
Board Briefing Materials

June 1, 2026

Location:

*International Marine Terminal | Training Room 112
454 Commercial 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

June 1, 2026

Northern New England Passenger Rail Authority

Agenda

3:00pm **Public Session**

- Welcome
- Safety Briefing
- Public Comment
- Approval of Minutes from April 27, 2026 Board Meeting
- Downeaster Performance Fiscal Year to Date
- Marketing and Promotion
- Budget Variance Report
- FY27 Budget Forecast Review and Approval
- Station Community Spotlight: Freeport
 - Presentation by Brett Richardson, Development Director, Town of Freeport
- Project Updates
 - Wells Area Improvement Project
 - Service Development Plan
 - Open Houses
 - Portland Station Relocation
- Other Business & Updates
 - Transportation Funding Reauthorization
 - UP/NS Merger
- 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: June 22, 2026





Minutes of the Meeting of the Board of Directors

Northern New England Passenger Rail Authority

April 27, 2026

Directors in Attendance:

Chairman Jim Cohen; Vice Chairman Alan Casavant; Mr. Nate Howard; Ms. Alison Harris; Ms. Maggie Edson;

NNEPRA Staff in Attendance:

Ms. Patricia Quinn; Ms. Natalie Bogart; Ms. Emily Bedard; Ms. Taylor Auclair; Ms. Catherine Kruglak; Mr. Brian Beeler II; Mr. Jim Russell; Ms. Belle Askinasi

Interested Parties:

Mr. Dana Knapp, Concord Coach; Mr. Donnie Maley, DWM; and Mr. Kevin Chittenden, Amtrak; Mr. Luke Irvine, Amtrak; Mr. Bruce Sleeper, TrainRiders Northeast; Mr. Peter Cole, Rail Passengers Association; Ms. Patty Barber; Mr. David Choi, LiRo-Hill

OPENING REMARKS

The meeting was called to order at 3:00pm.

A safety briefing and an Operation Lifesaver rail fact were presented.

PUBLIC COMMENT

No public comment.

APPROVAL OF MINUTES

Motion to approve April 27, 2026 Minutes

Motion: Mr. Nate Howard

Second: Ms. Alison Harris

Approved: All

FY2027 Preliminary Budget Review

Ms. Patricia Quinn presented the preliminary FY2027 budget for Board review and feedback. She reported that the budget will continue to be refined prior to formal consideration and submission to the Commissioner for approval next month.

Ms. Quinn noted that revenue projections are generally consistent with current operating trends and that NNEPRA is currently pacing ahead of budget. The preliminary FY2027 operating budget is projected at approximately \$31.4 million, compared to approximately \$30 million in FY2026. Revenue assumptions include modest increases in ticket and parking revenue. The budget does not currently assume the return of additional coach equipment, though additional capacity could increase both revenue and maintenance expenses.

Projected operating expenses reflect increases in facilities, station operations, train operations, and marketing. Ms. Quinn noted that the facilities require ongoing repairs and capital improvements due to aging infrastructure, including planned improvements and potential parking expansion at the Portland Layover Facility. Administrative expenses are projected to remain generally consistent with the prior year, and no additional staffing is anticipated.

Board members discussed the impact additional coaches could have on ridership capacity and operating costs. Updated financial information is anticipated at the next meeting to support formal Board action on the FY2027 budget.

No action was taken.

FISCAL YEAR 2026 PERFORMANCE REVIEW – Natalie Bogart

Ms. Natalie Bogart provided an operations update for March, reporting that the Downeaster achieved its highest March ridership on record with approximately 49,025 passengers and \$1.2 million in revenue. The average fare per passenger was reported at \$24.93. She also noted that more than 800 group travelers utilized the service during the month and that business class seating averaged approximately 88% occupancy.

Ms. Bogart reported that NNEPRA secured an additional coach for the weekend of the Cooper Flagg game at TD Garden, which helped accommodate increased demand. During the three-day period, seven trains sold out and generated more than 1,000 riders.

She further reported that all trains operated during March, with approximately 82% arriving on time. Overall on-time performance (OTP) was reported at 78%, while customer on-time performance (COTP) was 93%. Customer Satisfaction Index (CSI) scores for the month were reported at 92, including notable improvements in Wi-Fi performance following technology updates implemented by Amtrak.

Ms. Bogart noted that overall service reliability remains strong and that recent delays were primarily attributable to isolated, non-recurring events.

Ms. Taylor Auclair provided a marketing update, reiterating that February presented operational and marketing challenges. She reported that the month also provided an opportunity to test alternative outreach strategies, which proved successful in expanding ridership engagement.

Ms. Auclair reported that March resulted in record performance, driven in part by strong commuter demand. She noted that pass ridership increased by 23.8%, and total ridership increased by 17% compared to March 2025.

