Board Briefing Materials

August 17, 2026

Location:
International Marine Terminal | Training Room 112
454 Commercial Street
Portland, ME 04101

2:30pm 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

August 17, 2026

Northern New England Passenger Rail Authority

Agenda

2:30pm Public Session

- Welcome
- Safety Briefing
- Public Comment
- Approval of Minutes from June 1, 2026 Board Meeting
- Review of Fiscal Year 2026
  - Downeaster Fiscal Year Performance and Highlights
  - Budget Variance Report
- Marketing Initiatives FY27
- Project Updates
  - Wells Area Improvement Project
  - Service Development Plan
  - Portland Station Relocation
- Other Business & Updates
- 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: September 28, 2026

Minutes of the Meeting of the Board of Directors

Northern New England Passenger Rail Authority

June 1, 2026

Directors in Attendance:
Chairman Jim Cohen; Ms. Carol Murray; Ms. Alison Harris; Ms. Maggie Edson; Mr. Nate Howard; Ms. Carolann Ouellette

NNEPRA Staff in Attendance:
Ms. Patricia Quinn; Ms. Natalie Bogart; Ms. Emily Bedard; Ms. Taylor Auclair; Mr. Brian Beeler ll; Mr. Jim Russell; Ms. Belle Askinasi

Interested Parties:
Mr. Brett Richardson, Freeport

OPENING REMARKS

The meeting was called to order at 3:01pm.

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. Maggie Edson
Approved: All

FISCAL YEAR 2026 PERFORMANCE REVIEW – Patricia Quinn

Patricia Quinn provided a performance update through April, reporting strong ridership and revenue performance. She noted that ridership is typically elevated during school vacation periods and that an additional coach was utilized on Patriots' Day due to high ridership associated with the Boston Marathon.

MBTA track work during school vacation week resulted in bus-bridge service and impacted ridership; however, no trains were cancelled. Overall ridership remained strong and was approximately 99% of the highest April performance record and ahead of budget.

Patricia reviewed April ridership and revenue performance, including ridership by customer type. She reported that all scheduled trains operated and that both overall on-time performance (OTP) and customer on-time performance (COTP) were strong. The Customer Satisfaction Index (CSI) score was 91%, with Wi-Fi performance continuing to receive positive results. The delay analysis supported the strong OTP and COTP results and noted that recent track work by CSX is contributing positively to service reliability.

Taylor Auclair provided a marketing update noting that service to Old Orchard Beach had resumed and reported that marketing activities, including efforts to encourage earlier bookings, contributed to a significant increase in ridership during the first week of resumed service.

Looking ahead to June, Taylor noted that Boston is expected to be particularly busy this summer. NNEPRA is working with Amtrak to promote the route, with additional marketing efforts focused on events such as concerts and Red Sox games. Group travel activity remains strong.

Taylor reviewed sponsorship opportunities, including partnerships with the Children's Museum and the Sea Dogs. She also reviewed the FY27 Marketing Plan, which included two proposed options.

Patricia presented the Budget Variance Report through April. Overall, revenue is tracking favorably and is ahead of budget. Food service revenue declined in March and April but is beginning to recover, while ticket and parking revenue remain strong.

Equipment maintenance expenses are tracking favorably, with a credit from Amtrak pending. Fuel costs have increased over the fiscal year, while facilities expenses are tracking as expected. Capital maintenance (CM) work has not yet started, contributing to expenses running below budget.

Overall, expenses are currently under budget.

Motion to accept financial report

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

FY27 Budget Forecast Projection – Patricia Quinn

Two (2) Horizon coaches will be added to the Downeaster service in June and one (1) Amfleet coach will be removed. The additional coach will provide added coach capacity on select trains. Amtrak has not provided a transition plan for when more Amfleet coaches will be traded for Horizons.

The FY2027 budget projection was presented and reviewed. Revenue is projected to be approximately $17 million, with expense assumptions reflecting rate changes and other current operating trends. Equipment capital expenditures are projected to increase as well as fuel costs. The final Amtrak rates will be approved by SAIPRC in June. The FY2027 budget also includes projected required state match and CMAQ funding.

