

Board Briefing Materials

January 26, 2026

Location:
Virtual via Zoom

3:00pm Public Session



For More Information

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**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

January 26, 2026

Northern New England Passenger Rail Authority

Agenda

3:00pm Public Session

- Welcome & Safety Briefing
- Public Comment
- Approval of Minutes from November 17, 2025 Board Meeting
- Vote to approve Annual Legislative Council Report
- Downeaster Performance Fiscal Year to Date
 - Marketing Activities
- Budget Variance Report
- Capital/Maintenance Project Updates
 - Wells Area Improvement Project
- Downeaster Service Improvements/Expansion Planning
 - Spring and Fall Schedule changes
 - Portland Station Relocation
 - Downeaster Service Development Plan
- Other Business & Updates
 - Amtrak national equipment pool
 - Support for MBTA Grant Application
- 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: February 24, 2026



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

November 17, 2025 – Meeting

Directors in Attendance:

Chairman Jim Cohen; Vice Chairman Cassavant; Ms. Alison Harris; Mr. Nate Moulton; Ms. Carolann Ouellette; Ms. Maggie Edson

NNEPRA Staff in Attendance:

Ms. Patricia Quinn; Ms. Natalie Bogart; Ms. Emily Bedard; Ms. Catherine Kruglak, Ms. Taylor Auclair; Mr. Brian Beeler II.

Interested Parties:

Mr. Lee Leiner; Mr. F. Bruce Sleeper, TrainRiders Northeast; Mr. Peter Cole, Maine Rail Group; Mr. Frank Menair, Amtrak; Mr. Dana Knapp, Concord Coach; Mr. Irwin Gratz, Maine Public Radio; Mr. Donnie Maley, DWM; Mr. Thomas Harmon, Motion Hero; and Mr. Kevin Chittenden, Amtrak.

OPENING REMARKS

The meeting was called to order at 3:00pm with all Directors present except Director Murray. A safety briefing and an Operation Lifesaver rail fact were presented.

PUBLIC COMMENT

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

APPROVAL OF MINUTES

Motion to approve October 9, 2025 Minutes

Motion: Mr. Alan Cassavant

Second: Ms. Carolann Ouellette

Approved: All

FISCAL YEAR 2026 PERFORMANCE REVIEW – Patricia Quinn

Ms. Patricia Quinn reported that Downeaster ridership and revenue remained strong, meeting budget projection in August, and slightly below budget projections for September.

In response to Chairman Cohen's inquiry about October performance, she noted that final numbers had not been finalized, but were expected to be below projections were not met due to unplanned outages required for cross-tie, switch-timber, and insulated-joint installation, as well as scrap tie removal. These outages caused cancellations or disruptions to 28 trains.

A delay analysis for October was reviewed that showed on-time performance has improved, with many trains arriving early.

Customer satisfaction scores remained highest for onboard crew, station staff and train cleanliness, while Wi-Fi performance continued to lag.

Ms. Taylor Auclair presented the new 25th Anniversary logo and 2026 calendar materials, which will support FY26 marketing initiatives, including a January fare sale offering \$26 round-trip fares on select trains to encourage trial. She also outlined a promotional partnership with Live Work Maine.

Ms. Patricia Quinn provided an overview of FY26 Quarter 1 budget variance report. Total operating revenue reached \$4.47 million—about \$340,000 above projections—while expenses were approximately \$180,000 under budget. Year-to-date, NNEPRA is ahead of budget by just over \$520,000.

Motion to accept financial report

Motion: Ms. Maggie Edson

Second: Mr. Alan Cassavant

Approved: All

SERVICE IMPROVEMENTS/ EXPANSION PLANNING – Patricia Quinn

Ms. Patricia Quinn updated the Board on next steps for implementing a 6th Downeaster round trip between Brunswick and Wells. She requested Board authorization to begin the formal process with Amtrak and CSX to develop the schedule and operating plan. The target launch date is as early as Fall 2026, pending completion of required projects and improvements.

Chairman Cohen asked whether the vote authorized planning or the actual initiation of service. Ms. Quinn clarified that it covered both. Financial models were included in the Board briefing materials. Director Edson asked whether the service would impact the FY26 or FY27 budget. Patricia noted that the project would not impact the FY26 budget.

Motion to authorize Staff to collaborate with Amtrak and CSX to develop a schedule, operating plan, cost estimate and implementation plan for a 6th daily round trip between Brunswick and Wells which can be initiated upon the completion of the Wells Area Improvement Project and the installation of Positive Train Control.

