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# FY20 Board Briefing Materials

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January 27, 2020

Northern New England Passenger Rail Authority  
75 West Commercial Street Suite 104  
Portland, ME

12:15pm Executive Session  
1:00pm Public Session



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For More Information

 207-780-1000 x 105

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**NORTHERN NEW ENGLAND  
PASSENGER RAIL AUTHORITY**

## NNEPRA FY2020 Action Plan

### Core Objectives:

- Support and maintain a culture of safety.
- Maintain compliance with all regulations
- Enhance public benefits associated with the Downeaster.
- Work to secure a stable, dedicated and equitable funding mechanisms to sustain Downeaster operations and continued capital investments in the Downeaster Corridor.

### Meet or exceed projected Downeaster Performance Benchmarks

- 50% Total Cost Recovery
- 85% On Time Performance
- 87% Café Cost Recovery in Café
- 93% Overall Customer Satisfaction

### Improve Downeaster Service Efficiency

- Increase revenue on peak trains
- Explore new schedule options
- Increase performance on off-peak trains
- Improve cost recovery in Café

### Improve Passenger Services & Communication

- Promote and improve connectivity to Amtrak network
- Seek ways to improve bicycle access
- Improve/promote last mile connectivity
- Enhance Station experience for passengers

### Sponsor Capital Projects to improve safety, service quality and efficiency

- Royal Siding
- Dover Yard Siding
- Rockingham Siding
- Wells Siding

### Explore Options for Service Improvement/Expansions

- Explore Portland Station improvement options and alternatives
- Implement a pilot for seasonal service on the Rockland Branch
- Develop a service plan for WEM-POR inbound commuter trip.
- Explore shuttle service between Westbrook/Rock Row development and Portland
- Explore feasibility of a platform at West Falmouth Crossing
- Support next steps of L/A Service Plan

## NNEPRA BOARD of DIRECTORS

*January 27, 2020*

Northern New England Passenger Rail Authority

75 West Commercial Street Suite 104

### 12:15pm **Vote to open meeting and enter Executive Session**

1. Motion to go into executive session pursuant to 1 MRS § 405(6)(E) and 23 MRS § 8115-A to discuss with counsel negotiations with Amtrak regarding Amtrak's possible acquisition of new trainsets and the Amtrak-NNEPRA service agreement.
2. Motion to go into executive session pursuant to 1 MRS § 405(6)(C), 1 MRS § 405(6)(E), and 23 MRS § 8115-A to discuss with counsel negotiations regarding municipal station agreements.
3. Motion to go into executive session pursuant to 1 MRS § 405(6)(C) to discuss the potential acquisition or use of property for a station location in Portland.
4. Motion to go into executive session pursuant to 1 MRS § 405(6)(C) and 1 MRS § 405(6)(E) to discuss with counsel the exchange of property on Thompson's Point.

### 1:00pm **Vote to close Executive Session and open Public Session**

- Welcome and Introductions
- Approval of Minutes from December 2019 Board Meeting
- Approval of William Gayle as Clerk of the Board
- Approval of Board Resolution Regarding Phase II Land Exchange on Thompson's Point
- Approval of Annual Legislative Council Report response to Section 12023 to include:
  - Per subsection A: A list of procurements exceeding \$10,000 for which the competitive procurement process was waived;
  - Per subsection B: A list of contributions exceeding \$1,000; and,
  - Per subsection C: A description of changes made to applicable written policies and procedures.
- Finance Update
- Project Updates
- Other Business
- Public Comment

### **Next Meeting:**

February 24, 2019, Portland, Maine

NNEPRA Office: 75 West Commercial Street Suite 104



## Minutes of the Meeting of the Board of Directors Northern New England Passenger Rail Authority

December 9, 2019

### Directors in Attendance:

Mr. John Melrose, Chairman; Mr. Dana Connors, Vice Chairman; Mr. Ron McKinnon, Treasurer; Mr. Brian Hobart; Mr. Bruce Van Note; Mr. Steve Lyons; Mr. Charles Large.

### Staff in Attendance:

Ms. Patricia Quinn, Mr. Brian Beeler, Ms. Natalie Bogart, Ms. Jennifer Crosby, Mr. William Gayle, Ms. Leslie Guerrette, Mr. Stephen Houdlette, Mr. Jim Russell.

