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# Board Briefing Materials

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## June 29, 2023

**Location:**

**Regional Transportation Program (RTP) Conference Room  
1 Ledgeview Drive, Westbrook, ME 04092**

1:00pm Public Session



For More Information

 207-780-1000 x 105

 [info@nnepra.com](mailto:info@nnepra.com)



**NORTHERN NEW ENGLAND  
PASSENGER RAIL AUTHORITY**

## FY2023 NNEPRA Strategic Workplan:

As approved by 7/25/22

1. **The safety of passengers, crews and employees remains our first priority. Meet and exceed high standards for transportation safety including the provision of robust public health safeguards.**
  - Elevate safety awareness by expanding information, communication and training efforts.
  - Remain at the forefront of emerging opportunities.
2. **Maximize public awareness of the Downeaster service, attract new riders and retain existing riders through advertising, promotions, digital, traditional and earned media.**
  - **Meet and exceed ridership goals and strive for 50% cost recovery.**
    - Optimize fare potential while maintaining cost controls and efficiencies.
    - Monitor and analyze travel trends to aligned train schedules with consumer travel patterns.
    - Participate in activities to assure that Downeaster service remains accessible to all.
    - Support efforts to provide and promote last mile connections and transit connectivity.
3. **Support efforts to provide customers with a travel experience that consistently exceeds their expectations, delivers value and benefit, and contributes to a modern, integrated public transportation system.**
  - **Maintain 90%+ Customer Satisfaction**
    - Implement programs and initiatives to improve station experience including wayfinding and customer service
    - Improve website utility and information access
    - Collaborate with Amtrak enhance technology associated with reservations and customer information.
  - **Target OTP of 85% and COTP of 90%+**
    - Continue collaboration with Amtrak and host railroads to support investments and activities to maintain reliability.
  - **Assure NNEPRA owned and Downeaster-related facilities remain in a state of good repair.**
    - Develop programs and procedures to assure efficient and effective operation.
4. **Support the reduction of vehicle miles travelled and State climate change initiatives by improving service accessibility and quality by taking steps necessary to accomplish the following:**
  - Complete extension of double track and construct station improvements in Wells to improve service reliability, increase frequency and enhance efficiency.
  - Relocate the station in Portland to the railroad mainline to reduce travel times, improve access and operating efficiency.
  - Build a new station in Falmouth to improve access to I-95 and communities north of Portland.
  - Initiate passenger rail service on the Rockland Branch to expand access and provide traffic relief alternatives to coastal Route
  - Prepare for new trainsets purchased by Amtrak which will replace legacy equipment and significantly reduce air emissions.
  - Collaborate with MaineDOT on studies and planning efforts associated with rail improvements and service expansions.
  - Participate as appropriate in national and regional planning initiatives to enhance access and connectivity.
5. **Secure favorable terms for the continuation and expansion of passenger rail service to include the following:**
  - Finalize Durham Municipal Station agreement
  - Review and updated contracts as needed
  - Monitor pending legislation and initiatives related to passenger transportation including those that put restrictions on state sponsors of rail activity.
6. **Increase state and federal operational and capital funding opportunities:**
  - Maximize the benefit of COVID-related assistance
  - Monitor federal discretionary grant opportunities including CRISI, RAISE, and State of Good Repair to supplement needs for applicable projects
  - Ensure NNEPRA is positioned to receive eligible federal funding made available through surface transportation reauthorization or supplemental infrastructure bills
  - Collaborate with MaineDOT to secure resources needed to leverage federal funding opportunities
  - Assure project funding is sufficient to meet project needs.
  - Streamline internal accounting, procurement, project delivery and reporting protocols to maximize efficiency, accuracy and transparency.
7. **Remain engaged and involved with transportation planning studies, organizations and initiatives in support of transportation access, expansion and connectivity on the local, state and national level.**



## NNEPRA BOARD of DIRECTORS

*June 29, 2023*

Northern New England Passenger Rail Authority

### Draft Agenda

#### 9:00am Public Session

- Safety Briefing
- Welcome and Introductions
- Public Comment
- Approval of Minutes from May 25, 2023 Board Meeting
- Downeaster Performance Update
  - Operating Statistics
  - Marketing Initiatives
- Amtrak Equipment Proposal
- Finance Update
  - Approval of May 2023 Variance Report
  - FY24 Budget Discussion
- Project Updates
  - Wells Area Improvement Project
  - CSX Capital Maintenance
- Workplan update
  - Customer Experience Project
  - Service Improvement Initiatives
  - Planning, Studies & Grants
- Other Business
- Public Comment

