



NORTHERN NEW ENGLAND
PASSENGER RAIL AUTHORITY



ANNUAL REPORT 2018

WHO WE ARE



NNEPRA

OUR MISSION

To develop and manage a quality passenger rail system that meets the transportation needs of our customers, delivers value and enhances economic development within the region we serve.

OUR GOALS

The NNEPRA team strives to meet and exceed financial and performance goals established each year. The staff is actively involved in the operation and promotion of the Amtrak Downeaster, and seeks to achieve maximum financial efficiency by controlling expenses; and establishing strong collaborative partnerships with stakeholders and local communities.

BOARD OF DIRECTORS

The NNEPRA Board of Directors is appointed by the Governor of the State of Maine. The Board, supported by the collective efforts of the NNEPRA staff, develops the operating strategies, marketing programs, community relations, food service and service planning activities for the Amtrak Downeaster.



The Northern New England Passenger Rail Authority (NNEPRA) is a public transportation authority created in 1995 by the Maine State Legislature to develop and provide passenger rail service between Maine and Boston.

NORTHERN NEW ENGLAND PASSENGER RAIL AUTHORITY

OUR TEAM

FY18 BOARD OF DIRECTORS

John Melrose, *Chairman*
Dana Connors, *Vice Chairman*
Ron McKinnon, *Treasurer*
Brian Hobart, *Director*
Charles Large, *Director*

EX-OFFICIO

David Bernhardt, *Director*
Commissioner, Maine DOT
- Herb Thomson, *Alternate*
- Mary Ann Hayes, *Alternate*

George Gervais, *Director*
Commissioner, Maine DECD
- Steve Lyons, *Alternate*

NNEPRA STAFF

Patricia Quinn, *Executive Director*

Marina Douglass
Manager of Budget & Administration

Brian Beeler, II
Manager of Passenger Services

Natalie Bogart, *Marketing Director*

James Russell, *Manager of Special Projects*

Stephen Houdlette, *Data Analyst*

Jennifer Crosby
Marketing & Sales Coordinator

Lynn Harrington, *Graphic Designer*

AMTRAK MANAGEMENT TEAM

Stephen Corcoran, *Asst. Superintendent*

William White, Jr., *Road Foreman*





TRANSform YOUR TRAVEL

PATRICIA QUINN
Executive Director

Fiscal year 2018 was a strong year for the Amtrak Downeaster, breaking ridership records in 9 of 12 months and revenue records in 11 of 12 months.

We faced multiple weather-related challenges from wind storms to blizzards to heat waves. Each caused their share of delays, interruptions or cancellations, but through it all, safety remained our main priority. We ended the year operating more than 3,400 trains which transported more than 551K riders the equivalent of 45 million passenger miles, with no major injuries to employees or passengers.

Working with our funding, host railroad and operating partners, we will continue to sponsor and manage projects which improve the efficiency, reliability and safety of the operation with a continued commitment to quality.

While our focus remains on strengthening and maintaining the Amtrak Downeaster as a Brunswick to Boston connection, in 2018 we also started to explore new ways to improve and expand Maine's transportation network. This began with an effort to initiate seasonal weekend service to Rockland, which we will

continue to pursue in FY19. Other projects include ways to improve commuter and visitor access to and within the greater Portland area, as well as the potential for expansions or new service within Maine.

Looking forward, FY19 will build on the success of the Amtrak Downeaster and "TRANSform" the way people travel by exploring and implementing initiatives, projects and programs that will take passenger rail to the next level and continue to provide local and regional benefits.

On behalf of all of us at NNEPRA, we are grateful to our passengers and all who have supported the Amtrak Downeaster since 2001, and promise you that the best is yet to come.

Patricia

WHAT WE DO

NNEPRA develops operating strategies, marketing programs, community partnerships and passenger amenities that contribute to the overall success of the Amtrak Downeaster and monitors every aspect of the operations to balance growth with efficiency and cost control.