### Interested parties:

Mr. Wayne Davis, TrainRiders Northeast; Mr. Stanley Koski, Maine Rail Group; Mr. Dana Knapp, Concord Coach Lines; Mr. Pem Schaeffer, Private Citizen; Mr. Nat Rosenblatt, NNEPRA Counsel; Mr. Richard Rudolph, Maine Rail Group; Mr. Nate Moulton, MaineDOT; Mr. Christian Smith, Wipfli.

### Opening Remarks

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#### Motion to open Public Session at 1:25pm

**Motion:** Mr. Melrose, Chairman

**Seconded:** Mr. Hobart

**Accepted:** All

#### Motion to enter Executive Session at 1:26pm

1. 1 MRS § 405(6)(C) and 23 MRS § 8115-A to discuss negotiations with Concord Coach Lines related to the Portland Transportation Center.
2. 1 MRS § 405(6)(C) and 23 MRS § 8115-A to discuss ongoing Amtrak equipment procurement.
3. 1 MRS § 405(6)(C) and 23 MRS § 8115-A to discuss Brunswick Layover Facility property dispute.
4. 1 MRS § 405(6)(C) and 23 MRS § 8115-A to discuss development strategy.

**Motion:**

**Seconded:**

**Accepted:** All

#### Motion to reopen Public Session at 2:45pm

**Motion:** Mr. Melrose, Chairman

**Seconded:** Mr. Hobart

**Accepted:** All

#### Vote to accept minutes as presented by the staff

**Motion:** Mr. Hobart

**Seconded:** Mr. Van Note

**Accepted:** All

**ANNUAL REPORT OVERVIEW****Ms. Quinn provided an overview of the FY19 Annual Report highlighting the following:**

- Customer On-Time Performance (OTP) in FY19 was at 87 percent. The Downeaster continues to maintain one of the highest customer satisfaction ratings in the country at 90 percent.
- FY19 was a year of solid financial performance with the highest revenue in Amtrak Downeaster history.
  - Fiscal Year 2019 saw its best annual ticket revenue generating over \$10,280,000 representing a 136 percent increase over 2006. Ticket revenue represented 88 percent of all revenue, the highest in Downeaster history.
  - In FY19, average fare per passenger was a record-breaking \$18.73.
  - Overall revenue was \$11,712,285, only 0.4 percent less than budgeted.
  - Downeaster Café sales were the highest on record at \$876,463, with an average sale per passenger of \$1.60. The cost recovery rate of 87 percent was within one percent of budget.
- Ridership remained strong in 2019 resulting in the second highest ridership in Downeaster history despite six weeks of service disruptions resulting from tie replacement work. In FY19 the Downeaster carried 547,293 riders breaking ridership records in six of 12 months.
- Mr. Christian Smith from the audit firm Wipfli provided an overview of the independent Annual Financial Audit report:
  - Discussed the financial statement highlights regarding Wipfli's opinion on pages 1-2, the management overview comparing this year to last year on pages 3-7, and operating income on page 9.
  - Discussed the management letter and the finding relating to the need for two audit adjustments related to the handling of prepaid expenses and recording grants receivable, noting that a permanent replacement for NNEPRA's long-time Finance Manager was not in place in advance of the audit. Provided an overview of the corrective actions NNEPRA has instituted.
- Downeaster continues to be strongly supported by station community partners and TrainRiders Northeast.
- Focus on the last mile connections is critical to success of growing ridership. NNEPRA has partnered with MBTA and METRO to sell Charlie Cards and provide a free one-way METRO bus ticket at the Café car. Additionally, NNEPRA designed direction cards to highlight routes and traveling logistics in order to get to many tourist destinations in Boston.
- Regarding Project Development Mr. Russell provided the following accomplishments during FY19:
  - Rehabilitated six public grade crossings;
  - Completed 50 miles of brush cutting along tracks;
  - Nearing completion of the Royal Siding and Rockingham Siding projects;
  - Advancing the replacement of 1,100 bridge timbers on the Fore River Bridge Spring 2020.
- Several important initiatives currently being worked on include:
  - Obtaining funding for the Wells Siding Project to improve reliability and facilitate a morning inbound Downeaster train between Brunswick and Wells, Maine. A CRISI grant application was submitted and is being evaluated by the FRA.
  - Efforts continue to advance a pilot program to extend service from Brunswick to Rockland on a seasonal basis. Amtrak has completed analysis of track condition however the sale of the Central Maine and Quebec to Canadian Pacific may delay the start date.
  - Planning efforts for the Portland Station continue with MaineDOT leading a study to explore mainline alternatives.
  - An additional Downeaster station in West Falmouth at Exit 53 continues to be explored with partners to increase accessibility and connectivity for customers located along the I-95 corridor.
- Mr. Gayle provided an update on the public outreach events NNEPRA held:
  - Three outreach events were held along the Downeaster station communities in Maine.

