffic. However, it took Union Pacific more than a decade to remedy the capacity constraints on the Sunset Route that were attributable to a combination of inadequate investment during Southern Pacific ownership; increased freight traffic resulting from the Union Pacific-Southern Pacific merger; and an explosion in Asian imports during the economic boom of the early and mid 2000s.

As of the beginning of this year, 62% of the Sunset Route between El Paso and West Colton had been double tracked. Other investments included installation of concrete ties and replacement of remaining automatic block signals with Centralized Traffic Control (CTC). On Union Pacific's Yuma Subdivision in Arizona, the number of freight trains per day has fallen from 60 to 40-50, and freight train transit times have decreased by 20%.⁵ On-time performance of the Sunset Limited has also improved, from 27% in FY08 to 79% in FY09 and 88% in FY10 to date.

⁵ "UP Advances Sunset Upgrade", [Trains Magazine](#), April 2010.



This page intentionally left blank



V. MARKETING OPPORTUNITIES

The new *Sunset/Eagle* will serve nine of the top 20 population centers in the United States. The new service strategically repositions Amtrak's presence along the entire five state Sunset route corridor. The marketability of the new *Sunset/Eagle* service is greatest along the traditional *Sunset* Route Corridor, which has seven half-million plus metropolitan areas and a dozen more with populations between 100,000 and 500,000 (See Appendix G).

The key opportunities for ridership growth are:

- Restoration of the connectivity with *Coast Starlight* and *San Joaquin* service, tapping central and northern California population centers
- Creation of attractive and marketable overnight service times between LA and Arizona points
- Creation of attractive service times into and out of Houston
- Prompt connectivity in San Antonio making Southern Texas and Arizona destination points much more attractive to Central Texas and Chicago customers
- Creation of an attractive Southern Arizona transportation alternative to the off season "snow bird" market of the north central states with their growing population of retired travelers
- Creation of new attractive 12-14 hour service markets across the entire length of the corridor between multiple large population centers
- Creation of a consistent daily presence in the expanding El Paso to LA ground transportation corridor

The following highlight other opportunities along the route:

- Colleges/Universities

Along the *Sunset* Route cities, there are over 17 Colleges and Universities featuring on campus boarding with a total student population exceeding 225,000. For example, within walking distance of the Amtrak Tucson station is the University of Arizona with a student enrollment population of over 37,000. Even with Amtrak's current inconsistent service days, there has been some success in penetrating sales into this college market. The potential ridership at the University of Arizona is typical of locations elsewhere on the route, in that convenient weekend and visitation trips can now be easily arranged by both students and parents. Equally



exciting is Amtrak's potential to market itself toward major college sporting events, particularly those between California, Arizona, and Texas schools. All of this potential college market growth is now made possible by deployment of consistent daily services, featuring attractive arrival and departure times.

- Phoenix, Mesa, and Tempe Connectivity

The greater Phoenix area is now listed in the top five metropolitan population areas in North America and is ranked number two in urban growth. The initiation of daily train service, operating at convenient hours, now opens up Maricopa station to potential shuttle and transit providers of the greater Phoenix area. In the past, these bus operators declined to provide tri-weekly late night service to Maricopa. All the potential shuttle operators had expressed interest of providing service, should the train operate daily. Major light rail and public transit centers, with extensive parking now exist in Phoenix, Mesa, and Tempe. These centers, along with the Phoenix airport and former Amtrak station in downtown Phoenix present natural origin points for outreach shuttle service to the area population.

- Tour Group Sales Expansion and Cruise Ship Connectivity

The Marketing Department to date has been largely unable to expanded *Sunset* Route sales into the Tour Group and Cruise Ship Markets (particularly in New Orleans) because of the complexities of tri-weekly scheduling. Both of these markets require the flexibility of daily schedule so that last minute travel plan changes can be accommodated.

- Professional Sporting Events

It should be noted that all seven staffed station cities along the *Sunset* Route have professional sport franchises located within their metropolitan areas. NFL, NBA, and MLB teams in these cities attract thousands of fans from all across the country. Many of these cities, particularly Phoenix, Houston, and New Orleans all have hosted national sporting championship events such as the Super Bowl. The current tri-weekly service schedule hampers Amtrak's ability to benefit from these events, as was demonstrated by the lack of any ridership surge during the recent Super Bowl hosted in Phoenix. A daily service offering along this route will help open up marketing activities to potentially capturing ridership to these events.

The new service will require a one-time increase in the discrete marketing & advertising as the service will be a new product launch in major media markets.



VI. ON-BOARD SERVICE PLAN

Both the *Sunset Limited* and the *Texas Eagle* currently operate with separate dining and lounge cars to support both coach and sleeping car passenger requirements. The service standards for the new service are maintained, but with several notable improvements and innovations. These include the following:

- The current service model for the *Texas Eagle* results in a severe downgrade of dinner service on the second day of the trip, with dinner ending at approximately 6:15PM as a result of the crew disembarking from the train at Austin, Texas. This is not only a deficiency in the service level, it also costs Amtrak lost food and beverage revenue.
- On day three of this trip (northbound from San Antonio), no breakfast service is offered to customers because the dining car crew does not reboard the train until approximately 10:30 AM. Sleeping car customers are provided a boxed continental breakfast, while coach customers can only purchase items from the lounge car. As with the abbreviated dinner service, this is also both a service downgrade and a loss of food and beverage revenue.

The new *Sunset/Eagle* service plan eliminates both of these service downgrades, as the on-board crew schedule allows for full service at all meals.

On the more lightly patronized San Antonio to New Orleans segment of the *Sunset* Route, current on-board service includes both a dining and a lounge car, even though the consist of the train includes only two coaches and a sleeping car. This is an inefficient use of feature car equipment, and results in a particularly low number of meals served per employee labor hour. The new service model on this portion of the route includes the use of a single food service car (Superliner Cross Country Café). This car can provide both dining and lounge car services with a two-person crew. They will provide multiple meal options to more total customers than Amtrak's present service model.



This page intentionally left blank



VII. STATIONS

The *Sunset* Route between Los Angeles and New Orleans consists of 22 stations.⁶ Seven are staffed stations and the remaining 15 are unstaffed scheduled stops. The *Texas Eagle* currently passes through 27 stations from Chicago to San Antonio.⁷ No operational changes are planned for the 27 stations north of San Antonio.

