

Peter Mills

Education/Background:

Born in Farmington, ME 1943
Gorham High School, Gorham, ME Graduated 1961
Harvard College BA. Graduated cum laude in English 1965 with courses qualifying to become a naval officer.
U.S. Navy 1965-70
Univ of Maine School of Law; Law Review. Graduated 1973.
Attorney in Portland 1973-82; owner of the law firm Mills, Shay, Lexier and Talbot in Skowhegan since 1982.
Married to Nancy Mills, Superior Court Justice. Three adult daughters. 6 Grandchildren.
State Senate 1994-2002; Maine House of Representatives 2002-04; State Senate 2004-10.
Executive Director, Maine Turnpike Authority since March 17, 2011.

Military Experience (1965-70): Five years as a destroyer line officer with sea duty billets in communications, operations and intelligence. Deployed to Vietnam, the Central Pacific and the Mediterranean. Was awarded the Navy Commendation Medal for gun line duty in Vietnam and the Navy Achievement Medal for intelligence work on Soviet missile testing.

Maine Turnpike Experience: During my tenure as Executive Director, I have overseen:

- Submission of six Turnpike budgets for approval by the Turnpike Board and the Maine Legislature
- Capital construction of between \$40 and \$60 million per year
- Labor force reductions and efficiencies to reflect greater reliance on technology
- Drafting and passage of a number of changes to state law to improve Turnpike operations
- The public process by which tolls were increased by 20% in 2012
- Two bond issues to substantially reduce interest on outstanding debt
- An increase in the S&P rating for Turnpike bonds
- Two long range (3 year) labor contracts each containing material reforms
- Significant improvements to the administration of E-ZPass
- Resolution of conflicts making use of prior experience in construction and design litigation

Public Service:

In the 117th Legislature (1995-96), chaired Judiciary and served on Labor Committee. In 1995, chaired the Property Rights Task Force.

In the summer of 1996, chaired the Critical Review Committee to rewrite Learning Results for the Dept of Education. In 1996 and 1997, served on the Assessment Design Team to implement Learning Results.

In 1997, served on the Children's Health Task Force (to implement S-Chip coverage for children) and on a committee to reform pensions for teachers and public employees.

In the 118th and 119th Legislatures (1997-2000), served on Labor and Taxation Committees

In 1998 served on:

- The Learning Results Steering Committee to implement education standards and
- The Task Force to Increase Primary and Secondary Forest Product Manufacturing.

In 1999 served on a Committee on Sawmill Biomass and an Economic Development Incentives Commission.

In the 120th Legislature (2001-02), served as the Senate Republican lead on Appropriations.

In 2001, served on the Education Funding Reform Task Force.

In 2002-04, was Senate chair and then a House member of the Community Preservation Advisory Commission.

In the 121st Legislature (2003-04), was a House member on Appropriations; also served on the Task Force on Retirement Benefits for Law Enforcement Officers & Firefighters. Became a member of the Health Insurance Public Purchasers' Steering Group.

In the 122nd Legislature (2005-06), served on the Select Committee on Tax Reform and the Insurance & Financial Services Committee.

In the spring of 2005, initiated and led the "Don't Mortgage ME" petition drive that stopped the Legislature from borrowing \$447 million dollars without voter approval.

From August 2005 to June of 2006, conducted an unsuccessful campaign for governor in the GOP primary; spoke to over 200 gatherings about the state's current challenges.

In the 123rd Legislature (2007-08), served as Republican Senate lead on the Education Committee.

In 2007, served on the Alternative Education Task Force.

In the 124th Legislature (2009-10), served on the Health & Human Services Committee, the Labor Committee, the Maine Children's Growth Council, LURC's Comprehensive Land Use Plan Working Group Forum, the Advisory Council on Health Systems Development, and the Energy Corridor Commission.

From August 2009 to June of 2010, campaigned a second time unsuccessfully for governor in the GOP primary.

From November 2010 to January 2011, served on Governor LePage's transition committee.

From 2011 to 2013, Governor's Advisory Committee on Development of Broadband Infrastructure

Civic engagements:

President of the Maine Trial Lawyers Association (1992-94).

Inducted into the American College of Trial Lawyers in 1991.