- Each event was held in a similar fashion beginning with a poster board activity for attendees to complete as they entered the event to gather travel preferences. This was followed by a formal 15-minute overview of NNEPRA and the Downeaster service and initiatives. The last activity was a group table-top exercise to help prioritize various NNEPRA initiatives.
- For those who could not attend or stay to participate in all the activities, a web survey was sent out. The total number of responses received was 715.
- Ms. Quinn announced that the 2019 Mitchell Award recipient was Kevin Sutherland, City Administrator of Saco. The award recognizes the vision, commitment, and leadership of Senator George Mitchell, a founding force for the restoration of passenger rail service to the people and communities of Maine. The award was to be presented to Mr. Sutherland by Ms. Quinn at the Saco City Council Meeting that evening.

## MARKETING UPDATE – Natalie Bogart

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Ms. Bogart stated the following:

- The focus of the winter marketing program remains to generate ridership on off peak trains, during the off-peak season.
- Holiday shopping in Freeport, sporting events and concerts at the TD Garden, and encourage passengers to create magical holiday moments with trips on board the Amtrak Downeaster for theatre, sightseeing, and other activities continue to be promoted.
- The \$15 anywhere fare promotion will again to promoted in January
- The Medical Travel Discount has been expanded and a partnership with LogistiCare has been developed.
- In response to Governor Mills Executive Order for State Agencies to lead by example in reducing carbon emissions, a 15 percent discount on a for all Maine State Employees who use the Amtrak Downeaster for travel within or outside the State of Maine was introduced.

Ms. Crosby provided a group travel update:

- A special \$20 round-trip group fare is being offered in January and February 2020 to encourage more groups to travel during off-peak season.
- Jennifer hosted a Familiarization trip to Freeport.

## NOVEMBER PERFORMANCE UPDATE – Patricia Quinn

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- Best November in Downeaster history
  - Ridership up 10% over target
  - Revenue up 10% over target
- Customer On-Time Performance was at 97%.

## PUBLIC COMMENT

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Mr. Wayne Davis gave an update on TrainRiders Northeast's Annual Meeting being held at the Holiday Inn. Mr. Davis also provided handouts of an old "Vacationland" pamphlet produced by the Maine Department of Transportation highlighting the role of train travel.

### Vote to adjourn at 3:45pm

**Motion:** Mr. Hobart

**Seconded:** Mr. Lyons

**Accepted:** All

**NEXT MEETING:** January 27, 2020





## FY2020 Downeaster Performance Update

Fiscal Year 2020 to Date: July 2019 – December 2020

2020

Fiscal Year

Ridership						
	FY2019 Actual	FY2020 Actual	FY2020 Target	Variance to Target	Var %	Passenger Miles
July	57,912	<b>55,168</b>	57,552	(2,384)	-4%	4,515,558
August	56,332	<b>60,944</b>	56,332	4,612	8%	5,055,002
September	39,730	<b>47,817</b>	50,926	(3,109)	-6%	3,820,523
October	43,784	<b>50,363</b>	48,104	2,259	5%	4,055,899
November	42,753	<b>47,573</b>	43,353	4,220	10%	3,846,258
December	40,215	<b>46,260</b>	41,019	5,241	13%	3,793,320
<b>Total</b>	<b>280,726</b>	<b>308,125</b>	<b>297,287</b>	<b>10,838</b>	<b>4%</b>	<b>25,086,560</b>