Make the most of every moment.

It's time to take the train!



PROMOTION

NNEPRA maximizes Amtrak Downeaster ridership and revenue through marketing strategies that build brand awareness and encourage new riders, while maintaining a strong customer focus to encourage repeat business.

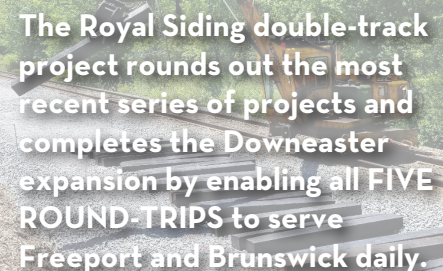
FY18 marketing efforts focused on promoting ridership on off-peak trains which included:

- ▶ **STATION SPECIFIC ITINERARIES:** promoting events and destinations in Downeaster communities.
- ▶ **TRAIN TO MAINE CAMPAIGN:** focusing on the Boston market aimed to increase visitors to Maine.
- ▶ **DISCOUNT PROGRAMS:** targeting specific markets on off-peak trains.
- ▶ **COMMUNITY EVENTS:** participating in library story hours, campus orientations, senior expos and B2B events.
- ▶ **GROUP TRAVEL & SPECIAL TRAINS:** promoting groups and event trains such as the Great Dome Car, Santa Train and the Maine Craft Beer Coaster.

PROJECTS

NNEPRA manages a variety of capital projects in collaboration with MaineDOT, the Federal Transit Administration (FTA) and the Federal Railroad Administration (FRA), to sustain, improve and grow the Maine to Boston connection. Continued investment and improvements to increase frequency, reduce travel time, expand service and improve safety have directly stimulated Amtrak Downeaster growth as well as supported freight movement.

ROYAL SIDING



The Royal Siding double-track project rounds out the most recent series of projects and completes the Downeaster expansion by enabling all FIVE ROUND-TRIPS to serve Freeport and Brunswick daily.

WELCOME ABOARD

The Amtrak Downeaster makes **5 round-trips** between Portland and Boston each day (3 of those round-trips extend to Freeport and Brunswick), serving a total of **12 communities** in **3 states**. Amtrak operates the Downeaster under contract to NNEPRA at speeds up to 79 mph along the 143-mile corridor of track owned by Maine DOT, Pan Am Railways and the Massachusetts Bay Transportation Authority (MBTA).



“ In a region inundated by congested, construction-filled highways, more and more travelers from ME, NH and MA are choosing to ride the Amtrak Downeaster instead of driving.



AMTRAK DOWNEASTER STATIONS

Most Amtrak Downeaster stations are owned and operated by the municipalities in which they are located. The Portland station is owned by Concord Coach Lines and staffed by Amtrak personnel.

VOLUNTEERS & AMBASSADORS

Volunteer Train Hosts, sponsored by *TrainRiders Northeast*, are often on-board trains to provide helpful information to passengers. Many stations are staffed by Amtrak Downeaster Ambassadors who assist passengers and visitors.



TRAIN EQUIPMENT

The AmtrakDowneaster operates with three trains sets which are wheelchair accessible and have seating capacity for up to 306 passengers. The train equipment is cleaned, fueled and stored at layover facilities in Brunswick and Portland.



TRAIN CREWS

Each Amtrak train is staffed by three Amtrak crew members and one NexDine Café attendant to ensure the safety and comfort of passengers.



TICKET AGENTS

Ticket agents are available in Portland and Boston, and most stations have self-service Quik-Trak ticketing kiosks.



POLICE & SECURITY

Amtrak police work with railroad, municipal and federal officials to ensure safety and security of our passengers and employees.



RESERVATION SYSTEMS

Reservation, ticketing and passenger information is provided through Amtrak’s national network.



PERFORMANCE FAST FACTS

FY18 was a year of growth, strong performance and record setting ridership and revenue for the Amtrak Downeaster.