**Next Meeting: TBD**

Minutes of the Meeting of the Board of Directors



## **Northern New England Passenger Rail Authority**

May 25, 2023

### Directors in Attendance:

Chairman Jim Cohen; Mr. Alan Casavant, Vice Chair; Ms. Carol Murray, Treasurer; Ms. Alison Harris; Ms. Maggie Fleming; Mr. Nate Moulton

### NNEPRA Staff in Attendance:

Ms. Patricia Quinn; Mr. James Russell; Mr. William Gayle; Ms. Olivia Richmond; Ms. Natalie Bogart; Ms. Belle Askinasi

### Interested Parties:

Mr. Dana Knapp, Concord Coach Lines; Mr. Luke Irvine, Amtrak; Mr. Kevin Chittenden, Amtrak; Mr. Steve Corcran, Amtrak; Mr. Bruce Sleeper, Trainriders NE

### OPENING REMARKS

Opened meeting at 9:05am

### PUBLIC COMMENT

Chairman Cohen opened the floor to public comment. There was no public comment.

### APPROVAL OF MINUTES

Motion to approve April 24, 2023 Minutes.

Motion: Ms. Carol Murray.

Second: Ms. Fleming

Approved: All

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### **OVERVIEW OF DOWNEASTER PERFORMANCE – Patricia Quinn**

Patricia Quinn provided an update on Amtrak Downeaster performance in April noting that, despite the service disruptions, the service exceeded budget projections. Patricia reviewed performance goals and projections for the rest of FY23 and noted that there are no more scheduled service disruptions.

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### **MARKETING UPDATE – Natalie Bogart**

Natalie Bogart provided an overview of April marketing initiatives and commented on the marketing team's participation in various local conferences. Natalie noted that service to Old Orchard Beach resumed on May 15<sup>th</sup> and ridership has started off strong. Natalie provided an update on the Marketing RFP and informed the board that the contract has been awarded to Blaze Partners. Natalie commented on the selection process and noted that Blaze is working on a rapid response campaign to keep ensure advertising remains in market during the transition between advertising agencies. Director Fleming commented on her participation in the selection process and noted enthusiasm for Blaze Partners.

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### **VARIANCE REPORT – Olivia Richmond**

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Olivia Richmond provided a review of the FY23 Budget Variance Report noting that the budget had exceeded cost recovery projections in April.

Motion to approve April Variance Report.

Motion: Ms. Carol Murray.  
Second: Ms. Alison Harris  
Approved: All

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### **FY24 BUDGET DISCUSSION – Patricia Quinn**

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Patricia Quinn provided an overview of the assumptions and projected budget for FY24. A discussion was held regarding the impact of fare increases and its impact on ridership and revenue. Patricia reviewed the increase in various expense budget line items.

Chairman Cohen noted that the Board had no changes to the proposed budget and inquired about the approval timeline. Patricia responded that the proposed budget has been sent to the Commissioner for his review and comment. Any changes will be brought back to the Board at the June 29<sup>th</sup> Board meeting for Board review and approval. The Commissioner will then be asked for final approval.

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### **PROJECT UPDATES – James Russell**

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James Russell provided an update on the Wells Project noting the changes made to where the area of refuge will be located.

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### **WORK PLAN UPDATE – Patricia Quinn**

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Patricia Quinn provided an update on the ticketing kiosks and noted that the first installation was underway at the Portland Station.

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### **OTHER BUSINESS – Patricia Quinn**

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Patricia Quinn provided an update on the various legislative initiatives specific to LD 842, LD 1170, LD 1813, among other rail related bills.

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### **PUBLIC COMMENT**

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Chairman Cohen opened the floor to public comment.

Bruce Sleeper of TrainRiders Northeast commented on fare increases and the benefits of having managed fares.

Meeting Adjourned at 10:51am.

