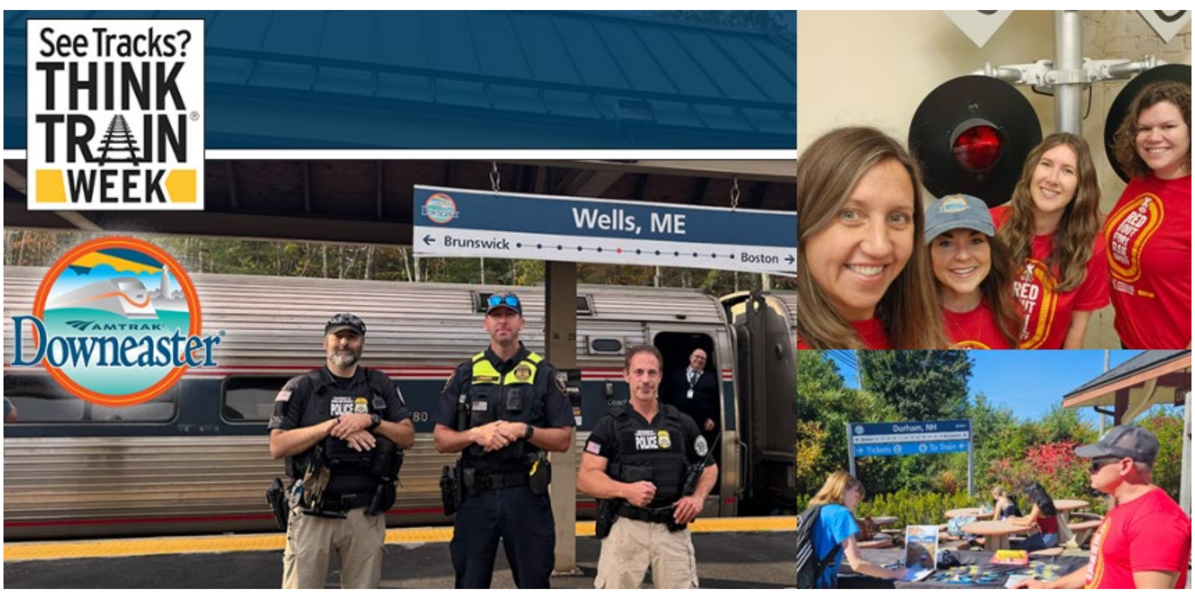
Board Briefing Materials

October 9, 2025

Location:
University of Southern Maine, Abromson Community Center
Room 213
88 Bedford Street, Portland ME 04101

3:00pm Public Session



For More Information
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NORTHERN NEW ENGLAND
PASSENGER RAIL AUTHORITY

NORTHERN NEW ENGLAND PASSENGER RAIL AUTHORITY

Downeaster

NNEPRA FY2026 Priorities

Core Objectives:

- Support and maintain a culture of safety.
- Maximize Downeaster ridership, revenue and cost recovery
- Enhance public benefits associated with the Downeaster.
- Maintain compliance with all regulations
- Secure funding mechanisms to sustain Downeaster operations and continued capital investments in the Downeaster Corridor.

Meet or exceed projected Downeaster Performance Benchmarks

FY26 Performance Targets

Ridership	562,039	Train On Time Performance	80%	Café Cost Recovery	79%
Revenue	$ 13,186,221	Customer On Time Performance	85%	Café Capture Ratio	18%
Average Fare	$ 23.46	Overall Customer Satisfaction	90%	Café Check Average	$10.95
Overall Cost Recovery	51%				

Improve Downeaster Service Efficiency

- Increase revenue on peak trains
- Maximize equipment utilization
- Increase Ridership on off-peak trains
- Improve cost recovery in Café

Improve Passenger Services & Communication

- Enhance Station experience for passengers
- Promote and improve connectivity to Amtrak network
- Improve/promote last mile connectivity at Downeaster stations

Sponsor Capital Projects to improve safety, service quality and efficiency

- Wells Area Improvement Project
- 2025 Tie Replacement Program
- 2025-2026 Capital Maintenance Program
- Portland Platform Repair

Plan for Service Improvement/Expansions

- Portland Station Relocation
- West Falmouth Station
- 6th Round Trip Brunswick-Wells
- Service Development Plan
    - Additional Frequencies
    - AIRO Fleet
    - Improved Reliability

NNEPRA BOARD of DIRECTORS

October 9, 2025

Northern New England Passenger Rail Authority

Agenda

3:00pm Public Session

- Welcome
- Public Comment
- Approval of Minutes from August 22, 2025 Board Meeting
- Fiscal Year 2025 Recap
    - FY25 Financial Audit
- FY2026 Priorities
- Downeaster Performance Fiscal Year to Date (July-August 2025)
    - Ridership, Revenue, Reliability, Customer Satisfaction
    - Marketing Activities
    - Budget Variance Report
- Project Updates
- Other Business & Updates
    - Recap “See Tracks Think Trains” Week
    - Station Enhancement efforts
    - Last-mile connection improvements and promotions
    - Downeaster Survey
- Public Comment
- Motion to Enter Executive Session pursuant to 1 MRS § 405(6)(E) for the purpose of discussing the acquisition of real property.