551,038
RIDERS

7.7%
MORE THAN
FY17



\$10,245,063
TICKET REVENUE

18.9%
MORE THAN
FY17



45,119,331
PASSENGER MILES

10.7%
MORE THAN
FY17



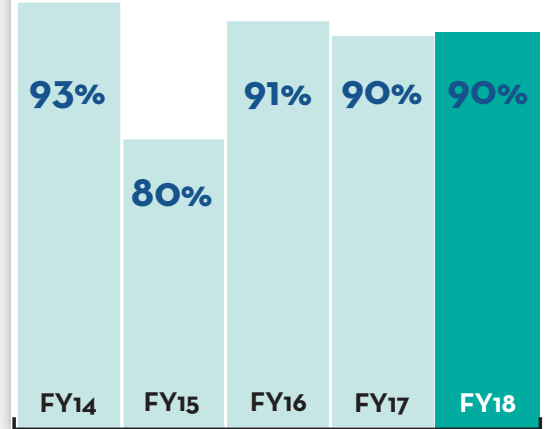
To date, the Amtrak Downeaster has transported more than **7.1 million** passengers the equivalent of **578 million** passenger miles and has generated more than **\$107 million** in passenger revenue.

90% CSI

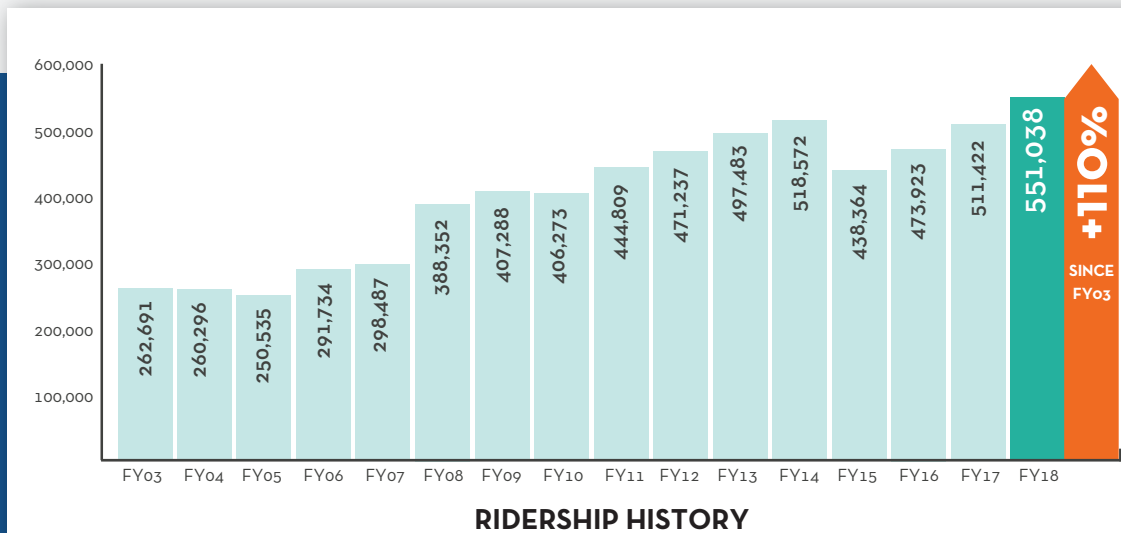
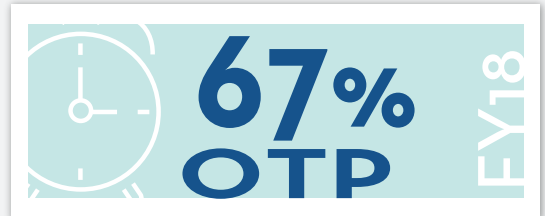