Downeaster FY2023 Performance to Date

Downeaster Performance Metrics - Last 12 Months									
Period	FY	Ridership				Revenue			
		Actual	Budget	Variance	vs. 2019	Actual	Budget	Variance	\$/Rider
May 23	FY23	39,276	39,986	-710	88%	\$ 754,624	\$ 769,732	\$ (15,108)	\$19.21
Apr 23	FY23	44,730	41,390	3,340	92%	\$ 831,278	\$ 796,756	\$ 34,522	\$18.58
Mar 23	FY23	38,277	37,430	847	80%	\$ 778,241	\$ 720,520	\$ 57,721	\$20.33
Feb 23	FY23	33,402	32,368	1,034	83%	\$ 640,465	\$ 623,084	\$ 17,381	\$19.17
Jan 23	FY23	35,435	30,370	5,065	93%	\$ 701,690	\$ 584,630	\$ 117,060	\$19.80
Dec 22	FY23	39,649	37,008	2,641	86%	\$ 830,010	\$ 712,404	\$ 117,606	\$20.93
Nov 22	FY23	43,636	38,058	5,578	92%	\$ 882,688	\$ 732,624	\$ 150,064	\$20.23
Oct 22	FY23	47,822	40,290	7,532	95%	\$ 1,009,651	\$ 775,590	\$ 234,061	\$21.11
Sep 22	FY23	45,677	40,644	5,033	96%	\$ 941,548	\$ 782,406	\$ 159,142	\$20.61
Aug 22	FY23	51,736	51,802	-66	85%	\$ 1,080,956	\$ 997,196	\$ 83,760	\$20.89
Jul 22	FY23	52,056	46,893	5,163	94%	\$ 1,072,818	\$ 902,686	\$ 170,132	\$20.61
<b>FY23 To Date</b>		<b>471,696</b>	<b>436,240</b>	<b>35,456</b>	<b>90%</b>	<b>\$ 9,523,969</b>	<b>\$ 8,397,629</b>	<b>1,141,449</b>	<b>\$20.19</b>
Jun 22	FY22	42,580	31,534	11,046	88%	\$ 876,874	\$ 583,387	\$ 293,487	\$20.59
<b>FY22 Final</b>		<b>403,775</b>	<b>323,157</b>	<b>80,618</b>	<b>70%</b>	<b>\$ 8,106,919</b>	<b>\$ 5,932,202</b>	<b>\$ 2,174,717</b>	<b>\$20.08</b>

Fiscal Year 2023 To Date



3,306



3,919



812



1,761

FY23 Performance Goals:

Avg Fare \$19.25

Ridership vs 2019: 85%

Café Check Avg: \$7.95

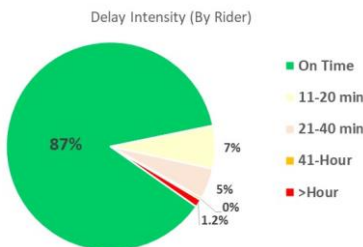
Café Capture Ratio: 18%

OTP: 85%

COTP: 18%

Customer Satisfaction: 90%

Downeaster Performance Metrics - Last 12 Months								
Period	FY	Trains	Passenger	On Time Performance		Downeaster Café		CSI
		Operated	Miles	End Point	Customer	Capture Ratio	Check AVG	
May 23	FY23	310	2,827,872	76%	87%	17%	\$ 9.46	88
Apr 23	FY23	300	3,513,832	85%	88%	18%	\$ 9.60	87
Mar 23	FY23	302	2,985,606	83%	90%	19%	\$ 9.49	88
Feb 23	FY23	240	2,701,879	70%	77%	17%	\$ 9.38	89
Jan 23	FY23	307	3,047,410	70%	84%	18%	\$ 9.11	90
Dec 22	FY23	308	3,548,669	69%	80%	19%	\$ 9.26	90
Nov 22	FY23	296	3,744,739	82%	92%	16%	\$ 8.76	88
Oct 22	FY23	310	4,094,733	60%	75%	16%	\$ 8.46	89
Sep 22	FY23	300	3,894,054	73%	85%	16%	\$ 8.88	91
Aug 22	FY23	310	4,551,810	57%	70%	18%	\$ 9.03	90
Jul 22	FY23	310	4,500,638	65%	83%	17%	\$ 8.64	91
FY23 To Date		3,293	39,411,242	72%	83%	17%	\$ 9.10	89
Jun 22	FY22	300	3,696,487	72%	83%	17%	\$ 8.04	91
FY22 Final		3,621	35,080,346	74%	82%	18%	\$ 7.98	90



FY 2023 Downeaster Customer Satisfaction											
	Sample Size	Overall Score	Train			OTP		Café		Station	
			Comfort	Cleanliness	Crew	Train Status Info	WiFi	Staff	Overall		
May	853	87.7	9.0	9.0	9.3	8.7	8.4	7.9	8.0	9.1	8.6
Apr	784	86.7	9.1	9.0	9.2	8.7	8.6	8.0	8.0	9.1	8.7
Mar	315	90.0	9.0	8.9	9.3	8.9	8.7	8.2	8.1	9.2	8.8
Feb	706	88.9	9.1	9.0	9.3	8.4	8.3	9.4	9.0	9.5	8.5
Jan	422	90.1	9.1	9.1	9.2	8.6	8.5	8.2	8.0	9.2	8.8
Dec	513	90.4	8.9	9.0	9.2	8.1	8.0	8.0	7.4	9.0	8.7
Nov	447	87.8	9.0	9.0	9.1	8.8	8.5	8.2	7.4	9.1	8.8
Oct	538	88.8	7.8	9.1	9.1	8.2	9.0	7.4	9.1	9.1	8.2
Sep	230	90.2	9.1	9.1	9.2	8.9	8.9	8.1	8	9.2	8.8
Aug	1281	89.6	9.1	9.0	9.3	8.2	8.4	8.2	7.5	9.2	8.7
Jul	1346	91.1	9.1	9.2	9.4	8.9	8.7	8.2	7.4	9.3	8.8

