

# Northern New England Passenger Rail Authority



## January 2017

---



### **Board of Directors Briefing Materials**

---

January 23, 2016

---

**NNEPRA Office  
75 W. Commercial Street, Suite 104  
Portland, Maine**

**AmtrakDowneaster.com**

# FY2017 Draft Action Plan

Northern New England Passenger Rail Authority 75 W. Commercial Street, Portland, ME 04101 207-780-1000

Draft July 28, 2016

## Meet or exceed projected Performance Benchmarks

- Achieve 45% total cost recovery
- Achieve 85% OTP
- Achieve 80% Café Cost Recovery in Café.
- Exceed 90% in specified CSI categories

## Improve Service Efficiency

- Eliminate Deadhead Trips.
- Improve equipment utilization.
- Increase performance on peak trains.
- Increase performance of off-peak trains.
- Seek cost saving measures in Café.

## Improve Passenger Services & Communication

- Initiate 3<sup>rd</sup> Round Trip to Brunswick
- Improve Group process & Sales
- Implement PIDS
- Develop Station Ambassador Standards
- Improve Station Communication
- Explore ways to improve bicycle access

## Sponsor Capital Projects to improve service quality and efficiency

- Complete Brunswick Layover
- Replace 15,000 Ties Portland-Wells
- Support implementation of Kennebunk Station
- Develop Wells Siding/Platform concept into a potential program.
- Significantly complete MBTA Project
- Initiate Royal Junction Siding Project
- Participate in Portland Station improvements

## Explore Options for Service Expansions

- Continue work on L/A Study

## Maintain Compliance with all Regulations

- Improve and enhance written Policies & Procedures
- Improve and enhance data collection & reporting
- Improve internal documentation processes.

## Identify and Promote Economic and Public Benefits associated with the Downeaster.

Work to secure a stable and dedicated funding mechanism to sustain Downeaster operations and continued capital investments in the Downeaster Corridor.



## BOARD of DIRECTORS MEETING AGENDA

January 23, 2017

12:30pm      Vote to open meeting  
Vote to enter Executive Session

1. Motion to go into executive session pursuant to 1 MRS § 405(6)(C) and 23 MRS § 8115-A to discuss negotiations with Amtrak regarding the FY2017 agreement.

1:00pm (time approximate)

- Approval of Minutes from December 19, 2016 Board Meeting
- Performance Update
  - Downeaster performance
  - Marketing update
- Finance Report
  - December 2017 Budget Variance Report
- Project Updates
  - Brunswick Layover
  - Royal Siding
  - SDP
  - L/A Rail Service Plan
- Other Business
  - Board Member status
  - New Policy Proposals
    - Board Confidentiality
    - Board Member Information Requests
  - Legislative Reports
  - Special Event Trains
- Executive Director Report/Other Business
- Public Comment

Next Meeting: February 27, 2017



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

December 19, 2016  
Portland, Maine

**Directors in attendance:**

Mr. Martin Eisenstein, Mr. Dana Connors, Mr. Ron McKinnon, Mr. John Melrose, Ms. Sue Moreau, and Commissioner David Bernhardt.

**Staff in attendance:**

Ms. Patricia Quinn, Ms. Marina Douglass, Ms. Natalie Bogart, Mr. James Russell, Mr. Stephen Houdlette and Ms. Jennifer Crosby.

**Interested parties:**

Mr. Stephen Corcoran, Amtrak; Mr. Dana Knapp, Concord Coach; Mr. Wayne Davis, TrainRiders Northeast; Mr. Tony Donovan; Mr. Bill Lord, TrainRiders Northeast.

