



MaineDOT Delivers

2014 Year-End Report



Message from the Commissioner

MaineDOT is pleased to present its first annual year-end report for 2014 – *MaineDOT Delivers*

When MaineDOT developed its Strategic Plan in 2012, it was designed to be a practical, realistic road map that would drive our decision-making and lead us into an era of stronger customer focus. Our Vision - to be the most trusted organization in Maine by being open, accountable and responsive – guides this year-end report initiative which highlights our activities and achievements in 2014.

Though it might sound like a cliché, this report can't, nor does it attempt to, convey all the work being done by every MaineDOT work group or within every transportation mode. Instead, it provides a snapshot of the year in review – focusing on significant milestones and events that may be of interest to the taxpayers of Maine. This in no way diminishes the work or activities of any employee, stakeholder or partner involved with Maine's transportation infrastructure. It takes the dedication and efforts of all to remain steadfast in our mission:



To responsibly provide our customers with the safest, most reliable transportation system possible, given available resources.

MaineDOT and its employees recognize that transportation infrastructure plays a vital role in stoking Maine's powerful economic engine and we are proud of our contributions.

Sincerely,

A handwritten signature in black ink, appearing to read "D Bernhardt". The signature is written in a cursive, flowing style.

David Bernhardt, Commissioner

2014 Accomplishments

Martin Point Bridge Opens - The new Martin Point Bridge opened to vehicle, pedestrian and bicycle traffic in June, 2014 after two years of construction. This bridge connects the town of Falmouth and the city of Portland on U.S. Route 1. The \$23.5 million MaineDOT Design-Build project was designed by VHB and built by CPM Constructors of Freeport, Maine.



Maine Kennebec Bridge Opens - MaineDOT was awarded a \$10.8 million TIGER grant to build a new bridge over the Kennebec River connecting Richmond and Dresden. With a 75-foot vertical clearance over the river's navigation channel, the largest Coast Guard ice breakers can easily pass under the bridge, which was built by Reed & Reed of Woolwich at a total construction cost of \$14.5 million. The new bridge opened in December, eight months ahead of schedule.



Fort Kent International Bridge Opens - After years of design, public comment and negotiations involving state and provincial officials, work began in 2012 on the new \$14.7 million International Bridge connecting Maine to Clair, New Brunswick. The bridge, which carries 1,900 vehicles daily, opened in July, just in time for the World Acadian Congress. Costs of bridge construction were shared evenly by Maine and New Brunswick, with another \$4.2 million contract to build the U.S. approach awarded to Soderberg Construction of Caribou.



Sarah Mildred Long Design Completion - After holding two all-day "Design Workshops" and other public participation meetings in 2013, MaineDOT unveiled the final design of the new Sarah Mildred Long Bridge in 2014. The stunning new bridge was designed by the joint venture design firm FIGG | Hardesty & Hanover, with Maine-based Cianbro Corporation serving as the



construction firm. Construction of the bridge began in 2015 as a joint project between the Maine and New Hampshire Departments of Transportation, with MaineDOT serving as the lead. The bridge, which is sure to become an iconic gateway to Maine, is expected to be completed in 2018.

Ongoing Customer Satisfaction Survey Launched - MaineDOT initiated an ongoing Customer Satisfaction Survey to measure the department's performance and identify areas where we can improve.

Raised Interstate Highway Speed Limits - MaineDOT approved raising speed limits on portions of the state's interstate highways, including Interstate 295, Interstate 95 and Interstate 395, by five miles per hour. Raising the speed limit on the highway system was made possible in May 2013 with the enactment of LD 654, An Act to Raise the Speed Limit on Interstate 295. The bill was amended to give the transportation commissioner the authority to raise the limit on the entire highway system.



Highway Safety - Highway crash fatalities fell to a 20-year low in 2014.