Director Howard commented that the Commissioner was briefed and has expressed support for the FY27 budget as presented.

Motion to approve FY27 budget as presented

Motion: Ms. Carol Murray
Second: Ms. Carolann Ouellette
Approved: All

STATION COMMUNITY SPOTLIGHT – Patricia Quinn

Patricia introduced Brett Richardson, Development Director for the Town of Freeport, who provided an update on local development and economic activity. Brett noted that the community's commercial vacancy rate is at its lowest level in nearly two decades, with several multifamily housing projects under development. He also noted the community's continued efforts to address the need for greater housing diversity.

Brett provided an overview of the Village Corridor Initiative, a partnership with MaineDOT focused on infrastructure improvements, wayfinding, and rebranding, as well as improving connectivity between the Downeaster station and the surrounding community.

Brett also noted that the Town is collaborating with NNEPRA to conduct a feasibility study to explore finding a way to add a waiting area and restroom facilities to the Downeaster Train Station in Freeport.

Patricia noted that housing and parking considerations in Freeport further highlight the importance of the Downeaster for commuters who live in Freeport and work in Portland and the need to relocate the Portland station.

PROJECT UPDATE – Patricia Quinn

- **Service Improvements and Expansion:**
  Patricia provided an update on planning projects, including the following:
  - ***Portland Station Relocation:*** NNEPRA is working to begin mediation regarding the Portland station. The mediator agreed upon by NNEPRA and the City has reached out to the City Manager and Mayor of Portland to request participation from elected officials. The City has not yet responded.

    Chairman Cohen noted that the City Council's Sustainability Committee directed the City and NNEPRA, at their October 2025 meeting, to participate in a mediation process. The NNEPRA Board has agreed to participate and expressed that mediation would have limited value without the participation of City decision-makers.

    Cumberland County Sheriff Joyce sent a letter to NNEPRA identifying significant public safety impacts associated with station at Site 2. The County and jail are not willing to sell or otherwise make the property available, and NNEPRA does not have eminent domain authority. Ms. Quinn noted that the site selected by NNEPRA (site 3) is compatible with the City safety plans and other planning studies.

  - ***Service Development Plan:*** An Open House has been scheduled for June 9 at the Roux Institute in Portland to share ideas and gather feedback on the SDP goals to operate mores train, reduce travel time and expand service. She noted, however, that these goals cannot be met without the relocation of Portland station.

- **Sponsored Capital Projects:**
  Jim Russell provided an update on capital and maintenance projects, including the following:
  - ***Wells Area Improvement Project:*** Construction is progressing, with the concrete bridge deck in place, window installation underway, and siding and electrical work continuing. The foundation is expected to be completed shortly. The project remains on track for an early-to-mid fall opening, with a target of the first Tuesday in November.

    NNEPRA is also working with VHB on plans for station improvements.

    Patricia noted that the Maine Turnpike Authority no longer intends to retain ownership of the Wells Station. The Wells Town Manager is open to meeting to discuss the station and potential ownership arrangements.

OTHER BUSINESS – Patricia Quinn

- **Federal Transportation Reauthorization:** The States for Passenger Rail Coalition is advocating for the continuation of advanced appropriations for passenger rail in the new bill to support long-term planning and investment.

- **Union Pacific/Norfolk Southern Merger:** NNEPRA is not participating directly in the merger proceeding, however is submitting a letter expressing positions consistent with MaineDOT which supports adherence to the proper review process and considers impacts of the merger on passenger rail operations. Several other states are participating as petitioners.

Motion to authorize NNEPPRA through Patricia Quinn, Executive Director, to submit a letter encouraging the Surface Transportation Board to conduct a rigorous review of the proposed merger of Union Pacific and Norfolk Southern.

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

PUBLIC COMMENT

No public comment.

EXECUTIVE SESSION

No Executive Session.