Today, the *Sunset's* tri-weekly service results in station hours of operation that are confusing to potential customers. Currently, passengers trying to plan trips from these cities are faced with inconsistent station hours dependent upon the direction of train travel on a particular weekday, as well as days of complete station closure. The new daily service will establish consistent hours at the four staffed stations (Maricopa, Tucson, El Paso, and Houston) which are exclusive to the *Sunset* Route. For the first time, customers will have consistent daily station operation. This will be a major selling point in marketing this route.

The new service schedule also improves station staffing efficiencies. Amtrak estimates that the total station labor costs will increase by only \$100,000 (~5%) while going from tri-weekly to daily service.

The new schedule serves Maricopa during daylight hours seven days per week. A number of local shuttle bus operators have shown an interest in providing daily feeder services from the surrounding communities of Phoenix, Mesa, and Tempe. The feeder services will make it easier for passengers to reach Maricopa, which is about 30 miles from downtown Phoenix.

The station working group identified station signage needs at many of the rural unstaffed stations along this route. These deficiencies are currently being addressed.

One component of the plan that Amtrak may not be able to implement immediately is to reroute the service to serve two new stations: Fullerton and Riverside. Fullerton is completing an 850 space parking expansion for rail patrons. This will increase the attractiveness of this station to potential Orange County patrons. The table on the next page shows the station on/off impact of the Fullerton/Riverside reroute.

⁶ See Appendix D for current Timetable

⁷ See Appendix E for current Timetable



Sunset Limited / Texas Eagle

PRIIA Section 210 Performance Improvement Plan

This table shows the FY09 Ons and Offs under the current and new service.

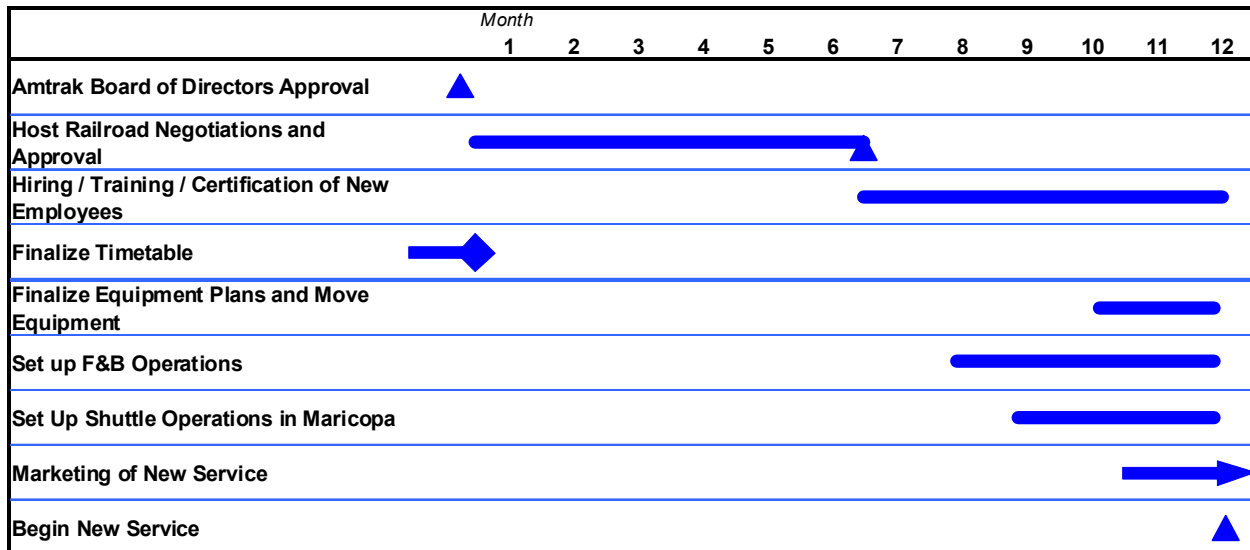
Sunset Limited Stations with On/Offs and Staffing

Station		Eagle	Sunset	Ons and Offs					
				FY09	Incremental on		Plan		Daily Avg
					Sunset / Eagle	Other Routes	Total	Δ	
CHI	Chicago, IL	x		130,510	3,923	(588)	133,845	+ 3%	367
SAS	San Antonio, TX	x	x	48,804	58,793	-	107,597	+ 120%	295
LAX	Los Angeles, CA	x	x	54,108	37,827	14,791	106,726	+ 97%	292
TUS	Tucson, AZ	x	x	18,031	29,267	-	47,298	+ 162%	130
STL	St. Louis, MO	x		49,100	(2,819)	-	46,281	- 6%	127
FTW	Fort Worth, TX	x		42,926	2,939	-	45,865	+ 7%	126
DAL	Dallas, TX	x		39,230	1,804	-	41,034	+ 5%	112
NOL	New Orleans, LA		x	22,742	14,096	-	36,838	+ 62%	101
HOS	Houston, TX		x	16,191	15,864	-	32,055	+ 98%	88
LVW	Longview, TX	x		28,828	2,692	-	31,520	+ 9%	86
BNL	Bloomington-Normal, IL	x		23,925	2,625	-	26,550	+ 11%	73
AUS	Austin, TX	x		25,404	357	-	25,761	+ 1%	71
LRK	Little Rock, AR	x		19,731	4,986	-	24,717	+ 25%	68
SPI	Springfield, IL	x		24,444	(516)	-	23,928	- 2%	66
ELP	El Paso, TX	x	x	9,397	7,882	-	17,279	+ 84%	47
TPL	Temple, TX	x		15,163	1,564	-	16,727	+ 10%	46
MRC	Maricopa, AZ	x	x	7,662	8,009	-	15,671	+ 105%	43
ALN	Alton, IL	x		9,368	(455)	-	8,913	- 5%	24
JOL	Joliet, IL	x		7,142	812	-	7,954	+ 11%	22
RIV	Riverside, CA			-	7,763	(42)	7,721	na	21
MHL	Marshall, TX	x		6,988	642	-	7,630	+ 9%	21
ALP	Alpine, TX	x	x	3,497	3,451	-	6,948	+ 99%	19
PSN	Palm Springs, CA	x	x	5,916	318	-	6,234	+ 5%	17
YUM	Yuma, AZ	x	x	3,689	1,799	-	5,488	+ 49%	15
MIN	Mineola, TX	x		4,952	145	-	5,097	+ 3%	14
MCG	McGregor, TX	x		4,238	852	-	5,090	+ 20%	14
FUL	Fullerton, CA			-	4,684	(61)	4,623	na	13
SMC	San Marcos, TX	x		4,339	(120)	-	4,219	- 3%	12
TAY	Taylor, TX	x		3,908	159	-	4,067	+ 4%	11
WNR	Walnut Ridge, AR	x		3,785	(111)	-	3,674	- 3%	10
PBF	Poplar Bluff, MO	x		4,170	(833)	-	3,337	- 20%	9
LCN	Lincoln, IL	x		2,801	415	-	3,216	+ 15%	9
LFT	Lafayette, LA		x	4,606	(1,427)	-	3,179	- 31%	9
BEN	Benson, AZ	x	x	1,098	1,778	-	2,876	+ 162%	8
CBR	Cleburne, TX	x		2,455	225	-	2,680	+ 9%	7
DRT	Del Rio, TX	x	x	1,849	407	-	2,256	+ 22%	6
MVN	Malvern, AR	x		1,702	504	-	2,206	+ 30%	6
PON	Pontiac, IL	x		1,838	354	-	2,192	+ 19%	6
SCH	Schriever, LA		x	1,052	717	-	1,769	+ 68%	5
ARK	Arkadelphia, AR	x		1,365	400	-	1,765	+ 29%	5
DEM	Deming, NM	x	x	844	805	-	1,649	+ 95%	5
LCH	Lake Charles, LA		x	2,716	(1,224)	-	1,492	- 45%	4
BMT	Beaumont, TX		x	1,769	(425)	-	1,344	- 24%	4
CRV	Carlinville, IL	x		1,462	(149)	-	1,313	- 10%	4
LDB	Lordsburg, NM	x	x	404	442	-	846	+ 109%	2
NIB	New Iberia, LA		x	1,270	(460)	-	810	- 36%	2
SND	Sanderson, TX	x	x	205	73	-	278	+ 36%	1
POS	Pomona, CA	x	x	1,764	(1,641)	-	123	- 93%	0
ONA	Ontario, CA	x	x	4,415	(4,415)	-	0	- 100%	0
	Other Stations (Connections)			-	-	15,100	15,100	na	41



