



MUNICIPAL PARTNERS TRANSIT COMMITTEE

Thursday AUGUST 13, 2020

1pm-3pm

VIA ZOOM

Join Zoom Meeting

<https://us02web.zoom.us/j/86959411771?pwd=U1N6N21FeGJnRytEbHg5OEI1Yk1xUT09>

Meeting ID: 869 5941 1771

Password: 144249

AGENDA

1. Call to Order

2. Public Comment

Members of the public in attendance of today's meeting have an opportunity to provide public comment on today's agenda items.

3. Approval of May 6, 2020 Meeting Minutes (Attachment A)

4. Staff Report (Attachment B)

5. Financial Reports

- a. FY20 YTD Financial Report
- b. Final FY21 Budget (Attachment C)

6. 2021 Program of Projects (Attachment D)

7. Transit Coordination Retreat Meeting Report (Attachment E)

- a. Transit Administrative and Governance Structural Analysis RFP

8. Municipal Partner Updates

9. MaineDOT Update

10. Other Business

11. Next Meeting

Wednesday, November 4

12. Adjournment



Attachment A

**MUNICIPAL PARTNERS TRANSIT COMMITTEE
WEDNESDAY, MAY 6, 2020
ZOOM
9:30 – 11:30 a.m.**

MINUTES

Attendees

Members

Karen Fussell, City of Brewer – Committee Chair
Linda Johns, City of Brewer
Kyle Drexler, Town of Orono
Belle Ryder, Town of Orono
Sophie Wilson, Town of Orono
Tom Spitz, University of Maine

Community Connector Staff

Rich Cromwell
Debbie Laurie
Laurie Linscott

BACTS Staff

Sara Devlin
Connie Reed

MaineDOT Staff

Lori Brann
Chris Mann

Guests

Darcy Cooke, Transportation for All
Marcia Larkin, Penquis Transportation

Call to Order: The meeting was called to order at 9:30 a.m. by Karen Fussell.

Public Comment: No public comments were made.

Approval of January 8, 2020 Meeting Minutes: Karen Fussell called for any comments or edits to the minutes as presented. No comments were made.

Community Connector Staff Updates: Rich Cromwell told the group that the staff report gives the Committee an idea of some of the big projects Community Connector will be working on for the end of this fiscal year and next fiscal year. One project identified by the Transit study which will be implemented is designating stops. This project will include developing a bus stop policy, as well as identifying the location of the designated stops and what amenities will be required.

The City of Bangor is in the initial phases of trying to plan the best way to execute this process. There have been discussions with Sara at BACTS to identify ways to proceed with this project, as well as conversations with John Gobis, who is one of the consultants that Stantec used to complete the Transit Study. There has already been some work done by Community Connector staff in terms of identifying where riders are boarding and getting off the bus, but there needs to be a more thorough analysis, including consideration of impact to the public, as well as property and business owners where stops may be located.

In October 2018, the City of Bangor took on providing ADA Complementary Paratransit services. Since then, the City has been leasing paratransit vans in order to provide those services. This year, Community Connector will need to purchase more vans in order to continue to provide those services. CARES Act funds received will be used to purchase those vehicles. In addition, Community Connector will be looking to purchase five additional buses this year, with VW Settlement Funds being used for the local match to the federal grant. The Gillig Plant is currently still shut down, but Laurie is working on ordering those buses.

FTA reached out to the City of Bangor to perform a site visit of the location for the proposed Transit Center in Pickering Square. Because of the travel-restrictions they were not able to come to Bangor, but working with John Theriault, the City Engineer and Laurie Linscott obtained the required information about the area and the construction of that building. Once FTA has provided the go-ahead, the City will move forward with putting out an RFP for an architect to design the building, then an RFP for actual construction of the building. Rich and John Theriault are meeting later today to draft an anticipated timeline for the Transit Facility construction. They will be meeting with the City Manager to put together an update for Monday's City Council meeting, which will also include a plan for amenities in Pickering Square for late fall and winter should the building not be constructed.

Transit Agencies are required to develop an agency safety plan, which was originally mandated to be complete by mid-July, but the deadline has been extended to December 31. Rich and Laurie are working on the Plan, with assistance from the City's Safety Director. It is anticipated that a draft of the Plan will be ready by July 20 and will be finalized well before the December 31 date.

CARES Act Funding: Laurie Linscott told the committee that FTA received \$25 billion in CARES Act funding which was distributed to transit agencies based on their regular formula funding. The City of Bangor was apportioned \$4,003,122. This funding can be used to pay for any eligible transit expenses, whether or not they are COVID-related. The funding does not have an expiration date and does not have a required local match. Debbie Laurie stated that the plan of how to use the CARES Act funding awarded to the Community Connector will be explained with the budget and financial status report.

Sara Devlin noted if any of the CARES Act funds will be used for planning projects, a Unified Planning Work Plan (UPWP) amendment is required. To create new operating projects using CARES Act funding, a TIP amendment is not required, but if regular programmed formula funding requires shifting, some amendments to the TIP will be necessary.

Discussion ensued regarding why the fiscal year 2021 budget shows only \$1.8 million in CARES Act funding applied towards operating expenses, not the full \$4 million apportioned while continuing to assess municipalities local share contributions, and whether it is possible to use full apportionment in order to reduce the financial burden on the municipalities in the coming fiscal year.

Debbie Laurie said the Community Connector could make the decision to use the entire apportionment to fund operations, but from a financial planning standpoint she believes it is not in the best interest of Community Connector, and it is not in the best interest of the City of Bangor. Using one-time money to solve a recurring expense is not something that the City of Bangor participates in. The strategy is to flatten each municipality's contribution, both from an operating and capital perspective. Part of the plan is to use part of the CARES Act funding to pay for expenses for the last quarter of fiscal year 2020. April, May, and June had absolutely no revenue coming in. As currently budgeted, every municipality would have to pay more than their anticipated local share due the significant loss in revenue. Using

CARES Act funds for the last quarter attempts to level out the financial impact on all the partners and have adequate funding left over to soften the financial impacts of the pandemic on municipal budgets over the next couple years.

Belle Ryder stated she understood the desire not to create a hole in municipal budgets that would be difficult to fill in a following year, but the Town of Orono is expecting significantly reduced revenues for this upcoming budget year and if it is possible to use grant funding to offset \$80,000 of cost to the Town, that would be a huge benefit to the Town of Orono. She expressed concern about leaving available grant funding on the table because it affects Orono's budget.

Financial Report: Debbie Laurie presented the income statement as of March 31, 2020 for the fixed route operations and Black Bear Orono Express. The report highlights variances of more than five percent above or below budgeted amounts and includes revenues received to date and grants that have been appropriated. To date, grants have not been drawn down. The report shows the budgeted local share to date.

The last page, titled *Summary of Billing and Grant Status*, shows there was \$1.415 million in federal funds budgeted for the year. In order to support operating expenses through March 31, it is anticipated that \$1,214,963 in federal funds will be utilized and drawn down, with a matching local share of \$686,219. Every year the federal funds are fully expended before the end of the year, so the benefit of cost sharing is not received in the later months of the year. Through the first nine months of the year, utilizing \$1.2 million of federal funding, there are not enough grant funds left in the \$1.375 million budgeted for operating expenses to fully pay for the service. If CARES Act funding is used to fund the last three months of fiscal year 2020 operations, there will be no local share required because CARES Act funds are 100 percent federal. Typically, the cost share for operating expenses is 50 percent federal and 50 percent local. It is estimated that the operating expenses for April, May, and June will be between \$850,000 and \$875,000.

Taking into account the \$850,000 estimated to be required to fund operations for the last quarter of 2020 from the \$4 million leaves \$3,150,000. In the budget for fiscal year 2021 is just over \$1.7 million to fund operations, and \$300,000 estimated for capital purposes for ADA paratransit vehicles and continuation of the bus stops and technology projects. That leaves about \$1.15 million in CARES Act funding unspent. The fiscal year 2021 budget assumes fares will be reduced but will likely need to be revisited as the expectations on social distancing may not allow lifting the limit of 10 passengers at a time. There will be discussion about whether or not to go back to the honor system of fares. In addition, ridership drops with reduction of gas prices. Part of the reasoning for holding that \$1.15 million in CARES Act funds is that it may be needed later to cover costs to continue to provide service at the level it is in right now.

FY2021 Budget: Karen Fussell inquired about where the \$1,766,940 in funding that is programmed in the fiscal year 2021 budget with CARES Act funding would have been normally come from without the CARES Act funding. Debbie Laurie said that probably \$1.5 million would be in FTA federal funding and there would be an increase in the local share required from the municipalities. Belle Ryder asked what happens if the \$1.15 million in CARES Act funding is not spent, as FTA has recommended to spend these funds expeditiously because they could be taken back if unspent. Debbie Laurie told the Committee that the City of Bangor will not let \$1.1 million go away, even if it means changing billing strategy. The City of Bangor could limit local funding at mid-year by redirecting local funds to capital items which

would allow for draw down of more federal funds. Fiscal Year 2022 is going to be as much of a challenge, if not more.

Belle Ryder suggested that for the coming fiscal year municipal assessments be reduced by the reserve funding amount and CARES Act funds be used to make up the difference. Debbie Laurie stated that they are already doing that in some way because that is how the City of Bangor is raising the local share for the first half of the depot project. The depot project requires \$320,000 local share. Instead of asking all of the communities to come up with a \$320,000 local share, the City of Bangor has added more CARES Act funding into the operating budget and will be directing part of the local municipal contributions towards the depot local share.

Belle Ryder expressed concerns that having bill reductions mid-year would be great, but at that point municipalities have already committed taxes. They are looking for ways to find savings now before committing local taxes for the fiscal year. Belle inquired if using CARES Act funding of \$850,000 for April, May and June expenses will cover all the expenses at 100 percent, or will that require municipalities to still be assessed regular local share on that amount?

Debbie Laurie said that she hadn't thought that all the way through and maybe can look at that to see if there can be some savings made for municipalities by billing municipalities in this fiscal year and carrying local contributions forward to next year to reduce fiscal year 2021 budget contributions. Belle Ryder stated that the Town of Orono has already assessed taxpayers for this fiscal year so it would be better for it to impact next fiscal year budget. Debbie Laurie said she would look at additional strategies and send out alternatives to everyone by Tuesday of next week to look at as a group.

Capital Plan: Debbie Laurie noted that in the budget packet the fiscal year 2021 capital requests and program requests includes the ADA vehicles, bus support equipment, the five new buses, the Transit Center, and funding of the joint reserve. The only distinction in the five-year plan at this point is that in the following fiscal year, there is uncertainty as to how the Transit building is going to get built out. In fiscal year 2022, the other half of funding for transit center depot will require \$160,000 in local share. Two additional buses will be coming in 2023. Next year's capital plan will look much different because of the work on implementing designated bus stops and technology projects from the transit study.

COVID-19 Service Changes and Effects: Laurie Linscott told the group that the biggest changes to bus service came on March 20. It was decided to have passengers board at the rear door and discontinue collecting fares. Later it was decided to limit passengers to 10 allowed on the bus. Now, passengers are required to wear face coverings. The first three first seats on buses have been blocked off for drivers to have more social distancing. Two sets of hand sanitizer have been installed on all buses. One in front early in March, then in one in the rear when rear door boarding began.

