Policy Committee Meeting

September 21st, 2021
9:30 AM
ZOOM Meeting
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 July 20th, 2021 BACTS Policy Committee Meeting Minutes (Attachment A)**
4) **Staff Report (Attachment B)**
5) **2021-2024 TIP Amendment (Attachment C)**

   Staff Report

   All federally funded projects must be in the State Transportation Improvement Program (STIP) and the Metropolitan Planning Organization's Transportation Improvement Program (TIP) in order to receive federal funding. These projects are located in the BACTS area and are funded with the Federal Highway Administration and Federal Transit Administration funds. BACTS must update the TIP when there is a change to any project such as a funding increase or a request to add a project to the TIP. Those changes must also be reflected in the MaineDOT STIP. MaineDOT must receive the BACTS Policy Committee endorsement when any federally funded project has a major scope change or cost increase or when MaineDOT wishes to add a project to the STIP. All TIP amendments must be posted to the BACTS website for a 10-day public comment period. MaineDOT is seeking a TIP amendment for the following:

   a) MaineDOT is proposing to transfer $1,790,800 from FFY2020 and FFY2021 Section 5339 Bus and Bus Facilities Statewide National Distribution to the City of Bangor, as allowed by 49 USC 5339(e)(1), for the construction of the new transit center. This funding will supplement other funds already secured for the project.

   The amendment was posted for public comment on August 25th. Public comment period closed September 9th at 4:00 p.m., one public comment was received (See Attachment C).

   Proposed Action: *Approve the proposed TIP Amendment to transfer $1,790,800 of 5339 FTA funding to WIN 022779.20 Authorize BACTS staff to process the TIP Amendment with MaineDOT to be included in the STIP.*

6) **RLS Report Presentation (Attachments D and E)**

   Staff Report

   Over the past several months, RLS has conducted one on one interviews with the Community Connector, transit partners, BACTS and MaineDOT regarding the coordination, organizational structure, and administration of the transit system in the BACTS region. RLS

has also researched peer agencies (similar size, region, and ridership) organizational structure and governance. As a result of the interviews and peer reviews, RLS developed short, mid, and long range recommendations for changes to the organizational structure of the Community Connector for consideration. Laura Brown, Project Manager for RLS will provide a presentation on the RLS work and recommendations. Laura also presented to the BACTS Transit Committee, a summary of comments provided during that committee meeting can be found in Attachment D. A memo to the City of Bangor from the BACTS Transit Committee regarding general themes, comments, and concerns discussed at the BACTS Transit Committee meeting on August 4th, 2021 can be found in Attachment E.

Proposed Action: *For discussion only*

7) Orono Study Presentation (Attachment F)

Staff Report

The focus of the Orono Traffic Signal Coordination and evacuation plan was to to develop special event programming for use during major special events at the University of Maine, Orono. A secondary but related focus for this study will be to produce additional recommendations for an evacuation plan on the local transportation system, in case of a major emergency on campus where students, staff, and faculty would need to leave the campus as quickly as possible without significantly hindering the arrival of first responders. The Advisory committee met on September 2nd, 2021 to review the draft report. Brad Lyons, the Project Manager from Sebago Technics will present the study findings to the Policy Committee.

Proposed Action: *For discussion only*

8) 2022-2023 Unified Planning Work Program (Attachment G)

Staff Report

Metropolitan planning organizations (MPOs) are required to create a Unified Planning Work Program (UPWP) that documents the metropolitan transportation planning activities to be performed in compliance with federal regulation. The transportation planning tasks identified in the UPWP are funded through a combination of federal, state, and local sources.

Staff has developed the attached draft 2022-2022 UPWP for the Policy Committees review and approval.

Proposed Action: *Approve the Draft 2022-2023 Unified Planning Work Plan as presented for submission to MaineDOT.*

9) Work Program Budget (Attachment H)

Staff Report

Staff will provide the Policy Committee an update on the status of the 2020/2021 UPWP Budget.

Proposed Action: *For discussion only*

10) Transit Updates

Staff and The Community Connector will provide updates on transit studies, operations, or other transit related items.

Proposed Action: *For discussion only*

11) Project Updates

Members will provide updates on BACTS funded construction projects in the region.

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Proposed Action: *For discussion only*

12) MaineDOT Report

MaineDOT staff will provide an update on any MaineDOT projects, policies, or plans.