VIII. SERVICE IMPLEMENTATION

Amtrak’s Board has approved implementation of the Performance Improvement Plan. Amtrak is prepared to begin implementation of the new service after resolution of host railroad issues. The following chart highlights the key activities necessary to implement.



Amtrak’s Host Railroad Group has submitted the daily schedule plan to the affected railroads in December 2009 and is currently negotiating with them.

Amtrak’s Southwest Division plans to hire, train and certify nine Engineers, 9 Assistant Conductors, and 44 OBS employees. The Southern Division will need 12 LSAs to support the service between New Orleans and San Antonio. These activities will require a minimum of six months after host railroad approval. *(Since Amtrak currently operates over the entire route on which service will become daily, and many Amtrak Engineers and Conductors are already qualified on that route, the time required to train and qualify additional train and engine crew employees will be relatively short.)* Since this is the longest duration activity, it will drive the launch date for the service. Amtrak will synchronize the remaining activities to the Divisions’ plans.

A shorter 60-day mobilization is required for the deployment of 10 Mechanical Department personnel in Los Angeles.

A fully coordinated marketing effort will precede the initiation of daily service to achieve maximum public exposure. Given the decades of poor on-time performance on the tri-weekly service on the route, promotion of the new service is critical to this plan’s success.



This page intentionally left blank



IX. FINANCIAL AND OPERATIONAL ANALYSIS

Two sections of PRIIA describe the measures by which Amtrak should measure its service. Section 210 pertains directly to Long Distance Performance Improvement. Section 207 pertains to measurement and performance reporting of all Amtrak routes.

A. PRIIA Section 210

PRIIA Section 210 sets specific criteria on which Amtrak should base its Performance Improvement Plans. Since the *Sunset/Eagle* plan affects four other long distance routes, the following chart highlights the impact of the plan on each route, as well as the overall impact on all affected routes. A check mark indicates a positive impact on the criterion. Shown below, the *Sunset/Eagle* plan satisfies 8 out of 9 criteria. The sole criteria not satisfied by the plan relates to Federal support of Amtrak. While the plan reduces Federal support on two of the five routes, overall there is a slight increase. The \$3 million increase represents about 0.5% of the Federal operating subsidy.

Performance Improvement Plan Criteria	Overall	Sunset / Eagle	Coast Starlight	Capitol Limited	Southwest Chief
1 On-time performance	✓	✓			
2 Scheduling, frequency, routes and stops	✓	✓			
3 Feasibility of restructuring service into connected corridor services	✓	✓			
4 Performance-related equipment changes and capital improvements	✓	✓		✓	
5 On-board amenities and service, including food, first class and sleeping car services	✓	✓		✓	
6 State or other non-Federal financial contributions	✓	✓	✓	✓	
7 Improving financial performance	✓	✓	✓	✓	
8 Anticipated Federal funding of operating and capital costs			✓	✓	
9 Other areas affecting financial, competitive, and functional route performance	✓	✓	✓	✓	



B. PRIIA Section 207

PRIIA Section 207 directs Amtrak and the FRA to identify specific measures on which Amtrak will evaluate its performance. The measures, published by the FRA on May 12, 2010, are shown in the following table. The *Sunset/Eagle* plan will improve these metrics in many of the areas. Financial/Operating, Endpoint On-Time Performance, Station On-Time Performance, and Effective Speed measures are all expected to improve because of the direct Los Angeles to Chicago trip and the San Antonio to New Orleans train. Improvements in layover time and better arrival and departure times in many key stations will drive CSI scores higher. Also contributing to higher CSI scores are the better food service that will be offered on the *Capitol Limited* and the lengthened food service times on the *Sunset/Eagle*.

PRIIA Section 207 Metrics		Overall	Sunset / Eagle	Coast Starlight	Capitol Limited	Southwest Chief
Financial/Operating						
	Short-Term Avoidable Operating Cost Recovery	✓	✓	✓	✓	
	Fully Allocated Operating Cost Recovery	✓	✓	✓	✓	
	Long-term Avoidable Operating Loss per Passenger-Mile	✓	✓	✓	✓	
	Passenger-Miles per Train-Mile			✓	✓	
	Adjusted Loss per Passenger-Mile	✓	✓	✓	✓	✓
On-Time Performance and Train Delays						
OTP (All tests must be met to pass OTP standard)						
	Effective Speed	✓	✓			
	Endpoint OTP*					
	Long distance	✓	✓			
	All Stations OTP*					
	Long distance	✓	✓			
Train Delays - Off NEC						
	Amtrak-responsible delays per 10,000 train-miles					
	Host-responsible delays per 10,000 train-miles					
Train Delays - On NEC Only						
	Infrastructure delays					
	Passenger and commuter train interference					
	3rd party delays					
	All other delays					
Other Service Quality						
	Equipment-caused service interruptions per 10,000 train-miles					
CSI - Percent of Passengers "Very Satisfied" with:						
	Overall service	✓	✓	✓	✓	
	Amtrak personnel					
	Information Given					
	On-board comfort	✓	✓			
	On-board cleanliness					
	On-board food service	✓		✓		
	Overall station experience	✓	✓			
	Overall sleeping car experience	✓	✓		✓	
Customer Comment data						
	Subject area / Business Line	✓	✓			



C. Incremental Impact

The following chart highlights the incremental ridership and financial changes on these five routes. The chart shows that the combined *Sunset/Eagle*, *Coast Starlight*, and *Capitol Limited* will have positive ridership increases. The chart also shows that the changes reduce loss for the *Coast Starlight* and *Capitol Limited*. The net financial impact to Amtrak is nearly \$3 million increase in losses or about 0.5% of the loss for the entire Long Distance Business Line.