In last couple weeks drivers have been offered N95 masks and fit tested on a voluntary basis. Drivers are wearing N95 masks, or face coverings if they chose not to wear a N95 mask. Each night 14 buses are being cleaned because 13 buses a day are required. Because ADA service has dropped, only two ADA vans, not four, are being used. The administration office is closed to the public.

Darcy Cooke stated that the City of Bangor and Community Connector are doing a good job in implementing these changes and involving riders and drivers. She told the group that she sent an email earlier in the week asking if the cleaning schedules could be posted on the buses for peace of mind for riders. Rich Cromwell and Laurie Linscott are looking at the process and procedure to make sure each

schedule actually gets posted and does not get missed and cause panic. Rich stated that it has been a progression during the COVID wave of trying to protect drivers and riders. Drivers have done a really good job working through the pandemic and being calm in difficult situations. They are put in vulnerable situations with the public and everyone appreciates what they have done. Thank drivers for what they are doing and their patience.

Sara Devlin echoed Darcy's sentiments that the City of Bangor has stepped up and responded to the situation well and inquired if any reduction in service or route changes are foreseen. Laurie Linscott stated that at the current time, they are trying to keep as many people on the bus and spaced out as much as possible and service is maintaining. There was an express bus added in the early days of April and May to help with overflow to get to Hannaford and WalMart. Passenger count is down by about two-thirds, but is holding. Community Connector is continuing to offer free fare because getting passes and tickets out to vendors is not logistically easy right now.

Belle Ryder asked that as service comes back and new guidance is being issued on how bus service changes, the municipal partners be notified in advance so that they know before it is happening instead of after it has already occurred. This way guidance can be put out by those municipalities at the same time the City of Bangor puts it out to the public. Rich Cromwell acknowledged and apologized for the lack of communication. He said they will work on getting any service changes out to the municipalities as fast as possible prior to releasing it to the public.

Municipal Partner Updates: Karen Fussell - City of Brewer. Brewer is hoping to have some paving projects over the summer, specifically, South Main Street.

Belle Ryder – Town of Orono. The Kelly Road Bridge will be closed starting on May 11, south-bound access onto I-95 will no longer be possible.

Tom Spitz – University of Maine. No decisions have been made about classes for the Fall. The University is planning for all kinds of contingencies, including opening and figuring out how to do social distancing. It will likely be mid-summer before any decisions are made.

MaineDOT Update: Lori Brann offered to answer any questions about CARES Act funding.

Next Meeting: Wednesday, August 5, 2020

**Attachment B
Staff Updates
August 2020**

Ridership Report

Attached report (through May 18) (Attachment F)

FY20 Federal Funding

FY20 Section 5307 Formula Grants (Operating) - In Progress

WIN	Project Description	Federal	State	Local	Total
020720.20	Urban Transit ADA Paratransit Service Operating Assistance	\$ 172,581		\$ 43,145	\$ 215,726
022757.20	Capital – Eligible Preventative Maintenance	\$ 352,743		\$ 88,186	\$ 440,929
022761.20	Urban Transit System Operating Assistance	\$ 657,315	\$ 101,109	\$ 556,206	\$ 1,314,630
024665.00	Capital Purchase - Customer Service and Reporting Software	\$ 14,951		\$ 3,738	\$ 18,689
Total		\$ 1,197,590	\$ 101,109	\$ 691,275	\$ 1,989,974

FY20 Section 5307 Formula Grants (Planning Study) - Executed

WIN	Project Description	Federal	State	Local	Total
024323.00	Transit Planning Study	\$ 73,425		\$ 18,357	\$ 91,782

FY20 CARES Act Funding (Operating) – Executed

Project Description	Federal	State	Local	Total
COVID-19 ER Response Urbanized Area Formula Grant	\$ 900,000			\$ 900,000

FY20 Section 5339b (Capital Purchase) – Executed (executed in Federal FY19, Municipal FY20)

Project Description	Federal	State (VW Funds)	Local	Total
5 Bus Purchase with FY17 competitive Bus and Bus Facilities Award and VW Settlement Funds	\$1,944,540	\$344,512	\$21,178	\$2,310,230

Recent and On-going Initiatives

- **Public Transportation Agency Safety Plan** A rough draft of the plan has been sent to FTA for comment and suggested edits. We anticipate the ability to roll out the plan by the due date. (Attachment G)
- **Pickering Square Transit Facility Construction** A rough draft of the plan has been sent to FTA for comment and suggested edits. We anticipate the ability to roll out the plan by the due date.
- **Advertising/Bus Wraps**-The Bangor Public Health and Community Services, Tobacco Cessation Program used 84k in grant funds to advertise the program on the sides of buses over the next 16 weeks.

20-210

ORDER

Authorizing the City Manager to Execute a Contract with ATA Outdoor Media to Purchase \$81,350 in Community Connector Advertising with Funds from Health and Community Services' Tobacco Prevention Grant **OKAFOR**

Executive Summary: This order will authorize the City Manager to execute a contract with ATA Outdoor Media to provide \$81,350 in bus wraps featuring the Maine Quitlink tobacco cessation messaging. The campaign will feature 4 half bus wraps and 10 full bus wraps and is tentatively scheduled to begin in mid-July and run for 16 weeks.

Future Initiatives

- **ADA Vehicle Purchase**
- **Regional Bus Stop Policy** - BACTS staff will be facilitating the development of a regional bus stop policy. Work will begin mid to late August with the development of the workplan and a stakeholder workgroup consisting of Community Connector staff, municipal planners, engineers, public works directors, and MaineDOT representatives.
- **Designated Bus Stop Project**- Once the Regional Bus Stop Policy is finalized, BACTS will be facilitate work on designating fixed bus stops.

Attachment C

Community Connector FY 2021 Budget Summary

Operating Expenditures	2019	2020	2021
Wages	1,370,135	1,447,860	1,613,682
Health	270,136	389,299	414,914
Other Fringes	225,644	244,205	263,447
Subtotal Personnel	1,865,915	2,081,364	2,292,043
Clothing	5,000	5,000	7,500
Supplies	17,250	18,000	20,000
Contractual Services	376,061	378,900	228,462
Utilities	12,500	9,500	9,750
Interfund	1,114,281	985,313	1,193,736
Miscellaneous	200	200	188
Debt Service	63,462	65,384	69,115
Outlay	52,500	60,193	72,500
Total Expenses	3,507,169	3,603,854	3,893,294

Operating Revenues

Cares Act Federal Funding	-	-	1,966,940
FTA Federal Formula Funding	1,320,001	1,415,000	-
State Grant	101,109	101,109	101,109
Hampden	104,058	82,535	82,535
Brewer	176,679	188,737	188,737
VOOT	193,663	190,520	190,520
Bangor	651,670	727,355	727,355
University/Orono Shuttle	179,989	168,598	168,598
Fares	700,000	670,000	427,500
Advertising	80,000	60,000	40,000
Total Revenues	3,507,169	3,603,854	3,893,294

Reserve Funding(Implemented FY 2020)

Hampden	-	12,198	12,198
Brewer	-	27,738	27,738
VOOT	-	28,035	28,035
Bangor	-	107,030	107,030
	-	175,001	175,001

Additional Comments

The above adopted budget includes costs associated with operated fixed route transit, paratransit as well as the University/Orono Shuttle service.

Attachment D						BACTS 2021 - 2024 TIP TRANSIT POP			
YEAR		PROJECT FUNDING				Federal Funds Requested	State Match	Local Match	Total
Obligation	Authorized	Section	WIN	Scope	Project Description				
2021	2021	5307	020720.21	Operating Assistance <i>ADA Paratransit Service Costs</i>	Urban Transit Complementary ADA Paratransit Operating	\$ 170,000		\$ 42,500	\$ 212,500
2021	2021	5307	022757.21	Capital-Eligible Maintenance <i>Capital Maintenance Costs</i>	Preventative Maintenance	\$ 487,260		\$ 121,805	\$ 609,065
2021	2021	5307	022761.21	Operating Assistance <i>Fixed Route Operating Costs</i>	Urban Transit Fixed-Route Operating	\$ 795,090	\$ 101,109	\$ 693,981	\$ 1,590,180
2021	2021	5307		Capital Equipment Purchase <i>CARES Act funding purchase of additional vehicles</i>	Four (4) ADA Paratransit Vehicle Purchase	\$ 200,000			\$ 200,000
2021	2021	5339a	022769.21	Transit Capital Assistance for Small Urban Transit		\$ 116,820		\$ 29,205	\$ 146,025
2021	2018	5339b	024329.00	Bus and Bus Facilities Purchase <i>FY 18 5339(b) Award</i>	7 New Buses and Bus Technology \$3,220,000 Buses - \$200,000 Technology	\$ 2,890,000	\$ 519,000	\$ 11,000	\$ 3,420,000
2021	2019	5339b	024753.00	Bus and Bus Facilities Purchase <i>FY 19 5339(b) Award</i>	New Transit Facility Construction	\$ 1,286,000		\$ 321,500	\$ 1,607,500
2022	2022	5307	020720.22	Operating Assistance <i>ADA Paratransit Service Costs</i>	Urban Transit Complementary ADA Paratransit Operating	\$ 170,000		\$ 42,500	\$ 212,500
2022	2022	5307	022757.22	Capital-Eligible Maintenance <i>Capital Maintenance Costs</i>	Preventative Maintenance	\$ 517,518		\$ 129,380	\$ 646,898
2022	2022	5307	022761.22	Operating Assistance <i>Fixed Route Operating Costs</i>	Urban Transit Fixed-Route Operating	\$ 803,303	\$ 101,109	\$ 702,194	\$ 1,606,606
2022	2022	5339a	022769.22	Transit Capital Assistance for Small Urban Transit		\$ 116,820		\$ 29,205	\$ 146,025
2023	2023	5307	024697.00	Operating Assistance <i>ADA Paratransit Service Costs</i>	Urban Transit Complementary ADA Paratransit Operating	\$ 170,000		\$ 42,500	\$ 212,500
2023	2023	5307	024717.00	Capital-Eligible Maintenance <i>Capital Maintenance Costs</i>	Preventative Maintenance	\$ 549,656		\$ 137,414	\$ 687,070
2023	2023	5307	024719.00	Operating Assistance <i>Fixed Route Operating Costs</i>	Urban Transit Fixed-Route Operating	\$ 810,789	\$ 101,109	\$ 709,680	\$ 1,621,578
2023	2023	5339a	024739.00	Transit Capital Assistance for Small Urban Transit		\$ 116,820		\$ 29,205	\$ 146,025
2024	2024	5307		Operating Assistance <i>ADA Paratransit Service Costs</i>	Urban Transit Complementary ADA Paratransit Operating				
2024	2024	5307		Capital-Eligible Maintenance <i>Capital Maintenance Costs</i>	Preventative Maintenance				
2024	2024	5307		Operating Assistance <i>Fixed Route Operating Costs</i>	Urban Transit Fixed-Route Operating				
2024	2024	5339a		Transit Capital Assistance for Small Urban Transit					

* State Match is VW Settlement Funds awarded

	2021	2022	2023	2024
Total Federal	\$ 9,200,076	\$ 822,327	\$ 3,042,069	\$ 13,064,472
Section 5307	\$ 5,945,170	\$ 1,607,641	\$ 1,647,265	\$ -
Section 5339b - Competitive	\$ 1,452,350	\$ 1,490,821	\$ 1,530,445	\$ -
Section 5339a - Formula	\$ 4,176,000			
CARES Act Funds	\$ 116,820	\$ 116,820	\$ 116,820	\$ -
State Match	\$ 200,000			
Local Match	\$ 620,109	\$ 101,109	\$ 101,109	\$ -
Annual Total	\$ 1,219,991	\$ 903,279	\$ 918,799	\$ -
	\$ 7,785,270	\$ 2,612,029	\$ 2,667,173	\$ -



Transit Coordination Retreat

Meeting Report

Thursday, June 25, 2020

by Zoom , 9:00am - 10:30am AND 12:00pm - 1:00pm



Good Group Decisions

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About the Meeting

Purpose

The primary purpose of this retreat was to clarify roles on responsibilities of key stakeholder organizations going forward with regard to planning and managing regional transportation.