Next Meeting: November 3, 2025

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

August 22, 2025 – Virtual Meeting

Directors in Attendance:
Chairman Jim Cohen; Ms. Carol Murray, Treasurer; Ms. Alison Harris; Ms. Maggie Edson; Mr. Nate Moulton; Commissioner Michael Duguay, DECD

NNEPRA Staff in Attendance:
Ms. Patricia Quinn; Ms. Belle Askinasi; Ms. Emily Bedard; Mr. Jim Russell

Interested Parties:
Ms. Patty Barber, TrainRiders Northeast; Mr. Kevin Chittenden, Amtrak; Mr. Luke Irvine, Amtrak; Mr. Bruce Sleeper, TrainRiders Northeast; Mr. Dana Knapp, Concord Coach; Mr. Stanley Koski, Resident; Mr. Irwin Gratz, Maine Public Radio

OPENING REMARKS

The meeting was called to order at 1:01 pm.

Roll call was taken, with all Directors present except Vice Chairman Cassavant and Director Ouellette. An Operation Lifesaver update was provided.

PUBLIC COMMENT

Chairman Cohen opened the floor to public comment.

Mr. Bruce Sleeper commented that Zoom information on NNEPRA website was difficult to find.

End public comment.

APPROVAL OF MINUTES

Motion to approve June 2, 2025 Minutes
Motion: Ms. Maggie Edson
Second: Mr. Nate Moulton
Approved: All
Abstain: Commissioner Duguay

APPROVAL OF UPDATED NNEPRA POLICIIES – Catherine Kruglak

Ms. Catherine Kruglak provided updates on required changes to the Title IV Policy for FY2026–2028 and the Financial Management Policy.

Motion to approve Title IV Policy as amended
Motion: Ms. Carol Murray
Second: Ms. Alison Harris

Approved: All

Catherine noted the Financial Management Policy was last updated in 2023 and revised following the FY2025 Triennial Review; she provided an overview of the changes.

Motion to approve Financial Management Policy

Motion: Ms. Carol Murray
Second: Mr. Nate Moulton
Approved: All

FISCAL YEAR 2025 IN REVIEW – Patricia Quinn

Ms. Patricia Quinn provided an overview of FY2025 Downeaster Performance, noting that despite challenges due to construction, ridership and revenue remained strong.

Director Moulton commented on the June CSI score. Patricia explained that several disruptions caused by the tie job, which were beyond all parties' control, impacted the score. She noted that CSI data for July showed significant improvement.

Director Harris noted that Amtrak crews were outstanding in helping riders during the Tie Job.

Patricia provided an overview of FY2025 financial performance, highlighting areas of variance.

Chairman Cohen asked if any costs were expected to change, and Patricia confirmed that all costs through June 2025 were based on best available information.

Total expenses were $27 million, $3.1 million below the expected $30 million. The overall cost recovery goal was 50%, with actual recovery at 55%. The Café achieved 73% cost recovery, just below its 75% goal. The FY2026 budget includes the use of carryforward funds.

When asked if the FY2026 budget should be adjusted based on the close of FY2025, Patricia noted that new rates from Amtrak were just received and require further review. An update will be provided at the next Board of Directors meeting.

Motion to accept FY2025 Financial Report.

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

FISCAL YEAR 2026 JULY PERFORMANCE – Patricia Quinn

Patricia provided an overview of July performance, noting that Downeaster ridership and revenue reached 95% of the best year on record. She also reported improvements in both On-Time Performance (OTP) and Customer On-Time Performance (COTP).

She informed the Board that the FY2025 Tie Replacement Project concluded on July 29. August marks the first month of FY2026 without any major scheduled service disruption.

PROJECT UPDATES – Patricia Quinn

Patricia provided an update on NNEPRA projects:

- **Tie Replacement Project Overview:**
    - Tie installation complete.
    - CSX additionally replaced grade crossing panels along the route in tandem with tie replacement.
    - Pickup and disposal of old ties is in the process of being scheduled by CSX.
    - Patricia commented that overall, the Tie Replacement Project was a huge success. Noted excellent partnership between Amtrak and CSX crews.