**Opening Remarks**

---

**11:42am Motion to open Public Session**

Motion: Mr. McKinnon  
Seconded: Mr. Bernhardt  
Accepted: All

**Motion to go into executive session pursuant to 1 MRS § 405(6)(C) and 23 MRS § 8115-A to discuss negotiations with Concord Coach Lines regarding the extension of agreements relating to the Portland Transportation Center.**

Motion: Mr. Melrose  
Seconded: Mr. McKinnon  
Accepted: All

**Motion to go into executive session pursuant to 1 MRS § 405(6)(F) and 23 MRS § 8115-A to discuss negotiations regarding the possible acquisition of passenger rail equipment.**

Motion: Commissioner Bernhardt  
Seconded: Mr. Melrose  
Accepted: All

**Motion to reopen Public Session 1:20pm**

Motion: Mr. Melrose  
Seconded: Mr. Commissioner Bernhardt  
Accepted: All

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

Motion: Mr. Connors  
Seconded: Mr. McKinnon  
Accepted: All

#### **DOWNEASTER PERFORMANCE REPORT**

---

- Ms. Quinn reviewed the performance report, noting that fiscal year-to-date ridership and revenue is greater than projected, however OTP is still not where we would like it to be. Mr. Corcoran noted that there had been interference from commuter and freight trains since the new schedule took effect which was negatively impacting OTP.

#### **FINANCE REPORT – Marina Douglass**

---

- Ms. Douglass presented the October 2016 Variance report.

#### **Vote to accept the October 2016 Variance Report**

Motion: Mr. Connors  
Seconded: Mr. McKinnon  
Accepted: All

#### **EXECUTIVE DIRECTOR AND STAFF REPORTS**

- Ms. Bogart provided an overview of marketing initiatives noting that there would be a \$15 Fare promotion in January in recognition of the Downeaster's 15<sup>th</sup> Anniversary.
- Mr. Beeler reported that the transition to NexDine as the caterer for the Downeaster Café went smoothly.
- Ms. Quinn noted that NNEPRA, Pan Am Railways and Amtrak had finalized the proposed scope of work for the 2017 Capital Maintenance Program which was included in NNEPRA's FY17 Budget and requested permission from the Board to enter into the agreement with Pan Am.

#### **Vote to authorize the Executive Director to sign the 2017 Capital Maintenance Agreement with Pan Am Railways.**

Motion: Mr. Melrose  
Seconded: Mr. McKinnon  
Accepted: All

- Mr. Eisenstein reported that the Board had discussed the renewal of the lease between NNEPRA and Concord Coach Lines for the Portland Transportation Center during executive session, noting that negotiations were ongoing.

#### **Vote to authorize the Executive Director to negotiate and execute the Concord Coach Agreement for the Portland Transportation Center.**

- Motion: Mr. Melrose
- Seconded: Mr. McKinnon
- Accepted: All

- Ms. Quinn noted that the staff would begin collecting information and exploring options regarding the potential procurement of equipment for the Downeaster service and provide an update to the Board later in the year for consideration.
- Ms. Quinn informed the board that NNEPRA would be taking the lead on the development of the Lewiston/Auburn Service plan. A letter has been prepared to send to the City Managers of both Lewiston and Auburn asking them to appoint three members to the stakeholder group.
- Ms. Quinn discussed the results of the OPEGA/GOC meeting held in November and thanked Mr. Connors for attending the meeting.
  - The OPEGA report was not accepted by the GOC.
  - GOC requested OPEGA to review further the NNEPRA Board Oversight; NNEPRA's transparency and accuracy in reporting ridership and revenue numbers; and, NNEPRA's oversight of their contractors, specifically Amtrak and Pan Am.
  - The GOC voted to place two items "on deck" for the next legislative session: further review of the siting of the Brunswick Layover Facility and further review of the Amtrak contract for the taxi service used to transport crews.
- Mr. Connors stressed that OPEGA didn't find any cause for concern with NNEPRA during their review reiterated that NNEPRA has nothing to be concerned about with any further review.
- Mr. Donovan expressed concern that the Service Development Plan for the Downeaster had not been completed. Ms. Quinn responded by saying that the initiatives outlined in the Service Development Plan had been established and published for quite some time, but that the final document was pending the completion and approval of the Service Level Environmental Assessment Documentation which was still being reviewed by the Federal Railroad Administration. Ms. Douglass noted that she expected the EA to be completed by the end of January.