OVERALL SATISFACTION

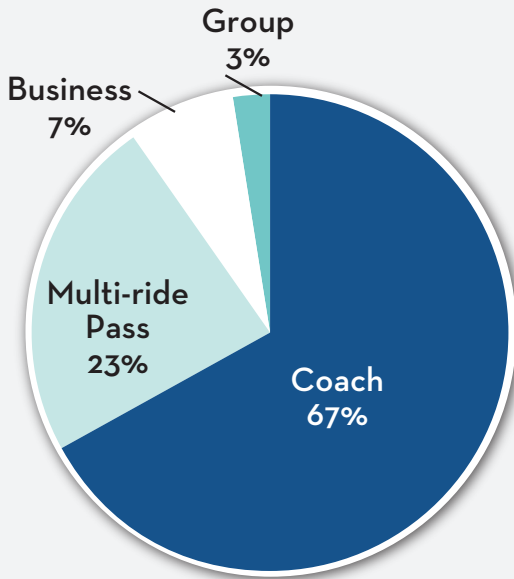
The Downeaster maintains one of the highest customer satisfaction ratings in the country.



ON TIME PERFORMANCE



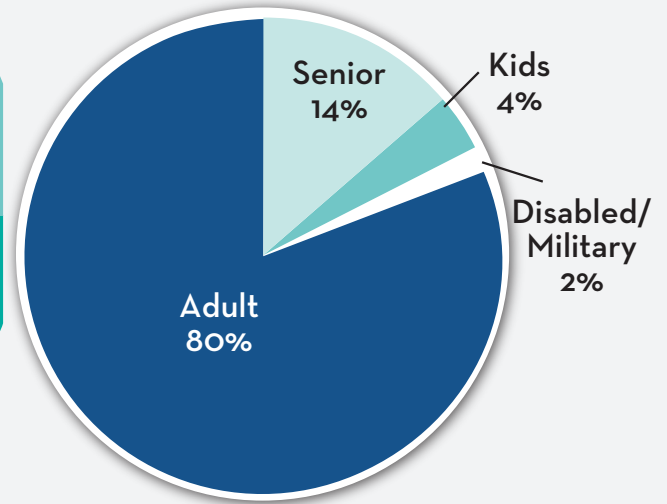
RIDERSHIP BY TICKET TYPE



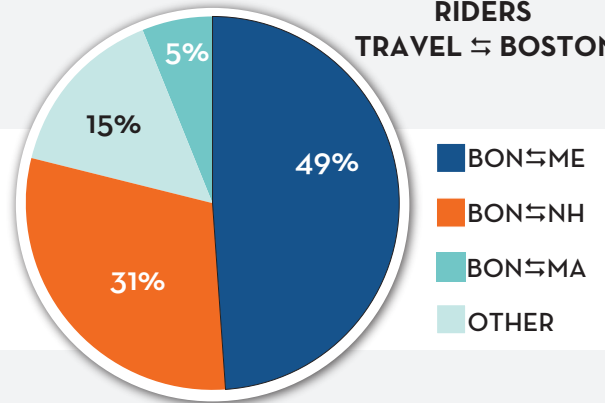
WHY PASSENGERS RIDE



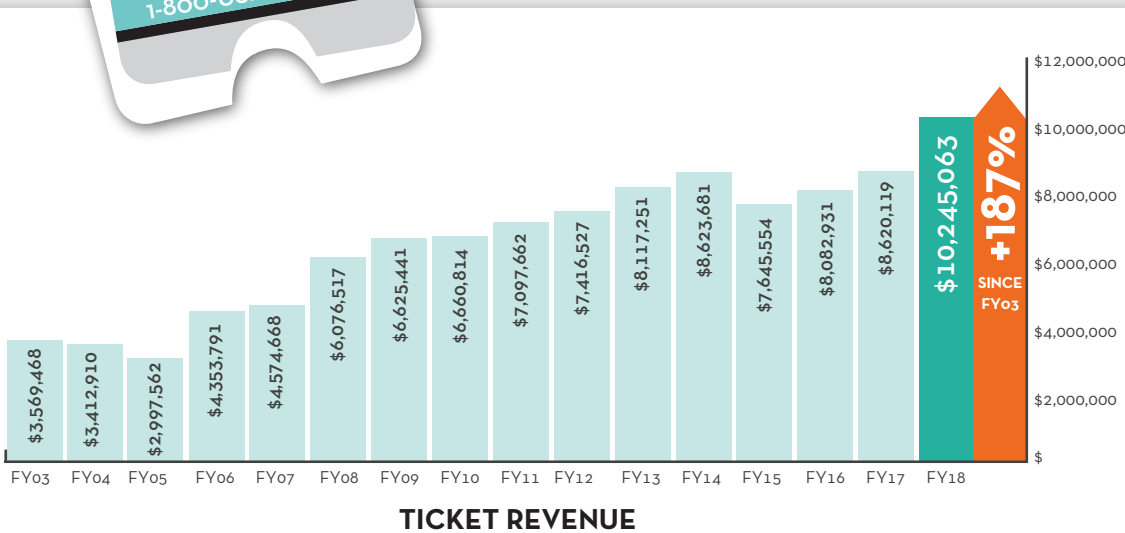
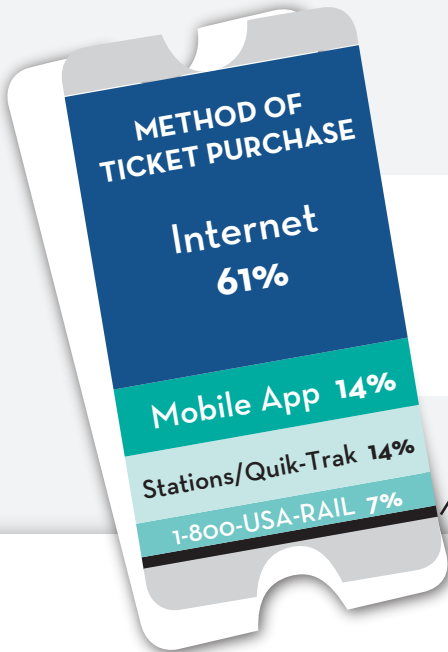