She further reported that targeted marketing efforts, including localized outreach and event-based demand generation in Boston, contributed to ridership growth. Ms. Auclair noted that participation in the Earth Day Festival, focused on promoting sustainable travel, was successful in supporting visibility and engagement.

Ms. Natalie Bogart presented the budget variance report through March, noting that overall performance is favorable relative to budget. She reported that ticket and parking revenues are performing well.

Ms. Bogart noted that food service revenue remains below budget, reflecting the continued impact of prior train cancellations and track work, though performance is improving. She added that administrative and office expenses are under budget.

It was reported that train operations are generally in line with budget expectations. Variances in equipment capital charges were attributed to timing. Fuel costs increased from January through March. Facilities expenses reflected higher utility costs and unexpected maintenance at BLF.

Motion to accept financial report

Motion: Ms. Maggie Edson

Second: Ms. Alison Harris

Approved: All

FY2026 WORK PLAN UPDATE – Natalie Bogart

- **Sponsored Capital Projects:**

Mr. James Russell provided an update on capital projects, including the following:

- **Wells Area Improvement Project:** Installation of the moisture and vapor barrier is underway, and siding is currently in manufacturing. It was noted that materials are expected to be delivered within the next week. Windows and doors are also on order, and the station remains on track for opening in fall 2026.

- **Service Improvements and Expansion:**

Ms. Natalie Bogart provided an update on planning projects, including the following:

- **Portland Station Relocation:** Ms. Natalie Bogart provided an update on the Portland Station Relocation (PSR) project, reporting that a mediator has been selected. She noted that preliminary briefings are scheduled to establish process parameters for a 30-day mediation period. The mediator is expected to meet separately with each party as part of the process.

Ms. Bogart reported that NNEPRA and City staff remain in disagreement regarding participant representation and overall scope of the mediation. She noted that while NNEPRA has emphasized the importance of participation by elected officials and decision-makers, the City has indicated that additional technical information is needed and has stated that City Council and the Mayor should not participate in the mediation process. Ms. Bogart reported that NNEPRA is scheduled to meet with the mediator later in the week.

She also noted that a CRISI Notice of Funding Opportunity (NOFO) has been issued, presenting an additional funding opportunity for the project, with an application deadline of June 22.

- **Service Development Plan:** Ms. Natalie Bogart provided an update on the Service Development Program (SDP), noting that public open houses are scheduled for April 29 at the Freeport Community Center and April 30 at the Dyer Library in Saco. She reported that public feedback will be collected, and that the importance of the PSR project will be included in the presentation materials.

Director Howard noted that questions regarding the Freeport Rail Bridge may arise at public meetings and they should be deferred to the Maine Department of Transportation (MDOT).

OTHER BUSINESS – Natalie Bogart

- **Horizons Fleet Update:** Ms. Natalie Bogart reported that a memorandum was sent to Amtrak on April 2 rejecting Amtrak's proposal to replace nine Amfleet coaches in Downeaster service with three Horizon coaches. The memorandum requested: (1) the addition of a 10th Horizon coach as part of a transition plan, (2) local operational control to determine assignment of four-car trainsets, and (3) a defined transition plan to restore the contracted 12-coach configuration.

Ms. Bogart reported that Amtrak responded on April 9 indicating that no transition plan is currently available and that further follow-up will be provided. She also noted that the first batch of Horizon equipment is expected to be available later this week; however, bridge plate and Wi-Fi issues remain unresolved, and no formal transition plan or response to the Board's memorandum has been received.

No action was taken.

- **Amtrak Organizational Restructuring:** Ms. Bogart reported that the U.S. Department of Transportation (USDOT) and the Federal Railroad Administration (FRA) have directed Amtrak to evaluate a revised

organizational structure to better align with current business needs. She noted that Amtrak executive leadership is working with consultants and the FRA on potential restructuring options. She further reported that Amtrak provided a high-level briefing to states on April 21 outlining a potential model in which Amtrak would operate under a parent structure overseeing three entities: Infrastructure Management, Train Operations, and Rolling Stock Management, along with a separate station improvements function. Ms. Bogart noted that states have been asked to provide feedback and that the State Amtrak Intercity Passenger Rail Committee (SAIPRC) is coordinating state input and concerns. Ms. Bogart emphasized that the proposal does not include service reductions or privatization but reflects an effort to improve operational efficiency and asset management.

- **Station Improvements:** Ms. Bogart reported ongoing coordination with the Town of Freeport regarding potential development of an enclosed station waiting area. She noted that the Town has engaged a consultant and that the Freeport Economic Development Director is tentatively scheduled to present an update at the June 1 Board meeting. She further reported that NNEPRA intends to utilize Federal Transit Administration (FTA) formula funding to support up to 80% of eligible facility improvements.

