The Hoosier State Train

Katie England
Multimodal Planning & Programs, INDOT

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Overview

- Implementing a new business model
  - Successes and challenges
- Navigating in the new world
- Exiting stage right → gracefully!
- Future outlook
The Hoosier State

- Passenger rail serving Indianapolis, Crawfordsville, Lafayette, Rensselaer, Dyer, and Chicago
  - Operates 4 days a week
- Combines with Amtrak’s long distance route the Cardinal
Congress ends support for Intercity Passenger Rail Services.

INDOT Senior Staff rides the train…

2014

INDOT launches innovative approach via RFP process.

2008

2013
The New Hoosier State

- Service transitioned to public-private partnership in August 2015
  - Iowa Pacific Holdings – equipment and maintenance, on-board services, marketing
  - Amtrak – train crews, ticketing, manage relationships with host railroads
- INDOT responsibilities
Challenges

- Ridership
- Vendor relationships
- Equipment & maintenance
- Capital investment needs
- Regulatory environment
Results of Public-Private Partnership

<table>
<thead>
<tr>
<th></th>
<th>January 2016</th>
<th>January 2017</th>
<th>% change</th>
<th>Trend</th>
<th>FFY 2015</th>
<th>FFY 2016</th>
<th>% change</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$56,395</td>
<td>$66,131</td>
<td>17.3%</td>
<td></td>
<td>$766,383</td>
<td>$1,015,136</td>
<td>32%</td>
<td></td>
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<tr>
<td>Ridership</td>
<td>1,863</td>
<td>2,028</td>
<td>8.9%</td>
<td></td>
<td>32,136</td>
<td>31,151</td>
<td>-3%</td>
<td></td>
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<tr>
<td>On-time Performance</td>
<td>89%</td>
<td>78%</td>
<td>-11%</td>
<td></td>
<td>67%</td>
<td>83%</td>
<td>24%</td>
<td></td>
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</tbody>
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- **Successes**
  - Innovative business model
  - Improved on-time performance
  - Highest-rated train in Amtrak’s system
And then...

- IPH approaches INDOT and requests to be let out of their contract.
Keep calm and carry on!

- IPH and INDOT mutually agreed to end contracts on February 28th.
- Amtrak became sole operator on March 1st.
  - Similar amenities: Wi-Fi, business class and café car
  - Discounts and offers
- Indiana Legislature has to approve funding for train in FY18 and FY19.
Best practices

- Maintaining professional relationships with all stakeholders
- Relying on experiences of others
- Staying positive while managing our own expectations
- Keeping an open mind
Where are we now?

- More cooperative and professional partner = better customer service
- Commitment from management = high expectations
- Recent results = high bar for performance
Katie England, Director of Multimodal Planning and Programs

kengland1@indot.in.gov

(317) 234-7911