Proposed Action: *For discussion only*

13) Other Business

Discussion of other items not on today's agenda.

14) Upcoming Meetings

Transit Committee - October 6th, 2021
Policy Committee - October 19th, 2021

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BANGOR AREA COMPREHENSIVE BACTS TRANSPORTATION SYSTEM

Attachment A

BACTS Policy Committee Meeting

July 20th, 2021 via ZOOM

Minutes

Committee Members	Affiliation
John Theriault	Bangor
Aaron Huotari	Bangor
Courtney O'Donnell	Bangor
Jeremy Caron	Brewer
Linda Johns	Brewer
Amy Ryder	Hampden
Victor Smith	Hampden
Scott Perkins	Hermon
Belle Ryder	Orono
Rob Yerxa	Orono
EJ Roach	Old Town
John Rouleau	Old Town
Laurie Linscott	Community Connector
MaineDOT / FHWA	
Darryl Belz, John Devin, Carlos Pena	
Members of the Public	
Lynn Frazier, Eric Willett	
BACTS	
Sara Devlin, Connie Reed, Dianne Rice-Hansen, Paige Nadeau, Allen Cherkis	

1) **Call to Order**

   Meeting called to order by John Theriault at 9:30 A.M.

2) **Public Comment**

   There were no public comments.

3) **Approval of June 15, 2021 BACTS Policy Committee Meeting Minutes**

   Linda Johns motioned to accept the minutes as written, Victor Smith seconded. The minutes were accepted unanimously.

4) **Staff Report**

   Staff provided the committee with the monthly staff report.

5) 2021-2024 TIP Amendments

Staff Report

All federally funded projects must be in the State Transportation Improvement Program (STIP) and the Metropolitan Planning Organization's Transportation Improvement Program (TIP) in order to receive federal funding. These projects are located in the BACTS area and are funded with the Federal Highway Administration and Federal Transit Administration funds. BACTS must update the TIP when there is a change to any project such as a funding increase or a request to add a project to the TIP. Those changes must also be reflected in the MaineDOT STIP. MaineDOT must receive the BACTS Policy Committee endorsement when any federally funded project has a major scope change or cost increase or when MaineDOT wishes to add a project to the STIP. All TIP amendments must be posted to the BACTS website for a 10-day public comment period. MaineDOT is seeking TIP amendments for the following:

a. MaineDOT has selected their Pavement Preservation Light Treatments for 2022 and two of the projects are within BACTS. MaineDOT is requesting an amendment to the 2021-2024 BACTS TIP to add WINs 25775.00 (Bangor, Route 15) and 25777.00 (Old Town, Route 2A). These will be funded through holding WIN 18896.45. The intent is to advertise these projects early next year.

   This TIP amendment was posted for public comment on July 12th, 2021.The public comment period will close at 4pm on July 23rd, 2021.

b. MaineDOT would like to add the following projects to the MaineDOT STIP:
   i. WIN 25781.00-Bangor Heads Up for Pedestrian Safety Program.
   ii. WIN 25779.00- Brewer Heads Up for Pedestrian Safety Program.

   This TIP amendment was posted for public comment on July 13th, 2021. The public comment period will close at 4pm on July 24th, 2021.

Proposed Action: *Approve the proposed TIP Amendment so long no substantial public comments are received. Authorize BACTS staff to process the TIP Amendment with MaineDOT to be included in the STIP.*

Sara Devlin provided an update.

Victor Smith made a motion to approve the amendments as written and authorize BACTS staff to process the amendments as long as no substantial public comments are received, Rob Yerxa seconded. None opposed, accepted unanimously.

6) Transportation Improvement Plan Project Selection

BACTS is required to submit its 2024 TIP (Federal Highway Administration and Federal Transit Administration) candidate projects to MaineDOT no later than August 1st of each year. The Committee will be programming the following FHWA funding allocations:

Projected BACTS Funding, CY 2024	
Federal	**State**
$1,976,120	$247,015

At the June Policy Committee meeting the Committee was presented with the draft TIP project list for review. The Committee unanimously approved the list of 10 projects to move into the next phase in which Sewall has developed cost estimates for each project. The TIP

Committee will be meeting on July 15th to review those cost estimates and the final estismitates will be provided to the Policy Committee prior to the July 20th Policy Committee meeting.