**Vote to close the meeting at 2:35pm**

Motion: Mr. Melrose

Seconded: Mr. McKinnon

Accepted: All

## Downeaster FY2017 Performance Overview

July 2017-December 2017

<b>Ridership</b>							
	<b>FY2017 Actual</b>	<b>FY2017 Target</b>	<b>Variance to Target</b>	<b>Var %</b>	<b>Passenger Miles</b>	<b>FY2016 Actual</b>	<b>Variance to FY16</b>
July	51,402	51,305	97	0%	4,376,310	37,349	14,053
<b>August</b>	<b>53,627</b>	<b>53,165</b>	<b>462</b>	<b>1%</b>	<b>4,532,238</b>	<b>46,215</b>	<b>7,412</b>
September	45,315	34,330	10,985	32%	3,661,021	40,622	4,693
October	38,979	26,000	12,979	50%	2,529,061	41,868	(2,889)
November	35,599	25,000	10,599	42%	2,396,395	39,588	(3,989)
December	38,259	39,750	(1,491)	-4%	-	38,010	249
<b>Total</b>	<b>263,181</b>	<b>229,550</b>	<b>33,631</b>	<b>7%</b>	<b>17,495,025</b>	<b>243,652</b>	<b>19,529</b>

<b>Revenue</b>							
	<b>FY2017 Actual</b>	<b>FY2017 Target</b>	<b>Variance to Target</b>	<b>Var %</b>	<b>Average Fare</b>	<b>FY2016 Actual</b>	<b>Variance to FY16</b>
July	\$ 921,482	\$ 897,838	\$ 23,645	3%	\$ 17.93	\$ 587,570	\$ 333,913
<b>August</b>	<b>\$ 942,790</b>	<b>\$ 943,679</b>	<b>\$ (889)</b>	<b>0%</b>	<b>\$ 17.58</b>	<b>\$ 819,638</b>	<b>\$ 123,152</b>
September	\$ 752,830	\$ 585,498	\$ 167,332	29%	\$ 16.61	\$ 696,095	\$ 56,736
October	\$ 550,988	\$ 418,860	\$ 132,128	32%	\$ 14.14	\$ 707,151	\$ (156,163)
November	\$ 539,612	\$ 408,750	\$ 130,862	32%	\$ 15.16	\$ 689,592	\$ (149,980)
December	\$ 660,248	\$ 699,600	\$ (39,352)	-6%	\$ 17.26	\$ 670,971	\$ (10,723)
<b>Total</b>	<b>\$ 4,367,950</b>	<b>\$ 3,954,224</b>	<b>\$ 413,726</b>	<b>5%</b>	<b>\$ 17.12</b>	<b>\$ 4,171,016</b>	<b>196,934</b>

<b>Customer Satisfaction</b>			
November	<b>Downeaster</b>	<b>Amtrak</b>	<b>DE FY to Date</b>
Overall Customer Satisfaction	93	86	89
<b>Value of Amtrak Service for Price Paid</b>	<b>90</b>	<b>81</b>	<b>88</b>
Overall Cleanliness of Train	91	85	90
<b>Clarity of Announcements</b>	<b>84</b>	<b>79</b>	<b>83</b>
Friendliness/Helpfulness of Train Conductor	91	90	91
<b>Friendliness/Helpfulness of Café Car Personnel</b>	<b>0</b>	<b>87</b>	<b>92</b>
Quality/Freshness of Food in Café Car	0	78	84
<b>Overall Experience in Café Car</b>	<b>0</b>	<b>79</b>	<b>84</b>

<b>On Time Performance</b>			
	<b>October</b>	<b>November</b>	<b>December</b>
2016	75%	66%	61%
2015	67%	85%	85%

