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Description of document: National Railroad Passenger Corporation (Amtrak) grant application (mid-2023) for: Infrastructure Renewal and Speed Improvement Program (Washington, DC to New Jersey)

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1 Massachusetts Avenue, NW
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[Amtrak PFOIA Portal Home](#)

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From: Conner, Rebecca <rebecca.conner@amtrak.com>
Sent: Monday, August 5, 2024 at 11:28:57 AM EDT
Subject: Acknowledgement - 24-FOI-00577

08-05-24

This letter acknowledges the receipt of your FOIA request dated 07-08-24 requesting A copy of the Amtrak grant application (mid-2023) for: Infrastructure Renewal and Speed Improvement Program (Washington, DC to New Jersey).

This request has been issued tracking number 24-FOI-00577. Please reference this number in all correspondence and communications with this office.

Please see attached. Portions have been withheld under FOIA Exemptions 4 and 5.

Exemption 4 of the FOIA protects "trade secrets and commercial or financial information obtained from a person [that is] privileged or confidential." This exemption is intended to protect the interests of both the government and submitters of information. The exemption covers two distinct categories of information in federal agency records: (1) trade secrets; and (2) information that is (a) commercial or financial, (b) obtained from a person, and (c) privileged or confidential.

Exemption 5 of the Freedom of Information Act protects "inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency." Since this contains deliberative process information, we are withholding this.

Pursuant to Amtrak's FOIA regulations (49 CFR 701.10), if you do not agree with Amtrak's decision, you may file an appeal with Eleanor D. Acheson, Executive Vice President, General Counsel and Corporate Secretary, within ninety days (90) of the date of this letter, specifying the relevant facts and the basis for your appeal. Your appeal may be mailed to Ms. Acheson's attention: National Railroad Passenger Corporation, Law Department, One Massachusetts Avenue, NW, Washington, DC 20001. The President and CEO of Amtrak has delegated authority to the General Counsel and Corporate Secretary for the rules and compliance to the FOIA.

Thank you,
FOIA Officer

NRPC Amtrak grant appl Speed Improvement Program (DC -NJ)

ATTACHMENT 2

STATEMENT OF WORK

National Railroad Passenger Corporation

**Infrastructure Renewal and Speed Improvement Program (IRSIP) NEC South End -
Planning Study**

**Federal-State Partnership for Intercity Passenger Rail – Northeast Corridor Program
Funding (FY22 – FY23)**

I. AUTHORITY

Authorization	49 U.S.C. § 24411
Funding Authority/Appropriation	<u>Infrastructure Investment and Jobs Act (IIJA) (Public Law 117-58, also known as the “Bipartisan Infrastructure Law”)</u> Consolidated Appropriations Act, 2022, and Division J of IIJA
Notice of Funding Opportunity	Notice of Funding Opportunity for Projects Located on the Northeast Corridor for the Federal-State Partnership for Intercity Passenger Rail Program Fiscal Year 2022 and 2023, 87 Fed. Reg. 79421, December 27, 2022

To the extent there is a conflict between Attachment 1 and this Attachment 2, Attachment 1 governs.

II. BACKGROUND

This Agreement funds the Grantee, the National Railroad Passenger Corporation (Amtrak), to support the deployment of the Infrastructure Renewal and Speed Improvement (IRSIP) Program.

The Program that will enable speed increases and make trip time improvements for Amtrak intercity passenger rail service on the NEC South End through infrastructure renewal and improvements. This Program will identify and develop intercity speed and trip time improvements that can be implemented in conjunction with NEC capital renewal needs. It will

leverage planned capital renewal investments to increase Amtrak train speeds up to 160 mph on segments of the NEC between Washington, DC and New Jersey.

III. OBJECTIVE

The IRSIP Planning Study covered under this SOW will initiate the program, identify transportation needs and infrastructure constraints in order to develop capital renewal and improvement concepts that increase speeds and reduce trip time. These concepts will be evaluated in order to define the type and scope of both stand-alone capital improvement projects and enhancements to existing and planned renewal needs. This evaluation will identify potential alternatives, potential environmental resources and impacts, property needs, and preliminary implementation feasibility considerations. Conceptual engineering will be completed for these projects and enhancements. Later stages of the program will continue program development.

Please note that this application includes the following elements on the NEC Project Inventory: Infrastructure Renewal and Speed Improvement Program - Mid-Atlantic South, Infrastructure Renewal and Speed Improvement Program - New Jersey, and Infrastructure Renewal and Speed Improvement Program - Mid-Atlantic North.

IV. LOCATION

The project location is the south end of Amtrak's Northeast Corridor between Washington Terminal in Washington DC and Newark Station in New Jersey. These projects limits are from approximately MP 136.6 on Amtrak's AP Line to MP 9.15 on Amtrak's AN Line. These limits include Amtrak's Mid-Atlantic South, Mid-Atlantic North and New York Divisions located in Washington, DC, Maryland, Delaware, Pennsylvania and New Jersey.



V. DESCRIPTION OF WORK

Task 1: Detailed Project Work Plan, Budget, and Schedule

The Grantee will prepare a Detailed Project Work Plan, Budget, and Schedule for the following tasks, which may result in amendments to this Agreement. The Detailed Project Budget will be consistent with the Approved Project Budget but will provide a greater level of detail. The Detailed Project Work Plan will describe, in detail, the activities and steps necessary to complete the tasks outlined in this Statement of Work. The Detailed Project Work Plan will also include information about the project management approach (including team organization, team decision-making, roles and responsibilities and interaction with FRA), as well as address quality assurance and quality control procedures. In addition, the Detailed Project Work Plan will include the Project Schedule (with Amtrak and agency review durations) and a detailed Project Budget. Similarly, agreements governing the construction, operation and maintenance of the Project are to be included. The Detailed Project Work Plan, Budget, and Schedule will be reviewed and approved by the FRA.

The Grantee acknowledges that work on subsequent tasks will not commence until the Detailed Project Work Plan, Budget, and Schedule has been completed, submitted to FRA, and the Grantee has received approval in writing from FRA, unless such work is permitted by pre-award authority provided by FRA. The FRA will not reimburse Amtrak for costs incurred in contravention of this requirement.

Task 1 Deliverables:

- Detailed Project Work Plan, Budget, and Schedule

Task 2: Planning

The IRSIP Planning Study is the first stage in the IRSIP Program. The Program goal is to increase intercity passenger rail service speeds by addressing slow zones, increasing speeds where possible, improving alignments, and potentially creating new segments of high-speed rail. The scope of the IRSIP Planning Study may include the following:

(b)(4)

Task 2 Deliverables:

(b)(4)

Task 3: Project Management, Administrative, and Final Performance Report

Project Management, Construction Management, and Administrative Oversight

The Grantee will develop a comprehensive Project Management Plan (PMP) consistent with FRA regulatory requirements. The Grantee is responsible for facilitating the coordination of all activities necessary for implementation of the Project. Upon award of the Project, the Grantee will monitor and evaluate the Project's progress through regular meetings scheduled throughout the Project Performance Period.