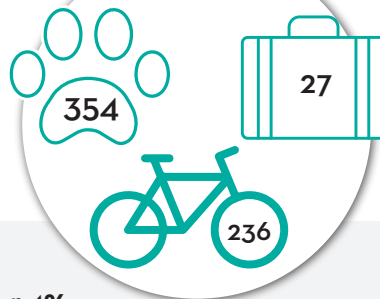
RIDERSHIP BY PASSENGER TYPE



85% OF ALL RIDERS TRAVEL TO BOSTON



BAGS, BIKES & BARKS



RIDERSHIP RECORDS were broken in **9 out of 12 months.**

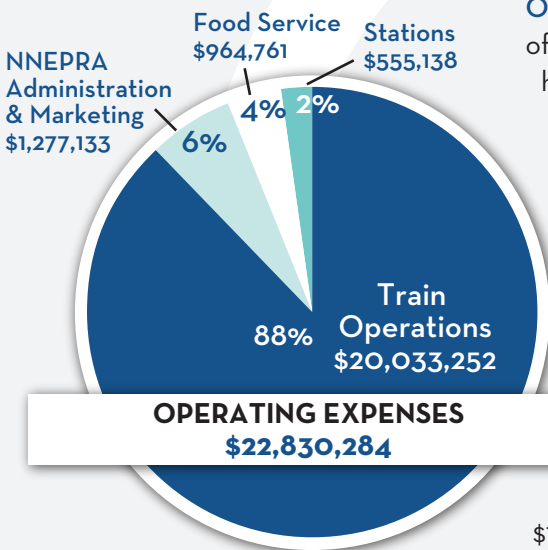
TICKET REVENUE RECORDS were broken in **11 out of 12 months.**

FINANCIAL PERFORMANCE

FY18 was a year of solid financial performance with record-breaking revenue in 11 out of 12 months.