- **Wells Area Improvement Project:**
    - Patricia provided an overview of the progress made at Wells Station, noting that the temporary platform had been constructed and is now in use and demolition of the old platform was completed.

- **Portland Station Platform Repairs:**
    - Patricia informed the Board that during the Tie Replacement Project, the track bed was raised a few inches which will require additional repairs to the platform. Patricia commented that Great Falls Construction had been contracted to complete the necessary repairs.

- **Portland Station Relocation:**
    - Stakeholder outreach efforts are ongoing.
    - NNEPRA hopes to be prepared to submit grant application for Federal funding when opportunity is available.

- **West Falmouth Station:**
    - Stakeholder outreach efforts are ongoing

- **Service Development Plan (SDP)**
    - NNEPRA has crafted a public survey and plans to open the survey period within the coming weeks.

OTHER BUSINESS – Patricia Quinn

Patricia provided an overview of Amtrak updates including the rollout of new equipment scheduled in the Pacific Northwest for calendar year 2026. Additionally, Patricia commented on the potential merger of the Union Pacific and Norfolk Southern railroads that would create the first transcontinental U.S. freight railroad.

Board meeting dates through the end of calendar year 2025 were discussed. The Board agreed to hold the next in-person meeting on September 15, 2025. No additional dates were confirmed.

PUBLIC COMMENT

Chairman Cohen opened the floor to public comment.

Mr. Bruce Sleeper commentated on the merger of the Union Pacific and Norfolk Southern railroads.
End public comment.

EXECUTIVE SESSION

Motion to Enter Executive Session pursuant to 1 MRS § 405(6)(E) for the purpose of discussing the acquisition of real property.

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

Executive Session began at 2:02 PM

Motion to End Executive Session

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

Executive Session ended at 2:31 PM

MOTION TO ADJOURN

Motion to adjourn

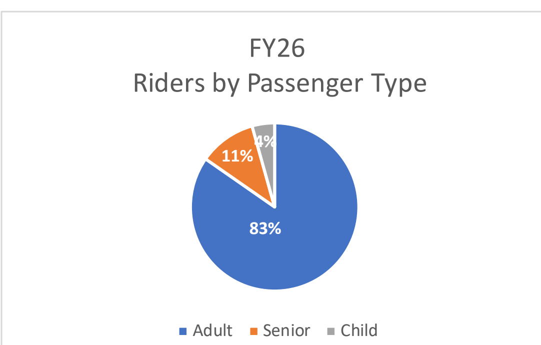
Motion: Ms. Carol Murray
Second: Ms. Maggie Edson
Approved: All

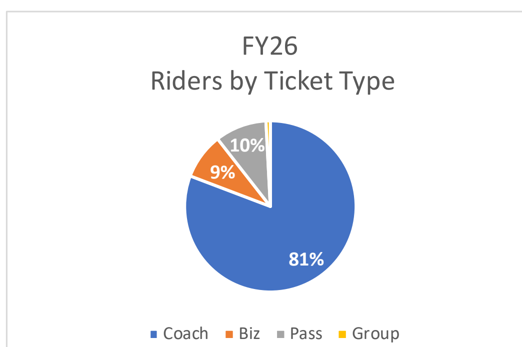
Meeting Adjourned at 2:32 PM

Downeaster Performance Metrics - FY26 To Date									
		Ridership				Revenue			
Period	FY	**Actual**	Budget	*Variance*	vs. FY24	**Actual**	Budget	*Variance*	$/Rider
Sep 25	FY26								
Aug 25	FY26	59,386	59,298	88	96%	$ 1,419,540	$ 1,393,509	$ 26,031	$23.90
Jul 25	FY26	55,074	48,819	6,255	96%	$ 1,344,261	$ 998,361	$ 345,900	$24.41
FY26 To Date		114,460	108,117	6,343	96%	2,763,801	2,391,870	371,931	$ 24.16
Jun 25	FY25	43,033	35,597	7,436	85%	$ 800,066	$ 831,339	$ (31,273)	$18.59
May 25	FY25	35,176	32,466	2,710	76%	$ 846,440	$ 756,467	$ 89,973	$24.06
Apr 25	FY25	39,909	33,581	6,328	81%	$ 857,673	$ 779,436	$ 78,237	$21.49
Mar 25	FY25	44,131	44,876	-745	95%	$ 1,148,249	$ 1,050,087	$ 98,162	$26.02
Feb 25	FY25	38,894	40,784	-1,890	93%	$ 924,774	$ 954,337	$ (29,563)	$23.78
Jan 25	FY25	39,431	41,238	-1,807	96%	$ 908,997	$ 950,536	$ (41,539)	$23.05
Dec 24	FY25	47,027	46,905	122	100%	$ 1,159,068	$ 1,099,922	$ 59,146	$24.65
Nov 24	FY25	46,828	48,005	-1,177	98%	$ 1,154,368	$ 1,125,717	$ 28,651	$24.65
Oct 24	FY25	52,059	52,075	-16	95%	$ 1,234,285	$ 1,218,560	$ 15,725	$23.71
Sep 24	FY25	51,640	45,045	6,595	97%	$ 1,216,884	$ 1,045,246	$ 171,638	$23.56
FY25 Final		552,649	542,462	10,187	92%	12,992,599	12,639,493	$ 353,106	$23.51

