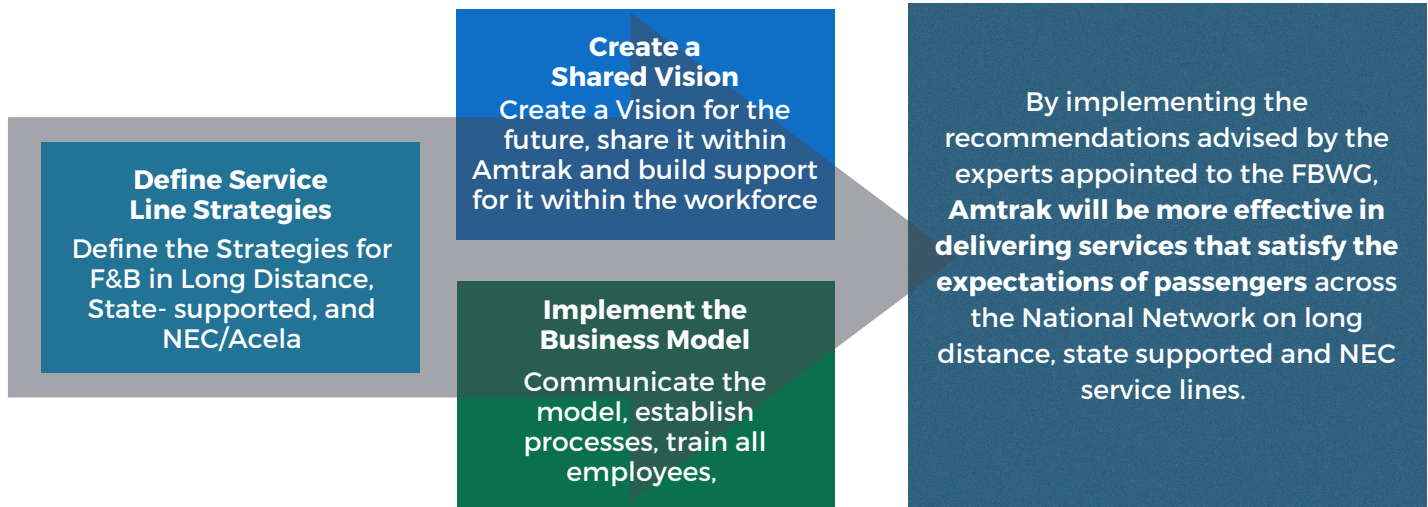


ABOUT THE FBWG:

Congress directed the formation of the Food and Beverage Working Group (FBWG) in the 2021 Infrastructure Investment and Jobs Act (IIJA) to provide recommendations to improve Amtrak's onboard food and beverage service on its Long Distance, State-Supported, and Northeast Corridor service lines, specifically ways to improve the quality of food and beverage services, improve financial performance, and increase ridership.

INITIAL FINDINGS

The opportunity for renewal & growth generated by the IIJA investment and removal of congressional requirement on F&B profitability offer a unique opportunity to redefine F&B services.



The Food & Beverage Working Group (FBWG) found that railroads and airlines treat F&B as a cost of doing business, with no expectation of making a profit. The FBWG recommends allocating a percentage of revenue to F&B and planning accordingly to meet customer expectations and provide food and beverage service at a reasonable cost. The group also determined that, while continuous enhancement of the Food and Beverage items on board is important, **delivering consistently good service is not achievable without first fixing the systems** that are in play behind the scenes impacting the quality and availability of the Food and Beverage services on board all routes across the United States.

KEY OBJECTIVES:

The FBWG recommends Amtrak leaders make improvements in 3 major components of Amtrak's F&B business:

- Amtrak leadership needs to **clearly define and communicate** its F&B strategy and business model,
- **Implement infrastructure improvements** to support the food and beverage strategy, and
- Develop an **employee engagement strategy** that supports a culture of service excellence.

SUMMARY OF RECOMMENDATIONS:

The FBWG believes the following recommendations to be mission critical to the continued success and longevity of our National Passenger Rail Network bringing this historical company into this century and beyond.

(See Page 2)



SYSTEM-WIDE

- Define Vision / Strategy for all 3 service lines
- Elevate Café Car service capability with a menu featuring healthy and fresh food offerings, updated equipment, and a crew-centric approach to F&B performance.
- A comprehensive Food & Beverage experience across digital platforms, at stations, and onboard, providing customers with precise and timely information while enhancing the digital interface for employee use.
- Food Safety Compliance with Clear and Complete Ingredient Listing
- Install and Operate Satellite Wi-Fi on All Amtrak Trains
- Retrofit Existing Cars and Maintain Fleet
- Align Amtrak and Aramark staff roles to improve onboard F&B performance.
- Improve F&B Sustainability Program, Waste Control and Recycling
- Align Amtrak's onboard service culture and establish management practices to deliver high quality customer experience with food and beverage service excellence, supported by train and/or crew-based teams.
- Establish a rapid cycle process for evaluating new menu items, new products, and changes affecting onboard food and beverage services.
- Upgrade OBS employee training to include Customer Experience and Food Service training.
- Re-establishment of the Amtrak Customer Advisory Committee to meet the needs of the modern American passenger.
- Communication incentive to celebrate the wins.

LONG DISTANCE

- Open the dining car across the national network with a traditional menu and access to the dining car for all passengers regardless of ticketed class.
- Reintroduce Just For You program to increase revenue, reduce food waste and provide affordable meals to meet the economic needs of passengers travelling on a budget.

STATE SUPPORTED ROUTES

- Localize product onboarding and removal for regional and state supported routes
- Expand Quality Control efforts to improve Customers' Food and Beverage Experiences

NEC / ACELA

Revitalize the standard of excellence for Acela and for Acela First Class Service as the best example of first-class travel in the US.

LONG TERM VISION

Project Follow Through - The recommendations made by this Congressionally appointed group are achievable within five years so long as there is a commitment to follow up by Congress and transparency from Amtrak management. **To ensure the recommendations are successfully implemented, we have recommended a series of strategic Committees committed to the follow through and monitoring of our combined efforts.**

Future Technologies - FBWG has identified many trends that could have a positive impact on the rail traveling public. In order to stay relevant with the changing demands of younger passengers, Amtrak must prepare for innovative new alternatives.

State Sponsored Expansion - FRA's expansion plans are **an opportunity for Amtrak to work with potential state partners** to develop models for F&B support on future routes.

Commissary Rethink - Amtrak owns or leases 11 commissaries where much of their on board inventory is stored. It is worth the effort to charter a team to consider a complete rethink of how Amtrak handles the logistics of getting food, beverages and supplies to the trains.