On the Board of Pine Tree Legal Assistance Corporation 1994-1999

On the Board of HealthReach Community Health Centers 1997-2003

On the Board of HealthReach Network, a provider of health services, 2000-2006

On the board of the Maine Math & Science Alliance 1998-2005

Organized transportation summits for Somerset County in 2000 and 2004

On the Advisory Committee on Health Systems Development (2009-10)

On the Steering Committee of the Reforming States Group (1996-2010) (An international group of policymakers sponsored by the Milbank Foundation to develop state & provincial health policy. I was co-chair 2009-10.)

The Maine Coalition for Excellence in Education (2000-09)

The Somerset County Economic Development Corporation (Clerk & founding member 2000-2011)

The Maine Children's Growth Council (2008-10)

Currently serving on the following:

Chair of the Advisory Board of the Margaret Chase Smith Policy Center (since 2009).

The Muskie School Board of Visitors (since 2002)

The Kennebec Regional Development Corp. -- FirstPark (Secretary & founding member. Since 1998)

The Maine Children's Trust (since 2009)

The Board of Health InfoNet (since 2009)

Board of Maine Community Foundation (since 2012)

Founding member & Secretary of the Maine Virtual Academy, an online school (since 2012)

Publications: Numerous Op-Eds and longer writings on education, health, tax and public policy. Many are available at petermills.info. They include:

"A Critical Exegesis of Maine's Creaky Tax Code" in the MCS Maine Policy Review in 1997

"Maine's Dubious Odyssey into the Funding of Local Government" in the MCS Maine Policy Review in 1998

"Maine Tax Policy: Lessons from the Domesday Book" in Changing Maine edited by R. Barringer in 2004

"Megawatts from Mountain Tops: What's in it for Maine?" Vol IX, Numbers 8 & 9 concerning wind power development in the series "Choices" published by the Maine Center for Economic Policy in October 2008.

"Bite Size Democracy -- The Virtues of Incremental Change," in the MCS Maine Policy Review in 2011

"Maine as a Bulwark of Democracy" an essay for the MCS Maine Policy Review in 2014

"Climate Policy 2015: Reports from the Congressional Trenches" published in MCS Policy Review in 2016

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Hallowell, Maine 04347

FAMILY: Children – Michael, Karen, Daniel and Steven

EDUCATION:

Waterville High School, Class of 1950
University of Maine – Bachelor of Science in Civil Engineering
University of Mississippi – Certificate in Management
Various courses in City and Regional Planning – Urban
Transportation Planning – Real Estate Appraisal – Management, etc.

WORK EXPERIENCE:

Military – U.S. Army – Georgia, Germany 1954-1956
Various – Maine Department of Transportation, June 1956 to December 1973. Engineering, planning, managing and public liaison responsibilities.
Commissioner – Maine Department of Transportation, December 1973 to December 1979. Responsible for the overall administration of a Department of approximately 3,000 employees and a budget of nearly \$150,000,000 annually.
Vice President – Operations, the Dunlap Agency, July 1983 to August 1987. Management responsibility for several Northern New England branch office goals, operations and profitability, corporate strategic planning and organizational development.
President – Mallar Associates, August 1987 to December 1999 and Mallar Development Services, January 1980 to July 1983. Specializing in management services, transportation, economic development, governmental relations, governmental operations and public policy.
Retiree – Volunteer work 2000 to present.

FORMER AFFILIATED POSITIONS:

Chairman, Maine-New Hampshire Interstate Bridge Authority
Member, Maine Turnpike Authority
President, American Association of State Highway and Transportation Officials.
Member – Maine Historic Preservation Commission
Chairman, Maine Reapportionment Commission
Co-Chairman, Select Committee on Workers' Compensation
Vice President, Maine Development Foundation
Chairman, Governor's Economic Development Strategy Task Force
Chairman, Board of Directors, Maine Chamber of Commerce and Industry
Chairman, Northern New England Rail Passenger Authority
Board Member and Treasurer, Friends of Scarborough Marsh
Co-Coordinator, Southern Maine Community College Pier Project

OTHER RELATED AFFILIATIONS:

Registered Professional Engineer, Retired
Registered Land Surveyor, Retired
Long-term Member, Maine State Employees Association (MSEA)
Member, Maine Better Transportation Association

TOWN ACTIVITIES:

Former President, Hallowell-Farmingdale Little League
Former Treasurer, Hallowell-Farmingdale Cub Scouts
Member, Former Chairman, Farmingdale Highway Advisory Committee
Member, Former Chairman, Farmingdale Capital Needs Committee
Former Member, Chairman, Farmingdale Board of Selectmen
Former Farmingdale Road Commissioner