MaineDOT Wins Top Honors in the Northeast Regional America's Transportation Awards Competition for Quality of Life/Community Development - The Bay of Naples Bridge and Causeway Project was recognized as a landmark bridge and causeway that now provides enhanced vistas, landscaping, lighting and green space. The project also included a 1,200-foot seawall with a 10-foot wide stamped, colored concrete boardwalk that allows pedestrians safe access to businesses, as well as both lakes, without ever having to enter traffic – improving safety, mobility and the local economy.



Naples Bay Bridge Wins the Portland Cement Association's (PCA) Bridge Awards Competition - This competition, instituted in 1988, recognizes excellence in the design and construction of concrete bridges. In praising the Bay of Naples Bridge, Concrete Bridge Award jurors said that it was "executed well at every level, without being over the top. It nicely balances aesthetics with cost. Every community that has to build a bridge of this scale should do so with this level of detail." The three-year construction project – completed in 2013 – was awarded to contractor Wyman & Simpson of Bowdoinham.

The 2014 Maine Preservation Honor Awards Celebrate Excellence in Historic Preservation Leadership, Rehabilitation and Craft - MaineDOT and CPM Constructors of Freeport were honored to win the Maine Preservation Honor Award for Restoration of the Bailey Island Bridge in Harpswell. In 2007, MaineDOT made the decision to rehabilitate and restore the “Cribstone Bridge” which is a National Historic Register-listed property and also an American Society of Civil Engineers landmark. Committed to maintaining the bridge’s unique granite substructure, MaineDOT sought to replace as few stones as possible and to match replacement stones with the most similar granite available. The rehabilitation spanned 2008 to 2011, resulting in the preservation of this one-of-a-kind bridge for future generations.



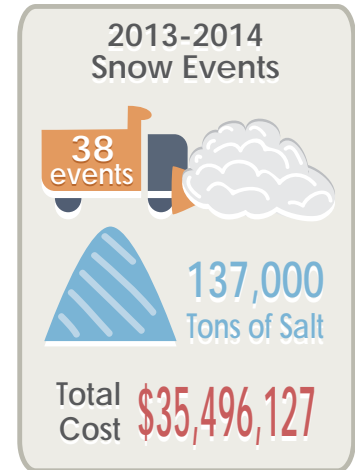
Complete Streets Policy Formalized - A Complete Streets Policy was formalized in 2014 through extensive internal and external stakeholder processes. The policy outlines how MaineDOT and its project partners will consider the needs of all users when planning and developing transportation projects. Complete Streets policies have a foundation in federal law, guidance and best practices, and have been signed into law or policy in states and communities throughout the nation. The intent of Maine’s policy is to help ensure that all users of Maine’s transportation system—including bicyclists, pedestrians, people of all ages and abilities, transit users, and motor-vehicle users — have safe and inviting access to, and use of, the transportation system. The Complete Streets approach has helped to improve safety, mobility, and economic vibrancy. Features of Complete Streets implementation in a downtown area would include sidewalks, bike lanes, highly visible pedestrian crossings, safe accommodations for people with disabilities, and adequate lanes for cars and buses.



Keeping Maine Roads Safe in Any Kind of Weather

If you ask any Mainer, “What comes to mind when you think of MaineDOT?” the answer would likely be “snowplowing.” It’s hard to dispute that, with Maine’s rugged winters, residents rely on effective and timely plowing to get to work and businesses rely on clear roads to transport their goods. MaineDOT usually gets high marks for keeping winter roads safe and passable.

The 2013-2014 winter saw 38 snow events, up from 32 events in 2012-2013. As a result, our total cost for dealing with snow and ice totaled \$35,496,127 and we used nearly 137,000 tons of salt. Though these numbers are significant, MaineDOT maintains the lowest salt usage and cost-per-mile of any New England State.



Other weather wrecks havoc with our transportation infrastructure.

On April 16th, MaineDOT closed the **Flat Mountain Road in St. Agatha** due to a culvert washout that also undermined the road. The culvert had been identified and permitted for replacement with a larger pipe, but this event put the project on the fast track with crews beginning work on April 17th. Weather posed significant difficulties as the road still had six to eight inches of frost and several pumps were used to “de-water” the road each day because of freezing temperatures at night. Despite these challenges, the crew installed the new, larger culvert and the rip rap, and reopened the road to traffic by the end of day on April 19th.