The Grantee will provide oversight of the consultant and the contractor(s) retained by the Grantee. The Grantee will provide Amtrak-internal support services for the project related to planning and engineering activities, and such additional related services as deemed appropriate by the Grantee. This task also includes fees for oversight activities, project support, and services performed in conjunction with the Project. This task also includes environmental monitoring and compliance activities.

Final Performance Report

The Grantee will submit a Final Performance Report, along with other final reports as required under this Agreement, to the FRA within 120 days of the Project Performance Period end date. The Final Performance Report will describe the cumulative activities of the Project, including a complete description of the Grantee's achievements with respect to the project objectives and milestones, overall budget/financial status, benefits obtained from the grant, and service outcomes.

Task 3 Deliverables:

- Final Performance Report

VI. PROJECT COORDINATION

The Grantee shall perform all tasks required for the Project through a coordinated process, which will involve each railroad owner, operator, area stakeholder, and funding partners, including:

- FRA

VII. PROJECT MANAGEMENT

The Grantee is responsible for facilitating the coordination of all activities necessary for implementation of the Project. Upon award of the Project, the Grantee will monitor and evaluate the Project's progress through regular meetings scheduled throughout the Project Performance Period. The Applicant/Grantee will:

- Participate in a project kickoff meeting with FRA
- Complete necessary steps to hire a qualified consultant/contractor to perform required Project work
- Hold regularly scheduled Project meetings with FRA
- Inspect and approve work as it is completed

- Review and approve invoices as appropriate for completed work
- Perform Project close-out audit to ensure contractual compliance and issue close-out report
- Submit to FRA all required Project deliverables and documentation on-time and according to schedule, including periodic receipts and invoices
- Comply with all FRA Project reporting requirements, including, but not limited to:
 - a. Status of project by task breakdown and percent complete
 - b. Changes and reason for changes in and updated versions of Detailed Project Work Plan, Budget, and Schedule
 - c. Description of unanticipated problems and any resolution since the immediately preceding progress report
 - d. Summary of work scheduled for the next progress period
- Read and understand the Terms and Conditions of this Agreement (Attachment 1)
- Notify FRA of changes to this Agreement that require written approval or modification to the Agreement



Infrastructure Renewal and Speed Improvement Program (IRSIP) NEC South End - Planning Study

Project Narrative

Application for Funding Under the FY 2022-2023 Northeast Corridor (NEC) Federal-State Partnership for Intercity Passenger Rail Program

Contact:

Meghan Histan, Director, Grants Management
302-290-5703

Alex Coll, Senior Program Manager



1. COVER PAGE

Infrastructure Renewal and Speed Improvement Program (IRSIP) NEC South End - Planning Study	
Lead Applicant Name/Project Sponsor	National Railroad Passenger Corporation (Amtrak)
Amount of Federal Funding Requested in this Application	(b)(4)
Proposed Non-Federal Match	
Total Project Cost/Total Project Cost For Lifecycle Stage beginning by 2024	
LOI/PFA Requested	No
If PFA Funding Requested, Amount of: <ul style="list-style-type: none"> - Request under this NOFO for initial obligation - Request under this NOFO for scheduled obligations under a PFA (equal to the remaining amount of the Total Project Cost) 	N/A
If LOI Requested, Amount of: <ul style="list-style-type: none"> - Request under this NOFO for obligation - Requested amount under LOI which may be applied for under future NOFOs (may or may not equal the remaining amount of the Total Project Cost) 	N/A
Was a Federal Grant Application Previously Submitted for this Project?	No
If Yes, State the Name of the Federal Grant Program and Title of the Project in the Previous Application	N/A
Current Project Lifecycle Stage	Planning Study
Project Lifecycle Stage(s) to be Funded in this Application	Planning Study, Project Planning
Intercity Passenger Rail Service(s) Benefiting from the Project	Amtrak
For shared benefit projects, identify the Commuter Rail Passenger Transportation service(s) benefiting from the project	-
Infrastructure Owner(s) of Project Assets	Amtrak
City(-ies), State(s) Where the Project is Located	DC, MD, DE, PA & NJ
Congressional District(s) Where the Project is Located	DC at Large, MD-1, 2, 3 4; DE at Large; PA-1, 2, 3, 5; NJ-3, 6, 7, 8, 10, 12

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ATTACHMENTS

Federal forms (completed in Grants.Gov workspace)online

SF-424 – Application for Federal Assistance

SF 424A—Budget Information for Non-Construction

SF 424B—Assurances for Non-Construction

FRA F 30

FRA F 251

SF LLL (N/A)

Attachment 1: Project Narrative (this document)

Attachment 2: Project Statement of Work

Attachment 3: Project Schedule

Attachment 4: Project Budget

Attachment 5: Performance Measures

Attachment 6: Funding Commitment Letter and Letters of Support

Attachment 7: Funding Plan

Attachment 8: Draft Agreement required under 49 U.S.C. 22905(c)(1)

2. PROJECT SUMMARY

The Infrastructure Renewal and Speed Improvement Program (IRSIP) – Northeast Corridor (NEC) South End is an Amtrak strategic initiative and capital improvement program that will enable speed increases and make trip time improvements for Amtrak intercity passenger rail service on the NEC South End through infrastructure renewal and improvements. This program will identify and develop intercity speed and trip time improvements that can be implemented in conjunction with NEC capital renewal needs. It will leverage planned capital renewal investments to increase Amtrak train speeds up to 160 mph on segments of the NEC between Washington, DC and New Jersey.

The Amtrak NEC rail system, which serves a major business route along the eastern United States seaboard, is aging with many assets at or near the end of their useful life. Significant constraints to Amtrak speed and trip times exist as a result of deficient infrastructure, systems and alignments. While CONNECT NEC 2035 (C35) is underway to address the SOGR major backlog that contributes to these constraints, IRSIP will look beyond the limits of C35 in order to increase maximum authorized speed (MAS) for intercity passenger rail service on the NEC between Washington Union Station and New Jersey, including segments of up to 160 mph.

The IRSIP Planning Study will initiate the program, identify transportation needs and infrastructure constraints in order to develop capital renewal and improvement concepts that increase speeds and reduce trip time. These concepts will be evaluated in order to define the type and scope of both stand-alone capital improvement projects and enhancements to existing and planned renewal needs. This evaluation will identify potential alternatives, potential environmental resources and impacts, property needs, and preliminary implementation feasibility considerations. Conceptual engineering will be completed for these projects and enhancements. Later stages of the program will continue program development.

