

Introduction

This 2024 Edition of the Maine Department of Transportation (MaineDOT) Work Plan sets forth all work planned by MaineDOT and its transportation partners for calendar years 2024, 2025, and 2026. It contains 2,672 work items with a total value of \$4.74 billion, consisting primarily of work delivered by or coordinated through MaineDOT. It also includes funds to be expended by transportation partners that receive federal funds directly, including airports and transit agencies, and local and private matching funds not included in the state budget. Published in January of each calendar year, MaineDOT's Work Plans include all capital projects and programs, maintenance and operations activities, planning initiatives, and administrative functions for three calendar years.¹

Transportation will always be a big job in Maine. Our state is almost the size of all five other New England states combined, yet our small population (approximately 1.38 million people) is about the same as that of New Hampshire, making us the least densely populated state east of the Mississippi River. Maine's natural features and weather – while varied and beautiful – present additional challenges from an infrastructure perspective. To connect us all, Maine has an extensive, statewide, multimodal transportation system. That system includes 8,800 miles of state highways, 2,800 bridges and minor spans, six commercial airports, more than 1,300 miles of active railroad, 15 bus transit providers, passenger rail service, a state ferry service, three major seaports, and miles of active transportation corridors. Simply put, Maine has more transportation infrastructure per capita than most other states do.

As the cover letter to this Work Plan highlights, transportation needs in Maine have far outpaced available resources for decades. Just a few years ago, a chronic funding shortfall kept us in a defensive mode of “*competently managing a slow decline of our transportation system until bipartisan funding solutions materialize.*”

Today, due to the bipartisan wisdom of policymakers at both the federal and state levels, we have turned a corner regarding transportation funding, and we can pivot from *making do* to *making real progress*.

The combination of the federal Bipartisan Infrastructure Law of November 2021 and the state budgets passed in 2023 represent meaningful progress on transportation funding in Maine. Of course, future funding work will be necessary, but the fact remains that policymakers across the political spectrum came together, recognized that transportation benefits every Maine person every day, and delivered a significant step forward for transportation.

¹ MaineDOT's Work Plan is different from its Construction Advertisement Schedule, published early each January. The Construction Advertisement Schedule is a subset of the Work Plan. The Construction Advertisement Schedule contains only capital projects that are advertised for construction bids from private contractors for one calendar year. The Work Plan includes all work activities over three calendar years.

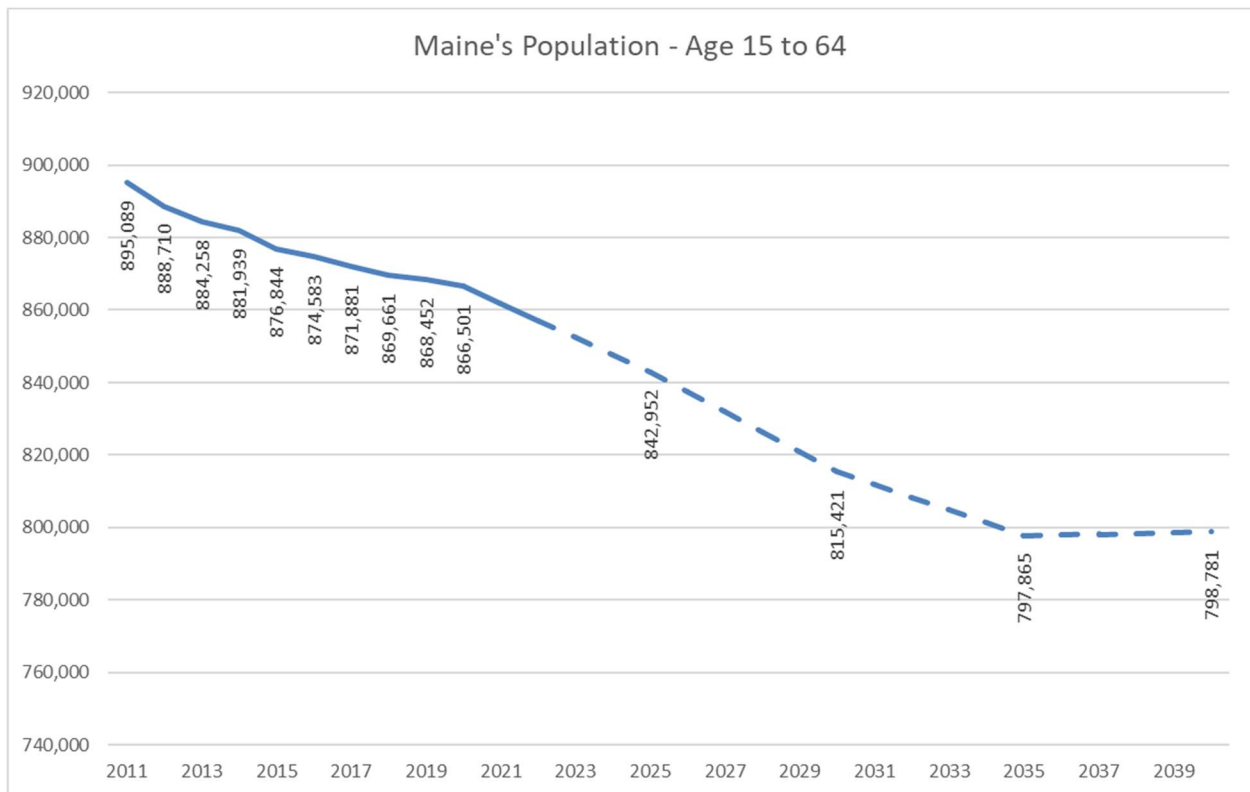
Now, it's time for MaineDOT and its partners to ramp up and deliver. There will be production challenges, including workforce availability and more frequent extreme weather events, but we can overcome them with continued funding support.

Workforce. Maine is experiencing both low unemployment and low labor force participation when compared to historic values and the nation as whole.

Maine's seasonally adjusted unemployment rate for October of 2023 stands at 2.8 percent, compared to a national rate of 3.9 percent. This rate means that there are fewer than 20,000 people who are currently considered unemployed. Consistent with national trends since 2010, Maine in 2023 has seen the lowest values of unemployment since records are readily available (1976). Maine's labor force has returned to roughly pre-pandemic levels.

However, the labor force *participation* rate in Maine is lagging pre-pandemic levels. Continuing a trend since 2018, Maine's overall seasonally adjusted labor force participation rate for October 2023 is 58.8 percent, which compares to a national rate of 62.7 percent. Over the previous twenty years, Maine's labor force participation rates had generally met or exceeded national rates.

Further, the population of people of prime working ages is decreasing in Maine. Based upon the Maine State Economist's demographic projections from June 2023, the following graph shows the decreasing number of Maine citizens who are 15 to 64 years old.



From 2011 to 2020, Maine experienced a decrease of 28,588 people who are 15 to 64. By 2030, that cohort is expected to decrease by an additional 78,000 and represent only 58 percent of the state's total population. By comparison, more than 28 percent of the state's population will be 65 or older by 2030.

This makes workforce availability a primary challenge for most employers in Maine, including the engineering, construction, and public works segments occupied by MaineDOT and its production partners. To recruit and retain good teammates, MaineDOT will need to do a better job communicating that MaineDOT is a great place to work. Fortunately, we have a good message – our work is important, is satisfying, is stable, and makes a real difference.

Extreme Weather. Extreme weather events represent another significant challenge as our world adapts to a changing climate. December and January wind and rainstorms hit Maine as this Work Plan was being finalized. The December 18th, 2023 storm hit our western mountains with seven inches of rain and winds approaching hurricane force, knocking out power to most Maine people and bringing high flood levels that caused more than 100 state road closures at the height of the storm. Many roadways and bridge approaches sustained damage. The January 13th, 2024 storms hit at high astronomical tides, causing extensive damage to our coast.

Maine must adapt. MaineDOT will continue to upsize infrastructure as assets are damaged and will be proactively making targeted improvements to transportation infrastructure in areas of known vulnerability. This challenge cannot be eliminated, as our transportation system is too vast and our weather too unpredictable to allow systemwide upgrades all at once. However, new tools and some funding are on the way, and MaineDOT will continue to do its part to make Maine even more resilient.

As noted above, transportation will always be a big job in Maine, and there will always be challenges, but with continued funding support, we remain confident that MaineDOT and its partners will deliver real progress for the people of Maine.

As funding is often at the center of policy discussions regarding transportation, this introduction describes sources of funds, how funds are used, and ongoing funding challenges.

A. Sources of Funds

Any Work Plan requires that future funding levels be estimated using reasonable assumptions. MaineDOT makes these assumptions with humility and respect. Decisions regarding funding are made by policymakers, not by MaineDOT.

Although uncomfortable, making reasonable assumptions is necessary. Everyone – policymakers, government officials at all levels, contractors, consultants, and citizens – expect information about the scope and timing of work and projects that affect them. To meet these expectations, we need to look ahead to assemble and publish a longer-term plan that looks beyond single budget cycles. MaineDOT produces three-year Work Plans. A longer term would

be welcome by our customers but would be more speculative. Even formulating three-year plans requires that we estimate what policymakers will do in the future, which is inherently difficult. Accordingly, MaineDOT understands that major adjustments to this and future Work Plans may be needed to reflect whatever funding policy decisions are made.

