

Board Briefing Materials

September 28, 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@nnepa.com



NORTHERN NEW ENGLAND
PASSENGER RAIL AUTHORITY



NNEPRA FY2027 Workplan

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

FY27 Performance Targets

Ridership	597,262	Train On Time Performance	80%	Café Cost Recovery	81%
Revenue	\$ 14,497,190	Customer On Time Performance	85%	Café Capture Ratio	18%
Average Fare	\$ 24.27	Overall Customer Satisfaction	90%	Café Check Average	\$11.10
Overall Cost Recovery	53%				



NNEPRA BOARD of DIRECTORS

September 28, 2026

Northern New England Passenger Rail Authority

Agenda

3:00pm

Public Session

- Welcome
- Safety Briefing
- Public Comment
- Approval of Minutes from August 17, 2026 Board Meeting
- Downeaster Performance Fiscal Year to Date
 - Marketing Activities
- Budget Variance Report
- 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: October 26, 2026



Minutes of the Meeting of the Board of Directors

Northern New England Passenger Rail Authority

August 17, 2026

Directors in Attendance:

Chairman Jim Cohen; Vice Chairman Alan Casavant; 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 II; Mr. Jim Russell; Ms. Belle Askinasi

Interested Parties:

Mr. Irwin Gratz, Maine Public; Mr. Andrew Clark, GPCOG; Mr. Tom Whilhite; Mr. Kevin Chittenden, Amtrak; Mr. Dan Leary, Amtrak; Mr. Dana Knapp, Concord Coach; Ms. Patty Barber; Mr. Peter Cole, RPA/TRNE; Mr. David Barber

OPENING REMARKS

The meeting was called to order at 2:35pm.

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

PUBLIC COMMENT

No public comment.

APPROVAL OF MINUTES

Motion to approve August 17, 2026 Minutes

Motion: Ms. Alison Harris

Second: Ms. Carolann Ouellette

Approved: All

FISCAL YEAR 2026 PERFORMANCE REVIEW – Patricia Quinn

Patricia Quinn provided an overview of Fiscal Year 2026 performance, noting that the year presented significant operational challenges due to extensive track work beginning in April 2025 and continuing into FY2026. She reported that 64 trains were cancelled and 181 trains experienced service disruptions during the year.

Despite these challenges, the Downeaster met or exceeded several projected performance goals. Ridership totaled approximately 568,000 passengers, compared to a budgeted 562,000, resulting in the highest annual ridership on record. Ticket revenue also reached a record high. Patricia reviewed customer and on-time performance (COTP and OTP). An overview of Customer Satisfaction Index (CSI) was provided and Patricia noted that CSI scores consistently remained at 90%.

Patricia recognized and thanked the local Amtrak team for their partnership and support throughout the year.

An overview of FY26 key priorities and initiatives was provided, including continued efforts to achieve ridership goals and the development of the 25th anniversary campaign.

Patricia reported on efforts to improve Café cost recovery and passenger services, including enhanced communication with passengers. She also noted that NNEPRA worked with Amtrak to secure one additional coach to increase passenger capacity. An update on station improvements and related projects, including planned work in Brunswick, Freeport, Saco, and Exeter was provided. She also discussed efforts to strengthen last-mile connections and improve the overall passenger experience at station locations.

Patricia reviewed sponsored capital and maintenance projects, including the Wells Area Improvement Project (WAIP), tie replacement, Capital Maintenance, Portland Transportation Center (PTC) improvements, MBTA projects, and facility refresh projects at layover locations. Patricia also reviewed service improvement and expansion initiatives, including the Portland Station Relocation project, potential service to West Falmouth, the Service Development Program (SDP), and the introduction of Airo trainsets.

Patricia provided an overview of the FY2026 budget variance, reporting that total revenue was approximately \$15.9M compared to a budget of \$15.5M. She also reviewed overall expenses and noted that train operations were approximately \$24.5M, in line with budget. Overall cost recovery rate was approximately 55%, exceeding the goal of 50%.

Chairman Cohen asked whether being under budget would result in a corresponding reduction in the amount of local funding required from the Maine Department of Transportation (MaineDOT). Patricia confirmed that it did and was factored into the FY27 budget request.