Please note that this application includes the following elements on the NEC Project Inventory: Infrastructure Renewal and Speed Improvement Program - Mid-Atlantic South, Infrastructure Renewal and Speed Improvement Program - New Jersey, and Infrastructure Renewal and Speed Improvement Program - Mid-Atlantic North.

3. PROJECT FUNDING

Amtrak seeks a FY22-23 Federal-State Partnership for Intercity Passenger Rail Program for the Northeast Corridor (FSP-NEC Program) grant of (b)(4) with a (b)(4) non-federal Amtrak match. Amtrak's capital contribution to the project comes from its Program Income, including ticket revenue, and/or Northeast Corridor Infrastructure Investment and Jobs Act (IIJA) Supplemental Funding. The Northeast Corridor Infrastructure IIJA Supplemental Funding can be used as non-Federal match.¹

Funding will cover the planning study to identify, evaluate and provide conceptual design for the improvement opportunities that will enable MAS increases on slow zones and higher speed

¹ The non-federal share from Amtrak may include non-federal program income and/or Northeast Corridor IIJA Supplemental Funding. Pursuant to IIJA, Amtrak may use Northeast Corridor IIJA Supplemental Funding to meet non-federal match requirements of the Federal-State Partnership for State of Good Repair (Partnership) grant program authorized by Sections 11103 and 11302 of the Passenger Rail Reform and Investment Act of 2015 (Title XI of the Fixing America's Surface Transportation (FAST) Act, Pub. L. No. 114-94 (2015), codified at [49 U.S.C. § 24911](#)).

sections, up to 160 mph on the NEC South End. These costs will include Amtrak salary and wage costs along with professional services to include general planning, engineering design, environmental, real estate, site investigation, and other miscellaneous services that may be required for the study.

Amtrak will work with FRA to obtain Pre-Award authority to ensure timely delivery of this critical NEC investment. Per the [FRA guidance released March 3, 2023](#), Amtrak is able to request pre-award authority back to the date of the first NEC Project Inventory in which the project is listed. Amtrak is requesting pre-award authority as of November 15, 2022 to cover project management costs and planning costs. These costs are estimated at (b)(4) Fiscal Year 2023.

(b)(4)

Table 2: Source of Funds

Type	Source	Amount (\$)	Percent of Project Cost (%)
Federal	FSP Funds Request	(b)(4)	
	FSP PFA or LOI Request		
	Other Federal Funds		
Non-Federal	Non-Federal Matching Funds		

4. APPLICANT ELIGIBILITY CRITERIA

Amtrak is an eligible applicant under article C.1.(6) of the Notice of Funding Opportunity (NOFO) “Amtrak, acting on its own behalf or under a cooperative agreement with one or more States.”



Amtrak—America’s Railroad— is dedicated to connecting America in safer, greener, and healthier ways. This dedication is featured prominently in the [Amtrak Corridor Vision Plan](#), completed in May 2021, to “...develop and expand our nation’s transportation infrastructure, enhance mobility, drive economic growth, and meaningfully contribute to reducing greenhouse gas (GHG) emissions.”

As the nation’s intercity passenger rail service provider and high-speed rail operator, Amtrak has 21,000 route miles in 46 states, the District of Columbia, and three Canadian provinces. Amtrak owns the majority of the 457-mile NEC, including the entire line south of New York City, and is responsible for its operations and maintenance.

Accommodating over 2,200 daily trains and 800,000 daily trips prior to the COVID-19 pandemic (March 2020), including Amtrak, commuter, and freight trains, the NEC is the nation’s most congested rail corridor and is among the highest volume rail corridors in the world.

Amtrak is governed by a nine-member board of directors appointed by the President of the United States and confirmed by the U.S. Senate. Amtrak is organized as a federally chartered, private, for-profit corporation in the District of Columbia.

5. PROJECT ELIGIBILITY CRITERIA

The Project is eligible for a FSP-NEC Program grant under the following NOFO articles in Section C.3.A:

(2) A project to improve intercity passenger rail service performance, including reduced trip times...[and] higher operating speeds.

(4) A group of related projects described in paragraphs (1) through (3).

(5) The planning, environmental studies, and Final Design for a project or group of projects described in paragraphs (1) through (4).

The IRSIP Planning Study is represented on the 2022 Northeast Corridor Project Inventory as three distinct planning study line items based on geographic limits within IRSIP: New Jersey, Mid-Atlantic North and Mid-Atlantic South. The comprehensive planning study described herein combines these three line items into one study. It does not constitute any changes to overall program scope or limits.

The project track is identified as Track 1 - Planning Studies and Project Planning. The IRSIP Planning Study will include planning activities and conceptual design necessary to develop and evaluate improvements to be undertaken as part of IRSIP. These planning activities will include development of a purpose and need, potential new alignment alternatives in segments of the corridor, identification of environmental resources, and identification of potential property acquisition needs.

(b)(4)

6. DETAILED PROJECT DESCRIPTION

6.1 Project Background

This Program identifies and develops intercity performance improvements that can be implemented in conjunction with NEC capital renewal and/or asset vulnerability needs. It will increase Amtrak train speeds to reduce trip time, developing concepts and plans to address slow zones as well as new high-speed zones on segments of the NEC between Washington, DC and New Jersey. Amtrak will also analyze potential new alignments on select segments in Maryland and Delaware to assess and develop potential opportunities to further reduce trip times and increase speeds.

The NEC is one of the busiest, most complex, and economically vital transportation systems in the world connecting eight states and the District of Columbia. As the majority owner of the NEC, Amtrak not only moves intercity riders, but also provides access and/or operational support to eight commuter lines and six freight operators.

The main line of the NEC is 457 miles long traversing major cities in the northeast region including Washington, DC, Baltimore, Philadelphia, New York and Boston. With the addition of connecting corridors to Harrisburg, PA, Springfield, MA, Albany, NY and Richmond, VA, the NEC spans a total of 899 miles. Most of the rail line is owned by Amtrak, with New York State, the Connecticut Department of Transportation and the Massachusetts Bay Transportation Authority owning parts of the northern section. The Northeast's five major metropolitan regions — Boston, New York, Philadelphia, Baltimore and Washington, DC — rely on Amtrak services for a significant and growing share of business and leisure passenger travel — and on NEC infrastructure for the daily commuting needs of their workforces. This IRSIP Planning Study covers the New Jersey, Philadelphia, Baltimore and Washington, DC metropolitan areas.

In addition to operating the Acela, Northeast Regional, and Long Distance train services on the NEC, Amtrak serves as the infrastructure manager for the majority of the NEC. Amtrak's new *Acela* fleet, scheduled to enter service on the NEC, will upgrade the travel experience for millions of passengers and set the stage for the next generation of train travel in America and on the NEC via enhancements in comfort, technology, innovation, and safety on Amtrak's most environmentally sustainable fleet of trains to date.

