

Amtrak® Strategic Plan

FY2014-FY2018

REFERENCE SUMMARY



VISION

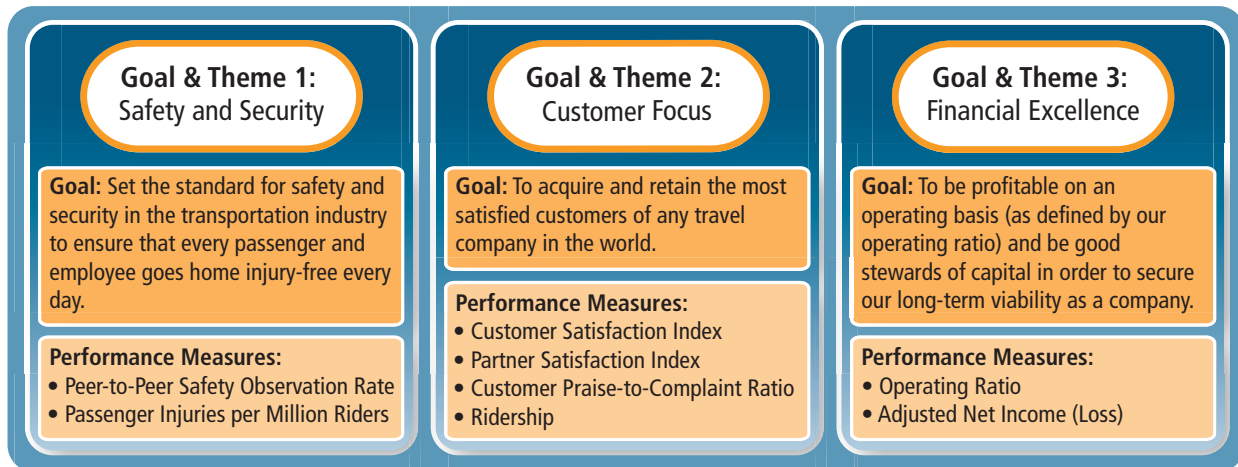
Moving America where it wants to go.

We serve the United States of America, its people and its guests. Our job is to connect the communities and economies that comprise our nation. We are not just a railroad, we are a company that moves people. Amtrak® responds to the market—as a business we must offer services that are in-demand and for which customers are willing to pay.

MISSION

Delivering intercity transportation with superior safety, customer service and financial excellence.

Our Mission Statement clarifies how we will achieve our Vision. As a company and as individual employees, our job is to provide safe transportation in a manner that improves the company's financial security while ensuring that our customers have a consistent, high-quality travel experience.



STRATEGY AND OBJECTIVES

In order to reach the goals we have set for ourselves and achieve our Vision, we have developed a clear and focused strategy that consists of three major components:

1. Change Agenda—Our strategy begins by defining the specific changes we need to make in order to improve our overall performance. This “Change Agenda” serves as a compass for decision-making and future strategy formulation. See Change Agenda figure 1 below.

FROM	CHANGE DOMAIN	TO
Focused on Rules	Safety and Security	Universal Culture of Risk Reduction
Inconsistent	Customer Experience	Consistently Exceed Expectations
Unsustainable	Financial Performance	Competitive and Financially Secure
Slow Silos	Organizational Structure	Nimble, Customer-Focused Business Lines
Inconsistent Methods and Results	Operational Improvement	Business-Driven Approach Using Proven Tools, Technologies and Methods
Shortage of Key Business Skills and Leaders	Talent	Customer-Centric, Business Savvy Leadership and Talent
Bias Toward Status-Quo; Historic Railroad Command-and-Control; Inconsistent Communication	Culture	Embracing Change, Collaborative, Empowered, Accountable and Transparent

Figure 1: Change Agenda.

2. Business Line Portfolio—We are making changes to the group of business lines we operate and have set a direction for the future growth and priorities for each.

Northeast Corridor Operations

Long-Distance Services

State Supported Services

Corporate Development *

**The Northeast Corridor Infrastructure and Investment Development, will be re-chartered as a comprehensive Corporate Development business, charged with managing system-wide infrastructure, real estate and other corporate assets in order to maximize financial and strategic value for Amtrak.*

The other two business lines established in our last strategic plan will be subsumed into other parts of the company rather than being stand-alone entities.

3. Corporate Strategy Map—In order to support the business lines and make the strategic shifts defined in our Change Agenda, we have created a Strategy Map that will be used across the company. It lays out how we will manage talent and technology, as well as defines specific objectives that will be priorities for investment and improvement. At a high level the strategy map consists of four major perspectives, each with specific objectives:

Talent and Technology—The foundation of Amtrak’s entire strategic plan is having an engaged workforce that works within a strategically designed organizational structure and is equipped with the skills and tools needed to carry out our mission.

Strategic Improvements in Customer Service, Safety and Security and Financial Excellence—By developing the talent and technology needed to drive competitive advantage, we will then be able to improve service and processes in very targeted areas.

Customer Satisfaction—The targeted improvements we will make are designed to exceed the expectations of each business line’s customers and drive customer satisfaction. Our focus is not only on exceeding expectations of passengers who ride our trains, but also the state, commuter and Federal agencies that pay us to operate services on their behalf.

Financial Outcomes—By driving customer satisfaction, we create greater demand for our service. Greater demand means more riders and higher revenue. Higher revenue, coupled with strategic improvements to reduce costs, gets us to our ultimate goal of reducing the operating ratio, improving our bottom line and freeing up funds for capital improvements.

VALUES AND LEADERSHIP PHILOSOPHY

The Team We Build: Amtrak is committed to seeking out, hiring and promoting those people who embody the characteristics necessary for high performance. Individual behaviors that Amtrak values in its employees are:

- Commitment to Safety
- Integrity
- Spirit of Service
- Desire to Improve
- Respect
- Entrepreneurial Spirit
- Accountability
- Humility
- Forgiveness

The Culture We Maintain: Just as important as the individual behaviors we seek in each other are the culture and environment in which we operate every day. We understand that our culture will either serve as a foundation for high performance or it will impede our ability to serve. This includes not only the way we interact with each other and our stakeholders, but also the structure, systems and policies we employ.

The Philosophy Behind Our Business: Amtrak seeks to provide safe, reliable, customer-focused and sustainable transportation options. We know that doing so requires a high-performing organization that is financially sound, innovative and offers employees satisfying work. We constantly seek to improve our performance by aligning our systems, processes, policies and technology to drive realignment to our strategic goals.