On June 16th, the BACTS Transit Committee met to discuss the FTA funded 2022-2025 Program of Projects (POP). The Transit Committee reviewed the Community Connectors POP, and developed the following recommendation for the Policy Committee; to include the Community Connector Transit Program of Projects for 2022-2025 in the approved list of all BACTS federally-funded projects submitted to MaineDOT.

Proposed Action: *Select projects to be funded with 2024 Federal Highway Funding allocation and provide the Community Connector Program of Projects to MaineDOT for inclusion in the three-year Work Plan development and the four-year TIP/STIP development.*

Dianne Rice-Hansen provided a brief overview of the projects and recommendations list. Dianne Rice-Hansen explained that remaining unallocated estimated funding is to be held in the holding WIN as a buffer due to current bidding climate. Sara Devlin added that BACTS will continue seeking out discretionary funding opportunities for other projects.

Rob Yerxa made a motion to approve the FHWA and FTA listings as proposed for the 2024 TIP, seconded by Jeremy Caron. Linda Johns wanted to thank the advisory committee for their efforts. None opposed, motion passes.

7) Public Participation Plan - Public Comment Period

Staff Report

Staff have updated the Public Participation Plan to include language to assure compliance with applicable laws and State guidelines.

Proposed Action: *To approve verbiage change to Public Participation Plan and put out for 45 day public comment period.*

Sara Deviln provided an update, verbiage added to assurance compliance. Belle Ryder made a motion to approve the verbiage update as written and put out for the 45 day public comment period, Linda Johns seconded. None opposed, motion passes.

8) 2022-2023 Unified Planning Work Program Development

Staff Report

Staff have provided a proposed Unified Planning Work Plan Outline for 2022-2023. This outline was developed using the priorities identified during recent municipal meetings with each member of the BACTS region.

Proposed Action: *To approve the 2022-2023 Unified Planning Work Plan Outline with estimated budgets as presented for staff to continue work on the 2022-2023 UPWP document to be presented at the September Policy Committee Meeting.*

Sara Devlin provided an overview. Last UPWP had 13 tasks, with a separate task just for transit related items. The proposed outline for the 2022-2023 UPWP has four tasks with transit items being incorporated into each task. The benefits of having less tasks is increased flexibility within budgeting restrictions. Sara Devlin also stated that the amounts are based on historical funding figures and are subject to change, especially if the State decides to do a 15% match for FTA funds.

Linda Johns asked for clarification on flexibility, Sara Devlin provided clarification that having fewer tasks allows for stronger project management and budget development internally.

Belle Ryder made a motion to approve the UPWP outline as written, Linda Johns seconded the motion. None opposed, motion passes.

9) Work Program Budget

Staff Report

Staff will provide the Policy Committee an update on the status of the 2020/2021 UPWP Budget.

Proposed Action: *For discussion only*

Sara Devlin provided an update. There is a projected surplus that should be allowed to be rolled to the next contract period, Sara Devlin will let the committee know once she receives definitive answers from the State.

10) Transit Updates

Staff and The Community Connector will provide updates on transit studies, operations, or other transit related items.

Proposed Action: *For discussion only*

Laurie Linscott provided an update. Community Connector is still running short staffed. John Theriault provided an update on the transit center. Bids came in very high, hoping to work with the lowest bidder.

11) Project Updates

Jeremy Caron provided an update on Brewer projects

- North Main Street job is being worked on, storm drain to be worked on this fall. Traffic control plan is being developed.

John Theriault provided an update on Bangor projects

- Main Street project is mostly complete.
- Milling expected to be worked on on Stillwater Avenue soon.
- Union Street ADA improvements are ongoing.
- State Street sewer project is still ongoing.

John Rouleau provided an update on Old Town projects.

- Signal project - Brad is reviewing for cost savings. Diannce Rice-Hansen added they looked at mast arm lengths to see if any can be smaller which will help with budget. Everything is on track with the schedule.

Rob Yerxa provided an update on Orono projects.

- Route 2 Culvert - bid came in on budget, working on awarding the project with completion date of next October.

12) MaineDOT Report

John Devin provided an update

- BACTS project candidate for State Street (beginning at Eastern Ave. and extending northerly 0.7 miles to the Penobscot River bridge) will nearly complete the State Street corridor, as the City of Brewer is also doing an MPI (WIN 24641.20) on State Street beginning at Mullen Way and extending northerly 0.26 miles to Eastern Avenue. The small remaining section of State Street, which involves the intersection of Wilson Street, will be done the next time Wilson Street (Route 1A) receives a pavement preservation treatment.