On June 16th, a teenager walking along **Route 24 in Harpswell** fell into a sinkhole adjacent to the road. Further investigation revealed that a 30-inch diameter, 106-foot long metal cross culvert had corroded and failed. By nightfall, a MaineDOT crew had filled the hole and barricaded the site. Plans were devised to immediately replace the pipe. The project was complex, since the pipe was 24 feet below the

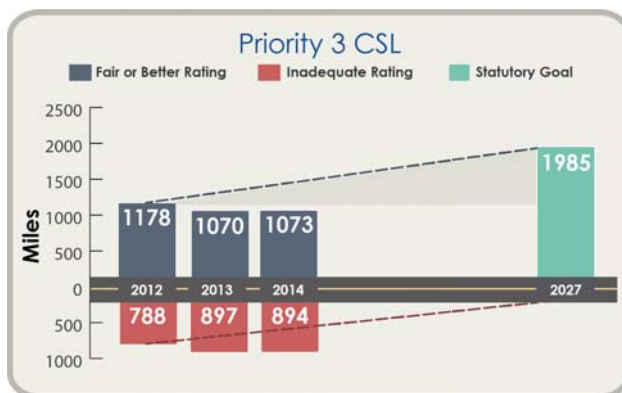
surface, the right-of-way was narrow, and water was flowing into the pipe from a pond and dam adjacent to the road. In addition, Route 24 is the only road to Orrs Island, so one lane of alternating traffic had to be maintained at all times. The project was designed, put out to bid and awarded to Shaw Brothers of Gorham on June 19th. Two-way traffic was restored on July 2nd and the roadway was paved on July 9th.

On July 2nd and 3rd, about six inches of rain hit the **Rumford** area and severely damaged the South Rumford and Wyman Hill Roads. MaineDOT brought in crews and equipment from Dallas Plantation, Fairbanks, Jay, Dixfield, South Paris and Bethel. Thanks to their efforts, the roads were reopened completely by July 4th. The following week, a similar storm hit the **Farmington and Athens** areas. MaineDOT crews came together to repair the major washouts and get the roads open. Two weeks later, yet another major storm damaged large portions of the Crash Road in **Jay** requiring the same kind of intensive response from MaineDOT regional maintenance staff. These three major rain events interrupted much of the planned work in the region, but our crews worked tirelessly to respond, repair and reopen the roads for the public.



Grading Maine's Highway Assets for Safety, Condition and Serviceability

MaineDOT categorizes highways into six levels of priority with Priority 1 being major routes, such as the Interstate, and Priority 6 being local roads and streets. We then assign Customer Service Levels (CSL) of safety, condition and service for each priority. The Maine State Legislature established statutory goals (23 MRSA 73(6)) for Priority Levels 1-4. Ultimately, the goal is to eliminate all inadequate roads by specific target dates. Unfortunately, the gap between these targets and the actual road condition is growing due to fiscal limitations.



Note: The statutory goal for Priority 4 is based on pavement smoothness only.

2014 MaineDOT Stats

Work Delivered On Time

Capital Work in the Work Plan Delivered On Time

Target: 80% Actual: 90%

Maintenance and Operations Work in the Work Plan Delivered On Time

Target: 80% Actual: 79%



Administrative Costs as a Percent of Production

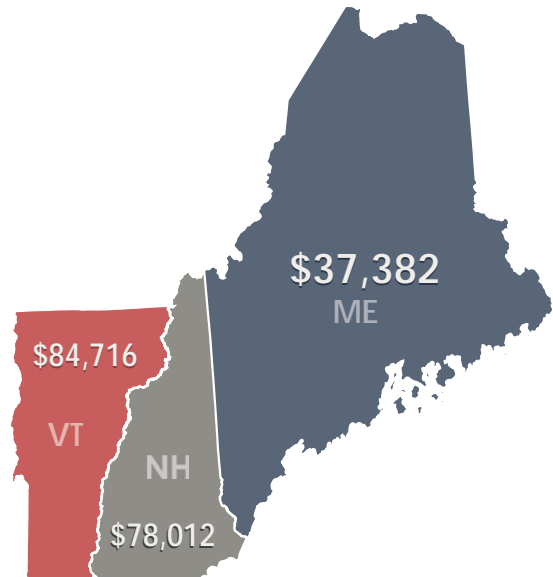
Target: Below 8% Actual: 7%

MaineDOT strives to keep administrative costs low so the majority of expenditures go directly toward Maine's transportation assets.