PRELIMINARY VARIANCE REPORT - December 2016							
	Current Month Actual	Current Month Budget	Current Month Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Year to Date Percent
<b>Revenues</b>							
<b>Operating Revenue</b>							
Amtrak Ticket Revenue	660,248	699,600	(39,352)	4,367,951	3,949,193	418,758	11%
Food Service Revenue	57,912	55,342	2,570	323,137	318,430	4,707	1%
Advertising Revenue	1,829	250	1,579	2,669	1,090	1,579	145%
Parking Lot Revenue	26,816	28,165	(1,349)	221,840	176,516	45,324	26%
Interest on Accounts	188	295	(107)	805	1,770	(965)	-54%
Other Revenue	24,305	21,225	3,080	159,206	123,370	35,836	29%
<b>Total Operating Revenues</b>	<b>771,298</b>	<b>804,877</b>	<b>(33,579)</b>	<b>5,075,608</b>	<b>4,570,369</b>	<b>505,239</b>	<b>11%</b>
<b>Expenses</b>							
<b>Wages and Benefits</b>							
Permanent Full-Time	36,457	36,470	(13)	185,483	187,448	(1,965)	(0)
Benefits	18,661	18,718	(57)	110,678	112,308	(1,630)	(0)
<b>Total Wages and Benefits</b>	<b>55,118</b>	<b>55,188</b>	<b>(70)</b>	<b>296,161</b>	<b>299,756</b>	<b>(3,595)</b>	<b>-1%</b>
<b>Administration</b>							
Office Expenses	7,607	9,705	(2,098)	58,871	60,090	(1,219)	0
Professional Services	6,728	9,750	(3,022)	83,044	78,750	4,294	0
Insurance	2,478	2,470	8	14,851	14,820	31	0
Board Operations	1,922	1,372	550	9,169	8,232	937	0
<b>Total Administration Expenses</b>	<b>18,736</b>	<b>23,297</b>	<b>(4,561)</b>	<b>165,936</b>	<b>161,892</b>	<b>4,044</b>	<b>2%</b>
<b>Train Operations</b>							
Amtrak Operations	1,230,692	1,230,692	(0)	6,953,568	6,930,764	22,804	0%
Train Fuel Cost	139,507	171,000	(31,493)	746,313	1,026,000	(279,687)	-27%
PanAm	112,301	112,301	0	637,977	649,806	(11,829)	-2%
Other Train Operations	0	3,276	(3,276)	12,071	20,156	(8,085)	(1)
Insurance	0	2,300	(2,300)	2,000	11,200	(9,200)	-82%
Layover Facility	25,807	22,830	2,977	93,573	107,096	(13,522)	-13%
Capital Maintenance	38,878	38,900	(22)	195,148	195,200	(52)	0%
<b>Total Train Operations</b>	<b>1,547,185</b>	<b>1,581,300</b>	<b>(34,115)</b>	<b>8,640,651</b>	<b>8,940,222</b>	<b>(299,571)</b>	<b>-3%</b>
<b>Station Operations</b>							
Portland Station	28,900	28,900	0	204,014	203,400	614	0%
Platform Ins	10,972	11,325	(353)	65,457	65,250	207	0%
Station Platform Leases	0	0	0	32,004	33,404	(1,400)	-4%
Other Station Improvements	0	0	0	2,100	2,100	0	0
<b>Total Station Operations</b>	<b>39,872</b>	<b>40,225</b>	<b>(353)</b>	<b>303,575</b>	<b>304,154</b>	<b>(579)</b>	<b>0%</b>
<b>Food Service</b>							
Regular	78,000	69,178	8,823	395,597	398,852	(3,255)	-1%
<b>Total Food Service</b>	<b>78,000</b>	<b>69,178</b>	<b>8,823</b>	<b>395,597</b>	<b>398,852</b>	<b>(3,255)</b>	<b>-1%</b>
Marketing	79,658	79,658	(0)	235,762	235,555	207	0%
<b>Total Marketing</b>	<b>79,658</b>	<b>79,658</b>	<b>(0)</b>	<b>235,762</b>	<b>235,555</b>	<b>207</b>	<b>0%</b>
<b>Total Expenses</b>	<b>1,818,568</b>	<b>1,848,845</b>	<b>(30,277)</b>	<b>10,037,681</b>	<b>10,340,430</b>	<b>(302,749)</b>	<b>-3%</b>
<b>Additional Funding Required</b>	<b>1,047,270</b>	<b>1,043,968</b>	<b>3,301</b>	<b>4,962,073</b>	<b>5,770,061</b>	<b>(807,987)</b>	<b>-14%</b>