Revenue						
	FY2019 Actual	FY2020 Actual	FY2020 Target	Variance to Target	Var %	Average Fare
July	\$ 1,134,781	<b>\$ 1,041,369</b>	\$ 1,128,024	\$ (86,655)	-8%	\$ 18.88
August	\$ 1,088,275	<b>\$ 1,160,971</b>	\$ 1,090,024	\$ 70,947	7%	\$ 19.05
September	\$ 647,318	<b>\$ 902,068</b>	\$ 998,156	\$ (96,088)	-10%	\$ 18.87
October	\$ 779,541	<b>\$ 963,346</b>	\$ 940,433	\$ 22,913	2%	\$ 19.13
November	\$ 826,526	<b>\$ 930,673</b>	\$ 845,384	\$ 85,289	10%	\$ 19.56
December	\$ 796,707	<b>\$ 925,716</b>	\$ 814,233	\$ 111,483	14%	\$ 20.01
<b>Total</b>	<b>\$ 5,273,148.44</b>	<b>\$ 5,924,144.09</b>	<b>\$ 5,816,253.78</b>	<b>\$ 107,890.31</b>	<b>2%</b>	<b>\$ 19.23</b>

Customer Satisfaction			
November	Downeaster	Amtrak	FY to Date
Overall Customer Satisfaction	90	85	90
Value of Amtrak Service for Price Paid	89	81	89
Reliability or On Time Performance of the Train	88	84	85
Information Given About Problems Delays While on the Train	87	82	86
Clarity of Announcements	86	80	85
Friendliness/Helpfulness of Train Conductor	92	89	92
Overall Cleanliness of Train	92	85	91
Cleanliness of Train Windows	89	83	87
Cleanliness of the Restrooms on the Train	86	72	81
Overall Experience in Café Car	88	80	87
Friendliness/Helpfulness of Café Car Personnel	92	89	92
Quality/Freshness of Food in Café Car	90	85	90
Overall WiFi Service	68	62	69

# FY2020 Downeaster Performance Update

## On-Time Performance

Fiscal Year 2020 to Date: July 2019 – December 2020



Downeaster On-Time Performance						
On Time Performance	July	August	September	October	November	December
Train OTP 2019	55%	58%	48%	46%	79%	73%
Train OTP 2018	45%	45%	50%	45%	72%	81%
Passenger OTP 2019	73%	76%	74%	72%	91%	84%
Delay Causes						
# of Trains Scheduled	310	310	300	310	300	310
# of Trains Operated	310	310	300	309	300	310
# of Trains Lost	141	130	144	168	65	84
<b>Primary Cause of Delay:</b>						
Commuter Train (CTI)	13	12	12	24	10	9
Engine Failure (ENG)	0	1	3	1	1	1
Freight Train (FTI)	3	11	6	11	3	3
MoW Work (DMW)	3	2	1	6	7	1
Police (POL)	1	0	4	3	0	0
Signals (DCS)	11	13	19	15	10	9
Speed Restriction (DSR)	33	35	50	59	6	5
Weather (WTR)	16	2	0	5	1	3
Late Turn of Equipment (ITI)	7	2	5	6	0	1
Passenger Train (PTI)	36	27	41	24	20	27
Other	18	25	3	14	7	25