Amtrak provides dispatching services and electric propulsion power and maintains and improves the infrastructure and facilities used by commuter and freight rail services. The NEC is an incredibly intricate railroad system and one of the most complex and heavily-used railroad territories in the world. Amtrak is a minority user of the NEC but the only operator to provide end-to-end service.

Pre-COVID, more than 260 million passenger trips are made on the NEC per year, of which 17.1 million annual trips are made by Amtrak passengers. The balance is made on services provided by Amtrak's eight commuter railroad partners that share the NEC. The commuter services that

operate on the NEC South End are New Jersey Transit (NJT), Southeastern Pennsylvania Transportation Authority (SEPTA), and MARC.

6.2 Intercity Passenger Rail Benefit

The IRSIP Planning Study is focused on speed improvements for intercity passenger rail service, resulting in corresponding trip time improvements. Specific trip time savings and targeted speeds will be defined as part of the planning study.

6.3 Purpose

The purpose of the IRSIP Planning Study Project is consistent with 49 U.S.C. 24911 (c) as it meets the below listed criteria:

- (2) A project to improve intercity passenger rail service performance, including reduced trip times...[and] higher operating speeds...*
- (4) A group of related projects described in paragraphs (1) through (3).*
- (5) The planning [and] environmental studies ...for a project or group of projects described in paragraphs (1) through (4).*

6.4 Project Scope

The IRSIP Planning Study is the first stage in IRSIP. The IRSIP Planning Study goal is to increase intercity passenger rail service speeds by addressing slow zones, increasing speeds where possible, improving alignments, and potentially creating new segments of high-speed rail. The scope of the study will include the following:

- Development of a program purpose and need.
- Environmental resource mapping and impact consideration.
- Program planning & development of alternatives.
- Conceptual engineering and environmental impact consideration.
- Program management and stakeholder engagement.

Purpose and Need Statement

The IRSIP Systems Planning Study scope includes the development of a program purpose and need which will develop goals for MAS infrastructure improvement and relevant trip time improvements. This work will include operations, fleet, and infrastructure analysis in order to align proposed infrastructure improvements to Amtrak's strategic and commercial goals and facilitate evaluation of alternatives during program planning.

This scope will include identification of existing equipment and infrastructure constraints on intercity passenger rail service operating speeds. Equipment constraints are likely to include maximum speed on tangent track and curves, tilt parameters, curve definition along with acceleration and braking tolerances.

(b)(4)

(b)(4)

(b)(4)

Environmental Resource Mapping and Impact Consideration

Resource mapping will be undertaken as part of this scope in order to determine the limits of the existing Amtrak ROW, potential property acquisitions, climate vulnerabilities, and adjacent environmental resources that may be impacted by the program. This will include development of a geographic information system (GIS) data to reflect Amtrak assets and property limits along with adjacent properties and environmental resources and potentially vulnerabilities.

(b)(4)

(b)(4)

Program Planning & Development of Alternatives

This scope includes program planning and the development of alternatives that will identify specific capital project concepts that address the identified transportation needs through proposed infrastructure improvements. These improvements may include the following:

(b)(4)

The proposed improvements will be analyzed for operational impact, environmental impacts and feasibility. This analysis will in turn inform the prioritization of proposed improvements along with outside inputs from Amtrak's asset management plan, planned SOGR and maintenance projects and service line plans. This prioritization will seek to identify risks and opportunities

between proposed IRSIP improvements and other planned work that result in grouping of the proposed IRSIP improvements into project categories and/or impacts such as:

(b)(4)

Based on these prioritizations and project categories, specific project definitions will be established. This planning study excludes currently planned major state of good repair (SOGR) projects including the Baltimore and Potomac (B&P) Tunnel Replacement Program, Susquehanna River Bridge, Bush River Bridge, Gunpowder River Bridge and Portal North Bridge, although

(b)(4)

Conceptual Engineering & Environmental Impact Strategy

This work includes planning and conceptual design activities. These activities will develop the projects that comprise the program and how they fulfill program objectives. This will include individual project objectives, requirements along with scope descriptions, project limits, ROM cost estimates, engineering designs and environmental resource impact strategies.

The conceptual engineering design will include scaled drawings for civil, track, ET, structures and C&S designs and include turnout sizes and type; proposed signal locations; distance between signals; limits of signalization; and the extent of curves and curve geometry, gradients, and proposed speeds. Network configuration drawings will be prepared that show both the existing and proposed track configuration where configuration changes are required. Other design disciplines will be included as required by the individual project.

The environmental resource impact strategy will include development of an environmental resource inventory and potential environmental concerns analysis that addresses natural and built environmental conditions; environmental resources and environmentally sensitive areas, including environmental justice communities; potential environmental effects, including the identification of resources of concern on those resources to both the natural and human environment; and potential minimization or avoidance measures. This strategy will be used to inform later environmental permitting activities.

Additional Stages of Work

(b)(4)

(b)(4)

6.5 Transportation Challenges

The transportation challenges informing the program are infrastructure based speed restrictions on the NEC South End. The planning study will work to provide detail to these challenges.

6.6 Current and Potential Railroad Operations in the Project Area

Pre-COVID, more than 260 million passenger trips are made on the NEC per year, of which 17.1 million annual trips are made by Amtrak passengers. The balance is made on services provided by Amtrak's eight commuter railroad partners that share the NEC. The commuter services that operate on the NEC South End are New Jersey Transit, Southeastern Pennsylvania Transportation Authority, and MARC. On a daily basis, approximately 820,000 trips are made on the NEC – either on Amtrak or one of the commuter railroads. More than 2,100 passenger trains and 60 freight trains operate on some portion of the NEC every day.

The below tables depict current (2019) and projected (2037) train volumes within the IRSIP Planning Study area limits.

(b)(4)

(b)(4)

(b)(4)

6.7 Expected Project Outcomes

(b)(4)

(b)(4)

6.8 Expected Users and Beneficiaries

The NEC within the program limits is used by Amtrak for intercity passenger rail service, and MARC, SEPTA and NJT for regional passenger rail service. (b)(4)

(b)(4)

6.9 Consistency with NEC Planning Documents

The project is consistent with the following NEC planning documents:

- [Northeast Corridor Commission NEC FY23-27 Capital Investment Plan](#): The project is listed on page 450 of the plan's appendix.
- [Northeast Corridor Project Inventory](#): The projects are listed as Planning Project on page 21. Planning projects receive first priority for FSP-NEC funding.

7. PROJECT LOCATION



Figure 1: Project location

The program location is the south end of Amtrak's Northeast Corridor between Washington Terminal in Washington DC and Newark Station in New Jersey. These program limits are from

approximately MP 136.6 on Amtrak’s AP Line to MP 9.15 on Amtrak’s AN Line. These limits include Amtrak’s Mid-Atlantic South, Mid-Atlantic North and New York Divisions located in Washington, DC, Maryland, Delaware, Pennsylvania and New Jersey.