Motion: Ms. Maggie Edson

Second: Mr. Alan Cassavant

Approved: All

Ms. Patricia Quinn briefed the Board on the need to expand the national equipment pool. Amtrak plans to submit a grant application on January 7th for approximately \$600 million, with 80% funded federally and 20% funded by users. She requested authorization for NNEPRA to support both the application and the proposed cost-sharing methodology for AIRO trainsets. NNEPRA's estimated share of the non-federal cost is \$185,000–\$200,000, with a planning horizon through 2040.

Discussion:

Chairman Cohen asked whether the Board would be delegating authority to the Executive Director to support the application, provided the final methodology remains consistent with what was presented. Director Harris inquired about AIRO delivery timing and when payments would begin. Staff noted that 83 trainsets are already funded and that loan repayment for the additional 10 trainsets would not start until they are delivered in 2031. Mr. Brian Beeler provided further clarification.

Director Nate Moulton raised concerns about relying on Amtrak-owned equipment, the long-term commitment of a 30-year payment structure, and whether alternative approaches exist. He questioned whether early participation could reduce the chance of receiving full federal funding if states demonstrate willingness to contribute. He asked for clarity on whether Maine is already obligated under the proposed methodology and suggested more time may be needed to fully understand the proposal.

Motion to approve the resolution that authorizes the Executive Director to determine whether NNEPRA, in collaboration with SAIPRC, will support Amtrak's application for federal funding through the FY 24-25 National Railroad Partnership Program to procure additional AIRO trainsets, as well as the methodology proposed in the application to share the non-federal portion of fleet costs among Amtrak and State Partners. Support for Amtrak's application does not bind NNEPRA to any equipment-related decisions or financial obligations. Amended to include the following key considerations ensuring fair access to the national fleet, confirming that Maine's financial share is proportional to its use, and maintaining flexibility while continuing to engage in discussions.

Motion: Ms. Maggie Edson

Second: Mr. Alan Cassavant

Approved: All accept Mr. Nate Moulton abstained

PROJECT UPDATES – Patricia Quinn

Chairman Cohen provided an update on NNEPRA's Portland Station Relocation project. After 10 months of stakeholder engagement, NNEPRA met with the City of Portland's Sustainability Office, which requested additional—yet undefined—analysis and recommended mediation. The path forward remains unclear. Site 2 is no longer available, and although NNEPRA could apply for a grant, City approval would still be required. Chairman Cohen then turned the discussion over to Ms. Patricia Quinn. She emphasized that MaineDOT, NNEPRA, and the Board have worked extensively on this effort, and the issue is no longer about information or analysis but rather the City's desire for a station on hospital-owned property—an option that is not feasible. While the status quo is not acceptable for NNEPRA, it remains an option for City staff. Under the current circumstances, meeting grant application requirements would be extremely difficult.

Ms. Quinn noted the Department's commitment to continuing the process, including reevaluating off-peninsula sites, as the station is intended to serve as a regional transportation center. She also stressed that further study of unavailable sites is not viable. Legal review has been completed, and cost estimates are underway. She expressed concern that the City's position restricts passenger rail growth across the region. NNEPRA will continue outreach and attempt to remain responsive, but the process is effectively stalled.

Director Harris suggested exploring station alternatives in Falmouth and/or South Portland given that the status quo is not workable. Ms. Quinn referenced the ongoing Service Development Plan and noted a public meeting scheduled for December 9th in Falmouth, where all options will be considered.

W. FALMOUTH STATION– Patricia Quinn

Provided a brief update on forward momentum with a Station at W. Falmouth.

PASSENGER SERVICES IMPROVEMENTS– Patricia Quinn

Portland station repair and enhancement updates were reviewed. METRO bus tickets are now available for purchase in the Downeaster Café to support last-mile connections. Funding for the Wells micro-transit pilot remains pending.

PROJECT UPDATES – Patricia Quinn

Updates on NNEPRA projects were provided:

- **Wells Area Improvement Project:** A major milestone was reached with the precast concrete platform installed, steel erected, and the elevator and pedestrian bridge set in place. Appreciation was expressed for the partnership with Great Falls, VHB, and WSP.
- **PTC:** Another cutover is scheduled for November 19.

OTHER BUSINESS – Patricia Quinn

Ms. Patricia Quinn presented the Board with FY26 priorities and the workplan. Ms. Natalie Bogart provided a brief update on the Maine-Canadian Legislative Advisory Commission.

PUBLIC COMMENT

Vice Chairman Cassavant opened the floor to public comment. Mr. Bruce Sleeper asked whether the 6th round-trip would be extended to Bath. Ms. Patricia Quinn noted that there are no plans to do so at this time.