Expenditure Per Lane-Mile Compared to Peer States

Maine	\$37,382 per lane-mile
New Hampshire	\$78,012 per lane-mile
Vermont	\$84,716 per lane-mile

Maine was first in New England and fourth in the nation overall for lowest administrative disbursements per mile, according to the Hartgen Annual Highway Report released in September 2014.



2012 Federal Data



Bridge Stats

Inspections - 2,414

Wearing Surfaces Repaired/Replaced - 24,270 sq ft on 74 bridges

Joints Repaired/Replaced - 37 bridges

Bridges Washed -1,534



Roadside Stats

Painted Stripes - 15,692 miles of paint

Ditched - 879 shoulder miles

Swept - 7,562 shoulder miles

Removed Litter - 3,385 shoulder miles

Mowed - 5,990 shoulder miles



Rail Stats

Maintained 489 miles of state-owned rail

Inspected 419 miles of private lines

Leased 384 miles of track to private operators



Transit Stats

4 Million Passengers

22 Regional Transit Providers (including tribal governments)

420+ Accessible Buses and Vans

47 Communities received transit service at least 3-days/week

Passenger Rail/Downeaster:

- Revenue: \$8,447,378

- Ridership: 496,500

MaineDOT is developing customer service levels and performance standards to enhance public transit, and continues to increase both the quantity and the efficiency of public transit in Maine.



Capital Work Delivered

50 Bridge Projects totaling \$268 million

101 Paving Projects totaling \$109 million

10 Highway Reconstruction Projects totaling \$32 million

16 Highway Rehabilitation Projects totaling \$23 million

61 Highway Spot Improvements totaling \$23 million

MaineDOT Delivers Freight Projects to Enhance Maine's Economy

2014 Accomplishments

Sarah Mildred Long TIGER Grant for Rail

In 2014, the Sarah Mildred Long Bridge replacement project was awarded a \$25 million Transportation Investment Generating Economic Recovery (TIGER) grant by the U.S. Department of Transportation. MaineDOT coordinated this grant application that will fund the rail components of the Sarah Mildred Long Bridge replacement over the Piscataqua River, which connects Maine and New Hampshire. The replacement bridge will feature an integrated rail-highway deck for the lift span and will maintain rail access for the Portsmouth Naval Shipyard. Rail access is critical since it's the only mode of transportation allowed to transport spent nuclear fuel from U.S. Navy submarines. The shipyard employs approximately 4,700 civilians.



MMA Bankruptcy Resolved

The Lac-Mégantic rail disaster occurred in the town of Lac-Mégantic, Quebec on July 6, 2013, when an unattended Montreal, Maine and Atlantic Railway (MMA) freight train broke away and derailed, resulting in the explosion of multiple tank cars and a devastating fire that destroyed much of the town. Forty-seven people were confirmed dead. As a result of this tragedy, the MMA went into bankruptcy.

MaineDOT worked closely with the Trustee appointed by the MMA Bankruptcy Court to keep the railway in operation throughout the bankruptcy and subsequent auction of MMA assets. The Central Maine and Quebec Railway, a subsidiary of Fortress Investments, submitted the

One of MaineDOT's goals is to "wisely invest available resources to support economic opportunity for our customers." 2014 saw three major initiatives in freight that will have long-term benefits for Maine's economy.

winning bid and closed on the purchase of the assets of the former MMA. The CMQ began operations of the 220 miles formerly owned by MMA in central and northern Maine, in June, 2014.