8. GRADE CROSSING INFORMATION

There are no grade crossings within the project limits.

9. STATUTORY CRITERIA

This Program is consistent with the most recent (2022-2023) [NEC Project Inventory](#), which lists these projects as three of four Planning Projects. Planning projects receive first priority for FSP-NEC funding. In addition, projects ready to begin or continue a lifecycle stage are given priority.

Amtrak is committed to ensuring that the project will follow all statutory requirements regarding the use of FRA funding in future phases of the Program, particularly as it relates to the benefits that accrue to intercity passenger rail as the result of any expenditures.

10. EVALUATION AND SELECTION CRITERIA

This article, (Article D.2.a.x as it appears in the NOFO) references section E, “Application Review Information” for further information to be described.

10.1 Project Implementation

10.1.1 Overview

Amtrak has extensive experience managing large and complex construction projects. As the lead applicant for this grant application, Amtrak will be responsible for all grant monitoring, reporting, and compliance activities. As the program delivery lead, Amtrak is the agency that is ultimately responsible for the successful implementation of the program. Amtrak has direct responsibility for the day-to-day management of the planning, contractors, the baseline schedule, the budget, and all other associated project management tasks. The Amtrak Grants Management and Legal teams will negotiate the grant agreement with the FRA. Amtrak will handle project management, project reporting, and manage the financial aspects of the program.

Amtrak is a trusted and experienced partner, currently managing a variety of projects with \$550 million in Federal discretionary funds. Amtrak has extensive experience managing large and complex grant-funded construction projects. Amtrak has the capacity to manage a federal grant with the necessary processes and controls and comply with audit requirements performed pursuant to the applicable federal regulations and requirements.

10.1.2 Project Management

As a direct recipient of federal funding, Amtrak routinely employs project management processes and procedures to ensure adequate technical, financial, and administrative oversight of large planning and capital projects. Amtrak has developed an Enterprise Project Management Procedure Manual and Enterprise Project Management Standards consistent with requirements for a major capital project (USC 49 § 5327) that details the arrangements for activities related to project management oversight; cost, budget, and schedule management; change control; project risk

management; dispute and conflict resolution; design management; document control; and many other project management activities.

The Amtrak Project Management Lifecycle (Figure 2) defines the One Amtrak Way for managing projects, identifying project phases, required project management artifacts, and critical project governance points for executive oversight.

(b)(4)



Project-specific accomplishments must be satisfactorily demonstrated before a project can transition to the next lifecycle phase. The Authorization Review or quality check is performed at the end of each project phase to ensure that the project is in alignment with the requirements prior to moving to the next phase. The Authorization Review verifies the maturity of project scope, schedule, cost, procurement, risk, organizational, technical, and regulatory elements to authorize the project to proceed to the next phase of the lifecycle.

Project Delivery Approach

Amtrak's expert team has the capacity and can commit the necessary resources to deliver this project. Amtrak project managers are required to follow industry standards for Project and Program Management as outlined in the Project Management Body of Knowledge (PMBOK®) latest edition, and they must establish appropriate project management structures with applicable management controls. Amtrak project managers are also subject to Amtrak Enterprise Project Management policy and standards. Projects at Amtrak are required to have appropriate governance and controls, and project teams are accountable for work performance.

As there is no construction involved in this Planning Study, there are no anticipated track outages and there will be no service impacts.

Project Management Plan

During the obligation period, Amtrak will create a project management plan (PMP), project work plan, detailed budget, and detailed schedule. In its role as the Grantee, Amtrak will coordinate closely with partners, local and regional stakeholders, and the FRA. Amtrak, as lead applicant, will develop a comprehensive PMP that details project management oversight; cost, budget, and schedule management; change control; project risk management; document control; and others. With numerous Federal annual and discretionary grants recently implemented or underway, Amtrak has a long history of working with FRA as a grant recipient and implementing successful projects.

Risk Assessment and Mitigation

Amtrak actively keeps track of risks via a risk register as part of its standard project management processes. Due to the nature of the program and the Amtrak Departments involved which provide essential safety services for staff and contractors who may work on the project, Amtrak anticipates very low risk related to Project activities, as no Construction will occur as a result of this specific application.

Amtrak has a long and established record of success in planning, designing, constructing, and maintaining complex and heavily utilized rail infrastructure, with numerous federal annual and discretionary grants recently implemented or underway.

10.1.3 Technical Qualifications and Experience and Experience of Key Personnel

As the applicant for this application, Amtrak will be responsible for all grant monitoring, reporting, and compliance activities. Additionally, as the project delivery lead, Amtrak is the agency that is ultimately responsible for the successful implementation of the Project. Amtrak has direct responsibility for the day-to-day management of the planning, environmental and design contracts, baseline schedule, budget, and all other associated project management tasks.

Amtrak has extensive experience managing large and complex grant-funded construction projects. They have the capacity to manage a federal grant with the necessary processes and controls and comply with audit requirements performed pursuant to the applicable federal regulations and requirements. Key personnel include the following Amtrak team:

(b)(4)



Industry support will be added via a qualifications-based selection process to ensure qualified, diverse personnel are added to the team. Amtrak's ability to be responsive and nimble lies in its ability to supplement employee staff with consultant staff through existing support contracts.

Amtrak’s management and technical approach for delivery of this Project is to rely on internal staff to provide overall program management, key communications, and control of contractual issues, while drawing upon its extensive network of consultant Subject Matter Experts for the various technical specialty areas.

10.1.4 Sourcing and Compliance with Build America, Buy America

In recent years, Amtrak has received about \$2 billion annually in operating and capital grant funds from the FRA. These funds have been subject to Buy America(n) procurement requirements and Amtrak has ensured compliance through concerted efforts by Amtrak Procurement and Legal departments. For purchases of \$1 million or more, Amtrak is subject to its domestic buying requirements found at 49 U.S.C. 24305(f) (the Amtrak Buy American Statute). Depending on funding sources involved, Amtrak has also been subject to additional, agency-specific Buy America(n) requirements including those applicable to funds provided through the FRA, Federal Aviation Administration, Federal Highway Administration, and Federal Transit Administration.

