“For more than 70 years, the Maine Turnpike has provided safe and reliable travel—without any taxpayer support. It is our honor to be stewards of your road.”
Dear Travelers,

In the fall of 2018, we began issuing a series of contracts for approximately $145 million in new construction—about two thirds of which will be to widen the turnpike around Portland. This is one of the largest series of capital projects in the history of the Turnpike.

In order to widen the mainline around Portland from mile 44 to mile 49, we need to rebuild both the Cummings Road Bridge and the Exit 45 interchange. We must also widen and repair bridges over the Stroudwater River, The Maine Central Railroad, and Warren Avenue.

On the south end, we have started work on a new plaza for the York Toll. In the spring of 2019, Maine DOT and New Hampshire DOT will award a contract for over $50 million in repairs to the High Level Bridge originally constructed in 1972. In later phases of this work, the Turnpike will join with New Hampshire DOT in creating a system to open either side of the bridge to four-lane traffic during temporary periods of intense traffic.

In this report, we will detail our progress in 2018 through the lens of our tagline “Safe I Reliable I Sustainable,” defining what each of these words mean to the MTA, and by extension, what this commitment means to the people of Maine, and all those who travel the Turnpike.

Keep reading to see how everything from projects under construction to long-term planning initiatives for the Turnpike express these three words and bring us together as one team focused on achieving our mission for our customers.

Peter Mills
Executive Director

Mission

To responsibly provide our customers with safe, reliable and sustainable mobility on Maine’s most economically important highway without any taxpayer support, and to work collaboratively toward prudent solutions to related transportation challenges.
“Safe” means reducing danger or risk to the greatest extent practical. It means crash rates below state and national averages.

**Emergency Vehicle Ramps (EVRs) Impact on Safety**

Safety is paramount for the Maine Turnpike Authority – for both Turnpike customers and our employees. Since the early 2000s, the MTA has been constructing Emergency Vehicle Ramps (EVRs) at various locations as part of a Turnpike-wide safety initiative along the highway. These EVRs improve safety for travelers and MTA workers by utilizing special purpose ramps that allow plow trucks and other emergency vehicles to reverse direction on the Turnpike instead of requiring difficult U-turns using center median openings. Using the median openings to make a U-turn during high traffic times, plow trucks can wait a long time to reverse direction, which keeps them from their mission of controlling snow and ice on the Turnpike. The EVRs are gated and have limited use—mostly in snowstorms—and are not open to the general public.

*Blackstrap Road EVR Completed*
Turnpike Improvements with Safety – and you – in Mind

In 2018, the MTA constructed EVRs at three separate locations:

- Weymouth Road | Gray
- Dutton Hill | Gray
- Blackstrap Road | Falmouth

Including these new ramps, the MTA now has 21 separate EVRs servicing 11 locations along the turnpike corridor.

Additional ramps are planned for construction in 2019 and 2020.

- New Gloucester
- Portland
- Wells
- York

Additional ramp construction is subject to permitting and property acquisition.

The two new Blackstrap Road EVRs eliminate the need for Mainline plow usage at a median opening.
<table>
<thead>
<tr>
<th>EVRs</th>
<th>Southbound</th>
<th>Northbound</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academy Road</td>
<td>Litchfield</td>
<td>Litchfield Maintenance</td>
</tr>
<tr>
<td>Hackett Road</td>
<td>Auburn</td>
<td>Auburn Maintenance</td>
</tr>
<tr>
<td>Hotel Road</td>
<td>Auburn</td>
<td>Route 122</td>
</tr>
<tr>
<td>Weymouth Road</td>
<td>Gray</td>
<td>Weymouth Road</td>
</tr>
<tr>
<td>Forest Lake Road</td>
<td>Gray</td>
<td>Dutton Hill</td>
</tr>
<tr>
<td>Cumberland Service Plaza</td>
<td>Cumberland</td>
<td>MTA Sign Shop</td>
</tr>
<tr>
<td>Blackstrap Road</td>
<td>Falmouth</td>
<td>Blackstrap Road</td>
</tr>
<tr>
<td>Two Rod Road</td>
<td>Scarborough</td>
<td>Two Rod Road</td>
</tr>
<tr>
<td>Flag Pond Road</td>
<td>Saco</td>
<td>Flag Pond Road</td>
</tr>
<tr>
<td>South Street</td>
<td>Biddeford</td>
<td>South Street</td>
</tr>
<tr>
<td>Route 35</td>
<td>Kennebunk</td>
<td>Route 35</td>
</tr>
</tbody>
</table>
Reliable
“Reliable” means, to the extent feasible, free-flowing passage at highway speeds and without delays, comfortable merges and exits, real-time traveler information, and no chronic congestion. In winter months, it means top-notch snow fighting to minimize those uncomfortable winter trips.


