

Board Briefing Materials

November 17, 2025

Location:

University of Southern Maine, Abromson Community Center

Room 213

88 Bedford Street, Portland ME 04101

3:00pm Public Session



For More Information

📞 207-780-1000 x 105

✉ info@nnepra.com



**NORTHERN NEW ENGLAND
PASSENGER RAIL AUTHORITY**

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
- Pursue opportunities to restore fourth coach to Downeaster trainsets
- 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
- Monitor Positive Train Control install
- 2025-2026 Capital Maintenance Program
- Portland Platform Repair

Plan for Service Improvement/Expansions

- Portland Station Relocation
- West Falmouth Station
- 6th Round Trip Brunswick-Wells
- Monitor Rockland Branch potential
- Service Development Plan
 - Additional Frequencies
 - Reduced Travel Time
 - Improved Reliability
 - Prepare for AIRO Fleet



NNEPRA BOARD of DIRECTORS

November 17, 2025

Northern New England Passenger Rail Authority

Agenda

3:00pm Public Session

- Welcome & Safety Briefing
- Public Comment
- Approval of Minutes from October 9, 2025 Board Meeting
- Downeaster Performance Fiscal Year to Date (July-September 2025)
 - Marketing Activities
- Budget Variance Report
- Downeaster Service Improvements/Expansion Planning
 - Implementation of 6th Downeaster Round Trip (BRK-WEM)
 - Planning for expanded national equipment pool
 - Portland Station Relocation
 - West Falmouth Station Development
 - Downeaster Service Development Plan
- Passenger Service Improvements
 - Portland Station repairs and enhancements
 - Wells Micro Transit pilot program
- Capital/Maintenance Project Updates
 - Wells Area Improvement Project
- Other Business & Updates
 - NNEPRA FY26 Priorities and Workplan Update
 - Maine-Canadian Legislative Advisory Commission
- 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: January 27, 2026



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

October 9, 2025 – Hybrid Meeting

Directors in Attendance:

Chairman Jim Cohen; Vice Chairman Cassavant; Alison Harris; Nate Moulton; Carolann Ouellette (Virtual)

NNEPRA Staff in Attendance:

Patricia Quinn; Natalie Bogart; Emily Bedard; Jim Russell; Catherine Kruglak, Taylor Auclair; Brian Beeler II

Interested Parties:

David Choi, Liro-Hill; Christian Smith, Wipfli; Patty Barber, TrainRiders Northeast; Peter Cole, Maine Rail Group; Kevin Chittenden, Amtrak; Luke Irvine, Amtrak; Commissioner Dale Doughty, MaineDOT; Dana Knapp, Concord Coach

OPENING REMARKS

The meeting was called to order at 3:04 p.m. Roll call was taken, with all Directors present except Chairman Cohen, Director Murray, and Director Fleming. A safety briefing and an Operation Lifesaver rail fact were presented. Chairman Cohen joined the meeting at 3:16 p.m.

PUBLIC COMMENT

Vice Chairman Cassavant opened the floor to public comment. No public comments were provided. Public comment was then closed.

APPROVAL OF MINUTES

Motion to approve August 22, 2025 Minutes

Motion: Alison Harris

Second: Nate Moulton

Approved: All

FY2025 Financial Audit – Mr. Christian Smith, Wipfli

Patricia Quinn introduced Christian Smith, who attended from Wipfli to provide a review of NNEPRA's FY25 Financial Audit. The audit was clean audit with the exception of a minor deficiency due to the improper posting of one invoice in the wrong fiscal year. Ms. Emily Bedard provided overview of corrective measures that have been put in place in accordance with GAAP.

Motion to accept FY2025 Financial Audit as amended

Motion: Alison Harris

Second: Alan Casavant

Approved: All

Director Cassavant commended NNEPRA staff for managing the complexity and volume of financial activity. Patricia echoed the sentiment.

FISCAL YEAR 2025 Priorities – Patricia Quinn

Patricia presented a draft of the FY26 Priorities to the Board for review and feedback. Chairman Cohen compared the draft to the FY25 plan and suggested reinstating certain initiatives. The Board recommended including equipment capacity restoration, monitoring Rockland service opportunities, and supporting the installation of positive train control as additional items.

Motion to accept FY2026 Priorities as amended

Motion: Alison Harris

Second: Nate Moulton

Approved: All

FISCAL YEAR 2026 PERFORMANCE REVIEW – Patricia Quinn

Patricia provided an overview of Downeaster performance. Ridership and revenue remained strong in August and were close to budget projections for September. A delay analysis for July through September showed significant improvement in on-time performance following the completion of construction.

Taylor Auclair presented the FY26 marketing campaign to date, highlighting user-generated content captured with disposable cameras. She also reviewed promotional activities at UNH, community engagement events such as the Senior Expo, and media coverage including Maine Life Media in Old Orchard Beach and a featured editorial by AARP on the Downeaster.

