



**NORTHERN NEW ENGLAND
PASSENGER RAIL AUTHORITY**

ANNUAL REPORT

FISCAL YEAR 2017
JULY 1, 2016 - JUNE 30, 2017

Our Mission

Quality Management

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.



NNEPRA

The Northern New England Passenger Rail Authority

NNEPRA is a State of Maine public transportation authority created in 1995 by the Maine State Legislature to develop and provide passenger rail service between Maine and Boston.



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 staff, develops the operating strategies, marketing programs, community relations, food service and service planning activities for the Amtrak Downeaster.



OUR GOALS

The NNEPRA staff strives to meet and exceed ridership and revenue goals

Our team is actively involved in the operation and promotion of the Downeaster, and seeks to achieve maximum financial efficiency by controlling expenses; and establishing strong collaborative partnerships with stakeholders and local communities.



THE NNEPRA TEAM

FY17 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
George Gervais, Director
Commissioner, Maine DECD

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

AMTRAK MANAGEMENT TEAM

Stephen Corcoran
Assistant Superintendent
Downeaster Service
William White, Jr.
Road Foreman/Train Master
Downeaster Service



*Special thanks to **Martin Eisenstein** and **John Bubier** for combined service of more than **20 years** on the NNEPRA Board, and countless contributions.*

Our Team

Makes the most of *every moment*.

This annual report chronicles fiscal year 2017. It was a year of expansion, growth, change, success and progress; a grand celebration of **15 years** of Downeaster service to northern New England; a year filled with memorable and moving **moments**.

The Amtrak Great Dome Car created magical **moments** for our passengers as they gazed out the giant curved windows during the Dome's first visit to Maine! Others enjoyed unforgettable holiday **moments** as they rode to the North Pole on the Sparkle Express and Candy Cane trains, while some were able to celebrate their favorite teams and artists on specially themed Tail Gate trains.

Our crews experienced an important and thrilling **moment** when they relocated to the new, modern, safe and efficient layover facility in Brunswick, Maine.

We are proud of the **moments** of economic growth experienced in our communities, which included the construction and opening of new housing complexes, retail businesses and event centers within walking distance of Downeaster stations.

Gratifying **moments** experienced by the NNEPRA team included the successful completion of major construction projects on-time and on-budget, and the completion of technical reviews and audits which revealed no findings.

There were moving **moments** for our Board as two long-time members completed their final terms and two new members – and a new chairman also assumed new roles.

We were amazed at the unifying **moments** for our region, as passengers traveled by the thousands on the Downeaster to marches, parades and events to celebrate their common interests.

As we take a **moment** to celebrate the successes of the past year, we know they would not have been achieved without the excellence of our front-line crews at Amtrak, Drummac, and NexDine, the support of the Board, Maine DOT, and elected officials, the engagement of our station communities, ambassadors and train hosts, the hard work and dedication of the NNEPRA staff and the continued loyalty of our passengers.



PATRICIA QUINN
EXECUTIVE DIRECTOR

We Provide Outstanding Service

The Amtrak Downeaster makes five round-trips daily between Boston and Portland with three of those trips extending to Freeport and Brunswick. Amtrak operates the Downeaster under contract to NNEPRA and provides the train equipment, crews and ticketing services.

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



TRAIN EQUIPMENT

The Downeaster operates with three train 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.



TICKETING 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.



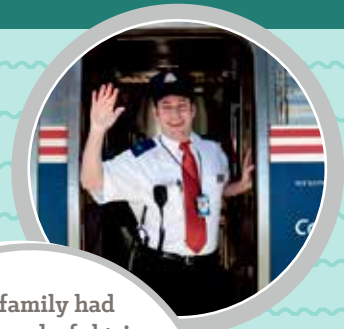
RESERVATION SYSTEMS

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

1 TRACK MILE OWNED BY MAINE DOT

106 TRACK MILES OWNED BY PAN AM

36 TRACK MILES OWNED BY MBTA



“My family had such a wonderful trip from Wells to Boston. The volunteers and conductors were so friendly and helpful. Customer service at its very best!”
LYNN H.
DOWNEASTER PASSENGER

DOWNEASTER STATIONS

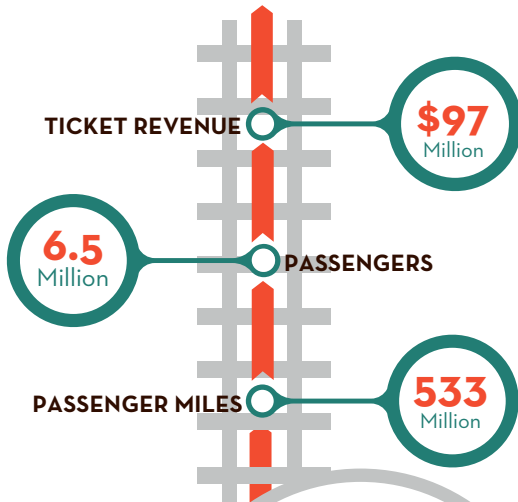
Most Downeaster stations are owned and operated by the municipalities in which they are located. The Portland station is owned by Concord Coach Lines and staffed by Amtrak personnel.