In response to evolving procurement requirements, Amtrak successfully stood up its Procurement Compliance program in 2017, starting with the creation of a Standard Operating Procedure (SOP) program charged with informing and guiding the department on how to carry out their roles and responsibilities while complying with all policies, Amtrak’s Procurement Manual, grant agreement(s), and applicable laws. Twenty-three (23) SOPs have been approved and implemented with an additional three (3) in the pipeline. The SOPs serve as the “how” to the “what” is compliant, which is laid out in the Procurement Manual and Amtrak’s policy library. Since the introduction of the Procurement Compliance program, Amtrak has refreshed or added twenty-seven (27) corporate policies and overhauled the Procurement Manual to bring it into compliance with 2 CFR 200 and all other applicable grant requirements. A training group has recently been added, along with a Compliance Specialist and a Senior Manager of Procurement Compliance (currently being recruited) to ensure Amtrak swiftly addresses any control deficiencies uncovered, provides training and improvement opportunities for our staff, and continues to shift to a more proactive approach to compliance.

Upon the passage of the Build America, Buy America (BABA) Act of November 2021, enacted as part of the Infrastructure Investment and Jobs Act (IIJA), Amtrak has reviewed and updated internal processes and again, through concerted efforts by Amtrak Procurement and Legal departments, is ensuring compliance. Relevant protocols are already in place, such as BABA requirements being included into Amtrak general provisions which are referenced or included in all purchase orders and contracts, and Standard Operating Procedures for obtaining waivers from the FRA when applicable. Bidders for formal solicitations above the \$1 million threshold are required to sign a Domestic Preference/Buy America Act Certification to confirm their understanding and compliance as well.

10.1.6 Assessment of Financial Risk to the Project and Mitigation Strategies

Amtrak strives to achieve excellence in project management by executing a hierarchy of policy, standards, and procedures that leverage the best practices in industry. Using these proven project management practices, Amtrak manages the project financial risk by the overall management of scope, schedule, and budget. Oversight includes a governance system that is engaged throughout the project lifecycle.

Amtrak's Enterprise Project Management Standards provide a framework for minimum requirements and outlines expectations. Risk is specifically addressed within Amtrak's Standards to provide a consistent approach to risk management and mitigation.

- Amtrak's risk management approach is consistent with PMI, PMBOK, and Capability Maturity Model Integration (CMMI) best practices. The approach incorporates a continuing, closed-loop review and analysis of technical, programmatic, cost, and schedule risks. Risk Management is used to identify, assess, and mitigate risks to increase the probability of meeting the program or project's objectives. Risk registers expressly indicate those risks that will be handled at the program level and then tracked, managed, and escalated accordingly.
- Amtrak's risk mitigation approach strives to avoid or minimize a risk that may materialize before it occurs. Mitigation identifies actions that will be taken in advance, irrespective of the occurrence of the risk. Program and Project Managers will engage resources in advance for the mitigation of a given risk condition. Risk mitigation can also be a method used to control damage already being done, and to reduce the consequences it may have on the Project. The expectation is to mitigate risks that are outside the acceptable risk threshold. By applying a mitigation plan, the probability or impact of the identified risk is reduced. Mitigation works as the first level of defense for high exposure risks.

Amtrak manages the project financial risk through overall management of scope, schedule, and budget. Through adherence to internal policy, standards, and procedures, Amtrak strives to achieve each project baseline throughout the project lifecycle.

10.2 Evaluation criteria

10.2.1 Technical Merit

(A) The application, statement of work, schedule and budget are reasonable and appropriate to achieve the expected outcomes of the proposed project on time and on budget

The tasks included in the Statement of Work correspond to the activities required to ensure that the project is successful and achieves the desired outcomes. Tasks are practical and will lay the groundwork (this application is for Track 1 – Planning Studies and Project Planning) for future infrastructure improvements on the NEC South End.

(B) Efficient project delivery approach, commitment of necessary resources and workforce to deliver the Project in accordance with the proposed schedule and budget, and methods for handling track outages to reduce service impacts and maximize productivity during such outages

With the exception of potential incidental work for field investigations, there are no specific needs for Railroad Workforce during this planning study. Projects executed during the implementation stages of the program will require Railroad Workforce the extent to be after completion of the planning study.

CONNECT NEC 2035, published in July 2021 by the NEC Commission, provided a long-term capital investment roadmap for the NEC that was unconstrained by funding or workforce

availability. Since the publication of CONNECT NEC and the passage of IJJA, Amtrak has been working to create and maintain a resource-constrained, long range capital construction program that includes both Amtrak and third-party projects. Amtrak’s Implementation Planning & Resource Coordination organization in Capital Delivery is responsible for systematically gathering project requirements for critical resources, including force account, track outages, and specialized equipment needs; identifying project work windows based on resource availability; and sequencing work to maximize productivity and efficiencies and minimize service disruptions. Capital projects with anticipated FY22-23 obligations in FRA’s NEC Inventory for the Fed-State Partnership Grant program are among the top priorities for Amtrak’s construction resources, including workforce and outages.

(C) Project Readiness

i. Lifecycle Stage

There is support from local, regional, State and other partners to advance the IRSIP Planning Study. This project is in the Project Planning lifecycle stage, building on the Planning work that has been done through the FRA NEC FUTURE project and other related work—such as CONNECT NEC 2035—that has been completed by the NEC Commission.

ii. Status of Environmental Review

The IRSIP Planning Study will consider and seek to identify potential environmental issues or constraints that may impact the program through the preliminary mapping of environmental resources, the development of a program wide environmental strategy and the grouping of individual projects by anticipated environmental classifications.

Amtrak will pursue a standalone environmental clearance for the work to be performed within the scope of the IRSIP Planning Study. As this scope is entirely planning and design work, no environmental impact is possible. On this basis, Amtrak believes this work will qualify for a Categorical Exclusion (CE) and anticipates FRA approval under NEPA Sec. 4(c)(19) and NEPA Sec. 4(c)(3).

Individual clearances will be sought on a project specific basis during project planning or project development pursuant to the strategy and anticipated environmental classifications developed within the scope of this study. Where possible within the proposed funding and as appropriate to a given project, Amtrak may commence and potentially complete environmental clearances for individual projects as part of this study.

iii. Financial Readiness

Consistent with the Project Budget presented in Section 3, Amtrak has developed a detailed funding plan to ensure that the Project will be delivered successfully. As outlined in Section 3, no other federal grant programs are anticipated or required to deliver the project. (b)(4)

(b)(4)

iv. Legal, Financial, and Technical Capacity

Legal Capacity

As the owner of the NEC, Amtrak has the legal capacity to deliver the Program. The various projects constituting this FSP-NEC application are similar to other work Amtrak has undertaken and/or managed to keep operating and stay funded. Amtrak has managed its affairs through in-house staff complimented by legal professionals, engineering professionals and financial partners, and will employ those skillsets as appropriate throughout the projects identified in this application.

Financial and Technical Capacity

FRA Form 251, which documents Amtrak's legal, financial, and technical capacity, has been uploaded to grants.gov as part of the FSP-NEC grant application package. Amtrak has extensive experience successfully managing large and complex construction projects and programs. The Project will be led and managed by Amtrak.