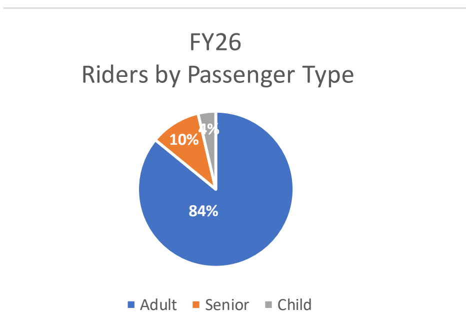
ADJOURNMENT

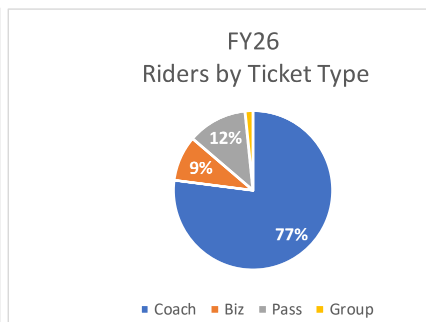
Motion to adjourn

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

Meeting Adjourned at 4:39PM

Downeaster Performance Metrics - FY26 Year End									
		Ridership				Revenue			
Period	FY	**Actual**	Budget	*Variance*	vs. FY24	**Actual**	Budget	*Variance*	$/Rider
Jun 26	FY26	**50,312**	48,819	*1,493*	*99%*	**$ 1,190,344**	*$ 1,147,244*	*$ 43,100*	**$ 23.66**
May 26	FY26	**46,030**	44,556	*1,474*	*99%*	**$ 1,098,225**	*$ 1,047,055*	*$ 51,170*	**$ 23.86**
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%*	**$ 1,193,984**	*$ 1,049,875*	*$ 144,109*	**$ 24.35**
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%*	**$ 1,115,043**	*$ 1,082,993*	*$ 32,050*	**$ 24.50**
Oct 25	FY26	**49,539**	52,623	*-3,084*	*90%*	**$ 1,159,410**	*$ 1,236,649*	*$ (77,239)*	**$ 23.40**
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 Total		**568,384**	*562,039*	*6,345*	*95%*	**$ 13,652,971**	*$ 13,186,222*	*$ 466,749*	**$ 24.02**
FY25 Total		552,649	542,462	*10,187*	*92%*	12,992,599	*$ 12,639,493*	*$ 353,106*	$ 23.51
FY24 Total		598,428	556,618	*41,810*		13,051,548	*$ 10,882,278*	*$ 2,169,270*	$ 21.81





Fiscal Year 2026			
5,835	6,390	935	1,860

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 Year End								
		Trains	Passenger	On Time Performance		Downeaster Café		CSI
Period	FY	Operated	Miles	End Point	Customer	Capture Ratio	Check AVG	
Jun 26	FY26	298	4,410,291	80%	90%	17%	$ 10.45	90
May 26	FY26	307	4,018,791	89%	95%	16%	$ 10.72	91
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 Total		3,576	49,128,266	78%	88%	16%	$ 11.04	90
FY25 Total		3,457	48,270,709	65%	76%	17%	$ 10.45	89
FY24 Total		3,622	52,332,352	71%	81%	18%	$ 10.43	90

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
Jun	1,123	89.9	90	90	95	91	90	97	83	94
May	1,106	91.1	90	88	95	94	91	94	84	93
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	13,588	90.2	89	89	93	89	89	87	82	93
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 - June 2026