Ms. Bogart also reported that the Town of Brunswick has agreed to fund 20% of station repairs and deferred maintenance, with NNEPRA contributing up to 80% in FTA formula funds. She further noted that NNEPRA and VHB are coordinating with the Maine Turnpike Authority and the Town of Wells on station facility improvements using remaining contingency funds from the Wells Area Improvement Project.

- **Additional Station Projects:** Ms. Bogart reported the following additional station-related work:
 - Exeter Station: Installation of tactile improvements
 - Durham Station: Painting and platform repairs
 - Brunswick Station: Design and development agreement approved unanimously by the Town Council for approximately \$90,000 in improvements
- **Service Update:** Ms. Bogart reported that the summer schedule will begin May 18, including service to Old Orchard Beach, with no additional service changes planned.

PUBLIC COMMENT

Mr. Bruce Sleeper, TrainRiders Nothereast commented that the annual TrainRiders meeting is scheduled for June 4th at 12:30 PM at Bowdin College.

EXECUTIVE SESSION

No Executive Session.

ADJOURNMENT

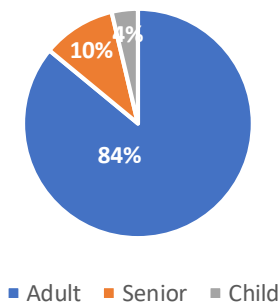
Motion to adjourn

Motion: Ms. Maggie Edson
Second: Ms. Nate Howard
Approved: All

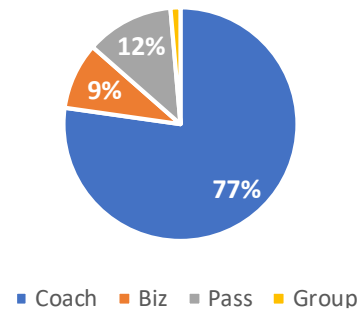
Meeting Adjourned at 4:00PM

Downeaster Performance Metrics - FY26 To Date									
Period	FY	Ridership				Revenue			
		Actual	Budget	Variance	vs. FY24	Actual	Budget	Variance	\$/Rider
Apr 26	FY26	48,623	46,721	1,902	99%	\$ 1,135,554	\$ 1,097,950	\$ 37,604	\$23.35
Mar 26	FY26	49,025	44,676	4,349	105%	\$ 1,221,972	\$ 1,049,875	\$ 172,097	\$24.93
Feb 26	FY26	34,195	40,363	-6,168	81%	\$ 843,978	\$ 948,535	\$ (104,557)	\$24.68
Jan 26	FY26	38,023	39,588	-1,565	92%	\$ 919,662	\$ 930,329	\$ (10,667)	\$24.19
Dec 25	FY26	43,927	45,029	-1,102	94%	\$ 1,081,093	\$ 1,058,177	\$ 22,916	\$24.61
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		472,042	468,664	3,378	94%	11,392,390	10,991,923	400,467	\$ 24.13

FY26
Riders by Passenger Type



FY26
Riders by Ticket Type



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%				

Fiscal Year 2026

5,295

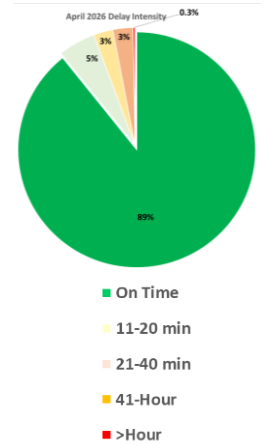
5,685

828

1,584

Downeaster Performance Metrics - FY26 To Date								
Period	FY	Trains Operated	Passenger Miles	On Time Performance		Downeaster Café		CSI
				End Point	Customer	Capture Ratio	Check AVG	
Apr 26	FY26	300	4,237,772	88%	93%	16%	\$ 11.16	91
Mar 26	FY26	310	4,337,239	78%	93%	15%	\$ 11.74	92
Feb 26	FY26	269	2,915,273	60%	78%	16%	\$ 11.21	87
Jan 26	FY26	296	3,364,360	78%	86%	17%	\$ 11.21	89
Dec 25	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		2,971	40,699,184	77%	87%	16%	\$ 11.13	90%

Delay Intensity
April 2026



FY 2026 Downeaster Customer Satisfaction 3.1										
	Sample Size	Overall Satisfaction	Train Comfort	Train Cleanliness	Train Crew	OTP	Train Status Info	Café	WiFi	Station Staff
Apr	1,024	90.7	90	90	94	93	91	87	86	94
Mar	1,039	92.0	90	89	85	84	95	94	93	92
Feb	745	87.2	86	86	94	81	82	80	78	92
Jan	1,023	88.8	89	88	94	86	85	84	80	91
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	11,359	81.0	89	89	93	88	89	86	81	93