Record breaking **OPERATING REVENUE** of \$12,042,283 was \$1.8M (18%) greater than FY17 and \$1.4M (13%) more than projected.

TICKET REVENUE, which represents 85% of total revenues, was the primary driver, exceeding \$10M for the first time in Amtrak Downeaster history. This increase was due to a combination of strong ridership and a record-breaking average fare per passenger of \$18.59.

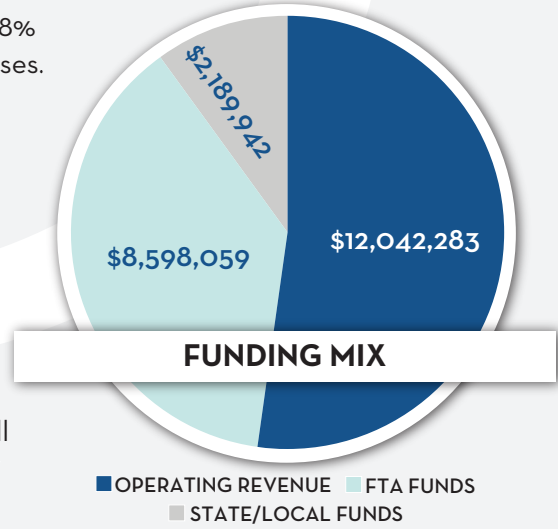
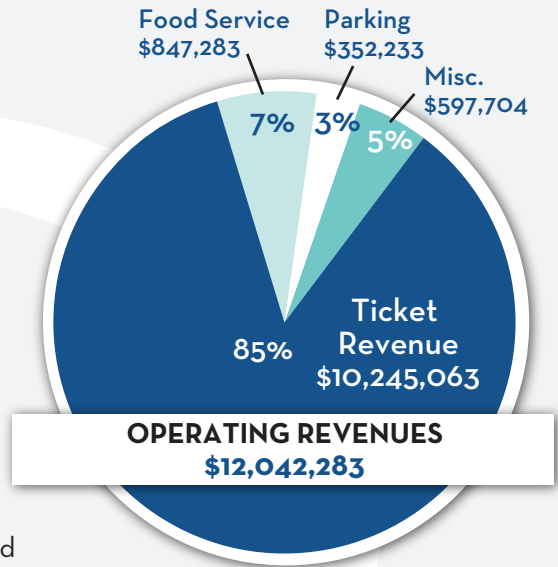


OPERATING EXPENSES

of \$22,830,284 were 5% higher than FY17, but remained within budget. Train operations, which include Amtrak, fuel and host railroad related expenses represent 88% of all operating expenses.

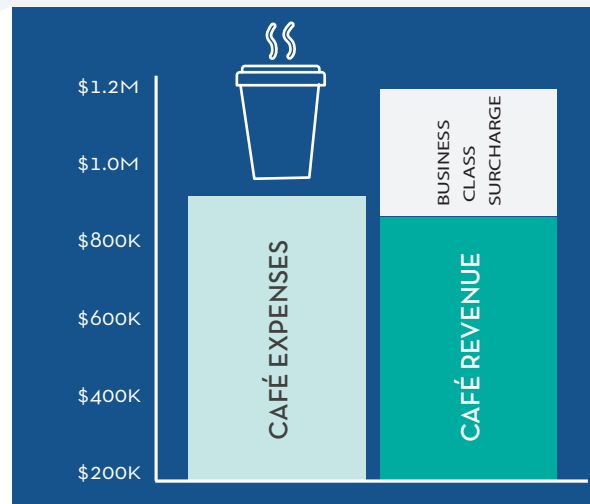
The **NET FUNDING** requirement of \$10,788,001 was approximately \$900K, (7%) less than FY17, and \$1.4M (12%) less than FY18 projections. Federal funds,

provided primarily through the Federal Transit Administration (FTA), were used to cover 80% of the net operating expenses; with the remainder provided by a combination of Maine state and local funds. The overall cost recovery ratio of 53% was 7% higher than FY17 actuals and FY18 projections.