Maine Turnpike customers pay extra to travel on a safe, convenient, well-maintained highway that is reasonably free from chronic congestion and capacity problems. The Turnpike’s goal is to meet these customer expectations and go beyond—anticipating and resolving problems in order to maintain a reliable highway travel experience. It also means providing a Turnpike free from chronic congestion so that business and travelers can be confident that they “can get there from here.”

Reliable mobility is part of the Maine brand. It distinguishes Portland from places like Boston, and provides a clear quality of life benefit that can help attract the younger talent that Maine needs. Because Turnpike customers pay tolls, they expect a high level of service, which includes congestion management. We take a long-term, proactive approach, including 4-, 10- and 30-year plans.

Case study in reliability:

*Portland Area Mainline Needs Assessment*

In 2018, the MTA completed its needs assessment of the Maine Turnpike through the Greater Portland area from Exits 44 to 53. The purpose of this study was to assess safety and mobility deficiencies on the turnpike between Scarborough and Falmouth and to recommend practical solutions to preserve and improve long-term highway mobility.

To help guide the study, the MTA formed a public advisory committee (PAC) to assist in identifying and evaluating solutions to the safety and capacity challenges. The PAC consisted of 19 members from various organizations within the study region including:

- Bicycle Coalition of Maine
- City of Portland
- City of South Portland
- City of Westbrook
- GPCOG / PACTS
- Greater Portland Metro Bus
- Long Creek Watershed Management District
- Maine Better Transportation Association
- Maine Motor Transport
- Maine State Legislature
- Maine State Police
- MaineDOT
- NNEPRA
- Portland Jetport
- Portland Metro
- Portland Regional Chamber
- Portland Trails
- Towns of Falmouth and Scarborough
Alternatives were evaluated and then recommendations were made based on technical analysis and assessment of existing conditions, input from the Public Advisory Committee and the public.

The recommendations fall under three categories:

1. Addressing safety and congestion with a phased approach. This includes widening the mainline to three lanes in each direction.

2. Turnpike capacity preservation, which includes Transportation Demand Management, Transit, and Land Use.

3. Mitigate impacts on protected resources, which means to continue best practices regarding natural resources along the highway and includes evaluation of the deicing program to minimize impacts to the watersheds.

On September 6, 2018, the Maine Turnpike Authority Board voted to approve the following in regard to the Portland Area Mainline assessment:

- Proceed immediately with design and permitting to widen the Turnpike to three lanes in each direction from Exit 44 in Scarborough to a point at or near mile 49 in Portland.

- Monitor traffic conditions and prepare as necessary to widen the Turnpike to three lanes in each direction from mile 49 to a point at or near Exit 52 or 53 before congestion causes unacceptable levels of service.

- Continue working with municipalities and other public agencies to bring to the Maine Turnpike Board for review and approval any reasonable, effective, and prudent measures to preserve the traffic capacity of the Turnpike and to further improve mobility within the region served by the Portland Area Widening.