Patricia provided an overview of FY2026 budget variance report. Total operating revenue to date was approximately \$380,000 above projections. Total expenses were \$4.6 million, about \$30,000 below budget. The cost recovery goal was 50%, with actual recovery reaching 68%.

PROJECT UPDATES

- **Wells Area Improvement Project:** Jim Russell provided an update on progress at Wells Station. Patricia noted that the pedestrian bridge installation is scheduled for November and will result in a few service outages.
- **Tie Replacement Project Overview:** Patricia noted that CSX continues to install switch timbers, and scheduling is underway for the pickup and disposal of old ties. Midday Downeaster service outages are required to complete the remaining work. Starting September 30, Trains 683/684 are canceled on Tuesdays, Wednesdays, and Thursdays, with bus bridges operating for trains 681/686. This service change will continue for approximately six weeks.
- **Service Development Plan (SDP):** Catherine shared highlights from NNEPRA's public survey. More detailed results will be available in the coming weeks.
- **Portland Station Relocation:** Patricia presented slides previously shared with the City of Portland's Sustainability and Transportation Committee on October 8. The Mayor recommended mediation to reach consensus on a path forward, which was supported by a City Council vote along with a call for further study.

Commissioner Doughty provided an overview of potential funding opportunities and noted that MaineDOT may need to consider investments elsewhere.

Chairman Cohen expressed concern that the slide deck presented by City staff and GPCOG was not shared with NNEPRA in advance, despite NNEPRA's involvement in stakeholder engagement and public processes. He stated that many points were misrepresented, and that process charts incorrectly placed NNEPRA at the start of the site selection process, which has already concluded. The next steps will include undefined analysis and mediation involving City Council members. Chairman Cohen thanked the Commissioner and Patricia for their efforts.

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

OTHER BUSINESS – Patricia Quinn

Patricia provided a recap of “See Tracks! Think Trains” Week and gave updates on station enhancement efforts in the Portland trainway, and the sale of METRO bus tickets in the Café. She also highlighted upcoming pilot services with YCCAC to provide transportation from Wells and recent community engagement activities. Seasonal service to Old Orchard Beach will conclude on October 13.

PUBLIC COMMENT

Chairman Cohen opened the floor to public comment.

Peter Cole shared that he had been promoting the Downeaster at the Cumberland County Fair and that Patty Barber distributed Downeaster information at the Fryeburg Fair. Public comment closed.

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: Nate Moulton

Second: Alison Harris

Approved: All

Executive Session began at 4:58 PM

Motion to End Executive Session

Motion: Nate Moulton

Second: Alison Harris

Approved: All

Executive Session ended at 5:27 PM

MOTION TO ADJOURN

Motion to adjourn

Motion: Nate Moulton

Second: Alison Harris

Approved: All

Meeting Adjourned at 5:28PM

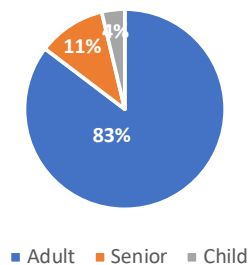


Downeaster Performance Metrics - FY26 To Date									
Period	FY	Ridership				Revenue			
		Actual	Budget	Variance	vs. FY24	Actual	Budget	Variance	\$/Rider
Sep 25	FY26	48,735	50,874	-2,139	92%	\$ 1,151,876	\$ 1,195,545	\$ (43,669)	\$23.64
Aug 25	FY26	59,386	59,298	88	96%	\$ 1,419,540	\$ 1,393,509	\$ 26,031	\$23.90
Jul 25	FY26	55,074	48,819	6,255	96%	\$ 1,344,261	\$ 998,361	\$ 345,900	\$24.41
FY26 To Date		163,195	158,991	4,204	96%	3,915,677	3,587,415	328,262	\$ 23.98
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
FY25 Final		552,649	542,462	10,187	92%	12,992,599	12,639,493	\$ 353,106	\$23.51

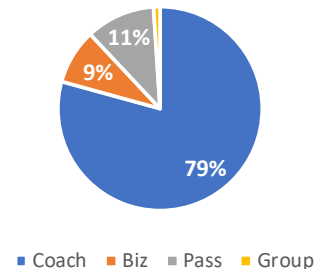
FY26 Performance Targets

	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%				

FY26
Riders by Passenger Type

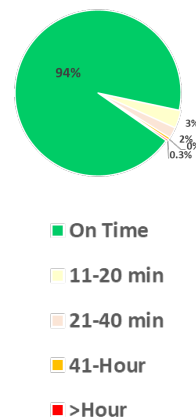


FY26
Riders by Ticket Type



Downeaster Performance Metrics - FY26 To Date								
Period	FY	Trains	Passenger	On Time Performance		Downeaster Café		CSI
		Operated	Miles	End Point	Customer	Capture Ratio	Check AVG	
Sep 25	FY26	298	4,223,537	94%	89%	16%	\$ 10.96	91
Aug 25	FY26	310	5,199,036	71%	83%	17%	\$ 11.02	88
Jul 25	FY26	304	4,692,348	63%	79%	17%	\$ 10.64	88
FY26 To Date		912	14,114,921	76%	84%	17%	\$ 10.87	89
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
FY25 Total		3,457	48,270,709	65%	76%	17%	\$ 10.45	89%