Chairman Cohen inquired about whether Portland Station expenses were reflected as a separate line item. Patricia explained that Portland is the only station for which NNEPRA is responsible for operating and maintenance costs.

Chairman Cohen asked whether any changes to the projected FY2027 budget or funding requirements were anticipated. Patricia reported that no changes were anticipated at this time but that Amtrak rates for FFY27 were not yet finalized.

Motion to accept financial report

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

Taylor Auclair provided an overview of marketing initiatives planned for FY2027 noting that there are two campaigns currently in market. Taylor also discussed efforts to increase visibility through artificial intelligence (AI) platforms. She reported increased website traffic and noted that these efforts are increasingly being evaluated based on their ability to drive engagement and ridership.

PROJECT UPDATE – Patricia Quinn

- **Sponsored Capital Projects:**

Wells Area Improvement Project: Jim Russell reported that the project is progressing as planned and is on target for completion in late October or early November. Patricia noted that NNEPRA continues to coordinate with the Town of Wells and the Maine Turnpike Authority regarding the transfer of the facility to the Town and the associated change in ownership.

- **Service Improvements and Expansion:**

Patricia provided an update on planning projects, including the following:

Portland Station Relocation: Patricia reported that the Federal Railroad Administration (FRA) has awarded \$48M in funding for the Portland Station Relocation project. Patricia noted that the award recognizes the broader benefits of the project as a regional transportation initiative. She noted that, beyond the planned sixth round trip, CSX will not permit additional frequency until the Portland Station is relocated to the mainline.

She also reported that an MBTA project supported by NNEPRA received \$136M in funding and is expected to improve reliability for Downeaster service. She further noted that \$2B has been allocated to Amtrak for Airo trainsets, which will provide equipment for state-supported routes to meet future service goals.

Additionally, Patricia reminded the Board that the City Council's Sustainability Committee directed the City and NNEPRA, at their October 2025 meeting, to participate in a mediation process. She reported that the mediation process concluded without agreement regarding participation by City elected officials.

Patricia also reported that the Cumberland County Commissioners formally expressed significant safety concerns regarding the proposed station location at Site 2, including its proximity to the County facility. She noted that the Commissioners unanimously stated that they would not support a station adjacent to the County property and would not make County property available to NNEPRA or another entity for construction of a station. She also noted that NNEPRA does not have authority to exercise eminent domain over County property.

In response to a question regarding the federal grant, Patricia confirmed that the grant terms specifically identify Site 3 and that the funding is not transferable to another location.

Patricia emphasized that the project has received support from various community and regional stakeholders and noted that the project provides broader opportunities for transportation improvements and redevelopment in Portland and beyond. She stated that NNEPRA plans to collaborate with the City and stakeholders throughout the project development and design.

In response to a question regarding the proposed relocation of The Hearts of Pine, Patricia stated that the proposed location would be approximately 1,200 feet from the new station site.

Discussion:

Chairman Cohen expressed enthusiasm regarding the \$48M PSR grant award and asked about the next steps and key considerations for the Board.

Patricia reiterated that the PSR project is a project of regional significance and extends beyond the relocation of the Portland Station. She noted that the project would affect how the broader rail network serves the region.

Patricia explained that the grant obligation process with the FRA will involve an extensive review and coordination process for which there is not yet a specific timeline.

In response to a question regarding environmental review, Patricia clarified that the project is proceeding under a categorical exclusion (CE).

The Board discussed the project's \$60M total estimated cost and the \$48M federal grant award. Patricia reported that NNEPRA will work with the Maine Department of Transportation (MaineDOT) to identify the

source and timing of the required local match. She noted that the full amount of the match will not be required immediately.

OTHER BUSINESS – Patricia Quinn

- **Federal Transportation Reauthorization:** No updates.
- **Union Pacific/Norfolk Southern Merger:** No updates.

PUBLIC COMMENT

- Mr. David Barber, Mainely Burgers, commented on the proposed station location, questioning whether it would make sense to locate the station within the redevelopment area associated with the Hearts of Pine project. Patricia noted that the site selection process has been completed.
- Mr. Tom Whilite, Rockland resident, emphasized that Rockland is a key component of the Service Development Program and should not be overlooked. He also asked whether an Open House would be held in the area regarding the Rockland Branch. Patricia explained that the planning process is intended to evaluate ridership potential and propensity and that NNEPRA would be willing to hold one once more information is available. Chairman Cohen added that the Board would revisit the possibility of holding additional open houses in other areas of the service.