Amtrak is a recognized leader in the transportation sector with a long and established record of success in building and maintaining a complex and heavily utilized rail transportation infrastructure. Amtrak is unique in its position of responsibility for an intercity rail infrastructure while managing a complex intercity passenger rail operation on a national scale. Amtrak has the largest collection of railroad-trained employees in the U.S., who provide the qualified technical resources necessary to support a highly complex rail infrastructure and systems shared simultaneously, and at high capacities, by several transit entities, freight, and passenger rail operations.

Amtrak staff are currently leading and participating in coordinated efforts that support and complement the proposed project. Amtrak's technical expertise, mechanical and engineering acumen, historical accomplishments, and dedicated support for providing passenger railroad service to communities through the nation is justification for the soundness of the investment and minimal risk of awarding federal funds. Amtrak's management approach for implementation blends traditional railway organizational structures with a program management organization. More information on Key Personnel and Technical Qualifications can be found in the Project Implementation and Management Section of this application.

Amtrak has been operating since 1971. The work represented in this project is similar to other work the railroad has done to keep operating and maintain and improve its capital base. The railroad has managed its affairs through in-house staff complimented by legal professionals, engineering professionals, and financial partners. The railroad will employ these skill sets as appropriate throughout this project. Amtrak has sufficient financial resources to fund the non-Federal match through its budgeting process.

Amtrak Chief Financial Officer (CFO), Assistant Vice President, Financial Planning (reports to CFO), and Grants Management provide support for budget planning and maintain systems to track and report on financial progress. They ensure compliance with the administrative requirements of grant agreements, manage the expense reimbursement process, and work with external auditors

and Internal Controls staff to conduct and publish annual Single Audits of grant-funded activities. Amtrak maintains a corporate Policy and Instruction Manual on its intranet that documents expectations related to project management, financial processes and procedures and ethical conduct and compliance with regulatory requirements. Amtrak staff, systems and processes support the corporate policies and provide layers of internal controls.

Amtrak has invested significant resources in a Strategic Asset Management system that supports the work breakdown structure approach to budgeting and tracking the financial progress of project tasks. Amtrak is providing training and support to staff to help ensure accuracy and proficiency in budgeting, forecasting, and tracking expense details for grant-funded activities. Amtrak created a Center of Excellence comprised of individuals with systems and financial expertise to provide ongoing support and training to staff in best practices for using the financial system and its interactive functions with other Amtrak systems.

10.2.2 Funding Considerations

The NEC Project Inventory lists these Planning Projects as Northeast Corridor Planning Studies on page 21. Planning projects receive first priority for FSP-NEC funding. For Bucket 1 Projects, the NEC Project Inventory allocates a federal share up to 80 percent of the Funding Need for the Lifecycle Stage started during the two-year period of this NEC Project Inventory and provides anticipated obligations for the NEC Project Inventory period.

10.3 Selection Criteria

DOT Strategic Goals

i. Safety

With safety as the highest priority, Amtrak's goal is to provide efficient and effective intercity passenger rail mobility with modern trains that offer friendly, high-quality service that is trip-time competitive with other intercity travel options. Amtrak has a very strong safety record and never stops looking for areas to make further improvements. Below are just a few examples of Amtrak's commitment to safety:

- Amtrak's goal is to become America's safest passenger railroad
- Amtrak operates at the highest level of safety – by exceeding regulatory standard

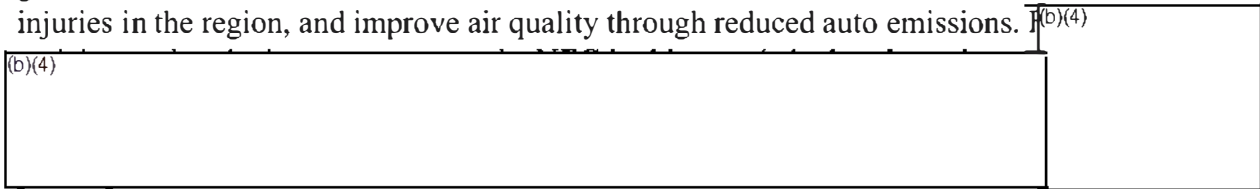


- All Amtrak employees are empowered to stop an operation if an unsafe condition exists
- Amtrak proactively identifies and mitigates risk based on data

With more efficient service on the NEC, passengers will likely shift from other

Figure 3: Amtrak train traveling through the NEC South End

modes to Amtrak; when passengers shift from driving, safety increases substantially due to the inherent safety of train travel as compared to travel by auto. Fewer vehicle miles traveled will generate less wear and tear on the roads and reduce overall vehicular fatalities and serious injuries in the region, and improve air quality through reduced auto emissions.



ii. Equitable Economic Strength and Global Competitiveness

The program supports short-term and long-term job creation. The construction jobs being created through this project will offer employment opportunities for workers with a variety of educational levels. Workforce strategies to support and collaborate with labor unions are also an important part of Amtrak’s mission for economic strength. Amtrak’s Labor Relations drives sustainable business growth by partnering with Amtrak’s leaders, employers, and labor organizations to quickly attract, engage, and employ an effective people, build a strong and diverse workforce, and develop fair and innovative solutions. Amtrak continues to foster relationships with the Amtrak Service Workers Council, specifically the Transport Workers Union of America, UNITE-HERE & TCU-IAM. In October 2021, Amtrak, and the North America’s Building Trades Union (NABTU) committed to a workforce development program to accelerate an apprenticeship readiness program, promote diversity, and ensure fair wages and benefits for the project’s construction workforce of their projects.

Amtrak believes in supporting the communities it serves and does so by conducting business with diverse and locally owned firms. This goal is furthered by its Supplier Diversity Department, which ensures that Amtrak conducts business with diverse firms during the procurement process, with subcontract goals from 2% to upwards of 35%. To enhance this effort, Amtrak is hosting a series of small business opportunity and events and has an in-place Request for Proposals (RFP) process underway to provide opportunities across all project components for diverse firms. Supplier Diversity Department staff participate in more than 15 outreach events nationally each year, attending exhibitions and matchmaking events that allow for the exchange of information with diverse vendors interested in doing business with Amtrak.

iii. Equity

Amtrak is committed to diversity, inclusivity, and belonging in its workforce and procurements. In June 2022, Amtrak signed the CEO Action for Diversity & Inclusion™ Pledge, joining the largest CEO-driven business commitment to advance diversity and inclusion within the workplace comprising over 2,000 companies and organizations across industries, geographies, size, and scale. In its workforce, Amtrak has launched eight employee resource groups to provide advocacy, guidance, and support toward achieving Amtrak’s strategic goals for diversity, inclusion, and belonging. Through our Diversity, Inclusion, and Belonging initiative, we are focusing on three

strategic areas: People, Workplace, and Community² In FY2022, Amtrak continued to make progress in increasing the diversity of our workforce, with increases in the percentage of employees who identify as Black/African America, Asian, and Hispanic/Latino amongst both management and agreement (unionized) employees.