DOWNEASTER CAFÉ

DOWNEASTER CAFÉ sales of \$847,283 were also the highest on record, with the average sale per passenger exceeding FY17 by 11%. Overall Café expenses of \$964,761 were higher than FY17, but remained within budget with the average net expense per passenger 34% lower than FY17. The resulting Café cost recovery ratio of 87% was 6% higher than FY17 and 3% higher than projected. New menu offerings such as Maine craft beer and better controls and processes were contributing factors. The net loss of \$117K in the Café was offset by the business class surcharge of \$399K included in ticket revenue.



PASSENGER AMENITIES & SERVICE IMPROVEMENTS

Amtrak Downeaster passengers enjoyed improved comfort and convenience in FY18.

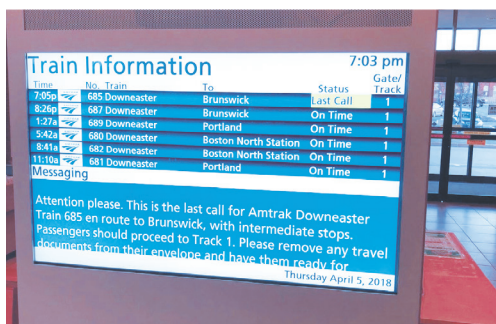
- ▶ **AMFLEET REFRESH PROGRAM**
Amtrak completed the “Refresh” of the coaches used in Downeaster service in FY18, which included the replacement of all seats, carpets and lighting.
- ▶ **PASSENGER INFORMATION DISPLAY SYSTEM (PIDS) signs** were installed in Brunswick, Freeport, Portland and Saco providing real-time Train Status information for passengers. PIDS signs are scheduled to be installed at all Maine stations soon.

IMPROVEMENTS



- ▶ **DISCOVER MAINE RAIL PASS**
The Discover Maine Rail Pass was launched in June. The pass, (valid for 10 one-way trips between Maine stations in a 7-day period for just \$19), was developed to encourage visitors and residents to use the Amtrak Downeaster differently, not just to travel to Boston, but for local Maine travel as well. Initial feedback was positive with nearly 200 passes sold in the first season.

PID SIGNS



- ▶ **DOWNEASTER CAFÉ**
Offerings in the Downeaster Café were expanded to include Maine craft beers and spirits, improving Café revenues in FY18.

DOWNEASTER PASSENGER AMENITIES



Spacious Seating



Free Wi-Fi



Downeaster Café



Pet Friendly



Personal Outlets



Room for Luggage



Volunteer Train Hosts

DISCOVER
Rail Pass **MAINE**

Brunswick • Freeport • Portland • Old Orchard Beach • Saco • Wells

L.L.Bean Stores
Flagship • Hunting & Fishing • Home • Women • Baby • School

AmtrakDowneaster.com/DiscoverMainePass

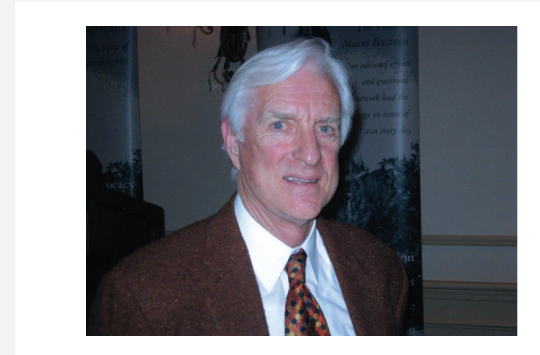
OUR COMMITMENT TO COMMUNITY

NNEPRA remains a strong partner dedicated to communities near our stations and throughout Maine, Northern New England and beyond.