VOLUNTEERS AND AMBASSADORS

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



SINCE DECEMBER 2001
THE DOWNEASTER HAS GENERATED



Record Setting Performance

The NNEPRA staff is actively involved with the daily operation of the Downeaster and strives to meet and exceed ridership, revenue and customer service goals.

Fiscal year 2017 was a year of growth, strong performance and record setting revenue for the Downeaster.

A third round-trip was added to Freeport and Brunswick in November, and ridership records were broken in 6 out of 12 months.



8%
SINCE
FY16

FY17
PASSENGER RIDERSHIP
511,422

In fiscal year 2017, the Downeaster safely transported 511,422 passengers, which is an 8% increase over fiscal year 2016.



7%
SINCE
FY16

FY17
TICKET REVENUE
\$8,620,119

In fiscal year 2017, record setting revenue of over \$8.6 million was achieved, which is a 7% increase over fiscal year 2016.



7%
SINCE
FY16

FY17
PASSENGER MILES
40,742,792

In fiscal year 2017, the Downeaster traveled the equivalent of 40,742,792 passenger miles. A 7% increase over fiscal year 2016.



FY17 OVERALL
OTP **70%**

ON-TIME PERFORMANCE



FY17 OVERALL
CSI **90%**

CUSTOMER SATISFACTION INDEX



FY2017

Highlights of the Year

15 Year Anniversary Record Breaking Ticket Revenue 6 Months of Record Breaking Ridership

In fiscal year 2017, NNEPRA celebrated 15 years of growth, expansion, success and progress. A third round-trip was added to Freeport and Brunswick in November, ridership records were broken in 6 out of 12 months generating record setting ticket revenue of over \$8.6 million. We are proud of the many memorable *moments* we experienced with the NNEPRA team, Board of Directors, our crews, business partners and community relationships.

“ We took the train from Portland to Boston and back today and had a great experience! Every single member of the staff was friendly and happy. Great job Downeaster staff and thank you!
LAUREN C.
DOWNEASTER PASSENGER ”

“ We love riding the Amtrak Downeaster! The affordable rate made it possible for 4-H families who may never have been out of Oxford County before to travel to Boston!
Thank You
BECKY M.
DOWNEASTER PASSENGER ”



Aug. 2016
● The Amtrak Great Dome Car makes 1st visit to Maine

Oct. 2016
● Tie replacement project started
● Hosted Brunswick layover open house

Dec. 2016
● 15th anniversary celebrated
● Successful operation of The Candy Cane Train and Sparkle Express

Feb. 2017
★ Record breaking ridership
● Patriot's Superbowl parade train to Boston

Apr. 2017
★ Record breaking ridership and revenue
● New Board Members appointed by Legislature
● Piloted "at seat" beverage service

Jun. 2017
★ Record breaking ridership and revenue
● Hosted Ambassador appreciation lunch

July 2016
★ Record breaking ridership & revenue
● Refurbished NPCU returned to service

Sept. 2016
★ Record breaking ridership & revenue
● OPEGA review complete without findings

Nov. 2016
● A third round-trip is added between Freeport & Brunswick
● Tie project completed (On-time & on-budget)
● Brunswick layover facility opened

Jan. 2017
★ Record breaking ridership and revenue
● Accelerated construction on Haverhill line project

Mar. 2017
● Created flexible schedules for concerts and events
● Royal Siding funding approved
● Hosted Sunaana Express event

May 2017
● John Melrose appointed Chairman of the Board
● Peak group travel season
● Refurbished NPCU returned to service

“ Encore please! I had the best time riding the Downeaster Vintage Dome car and hope it comes back to Maine soon!
SHERRY K.
DOWNEASTER PASSENGER ”