With that understanding, the estimated total sources of funds that support this three-year Work Plan are depicted in the Figure 1 pie chart.² Total resources over the three years are estimated at about \$4.74 billion, or an average of almost \$1.6 billion per year.³

Total sources of funding can be broken down at a high level as follows: about 37 percent are from state sources; almost 50 percent are from federal sources; and the remainder are from municipal, private, and other sources. Each wedge of the pie chart in Figure 1 is briefly described below.

1. State Fund Sources

As shown in Figure 1, total state sources of funding of all types are estimated at \$1,767 million over the three years of this Work Plan. State funding represents approximately 37 percent of total Work Plan funding.

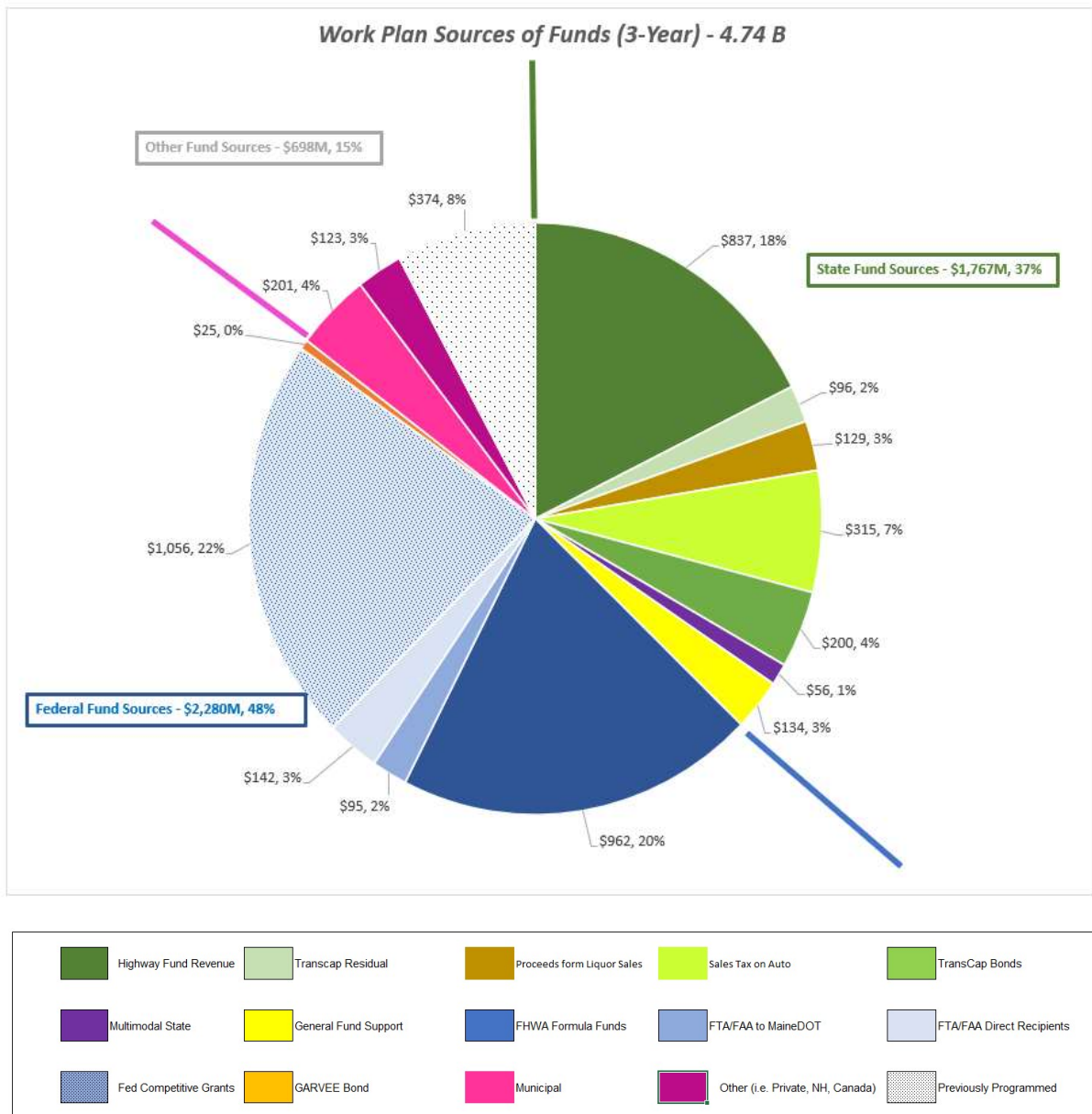
As highlighted in the cover letter to this Work Plan, state budgets passed in 2023 included the first structural changes to transportation funding in decades. As will be described more below, these changes resulted from bipartisan recognition of a multitude of fiscal and policy factors, including an operating (Part 1) deficit in the Highway Fund (HF), the worsening fragility of HF revenues, the opportunity to increase access to federal funding, the large increase in construction costs, recent General Fund (GF) surpluses, the long history of GF support for capital transportation funding, and widespread public support for ongoing transportation investment.

² The Figure 1 pie chart cannot be precisely the same as state budgeting information for several major reasons. The first and most obvious reason is timing. MaineDOT Work Plans cover *three calendar years*, because calendar years are most helpful for construction season planning, while the Maine state budget covers *two state fiscal years* (July 1st to June 30th). *Federal fiscal years* are also different (October 1st through September 30th) and include variable schedules depending on federal budget bill status, continuing resolutions, etc. Second, because capital-related work is the bulk of what MaineDOT does, Work Plan resources necessarily include capital (also known as Part 2) resources, which are not part of baseline budgets under state budgeting practice. Third, to avoid confusion on project level values that span budget cycles, Work Plan sources includes the total value of projects and activities, even if some amounts have already been expended (e.g., design and permitting costs). Fourth, Work Plan funding also includes sources that are not part of the state budget, principally Federal Transit Administration and Federal Aviation Administration funds received directly by agencies other than MaineDOT and capital funds carried forward from previous years.

³ The Figure 1 pie chart includes all operational and capital funding based upon information available in the fall of 2023, before the ratification of collective bargaining labor agreements and the December 2023 revenue forecast.

- a. Fuel Taxes and Vehicle Fees. Depicted as the first two green wedges in Figure 1, this state source of funding represents long-standing traditional HF revenues – primarily motor fuel taxes and vehicle registration fees. Before the December 2023 revenue forecast adjustments, these amounts for MaineDOT for three years were estimated at about \$933 million or 20 percent of the total Work Plan funding.

Figure 1



These traditional HF revenues are a foundational funding source of MaineDOT Work Plans. As required by Article IX, Section 19 of the Maine Constitution, they must be used for specified highway- and bridge-related activities. These revenues are more flexible than

federal or bond funds and support almost all our maintenance, operations, systems management, and administrative activities, including critical operations like snowfighting.

- b. Proceeds from Liquor Sales. Maine’s Highway Fund budget supports multiple agencies – principally MaineDOT, the Maine Department of the Secretary of State, and the Maine Department of Public Safety. To remedy the significant operational (Part 1) shortfall in the Highway Fund budget, a longstanding, relatively small, transfer of liquor sales proceeds to MaineDOT was dramatically increased to about \$53 million per year and directed more generally to the Highway Fund. MaineDOT had estimated the amount available to MaineDOT from this increase to be about \$43 million annually. This translates to an estimated \$129 million over three years or about three percent of the total sources of Work Plan funding, which is depicted as the brown wedge of Figure 1.

Moving forward, according to more recent projections by the Revenue Forecasting Committee (RFC) and the Department of Administrative and Financial Services (DAFS), all the \$53 million in annual liquor proceeds allocated to the HF will be needed to offset operational (Part 1) costs of all the HF agencies.

- c. Portion of Automotive Sales and Use Tax Revenue. Because this dedicated and ongoing funding source is new in 2023, a more detailed explanation is provided to place this source in context and to answer questions that may arise.

As discussed during budget deliberations in recent years, MaineDOT now needs at least \$200 million *per year* in capital funding outside traditional HF sources to perform essential, mission-critical functions, including basic asset management for Maine’s vast, multimodal transportation system. This funding is also needed to match the greatly increased level of federal discretionary funding that is potentially available under the Bipartisan Infrastructure Law of November 2021.⁴

Capital funding is considered a “Part 2” item under state budgeting practice, based upon the reasonable assumption that agencies need to operate first and then do capital work if funding allows. That assumption does not work well at MaineDOT, where about 70 percent of MaineDOT’s work is capital-related. Capital work is not discretionary, additional, or one-time at MaineDOT; it is the bulk of what we do – all the time – every year.