NNEPRA Fiscal Year 2026
Operating Budget Variance Report

July 2025 - April 2026
Cash-Based Financial Reporting

	April-26			Fiscal Year to Date April 26			
	Actual	Budget	Variance	Actual	Budget	Variance	%
Operating Revenue							
Amtrak Ticket Revenue	\$ 1,135,554	\$ 1,097,950	\$ 37,604	\$ 11,392,390	\$ 10,991,922	\$ 400,468	4%
Food Service Revenue	\$ 80,830	\$ 90,667	\$ (9,837)	\$ 808,617	\$ 881,411	\$ (72,794)	-8%
Parking Lot Revenue	\$ 69,668	\$ 72,500	\$ (2,832)	\$ 622,235	\$ 585,000	\$ 37,235	6%
Interest & Other Revenue	\$ 50,013	\$ 36,600	\$ 13,413	\$ 531,006	\$ 497,000	\$ 34,006	7%
Total Operating Revenue	\$ 1,336,065	\$ 1,297,717	\$ 38,348	\$ 13,354,248	\$ 12,955,333	\$ 398,915	3%
Expenses							
Administration							
Salaries and Benefits	\$ 89,279	\$ 101,385	\$ (12,106)	\$ 911,148	\$ 994,414	\$ (83,266)	-8%
Office Expenses	\$ 14,562	\$ 18,179	\$ (3,617)	\$ 127,679	\$ 135,194	\$ (7,515)	-6%
Professional Services	\$ 14,592	\$ 14,500	\$ 92	\$ 162,982	\$ 170,350	\$ (7,368)	-4%
Insurance	\$ -	\$ -	\$ -	\$ 60,361	\$ 60,980	\$ (619)	-1%
Board Operations	\$ 666	\$ 1,274	\$ (608)	\$ 17,091	\$ 27,606	\$ (10,515)	-38%
Total Admin Expenses	\$ 119,099	\$ 135,338	\$ (16,239)	\$ 1,279,261	\$ 1,388,544	\$ (109,283)	-8%
Train Operations							
Amtrak Train Operations	\$ 731,547	\$ 678,774	\$ 52,773	\$ 6,861,516	\$ 6,713,888	\$ 147,628	2%
Amtrak Equipment Maintenance	\$ 805,200	\$ 793,489	\$ 11,711	\$ 7,728,431	\$ 7,884,158	\$ (155,727)	-2%
Amtrak Support Services	\$ 87,704	\$ 101,650	\$ (13,946)	\$ 969,327	\$ 1,017,193	\$ (47,866)	-5%
Train Fuel Cost	\$ 283,215	\$ 213,535	\$ 69,680	\$ 1,949,181	\$ 2,125,148	\$ (175,967)	-8%
Other Train Operations	\$ 142,550	\$ 192,933	\$ (50,383)	\$ 1,386,952	\$ 1,936,302	\$ (549,350)	-28%
Facilities	\$ 52,886	\$ 52,055	\$ 831	\$ 604,595	\$ 588,933	\$ 15,662	3%
FY26 Capital Maintenance	\$ 688	\$ 688	\$ -	\$ 19,177	\$ 19,177	\$ -	0%
Total Train Operations	\$ 2,103,790	\$ 2,033,124	\$ 70,666	\$ 19,519,179	\$ 20,284,799	\$ (765,620)	-4%
Station Operations							
Portland Station	\$ 47,162	\$ 54,506	\$ (7,344)	\$ 489,641	\$ 464,610	\$ 25,031	5%
Platform Insurance	\$ 7,133	\$ -	\$ 7,133	\$ 341,041	\$ 336,009	\$ 5,032	1%
Station Platform Leases	\$ 9,049	\$ 9,067	\$ (18)	\$ 48,091	\$ 47,889	\$ 202	0%
Station Improvements	\$ 2,474	\$ -	\$ 2,474	\$ 250,321	\$ 105,500	\$ 144,821	137%
Total Station Operations	\$ 65,818	\$ 63,573	\$ 2,245	\$ 1,129,094	\$ 954,008	\$ 175,086	18%
Total Food Service	\$ 112,828	\$ 109,125	\$ 3,703	\$ 1,111,046	\$ 1,116,826	\$ (5,780)	-1%
Total Marketing	\$ 49,505	\$ 53,181	\$ (3,676)	\$ 392,771	\$ 399,275	\$ (6,504)	-2%
Total Expenses	\$ 2,451,040	\$ 2,394,341	\$ 56,699	\$ 23,431,351	\$ 24,143,452	\$ (712,101)	-3%
Add'l Funding Required	\$ 1,114,975	\$ 1,096,624	\$ 18,351	\$ 10,077,103	\$ 11,188,119	\$ (1,111,016)	-10%
Downeaster Ridership	48,623	46,721	1,902	472,042	468,664	3,378	
Overall cost recovery	55%	54%		57%	54%		
Café Recovery	72%	83%		73%	79%		