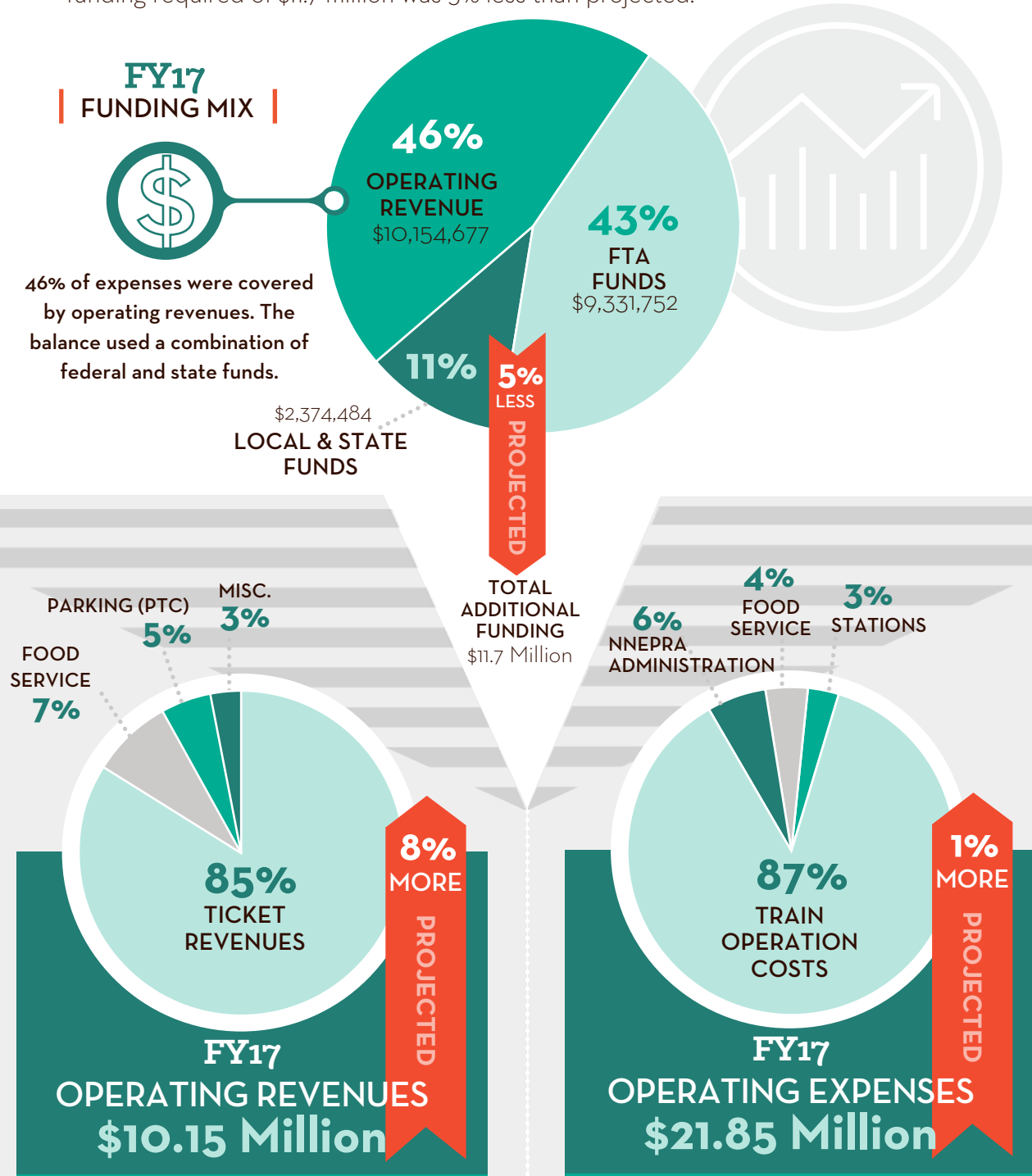
“ We took the train from North Station on a recent quick getaway to Maine. What a wonderful experience! From the senior discounts...to the nearby parking...to the convenient schedule, it was all perfect. We cannot wait to go again!
PAT B.
DOWNEASTER PASSENGER ”



making the most of every moment.

Dedicated to Growth & Efficiency

In fiscal year 2017, total operating revenues of \$10.15 million were 8% more than projected, while expenses of \$21.85 million were 1% more than projected. As a result, the total additional funding required of \$11.7 million was 5% less than projected.



Maximizing Amenity Potential



16%
SINCE
FY16

**FY17
CAFÉ REVENUE
\$709,678**

In fiscal year 2017, Café revenue increased 16% over fiscal year 2016. Updated product offerings, better inventory controls and streamlining management processes were contributing factors.

“ I love riding the Downeaster from Brunswick to Boston. The Café and other amenities turns what would otherwise be an anxious ride into a pleasant experience ”

JANET C.
DOWNEASTER
PASSENGER



In November of fiscal year 2017, NNEPRA contracted with a new café vendor, **NexDine** to provide complete management and staffing for the Downeaster Café. NNEPRA and **NexDine** work together to monitor Café performance and make continuous modifications to exceed customer expectations and maximize returns.

The Downeaster Café is a passenger amenity which helps generate ridership, supports business class passengers and contributes to the overall financial success of the operation. In fiscal year 2017, the Business Class Surcharge alone generated **more than \$345,258** in incremental revenue, resulting in a gain of **\$182,010**.

FY17

DOWNEASTER CAFÉ FINANCES

Cafe Revenue	Actual	% of Total
Food Sales	\$339,452	48%
Liquor Sales	\$337,725	48%
Other Sales	\$32,501	4%
Total Revenues	\$709,678	100%
Cafe Expenses		
Food & Supplies	\$308,487	35%
Liquor Costs	\$79,784	9%
Labor	\$413,740	47%
Administration	\$70,915	9%
Total Expenses	\$872,926	100%
Operating Cost of Cafe	(\$163,248)	
Business Class Surcharge	\$345,258	
Net Gain	\$182,010	



Reasons to Ride DOWNEASTER PASSENGER AMENITIES



Spacious Seating



Free Wi-Fi



Downeaster Café



Pet Friendly



Personal Outlets



Room for Luggage



Volunteer Train Hosts

Make the most of
every moment.
It's time to take the train.



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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