The development of improved infrastructure and service along the NEC South End will allow for more sustainable and more equitable travel, creating additional travel options for those without access to a car, those with disabilities or other situations that may prevent them from using a car, and those who simply want to travel in this area without the inconvenience and negative impacts of traveling by car. (b)(4)

(b)(4)



Figure 4: Community engagement event on the NEC South End

Amtrak’s The Office of Community Engagement office was launched in June 2022. Three key elements of Amtrak’s efforts include public outreach, community engagement, and employee giving (volunteer opportunities). The Office of Community Engagement usually starts to work with affected communities 6-12 months prior to project work beginning (construction). Though project work may be disruptive, Amtrak staff works with the community to provide as much information and as much advance notice as possible. Amtrak’s approach to community engagement is demonstrated by recent projects that included extensive outreach and volunteer work. As part of the Baltimore and Potomac (B&P) Tunnel Project, Amtrak Community Engagement staff working with communities in West Baltimore, Maryland have held several public meetings over the past 1.5 years to discuss project impacts. [The project site on Amtrak.com](https://www.amtrak.com) also includes a Community Outreach tab under Additional Resources.

In addition, Amtrak staff goes above and beyond traditional community engagement methods by volunteering in communities that are affected by major projects. The staff participated in a community cleanup last summer to clean both right-of-way and several blocks within the West Baltimore community. Amtrak formed a partnership with an elementary school in West Baltimore to paint, cleanup, and declutter adjacent neighborhoods. In February 2023 Amtrak’s Office of Community Engagement along with members of Amtrak’s Capital Delivery team, supporting the B&P Tunnel Replacement Program, participated in a shoe donation event sponsored by the Central Intercollegiate Athletic Association (CIAA) and Samaritan’s Feet at the Mary Ann Winterling Elementary School in West Baltimore. More than 300 pairs of shoes were

² Amtrak Annual Diversity Report FY22, <https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/AnnualReport/Amtrak-Annual-Diversity-Report-FY22.pdf>

distributed to students from pre-K through 5th grade. Amtrak staff volunteered as “conductor and caboose” assisting in the transfer of students from their classroom to the gym where they were welcomed with a pep rally-like atmosphere to receive their new shoes.

iv. Climate and Sustainability

Overall, Amtrak has a demonstrated track record of committing to environmental sustainability. In 2015, Amtrak signed on to the International Union of Railways (UIC) Railway Climate Responsibility Pledge and later outlined a Climate Resiliency Strategic Plan. The main objective of the Amtrak Climate Resiliency Strategic Plan was to better understand current business vulnerabilities and to develop near-term adjustments to business practices and longer-term adaptations, with the goal of galvanizing a safe and reliable mode of transportation in the face of changing climate conditions.

In September 2022, Amtrak issued its FY 21 Sustainability Report which included a pledge to achieve net-zero greenhouse gas emissions across the Amtrak Network by 2045, reduce diesel fuel use through advanced technologies and achieve 100% carbon-free electricity by 2030. This net zero emissions target focuses on expanding efforts across Amtrak’s entire carbon footprint to reduce environmental impacts from operations while safely moving people. Since 2010 Amtrak has reduced green-house gas emissions by 43%, reduced diesel fuel use by 40% and reduced electricity use by 19%.

A safe, secure, and reliable rail system reduces environmental impacts by offering travelers a lower emissions alternative to motor vehicle and air travel. Intercity passenger rail is by definition a climate-friendly and sustainable mode of travel. As shown in Figure 3, studies indicate that trips

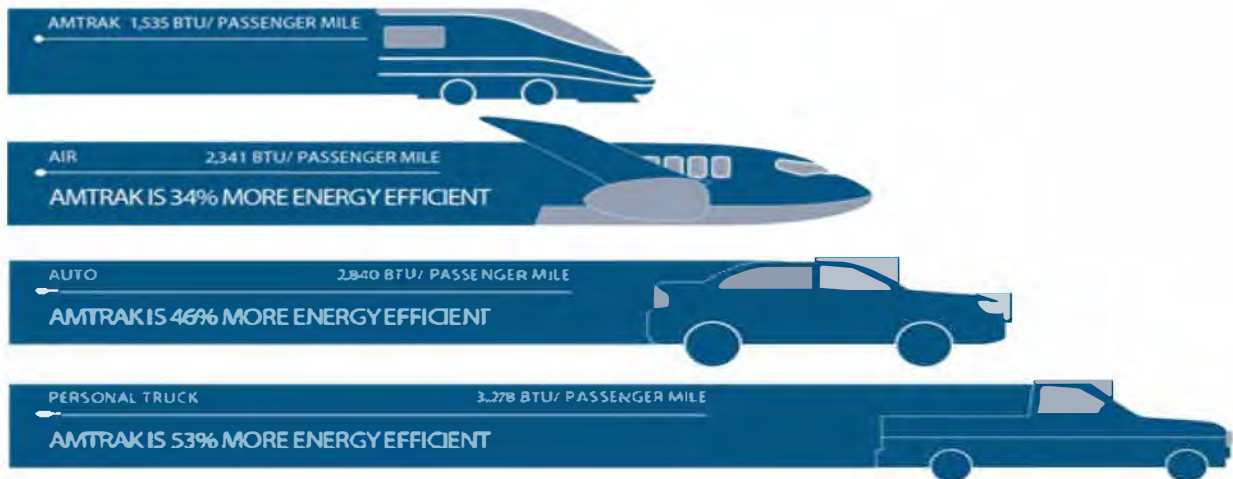


Figure 5: Amtrak Energy Consumption Compared to Other Modes (Source: Amtrak)

taken by rail are up to 53% more efficient per mile traveled as compared to other vehicular transportation.

Beyond providing sustainable transportation services, Amtrak has made additional strides to reduce environmental impacts. From FY19 to FY22, Amtrak’s cumulative achievements include:

(b)(4)

(b)(4)

Amtrak developed and is implementing a Climate Resiliency Strategic Plan including a vulnerability assessment for the NEC from threats including heat, sea level rise, wind, and heavy precipitation events. Implementation of the recommendations from this plan will help to ensure the ongoing operations of Amtrak service on the NEC. Initiatives such as the B&P Program and Susquehanna River Bridge Replacement will increase the sustainability and resiliency of the NEC, while also increasing operational capacity and flexibility.

v. Transformation

Completion of the IRSIP Planning Study will be transformative for intercity passenger rail service on the NEC, in two key ways: 1) It will identify and develop opportunities to address slow zones and other speed limitations that constrain NEC trip times; and 2) It will lay the groundwork for developing and expanding high-speed rail segments, with enhanced alignments to guide future design and construction of individual projects.