**NNEPRA**  
**FY2024 Operating Budget Forecast**  
 July 1, 2023 - June 30, 2024

V3 0627

Revenues		FY24 Budget	FY24 Budget Assumptions
<b>Operating Revenue</b>			
1	Amtrak Ticket Revenue	\$ 10,840,029	Average of 108% FY23 ridership; Average fare per passenger \$19.50
2	Food Service Revenue	\$ 948,078	19% Capture Ratio; \$8.95 check avg
3	Parking	\$ 559,500	Average 75% capacity filled - 279 cars per day @ \$5.50
4	Interest and Other Revenue	\$ 444,000	Amtrak Other Revenue, Bank interest, NH platform insurance reimbursement, SAIPRC fee, interest
	<b>Total Operating Revenues</b>	<b>\$ 12,791,607</b>	Sum of all Operating Revenues.
<b>Expenses</b>			
<b>Administration</b>			
5	Salaries & Benefits	\$ 1,149,996	9 Full Time salaried employees
6	Office Expenses	\$ 160,730	Portland and Brunswick Rent, utilities, supplies, travel, equipment. New copy machine and POR office update.
7	Professional Services	\$ 165,340	Legal, Accounting, Audit, Technology support. Anticipates onboarding new legal counsel.
8	Insurance	\$ 51,744	Liability, portion of Public Official, Cyber, Crime
9	Board Operations	\$ 21,823	Meeting expenses & portion of Public Official Insurance
	<b>Total Administration Expenses</b>	<b>\$ 1,549,633</b>	Sum of all Administration Expenses.
<b>Train Operations</b>			
10	Amtrak Train Operations	\$ 7,727,856	Amtrak Train/Station Crews and management support
11	Amtrak Equipment Maintenance	\$ 9,681,508	Turnaround servicing, running maintenance & capital maintenance of Amtrak rolling stock
12	Amtrak Support Services	\$ 2,053,062	Amtrak Reservations, Onboard WiFi, Marketing, Police, Insurance, G&A
13	Train Fuel Cost	\$ 2,708,363	Estimated \$2.80-\$3.00 per gallon
14	Other Train Operations	\$ 2,146,755	Track Maintenance, Inspection and Performance Payment; costs associated with service interruptions
16	Layover Facilities	\$ 704,520	Brunswick and Portland layover facility operating and maintenance and capital maintenance expenses
17	Capital Maintenance	\$ 1,200,000	Annual track maintenance work program developed with CSX per agreement + project management
	<b>Total Train Operations</b>	<b>\$ 26,222,064</b>	Sum of all Train Operating Expenses.
<b>Station Operations</b>			
18	Portland Station	\$ 492,246	Per MaineDOT agreement with Concord Coach Lines
19	Platform Insurance	\$ 204,911	Includes projected market increases
20	Station Platform Leases	\$ 48,245	Per agreement for platforms in Freeport, Portland, Old Orchard Beach, Saco and Wells
21	Station Repair & Improvements	\$ 431,000	Repairs to Portland, Brunswick and Freeport platforms. Misc. station repairs with municipal match.
	<b>Total Station Operations</b>	<b>\$ 1,176,402</b>	Sum of all Station Expenses.
22	<b>Food Service</b>	<b>\$ 1,271,627</b>	Labor, food & beverage purchases, administration and management
23	<b>Marketing</b>	<b>\$ 520,000</b>	Marketing and advertising efforts for Amtrak Downeaster
	<b>Total Operating Expenses</b>	<b>\$ 30,739,727</b>	Sum of all Operating Expense Categories
24	<b>Additional Funding Required</b>	<b>\$ 17,948,120</b>	Total Operating Expenses less total Operating Revenue
	Ridership	557,529	
	Overall Cost Recovery	42%	
	Food Service Cost Recovery	75%	
<b>FY24 Additional Funding Sources</b>			
	5337 SOGR	\$ 9,359,827	
	5307 CMAQ	\$ 2,118,672	
	Federal Relief Funding	\$ 3,599,996	
	MaineDOT Cash Match	\$ 2,319,625	
	Station Community Match	\$ 550,000	
	<b>Total</b>	<b>\$ 17,948,120</b>	