13) Other Business

Sara Devlin provided a brief update - RLS is finalizing their work on the transit structural analysis, expected to present at the Transit Committee meeting on August 4th.

BACTS will be hosting a BBQ tentatively on August 17th at Cascade Park. All policy committee members are invited to attend.

Sara Devlin informed the group that BACTS will be assessing holding in person meetings after the September meeting. Belle Ryder said that Orono is using the Owl to help with hybrid meetings and would highly recommend the product.

14) Upcoming Meetings

Transit Committee - August 4th, 2021
BACTS Policy Committee Picnic - Tentatively August 17th, 2021

Linda Johns made a motion to adjourn. Belle Ryder seconded. The motion was approved unanimously. Meeting ended at 10:10 A.M.

Attachment B
Staff Report
September 2021

Audit - Staff have submitted information for the annual financial review and overhead audit process.

Bus Stop Designation Project - Staff has been working on siting draft stop locations. Onboard data collection and infrastructure reviews to determine safe and appropriate locations for stops has been ongoing. This phase of the project is revealing several locations where infrastructure does not exist and/or there is no ROW available to develop. The next step will be to review suggested route modifications with Community Connector and then meet with municipal staff to review the stop location suggestions.

Non-Discmination Program: Title VI /Environmental Justice/Language Access Plan Update and Goals and Accomplishments Report - Staff is working on updating the Plan with Paige Nadeau named as the Title VI Coordinator. A full update and four-factor analysis is due to be done in 2022. FFY 21 Accomplishments and FFY 22 Goals have also been reviewed and updated and will be submitted to MaineDOT on or before October 1st.

Transit Newsletter - Staff is working on developing a quarterly transit newsletter to include updates from all transit providers serving and/or coming into the BACTS region. The inaugural newsletter is expected to be circulated this Fall.

I-395 Connector- Staff meet with MaineDOT and the City of Brewer to discuss the potential traffic impacts as a result of the I-395 Connector. BACTS submitted a letter to Maine DOT to request a review to two intersections after the completion and opening of the new connector. The purpose of the review is to evaluate actual traffic counts compared to the projected traffic counts.

Studies

BACTS Regional Signal Inventory and Assessment
BACTS has scheduled a kick off meeting for July 15th. Sebego is continuing to work on the inventory, which should be complete by later this fall.

Regional Collector Paving Assessment
Staff is working with MDOT on finalizing the Federal Classification to incorporate to the final study RFP. Staff is scheduled to have the RFP complete by next month.

Vulnerability Assessment RFP Development- Staff is working on developing an RFP for the vulnerability assessment with Josh Rosen, a consultant hired by the City of Bangor. The goal is to select a consultant over the next few months to be prepared to begin the assessment at the start of the calendar year.

Traffic Incident Management (TIM) - The next meetings for the TIM groups will be in September All meetings are going to be in person with a virtual option. A TIM responder training class is scheduled for September 24, 2021. Staff is working on two more potential training classes in October.
The TIM Strategic Plan Advisory Committee has been meeting with IBI Group monthly. They have provided a draft recommendations report, which the committee reviewed at the last meeting. Michelle will be finalizing the report and sharing it with MaineDOT. We will be having a Statewide TIM group meeting soon to discuss next steps. Staff had an exhibitors booth at the Emergency Preparedness Expo on Sep 11, 2021 . Staff has been editing and revising the TIM training materials so that the documents and presentation match.

Penobscot Rural Contract
Staff met verbally and in person with the Town of Howland representatives to discuss a trail project, and sidewalk project. The trail is existing but has become overgrown. Staff will be contracting State agencies to

discuss funding options. Staff conducted turning Movement counts for MaineDOT and TYlin in Millinocket and provided the reports.