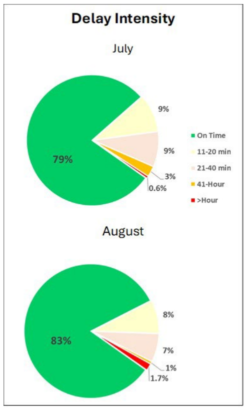
FY26 Performance Targets

	Target		Target		Target
Ridership	562,039	Train On Time Performance	80%	Café Cost Recovery	79%
Revenue	$ 13,186,221	Customer On Time Performance	85%	Café Capture Ratio	18%
Average Fare	$ 23.46	Over Customer Satisfaction	90%	Café Check Average	$ 10.95
Overall Cost Recovery	51%				





Downeaster Performance Metrics - FY26 To Date								
		Trains	Passenger	On Time Performance		Downeaster Café		CSI
Period	FY	Operated	Miles	End Point	Customer	Capture Ratio	Check AVG	
Aug 25	FY26	310	5,199,036	71%	83%	17%	$ 11.02	88
Jul 25	FY26	304	4,692,348	70%	89%	17%	$ 10.64	88
FY26 To Date		614	9,891,384	71%	86%	17%	$ 10.83	88%
Jun 25	FY25	240	3,461,297	50%	61%	16%	$ 9.83	89
May 24	FY25	258	3,004,451	64%	77%	18%	$ 9.66	89
Apr 25	FY25	264	3,332,815	64%	74%	17%	$ 10.07	88
Mar 25	FY25	310	3,973,101	87%	79%	18%	$ 11.02	91
Feb 25	FY25	274	3,392,887	59%	74%	18%	$ 11.02	86
Jan 25	FY25	308	3,532,050	77%	86%	17%	$ 10.72	90
Dec 24	FY25	308	4,233,423	72%	84%	17%	$ 11.27	90
Nov 24	FY25	296	4,047,137	63%	78%	16%	$ 10.76	87
Oct 24	FY25	303	4,454,370	43%	58%	16%	$ 9.84	83
Sep 24	FY25	295	4,384,718	70%	82%	17%	$ 10.28	93
FY25 Total		3,457	48,270,709	65%	76%	17%	$ 10.45	89%



FY 2026 Downeaster Customer Satisfaction										
	Sample Size	**Overall Score**	Train Comfort	Train Cleanliness	Train Crew	OTP	Train Status Info	Café	WiFi	Station Staff	Station Overall
Aug	1,518	88.1	86	86	93	77	87	80	69	92	84
Jul	449	86.6	86	87	92	77	82	79	68	91	81
FY26 to Date	1,967	87.4	86	86	93	77	84	79	69	91	82
Jun	953	86.0	84	81	94	74	76	72	68	90	80
May	930	88.9	87	85	93	78	81	77	73	91	82
Apr	855	88.4	87	85	92	77	80	77	71	91	82
Mar	1,060	91.1	88	84	94	86	85	81	74	94	83
Feb	891	86.1	81	80	92	73	76	76	73	90	77
Jan	1,056	90.1	89	86	93	87	84	76	79	92	83
Dec	1,139	89.5	89	87	96	85	84	76	76	92	84
Nov	654	87.5	87	87	92	75	82	77	77	91	81
Oct	1,186	83.2	81	76	88	57	71	66	66	87	85
Sep	1,126	92.8	87	89	93	87	88	77	72	94	83
FY25 Year End	11,292	90.4	88	86	93	83	82	77	74	91	85