Incremental Impact of Sunset / Eagle Plan

	Affected Routes	Sunset / Eagle	Coast Starlight	Capitol Limited	Southwest Chief
Total Riders	124,100	103,100	15,100	6,400	(500)

Revenue

Ticket Revenue	\$8,427,000	\$6,424,000	\$1,633,000	\$500,000	(\$130,000)
F&B	\$1,620,608	\$1,293,608	\$317,000	\$35,000	(\$25,000)
Total Revenue	\$10,047,608	\$7,717,608	\$1,950,000	\$535,000	(\$155,000)

Expenses

Host Railroad	\$3,100,000	\$3,100,000			
Fuel	\$1,900,000	\$1,900,000			
Train & Engine Labor (T&E)	\$3,200,000	\$3,200,000			
OBS Labor	\$270,000	(\$90,000)		\$360,000	
F&B & Commissary	\$1,429,088	\$1,144,495	\$276,390	\$30,000	(\$21,797)
Mechanical	\$1,900,000	\$1,900,000			
Station Costs	\$100,000	\$100,000			
Remaining Direct and Shared Costs	\$1,100,000	\$934,000	\$182,000		(\$16,000)
Avoidable Costs	\$12,999,088	\$12,188,495	\$458,390	\$390,000	(\$37,797)
Contribution (loss)	(\$2,951,480)	(\$4,470,887)	\$1,491,610	\$145,000	(\$117,203)

Source: Finance / Market Research / Pricing & Revenue Management

The incremental costs are driven by the following:

- **Host Railroad - \$3.1 million:** Increased payments to host railroads, primarily for incremental cost reimbursement and incentives for on-time performance for daily service. The increase is based on current methodology and cost formulas used for long distance routes.



- **Fuel - \$1.9 million:** Calculated using a Gross Ton Mileage (GTM) model that estimates costs for each proposal based on train tonnage, mileage and per-gallon fuel cost. The increase is based on current budgeted per gallon costs.
- **Train and Engine Labor (T&E) - \$3.2 million:** Labor costs for T&E crews increase because of daily service levels and the increased number of crews necessary. Productivity improves, though, as the cost increase from tri-weekly to daily is 36%, even though the frequency increases by 133%. The productivity improvement comes primarily from the elimination of non-productive “held-away” payments associated with tri-weekly service.
- **OBS Labor - \$0.27 million:** For the *Sunset/Eagle*, labor costs for on-board service (OBS) crews that provide food and customer service on trains are reduced by approximately \$90,000 a year. These labor costs were modeled based on anticipated crew assignments and existing wage/benefit rates.
 - Although service is being expanded from tri-weekly to daily, on-board labor costs do not increase at all (they actually are slightly reduced) as a result of the elimination of long paid layovers associated with less than daily service.
 - For example, under current schedules, the OBS crew that arrives in New Orleans on Friday does not leave for their return to Los Angeles until Monday. All of these expenses are eliminated with daily service, improving productivity levels quite dramatically.

For the *Capitol Limited*, labor costs are for on-board service crews for the additional sleeper car per departure. Due to seasonal demand fluctuations, these costs only include 6 months of a sleeper attendant and an additional food service position for 90 days per year.

- **F&B and Commissary - \$1.4 million:** These provisioning costs are calculated based on the ridership changes on each route.
- **Mechanical - \$1.9 million:** The \$1.9 million increase is from the combination of increased staffing at Los Angeles (ten employees) to support daily service, along with calculations made to determine running maintenance costs associated with increased car miles.
- **Station Costs - \$0.1 million:** To support daily service, there is a very small increase of \$100,000 per year, which represents the cost of one full-time ticket position at Maricopa. All other stations have been able to adjust the new schedules to avoid increases in either headcount or wages.



- **Remaining Direct Costs - \$1.1 million**⁸: These are the remaining Avoidable costs associated with the service.

In addition to the operating costs discussed above, a one-time mobilization cost of \$2.6 million is projected for training and qualifying employees for the new positions that will be created.

⁸ Does not include any non-avoidable costs such as: Marketing, Advertising, Police, Environmental, General and Administrative (G&A), administrative support, and computer systems.



D. Financial Implications to Each Route

This section highlights the impact of the plan on each affected route's financials and key measures.

Sunset / Eagle

	FY09			Nominal Change	Combined Sunset / Eagle	% Change
	Sunset Limited	Texas Eagle	Base			
Total Revenue (\$m)	\$9.8	\$21.3	\$31.1	\$7.7	\$38.8	+ 25%
Total Avoidable Costs (\$m)	(\$26.2)	(\$32.1)	(\$58.3)	(\$12.2)	(\$70.5)	+ 21%
Loss (\$m)	(\$16.5)	(\$10.7)	(\$27.2)	(\$4.5)	(\$31.6)	+ 16%
Annual Ridership (000s)	78.8	260.5	339.2	103.1	442.3	+ 30%
Passenger Miles (m)	67.4	152.8	220.2	97.8	318.0	+ 44%
Train Miles (000s)	624.4	745.9	1,370.3	1,039.7	2,410.0	+ 76%
Avoidable Cost Recovery	37%	67%	53%		55%	+ 2 pts
Loss / Passenger Mile	(\$0.24)	(\$0.07)	(\$0.12)		(\$0.10)	- 19%
Pass Miles / Train Mile	107.9	204.9	160.7		132.0	- 18%