Since then, MTA staff have been preparing environmental permitting documents for the first phase of widening that will be filed in early 2019. In addition, contracts for bridges that need attention before the widening occurs have been awarded with work to commence in 2019.
<table>
<thead>
<tr>
<th>Location</th>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Falmouth</td>
<td>Blackstrap Rd Emergency Vehicle Ramp</td>
<td>$0.7 M</td>
</tr>
<tr>
<td>Kennebunk</td>
<td>Kennebunk Service Plazas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fuel System Replacement</td>
<td>$4.9 M</td>
</tr>
<tr>
<td>Saco</td>
<td>Interstate 195 Culvert Linings</td>
<td>$0.3 M</td>
</tr>
<tr>
<td>Various</td>
<td>Guide Sign Modifications - Phase III</td>
<td>$1.6 M</td>
</tr>
<tr>
<td>Various</td>
<td>Bridge Painting: Cider Hill, Captain Thomas Rd, Route 126 Underpass &amp; High Street Underpass</td>
<td>$1.5 M</td>
</tr>
<tr>
<td>Wells</td>
<td>Crediford Brook Culvert Repair</td>
<td>$0.4 M</td>
</tr>
<tr>
<td>Auburn</td>
<td>Androscoggin River Bridge Repair</td>
<td>$1.4 M</td>
</tr>
<tr>
<td>Auburn</td>
<td>Danville Corner Underpass Bridge Repair</td>
<td>$0.3 M</td>
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<tr>
<td>Biddeford</td>
<td>Route 111 Underpass Bridge Repair</td>
<td>$0.4 M</td>
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<tr>
<td>Biddeford</td>
<td>Biddeford Interchange Bridge Rehab</td>
<td>$0.4 M</td>
</tr>
<tr>
<td>Cumberland</td>
<td>Blackstrap Rd Bridge Repair</td>
<td>$0.6 M</td>
</tr>
<tr>
<td>Gray</td>
<td>Dutton Hill Bridge Rehab</td>
<td>$1.7 M</td>
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<tr>
<td>Gray</td>
<td>Weymouth Rd Bridge Repair</td>
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<tr>
<td>Kittery</td>
<td>Dennett Rd Bridge Rehab</td>
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<tr>
<td>Litchfield</td>
<td>Center Rd Underpass Bridge Repair</td>
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<tr>
<td>Portland</td>
<td>Stroudwater/MCCR Bridge Rehab</td>
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<tr>
<td>Sabattus</td>
<td>Fisher Farm Rd Underpass Bridge Repair</td>
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<tr>
<td>So Portland</td>
<td>Running Hill Rd Bridge Rehab</td>
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</tr>
<tr>
<td>So Portland/Scarborough</td>
<td>Cummings Rd Bridge Replacement</td>
<td>$13.9 M</td>
</tr>
<tr>
<td>West Gardiner</td>
<td>Exit 103 I-295 Underpass Bridge Rehab</td>
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<tr>
<td>West Gardiner</td>
<td>Cobbosseecontee Stream Bridge Rehab</td>
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<tr>
<td>York</td>
<td>York River Bridge Repair</td>
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<tr>
<td>Auburn</td>
<td>Exit 75 Toll System Upgrades and Slope Repair</td>
<td>$2.5 M</td>
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<tr>
<td>York</td>
<td>York Toll Plaza Replacement</td>
<td>$39.5 M</td>
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<tr>
<td>Auburn/Lewiston</td>
<td>Mainline Pavement Rehab (MM 74.9 to 80.8)</td>
<td>$2.9 M</td>
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<td>Biddeford</td>
<td>Biddeford Interchange Pavement Rehab</td>
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<tr>
<td>Litchfield/West Gardiner</td>
<td>Mainline Pavement Rehab (MM 98.0 to 102.2)</td>
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<td>Rand Rd Interchange Improvements and Rehab</td>
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<td>Scarborough</td>
<td>Exit 44 On-Ramp Widening</td>
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<tr>
<td>York</td>
<td>York Toll Plaza Pavement Repair and Rehab</td>
<td>$0.9 M</td>
</tr>
</tbody>
</table>

Total Awarded in 2018 for construction: $116.5 M
Sustainable
“Sustainable” means providing long-term solutions pursuant to a predictable, long-term financial and asset management plan and in a manner that thoughtfully considers how the Turnpike fits within a larger system and impacts the livability of communities and the environment.

“Sustainable” is not a word that many people would immediately associate with the Turnpike, which is exactly why it was chosen. In fact, the Turnpike is “sustainable” in many ways.

1 Sustainable Plans and Finances

The dictionary defines “sustainable” as “able to be maintained at a certain rate or level.” Being able to maintain safe and reliable service levels on the Turnpike requires long-term planning and financial stability. The MTA plans ahead 4, 10, and even 30 years. Much like a business, these long-term plans are thoughtfully executed using dedicated resources under the supervision of an accomplished Board of Directors. The MTA receives no state or federal subsidies. All of its revenue is generated by toll payers – 68% of which is paid by out-of-staters. By contrast, MaineDOT must deal with two-year election cycles and political infighting, leading to short-term, stop-gap capital plans, and spreading insufficient dollars even thinner across the state.

MTA Financial Overview
(2018 unaudited)
2 Sustainable Highway Mobility

The Turnpike provides highway mobility for regional and through traffic that is essential to Maine’s overall transportation system. Doing so requires sufficient highway capacity over the long term, which includes adding lanes and connections when necessary and appropriate. Unlike roads that do not control access, Turnpike capacity is not quickly gobbled up by adjoining development and the driveways that come with it.

3 Sustainable Communities

This highway mobility allows regional traffic to stay on the Turnpike where we want it, and off local roads where we don’t, which facilitates the development of complete streets in cities, villages, and neighborhoods, making them more walkable, bicycle-friendly, and livable.

4 Sustainable Partnerships

As we do our part, we are committed to working collaboratively with other transportation partners as they fulfill their role in the overall transportation system. Over time, this has included Board-approved investments in park and ride lots, Go Maine (Maine’s statewide commuter program), transit services, the Wells Transportation Center, and the Exit 75 bus station in Auburn.
MTA Employee Recognition 2018

The employees of the Maine Turnpike Authority are the reason we can deliver on our promises of safety and reliability—day and night, all year long. Our team’s institutional knowledge, longevity, and loyalty make it possible to offer the high standards of customer service that our travelers expect of us. We are pleased to recognize the dedication of our employees.