Attendance

- Sherri Clark, Operations Officer, City of Bangor Community Connector
- Laurie Linscott, Bus Superintendent – City of Bangor Community Connector
- Rich Cromwell, Assistant City Manager – City of Bangor
- John Theriault, City Engineer – City of Bangor
- Sophie Wilson, Town Manager – Town of Orono
- Belle Ryder, Assistant City Manager – Town of Orono
- Rob Yerxa, Public Works Director – Town of Orono
- John Rouleau, Public Works Director – City of Old Town
- Sean Currier, Public Works Director – Town of Hampden
- Linda Johns, City Planner – City of Brewer
- Lori Brann, Transit Program Coordinator – Maine DOT
- Tom Reinauer, Director of Public Outreach and Planning – Maine DOT
- Chris Mann, MPO Coordinator – Maine DOT
- Sara Devlin, Executive Director – BACTS
- Connie Reed, Transportation Planner – BACTS
- Craig Freshley, Facilitator, Good Group Decisions
- Marlene Flaherty, Recorder, Good Group Decisions

Planned Agendas

Session ONE Agenda

9:00

Opening

- BACTS Executive Director Sara Devlin will welcome everyone and introduce facilitator Craig Freshley.
- Craig will explain how the meeting will work including a brief overview of the Agenda and some simple Ground Rules.

- We will do some quick introductions to make sure we all know each other.

9:10

The Current Situation and Benefits of Better Coordination

- Sara will provide a quick overview of how things work currently, including current federal mandates and cooperative agreements that we are supposed to honor.
- She will also outline benefits to the region of improved coordination, cooperation, and communication.

9:20

Roles and Responsibilities – Initial Ideas

- We will begin with a presentation from Craig reflecting what was submitted in advance. Craig will provide a general overview of key themes mentioned in the advance questionnaire responses and also share with us some of the details.
- Depending on what's submitted in advance, Craig might even offer an actual proposal for us to consider.
- There will be plenty of time for questions, clarifications, and discussion.

10:20

Summary and Last Comments

- Craig will summarize discussion themes so far, apparent points of agreement, and apparent points of contention.
- This is also a chance for anyone to make a last comment about the discussion so far, or a hope for Session TWO.

10:30

Adjourn

Session TWO Agenda

12:00

Welcome Back!

- We will do some quick hellos and make sure everyone is connected.

12:05

Roles and Responsibilities – Conclusions

- Based on the Session ONE discussion, Craig will propose a set of conclusions for us to consider.
- We will discuss and revise however we see fit.

12:20

Next Steps

- Collectively we will make a plan for how to resolve any outstanding issues and how to actually operationalize our conclusions.
- We will also discuss approaches for gathering additional feedback to be included in a possible regional bus system structural evaluation.

- 12:50 **Closing Comments**
- This is a chance for each person to make a brief closing comment; perhaps a reflection about the retreat or hope for going forward.

1:00 **Adjourn**

Opening Remarks

Sara Devlin, Executive Director of BACTS, began the meeting by introducing Craig Freshley as the facilitator and giving some back story.

Starting in January, 2020 Sara began to meet with everyone and started discussing the transit system. The need to get everyone together was identified – with the intention of discussing what was going great and what work needed to be done. Sara had worked with Craig before and felt that he was a good fit to help guide the discussion. She felt he could help the group work toward solutions and common ground.

Sara thanked everyone for participating in a nontraditional way, and for their patience with scheduling.

Facilitator Craig Freshley then introduced himself, Good Group Decisions, and his Associate Marlene Flaherty as note taker. He explained the role of a neutral facilitator. He noted the importance of the advance input and thanked everyone for contributing the input.

Craig then gave an overview of the day's agenda – highlighting that the meeting would occur in two parts over the course of the day.

Ground Rules

Craig explained the following ground rules; things to keep in mind for an effective meeting:

- **Principles now. Details later.** – With our limited time we need to stay on the high ground.
- **Understanding before judgment** - Be open minded about the process. No one decides until we all decide. Let's withhold judgement.

- **Speak for yourself** - Speak for yourself. I will not say who said what in the advanced responses, but you can claim your own comments. I encourage you to claim your comments and speak for yourself.
- **One at a time. Raise hands** - Please raise your hand visually on the screen and speak one at a time.
- **Chat on the side.** Raising your hand and saying things out loud is the official way to contribute, not the chat. You will see notes on the screen and a full report.
- **Yield to blue** - If you see the blue card I'd like to interrupt you. It's not about you, but wanting to be efficient for the entire group. It is challenging to interrupt on Zoom, please yield to the blue card.
- **Neutral facilitation.**
- **Notes now and later** - We are taking notes and will be sharing a report later.

The Current Situation and Benefits of Better Coordination

Sara gave a brief introductory presentation, outlining the current situation and benefits of better coordination.

Summary

Craig shared his high-level notes from Sara's presentation on the screen (see below) and asked for any reactions or questions from the group. Craig then looked back to the planning notes, to see if there were any other important notes to add. He added that better collaboration can better position everyone for funding in the future. Craig thanked Sara for setting the stage.

- This is a great opportunity
- We all have federal mandates and requirements
- We should seek opportunities to work together to meet our mandates
- We can all probably do better
- We want to make transit the best we can for the region
- The MPO receives money for planning and that can be better maximized
- To better serve citizens in the region
- Let's build on our good foundation

Details

Sara began the presentation on The Current Situation and Benefits of Better Coordination by saying that this is an opportunity. She asked that the group please be grounded in some things that they all had to remember. She noted that they all have federal mandates and requirements, she encouraged the group to look at opportunities to help one another meet these mandates and requirements. She added that there was room to do better in this communication and coordination.

Sara added that the discussion was “focused on one thing- making transit the best it can be in this region. And we can all be a part of this.”

Sara concluded her presentation by stating that this was a really good opportunity to talk about the ways the group could reach this goal. She added that the group wanted to build on the foundation, and maximize on it. She stated that she was glad that the group members were all there and that they were having the discussion.

Advance Survey Findings

Craig shared the advance survey findings on the screen. He reminded everyone that they had submitted responses, and that everyone had been sent the survey document in advance. Seven of the nine organizations who were asked for input submitted responses.

Craig's Presentation

Federally Required Plans and Programs

- Most agree that the MPO should have decision making responsibility for developing and updating federally required plans and programs
 - With input from the Transit Operator, DOT, and the Municipalities
 - And that the MPO should be responsible for communications to the Transit Operator, DOT, and the Municipalities
 - And a couple respondents think that communications should also go to riders
 - Some think that decision making should be shared
 - One respondent thinks Municipalities should have decision making authority
 - One respondent thinks that the Transit Operator should have decision making authority
- There are mixed opinions on who should be responsible for implementing federal plans and programs

- 3 – Transit Operator
- 2 – MPO
- 2 – Shared

Financial Planning and Information Sharing

- Most agree that the Transit Operator should have decision making responsibility for financial planning
 - With input from the MPO, DOT, and the Municipalities
 - And that the Transit Operator should be responsible for communications to the MPO, DOT, and the Municipalities
 - One respondent thinks that the MPO should have decision making responsibility for financial planning
 - One respondent thinks that decision making responsibility should be shared
- All but one agree that the Transit Operator should be responsible for implementing financial plans

Operations, Systems, Service Planning

- All agree that the Transit Operator should have decision making responsibility and implementation responsibility for operations, systems, and service planning
 - With input from the MPO, DOT, and the Municipalities
 - Although one thinks that no input is required
 - And that the Transit Operator should be responsible for communications to the MPO, DOT, and the Municipalities
 - And 4 respondents think that communications should also go to the public and other stakeholders
 - 4 respondents think decision making should be shared with municipalities and 3 of these respondents think responsibility should be shared also with the MPO
- 3 respondents think that implementation should be shared in limited instances with the municipalities and/or the MPO

Clarifications and Comments

Highlights

- Orono
 - Would like more input into how financial decisions are being made
 - Example: Recent CARES funding
 - Would also like input on capital planning
 - Especially where the municipalities are being asked to put up match for grants
 - This would help the municipalities plan better

- This would help with stability
- Brewer
 - It would be better to have a bigger role
 - A more formal input channel
 - Our residents are demanding accountability
- Orono
 - We want to be able to better allocate resources to support things that Community Connector wants to do
 - We could more actively plan for and support Community Connector activities
- Hampden
 - Agree with what has been said
 - Thanks to Community Connector
 - We need to do 5-10-year capital planning
- From the City of Bangor's perspective, it will be challenging to find time and resources to ramp up communications and collaboration
- Clarified that there is not currently a Board that governs Community Connector
 - There is a BACTS transit committee, but it only meets quarterly and doesn't have decision making authority
- Perhaps the model in Saco-Biddeford seems to be a good example
 - They meet monthly
 - Get updates
 - They approve the yearly budget
- The MPO can help with administrative burden
 - We receive funding for transportation planning and could use some of that money for planning and administration of Community Connector
- CARES Act Example
 - Getting input could have been done by BACTS
- Clarified the MPO staff does not make any decisions but always gives recommendations to the BACTS Policy Committee
- Let's find out how other transit agencies do this

Details

Craig pointed out that this is a collaborative group – even though certain organizations hold different levels of decision-making responsibility.

He noted that there are subtleties and some differing in the results, but overall – the general sense among respondents is that BACTS should have lead decision-making responsibility for planning and that Community Connector should have lead decision-making authority for implementing.

Craig asked for reactions or questions to his summary.