Improvement

Coast Starlight

	Base FY09	Nominal Change	Proposed	% Change
Total Revenue (\$m)	\$38.0	\$2.0	\$40.0	+ 5%
Total Avoidable Costs (\$m)	(\$54.4)	(\$0.5)	(\$54.9)	+ 1%
Loss (\$m)	(\$16.4)	\$1.5	(\$14.9)	- 9%
Annual Ridership (000s)	432.6	15.1	447.7	+ 3%
Passenger Miles (m)	217.6	34.3	251.9	+ 16%
Train Miles (000s)	1,005.2	-	1,005.2	-
Avoidable Cost Recovery	70%		73%	+ 3 pts
Loss / Passenger Mile	(\$0.08)		(\$0.06)	- 21%
Pass Miles / Train Mile	216.5		250.6	+ 16%

Improvement



Capitol Limited

	Base FY09	Nominal Change	Proposed	% Change
Total Revenue (\$m)	\$19.1	\$0.5	\$19.6	+ 3%
Total Avoidable Costs (\$m)	(\$24.3)	(\$0.4)	(\$24.7)	+ 2%
Loss (\$m)	(\$5.2)	\$0.1	(\$5.1)	- 3%
Annual Ridership (000s)	215.4	6.4	221.8	+ 3%
Passenger Miles (m)	107.0	3.2	110.2	+ 3%
Train Miles (000s)	557.0	-	557.0	-
Avoidable Cost Recovery	78%		79%	+ 1 pt
Loss / Passenger Mile	(\$0.049)		(\$0.046)	- 6%
Pass Miles / Train Mile	192.1		197.8	+ 3%

Improvement

Southwest Chief

	Base FY09	Nominal Change	Proposed	% Change
Total Revenue (\$m)	\$41.8	(\$0.2)	\$41.7	- 0.4%
Total Avoidable Costs (\$m)	(\$59.4)	\$0.04	(\$59.3)	- 0.1%
Loss (\$m)	(\$17.5)	(\$0.1)	(\$17.6)	+ 1%
Annual Ridership (000s)	318.0	-0.50	317.5	- 0.2%
Passenger Miles (m)	289.5	-0.46	289.0	- 0.2%
Train Miles (000s)	1,644.6	-	1,644.6	-
Avoidable Cost Recovery	70.5%		70.3%	- 0.2 pts
Loss / Passenger Mile	(\$0.0605)		(\$0.0610)	+ 1%
Pass Miles / Train Mile	176.0		175.8	- 0.2%

Improvement

Affected Routes

	Base FY09	Nominal Change	Proposed	% Change
Total Revenue (\$m)	\$130.0	\$10.0	\$140.0	+ 8%
Total Avoidable Costs (\$m)	(\$196.3)	(\$13.0)	(\$209.3)	+ 7%
Loss (\$m)	(\$66.3)	(\$3.0)	(\$69.3)	+ 4%
Annual Ridership (000s)	1,305.2	124.1	1,429.3	+ 10%
Passenger Miles (m)	834.3	134.8	969.1	+ 16%
Train Miles (000s)	4,577.1	1,039.7	5,616.8	+ 23%
Avoidable Cost Recovery	66%		67%	+ 1 pt
Loss / Passenger Mile	(\$0.08)		(\$0.07)	- 10%
Pass Miles / Train Mile	182.3		172.5	- 5%

Improvement



E. Conclusion

This plan represents an extraordinary opportunity for Amtrak to improve one of its worst performing long distance routes from a financial as well as a customer service perspective. The plan fulfills the spirit of the PRIIA legislation by improving the frequency and schedule of service to underserved areas, opening up new corridors, improving most financial measures, and eliminating labor and equipment inefficiencies inherent in the tri-weekly service. The plan expands opportunities in existing markets as a result of new daylight schedules, corridor service with its inherently higher on-time performance, and improved connectivity with other routes.

While the price tag of the plan increases Long Distance losses by \$3 million, this represents only 0.5% of the \$559 million long distance loss in FY09 on a fully allocated basis. Long Distance Avoidable Cost Recovery would remain at 76%, while ridership and revenue increase by 2% and 3% respectively.

Given the legacy of the *Sunset Limited* as being the single reference point for critics illustrating all that is supposedly wrong with long distance rail travel, this opportunity enables Amtrak to address the key deficiencies of the present service. It will take time to rebuild public confidence in the *Sunset* service, but once Amtrak demonstrates it can deliver more reliable and consistent service, the routes' performance will surely grow.

F. Next Steps

The only effective approach to improving the *Sunset's* overall financial performance is to address the fundamental cause of the problem, which is tri-weekly service.

In developing the plan, the team analyzed numerous daily service options. Amtrak is confident that the option proposed in this PIP produces not only the best financial and customer service improvements, but achieves these results without need of any additional equipment. This plan is a comprehensive roadmap that has the full support of the Amtrak Board of Directors, CEO, and Senior Staff.

Amtrak is currently negotiating with the host railroads on the earliest possible date for implementation of the daily service plan. Active discussions are underway with the Union Pacific around a key element of this plan: daily operation on the *Sunset* route between Los Angeles and New Orleans.



This page intentionally left blank



Appendix A: PRIIA Section 210 - Performance Improvement Criteria

Long Distance Performance Improvement Criteria
1 On-time performance
2 Scheduling, frequency, routes and stops
3 Feasibility of restructuring service into connected corridor services
4 Performance-related equipment changes and capital improvements
5 On-board amenities and service, including food, first class and sleeping car services
6 State or other non-Federal financial contributions
7 Improving financial performance
8 Anticipated Federal funding of operating and capital costs
9 Other areas affecting financial, competitive, and functional route performance



Appendix B: PRIIA Section 207 Performance Metrics

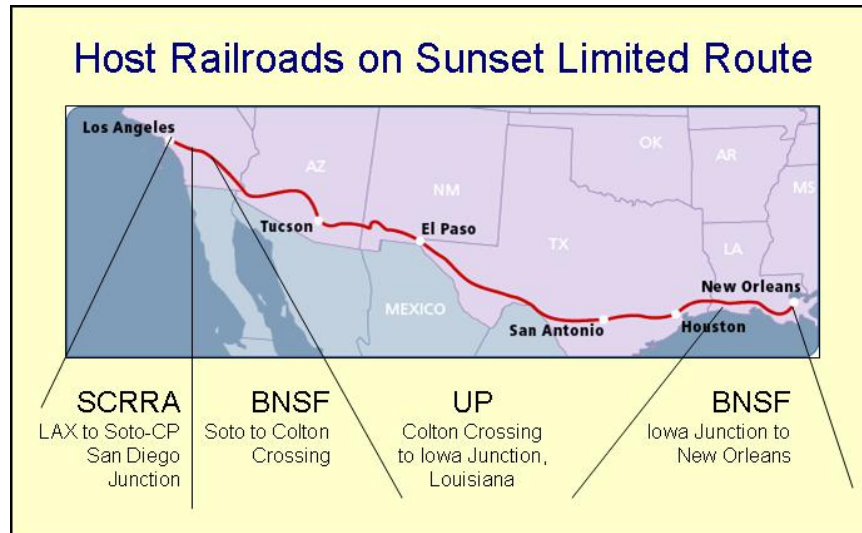
Published by the FRA on May 12, 2010

The following shows the PRIIA Section 207 Metrics on which Amtrak must report to the FRA quarterly.