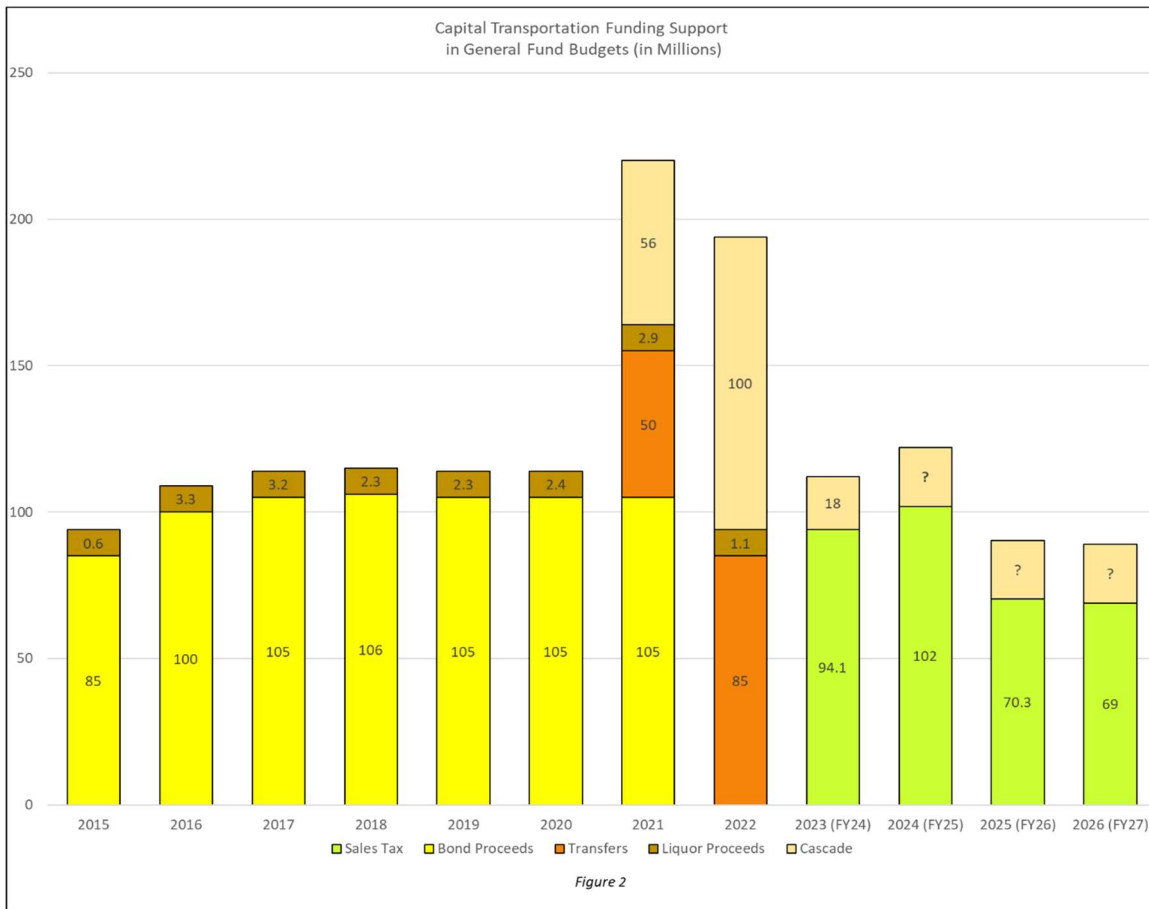
The importance of state capital funding is even greater than its face value, as each state dollar is, on average, used to leverage about three federal dollars. Without state capital funding, MaineDOT Work Plans would be hollow shells of themselves, and the transportation system would inevitably decline.

⁴ This annual \$200 million capital figure represents a reasoned policy and fiscal determination by the Mills Administration, given the multitude of other pressing priorities. MaineDOT had documented an annual capital need figure of \$265 million in 2023 dollars. This \$200 million annual capital need from outside the HF translates to about \$400 million per biennium, or \$600 million per three-year Work Plan.

Obviously, finding \$200 million in capital funding *every year* outside traditional HF sources is a huge challenge. Fortunately for Maine travelers, General Fund support has been a big piece of the solution for a long time in Maine.

GF capital support for transportation has always been robust and reflective of the times. Before the pandemic, before the passage of the federal BIL, and before the level and longevity of construction cost increases was clear, the GF provided more than \$100 million per year for capital transportation needs. As shown in the bar chart labeled Figure 2, for the six calendar years from 2015 through 2020, GF *capital* transportation support averaged more than \$103 million per year, principally through GF-supported general obligation bonds (shown in yellow in Figure 2).

Figure 2



Starting in 2020, the need for state capital transportation funding grew quickly as already flat HF revenues took a plunge during the pandemic lockdown, construction costs continued to rise, and federal funding opportunities materialized with the passage of the federal BIL.

In response, Governor Mills and the 130th Legislature provided historic levels of General Fund capital support for transportation in the form of bonding, one-time GF transfers (shown

in Figure 2 as orange), and the cascade (shown as peach). Over this two-year period, the annual average transportation capital support in the GF budgets equaled the \$200 million annual need.

Last year, deliberations of the 131st Legislature occurring in the Appropriations, Taxation, and Transportation Committees revolved around whether the state should provide some predictable, on-going capital funding for transportation and, if so, how much. Directing automotive sales and use tax revenue to transportation uses had been proposed many times over the years. Doing this was recommended in the final report of the legislatively created, nonpartisan Blue Ribbon Commission to Continue Studying and Recommend Funding Solutions for the State’s Transportation Systems in 2020 and was the subject of a bill that received widespread bipartisan support in the Taxation Committee (LD 713) last year. Some legislators wanted to solve the entire \$200-to-265-million transportation annual capital shortfall. Some were less comfortable with any formal, ongoing GF support. In the end, the bipartisan policy compromise supported by the Legislature and the Governor was that about half (\$100 million) of this annual capital need should be predictable and ongoing, and the other half would continue to be assembled on a one-off basis every year or two into the future.

This policy was implemented through budgets passed last session. Those budgets contained statutory language directing 40 percent of sales tax collected at automotive dealers and sales and use tax collected by the Bureau of Motor Vehicles to the Highway Fund on a perennial basis. This funding provides the bulk of ongoing state capital funding available to MaineDOT, including most of the state funding dedicated to multimodal (non-highway) purposes like transit, active transportation, etc.

Using fiscal information provided last session, MaineDOT estimated this amount at slightly more than \$100 million per year, or about \$315 million over the three years of this Work Plan. This calculates to about seven percent of total Work Plan funding, which is depicted as the lime green wedge of Figure 1.

This is a huge bipartisan step forward, for which the travelers of Maine and MaineDOT are grateful. It allows us to do better long-term planning, act beyond “MacGyver mode,” and continue the pivot from *making do* to *making real progress*.

As noted, however, even this huge step forward only solves half of the state capital funding challenge in the current biennium and likely less than half in future years. To solve the other half (\$100 million) in the current biennium, the solution was a one-time authorization of HF-supported TransCap revenue bonding as described in subsection (d) below. This will meet the need for the next two years.

Since the time Figure 1 was prepared, several fiscal developments have arisen, including the December revenue forecast (which downgraded projected HF revenues), collective

bargaining labor agreements, and potential changes in budget needs of all HF agencies. These changes mean that in addition to the liquor proceeds outlined in subsection (b) above, a small portion of this automotive sales tax revenue may be needed to offset operational budget needs. That is why the bar chart set forth in Figure 2, which reflects these recent developments, shows slightly lesser amounts of automotive sales tax revenue available for capital transportation use in FY24 and FY25. Looking forward, DAFS projects that these factors will continue in FY26 and FY27, meaning the use of this automotive sales tax component for capital funding may drop further in future years, as reflected in the bar chart set forth in Figure 2.

- d. TransCap Revenue Bonding. This Work Plan includes the one-time infusion of \$200 million in TransCap revenue bond proceeds, which is shown as the medium green wedge on the Figure 1 pie chart and represents about four percent of Work Plan funding.

It bears highlighting that this HF-supported initiative is a *one-time* capital funding solution for the next two years only. Other solutions will be necessary for the third year of this Work Plan and beyond.

Pursuant to 30-A MRS §6006-G, the TransCap Trust Fund at the Maine Municipal Bond Bank was created in 2008 to provide for the issuance of revenue bonds to be used for capital transportation purposes. Outstanding TransCap revenue bonds from prior issuances were nearing maturity. That provided the opportunity through one-time GF initiatives to pay off all existing TransCap revenue bonds in this biennium. Thereafter – based upon statutory revenue streams from traditional HF sources directed to the TransCap Trust Fund, including 10.25 percent of motor fuel tax revenues – a new one-time issuance of \$200 million of TransCap revenue bonds is possible and was so authorized in the HF budget passed last year.

As the revenue streams supporting the revenue bonds consist of traditional HF revenues that must be used for highway purposes pursuant to the Maine Constitution, this \$200 million in TransCap bond proceeds must also be used for highway purposes.

- e. State Multimodal Funds. State transit, active transportation, ports, passenger rail, aviation, and other non-highway projects are supported through the multimodal special revenue accounts in MaineDOT's Highway Fund Budget. This funding comes from a variety of sources, including revenues from car rental taxes, aviation fuel taxes, island ferry service subsidies, rail taxes, rail leases, and Penobscot Narrows Observatory fees. Shown as the purple wedge in Figure 1, these state multimodal special revenue funds total about \$56 million over the three-year period of this Work Plan and represent about one percent of the total Work Plan funding.
- f. General Fund Support. This Work Plan includes GF support (indicated by the bright yellow wedge in Figure 1) estimated at \$134 million, or three percent of the total of Work Plan funding. Given the fragility of HF revenues, this Work Plan is based upon an assumption that the \$100 million of state capital transportation funding needed for the third year of this

Work Plan may arise from a GF source. GF options will include one-time measures such as the cascade, GF bonding, or transfers. Again, if this capital funding is not provided, MaineDOT will adjust future Work Plans to reflect whatever funding policy decisions are made.

The GF wedge also includes \$34 million of one-time transfers to MaineDOT for uses such as adaptation and resiliency, municipal culverts, highway capital needs, and design and permitting of a floating offshore wind port at the Port of Searsport.

2. Federal Fund Sources

Federal funding of all types, shown in various shades of blue in Figure 1, are estimated to be \$2,280 million, which represents about 48 percent of the total value of Work Plan items. This includes \$2,113 million to be received by MaineDOT and \$142 million to be received directly by other transportation partners, including airports and transit agencies.