Reactions

- Curious about digging into this more. Wanting to understand what the group wants and what they are not getting right now in regards to running the transit system.
 - Are we actually doing these things? Do we have gaps in communication and policy making?
 - Are there things that should be being done differently than they are now?
 - Orono would like to have more input to how financial decisions are made. For example, the CARES funding went directly to the City of Bangor and there was no outreach to other partners about the use of these funds. We would like an opportunity to provide our input.
 - Craig noted that in this example, there is not a question of authority, but instead a request to be able to give more input.
 - Another example is capital planning. Municipalities often have to match grants (the city has done a good job trying to find match funds), but it feels like we are not always looking at long-term capital plans, but instead are making short term decisions based on the grants available. We would like more stability in terms of long-term planning.
 - Brewer agrees with the points made by Orono. It's not that the system is not working right now. But if the municipalities had more input or a formal advisory on when fiscal decisions are being made. This will help us plan better and have more stability.
 - Craig asked why this was so important?
 - People want to have a say in how funds are handled. Our residents want to have more knowledge or advisory on how their money is being spent.
 - We are going in to a tough time financially, and we will not be able to fund everything that we want to. Residents will ask questions and there is accountability.
 - The town needs to better allocate resources so that they can be prepared for times that they are needed to match funds. We need a more proactive flow of information. A larger more comprehensive plan. A more consistent flow of communication. This would help us be more supportive of the Community Connector and support the things that they want to do. This would help us have the funds available.
 - Agree with what has been said, and want to thank Community Connector for all of their hard work. I have been asked to make a long-term plan. 5-10-year Capital Planning. Need more advance notice about what Community Connector has planned, to inform this plan.

Craig then asked the City of Bangor and Community Connector if there are any downsides to providing more advanced and formalized communications and channels for input to the municipalities?

Responses

- Don't think there is a down side, but I'm unsure how to provide all of this information consistently all of the time. We are often reacting to what is occurring in the community – so future planning can be hard. It just comes down to time – to be able to provide these things. I understand how the partners may feel like they get last minute information. It is helpful for me to hear this feedback, and it has been heard before. Partners want to know more, and in a timely fashion. It is hard for us to figure out how to do these two things.
 - Craig pointed out that collaboration is hard, it takes time and it takes resources.

Craig then asked, if we could design a way for the municipalities to have more input and a more formalized communication channel, would the City of Bangor be open to this?

Responses

- Is there a board for Community Connector that meets regularly?
 - No, it's a municipal partners meeting hosted by BACTS in regards to transit. This occurs on a quarterly basis, originally was on a monthly basis
 - Craig points out that this group is not a governing board and is not solely responsible for Community Connector. Not a recognized decision making board by MPO.
 - Craig asked if this is a feasible request to have more communications and input in a formalized way? Cueing to the Saco/Biddeford model.
 - Craig asked how does the voting work in this model? Does each municipality get one vote?
 - Unsure, have not looked at bylaws in a long time, but they are the oversight board.

Craig asked the group for other suggestions of how to meet the needs of both the municipalities and the City of Bangor?

Responses

- The MPO is aligned to provide this type of assistance. We receive a large sum of funding each year and have in house staff that could provide more of this support.
- One caveat to this is that “we don't know, what we don't know” – so we would need information directly from the Community Connector and could disseminate this information.
- The MPO is an untapped resource.
- It all boils down to a gap in communication. Community Connector working with BACTS could help fill this gap.

- Example, CARES funding – could have been better communicated to BACTS and therefore municipal partners to compile input and gather information for the Community Connector to have. Even if this feedback is not implemented, it could make municipal partners feel like they are engaged.
- Clarifying role of MPO staff, does not make any decisions – instead provides options to the policy committee. When we ask questions, it is to develop these options and provide a clearer picture to the policy committee.
- In favor of not reinventing the wheel. What are other public transit systems doing? What are the pros and cons to these different systems? This could help us decide what we should do.
 - Biddeford/Saco appears to be an independent organization. We have the challenge that the Community Connector is a City of Bangor department. I appreciate Bangor’s position, but other municipalities want to have input too. Because it is a city department – on one hand the city should be able to determine how it operates, but on the other hand the other partner communities should have a say on where their dollars are being spent.

Options for Going Forward

Based on everything discussed so far, Craig summarized that there seemed to be 5 different potential ways to go forward. He noted that the group was not concluding any of these.

Top Options in Brief

1. Community Connector becomes an independent organization with a board that has representatives from all municipalities
2. Community Connector relies heavily on BACTS to gather input
 - a. Perhaps this is a short-term or “bridge” solution (low hanging fruit)
 - b. For this to happen, BACTS will need better access to information from Community Connector
 - i. This has been a challenge in the past
3. BACTS becomes the Community Connector Oversight agency
 - a. One idea: BACTS could establish a transit sub-committee
 - b. A sub-committee could also cover other transit providers too
4. Create a transit district
 - a. Like METRO in Portland and/or other models and other forms
 - b. Established in state statute
 - i. Even the membership position needs legislative authority

- c. Municipalities appoint representatives
 - d. Votes are distributed (roughly) according to population
5. Let's learn more
- a. What
 - i. About how other systems work
 - ii. About costs
 - 1. How much the City of Bangor is currently providing?
 - 2. Increased costs and benefits of a new system
 - iii. Pros and cons of each of the above-named options
 - b. How
 - i. Engage professionals to do a study
 - ii. Concerns raised about the costs of such a study
 - 1. BACTS, in collaboration with DOT, could support such a study
 - a. Perhaps with some match from municipalities
 - i. Clarified that municipal budgets are pretty much locked in for the current year

Discussion of Options

Craig then asked if these options were all on the table, or did they need to be changed? Were they all worth looking at?

Craig also noted that Option "3" was his idea, not said by anyone or discussed with anyone before the meeting, although the idea seems like a logical extension of opinions expressed.

Reactions

- Any of these options are viable IF
 - A new option results in the continuing growth of transit in the region and improved quality of life for area residents
 - It's more cost effective than the current option
 - This could be a challenge because currently, the City of Bangor absorbs costs
- Discussion of governing body – role of BACTS policy committee, want to be clear that we would need to look into pros and cons of different types of committee structures.
- These are all viable options, as we want to see growth in the transit and connectivity. These options could be a catalyst to this, but we would need to look in to legality and best practices for our area. These could be viable if the new system results in things being better for the residents of the area.
- Agree that these options are viable, but they all probably come with a cost. So, we would need to examine cost effectiveness and financial feasibility.

- Right now, the city absorbs some of these costs. Such as legal counsel and other services.
- Services provided that we provide right now are probably more cost effective than having someone else run it, although having another organization run it with additional cost may be worth it if it provides better results and better transit. It is a tough balance between fitting our needs and fitting our checkbooks.
- Observations, in general this options list reads a little like a scope for a study. Could BACTS fund a study done by an independent organization to assess these questions? We would need to have strong professional opinions and results from a study to take to each of our municipalities and their councils.
 - Maybe BACTS takes a more proactive role in communicating with members, and the City of Bangor takes a more active role in funneling information? It could be this simple of a solution.
 - Or, we could do a larger study to grow the system and make it more valuable.
- Another option is creating a transit district – which is allowed under state law. An example of this is metro in Portland.
 - Craig asked for more information about how this might work?
 - Multiple municipalities can decide to create a transportation district under this law, not certain of all of the details about establishing this.
 - Metro is legislatively mandated. When municipalities join, they have to be approved at the state level.
 - It has a board of directors, where number of votes are based on level of service
- If we had professional help come in to do a study, there are some things that could happen in the meantime, such as increased communication to the municipalities.
- If we had a transit subcommittee, it could be a good venue for getting things done collaboratively.
- The only way for BACTS to play a larger role, is that we must be provided information by Community Connector. We can't make the information up, it must be provided to us. Can only play this role, as well as we are supported by Community Connector.
 - In the past we have asked for information to provide to members, and have received delayed or incomplete information.
 - BACTS could be better about being more thoughtful and intentional about what information we are asking for, but the information that we receive needs to be more complete. This hasn't always happened.

Craig noted that there were about 20 minutes left in Session ONE. He asked what kind of proposal did the group want to see for the afternoon? He asked the group to guide him and add any refinements. He asked if the group had concerns about the direction they were heading?

Reactions

- Concerned about the extent and cost of this potential study. Don't want us to commit to something we cannot fund. Have seen this happen before.
 - Noting that BACTS does have some resources that could go towards the study. Such as staff time and providing other support. Could work with the State DOT as well.
 - Craig asked, if the municipalities would have to contribute to fund such a study? Or could BACTS and the Maine DOT support it?
 - There may be an in-kind match, or a monetary match – but not a lot.
 - Are there other options to look at for districts other than Portland Metro?
 - This proposal is not something that we are coming to terms with today, it is something that we will look at and determine later what we move forward with – after more future dialogue.
 - Correct, we are not here to decide as a group on any particular proposal. We are working to get consensus that then translates into formal decision making in future sessions.
 - On June 25, those of us gathered thought that these were good ideas.
 - Will the proposal include next steps? Both near-term and long-term?
 - This will be the focus of Session TWO of today's meeting.

Craig asked if anyone who had not contributed yet would like to add anything? He noted that they wanted to have a real positive consensus from everybody.

Comments

- Would want more detail before getting into the “internal weeds on this.”
- Craig asked the group to speak now, otherwise it appeared that we were all onboard with the general direction.

Conclusions

Craig began the afternoon session by welcoming everyone back and stating that the purpose of the afternoon was to come to conclusions about roles and responsibilities. Craig then initiated a discussion about some conclusions he drafted over the break, based on the morning discussion. Results of that discussion are as follows.

Commission a Study

There was general agreement with the following words that everyone reviewed on the screen:

Commission a study to evaluate the current system, explore relevant best practices, and make recommendations for how to improve the planning and governance of regional transit.

Evaluation will cover:

- Current and potential institutional arrangements for how Community Connector is governed and managed
- Current and potential roles of the MPO in planning and governance of regional transit
- Current and potential ways in which other transit providers could be better supported

Exploration will include looking at:

- Other regional transit systems in Maine and elsewhere that are relevant to our situation
- The pros and cons for establishing a regional transit district

Recommendations will to aim to:

- Improve administration (including looking at results of the previous study) and potentially expand the regional transit system and improve quality of life for residents of the region
- Improve formal mechanisms for contributing municipalities and entities to influence planning and policy decisions. This will:
 - Help municipalities with their own capital planning
 - Help communities better contribute via match and other means to regional transit
 - Provide greater accountability to municipal residents which is being demanded in return for financial contributions
- Improve cost effectiveness of delivering regional transit

Recommendations may include, but need not be limited to, one or more of the following:

- Maintain institutional arrangements as they are
- Community Connector becomes an independent organization (no longer exclusively under the City of Bangor) with a board that has representatives from all municipalities
- BACTS (the regional MPO) becomes the Community Connector oversight agency
 - BACTS could establish a transit sub-committee that oversees Community Connector (and perhaps other transit providers/programs)

- Establish a state sanctioned Transit District to govern and manage Community Connector (and perhaps other regional transit providers/programs)

The study will be supported by funding and staff resources from BACTS and MDOT and perhaps match contributions from municipalities if needed (perhaps from CARES Act if available).

Designing the study, selecting contractors, and overseeing the work of the study will be done by the BACTS Policy Committee.

Between now and when study recommendations are implemented, BACTS will coordinate with Community Connector to communicate to municipalities and gather input from municipalities regarding the planning and activities of Community Connector.

Improve Short Term Communications

We focused discussion on how to improve communications in the short term, before the study is completed and/or recommendations are acted on. Following are highlights of that conversation as jotted on the screen by Craig.