Donnie Maley, commented that NNEPRA is evaluating different service options, including seasonal and daily service, and comparing the associated costs and benefits.

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. Carolanne Ouellette
Approved: All

Executive Session began at 3:33 PM

Motion to End Executive Session

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

Executive Session ended at 4:32 PM

ADJOURNMENT

Motion to adjourn

Motion: Ms. Alison Harris
Second: Ms. Carolann Ouellette
Approved: All

Meeting Adjourned at 4:32 PM

Downeaster Performance Metrics - FY26 To Date									
Period	FY	Ridership				Revenue			
		Actual	Budget	Variance	vs. FY26	Actual	Budget	Variance	\$/Rider
Aug 26	FY27	59,913	61,711	-1,798	101%	\$ 1,437,332	\$ 1,499,577	\$ (62,245)	\$ 23.99
Jul 26	FY27	63,374	57,399	5,975	115%	\$ 1,545,836	\$ 1,394,796	\$ 151,040	\$ 24.39
FY27 To Date		123,287	119,110	4,177	95%	\$ 2,983,168	\$ 2,894,373	\$ 88,795	\$ 24.20
Jun 26	FY26	50,238	48,819	1,419	99%	\$ 1,188,003	\$ 1,147,244	\$ 40,759	\$ 23.65
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%	\$ 1,221,972	\$ 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
FY26 Final		568,310	568,310	568,310	92%	\$13,652,971	\$ 13,186,222	\$ 492,396	\$ 24.02
FY25 Final		552,649	542,462	-5,542	92%	\$12,992,599	\$ 12,639,493	\$ 353,106	\$ 23.51
FY24 Final		598,426	555,619	42,807	127%	\$13,025,243	\$ 10,822,278	\$ 2,202,965	\$ 21.77

Fiscal Year 2027



1,382



1,986



852

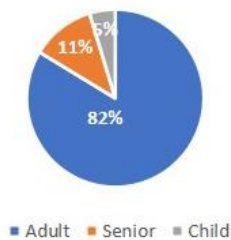


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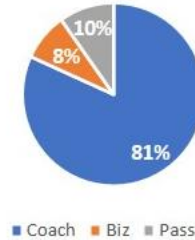


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Riders by Passenger Type



Riders by Ticket Type



FY27 Performance Targets

Ridership	597,262	Train On Time Performance	80%	Café Cost Recovery	81%
Revenue	\$ 14,497,190	Customer On Time Performance	85%	Café Capture Ratio	18%
Average Fare	\$ 24.27	Overall Customer Satisfaction	90%	Café Check Average	\$11.10
Overall Cost Recovery	53%				



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	
Aug 26	FY27	308	5,287,042	79%	90%	16%	\$ 11.09	92
Jul 26	FY27	306	5,634,713	69%	84%	16%	\$ 10.88	88
FY26 To Date		614	10,921,755	74%	87%	16%	\$ 10.99	90%
Jun 26	FY26	298	4,410,291	90%	80%	17%	\$ 10.45	0
May 26	FY26	307	4,018,791	89%	95%	16%	\$ 10.72	0
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
FY26 Total		3,576	44,717,975	75%	86%	16%	\$ 9.82	90
FY25 Final		3,457	48,270,709	65%	76%	17%	\$ 10.44	89
FY24 Final		3,622	52,332,352	71%	81%	18%	\$ 10.43	90

FY 2027 Downeaster Customer Satisfaction 3.1										
	Sample Size	Overall Satisfaction	Train Comfort	Train Cleanliness	Train Crew	OTP	Train Status Info	Café	WiFi	Station Staff
Aug	1,355	91.5	90	88	94	90	90	84	82	93
Jul	1,342	88.4	89	89	93	86	86	85	78	92
FY27 to Date	2,697	90.0	90	89	94	88	88	85	80	93
FY26 Year End	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 2027
Operating Budget Variance Report
 July 2026 - August 2026