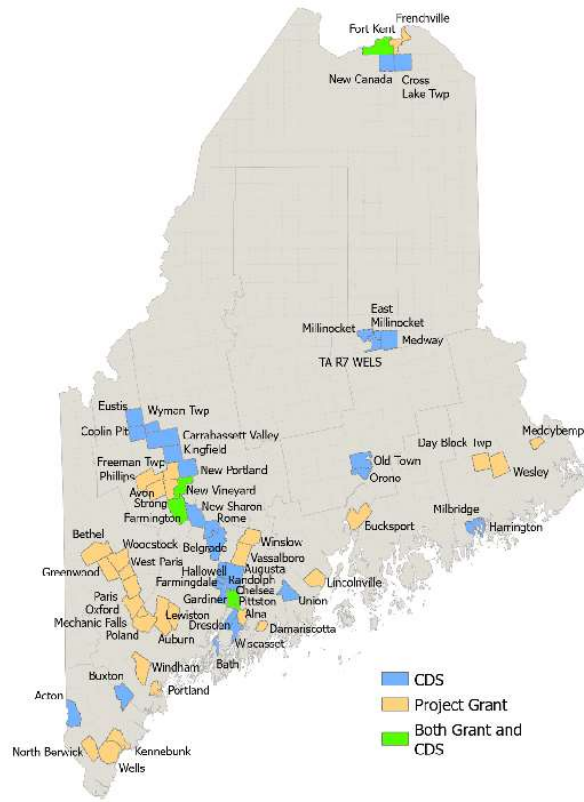
Federal funds consist of several types, including core formula programs from the Federal Highway Administration, federal multimodal funds received by MaineDOT, federal multimodal funds received by other transportation partners, and federal competitive grant funding. Each of these federal funding types generally includes extensive rules, restrictions, and guidance that designate and limit how the funding can be used. Specific types of federal funds are described below.

- a. Federal Highway Administration (FHWA) Formula Funds. Funding for core federal highway programs from FHWA in this Work Plan, sometimes known as “formula funds,” is estimated at \$962 million and is shown as the solid, darker blue wedge in Figure 1. This funding represents about 20 percent of the total Work Plan funding. The federal BIL increased these formula funds by about 30 percent, which could not have come at a better time given construction cost increases. These formula funds typically require a state or local match of at least 20 percent of the total cost of projects.
- b. Federal Multimodal Funds Received by MaineDOT. In addition to highway-related programs, MaineDOT receives about \$95 million of formula funding for non-highway modes over the three-year Work Plan period from the Federal Transit Administration (FTA), Federal Railroad Administration (FRA), Federal Motor Carrier Safety Administration, and U.S. Fish and Wildlife Service. Those modes include transit, rail, marine, and other programs that are administered by MaineDOT. This is shown as the solid, medium blue wedge in Figure 1 and represents about two percent of the total Work Plan funding.
- c. Federal Multimodal Funds Received by Transportation Partners. Some of our transportation partners – largely airports and transit agencies – receive direct funding from the Federal Aviation Administration (FAA) and the Federal Transit Administration (FTA) outside the state budget process. These amounts total about \$142 million over the three-year period of this Work Plan and are shown as the light blue wedge in Figure 1. These amounts are listed

in the Work Plan to illustrate the bigger picture, and because MaineDOT often provides match for these funds. Other federally mandated plans require the disclosure of these funds to provide a more comprehensive overview of our statewide transportation system investment.

- d. **Federal Competitive Funding.** This portion of federal funding has represented a game-changer for transportation funding in Maine following the passage of the federal BIL. Special competitive U.S. DOT discretionary grant programs and Congressionally Directed Spending (CDS) are estimated at \$1,056 million and are shown as the polka-dotted blue wedge in Figure 1. Federal competitive funding represents about 22 percent of the total value of Work Plan items. This is a huge increase from pre-BIL Work Plans. This amount consists of applications for grants, awarded grants, and awarded and anticipated CDS projects over the next three years.

Discretionary federal funding is a critical component of federal funding for MaineDOT. In 2023, MaineDOT received an estimated \$154 million in awards of grant funding and more than \$121 million in pending CDS appropriations. This funding has broad statewide impacts, as shown on the map below.



Discretionary Grant Funding Awards and Pending CDS Appropriations

- e. GARVEE Bonds. Federal Grant Anticipation Revenue Vehicle (GARVEE) bonds are shown as the orange wedge in Figure 1. The \$25 million in proposed new GARVEE bond issuances represents less than one percent of the total value of Work Plan items. These are revenue bonds generally authorized under federal law, with specific issuances authorized as part of state HF budgets. GARVEE bonds are repaid solely with future FHWA formula funds and do not include a pledge of the full faith and credit of the state. Authorization for GARVEE bond issuances is typically included in biennial Highway Fund budgets. This amount of bonding is measured, prudent, and in accordance with the state transportation debt policy set forth in 23 MRSA §1604, which provides that no more than 15 percent of such future federal funds are used for GARVEE debt service. These amounts allow for at least \$50 million in GARVEE bonding capacity to be reserved for unforeseen emergency needs.

3. Other Funding Sources

- a. Municipal Matching Funds. This Work Plan is also based upon the anticipated receipt of about \$201 million from municipalities. Shown as the pink wedge in Figure 1, this represents about four percent of the total value of Work Plan items. This funding is largely derived through agreements with municipalities, reflecting the local benefit of projects and activities in the Work Plan. This includes local funding for transit operations, local bicycle and pedestrian project funding, airports, and MaineDOT's popular Municipal Partnership Initiative (MPI). The MPI program is a voluntary, low-process program in which municipalities take the lead on projects and MaineDOT acts more like a funder and partner, providing high-level engineering guidance.
- b. Private and Other Funding Sources. This category captures less common, but important, funding from various sources, including private sources (often railroads) and governmental agencies other than municipalities. This category totals \$123 million over the three-year period of this plan is shown as the maroon wedge in Figure 1. It represents about three percent of the total Work Plan funding. This also includes funding from private sources pledged pursuant to MaineDOT's Business Partnership Initiative (BPI). In a typical BPI project, the state contribution is capped at \$1 million, with the state share being one third of the total project cost. The remaining cost (two thirds) is typically split between a private business entity and a municipality.
- c. Previously Programmed Funds. As noted above, unlike most agencies, the focus of MaineDOT is capital in nature. This means relatively large amounts of funding routinely follow projects from previous Work Plans. These funds represent amounts carried forward that were previously programmed, which is typical in a long-term capital program. Shown as the white hatched area in Figure 1, this represents five percent of the total Work Plan funding. These amounts support projects and activities in multiple areas listed in the plan and include federal transit and aviation funding, state multimodal funding and bonding, and capital highway and bridge funding.

B. Uses of Funds

Although identifying funding is often at the heart of policy discussions, it is the uses of these funds and the benefits to Maine people that are more important. This section sets forth how these funds are used.

1. Underlying Principles and Approach

The uses of the funding outlined above are determined by several factors, including long-term planning, data-driven technical asset management principles, resource allocation principles arising from funding eligibility and system priorities, asset management studies, community outreach and partnership initiatives, and project selection through input from experts on various MaineDOT committees. At the highest level, these factors are part of a standard asset management cycle of Plan, Deliver, and Measure principles, depicted in the graphic below.



Family of Plans. In April 2023, MaineDOT published an award-winning set of transportation planning documents that lays out the department’s vision for Maine’s transportation system, presents recommendations for how to achieve the vision, and sets the path to implementing them. As they are all related, they became known as the Family of Plans at MaineDOT.

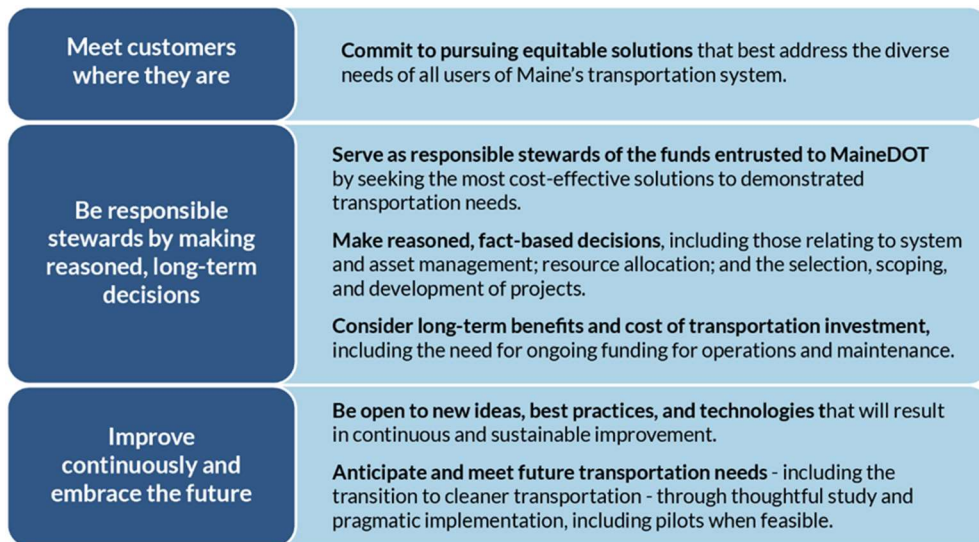
The Family of Plans is centered around the Long-Range Transportation Plan (LRTP), a high-level plan for addressing the needs of Maine’s multimodal transportation system over the next 20+ years. The LRTP looks at the system. Other plans provide more specific guidance focused on a single mode: active transportation, aviation, rail, and transit. These complement other key MaineDOT plans such as The Roads Report, Keeping Our Bridges Safe, and the Strategic Highway Safety Plan.