- We should not continue municipal partnership meetings the way they are, where people feel on the spot or don't have adequate information
- Expectations of municipalities have been different from what Bangor has been able to provide
 - We (municipalities) have had to rely on BACTS
- Municipalities, if there is information you need: call or email Rich
 - He will do his best but it's confusing and the City doesn't have optimal reporting software
 - Rich wants to hear from municipal partners directly
- BACTS can help with FTA jargon and simplifying complex information
- BACTS and Community Connector staff need to commit to communicate better with each other
 - We need to establish consistent formats for conveying information
- When municipalities are not happy with information they are receiving, BACTS and Community Connector need to be unified and not blame each other
- It would be good if municipal partners could receive regular (quarterly) basic information
 - What
 - Ridership
 - Expenses
 - Recent activities

- Future plans
- How
 - In whatever way Community Connector and the City of Bangor decides is best
 - Rich would like to work with a small group to design a standard report
- Concern that some municipal officials are very involved in transit policy but not on the BACTS Policy Committee
 - We need to be mindful of that
- The Community Connector capital plan should be workshopped with the municipal partners
- The City of Bangor needs to better understand what level the municipal partners want to be involved
- We really appreciate all that the City of Bangor does, and we don't want to get involved in the details of Community Connector, but we have been asking for simple things for two years, such as the following:
 - Why we are getting charged what we are getting charged
 - Advance notice of increases
 - Plans for future route stops
 - Technology

Discussion of the Study and How to Improve Communications

- The study should focus on how transit system is administered, versus the system itself. We would not need to analyze the current system, but rather how it is administered.
 - Agree – it is more about how we administer it, but that needs to lead to conclusions about change and an end result that allows for the system to expand at some point.
 - In the back of our mind, if we change how we run this, it needs to cater to potential expansion in the future that would increase connectivity.
- We need to best implement the studies that we have already had done. There are many recommendations in these previously conducted studies. We often get bogged down in the details. It would be great to leave the institutional arrangements the same, but improve the implementation of these recommendations.
 - Agree – it is about implementing the studies that we already have, to improve and enhance the system.
 - The previous studies should be foundational to this potential new study.
- In regards to the transit district piece, wanting to be sensitive to the language we use because we have a community action program that does a lot more than transportation.

- Focus on transit agencies that receive funding in the urbanized areas – and their administration.
 - There is a connection between what the Community Connector does and other agencies, but we don't want to lump the other organizations in.
- Funding, it is important to note that when we are looking at how this is going to be funded, is there any CARES Act funding remaining? If we used those funds, it would reduce the burden on local municipalities.
- Transit grouping and potential sub committees. In the future there may be more than one transit provider in the area, do we need to consider this?
 - Craig states that the document allows for the possibility of exploring these other things too.
- We need to dig down into what coordinate means. Because this is the part that is going to happen now and the next few months. We need to focus on this.
- Craig asked the group that if they could write these next steps what would they be?
 - Don't want to continue with quarterly meetings where people feel put on the spot, or feel like they are lacking information to have meaningful conversations. If BACTS is going to be the conduit of information, we need to be clear on what that means and what it doesn't mean.
- How can BACTS be more helpful in the interim?
 - Expectations on the municipality side for what information we would be provided has not been met by the City of Bangor. We have relied on BACTS to carry our message of what we are looking for. For example, a financial report that the municipalities want, but may take additional work from the City. We need to determine how to get the information that the municipalities need without putting a burden on the City.
 - Municipalities could reach out to the City of Bangor, with a phone call or direct communication to express what information that they do need before we hold our meetings. There is a challenge because we don't have reporting systems and software, and also because often things are not simple answers. There are often multi-layer questions at the meetings that require multiple layer answers.
 - Noting that people have been frustrated, but that the City would benefit from a direct expression of what municipalities need (through a phone call).
 - Appreciate that the jargon is not easy to understand or weed through, this is something that BACTS can help with. We can pull out key parts that will help people make decisions.
 - If we are going to move forward with this interim plan, we need a plan for how information will be communicated. Once we have this format, it will be easier. People will know what to look for.
 - Example: changing format of agendas at BACTS for staff reports
 - This will take some back and forth between organizations
 - Craig noted that BACTS thinks that this coordinated effort could work, and that there is optimism around it.

- How should the chain of information operate? Call Richard? Call BACTS? Looking for clarity on this.
 - We are relying on BACTS to carry our message to Bangor. A single point of contact. Does the city want a different mode of communication? It could be easier if BACTS collected information from all four municipalities and then disseminated this to the City of Bangor.
 - Responsibilities in regards to transit differ among the organizations. We were trying to send the information to the organizations that had the largest focus on transit (Community Connector and BACTS).
 - Rich has asked BACTS to have the municipalities directly contact him.
 - And feels like they have not been, so he assumed no one was reaching out.
- If this is going to be a partnership – Community Connector and BACTS needs to be working together as a team in this effort. So, we can avoid the frustration of information not getting to the right people.
- If municipalities could receive some basic information on a regular basis (whatever seems reasonable, quarterly?). Such as ridership information and a report on expenses. This would help us understand where expenses are. Providing a general summary in this manner would help municipalities to feel informed and would answer a lot of our questions.
 - Craig asked who would be responsible for this type of report?
 - Community Connector could use BACTS as a resource to provide this report
 - There could be meetings with municipal partners quarterly
 - Resources are tight, so what would be the best use of Community Connectors time?
 - Agree, working on a periodic report would be a logical thing to do and would help the municipalities to stay up to date
- The contact person “in charge” will be based on what the study develops.
- Caution about certain positions that are involved in transit, but are not part of the BACTS policy committee. Example: Town Finance Chairs

Craig stated that he heard general agreement that the municipalities and the City of Bangor do want to work together to improve communications. He noted that the current proposal does not focus on involving municipalities in future planning in a major way. He asked if this was okay?

Reactions

- The way the system is set up currently, has had issues with municipalities being informed on the status of Capital Plans and other long-term planning. If we got quarterly updates on these plans, we would have a better idea along the way.
- Municipalities feel like they can sometimes provide feedback, but then there have not been status updates.

- What are the groups thoughts about Capital Planning? Why is this not workshopped with the entire municipal partnership group? Why is this not part of this committees' work?
 - The Community Connector Capital Plan should be workshopped with the municipal partners.
 - Why haven't municipal partners been involved?
 - Glad we are having this discussion now, but it would have been helpful to hear this feedback before.
 - City of Bangor needs to better understand the level of involvement that municipal partners want to have.
 - It is hard to look at dual roles – the details that the City/Community Connector has to handle.
 - If municipalities want greater input, express that.
- Appreciate all that the City of Bangor does, we know this is a monumental task. Don't have desire to get involved with the daily operations, but do want simple things like "how much we need to budget" – this has caused issues when we pay based on estimates and then get hit with a larger sum. We need to understand why and what we are being charged, and for it to be consistent.
 - Have a project in my community to plot the stops for the Community Connector, but this keeps getting put off because of other priorities like marketing the Community Connector.
 - Want to figure out how the towns can interact in a way that is not a fight, it feels like a fight right now.

Closing Comments

Craig offered a chance for each person to make a closing comment; such as something they learned or were hopeful about. He added that there would also be a post-meeting survey where members of the group could express their evaluation of the meeting.

Closing comments were as follows:

- In general, we are quite happy with the bus service and how it is provided. The budget estimate is a challenge. If we could get these numbers earlier in the year it would be critical.
- Appreciate everyone's input. There is always room for improvement. Looking forward to long-term improvements. Thank you!
- Make sure that everyone understands that the town of Orono appreciates the Community Connector and the City of Bangor. Hope that we can make our meetings more efficient and allow for better flow for communications. Hope that BACTS can help alleviate the pressure from the City.
- Thank you, Craig. Hope these communication lines can stay open.

- Thank you everyone for attending and for your comments.
- Thank you for including Maine DOT. We are always here to help.
- Thank you, Community Connector. The more input the municipalities have the better. And increased communications around budget is especially helpful.
- Appreciate the healthy discussion. We can move forward right away with things that will help us all.
- Thank you, City of Bangor, for coming to the table for this productive conversation. We hope that BACTS can become a resource as municipal budgets continue to tighten.
- I feel encouraged by this conversation and discussion. We have work to do and we are committed to this work. Thanks for participating in a Zoom Workshop. And thank you Craig.

The meeting adjourned at 1:00pm.

Attachment F

Fiscal Year 2020 Fixed Route Ridership

As of May 18, 2020

Month	Monthly Passes	Student Passes	Tickets	Half Fares	Cash Fares	Transfers	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fares	Total
Jul	16,506	155	13,433	5,936	8,098	8,520	153	1,572	975	610	2,917	0	58,875
Aug	17,421	210	13,387	6,184	8,515	8,521	175	1,937	921	584	2,973	0	60,828
Sep	15,466	288	11,657	5,262	7,453	7,655	321	2,789	1,532	739	4,769	0	57,931
Oct	17,908	383	12,639	5,926	8,777	9,165	389	2,538	1,626	750	4,984	0	65,085
Nov	20,002	325	10,534	4,921	7,497	7,604	291	2,003	1,132	553	4,084	0	58,946
Dec	15,091	285	10,907	5,311	8,044	7,980	260	1,694	1,002	468	3,700	0	54,742
Jan	15,823	280	11,931	5,255	7,995	8,335	196	2,109	945	474	4,215	0	57,558
Feb	14,410	197	11,919	5,053	7,553	8,047	107	1,836	1,001	594	4,597	0	55,314
Mar	9,215	127	7,239	3,052	4,696	4,705	56	1,199	597	420	2,224	11,346	44,876
Apr												23,401	23,401
May												14,795	14,795
Total	141,842	2,250	103,646	46,900	68,628	70,532	1,948	17,677	9,731	5,192	34,463	49,542	552,351

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*

Not final - Only through May 18

NOTES:

Does Not Include ADA Complementatary Paratransit

Does Not Include Black Bear Orono Express (BBOE)

Hampden route ridership has been reviewed and verified through the end of April

Brewer routes ridership have been reviewed and verified through the end of April

VOOT 1 route ridership has been reviewed and verified through the end of April

Hammond/Center Streets route ridership has been reviewed and verified through the end of April

Stillwater Avenue route ridership has been reviewed and verified through the end of April

All Capehart routes ridership have been reviewed and verified through the end of April

* VOOT 2 route ridership has been reviewed and is awaiting verification for April

* Hammond Street route ridership has been reviewed and is awaiting verification for March

* Center Street route ridership has been reviewed and is awaiting verification for March

* Mount Hope route ridership has been reviewed and is awaiting verification for March

Route Multiple Items) Bangor Routes

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	11,292	129	9,351	3,790	5,120	5,935	97	1,016	720	495	708	0	38,653
Aug	11,842	119	9,237	4,048	5,415	5,866	134	1,384	727	454	862	0	40,088
Sep	10,611	177	7,927	3,464	4,542	5,308	191	2,178	1,297	597	924	0	37,216
Oct	12,068	263	8,571	3,950	5,520	6,331	252	2,026	1,365	644	820	0	41,810
Nov	13,591	217	7,193	3,335	4,691	5,239	193	1,574	962	477	708	0	38,180
Dec	10,369	176	7,376	3,468	4,967	5,291	180	1,251	878	382	610	0	34,948
Jan	10,585	176	8,249	3,441	4,993	5,673	138	1,620	795	371	821	0	36,862
Feb	10,068	148	8,098	3,389	4,782	5,497	78	1,360	799	529	680	0	35,428
Mar	6,465	101	4,909	2,025	3,044	3,165	37	938	405	360	317	7,729	29,495
Apr												15,604	15,604
May												9,604	9,604
Total	96,891	1,506	70,911	30,910	43,074	48,305	1,300	13,347	7,948	4,309	6,450	32,937	357,888