# NNEPRA Draft FY2020 Board Variance Report

July 2019 - December 2019

	Current Month				Fiscal Year to Date			
	December Actual	December Budget	Variance	Percent	Actual	Budget	Variance	%
<b>Revenues</b>								
<b>Operating Revenue</b>								
Amtrak Ticket Revenue	\$ 930,673	\$ 814,233	\$ 116,440	13%	\$ 5,924,144	\$ 5,816,253	\$ 107,891	1.8%
Food Service Revenue	\$ 84,204	\$ 74,016	\$ 10,188	12%	\$ 471,592	\$ 493,000	\$ (21,408)	-4.5%
Advertising Revenue	\$ 2,002	\$ 83	\$ 1,919	96%	\$ 3,670	\$ 100	\$ 3,570	97.3%
Parking Lot Revenue	\$ 40,820	\$ 40,833	\$ (13)	0%	\$ 232,044	\$ 245,000	\$ (12,956)	-5.6%
Interest and Other Revenue	\$ 30,417	\$ 26,418	\$ 3,998	13%	\$ 241,186	\$ 158,511	\$ 82,675	34.3%
<b>Total Operating Revenues</b>	<b>\$1,088,116</b>	<b>\$ 955,584</b>	<b>\$ 132,531</b>	<b>12%</b>	<b>\$ 6,872,636</b>	<b>\$ 6,712,864</b>	<b>\$ 159,772</b>	<b>2.3%</b>
<b>Expenses</b>								
<b>Administration</b>								
Salaries & Benefits	\$ 47,108	\$ 50,000	\$ (2,892)	-6%	\$ 332,087	\$ 357,894	\$ (25,806)	-7.8%
Office Expenses	\$ 6,531	\$ 9,956	\$ (3,425)	-52%	\$ 57,875	\$ 59,734	\$ (1,859)	-3.2%
Professional Services	\$ 15,658	\$ 20,333	\$ (4,675)	-30%	\$ 87,282	\$ 32,000	\$ 55,282	63.3%
Insurance	\$ 9,784	\$ 2,180	\$ 7,604	78%	\$ 28,019	\$ 13,082	\$ 14,937	53.3%
Board Operations	\$ 1,649	\$ 1,705	\$ (56)	-3%	\$ 8,668	\$ 10,231	\$ (1,562)	-18%
<b>Total Administration Expenses</b>	<b>\$ 80,730</b>	<b>\$ 84,174</b>	<b>\$ (3,445)</b>	<b>-4%</b>	<b>\$ 513,931</b>	<b>\$ 472,940</b>	<b>\$ 40,991</b>	<b>8.0%</b>
<b>Train Operations</b>								
Amtrak Operations	\$ 1,452,648	\$ 1,452,648	\$ 0	0%	\$ 8,313,799	\$ 8,715,886	\$ (402,087)	-4.8%
Train Fuel Cost	\$ 176,158	\$ 176,158	\$ -	0%	\$ 901,841	\$ 1,056,949	\$ (155,108)	-17.2%
PanAm	\$ 114,618	\$ 114,618	\$ -	0%	\$ 851,101	\$ 687,708	\$ 163,393	19.2%
Other Train Operations	\$ 3,539	\$ 5,661	\$ (2,123)	-60%	\$ 19,063	\$ 33,968	\$ (14,905)	-78.2%
Facilities	\$ 19,275	\$ 24,658	\$ (5,383)	-28%	\$ 100,252	\$ 147,946	\$ (47,694)	-47.6%
Capital Maintenance	\$ 4,961	\$ 4,961	\$ -	0%	\$ 248,180	\$ 248,180	\$ -	0.0%
<b>Total Train Operations</b>	<b>\$1,771,199</b>	<b>\$1,778,704</b>	<b>\$ (7,505)</b>	<b>0%</b>	<b>\$10,434,236</b>	<b>\$10,890,637</b>	<b>\$ (456,401)</b>	<b>-4.4%</b>
<b>Station Operations</b>								
Portland Station	\$ 30,900	\$ 31,300	\$ (400)	-1%	\$ 185,400	\$ 187,800	\$ (2,400)	-1.3%
Platform Ins	\$ 11,145	\$ 11,145	\$ -	0%	\$ 22,099	\$ 22,099	\$ -	0.0%
Station Platform Leases	\$ 22,000	\$ 22,000	\$ -	0%	\$ 25,906	\$ 25,906	\$ -	0.0%
Other Station Improvements	\$ 833	\$ 833	\$ -	0%	\$ 1,100	\$ 5,000	\$ (3,900)	-354.4%
<b>Total Station Operations</b>	<b>\$ 64,878</b>	<b>\$ 65,278</b>	<b>\$ (400)</b>	<b>-1%</b>	<b>\$ 234,505</b>	<b>\$ 240,805</b>	<b>\$ (6,300)</b>	<b>-2.7%</b>
<b>Food Service</b>	<b>\$ 98,114</b>	<b>\$ 83,731</b>	<b>\$ 14,383</b>	<b>15%</b>	<b>\$ 536,420</b>	<b>\$ 557,706</b>	<b>\$ (21,286)</b>	<b>-4.0%</b>
<b>Marketing</b>	<b>\$ 44,607</b>	<b>\$ 43,333</b>	<b>\$ 1,273</b>	<b>3%</b>	<b>\$ 221,660</b>	<b>\$ 260,000</b>	<b>\$ (38,340)</b>	<b>-17.3%</b>
<b>Total Operating Expenses</b>	<b>\$2,059,527</b>	<b>\$2,055,220</b>	<b>\$ 4,307</b>	<b>0%</b>	<b>\$11,940,752</b>	<b>\$12,422,088</b>	<b>\$ (481,336)</b>	<b>-4.0%</b>
<b>Additional Funding Required</b>	<b>\$ 971,413</b>	<b>\$1,099,637</b>	<b>\$ (128,225)</b>	<b>-13%</b>	<b>\$ 5,068,118</b>	<b>\$ 5,709,225</b>	<b>\$ (641,107)</b>	<b>-12.6%</b>
<i>Overall Cost Recovery</i>	53%	46%	6%		58%	54%	4%	
<i>Café Cost Recovery</i>	86%	88%	-3%		88%	88%	0%	
<b>Ridership</b>	<b>46,260</b>	<b>41,019</b>	<b>5,241</b>	<b>11%</b>	<b>308,125</b>	<b>297,287</b>	<b>10,838</b>	<b>3.5%</b>