GARY T. QUINLIN

TOLL STUDIES AND FINANCE

Experience

Mr. Quinlin is a senior project manager at CDM Smith with more than 27 years of experience in transportation, finance, and toll technology projects. He has vast experience in virtually all types of traffic, revenue, and toll studies includes traffic and toll revenue forecasting, investment grade studies, toll sensitivity, managed lane/high occupancy toll (HOT) lane studies, and all electronic toll (AET) studies. He has been a senior project manager for more than 20 years and has been involved in work for many toll agencies such as Florida's Turnpike Enterprise, the New Jersey Turnpike, the Pennsylvania Turnpike, the Maine Turnpike, the Miami-Dade Expressway Authority, and many more.

Much of Mr. Quinlin's recent efforts have revolved around conducting investment grade traffic and revenue studies for use in bond issues, such as those for the New Jersey Turnpike Authority (NJTA) and the Pennsylvania Turnpike Commission (PTC) as well as AET conversion studies for the Miami-Dade Expressway Authority, the PTC, NJTA, and the Maine Turnpike Authority.

Education

M.S. - Urban and Regional Planning, University of Iowa, 1989

B.S. - Sociology, University of Iowa, 1987

CDM Smith

Project Director, Miami-Dade Expressway Authority (MDX) Systemwide Traffic and Revenue (T&R) Update Study, Miami-Dade County, FL. - Mr. Quinlin acted as the project director for this investment grade T&R study. He coordinated all aspects of this work, including the review of economic data collected by an independent subconsultant. Mr. Quinlin developed all final traffic and revenue estimates and developed the study report.

Project Director, Miami-Dade Expressway Open Road Tolling (ORT) Master Plan, Miami-Dade County, FL. - As the project director, Mr. Quinlin worked closely with MDX staff in developing the traffic and revenue forecasts for the master plan. Estimates of converting the existing system to ORT were developed for traffic and revenue, as well as capital and operations and maintenance (O&M) costs. A key element of the study was to "close" the system so that current toll-free movements were eliminated from the system.

Project Manager, General Traffic Engineering Consultant Services, New Jersey - Mr. Quinlin is the nominated project manager for CDM Smith's current general traffic engineering consultant services contract for the New Jersey Turnpike. He is the point person for all work conducted by the firm over the period of this three-year contract. Major elements of this contract include the development of periodic investment grade traffic and revenue studies and participation in financing team/rating agency meetings. Additional tasks include the creation of monthly traffic and revenue reports and annual business interruption insurance certificates.

Project Manager, Maine Turnpike Authority: Independent Financial Risk Analysis for Toll Collection Alternatives at the York Toll Plaza, Maine - Mr. Quinlin is currently managing a study to determine the financial feasibility of relocating the York toll plaza and converting its toll collection system to either ORT or to AET. A specialized model was developed specifically for the York Plaza to test the impact of alternative business rule assumptions and operating characteristics under both ORT and AET operations. Forecasts of annual gross and net (excluding O&M costs) toll revenue are being developed and compared to the existing condition.

Project Director, Pennsylvania Turnpike Commission I-95 Interchange T&R Study, Pennsylvania - The Pennsylvania Turnpike Commission retained CDM Smith to update the prior study from 2006 that estimated traffic and toll revenue impacts associated with a new interchange between I-276 (PA Turnpike) and I-95. Mr. Quinlin acted as project director for this study. He was responsible for overseeing all aspects of work, including client contact, data collection and review, and the development of estimated traffic and revenue impacts.

Project Director, Alabama US 280 Elevate Test Level (TL) Feasibility Traffic and Revenue, Birmingham, AL - Mr. Quinlin served as project director on this study. He coordinated an extensive travel pattern survey and traffic count program, supervised all traffic modeling efforts, developed estimated traffic and toll revenue forecasts, and developed the report document.

Project Director, Pennsylvania Turnpike and I-80 Traffic and Revenue Study, Pennsylvania - CDM Smith conducted a study for the Turnpike Commission to support its proposal to the Federal Highway Authority (FHWA) to take over maintenance of the I-80 corridor in Pennsylvania and make annual payments to PennDOT for improving

other transportation infrastructure in the state. As the project director of this study, Mr. Quinlin was responsible for all aspects of work, including data collection, origin-destination (OD) surveys, and traffic counts, as well as the development of traffic and toll revenue forecasts.