Route CH1 Capehart 1

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	1,227	42	1,154	530	668	724	5	99	52	31	110	0	4,642
Aug	1,311	31	1,081	506	671	749	3	135	59	42	110	0	4,698
Sep	1,234	51	917	421	578	589	5	145	90	30	125	0	4,185
Oct	1,245	98	1,100	504	756	641	16	174	82	34	119	0	4,769
Nov	1,323	82	802	392	597	517	28	136	76	41	91	0	4,085
Dec	1,045	65	737	425	650	580	30	131	72	17	96	0	3,848
Jan	1,158	67	932	430	628	569	40	170	80	28	94	0	4,196
Feb	973	52	867	412	573	510	21	100	60	42	83	0	3,693
Mar	624	28	544	263	374	347	6	71	39	18	41	737	3,092
Apr												1,692	1,692
May												1,087	1,087
Total	10,140	516	8,134	3,883	5,495	5,226	154	1,161	610	283	869	3,516	39,987

Route CH2 Capehart 2

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	1,241	12	1,174	476	746	666	7	104	48	23	74	0	4,571
Aug	1,265	16	1,111	497	753	644	5	138	39	34	71	0	4,573
Sep	1,121	48	918	483	622	590	20	160	32	48	75	0	4,117
Oct	1,281	81	1,095	515	743	582	31	152	40	37	71	0	4,628
Nov	1,378	47	825	416	615	527	22	117	24	30	63	0	4,064
Dec	951	31	842	443	669	515	24	93	23	20	63	0	3,674
Jan	1,037	44	873	453	658	562	25	106	22	21	81	0	3,882
Feb	967	33	914	459	673	524	12	101	16	41	79	0	3,819
Mar	586	24	616	265	398	296	6	59	10	15	36	740	3,051
Apr												1,810	1,810
May												1,248	1,248
Total	9,827	336	8,368	4,007	5,877	4,906	152	1,030	254	269	613	3,798	39,437

Route CH3 Capehart 3

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	709	13	729	264	422	438	5	72	36	18	65	0	2,771
Aug	717	0	597	283	337	443	13	53	24	19	78	0	2,564
Sep	583	6	572	252	358	415	3	105	6	24	35	0	2,359
Oct	816	17	652	292	472	562	20	100	48	21	77	0	3,077
Nov	801	9	522	250	416	389	10	107	27	22	54	0	2,607
Dec	666	6	559	283	367	381	8	68	10	14	39	0	2,401
Jan	674	6	619	264	423	416	9	80	11	16	51	0	2,569
Feb	596	11	598	244	410	425	0	79	7	26	25	0	2,421
Mar	425	5	385	154	288	233	0	46	8	17	20	416	1,997
Apr												1,101	1,101
May												692	692
Total	5,987	73	5,233	2,286	3,493	3,702	68	710	177	177	444	2,209	24,559

Route CST Center Street

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	1,348	0	1,200	569	581	793	1	109	82	48	94	0	4,825
Aug	1,446	0	1,213	654	561	764	1	116	66	35	118	0	4,974
Sep	1,482	4	1,005	652	520	769	13	201	186	82	143	0	5,057
Oct	1,637	0	1,068	644	509	820	30	154	182	76	125	0	5,245
Nov	1,774	4	810	559	429	741	8	110	107	72	114	0	4,728
Dec	1,255	3	846	526	507	738	7	90	90	47	92	0	4,201
Jan	1,503	0	1,192	548	502	921	9	138	90	55	129	0	5,087
Feb	1,347	15	980	532	448	785	13	120	93	80	141	0	4,554
Mar	890	0	663	348	322	437	1	74	64	66	55	555	3,475
Apr												1,668	1,668
May												1,055	1,055
Total	12,682	26	8,977	5,032	4,379	6,768	83	1,112	960	561	1,011	3,278	44,869

Center Street route ridership has been reviewed and is awaiting verification for March - Q on 3/25

Route HSC Hammond/Center Streets

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	251	0	185	82	102	125	0	23	5	9	10	0	792
Aug	341	0	305	139	108	133	2	23	2	8	7	0	1,068
Sep	237	0	258	75	80	136	4	18	5	13	7	0	833
Oct	244	0	193	90	81	120	1	8	7	7	12	0	763
Nov	327	2	184	86	87	146	6	9	1	6	4	0	858
Dec	194	1	194	102	92	100	3	12	3	8	13	0	722
Jan	224	0	219	93	90	107	0	19	2	7	12	0	773
Feb	230	0	368	103	116	148	6	18	1	6	15	0	1,011
Mar	99	0	86	36	38	46	0	1	2	4	7	284	603
Apr												405	405
May												257	257
Total	2,147	3	1,992	806	794	1,061	22	131	28	68	87	946	8,085

Route HST Hammond Street

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	2,325	54	1,957	446	616	1,119	56	92	17	176	87	0	6,945
Aug	2,293	64	1,954	429	686	1,119	65	119	6	143	55	0	6,933
Sep	1,992	66	1,591	356	584	1,000	94	150	3	239	94	0	6,169
Oct	2,322	65	1,795	448	667	1,286	90	130	4	226	77	0	7,110
Nov	2,413	53	1,520	443	660	987	55	93	11	122	44	0	6,401
Dec	1,873	39	1,617	422	650	1,038	47	83	13	140	47	0	5,969
Jan	1,913	20	1,747	449	690	1,083	9	120	2	140	74	0	6,247
Feb	1,876	12	1,694	397	595	1,047	6	117	8	145	68	0	5,965
Mar	1,211	28	961	249	440	714	0	90	4	108	31	2,296	6,132
Apr												3,056	3,056
May												1,579	1,579
Total	18,218	401	14,836	3,639	5,588	9,393	422	994	68	1,439	577	6,931	62,506

Hammond Street route ridership has been reviewed and is awaiting verification for March - Q on 3/23

Route MAL Mall Hopper

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	524	0	575	551	408	373	2	42	237	48	24	0	2,784
Aug	708	4	434	609	413	402	4	50	313	48	67	0	3,052
Sep	686	0	527	492	357	391	9	110	709	61	64	0	3,406
Oct	838	0	480	546	362	417	3	92	683	78	41	0	3,540
Nov	990	16	546	429	253	349	5	91	494	65	32	0	3,270
Dec	764	14	523	415	259	354	7	73	442	31	19	0	2,901
Jan	668	24	573	395	278	361	3	58	364	25	22	0	2,771
Feb	771	14	596	445	277	355	4	48	431	39	23	0	3,003
Mar	495	5	331	235	223	192	2	45	181	37	21	500	2,267
Apr												1,184	1,184
May												822	822
Total	6,444	77	4,585	4,117	2,830	3,194	39	609	3,854	432	313	2,506	29,000

Route MTH Mount Hope

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	1,530	6	1,152	342	625	762	8	380	173	68	140	0	5,186
Aug	1,561	1	1,113	305	682	642	5	616	134	68	184	0	5,311
Sep	1,292	2	843	241	549	602	12	1,179	81	60	166	0	5,027
Oct	1,361	2	817	321	779	892	22	1,105	123	105	123	0	5,650
Nov	1,912	4	851	281	631	714	35	784	98	71	176	0	5,557
Dec	1,367	8	872	316	666	708	16	546	78	75	106	0	4,758
Jan	1,386	11	859	270	686	716	16	802	64	60	211	0	5,081
Feb	1,349	7	935	283	676	680	7	636	70	89	104	0	4,836
Mar	937	8	624	152	368	374	19	470	38	65	50	786	3,891
Apr												1,954	1,954
May												1,263	1,263
Total	12,695	49	8,066	2,511	5,662	6,090	140	6,518	859	661	1,260	4,003	48,514

Mount Hope route ridership has been reviewed and is awaiting verification for March - Q on 3/25

Route SAV Stillwater Avenue

Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	2,137	2	1,225	530	952	935	13	95	70	74	104	0	6,137
Aug	2,200	3	1,429	626	1,204	970	36	134	84	57	172	0	6,915
Sep	1,984	0	1,296	492	894	816	31	110	185	40	215	0	6,063
Oct	2,324	0	1,371	590	1,151	1,011	39	111	196	60	175	0	7,028
Nov	2,673	0	1,133	479	1,003	869	24	127	124	48	130	0	6,610
Dec	2,254	9	1,186	536	1,107	877	38	155	147	30	135	0	6,474
Jan	2,022	4	1,235	539	1,038	938	27	127	160	19	147	0	6,256
Feb	1,959	4	1,146	514	1,014	1,023	9	141	113	61	142	0	6,126
Mar	1,198	3	699	323	593	526	3	82	59	30	56	1,415	4,987
Apr												2,734	2,734
May												1,601	1,601
Total	18,751	25	10,720	4,629	8,956	7,965	220	1,082	1,138	419	1,276	5,750	60,931

Route	VOOT Routes												
Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	1,670	4	1,553	863	1,420	859	10	339	196	56	1,913	0	8,883
Aug	1,710	30	1,672	823	1,506	875	17	343	141	39	1,850	0	9,006
Sep	1,482	3	1,472	725	1,338	767	23	384	139	35	3,493	0	9,861
Oct	1,570	1	1,636	806	1,506	1,003	30	296	159	18	3,816	0	10,841
Nov	2,042	6	1,203	616	1,228	743	13	215	97	19	3,107	0	9,289
Dec	1,325	10	1,171	661	1,238	792	12	223	53	17	2,805	0	8,307
Jan	1,568	6	1,245	747	1,228	793	4	261	71	14	3,113	0	9,050
Feb	1,099	2	1,345	669	1,015	814	16	201	81	7	3,666	0	8,915
Mar	788	1	781	418	667	529	7	106	135	25	1,777	1,233	6,467
Apr												2,493	2,493
May												1,622	1,622
Total	13,254	63	12,078	6,328	11,146	7,175	132	2,368	1,072	230	25,540	5,348	84,734

Route	VOOT 1												
Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	830	2	712	387	647	395	4	180	112	20	824	0	4,113
Aug	765	2	826	354	673	411	13	180	76	12	830	0	4,142
Sep	698	2	706	312	635	381	11	254	69	19	1,388	0	4,475
Oct	697	1	790	408	722	478	20	155	74	13	1,791	0	5,149
Nov	886	4	571	283	549	373	8	110	44	12	1,385	0	4,225
Dec	558	5	570	293	607	382	4	126	23	5	1,362	0	3,935
Jan	724	3	551	302	586	367	4	111	23	6	1,472	0	4,149
Feb	505	1	618	268	467	393	12	92	25	6	1,690	0	4,077
Mar	409	1	372	205	315	280	7	62	26	10	880	501	3,068
Apr												1,221	1,221
May												759	759
Total	6,072	21	5,716	2,812	5,201	3,460	83	1,270	472	103	11,622	2,481	39,313