Cash-Based Financial Reporting

	June-26			Fiscal Year Final through June 26			
	Actual	Budget	Variance	Actual	Budget	Variance	%
Operating Revenue							
Amtrak Ticket Revenue	$ 1,190,344	$ 1,147,244	*$ 43,100*	$ 13,652,971	$ 13,186,221	*$ 466,750*	*4%*
Food Service Revenue	$ 101,806	$ 94,737	*$ 7,069*	$ 979,813	$ 1,062,613	*$ (82,800)*	*-8%*
Parking Lot Revenue	$ 73,152	$ 67,500	*$ 5,652*	$ 757,210	$ 712,500	*$ 44,710*	*6%*
Interest & Other Revenue	$ 49,241	$ 36,600	*$ 12,641*	$ 594,419	$ 570,200	*$ 24,219*	*4%*
Total Operating Revenue	**$ 1,414,543**	**$ 1,346,081**	***$ 68,462***	**$ 15,984,413**	**$ 15,531,534**	***$ 452,879***	***3%***
Expenses							
Administration							
Salaries and Benefits	$ 99,672	$ 104,201	*$ (4,529)*	$ 1,100,736	$ 1,200,000	*$ (99,264)*	*-8%*
Office Expenses	$ 10,900	$ 26,969	*$ (16,069)*	$ 153,530	$ 178,212	*$ (24,682)*	*-14%*
Professional Services	$ 11,033	$ 40,860	*$ (29,827)*	$ 187,526	$ 227,110	*$ (39,584)*	*-17%*
Insurance	$ 515	$ -	*$ 515*	$ 59,965	$ 60,980	*$ (1,015)*	*-2%*
Board Operations	$ 735	$ 1,711	*$ (976)*	$ 17,919	$ 30,591	*$ (12,672)*	*-41%*
Total Admin Expenses	**$ 122,855**	**$ 173,741**	***$ (50,886)***	**$ 1,519,676**	**$ 1,696,893**	***$ (177,217)***	***-10%***
Train Operations							
Amtrak Train Operations	$ 703,718	$ 678,774	*$ 24,944*	$ 8,315,591	$ 8,085,194	*$ 230,397*	*3%*
Amtrak Equipment Maintenance	$ 649,474	$ 793,489	*$ (144,015)*	$ 9,066,331	$ 9,480,954	*$ (414,623)*	*-4%*
Amtrak Support Services	$ 99,314	$ 103,011	*$ (3,697)*	$ 1,063,786	$ 1,221,900	*$ (158,114)*	*-13%*
Train Fuel Cost	$ 273,071	$ 213,535	*$ 59,536*	$ 2,531,827	$ 2,559,336	*$ (27,509)*	*-1%*
Other Train Operations	$ 167,659	$ 193,083	*$ (25,424)*	$ 1,735,717	$ 2,324,129	*$ (588,412)*	*-25%*
Facilities	$ 49,936	$ 140,481	*$ (90,545)*	$ 702,313	$ 769,589	*$ (67,276)*	*-9%*
FY26 Capital Maintenance	$ 1,079,815	$ 1,100,000	*$ (20,185)*	$ 1,100,000	$ 1,100,000	*$ -*	*0%*
Total Train Operations	**$ 3,022,987**	**$ 3,222,373**	***$ (199,386)***	**$ 24,515,565**	**$ 25,541,102**	***$ (1,025,537)***	***-4%***
Station Operations							
Portland Station	$ 53,061	$ 56,606	*$ (3,545)*	$ 590,991	$ 567,772	*$ 23,219*	*4%*
Platform Insurance	$ -	$ -	*$ -*	$ 341,041	$ 336,009	*$ 5,032*	*1%*
Station Platform Leases	$ -	$ -	*$ -*	$ 48,091	$ 47,889	*$ 202*	*0%*
Station Improvements	$ 243	$ -	*$ 243*	$ 250,564	$ 105,500	*$ 145,064*	*138%*
Total Station Operations	**$ 53,304**	**$ 56,606**	***$ (3,302)***	**$ 1,230,687**	**$ 1,057,170**	***$ 173,517***	***16%***
Total Food Service	**$ 140,406**	**$ 123,473**	***$ 16,933***	**$ 1,349,948**	**$ 1,346,756**	***$ 3,192***	***0%***
Total Marketing	**$ 58,508**	**$ 60,550**	***$ (2,042)***	**$ 511,722**	**$ 530,000**	***$ (18,278)***	***-3%***
Total Expenses	**$ 3,398,060**	**$ 3,636,743**	***$ (238,683)***	**$ 29,127,598**	**$ 30,171,921**	***$ (1,044,323)***	***-3%***
Add'l Funding Required	**$ 1,983,517**	**$ 2,290,662**	***$ (307,145)***	**$ 13,143,185**	**$ 14,640,387**	***$ (1,497,202)***	***-10%***
Downeaster Ridership	50,312	48,819	*1,493*	568,384	562,039	*6,345*	
Overall cost recovery	**42%**	37%		**55%**	51%		
Café Recovery	**73%**	77%		**73%**	79%		