Project Director, Eastbound I-580 High Occupancy Vehicle (HOV) to HOT Conversion, Alameda County, CA

- The client proposed converting the existing HOV lane on I-580, the second most congested freeway in the Bay Area, to a high occupancy toll lane to reduce traffic congestion and delay, encourage the use of high occupancy vehicles and transit, support air quality attainment goals, and improve motorist safety. Mr. Quinlin served as the project director for the HOT study. He coordinated all work efforts, including data collection (traffic counts and travel time studies); supervised and reviewed all modeling efforts; developed final traffic and revenue findings; led weekly progress meetings; and developed the final study document.

Project Manager, Pennsylvania Turnpike 2011, 2012, 2013, 2014, 2015, 2016 and 2017 T&R Studies, Pennsylvania

- Mr. Quinlin served as the project director for these traffic and revenue studies for the Pennsylvania Turnpike Commission (PTC). The 2011, 2013, 2014, 2016, and 2017 studies were Bring Down Letters and keyed off of prior investment grade studies. The 2012 and 2015 studies were comprehensive investment grade studies. Each of these T&R studies incorporated annual rate adjustments into the forecasts. Part of CDM Smith's role is to identify the impacts of alternative rate increases, as well as the differential application of the rate increases to cash and E-ZPass customers. These studies are used in support of the issuance of all toll revenue bonds by the PTC.

Project Director, 2012 New Jersey Turnpike Investment Grade T&R Study, New Jersey - As project director for this work, Mr. Quinlin oversaw the development of formal updated investment grade traffic and revenue forecasts for both the New Jersey Turnpike and the Garden State Parkway. A detailed socioeconomic review was conducted as part of this study, including meetings with planners and economists in both project corridors, in order to develop updated estimates of growth throughout the ten-year forecast period. Mr. Quinlin participated in rating agency meetings and investor "road shows" as part of his duties for this work.

Project Manager, Pennsylvania Turnpike Barrier Conversion AET Studies, Pennsylvania - CDM Smith was asked to estimate the traffic, gross revenue, and net revenue impacts of converting individual segments of the Pennsylvania Turnpike System to AET. The first portion studied was the easternmost tolling location at the Delaware River Bridge. This location was successfully converted to AET operations, the first for the Turnpike, in January 2016. Operations at this location have been under study to apply to current potential AET conversion locations on the Beaver Valley Expressway, the Findlay Connector, and the northern portion of the Northeastern Extension.

Project Manager, Pennsylvania Turnpike Preliminary Systemwide AET Study, Pennsylvania - CDM Smith was a subconsultant on this project and was responsible for the development of all traffic, toll, and fee revenue impacts of converting the entire Pennsylvania Turnpike to AET. CDM Smith was also responsible for all efforts related to the development of toll system capital and O&M costs. Public outreach and survey efforts were used to collect user characteristics and attitudes toward AET. CDM Smith developed a specialized AET model to estimate the traffic, revenue, and O&M cost impacts of converting to AET. A key element of the model is the ability to test numerous business rules assumptions and their impact on traffic, revenue, and O&M costs. CDM Smith also worked with the prime consultant in reviewing legislative/legal issues related to AET and ways to minimize AET revenue leakage.

Project Manager, Pennsylvania Turnpike Final Systemwide AET Study, Pennsylvania - CDM Smith is responsible for all final traffic and revenue studies to be completed in advance of AET implementation on the Pennsylvania Turnpike. In addition to refining the work conducted in the preliminary phase of work, this study will include the development of pilot programs to test the impact of AET. In addition, CDM Smith is tasked with reviewing capital and O&M costs developed by others for this work. The AET model developed as part of the preliminary study will be used to test and refine the final operational assumptions that will be used in the pilot programs, as well as for full system implementation.

Project Director, Delaware River and Bay Authority (DRBA) Investment Grade Traffic and Toll Revenue Study, Delaware - Mr. Quinlin is overseeing the development of a formal investment grade traffic and toll revenue study for the DRBA, which includes forecasts for both the Delaware Memorial Bridge and the Cape May-Lewes Ferry. A detailed socioeconomic review of the region is being undertaken in the development of five-year updated forecasts. The study report will be included in an upcoming Official Statement, and CDM Smith will attend rating agency meetings in support of the issuance of additional revenue bonds.