NNEPRA Fiscal Year 2026

Operating Budget Variance Report

July 2025 - August 2025

V2 10/3/25

	August-25			Fiscal Year to Date August 25			
	Actual	Budget	Variance	Actual	Budget	Variance	%
Operating Revenue							
Amtrak Ticket Revenue	$ 1,419,540	$ 1,393,509	*$ 26,031*	$ 2,763,801	$ 2,391,870	*$ 371,931*	*16%*
Food Service Revenue	$ 94,808	$ 115,074	*$ (20,266)*	$ 181,248	$ 171,231	*$ 10,017*	*6%*
Parking Lot Revenue	$ 50,129	$ 50,000	*$ 129*	$ 97,448	$ 112,500	*$ (15,052)*	*-13%*
Interest & Other Revenue	$ 53,034	$ 39,600	*$ 13,434*	$ 92,318	$ 79,200	*$ 13,118*	*17%*
Total Operating Revenue	**$ 1,617,511**	**$ 1,598,183**	***$ 19,328***	**$ 3,134,815**	**$ 2,754,801**	***$ 380,014***	***14%***
Expenses							
Administration							
Salaries and Benefits	$ 88,863	$ 92,252	*$ (3,389)*	$ 179,990	$ 184,504	*$ (4,514)*	*-2%*
Office Expenses	$ 16,200	$ 12,727	*$ 3,473*	$ 26,992	$ 33,704	*$ (6,712)*	*-20%*
Professional Services	$ 3,937	$ 14,960	*$ (11,023)*	$ 25,446	$ 27,310	*$ (1,864)*	*-7%*
Insurance	$ -	$ -	*$ -*	$ -	$ -	*$ -*	
Board Operations	$ 210	$ 1,384	*$ (1,174)*	$ 446	$ 1,504	*$ (1,058)*	*-70%*
Total Admin Expenses	**$ 109,210**	**$ 121,323**	***$ (12,113)***	**$ 232,874**	**$ 247,022**	***$ (14,148)***	***-6%***
Train Operations							
Amtrak Train Operations	$ 677,046	$ 641,699	*$ 35,347*	$ 1,448,248	$ 1,326,046	*$ 122,202*	*9%*
Amtrak Equipment Maintenance	$ 774,191	$ 773,304	*$ 887*	$ 1,523,907	$ 1,546,610	*$ (22,703)*	*-1%*
Amtrak Support Services	$ 103,245	$ 109,443	*$ (6,198)*	$ 212,693	$ 207,977	*$ 4,716*	*2%*
Train Fuel Cost	$ 176,850	$ 189,730	*$ (12,880)*	$ 361,422	$ 406,443	*$ (45,021)*	*-11%*
Other Train Operations	$ 165,521	$ 193,789	*$ (28,268)*	$ 290,171	$ 373,403	*$ (83,232)*	*-22%*
Facilities	$ 36,861	$ 44,299	*$ (7,438)*	$ 86,383	$ 83,344	*$ 3,039*	*4%*
FY26 Capital Maintenance	$ 5,250	$ 5,250	*$ -*	$ 5,250	$ 5,250	*$ -*	*0%*
Total Train Operations	**$ 1,938,964**	**$ 1,957,514**	***$ (18,550)***	**$ 3,928,074**	**$ 3,949,073**	***$ (20,999)***	***-1%***
Station Operations							
Portland Station	$ 46,813	$ 46,006	*$ 807*	$ 93,489	$ 90,762	*$ 2,727*	*3%*
Platform Insurance	$ -	$ -	*$ -*	$ -	$ -	*$ -*	
Station Platform Leases	$ -	$ -	*$ -*	$ 19,740	$ 38,822	*$ (19,082)*	*-49%*
Station Improvements	$ -	$ -	*$ -*	$ 19,896	$ -	*$ 19,896*	
Total Station Operations	**$ 46,813**	**$ 46,006**	***$ 807***	**$ 133,125**	**$ 129,584**	***$ 3,541***	***3%***
Total Food Service	**$ 121,956**	**$ 123,033**	***$ (1,077)***	**$ 229,577**	**$ 216,258**	***$ 13,319***	***6%***
Total Marketing	**$ 44,042**	**$ 44,167**	***$ (125)***	**$ 77,165**	**$ 88,333**	***$ (11,168)***	***-13%***
Total Expenses	**$ 2,260,985**	**$ 2,292,043**	***$ (31,058)***	**$ 4,600,815**	**$ 4,630,270**	***$ (29,455)***	***-1%***
Add'l Funding Required	**$ 643,474**	**$ 693,860**	***$ (50,386)***	**$ 1,466,000**	**$ 1,875,469**	***$ (409,469)***	***-22%***
Downeaster Ridership	*59,386*	*59,298*	*88*	*114,460*	*108,117*	*6,343*	*106%*
Overall cost recovery	*72%*	*70%*		*68%*	*59%*		
Café Recovery	*78%*	*94%*		*79%*	*79%*		