## PROJECT STATUS SUMMARY

### January 27, 2020

NNEPRA Capital Project Summary

Updated 1/27/2020

Status	Project Name	Budget	Expended To Date	Percent Complete	Funding Balance	Commitments/Obligations	Forecast Changes	Forecast Balance	Forecast Complete
<span style="color: yellow;">●</span>	<b>Pan Am Deferred</b> Change from last report	\$ 6,223,246	\$ 5,690,672	91%	\$ 532,574	\$ 532,574	\$ -	\$ -	Fall 2020
<span style="color: green;">●</span>	<b>Pan Am CIP 2018-2019</b> Change from last report	\$ 1,523,702	\$ 940,095	62%	\$ 583,607	\$ 583,607	\$ -	\$ -	Fall 2020 (tie pick up only)
<span style="color: green;">●</span>	<b>Royal Siding Project</b> Change from last report	\$ 9,370,084	\$ 6,514,629	70%	\$ 2,855,455	\$ 2,855,455	\$ -	\$ -	Complete
<span style="color: green;">●</span>	<b>Pan Am Tie Project 2018</b> Change from last report	\$ 1,490,860	\$ 1,225,245	82%	\$ 265,615	\$ 265,615	\$ -	\$ -	Fall 2020 (tie pick up only)
<span style="color: green;">●</span>	<b>Rockingham Siding Project</b> Change from last report	\$ 1,600,000	\$ 1,067,255	67%	\$ 532,745	\$ 532,745	\$ -	\$ -	Fall 2020
<span style="color: green;">●</span>	<b>Pan Am CIP2020</b> Change from last report	\$ 833,888	\$ 67,469	8%	\$ 766,419	\$ 766,419	\$ -	\$ -	Spring 2020
	<b>Capital Project Total</b> Change from last report	\$ 21,041,780	\$ 15,505,364	74%	\$ 5,536,415	\$ 5,536,415	\$ -	\$ -	

NNEPRA Planning & Project Development Summary

Status	Project Name	Budget	Expended To Date	Percent Complete	Funding Balance	Commitments	Forecast Changes	Forecast Balance	Forecast Complete
<span style="color: green;">●</span>	<b>L/A Service Plan</b> Change from last report	\$ 500,000	\$ 484,075	97%	\$ 15,925	\$ 15,777	\$ -	\$ 148	Complete
<span style="color: green;">●</span>	<b>Wells Siding D &amp; E, Part I</b> Change from last report	\$ 531,520	\$ 286,301	54%	\$ 245,219	\$ 245,219	\$ -	\$ -	Pending NTP
<span style="color: green;">●</span>	<b>Westbrook/Portland Connector</b> Change from last report	\$ 50,000	\$ 49,137	98%	\$ 863	\$ 863	\$ -	\$ -	Fall 2020
	<b>Planning Project Total</b>	\$ 1,081,520	\$ 819,513	76%	\$ 262,007	\$ 261,859	\$ -	\$ 148	

● On schedule/minimal risk    
 ● Some delay/minimal risk    
 ● Major delay/high risk