Cash-Based Financial Reporting

V2

	August-26			Fiscal Year 27 to Date			
	Actual	Budget	Variance	Actual	Budget	Variance	%
Operating Revenue							
Amtrak Ticket Revenue	\$ 1,437,332	\$ 1,499,577	\$ (62,245)	\$ 2,983,168	\$ 2,894,373	\$ 88,795	3%
Food Service Revenue	\$ 97,731	\$ 121,458	\$ (23,727)	\$ 197,254	\$ 234,429	\$ (37,175)	-16%
Parking Lot Revenue	\$ 56,604	\$ 60,000	\$ (3,396)	\$ 120,579	\$ 132,500	\$ (11,921)	-9%
Interest & Other Revenue	\$ 61,549	\$ 39,600	\$ 21,949	\$ 124,888	\$ 79,200	\$ 45,688	58%
Total Operating Revenue	\$ 1,653,216	\$ 1,720,635	\$ (67,419)	\$ 3,425,889	\$ 3,340,502	\$ 85,387	3%
Expenses							
Administration							
Salaries and Benefits	\$ 90,239	\$ 95,156	\$ (4,917)	\$ 178,192	\$ 190,314	\$ (12,122)	-6%
Office Expenses	\$ 10,792	\$ 21,370	\$ (10,578)	\$ 21,286	\$ 43,590	\$ (22,304)	-51%
Professional Services	\$ 25,024	\$ 31,920	\$ (6,896)	\$ 33,146	\$ 44,270	\$ (11,124)	-25%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Board Operations	\$ 525	\$ 929	\$ (404)	\$ 525	\$ 1,049	\$ (524)	-50%
Total Admin Expenses	\$ 126,580	\$ 149,375	\$ (22,795)	\$ 233,149	\$ 279,223	\$ (46,074)	-17%
Train Operations							
Amtrak Train Operations	\$ 652,762	\$ 690,224	\$ (37,462)	\$ 1,391,014	\$ 1,380,449	\$ 10,565	1%
Amtrak Equipment Maintenance	\$ 791,837	\$ 810,024	\$ (18,187)	\$ 1,583,095	\$ 1,620,233	\$ (37,138)	-2%
Amtrak Support Services	\$ 90,834	\$ 95,567	\$ (4,733)	\$ 189,469	\$ 188,230	\$ 1,239	1%
Train Fuel Cost	\$ 323,141	\$ 293,164	\$ 29,977	\$ 623,826	\$ 607,727	\$ 16,099	3%
Other Train Operations	\$ 158,837	\$ 162,753	\$ (3,916)	\$ 449,024	\$ 325,506	\$ 123,518	38%
Facilities	\$ 43,965	\$ 29,397	\$ 14,568	\$ 92,962	\$ 75,336	\$ 17,626	23%
FY26 Capital Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Total Train Operations	\$ 2,061,376	\$ 2,081,129	\$ (19,753)	\$ 4,329,390	\$ 4,197,481	\$ 131,909	3%
Station Operations							
Portland Station	\$ 46,992	\$ 48,697	\$ (1,705)	\$ 93,340	\$ 100,644	\$ (7,304)	-7%
Platform Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Station Platform Leases	\$ -	\$ -	\$ -	\$ 39,743	\$ 39,798	\$ (55)	0%
Station Improvements	\$ 21,560	\$ 21,560	\$ -	\$ 21,560	\$ 21,560	\$ -	0%
Total Station Operations	\$ 68,552	\$ 70,257	\$ (1,705)	\$ 154,643	\$ 162,002	\$ (7,359)	-5%
Total Food Service	\$ 108,862	\$ 128,999	\$ (20,137)	\$ 228,115	\$ 253,276	\$ (25,161)	-10%
Total Marketing	\$ 1,348	\$ 44,112	\$ (42,764)	\$ 38,458	\$ 81,941	\$ (43,483)	-53%
Total Expenses	\$ 2,366,718	\$ 2,473,872	\$ (107,154)	\$ 4,983,755	\$ 4,973,923	\$ 9,832	0%
Add'l Funding Required	\$ 713,502	\$ 753,237	\$ (39,735)	\$ 1,557,866	\$ 1,633,421	\$ (75,555)	-5%
Downeaster Ridership	59,913	61,711	(1,798)	123,287	119,110	4,177	
Overall cost recovery	70%	70%		69%	67%		
Café Recovery	90%	94%		86%	93%		