International Marine Terminal (IMT) Expands

In support of increased business activity at the IMT in Portland, MaineDOT acquired 18 acres of land directly adjacent to the terminal (to the west) and a 5-acre +/- rail corridor that connects with Pan Am Railways' main line. The acquisitions will make it possible to create a container storage area and to load containers on rail cars for the first time in more than 50 years. It will facilitate the increased traffic related to the growing operations of the Icelandic steamship company, Eimskip, and other users of the terminal. The project includes a 750-foot concrete loading slab, an expanded lot for over-the-road operations and additional land for future development of a cold storage facility. The Maine Port Authority moved more than 8,000 containers through the terminal in 2014.

MaineDOT acquired the land on April 30, 2014. The contractor mobilized in September, excavated and installed ballast in the new rail line, excavated the rail loading area, and conducted additional site work in October, November and December of 2014. The project is scheduled for completion in August of 2015.



Customer Satisfaction

MaineDOT's vision is to be the most trusted organization in Maine by being open, accountable and responsive. Though lofty, this vision is in the forefront as we serve our customers across the state.

To determine if we are truly addressing customer needs, MaineDOT launched a Customer Satisfaction Survey in July, 2014. The intent of this survey is to get the views of our customers regarding satisfaction with Maine's transportation system, as well as the Department. Answers will help MaineDOT identify strengths and weaknesses, as well as understand how we can better serve our customers.



Maine State Ferry Service

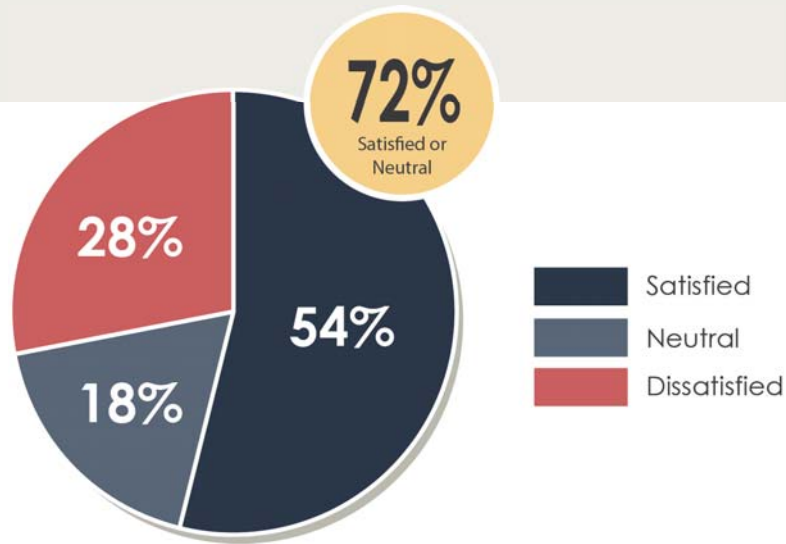
MaineDOT also carefully tracks the participation of specific customer groups. The Maine State Ferry Service provides a vital link to those living, working or visiting island communities. Our ridership neared 490,000 passengers in 2014, an increase of 1% over 2013. In addition, the MSFS website was revamped to be mobile-friendly and offer email alerts for cancellations.