		Reported by	Standard	Comment
Financial/Operating				
	Short-term avoidable operating cost recovery	Route	Continuous Year Over Year Improvement on an 8 quarter moving average	Excludes capital charges Reported with and without State subsidy included in revenue
	Fully allocated operating cost recovery	Route		
	Long-term avoidable operating loss per passenger-mile	Route		
	Adjusted loss per passenger-mile	System		
	Passenger-miles per train-mile	Route		
On-Time Performance and Train Delays				
OTP (All tests must be met to pass OTP standard)				
	Change in "Effective Speed"	Route	Equal to or better than the average effective speed during FY08	Applies for each rolling four-quarter period.
	Endpoint OTP*		FY10	FY14
	Acela	Route	90%	95%
	Other NEC routes		85%	90%
	Other corridor routes		80%	90%
	Long distance		80%	85%
	All Stations OTP*		FY10	FY14
	Acela	Route	90%	95%
	Other NEC routes		85%	90%
	Other corridor routes		80%	90%
	Long distance		80%	85%
Train Delays - Off NEC				
	Amtrak-responsible delays per 10,000 train-miles	Route	325 minutes / 10,000 train-miles	
	Host-responsible delays per 10,000 train-miles	Route, Host	900 minutes / 10,000 train-miles	
Train Delays - On NEC Only				
	Acela	Route, Host	265 minutes / 10,000 train-miles	
	Other NEC routes		475 minutes / 10,000 train-miles	
Other Service Quality				
CSI - Percent of Passengers "Very Satisfied" with:				
	Overall service	Route	FY10	FY14
	Amtrak personnel		82%	90%
	Information given		80%	90%
	On-board comfort			
	On-board cleanliness			
	On-board food service			
	Overall station experience			
	Overall sleeping car experience	tbd	future metric	
For Information Only				
	Equipment-caused service interruptions / 10,000 train-miles	Route	-	-
	Passenger comment data by category / business line	Type of Route	-	-
Public Benefits				
	Connectivity: % of passengers connecting to/from other routes	Long Distance Route	-	-
	Availability of other modes: % of passengers-trips to/from underserved communities	Route, System	-	-
	Energy-saving and environmental measures	tbd	-	-

	*OTP (Maximum Minutes of Delay for "On Time Arrival")					All Stations All Trip Lengths
	Endpoint					
	<251 miles	251-350 miles	351-450 miles	451-550 miles	>551 miles	
All Routes, exc. Acela	10	15	20	25	30	15
Acela	10	na	na	10	na	10

Appendix C: Sunset Limited Host Railroads



SCRRA

Los Angeles Union Station to Soto-CP San Diego Junction (dispatched by SCRRA)
 SCRRA River Subdivision, Terminal Lead, LAUS MP 0.0 to SCRRA River Subdivision, West Bank Line, Soto, MP 144.4 (approximately 6.5 rail miles on SCRRA).

BNSF

Soto to Colton Crossing (dispatched by BNSF)
 BNSF San Bernardino Subdivision, Soto MP 144.4 to BNSF San Bernardino Subdivision, Colton Crossing MP 4.2 (approximately 63.4 rail miles on BNSF).
 Includes proposed station stops at Fullerton MP 165 and Riverside MP 10.1.

Union Pacific

Union Pacific Railroad from Colton, California to Iowa Junction, Louisiana.
 Union Pacific Yuma Subdivision, BNSF Crossing MP 538.7 to Iowa Junction, Louisiana connection with BNSF at MP 205 of the Union Pacific Lafayette Subdivision (approximately 1,801 miles on Union Pacific).

BNSF

BNSF Lafayette Subdivision, Iowa Junction MP 205 to BNSF Lafayette Subdivision, West Bridge MP 10.4 (approximately 194.6 miles on BNSF).

Final incidental mileage of 1,000 ft. on Union Pacific at West Bridge, followed by 4 miles on the New Orleans Public Belt Railroad H. P. Long Bridge, followed by 2 miles on CN from MP 906.7 to 908.6 Southport Junction and finally 3.5 miles on Amtrak to New Orleans Union Station.



Appendix D: Current Sunset Limited Timetable

SUNSET LIMITED

Orlando • New Orleans • Houston • Los Angeles

1	◀ Train Number ▶				2
As indicated in column	◀ Normal Days of Operation ▶				As indicated in column
☒ ☑ ☒ ☑	◀ On Board Service ▶				☒ ☑ ☒ ☑
Read Down	Mile	▼	Symbol	▲	Read Up
			Orlando, FL (ET) (Walt Disney World®)		☒
			Winter Park, FL		☒
			DeLand, FL (Daytona Beach)		☒
			Palatka, FL		☒
			Jacksonville, FL		☒
			Lake City, FL (Gainesville)		☒
			Madison, FL		☒
			Tallahassee, FL (ET)		☒
			Chipley, FL (Panama City) (CT)		☒
			Crestview, FL (Ft. Walton Beach)		☒
			Pensacola, FL		☒
			Atmore, AL		☒
			Mobile, AL		☒
			Pascagoula, MS		☒
			Biloxi, MS		☒
			Gulfport, MS		☒
			Bay St. Louis, MS		☒
☒			New Orleans, LA	●☒☑QT	Ar
11 55A MoWeFr	0	Dp	☑ Baton Rouge—see right		2 55P TuFrSu
☑			Schriever, LA (Houma/Thibodaux)	○☒	☑
** 1 25P MoWeFr	56		New Iberia, LA	○☒	**12 03P TuFrSu
** 2 51P MoWeFr	127		Lafayette, LA	○☒	**10 41A TuFrSu
3 19P MoWeFr	145		Lake Charles, LA	○☒	10 15A TuFrSu
4 50P MoWeFr	219		Beaumont, TX (Port Arthur)	○☒	8 29A TuFrSu
6 43P MoWeFr	281		Houston, TX	●☒☑QT	7 05A TuFrSu
9 13P MoWeFr	363	Ar	☑ Galveston—see right	Dp	5 10A TuFrSu
9 50P MoWeFr		Dp	San Antonio, TX	●☒☑QT	4 40A TuFrSu
3 00A TuThSa	573	Ar	☑ Brownsville—see right	Dp	11 55P MoThSa
5 40A TuThSa		Dp	Del Rio, TX	○☒	9 30P MoThSa
8 35A TuThSa	742		Sanderson, TX	○☒	5 42P MoThSa
**11 10A TuThSa	868		Alpine, TX (Big Bend Nat'l Park) (CT)	○☒	** 3 16P MoThSa
1 24P TuThSa	959		El Paso, TX (MT)	●☒☑	1 25P MoThSa
4 15P TuThSa	1178	Ar	(Ciudad Juarez, Mexico)	Dp	8 15A MoThSa
4 40P TuThSa		Dp	Deming, NM	○☒	7 50A MoThSa
** 6 11P TuThSa	1264		Lordsburg, NM (MT)	○☒	** 5 50A MoThSa
** 7 06P TuThSa	1325		Benson, AZ (MST)	○☒	** 4 55A MoThSa
☑ ** 8 11P TuThSa	1443		Tucson, AZ	○☒	☑ ** 1 55A MoThSa
☑			Maricopa, AZ (Phoenix)	●☒☑QT	☑
☑			Yuma, AZ (MST)	○☒	☑
☑			Palm Springs, CA (PT)	○☒	☑
☑			Ontario, CA	○☒	☑
☑			Pomona, CA	○☒	☑
☑			Los Angeles, CA † (PT)	●☒☑QT	☑