The LRTP sets the state’s vision, guiding principles, and goals for our transportation in Maine.

Vision. MaineDOT will provide a transportation system that:

- Within available resources, supports the economic opportunity and quality of life that make Maine a world-class and welcoming place for all.
- Reinvigorates quintessential New England charm and provides for economies based on natural resources, manufacturing, technology, and tourism.
- Enhances the lives of Maine people, supports our businesses to prosper locally and globally, and demonstrates leadership in sustainability.

Guiding Principles. Originating from the need to deliver meaningful and achievable results for our customers, MaineDOT uses three practical guiding principles that frame how MaineDOT approaches all its work.



Goals. The Long-Range Transportation Plan is focused on five key goals for Maine’s transportation system:

- **Safe Travel:** Provide a safe transportation system for all users and modes of transportation.
- **A Well Managed System:** Effectively manage Maine’s existing transportation system within reliable funding levels to provide levels of service that are acceptable to our customers.
- **A Vibrant Economy and World-Class Quality of Life:** Invest in transportation initiatives that support economic opportunity for Maine people, communities, and businesses.

- Environmentally Sustainable Transportation System: Invest in practical transportation solutions that mitigate impacts on the natural world and prepare for the realities of climate change.
- Equitable Access: Ensure that all Maine people have access to safe and reliable transportation regardless of who they are or where they are.

Together, this Family of Plans – including the vision, guiding principles, and goals – helps guide and direct MaineDOT’s investments in the transportation system. Throughout this Work Plan, you will see examples of investments directly related to achieving the goals and strategies for each mode and for the overall transportation system, typically leveraging other funding sources as well as critical partnerships around the state.

A more detailed look at the Family of Plans can be found in this story map format: <https://storymaps.arcgis.com/stories/27763afe326645c285cb1d726ee68cae>.

2. Community Outreach and Initiatives

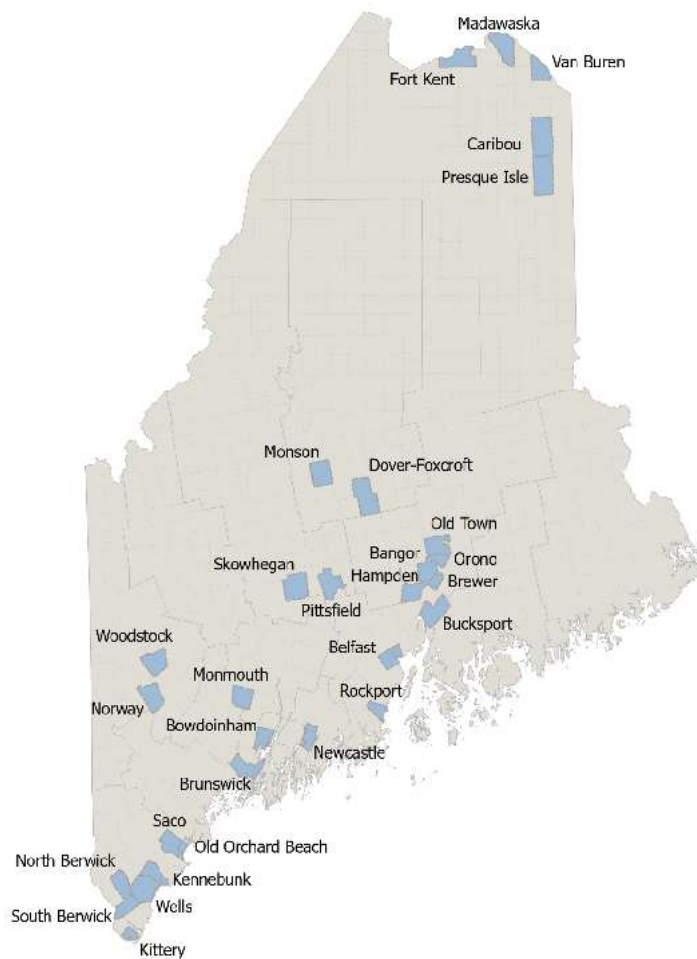
MaineDOT and its partners at other state agencies, tribes, counties, metropolitan and regional planning organizations, municipalities, and other stakeholder groups work together to identify and address transportation needs across Maine. As each community is unique, sometimes these needs fall outside the usual asset management process. In these cases, MaineDOT has a set of community-based initiatives that helps communities not only improve safety and mobility for all road users – including pedestrians, bicyclists, drivers, and others – but also strengthens Maine’s iconic village centers and downtowns. By supporting human-scale infrastructure and placemaking efforts in the hearts of our communities, these initiatives help to make sure that you *can* get there from here, and that *there* is a place that you want to be.

MaineDOT currently has four community-based initiatives: the Village Partnership Initiative (VPI), the Planning Partnership Initiative (PPI), the Municipal Partnership Initiative (MPI), and the Business Partnership Initiative (BPI). While each serves a unique purpose, these programs are all designed to identify specific transportation system improvements that can help communities better realize their own vision and priorities. In particular, the VPI – launched in 2022 – helps interested communities reinvest in traditional village centers and downtowns in ways that balance the use and safety of all users and support local economic revitalization. The PPI is often used to help fund feasibility studies that also support village-scale projects. Together, these efforts support the vision laid out in MaineDOT’s Long-Range Transportation Plan, especially the goal of supporting “a vibrant and world-class quality of life” by investing in transportation initiatives that support economic opportunity for Maine people, communities, and businesses.

A key component of the success of the Village Partnership Initiative is successfully leveraging the federal discretionary funding opportunities made available through the Bipartisan

Infrastructure Law. Since the BIL’s passage, MaineDOT has secured two \$25-million Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grants to fund transformative village projects in Sanford and Windham. The Sanford project will support downtown revitalization efforts by enhancing mobility and safety for all users, while the Windham project will fund the reconstruction of a congested section of Route 302 in North Windham to improve safety and mobility for all users – including the addition of significantly expanded active transportation infrastructure.

This Work Plan includes Village Partnership Initiative and Planning Partnership Initiative projects located across the state, as shown in the map below.



Village and Planning Partnerships with Municipalities

3. Resource Allocation Process

MaineDOT – within the context of the Family of Plans vision, guiding principles, strategies, and extensive community and stakeholder outreach outlined above – uses the Work Plan process to allocate resources to programs and work activities that are consistent with plans, comply with state and federal regulations, lead to a state of good repair, and have an emphasis on returning the greatest transportation benefit reflected in measurable outcomes.

- a. Funding Eligibility. Restrictions on the use of federal and state funding largely determine the funding available for each expenditure category in the Work Plan. For example, a specific amount is allocated by FHWA for the National Highway Performance Program and another amount for the Congestion Mitigation and Air Quality Program. Aviation funding provided by the FAA must be used for aviation. Funding provided by the FTA must be used for transit. There is limited flexibility in the use of different funding sources across programs. These limitations largely determine how much funding there is for certain modes and for certain uses within modes.
- b. Committee Structure for Basic Asset Management. For assets that MaineDOT controls, like the state highway and bridge system, prioritization and selection of projects for the Work Plan are driven by MaineDOT staff committees: the Highway Committee, the Bridge Committee, the Multimodal Committee, the Safety and Mobility Committee, and the Management Team of the Bureau of Maintenance and Operations (M&O). These committees are comprised of staff from relevant disciplines and specializations. They include engineers and technicians with hundreds of years of cumulative experience.

The committees work throughout the year in conjunction with the Bureau of Planning to identify project candidates and prioritize them for potential inclusion in the Work Plan. Selection methodologies for these committees vary according to asset type and transportation mode, but the underlying asset management principles – managing the overall transportation system; using current, reliable data and rational scoring systems; and building in flexibility for unanticipated needs and developments – are common across all areas. In the fall of each calendar year, the committees review the last two years of the current Work Plan and make any needed adjustments in cost, schedule, and project scope. Once those adjustments are made, new projects are typically added for the third year of the Work Plan.

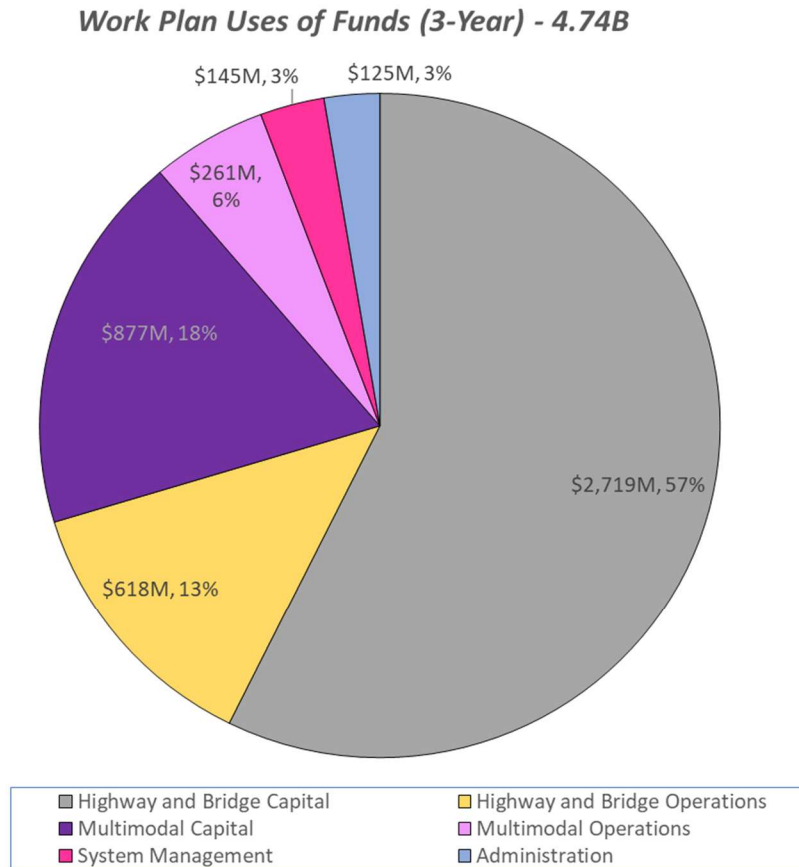
MaineDOT’s Results and Information Office (RIO), with ongoing guidance from senior management, coordinates the work of the asset committees, receives input from the Bureau of Planning’s public outreach efforts, and assembles a Work Plan. It is a detailed, arduous task that is ongoing in earnest for the better part of seven months at the end of each calendar year.