Public comment was then closed.

No executive session needed.

MOTION TO ADJOURN

Motion to adjourn

Motion: Mr. Nate Moulton

Second: Ms. Alison Harris

Approved: All

Meeting Adjourned at 4:32PM

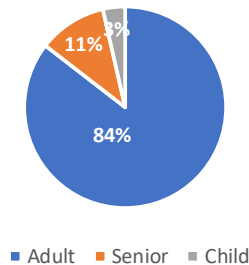


Downeaster Performance Metrics - FY26 To Date									
Period	FY	Ridership				Revenue			
		Actual	Budget	Variance	vs. FY24	Actual	Budget	Variance	\$/Rider
Dec 26	FY26	43,927	45,029	-1,102	94%	\$ 1,069,770	\$ 1,058,177	\$ 11,593	\$24.35
Nov 25	FY26	45,515	46,085	-570	95%	\$ 1,106,242	\$ 1,082,993	\$ 23,249	\$24.31
Oct 25	FY26	49,539	52,623	-3,084	90%	\$ 1,168,211	\$ 1,236,649	\$ (68,438)	\$23.58
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	43,407	11,667	96%	\$ 1,344,261	\$ 998,361	\$ 345,900	\$24.41
FY26 To Date		302,176	297,316	4,860	94%	7,259,901	6,965,234	294,667	\$ 24.03
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
FY25 Final		552,649	542,462	10,187	92%	12,992,599	12,639,493	\$ 353,106	\$23.51

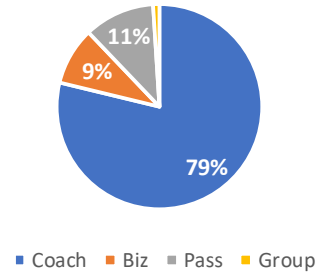
FY26 Performance Targets

	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



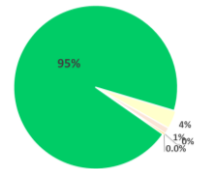
FY26
Riders by Ticket Type



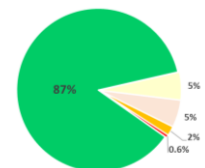
Downtown Performance Metrics - FY26 To Date								
Period	FY	Trains	Passenger	On Time Performance		Downtown Café		CSI
		Operated	Miles	End Point	Customer	Capture Ratio	Check AVG	
Dec 26	FY26	308	3,900,405	82%	87%	18%	\$ 11.66	88
Nov 25	FY26	292	3,913,097	88%	95%	15%	\$ 10.94	94
Oct 25	FY26	282	3,916,117	70%	80%	14%	\$ 10.73	89
Sep 25	FY26	298	4,223,537	89%	94%	16%	\$ 10.96	91
Aug 25	FY26	310	5,199,036	71%	83%	17%	\$ 11.02	90
Jul 25	FY26	306	4,692,348	63%	79%	17%	\$ 10.64	88
FY26 To Date		1,796	25,844,540	77%	86%	16%	\$ 10.99	90
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
FY25 Total		3,457	48,270,709	65%	76%	17%	\$ 10.45	89%

Delay Intensity

November



December



- On Time
- 11-20 min
- 21-40 min
- 41-Hour
- >Hour

FY 2026 Downtown Customer Satisfaction 3.1										
	Sample Size	Overall Satisfaction	Train Comfort	Train Cleanliness	Train Crew	OTP	Train Status Info	Café	WiFi	Station Staff
Dec	1,150	90.0	89	89	94	90	90	86	80	93
Nov	1,076	93.0	90	90	95	94	92	86	82	95
Oct	1,079	89.0	89	88	94	88	88	83	75	92
Sep	1,363	92.0	90	89	94	92	91	84	80	93
Aug	1,518	90.0	90	89	94	89	90	86	81	92
Jul	1,342	88.4	89	89	93	86	86	85	78	92
FY26 to Date	7,528	90.4	90	89	94	90	90	85	79	93
Jun	953	86.0	84	81	94	74	76	72	68	90
May	930	88.9	87	85	93	78	81	77	73	91
Apr	855	88.4	87	85	92	77	80	77	71	91
Mar	1,060	91.1	88	84	94	86	85	81	74	94
Feb	891	86.1	81	80	92	73	76	76	73	90
Jan	1,056	90.1	89	86	93	87	84	76	79	92
FY25 Year End	11,292	90.4	88	86	93	83	82	77	74	91



NNEPRA Fiscal Year 2026
Operating Budget Variance Report
July 2025 - November 2025
Cash-Based Financial Reporting