YEARS

5
Joyce A. Berry   Toll Collector I
Jeffrey D. Bryant   Toll Collector I
Joseph R. Bureau   Violation Notice Processor
Abigail J. Crowell   Communication Ctr. Supervisor
Sandra L. Doyon   E-ZPass CSR
Dean J. Elmo   Highway Maint. III
John E. Elwell   Highway Maint. III
Thomas E. England II   Custodial Worker II
Brian S. Hahn   Highway Maint. III
Donald N. Hanson, Jr.   Toll Collector I
Anna M. Johnson   Toll Collector I
Melanie T. Laskey   Toll Collector I
Gabriela J. Melakian   Toll Collector I
Tracy L. Mileski   Toll Collector I
Joyce M. Morrison   Toll Collector I
Jeffrey R. Nadeau   Toll Collector I
Daniel J. Orino   Highway Maint. III
Gregoire W. Provost   Highway Maint. III
Amanda F. Reynolds-Gregg   Violation Image Review Processor
Michael K. Robinson   Highway Maint. III
Christopher S. Root   Highway Maint. III
Hans R. Tarbox   Toll Collector I
Stephen M. Winship   Highway Maint. III

YEARS

10
Scott L. Adams   Highway Maint. III
Eric R. Barnes   Toll System / ITS Mgr.
Jennifer R. Levesque   Violation Notice Processor
Cindy J. Musolf   Toll Collector I

YEARS

15
Paula Barrieault   Toll Collector I
Cindy L. Bourdeau   Toll Collector I
Christopher J. Chapman   Toll Collector I
James A. Delage   Toll Collector I
Jody E. Dyke   Engineering Tech. II
Amy J.D. Grace   Training Coordinator

YEARS

20
Elaine R. Clukey   Receptionist
Bryan J. Kimball   Automotive Mech. III
John D. Roberts   Right of Way Mgr
Richard W. Somerville   Director of E-ZPass Ops

YEARS

25
Cecile M. Caya   Toll Collector I
Susan C. Cloutier   Toll Collector I
Stephen R. Goucher   Highway Maint. III
Laurie I. Mondor   Toll Collector I
Steven F. O’Leary   Highway Maint. III
Linda K. Patch   Toll Collector I
Deborah A. Pettey   Toll Collector I
Stephen E. Ramsdell   Toll Collector I
Scott A. Redlon   Communication Ctr. Specialist
Michael D. Sullivan   Violation Notice Processor
John W. Tate   Toll Collector I
Robert L. Titcomb   Toll Collector I
Anita H. Turgeon   Toll Collector I
Christine E. J. White   Toll Collector I

YEARS

30
James D. Brewer   Automotive Mech. III
Dennis B. Maher, Jr.   Highway Maint. III
Scott A. Warchol   Construction Program Mgr.

YEARS

40
Dennis G. Aucoin   Toll Plaza Supervisor
Executive Staff

Peter Mills
Executive Director

Douglas D. Davidson
Chief Financial Officer & Authority Board Treasurer

Peter S. Merfeld, P.E.
Chief Operations Officer

Jonathan A. Arey, Esq.
Staff Attorney & Authority Board Secretary

Richard R. Barra
Director of Fare Collection

John W. Cannell
Director of Highway & Equipment Maintenance

Lauren G. Carrier
Director of Human Resources

Matthew W. Elliott
Controller

John P. Sirois
Director of Finance

Richard Somerville
Director of E-ZPass Operations

Greg J. Stone
Director of Public Safety

Stephen R. Tartre, P.E.
Director of Engineering & Building Maintenance

Bruce A. Van Note
Director of Policy & Planning

William H. Yates, III
Director of Information Services & Communications

MTA Board of Directors

Daniel E. Wathen
Chairman
Augusta, Maine Kennebec County

Robert D. Stone
Vice-Chair
Auburn, Maine Androscoggin County

John E. Dority
Member
Augusta, Maine Kennebec County

Michael J. Cianchette
Member
Cumberland, Maine Cumberland County

Thomas J. Zuke, CPA
Member
Saco, Maine York County

Ann R. Robinson
Member
Portland, Maine Cumberland County

Karen S. Doyle
Chief Financial Officer MaineDOT Ex-Officio Member

Contact the MTA

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Public Outreach & Marketing Manager
(207) 482-8119

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Portland, ME 04102

Administration
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(207) 871-7771

E-ZPass
(888) MTA-PASS or (888) 682-7277
8:00 am to 6:00 pm M-F
ezpassmaineturnpike.com

Outside United States
(207) 871-7771, then press 2

Traffic Dispatch
(Road Conditions)
(800) 675-7453

MTA Website
www.maineturnpike.com

Safe | Reliable | Sustainable