The Sunset Limited service between Orlando and New Orleans has been suspended. Future service has not been determined..



Appendix E: Current Texas Eagle Timetable

21/421	◀ Train Number ▶				22/422	
As indicated in column	◀ Normal Days of Operation ▶				As indicated in column	
☎ ☎ ☎ ☎	◀ On Board Service ▶				☎ ☎ ☎ ☎	
Read Down	Mile	▼		Symbol	▲	Read Up
1 45P Daily	0	Dp	Chicago, IL—Union (CT) ☎ Madison—see back	☎ ☎QT	Ar	1 52P Daily
R 2 40P Daily	37	↓	Joliet, IL	☎	▲	D12 56P Daily
3 27P Daily	92	↓	Pontiac, IL	☎	▲	11 39A Daily
4 04P Daily	124	↓	Bloomington-Normal, IL ☎ Davenport, Indianapolis—see back	☎ ☎QT	▲	11 08A Daily
4 37P Daily	156	↓	Lincoln, IL	☎	▲	10 25A Daily
5 14P Daily	185	↓	Springfield, IL	☎ ☎QT	▲	9 55A Daily
** 5 49P Daily	224	↓	Carlinville, IL	○	▲	** 9 15A Daily
6 22P Daily	257	↓	Alton, IL	☎	▲	8 43A Daily
7 21P Daily	284	Ar	St. Louis, MO	☎ ☎QT	Dp	7 55A Daily
8 00P		Dp			Ar	7 19A
11 42P Daily	453	↓	Poplar Bluff, MO	☎	▲	2 44A Daily
12 37A Daily	513	↓	Walnut Ridge, AR (Jonesboro)	☎	▲	1 41A Daily
3 10A Daily	634	↓	Little Rock, AR	☎	▲	11 39P Daily
** 3 55A Daily	677	↓	Malvern, AR (Hot Springs National Park)	☎	▲	**10 26P Daily
** 4 20A Daily	694	↓	Arkadelphia, AR	☎	▲	**10 02P Daily
[21]	741	↓	Hope, AR	☎	▲	[21]
5 58A Daily	774	↓	Texarkana, AR/TX	☎	▲	8 43P Daily
7 50A Daily	840	↓	Marshall, TX	☎	▲	7 31P Daily
8 28A Daily	864	↓	Longview, TX (Tyler) ☎ Shreveport, Houston—see back	☎	▲	6 15P Daily
9 25A Daily	912	Dp	Mineola, TX (Canton)	☎	▲	5 15P Daily
11 30A Daily	991	Ar	Dallas, TX	☎ ☎QT	Dp	3 40P Daily
11 50A		Dp			Ar	3 20P
1 25P Daily	1022	Ar	Fort Worth, TX	☎ ☎QT	Dp	2 20P Daily
2 10P		Dp			Ar	1 58P
2 52P Daily	1050	↓	Cleburne, TX	☎	▲	1 00P Daily
4 00P Daily	1125	↓	McGregor, TX (Waco, Crawford)	☎	▲	11 51A Daily
4 43P Daily	1150	↓	Temple, TX ☎ Ft. Hood, Killeen—see back	☎	▲	11 25A Daily
5 36P Daily	1188	↓	Taylor, TX	☎	▲	10 22A Daily
6 30P Daily	1223	↓	Austin, TX	☎ ☎QT	▲	9 31A Daily
7 12P Daily	1253	↓	San Marcos, TX	☎	▲	8 32A Daily
9 55P Daily	1305	Ar	San Antonio, TX	☎ ☎QT	Dp	7 00A Daily
5 40A TuThSa		Dp			Ar	9 30P MoThSa
8 35A TuThSa	1475	↓	Del Rio, TX	☎	▲	5 42P MoThSa
**11 10A TuThSa	1600	↓	Sanderson, TX	☎	▲	** 3 16P MoThSa
1 24P TuThSa	1692	↓	Alpine, TX (Big Bend Nat'l Park) (CT)	☎	▲	1 25P MoThSa
4 15P TuThSa	1910	Ar	El Paso, TX (MT) (Ciudad Juarez, Mex.)	☎ ☎QT	Dp	8 15A MoThSa
4 40P TuThSa		Dp			Ar	7 50A MoThSa
** 6 11P TuThSa	1998	↓	Deming, NM	☎	▲	** 5 50A MoThSa
** 7 06P TuThSa	2058	↓	Lordsburg, NM (MT)	☎	▲	** 4 55A MoThSa
☎** 8 11P TuThSa	2176	↓	Benson, AZ (MST)	☎	▲	☎** 1 55A MoThSa
☎ 9 40P TuThSa	2226	Ar	Tucson, AZ	☎ ☎QT	Dp	☎ 12 55A MoThSa
☎ 10 30P TuThSa		Dp			Ar	☎ 12 06A MoThSa
☎ 11 47P TuThSa	2312	Ar	Maricopa, AZ (Phoenix)	☎	Dp	☎ 10 18P SuWeFr
☎ 11 57P TuThSa		Dp			Ar	☎ 10 08P SuWeFr
☎ 2 44A WeFrSu	2477	↓	Yuma, AZ (MST)	☎	▲	☎ 7 25P SuWeFr
4 54A WeFrSu	2622	↓	Palm Springs, CA (PT)	☎	▲	5 15P SuWeFr
D 6 21A WeFrSu	2690	↓	Ontario, CA	☎	▲	3 34P SuWeFr
D 6 31A WeFrSu	2696	↓	Pomona, CA	☎	▲	3 21P SuWeFr
8 30A WeFrSu	2728	Ar	Los Angeles, CA † (PT)	☎ ☎QT	Dp	2 40P SuWeFr