September Delay Intensity



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
Sep	1,363	90.6	86	89	94	91	89	77	67	91	85
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	88.4	86	87	93	82	86	79	68	91	83
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
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 - September 2025

	September-25			Fiscal Year to Date			
	Actual	Budget	Variance	Actual	Budget	Variance	%
Operating Revenue							
Amtrak Ticket Revenue	\$ 1,151,876	\$ 1,195,545	\$ (43,669)	\$ 3,915,677	\$ 3,587,414	\$ 328,263	9%
Food Service Revenue	\$ 98,335	\$ 98,726	\$ (391)	\$ 279,583	\$ 269,957	\$ 9,626	4%
Parking Lot Revenue	\$ 55,640	\$ 50,000	\$ 5,640	\$ 153,088	\$ 162,500	\$ (9,412)	-6%
Interest & Other Revenue	\$ 39,292	\$ 39,600	\$ (308)	\$ 131,610	\$ 118,800	\$ 12,810	11%
Total Operating Revenue	\$ 1,345,143	\$ 1,383,871	\$ (38,728)	\$ 4,479,958	\$ 4,138,671	\$ 341,287	8%
Expenses							
Administration							
Salaries and Benefits	\$ 88,730	\$ 96,705	\$ (7,975)	\$ 268,718	\$ 281,208	\$ (12,490)	-4%
Office Expenses	\$ 12,579	\$ 17,452	\$ (4,873)	\$ 39,573	\$ 51,156	\$ (11,583)	-23%
Professional Services	\$ 42,130	\$ 61,440	\$ (19,310)	\$ 67,576	\$ 88,750	\$ (21,174)	-24%
Insurance	\$ 9,408	\$ 12,989	\$ (3,581)	\$ 9,408	\$ 12,989	\$ (3,581)	-28%
Board Operations	\$ 215	\$ 1,359	\$ (1,144)	\$ 661	\$ 2,863	\$ (2,202)	-77%
Total Admin Expenses	\$ 153,062	\$ 189,945	\$ (36,883)	\$ 385,936	\$ 436,966	\$ (51,030)	-12%
Train Operations							
Amtrak Train Operations	\$ 632,070	\$ 640,896	\$ (8,826)	\$ 2,080,319	\$ 1,966,942	\$ 113,377	6%
Amtrak Equipment Maintenance	\$ 759,764	\$ 763,486	\$ (3,722)	\$ 2,283,672	\$ 2,310,096	\$ (26,424)	-1%
Amtrak Support Services	\$ 90,355	\$ 102,528	\$ (12,173)	\$ 303,047	\$ 310,504	\$ (7,457)	-2%
Train Fuel Cost	\$ 181,884	\$ 209,723	\$ (27,839)	\$ 543,304	\$ 616,165	\$ (72,861)	-12%
Other Train Operations	\$ 158,358	\$ 191,976	\$ (33,618)	\$ 430,969	\$ 565,378	\$ (134,409)	-24%
Facilities	\$ 28,432	\$ 43,059	\$ (14,627)	\$ 114,992	\$ 126,403	\$ (11,411)	-9%
FY26 Capital Maintenance	\$ -	\$ -	\$ -	\$ 6,377	\$ 6,377	\$ -	0%
Total Train Operations	\$ 1,850,863	\$ 1,951,668	\$ (100,805)	\$ 5,762,680	\$ 5,901,865	\$ (139,185)	-2%
Station Operations							
Portland Station	\$ 46,857	\$ 46,256	\$ 601	\$ 140,346	\$ 137,018	\$ 3,328	2%
Platform Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Station Platform Leases	\$ -	\$ -	\$ -	\$ 39,042	\$ 38,822	\$ 220	1%
Station Improvements	\$ 109	\$ 109	\$ -	\$ 20,005	\$ 20,005	\$ -	0%
Total Station Operations	\$ 46,966	\$ 46,365	\$ 601	\$ 199,393	\$ 195,845	\$ 3,548	2%
Total Food Service	\$ 135,831	\$ 125,961	\$ 9,870	\$ 365,408	\$ 342,219	\$ 23,189	7%
Total Marketing	\$ 38,229	\$ 44,167	\$ (5,938)	\$ 115,393	\$ 132,500	\$ (17,107)	-13%
Total Expenses	\$ 2,224,951	\$ 2,358,106	\$ (133,155)	\$ 6,828,810	\$ 7,009,395	\$ (180,585)	-3%
Add'l Funding Required	\$ 879,808	\$ 974,235	\$ (94,427)	\$ 2,348,852	\$ 2,870,724	\$ (521,872)	-18%
Downeaster Ridership	48,735	50,874	(2,139)	163,195	158,991	4,204	
Overall cost recovery	60%	59%		66%	59%		
Café Recovery	72%	78%		77%	79%		