	November-25			Fiscal Year to Date November 25			
	Actual	Budget	Variance	Actual	Budget	Variance	%
Operating Revenue							
Amtrak Ticket Revenue	\$ 1,106,242	\$ 1,082,993	\$ 23,249	\$ 6,190,130	\$ 5,907,056	\$ 283,074	5%
Food Service Revenue	\$ 61,859	\$ 89,432	\$ (27,573)	\$ 408,213	\$ 461,510	\$ (53,297)	-12%
Parking Lot Revenue	\$ 55,194	\$ 55,000	\$ 194	\$ 283,723	\$ 285,000	\$ (1,277)	0%
Interest & Other Revenue	\$ 39,892	\$ 39,600	\$ 292	\$ 216,184	\$ 198,000	\$ 18,184	9%
Total Operating Revenue	\$ 1,263,187	\$ 1,267,025	\$ (3,838)	\$ 7,098,250	\$ 6,851,566	\$ 246,684	4%
Expenses							
Administration							
Salaries and Benefits	\$ 89,313	\$ 101,297	\$ (11,984)	\$ 448,240	\$ 483,802	\$ (35,562)	-7%
Office Expenses	\$ 10,089	\$ 9,902	\$ 187	\$ 60,036	\$ 71,710	\$ (11,674)	-16%
Professional Services	\$ 14,570	\$ 13,980	\$ 590	\$ 99,402	\$ 116,210	\$ (16,808)	-14%
Insurance	\$ 566	\$ 566	\$ -	\$ 9,974	\$ 9,974	\$ -	0%
Board Operations	\$ 1,618	\$ 1,274	\$ 344	\$ 2,548	\$ 5,351	\$ (2,803)	-52%
Total Admin Expenses	\$ 116,156	\$ 127,019	\$ (10,863)	\$ 620,200	\$ 687,047	\$ (66,847)	-10%
Train Operations							
Amtrak Train Operations	\$ 696,440	\$ 673,443	\$ 22,997	\$ 3,488,491	\$ 3,327,586	\$ 160,905	5%
Amtrak Equipment Maintenance	\$ 802,191	\$ 793,489	\$ 8,702	\$ 3,794,069	\$ 3,906,893	\$ (112,824)	-3%
Amtrak Support Services	\$ 95,420	\$ 101,237	\$ (5,817)	\$ 498,090	\$ 518,671	\$ (20,581)	-4%
Train Fuel Cost	\$ 170,288	\$ 213,535	\$ (43,247)	\$ 870,452	\$ 1,050,354	\$ (179,902)	-17%
Other Train Operations	\$ 149,952	\$ 191,976	\$ (42,024)	\$ 729,751	\$ 954,658	\$ (224,907)	-24%
Facilities	\$ 76,383	\$ 78,646	\$ (2,263)	\$ 219,938	\$ 228,108	\$ (8,170)	-4%
FY26 Capital Maintenance	\$ 2,750	\$ 2,750	\$ -	\$ 9,127	\$ 9,127	\$ -	0%
Total Train Operations	\$ 1,993,424	\$ 2,055,076	\$ (61,652)	\$ 9,609,918	\$ 9,995,397	\$ (385,479)	-4%
Station Operations							
Portland Station	\$ 51,577	\$ 44,756	\$ 6,821	\$ 253,292	\$ 226,530	\$ 26,762	12%
Platform Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Station Platform Leases	\$ -	\$ -	\$ -	\$ 39,042	\$ 38,822	\$ 220	1%
Station Improvements	\$ 201,129	\$ 105,500	\$ 95,629	\$ 226,263	\$ 105,500	\$ 120,763	114%
Total Station Operations	\$ 252,706	\$ 150,256	\$ 102,450	\$ 518,597	\$ 370,852	\$ 147,745	40%
Total Food Service	\$ 97,188	\$ 108,345	\$ (11,157)	\$ 555,162	\$ 566,219	\$ (11,057)	-2%
Total Marketing	\$ 32,455	\$ 33,442	\$ (987)	\$ 187,416	\$ 192,193	\$ (4,777)	-2%
Total Expenses	\$ 2,491,929	\$ 2,474,138	\$ 17,791	\$ 11,491,293	\$ 11,811,708	\$ (320,415)	-3%
Add'l Funding Required	\$ 1,228,742	\$ 1,207,113	\$ 21,629	\$ 4,393,043	\$ 4,960,142	\$ (567,099)	-11%
Downeaster Ridership	45,515	46,085	(570)				
Overall cost recovery	51%	51%		62%	58%		
Café Recovery	64%	83%		74%	82%		