Route	VOOT 2												
Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	840	2	841	476	773	464	6	159	84	36	1,089	0	4,770
Aug	945	28	846	469	833	464	4	163	65	27	1,020	0	4,864
Sep	784	1	766	413	703	386	12	130	70	16	2,105	0	5,386
Oct	873	0	846	398	784	525	10	141	85	5	2,025	0	5,692
Nov	1,156	2	632	333	679	370	5	105	53	7	1,722	0	5,064
Dec	767	5	601	368	631	410	8	97	30	12	1,443	0	4,372
Jan	844	3	694	445	642	426	0	150	48	8	1,641	0	4,901
Feb	594	1	727	401	548	421	4	109	56	1	1,976	0	4,838
Mar	379	0	409	213	352	249	0	44	109	15	897	732	3,399
Apr												1,272	1,272
May												863	863
Total	7,182	42	6,362	3,516	5,945	3,715	49	1,098	600	127	13,918	2,867	45,421

VOOT 2 route ridership has been reviewed and is awaiting verification for April - Qs on 4/1 and 4/3

Route	Multiple Items)												
Brewer Routes													
Month	Monthly Passes	Student Passes	Tickets	Half Fares	Cash Fares	Transfers	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fares	Total
Jul	2,461	22	1,990	978	1,182	1,209	11	172	45	36	167	0	8,273
Aug	2,732	59	1,993	997	1,289	1,191	8	156	45	52	163	0	8,685
Sep	2,367	58	1,815	794	1,243	1,117	17	147	75	45	237	0	7,915
Oct	3,037	79	2,034	845	1,359	1,293	20	145	91	35	241	0	9,179
Nov	3,160	66	1,819	748	1,238	1,135	23	135	65	26	164	0	8,579
Dec	2,398	71	1,937	865	1,451	1,328	17	158	68	26	187	0	8,506
Jan	2,617	71	1,973	806	1,422	1,244	24	159	72	46	196	0	8,630
Feb	2,331	33	1,970	783	1,480	1,210	5	193	103	29	181	0	8,318
Mar	1,420	13	1,244	460	804	660	4	120	54	21	85	1,915	6,800
Apr												4,220	4,220
May												2,864	2,864
Total	22,523	472	16,775	7,276	11,468	10,387	129	1,385	618	316	1,621	8,999	81,969

Route	BRN	Brewer North											
Month	Monthly Passes	Student Passes	Tickets	Half Fares	Cash Fares	Transfers	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fares	Total
Jul	1,236	3	1,063	586	615	681	11	110	27	16	120	0	4,468
Aug	1,319	22	1,079	586	654	739	8	105	25	25	113	0	4,675
Sep	1,210	23	950	478	612	663	11	85	28	20	179	0	4,259
Oct	1,546	23	1,122	486	675	750	18	74	33	10	178	0	4,915
Nov	1,547	30	995	404	650	693	14	80	23	14	124	0	4,574
Dec	1,243	41	1,001	466	701	772	15	109	30	13	140	0	4,531
Jan	1,352	36	1,069	488	694	744	16	114	31	34	153	0	4,731
Feb	1,268	10	997	461	705	756	5	130	25	15	146	0	4,518
Mar	812	4	667	264	391	450	4	88	24	12	73	1,090	3,879
Apr												2,387	2,387
May												1,517	1,517
Total	11,533	192	8,943	4,219	5,697	6,248	102	895	246	159	1,226	4,994	44,454

Route	BRS	Brewer South											
Month	Monthly Passes	Student Passes	Tickets	Half Fares	Cash Fares	Transfers	Beal Collge	EMCC	Husson University	UMA	University of Maine	Free Fares	Total
Jul	1,225	19	927	392	567	528	0	62	18	20	47	0	3,805
Aug	1,413	37	914	411	635	452	0	51	20	27	50	0	4,010
Sep	1,157	35	865	316	631	454	6	62	47	25	58	0	3,656
Oct	1,491	56	912	359	684	543	2	71	58	25	63	0	4,264
Nov	1,613	36	824	344	588	442	9	55	42	12	40	0	4,005
Dec	1,155	30	936	399	750	556	2	49	38	13	47	0	3,975
Jan	1,265	35	904	318	728	500	8	45	41	12	43	0	3,899
Feb	1,063	23	973	322	775	454	0	63	78	14	35	0	3,800
Mar	608	9	577	196	413	210	0	32	30	9	12	825	2,921
Apr												1,833	1,833
May												1,347	1,347
Total	10,990	280	7,832	3,057	5,771	4,139	27	490	372	157	395	4,005	37,515

Route	HAM	Hampden											
Month	Monthly Pass	Student Pass	Ticket	Half Fare	Cash Fare	Transfer	Beal College	EMCC	Husson University	UMA	University of Maine	Free Fare	Total
Jul	1,083	0	539	305	376	517	35	45	14	23	129	0	3,066
Aug	1,137	2	485	316	305	589	16	54	8	39	98	0	3,049
Sep	1,006	50	443	279	330	463	90	80	21	62	115	0	2,939
Oct	1,233	40	398	325	392	538	87	71	11	53	107	0	3,255
Nov	1,209	36	319	222	340	487	62	79	8	31	105	0	2,898
Dec	999	28	423	317	388	569	51	62	3	43	98	0	2,981
Jan	1,053	27	464	261	352	625	30	69	7	43	85	0	3,016
Feb	912	14	506	212	276	526	8	82	18	29	70	0	2,653
Mar	542	12	305	149	181	351	8	35	3	14	45	469	2,114
Apr												1,084	1,084
May												705	705
Total	9,174	209	3,882	2,386	2,940	4,665	387	577	93	337	852	2,258	27,760



CITY OF BANGOR

COMMUNITY CONNECTOR

Agency Safety Plan (ASP)

Public Transportation Agency Safety Plan (PTASP)

Safety Plan for Bus Transit (Section 5307 recipients)

July 20, 2020

Section 1.

Transit Agency Information	
Transit Agency	City of Bangor, Community Connector
Address	475 Maine Ave., Bangor, Maine 04401
Telephone	(207) 992-4670
Website	www.bangormaine.gov/communityconnector
Name and Title of Accountable Executive (AE)	Laurie Linscott, Bus Superintendent
Name and Title of Chief Safety Officer (CSO)	Laurie Linscott, Bus Superintendent
Mode(s) of Service covered by this Plan	Fixed Route Bus and ADA Complementary Paratransit Service
Mode(s) of Service Provided by this Agency	Fixed Route Bus and ADA Complementary Paratransit Service
Service Area Description	Urban Service in the Greater Bangor Region. City of Bangor, City of Brewer, City of Old Town, and the Town of Orono, Town of Veazie, and Town of Hampden.
Number of Vehicles in Peak Revenue Service	14
Directly Operated <input checked="" type="checkbox"/> Contracted Service <input type="checkbox"/>	
Name and Address of Transit Agency for Which Service is Provided	City of Bangor, Community Connector 475 Maine Ave Bangor, Maine 04401
Name and Address of Service Contractor	NA
List FTA Funding Types:	5307 and 5339

Annual Review and Update Process

This plan will be jointly reviewed and updated by the Bus Superintendent (*Accountable Executive*) and Chief Safety Officer by **JULY 1** annually, or more often if the need arises. A meeting will be scheduled to provide adequate time for all edits and approvals to occur before July 1 of each year. Signed Certifications and Assurances (C&A) will be included as **Attachment B** annually. After approval of annual updates, the revised plan will be shared with MaineDOT and MPO.

Version Number and Updates			
Version Number	Section/ Pages Affected	Reason for Change	Date Issued
1		New Document	7/20/2020

Section 3.

Safety Performance Targets

The **Public Transportation Agency Safety Plan (PTASP)** regulation, at 49 C.F.R. Part 673, requires covered public transportation providers and State Departments of Transportation (DOT) to establish **safety performance targets (SPTs)** to address the **safety performance measures (SPMs)** identified in the **National Public Transportation Safety Plan (NSP)** (49 C.F.R. § 673.11(a)(3)).

As described in the **NSP**, transit providers must establish by mode seven **SPTs** in four categories:

- **Fatalities:** Total number of reportable fatalities reported to NTD and rate per total vehicle revenue miles (VRM) by mode.
- **Injuries:** Total number of reportable injuries reported to NTD and rate per total VRM by mode.
- **Safety Events:** Total number of reportable safety events reported to NTD and rate per total VRM by mode.

Safety Performance Target Coordination

Community Connector's Accountable Executive shares our ASP, including safety performance targets, with the (MPO) in our service area each year after its formal adoption by the City Council. Community Connector's Accountable Executive also provides a copy of our formally adopted plan to the MDOT.

ASP and Targets Transmitted to the State	State of Maine Department of Transportation (MDOT)	Date Targets Transmitted XXXXXXXX
ASP and Targets Transmitted to the Metropolitan Planning Organization	Bangor Area Comprehensive Transportation System (BACTS)	Date Targets Transmitted XXXXXXXX

Section 4.

Safety Management Policy Statement

Safety is a core value at Community Connector, and managing safety is a core business function. Community Connector is committed to developing, implementing, maintaining, and constantly improving processes to ensure the safety of our customers, employees, and the public.

As part of our commitment to safety, Community Connector will:

- Communicating the purpose and benefits of the Safety Management System (SMS) to all staff, managers, supervisors, and employees.
- Provide clear definition of the accountabilities and responsibilities for all staff; managers, employees with the delivery performance and the performance of the safety management system (SMS).
- Providing appropriate management involvement and the necessary resources to establish and operate effectively an Employee Safety Reporting Program (ESRP). The ESRP will encourage employees to communicate and report any unsafe work conditions, hazards, or at-risk behavior to the management team.
- Establish and operate a safety reporting program in support of pre-determined hazards, potential hazards, and use it to evaluate and mitigate risk.
- Ensure that sufficiently skilled and trained staff are available to implement safety management processes.

the CSO or supervisor when established policies and procedures are not working as intended so they can be improved.

CSO Response: The CSO will review all safety reports. The CSO will assess and track the hazards as outlined in Section 5 of this ASP. Employees will be informed of hazard mitigation strategies and resolution through direct communication with the CSO or immediate supervisor, and through periodic safety training events.

Documentation of reported safety hazard: The CSO will maintain a log of all reported safety events, hazards, and near-misses along with the follow-up action as outlined in Section 5 of this ASP.

The CSO will keep employees informed of reported safety hazards through direct communication and trainings. In the event that the hazard is reported anonymously, the CSO will track the hazard and share with employees during training events if deemed significant.

Employee Protections: No disciplinary action will be taken against any employee who discloses a safety event unless the event is the result of an illegal act or deliberate and willful disregard of agency safety rules and policies. Employees are not protected in the event that that safety event was reported from another source, internal or external.

Authorities, Accountabilities, and Responsibilities

Staff Safety Roles and Responsibilities

Position Title	Position Description	Safety Responsibilities
Accountable Executive		<ul style="list-style-type: none"> -implement each element of the SMS throughout the agency -address substandard performance in the agency -Ensure that PTASP is distributed to staff and board -Maintain all safety records -serve as or work with the chief safety officer -review and update PTASP annually or as necessary -establish and measure safety performance
Chief Safety Officer (CSO)		<ul style="list-style-type: none"> -promote health and safety and be a resource to all staff -review accidents and conduct investigations when they result in serious injury or property damage

		supervisor or CSO -report hazards according to policy -participate as required in the safety program -report near-misses to supervisors or CSO as soon as practicable
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Section 5.