4. Breakdown of Uses of Funds

The approach, principles, planning, and processes described above culminate in the listing and description of individual projects and work activities in the Work Plan. Individual projects can be best found online by searching by municipality or by work type.

As shown in Figure 3, the Uses of Funds pie chart, activities in this Work Plan can be broken down into six high-level categories: Highway and Bridge Capital Work, Highway and Bridge Operations, Multimodal Capital Work, Multimodal Operations, System Management, and Administration. Each of these categories is described below.

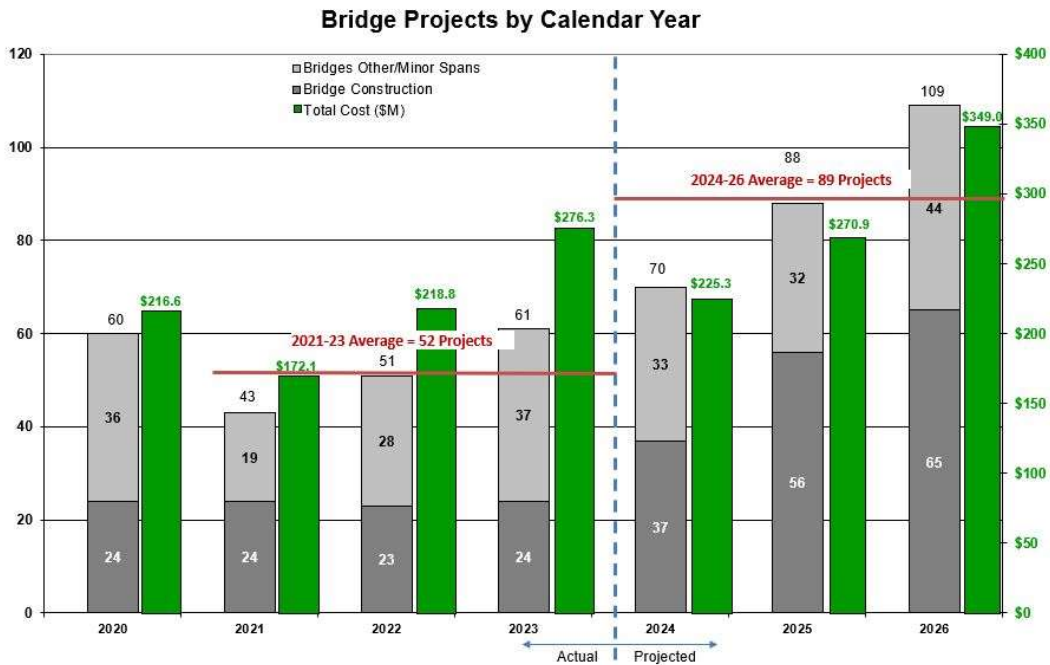
Figure 3

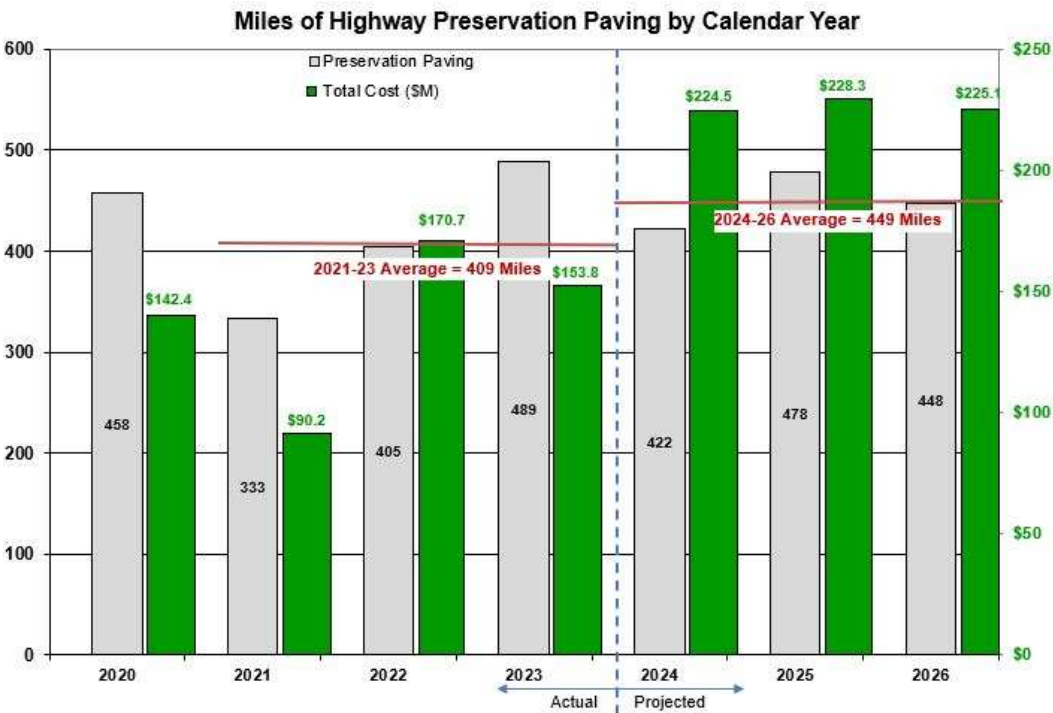
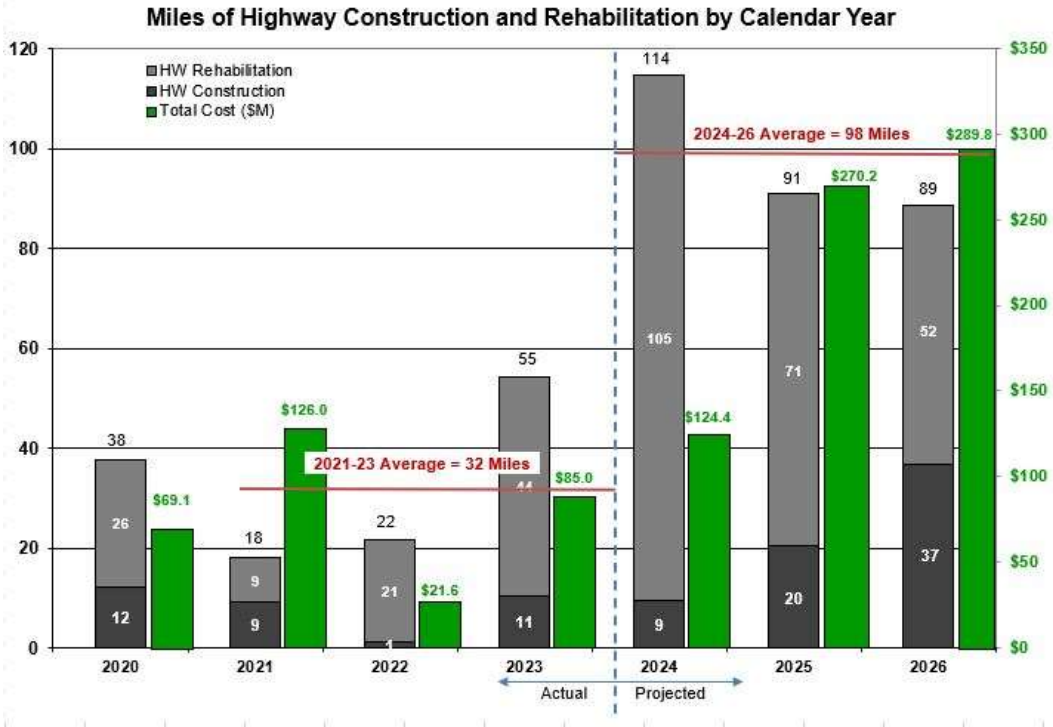


Like all rural states, our highway and bridge system is the backbone of Maine’s transportation system. Accordingly, this Work Plan invests more than \$3.3 billion dollars in the highway and bridge system – including capital, maintenance, and operations – constituting about 70 percent of this Work Plan.