Appendix F: Long Distance Ratings Used for PRIIA 210 Ranking

Proposed PRIIA Section 210 Ranking – Three Year Program Outline

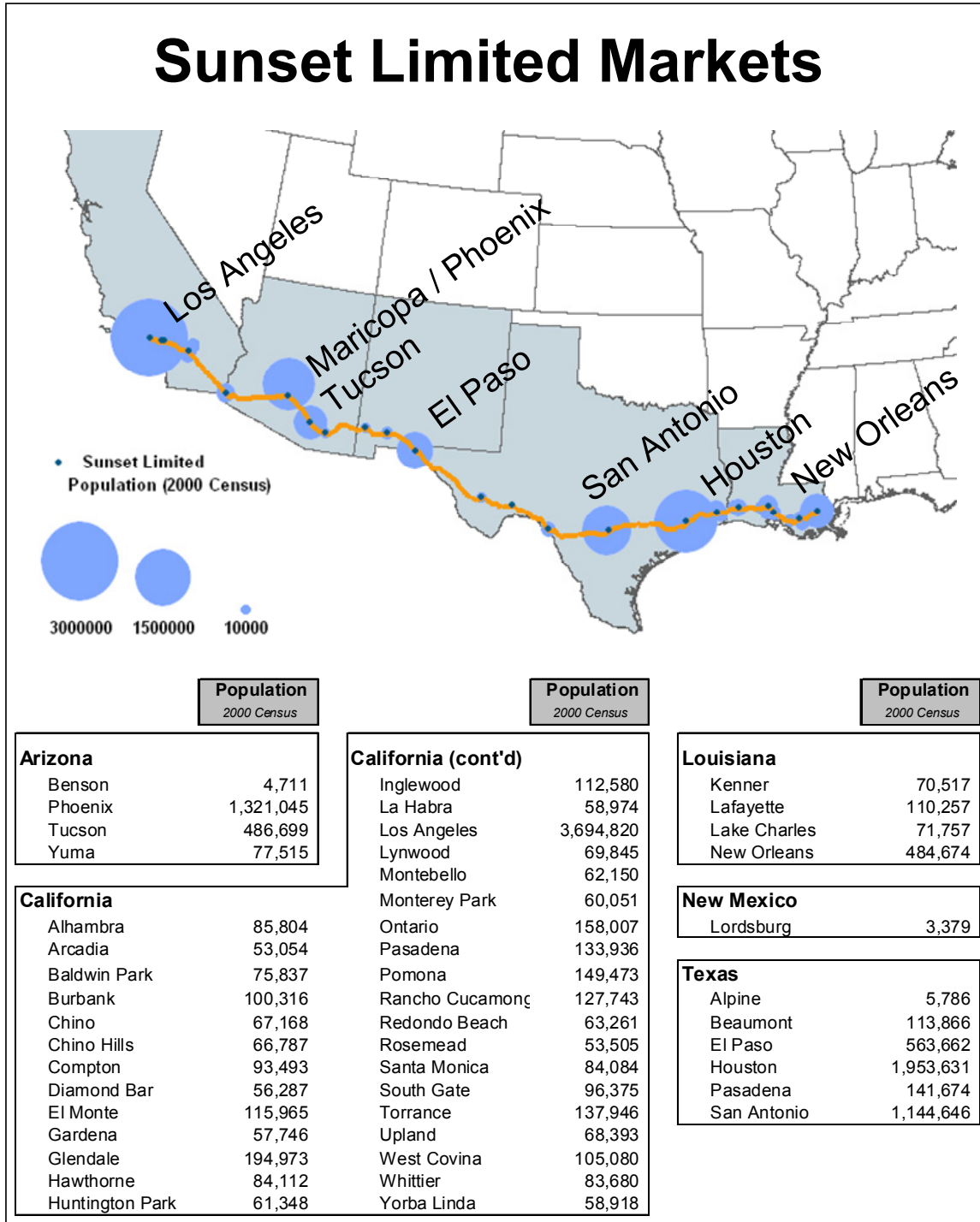
- Long Distance routes shown ranked by average of FY08 CSI, OTP, and Attributed Cost Recovery

		CSI	OTP	CR	Avg.	
Top Third	Auto Train*	84%	82%	88%	84%	Top Third – FY12 Performance Improvement Plan ➤ All Superliner Service, 3 LD Trains from Chicago ➤ East Coast Auto Train and West Coast Starlight ➤ 4 routes previously in RPI program*
	Empire Builder*	82%	69%	66%	72%	
	Southwest Chief	79%	65%	53%	66%	
	City of New Orleans*	78%	62%	53%	64%	
	Coast Starlight*	79%	61%	49%	63%	
Middle Third	Silver Meteor	74%	66%	49%	63%	Middle Third – FY11 Performance Improvement Plan ➤ All Single Level Service, 5 LD Trains out of New York ➤ 2 Silver Service trains to Miami ➤ 2 routes previously in RPI program*
	Crescent*	76%	67%	46%	63%	
	Palmetto	72%	52%	61%	62%	
	Lake Shore Ltd.*	70%	58%	44%	57%	
	Silver Star	75%	45%	43%	54%	
Bottom Third	Capitol Ltd.	77%	33%	48%	53%	Bottom Third – FY10 Performance Improvement Plan ➤ 4 Superliner trains and 1 Single Level train ➤ 4 routes w/ Chicago endpoints, 2 routes tri-weekly ➤ <i>Sunset Ltd. FY09 RPI program* developed plan to restructure route with Texas Eagle for daily service</i>
	California Zephyr	77%	30%	45%	51%	
	Texas Eagle	70%	18%	46%	45%	
	Cardinal	66%	31%	35%	44%	
	Sunset Ltd.*	75%	27%	24%	42%	

*Part of previous RPI program



Appendix G: Sunset Limited Markets



Amtrak is a registered service mark of the National Railroad Passenger Corporation.