Safety Risk Management

Safety Risk Management Process

Our Safety Risk Management (SRM) process will be continuous and on-going to ensure the safety of our operations, passengers, employees, vehicles, and facilities. Community Connector will use a process whereby hazards and their consequences are identified, assessed for potential safety risk, and resolved in a manner acceptable to management.

The Chief Safety Officer (CSO) will lead Community Connector's Safety Risk Management Process, working with City of Bangor, Risk Manager, to identify hazards and consequences, assess safety risk of potential consequences, and mitigate safety risk. The CSO will track the hazards with evaluation and results are documented in our Hazard Tracking Log.

Community Connector SRM process will apply to all elements of our system including our operations, facilities, and vehicles; and personnel recruitment, training, and supervision.

Safety Hazard Identification

Identification of hazards may occur through direct observation, claims, customer complaints, accident reports, employee reporting, or any of the sources listed below:

- Periodic staff meetings/trainings that encourage employees to report hazards and near-misses
- Employee Safety Reporting Program/Other Accident or Incident Reports (ESRP)
- Transit Asset Management (TAM) Plan
- Facility inspections
- Pre/post trip vehicle inspections
- Post-accident investigations
- On-board cameras
- Observations from Supervisors
- Routine oversight of daily activities (On Board Evaluations)
- Customer complaints

The CSO will use all available tools from hazard identification and categorization to prioritize the hazards and determine mitigation strategies and resolution. Those strategies may include do nothing, re-training, new training, and/or a change in Community Connector's procedure.

The CSO will document the safety risk management process for each hazard, from identification of source, evaluation, mitigation, resolution, and tracking by maintaining a comprehensive log. The log will be used to identify and prioritize trends to improve safety performance department wide. The log may be used as a training tool. Community Connector will utilize their own log for tracking provided as **Attachment F**.

Section 6.

Safety Assurance

Safety Performance Monitoring and Measurement:

The Chief Safety Officer (CSO) is responsible for safety assurance at the Community Connector. To do so, the CSO will perform the following actions:

- ✓ Ensure that the safety culture is known and accepted throughout the agency by:
 - ✓ Maximize the use of safety devices.
 - ✓ Maximize the use of warning devices.
 - ✓ Provide safety policies and training to all employees.
 - ✓ Provide opportunity for employee input into the safety process.
- ✓ Ensure that safety performance measures are quantifiable, consistent, and representative of what is being measured.
- ✓ **Monitor compliance with established safety procedures.**
 - ✓ **Monitor operations activities for safety compliance via effective oversight of daily activities.**
 - ✓ **Periodically review and analyze current safety policies for sufficiency.**
 - ✓ **Collect and share data with staff to keep everyone informed and cognizant of the importance of safety as a business practice.**
- ✓ *Conduct investigations in safety events to include accidents, incidents, and or near misses to identify causal factors including collecting witness feedback.*
- ✓ *Track all safety events in one location including those reported by employees to identify trends and analyze the effectiveness of mitigations.*
- ✓ *Use data collected to monitor and analyze mitigation strategies to determine effectiveness.*

Passenger Removal Policy
Hazard Communication / Global Harmonization
Emergency Action Plan
Emergency Procedures for the Bus
Personal Protective Equipment
Lock out Tagout Awareness
Universal Waste Training
Hazardous Waste Training

Other Training List:

Bus Operator – Gillig
Route Changes
Operational Changes
ADA Paratransit Service
EEO
Title VI
Fare Policies
DVIR-Pre-Trip, Post Trip
Public Participation
Half Fare Program
Sexual Harassment
Stop Announcements
Human Trafficking
ADA Fixed Route and Paratransit Service Provisions

Safety Communication:

The Community Connector Chief Safety Officer and Human Resources office will coordinate Community Connector's safety communication activities for the SMS. Community Connector's activities focus on the three categories of communication activity established in 49 CFR Part 673 (Part 673):

- Communicating safety and safety performance information throughout the agency: Community Connector communicates information on safety and safety performance on its safety board and during periodic staff meetings. Community Connector also requests information from drivers during these meetings, and which minutes are taken as record. Finally, Community Connector's CSO posts safety bulletins and flyers on the bulletin boards located in all driver's break room, to advertising safety messages and promoting awareness of safety issues.
- Communicating information on hazards and safety risks relevant to employees' roles and responsibilities throughout the agency: As part of new-hire training, Community Connector distributes safety policies and procedures, included in the Community Connector New Employee Packet, to all new employees. Community Connector provides training on these policies and procedures and discusses them during safety talks between supervisors and bus operators. For newly emerging issues or safety

Injury: Any physical damage or harm to a person that requires immediate medical attention and hospitalization.

Major Mechanical Failure: A failure which prevents a vehicle from completing or starting a scheduled revenue trip because actual movement is limited or because of safety concerns. Examples of major bus failures include breakdowns of brakes, doors, engine cooling systems, steering, axles, and suspension.

MPO: Metropolitan Planning Organizations in Maine. There are four (4) in Maine: KACTS, BACTS, PACTS, ATRC.

PTASP: Public Transportation Agency Safety Plan required by 49 CFR Part 673.

Risk: The composite of predicted severity and likelihood of the potential effect of a hazard.

Risk Mitigation: A method or methods to eliminate or reduce the effects of hazards.

Safety Assurance: The processes within a transit agency's SMS that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Risk Management: A process within a transit agency's ASP for identifying hazards and analyzing, assessing, and mitigating safety risk.

Small Public Transportation Providers: Transit systems operating fewer than 100 vehicles in peak revenue service.

SMS Executive: The Safety Management System Executive is the Chief Safety Officer or equivalent.

System Reliability: Mean distance between major mechanical failures by mode.

TAM: Transit Asset Management plan.

SA: Safety Assurance
SDS: Safety Data Sheets
SOP: Standard Operating Procedure
SPBS: South Portland Bus Service
SMPDC: Southern Maine Planning & Development Commission
SMS: Safety Management System
SPM: Safety Performance Measure
SPT: Safety Performance Target
SRM: Safety Risk Management
TAM: Transit Asset Management
USDOT: United States Department of Transportation
VRM: Vehicle Revenue Mile
WAVE: Wheels to Access Vocation and Education
WMTS: Western Maine Transportation Services
YCCAC: York County Community Action Corporation

ATTACHMENT A: Board Approval

ATTACHMENT B: Annual Signed Certifications and Assurances

Attachment D: Comprehensive Hazard List

Hazard	Hazard type	Category	Consequence	Risk Mitigation
Blinding Sunlight	Environmental		Crash/injury/vehicle damage	Provide tinted visors/ keep windshield clean
Night Glare	Environmental		Crash/injury/vehicle damage	Keep windshield clean
Snow/Ice build up on windshield	Environmental		Crash/injury/vehicle damage	Remove snow/working defrost/wiper replacement
Slippery Boarding Stairs/Other surfaces	Environmental		Injuries	Keep stairs clean and dry as possible/use salt when icy
Deer / Animal Collisions	Environmental		Crash/vehicle damage/injuries	Install Deer Whistles/Defensive Driving Course
Snow on Vehicle Roof	Environmental		Crash/Fines/vehicle damage	Properly remove all snow before moving vehicle
Uncleared bus stop locations	Environmental		Slip and fall injury	Clear bus stops or stop in alternate locations if safe
Hazardous material spills on bus or in garage	Environmental		Slip & Fall/Contamination to employees and riders	Clean up spills as soon as possible
Poor weather conditions	Environmental		Crash/Slip & Fall/Cancelled service	Cancel or reschedule service if possible
Heavy rains	Environmental		Crash/Slip & Fall	Use caution/reschedule service if possible
Blizzard conditions/snow storms	Environmental		Crash/Slip & Fall/Cancelled service	Cancel service in dangerous conditions
Freezing rain, sleet	Environmental		Crash/Slip & Fall/Cancelled service	Cancel service in dangerous conditions
Fog	Environmental		Crash/Poor on-time performance	Drive more slowly/defensive driving course
High winds	Environmental		Crash/Poor on-time performance	Drive more slowly/defensive driving course
Frost heaves/road damage	Environmental		Passenger injury, vehicle damage	Drive more slowly, try to avoid if possible
Flooding/debris in roadway	Environmental		Detour/service delay	Drive more slowly, try to avoid if possible
Wildlife/animals in roadway	Environmental		Crash/vehicle damage	Drive more slowly, try to avoid if possible
Driving Tired	Organizational		Loss of Life / License / Fines	Drivers should get proper rest before shift
Mobility Device not properly secured	Organizational		Injury to rider/driver/other passengers	Re-train employee
Operating Vehicles Beyond Useful Life	Organizational		High maintenance costs/risk of breakdowns	Replace aging equipment as soon as practicable
Disorderly / Disruptive Passenger	Organizational		Confrontation / Injury	Adequate Training/Disruptive Passenger Policy/Call 911
Disabled Vehicle on Shoulder	Organizational		Potential crash/detour/bus not on schedule	Defensive Driving Techniques / Best Practices
Intruder Situation	Organizational		Confrontation / Injury	Training / Secure Access Points / Panic Button/Call 911
Occupational Exposure / Bloodborne Pathogens	Organizational		Injury to employees/passengers	Training / Policies & Procedures
Passenger not wearing seat belt	Organizational		Potential injury/fines	Training / Policies & Procedures
Child not in safety seat	Organizational		Potential injury/fines	Training / Policies & Procedures
Violation of traffic regulations	Organizational		Potential injury/fines	Training / Policies & Procedures
Driving to Endanger	Organizational		Potential crash/injuries/fines	Defensive Driving Techniques / Policies & Procedures
Observation of passengers in unsafe conditions (abuse, neglect, trafficked)	Organizational		Potential harm/danger to passengers	Training / Policies & Procedures
Tight/hard to meet schedules	Organizational		Crash/Poor on-time performance	Review schedule/train dispatchers to avoid

ATTACHMENTS



CITY OF
BANGOR

Attachment E: Risk Assessment Matrix (RAM)

Reported or Identified Hazard:

Severity	Consequences				Likelihood				
	People	Assets	Environment	Reputation	1	2	3	4	5
					Practically impossible (never heard of in the industry)	Remote, not likely to occur	Could occur, or heard of it happening	Likely, known to occur or has happened before	Common, or occurs frequently
1	First aid or no injury	No/Slight damage	No/Slight effect	No/Slight impact	Low	Low	Low	Low	Low
2	Slight injury, medical treatment	Minor damage	Minor effect	Limited impact	Low	Low	Low	Medium	Medium
3	Serious injury, hospitalization more than 7 days	Moderate damage	Moderate effect	Local area impact	Low	Medium	Medium		
4	Permanent total disability, or one fatality	Major damage, unit level	Major effect	Major statewide impact	Medium	Medium			
5	Multiple fatalities	Major damage, multiple units	Massive effect	Major national impact					
Risk Value:									

Total Risk Level (sum of all risk values):	0
Total Risk Value (total risk level x likelihood):	

Attachment F: Hazard Tracking Log

Hazard Categories: A-Catastrophic
B-Critical
C-Marginal
D-Negligible

[illegible]

ATTACHMENT G:

**City of Bangor
Community Connector**