- a. Highway and Bridge Capital Work. This Work Plan includes \$2,719 million for highway and bridge capital-related work over the three-year period. These investments include safety and spot improvements, bridge replacements and rehabilitation, highway reconstruction and rehabilitation, pavement preservation projects, and light capital paving. Additionally, there are several improvements focused on adaptation to climate change and mobility improvements. This three-year Work Plan includes:
- 267 bridge projects (valued at \$846.2 million).
 - 285 miles of highway construction and rehabilitation (valued at \$684 million).
 - 268 highway safety and spot improvements (valued at \$207 million).
 - 1,348 miles of preservation paving (valued at \$678 million).
 - 2,052 miles of light capital paving (valued at \$116 million).

The production bar charts below (known as “widget charts” within MaineDOT) depict the total number and cost of most highway and bridge capital projects funded for construction in Work Plans over time, including the costs of construction, engineering, and property acquisition. As you can see, this 2024 Work Plan is continuing the pivot from *making do* to *making real progress*.





b. Highway and Bridge Operations. The maintenance and operation of Maine’s extensive highway and bridge system accounts for a large portion of MaineDOT’s overall work activities. This work is essential to the movement of people and goods and to the health of the Maine economy. It is also an essential and cost-effective means of protecting the state highway and bridge system. From year to year, and within CY2024, actual expenditures for

this work will depend on the constantly changing condition of the transportation system and, importantly, on weather. For those reasons, overall expenditures for routine maintenance and operation of the highway and bridge system are shown in the Work Plan as approximate, annual budget figures. Highway and bridge maintenance and operations work accounts for \$618 million in this Work Plan, while three-year annual averages for major maintenance and operations work include:

- \$11.1 million in bridge and structural maintenance.
- \$14.8 million in bridge and other infrastructure inspections.
- \$18.5 million in custodial maintenance.
- \$25.1 million in drainage maintenance.
- \$7 million in operational and safety maintenance.
- \$13.7 million in surface and base maintenance.
- \$50.9 million in winter maintenance.

- c. Multimodal Capital Work. This Work Plan includes substantial capital investments in modes of transportation other than the privately-owned automobile, including active transportation (walking, bicycling, etc.), aviation, transit, the state ferry service, passenger rail, freight rail, and ports and marine. Overall, as depicted as the purple wedge in Figure 3, the total value of multimodal capital work in this Work Plan is \$877 million, representing 18 percent of the total three-year Work Plan.
- d. Multimodal Operations. This Work Plan also includes substantial funding from federal and state sources to operate and maintain multimodal transportation, including substantial funding for passenger rail, the state ferry service, and transit operations. Overall, as depicted as the pink wedge in Figure 3, the total value of multimodal operational funding in this Work Plan is \$261 million, comprising about six percent of the total three-year Work Plan.

When capital and operational work are combined, this Work Plan includes more than \$1.1 billion dollars in investment in multimodal systems, representing about 24 percent of this Work Plan.

Carbon Reduction Strategies. In late 2022, MaineDOT finalized its Carbon Reduction Strategy (CRS). Required by the federal BIL, and in line with MaineDOT's Family of Plans, the CRS serves as a guide for MaineDOT to reduce carbon emissions from Maine's transportation system. Because supporting all modes of transportation is part of the effort to reduce greenhouse gas emissions, a discussion of the CRS is included here.

The CRS serves two primary purposes:

- Identifying goals and supporting strategies to reduce transportation emissions, appropriate to the population density and context of the state (including Metropolitan Planning Organizations), while fulfilling the requirements of §11403; 23 United States

Code 175 in developing a Carbon Reduction Strategy that will guide MaineDOT's investment of Carbon Reduction Program (CRP) funding.

- Highlighting how the CRS aligns with existing statewide climate initiatives, MaineDOT's Family of Plans, and other MaineDOT climate efforts, including resilience and adaptation to climate change.

The CRS builds on and supports existing statewide climate initiatives, such as the state's climate action plan ("Maine Won't Wait") and the Clean Transportation Roadmap. The CRS also supports the vision and goals laid out in MaineDOT's Family of Plans.

The CRS has identified the three core strategies to guide the investment of MaineDOT's CRP funds: (1) enhance active transportation options, (2) reduce vehicle-miles traveled (VMT) through improved transit options, and (3) support existing electrification priorities and programs. The eventual electrification of automobile and truck fleets will be the primary way a rural state like Maine reduces transportation-related greenhouse gas emissions.

Moving back to specific multimodal investments in this Work Plan, the remainder of the multimodal discussion below is organized by first by mode, including both capital and operational elements of each mode.

Active Transportation. Everyone is aware that automobile transportation is by far the most ubiquitous in rural states like Maine. Some may be surprised to learn that active transportation (AT) – mostly walking – is the second most widely used form of transportation in Maine.

Accordingly, as part of MaineDOT's Family of Plans effort, MaineDOT led the preparation of the first ever Maine State Active Transportation Plan, which was completed in 2023. The vision for AT in Maine set forth in this plan reads as follows:

MaineDOT will maintain, improve, and expand safe AT options statewide by leveraging investments in infrastructure to improve pedestrian and bicyclist safety; expand mobility; support economic development; reduce greenhouse gas emissions; and enhance community vibrancy, quality of life, and public health for Maine people and visitors alike. MaineDOT envisions an AT system that:

- *Supports and improves people's quality of life and ability to access jobs, education, businesses, healthcare, essential services, social/recreational opportunities, and other destinations.*
- *Can serve as a first- and last-mile connection to other modes of transportation.*
- *Is accessible to all Maine people and visitors; and*
- *Can serve as an integrated, safe, and connected system regionally and statewide.*

A robust AT system statewide will support the Maine Climate Action Plan and the Maine Economic Development Strategy 2020-2029 and enhance the vibrancy of Maine's cities, quintessential villages, and rural areas.

Several elements of this AT plan are evident in capital investments in this Work Plan, which total \$68 million for stand-alone AT projects. This work does not include the tens of millions of AT investments that are routinely funded as part of highway, bridge, or other capital projects.

This AT capital work includes \$4.9 million for thirteen HEADS Up! projects in nine municipalities. These projects focus on improving pedestrian safety along streets and at intersections. Several on- and off-road trail projects intend to help reduce carbon emissions around the state by offering alternatives to driving, including \$1.8 million for the Beth Condon Memorial Parkway extension and \$370,000 for the Ellsworth Multiuse Trail and Sunrise Trail connector.

MaineDOT's AT activities also support local and regional efforts to improve the walkability, bikeability, livability, and social vibrance of communities. Support is provided through educational programming, on-site technical assistance, and grant funding to design and construct active transportation infrastructure improvements.

Aviation. Aviation is an integral part of a multimodal transportation system. This Work Plan provides \$220 million for aviation, including \$218 million in capital projects and \$2 million for operations at two state-owned airports.

Capital work is programmed in accordance with the State Aviation System Plan – Phase 1, and includes:

- \$5.4 million for nine Automated Weather Observing Systems.
- \$13.3 million for upgraded airfield lighting, obstruction-clearing, and snow-removal equipment.
- \$1.3 million to remove underground fuel tanks at the Houlton-Irish Settlement International Airport in cooperation with the Northern Borders Regional Commission.
- \$49.1 million for runway/apron/taxiway rehabilitation/reconstruction/maintenance.
- \$29.3 million for runway reconstruction at Bangor International Airport in cooperation with Maine Air National Guard.
- \$16.4 million for terminal projects at Dexter Regional Airport and Bangor International Airport with grants from the Bipartisan Infrastructure Law – Airport Terminal Program.

Transit. The Maine State Transit Plan was updated and published in early 2023. Among its goals, most notably, improving access in rural areas and reducing carbon emissions through fleet electrification. This plan's vision reads:

Maine's accessible, coordinated, and efficient public transportation system meets the diverse needs of all Maine people where they are, within existing and anticipated resources. Transit services improve the quality of life for customers and communities and expand economic access for those without access to private automobiles. Service is tailored to the unique needs and circumstances of Maine's communities. Technology enhances access for customers and efficiency for providers. Hybrid and electric vehicles are utilized as appropriate to minimize environmental impacts.

Based on the existing conditions and needs assessments, informed by national best practices and built upon what is already working in the state, this plan identified the following strategies for Maine's transit system:

- Improve coordination among MaineDOT services and other state agencies.
- Increase transit service as warranted.
- Provide better information about transit service to customers.
- Remove barriers to riding transit and make transit easier to use.
- Explore, pilot, and implement programs to address the needs of underserved populations in rural Maine.
- Improve transit customer facilities statewide.
- Address driver and labor shortage issues.
- Continue the transition to electric, hybrid, and other low- and zero-emission vehicles.
- Procure a statewide asset management platform.
- Establish coordinated programs for procurement and explore possibilities for a parts exchange program.
- Pursue funding to support the strategies and vision for Maine's public transportation system.

The Work Plan provides \$235 million in transit investments across the state, including \$95.5 million in capital projects and \$139.9 million to support transit operations.

Transit capital investments are aimed at improving fleet reliability and expanding access. Additions to the fleet improved fleet age by 14 percent in 2022. In support of the Maine State Transit Plan's strategy to *Improve transit customer facilities statewide*, MaineDOT is also investing \$9.8 million for the Bangor-Community Connector to rehabilitate its bus storage facility. This project, awarded a discretionary grant, will improve safety, state of good repair, and help achieve the city's climate goals for future installation of electric vehicle charging equipment.

Transit ridership varies across the state. Overall, transit ridership is about 66 percent of what it was pre-pandemic.

For many years, the state subsidy for transit operations statewide was stuck at an insufficient \$1.3 million. As a result of the HF budget passed last session, that state subsidy will increase substantially – by \$2 million in 2024 and by \$5 million in 2025.