FY18 HIGHLIGHTS

- The NNEPRA marketing team participated in over **150** trade shows and/or community events from library story hours to regional trade shows.
- Amtrak Downeaster tickets were donated to **331** non-profit organizations to support their fundraising efforts.
- **8539** Maine youths traveled on educational trips using the Downeaster Discovery Field Trip Program.
- Members of the NNEPRA staff held leadership positions and stayed involved in local, state and national transportation and passenger rail organizations. NNEPRA staff made efforts to stay up-to-date on the newest industry ideas and technology.
- NNEPRA purchased **\$2.6M** in goods and/or services from **78** Maine businesses.
- NNEPRA partnered with Pan Am Railways on grade crossing and right-of-way maintenance initiatives that improved safety and kept the railroad in a state of good repair.

NNEPRA thanks the many partners, ambassadors and volunteers who contribute to the continued growth and success of the Downeaster service including:



2018 MITCHELL AWARD RECIPIENT Dana F. Connors

Dana's contribution to NNEPRA began in the 1990's when, as Commissioner of Transportation, he helped develop the framework for NNEPRA, and pave the way for the initiation of the Amtrak Downeaster. In his 15 plus years on the Board, Dana has remained engaged and committed to the growth of passenger rail, and his legacy is greatly appreciated.

The Mitchell Award is presented annually to recognize the vision, commitment and leadership of Senator George J. Mitchell, a founding force for the restoration of passenger rail service to the people and communities of Maine. The award is presented to an individual or collective individuals who have demonstrated Service, Commitment, Community and/or Innovation.

STRATEGIC GOALS & INITIATIVES FY19 & Beyond

The NNEPRA team pursues strategic initiatives set by the Board of Directors to sustain Downeaster growth, advance safety and provide value for the people of Maine and Northern New England.

TRANSFORM
YOUR TRAVEL

1
TRACK MILE OWNED BY MAINE DOT

106
TRACK MILES OWNED BY PAN AM

36
TRACK MILES OWNED BY MBTA



Brunswick to Boston Expansion Complete
The Downeaster started operating 2 round-trips to Freeport and Brunswick each day in 2012, then expanded to 3 round-trips in 2016. With necessary infrastructure projects nearly complete, the Amtrak Downeaster will begin operating all 5 daily round-trips to Freeport and Brunswick in FY19.



Lewiston/Auburn Passenger Rail Plan
A service plan for passenger rail service between L/A and Portland is under development and will be complete in 2019.



Portland Area Improvements
NNEPRA is exploring alternatives which will improve Downeaster connectivity to and within the greater Portland region by reducing overall travel time, reducing bottlenecks and improving transit connectivity to the Downeaster in Portland.



Inbound Commuter Service from Southern Maine
Capacity improvements to expand service to a 6th round-trip are underway. The "Wells Siding Project", currently in the design phase, will support the operation of a morning inbound Downeaster train from Wells to Saco, Portland, Freeport and Brunswick and make the Downeaster a car-free commuter option for Maine workers.



Portland-Westbrook Rail Shuttle
In partnership with private developers, NNEPRA is exploring the feasibility of a rail shuttle between Westbrook and Portland. The shuttle seeks to connect Commercial Street in Portland with high density developments at Thompson's Point, Rock Row and to other transit services, supporting private investments and alleviating congestion in this growing area.



Amtrak Downeaster Coastal Connection
NNEPRA's efforts to introduce seasonal weekend service to Bath, Wiscasset, Newcastle and Rockland generated significant public support from residents and local businesses. Challenges associated with funding and Amtrak's new safety assessment program prevented the launch in 2018, but efforts are underway for a 2019 pilot.



NNEPRA appreciates the financial support provided by the State of Maine, the Federal Transit Administration (FTA), the Federal Railroad Administration (FRA), as well as Pan Am Railways, the MBTA and Amtrak, that enable us to plan and execute projects to improve reliability, enhance safety, and expand service.



The Amtrak Downeaster is a service made possible with funding through the Northern New England Passenger Rail Authority (NNEPRA).



**NORTHERN NEW ENGLAND
PASSENGER RAIL AUTHORITY**

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