Penobscot Narrows Bridge and Observatory

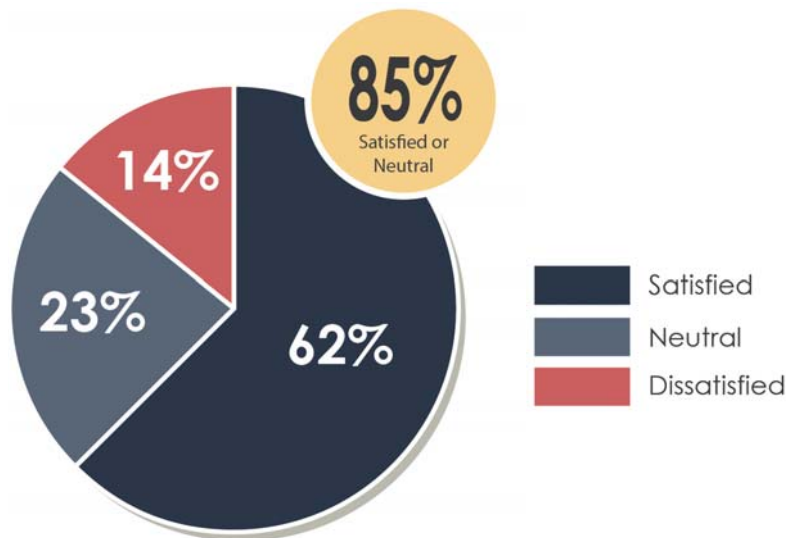
Other unique customers are visitors to the Penobscot Narrows Bridge and Observatory. As the tallest public bridge observatory in the world, the site attracts tourists and “staycationers.” 2014 saw nearly 53,000 visitors, down from 54,634 in 2013 but an increase from 2011 when 48,626 visitors came.



How satisfied are customers with the transportation system?



How satisfied are customers with MaineDOT and the services it provides?



Safety

Whether it is the safety of our transportation system or of our employees, MaineDOT continuously strives to ensure that safety is at the core of MaineDOT's culture. Safety professionals work cooperatively with other governmental agencies to identify, track and resolve infrastructure issues, and employee safety training is rigorous and ongoing. In addition, MaineDOT distributes diverse safety education materials to the public including Work Zone Safety Awareness TV spots to remind motorists to slow down and focus when driving through our work zones.

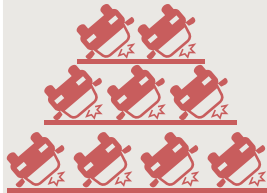
Crashes and Fatalities on the State Highway System

Crashes

202



210



4%
Difference

Per 100 Million Vehicle Miles Traveled

Target
5 Year Rate

2014
5 Year Rate

Fatalities

20

104
Fatalities
in 2014

YEAR LOW



Overall Thumbs Up

Although crashes requiring emergency care were up slightly in 2014, Maine set an overall record for the lowest number of fatalities in 20 years!

Work Zone Crashes, Serious Injuries and Fatalities

Work Zone Crashes

502
Crashes



Up 3.64% from 5 Year Target

Work Zone Fatalities

0 WORK ZONE
FATALITIES
in 2014

Work Zone Serious Injuries



48 Serious
Injuries

Up 3.45% from 5 Year Target



Overall Thumbs Up

Although crashes requiring emergency care in work zones were up slightly in 2014, Maine was one of the few states with zero work zone fatalities.

MaineDOT's Infrastructure

Nearly 18,000 Lane Miles of Highway



which carry almost

80%



of all vehicle miles traveled

2,919 Bridges & Spans



including the tallest

447 ft.

bridge observatory



400 Plow Trucks



plowing nearly

8,300

lane miles of road



Maine's Multimodal Assets

7 Ferry Boats & Terminals



3 Seaports



Portland, Seaside and Eastport



6 Commercial Airports



22 Transit Providers

Managing 420+ Public Transit Vehicles

13th



most "Bike Friendly" state in the nation

MaineDOT's Vision, Mission, Core Values and Goals

Vision

To be the most trusted organization in Maine by being open, accountable, and responsive.

Mission

To responsibly provide our customers the safest and most reliable transportation system possible, given available resources.

Core Values

Integrity ~ Competence ~ Service

Goals

1. Manage the Existing System

Effectively manage Maine's existing transportation system for safety and effectiveness within reliable funding levels.

2. Support Economic Opportunity

Wisely invest available resources to support economic opportunity for our customers.

3. Build Trust

Demonstrate our core values of Integrity, Competence and Service both individually and organizationally.

Photo Credits: *Cover photo, showing the new and old Maine Kennebec Bridges, courtesy of Jeff Wood.
Inside cover photo, showing the award-winning Naples Bay Bridge and Causeway courtesy of Mercer Photography.*