Further, in accordance with the Maine State Transit Plan and state policy, MaineDOT is investing an estimated \$4 million for a two-year pilot operating bus service between Portland and Lewiston to support commuters and workforce development efforts. MaineDOT is also providing \$1.5 million to support GO Maine, in partnership with the Maine Turnpike Authority.

Maine State Ferry Service. From mainland terminals in Rockland, Lincolnville, and Bass Harbor, the Maine State Ferry Service (MSFS) serves six islands in Penobscot and Blue Hill Bays: Vinalhaven, North Haven, Matinicus, Islesboro, Swans Island, and Frenchboro. These islands have approximately 2,700 year-round residents, yet the summer populations are much larger due to seasonal residents and visitors. The ferry is an economic and social lifeline for these communities.

This Work Plan provides \$127.1 million in support of this ferry service, including \$75 million in capital projects and \$52.1 million for ongoing operations.

Ferry service capital work includes replacement of aging vessels, made possible by federal funding in the BIL, and landside capital improvements. This work includes:

- \$65.4 million for the design, construction, and infrastructure improvements for a hybrid ferry to operate fully electric between Lincolnville and Islesboro, replacing the 36-year-old Margaret Chase Smith ferry.
- \$2 million for landside capital improvements to support the Casco Bay Island Transit District (CBITD).

As noted above, this Work Plan includes three years of the cost of ongoing operations of the MSFS. Farebox prices are adjusted periodically to cover half of the operating costs, while the other half, or about \$8 million per year, is an ongoing state subsidy, largely from the HF.

Passenger Rail. The Northern New England Passenger Rail Authority (NNEPRA) manages the Amtrak Downeaster passenger rail service, which runs five trains per day from Brunswick to Boston. The Maine State Rail Plan, published as part of the Family of Plans in early 2023, identified a vision for rail in Maine:

Maine's rail system and its system connections will responsibly provide our businesses and travelers safe, reliable, and efficient movement of freight and people to support economic opportunity, quality of life, and environmental sustainability.

The Maine State Rail Plan also outlines both short- and long-term strategies specific to passenger rail in Maine, including the improvement of transit, bicycle, and pedestrian

connections to the Downeaster rail service, operated by the Northern New England Passenger Rail Authority (NNEPRA). Other capital improvements being planned include a new passenger rail station in Portland, and a new platform in West Falmouth. This Work Plan contains \$12 million to be used to forward these and other long-term capital initiatives. Further, In December 2023, NNEPRA was awarded a \$27 million federal grant for track-related improvements to reduce the need for infrastructure-based slow orders from Brunswick to the Massachusetts state line. These capital improvements will enhance safety and maintain a state of good repair along this section that will result in fewer delays and greater reliability for Downeaster passengers and freight service.

This Work Plan also provides \$53 million in federal and state resources to support operations of existing Downeaster operations over three years. The Downeaster, a popular alternative to highway travel, improves connectivity between Midcoast Maine and Boston. Downeaster ridership has returned to pre-pandemic levels and is now serving more than 500,000 passengers a year. This operational subsidy is anticipated to provide slightly more than half of the cost of operating current Downeaster service with the remainder being projected farebox revenue. It is anticipated that the subsidy level will be closer to the long-term goal of 50-percent subsidy/50-percent farebox in the years ahead.

Freight Rail. Each year, more than one million tons of freight move over state-owned rail lines, the load equivalent of 63,000 trucks. The freight rail network provides critical infrastructure that supports the movement of goods and materials to and from Maine businesses, and ultimately through Maine’s economy. The Maine State Rail Plan identified short- and long-term investments for the freight rail system in Maine, primarily focusing on State of Good Repair and resiliency investments, as well as improving access through expansion of the Industrial Rail Access Program (IRAP).

This three-year Work Plan provides \$205 million for capital freight rail projects across the state. Projects include:

- \$16 million for the on-going Industrial Rail Access Program (IRAP) program – a 50/50 state/private program that fulfills “last mile” rail needs. IRAP will support heavy rail cars and double-stack clearances.
- \$35 million to improve the Gray to Waterville CSX line, made possible by a federal Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant.
- \$77 million to improve the Brownville to Millinocket Central Maine & Quebec Rail (CMQR) line, made possible by a federal grant.
- \$16 million to rehabilitate 13 rail bridges, including 12 on the Northern Maine Rail Network and one bridge over the New Meadows River in West Bath.

Ports and Marine. Maine’s working waterfront relies on investments to critical infrastructure in ports and harbors all along Maine’s coast. Maine’s three-port strategy highlights the importance of Maine’s three major ports as well. Vibrant, safe, and efficient waterfronts will help provide economic opportunities for a variety of industries in the state.

This Work Plan provides \$165.5 million for capital projects to support the development of Maine’s ports and marine infrastructure. Highlights of this capital work include:

- \$17.8 million from a federal Port Infrastructure Development Program (PDIP) grant for a reefer rack at the International Marine Terminal (IMT) in Portland. The reefer rack is a companion project to the cold storage facility and will more than double the current refrigerated storage capacity. This will expand the IMT’s ability to handle refrigerated container cargo in support of Maine’s agriculture, marine, and manufacturing industries.
- \$10 million for continued development of the state’s offshore wind industry.
- A doubling of the annual funding for MaineDOT’s Small Harbor Improvement Plan (SHIP) program beginning in 2024. SHIP projects in this Work Plan total \$9.4 million. Highlights include an EMS-compatible gangway and float on Swans Island, a new skiff float system for commercial fisheries in Bar Harbor, and new boat launches as part of Vinalhaven’s downtown rehabilitation.
- \$11.6 million in Boating Infrastructure Grants (BIG) from the U.S. Fish and Wildlife Service.

With the description of multimodal capital and operational work complete, this Uses of Funds section can conclude by describing the last two small but important parts of MaineDOT’s work.

- e. Systems Management Work. System management is necessary to coordinate asset management of the entire transportation network. Although most discussions about transportation usually involve individual projects, to be effective and efficient, you need to step back and look at the entire system as a whole – i.e., see the forest for the trees. System management work includes continuously monitoring the performance and condition of transportation assets and assuring that the projects and scopes selected achieve the most customer value. System management also involves ensuring that we are meeting customer expectations and system needs while meeting compliance requirements and doing so within available resources. This work includes asset management, planning, environmental work, compliance, and safety efforts. The value of such work in this Work Plan totals \$145 million, or three percent of the total Work Plan items.
- f. Administration. Administration includes executive functions, finance and administration, human resources, most non-crew training, legal, information technology, federal compliance activities, and other traditional administrative activities needed to support any large and complex organization. The value of such work in this Work Plan totals \$125 million, representing less than three percent of the total value of Work Plan items.

Annually recurring work items for MaineDOT work units that perform system management and administration appear as three annual listings. These and other activities are provided in the Statewide Operations tab.

C. Unmet Need

Transportation needs in Maine have far outpaced available resources for decades. That disparity had caused MaineDOT to *make do* in “MacGyver mode,” and “*competently manage a slow decline of our transportation system until bipartisan funding solutions materialize.*” Due to flagging Highway Fund revenues and a more-than-50-percent increase in construction costs, the scope of the transportation funding challenge was hundreds of millions of dollars per year.

The situation began to change with the passage of the federal Bipartisan Infrastructure Law (BIL) in November 2021. The BIL has allowed MaineDOT to compete for special federal grant and CDS funding, which should more than double the federal transportation funding coming to Maine from pre-BIL levels. The federal government stepped up for transportation.

The challenge of state capital funding for transportation remained. A year ago, a reasoned policy and fiscal determination by the Mills Administration – made after weighing a multitude of competing priorities – set the minimum unmet state capital transportation funding need at \$200 million *per year*. In an exhibition of bipartisan compromise and wisdom in 2023, lawmakers directed 40 percent of sales tax collected at automotive dealers and sales and use tax collected by the Bureau of Motor Vehicles to the Highway Fund on a perennial basis. This provision meets about half (\$100 million) of the ongoing annual state capital funding need in the current biennium. As provided in section A(1)(d) above, a one-time issuance of HF-supported TransCap revenue bonds was used to meet the other half this biennium.

The ongoing nature of the automotive sales tax provision represents a huge step toward more adequate and reliable capital funding for transportation. MaineDOT can pivot from *making do* to *making real progress*, meaning we can consider better, long-term transportation solutions. MaineDOT is grateful for this bipartisan action, and the travelers of Maine will be too. Maine state government has also stepped up for transportation.

Unfortunately, this is not the end of the story. Many of the fiscal and policy factors that encouraged the state bipartisan compromise last year remain: the size of the annual state capital funding need, personnel and construction cost increases, the fragility of fuel tax revenues, the risks of continued reliance on one-time measures for basic capital funding, and expectations of new transportation spending of all sorts.

The bottom line on unmet need is this: Maine is much better off regarding transportation funding than it was a year ago. MaineDOT has sufficient resources for the next two years. Looking forward, however, the RFC and DAFS estimate that the more reliable, ongoing portion

of the annual capital funding from automotive sales tax provision may erode and provide less than half of the need in future years, even if the source itself increases. Additionally, in the third year of this Work Plan and beyond, we will need to find other solutions for at least half of this annual need, now estimated at \$100 million.

That may seem sobering news to some, but this is the best fiscal situation for transportation that the state has seen in years. MaineDOT now has some reliable state capital funding. Of course, fiscal and other challenges remain, but with continued funding support and creativity, we are confident we will deliver real progress for the people of Maine.