Old Town Signal Project Update

The final PIC submission should be completed soon and ready to submit to MaineDOT. Sebego is currently working on foundation designs with MaineDOT. The project is still scheduled to be put out to bid in 2022

Meetings and Conferences

- National Transit Institute Transit Service Planning Course
- AMPO A3 General Membership Webinar
- AMPO GIS and Data Viz Webinar
- FTA Listening Sessions on Restoring Transit Ridership
- Volpe Virtual Public Involvement Workshop
- RTAC Learn about TACL: Transportation Technical Assistance Coordination Library
- AMPO Active Transportation Working Group
- FTA National Transit Renewal Summit
- NOCoE - Talking TIM Webinar Series
- EDC Virtual Safety Summit -Safe Transportation for Every Pedestrian
- EDC Virtual Safety Summit - Data Driven Safety Analysis
- EMDC- Comprehensive Economic Development Strategy Update meeting
- Bangor City Council Meetings- RLS Study presentations
- Community Connector Transit Hub Pre-Construction Meeting
- MaineDOT Grade Crossing Strategic Action Plan- Advisory Group
- MaineDOT Region 4 Synergy Meeting

BANGOR AREA COMPREHENSIVE BACTS TRANSPORTATION SYSTEM

PUBLIC NOTICE AND SOLICITATION OF PUBLIC COMMENT

2021-2024 BACTS TRANSPORTATION IMPROVEMENT PROGRAM
2022 TRANSIT ELEMENT PROPOSED AMENDMENT

The Bangor Area Comprehensive Transportation System (BACTS) is responsible for carrying out much of the transportation planning in the greater Bangor urbanized area and produces a Transportation Improvement Program (TIP) that lists all transportation projects where federal transportation funding will be expended. These projects are located in the BACTS area and are funded with Federal HIghway Administration (FHWA) and Federal Transit Administration (FTA) funds.

All federally funded projects must also be listed in the Statewide Transportation Improvement Program (STIP) in order to receive federal funding. When there is a change to any project, such as a funding increase or a request to add a project to the TIP, the changes must be reflected in both the BACTS TIP and the Maine Department of Transportation (MaineDOT) STIP. MaineDOT must receive the BACTS Policy Committee endorsement when any federally funded project has a major scope change or cost increase or when MaineDOT wishes to add a project to the STIP.

MaineDOT is proposing to transfer $1,790,800 from FFY2020 and FFY2021 Section 5339 Bus and Bus Facilities Statewide National Distribution to the City of Bangor, as allowed by 49 USC 5339(e)(1), for the construction of the new transit center. This funding will supplement other funds already secured for the project.

This will result in an Amendment of the BACTS 2022 TIP to include the following project:

Town	WIN	Scope	Federal	State	Local	Total
City of Bangor	022779.20	Transit Service Area Capital Equipment Purchase - Transit Center Construction	$1,790,800		$447,700	$2,238,500
Project Description: *FTA §5339 - Capital Assistance for the Construction of the Bangor Transit Center.*						

BACTS is seeking public comments on the proposed Amendment. All comments must be in writing and received on or before 4:00 p.m., Thursday, September 9, 2021. Comments should be submitted to:

Connie Reed
12 Acme Road, Suite 104
Brewer, Maine 04412
or by email at connie.reed@bactsmpo.org

Comments received will be compiled and presented to the BACTS Policy Committee for their consideration at the September 21, 2021 meeting.

The greater Bangor urbanized area fixed-route public transit provider, City of Bangor – Community Connector, is a direct recipient of the Federal Transit Administration (FTA) §5307 Urbanized Area Formula Funding Program. Pursuant to FTA Circular 9030.1E, Chapter 5, Section 6(d), the public notice, public involvement procedures and time established for public review and comment associated the TIP amendment process will satisfy the City of Bangor's Program of Projects (POP) requirements under 49 USC Chapter 53, §5307(b).

Title VI Notice: BACTS is committed to ensuring that the fundamental principles of equal opportunity are upheld in all decisions involving our employees and contractors/consultants and, to ensuring that the public-at-large is afforded access to our programs and services.

As a recipient of Federal financial assistance and under Title VI of the Civil Rights Act of 1964 and related statutes and regulations, BACTS is committed to ensuring that no person shall, on the grounds of race, color, national origin, gender, age, disability, income, or limited English proficiency, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity conducted by BACTS, regardless of whether programs and activities are federally funded or not.

Re: Public Notice and Solicitation of Public Comment - 2021-2024 BACTS Transportation Improvement Program

Connie Reed <connie.reed@bactsmpo.org> Wed, Aug 25, 2021 at 4:34 PM
To: jsmith@brewermaine.gov

Good Afternoon James:

Yes, this notice of TIP Amendment is related to the project noted in the article you referenced.

Thank you.

Connie Reed

Transportation Planner

12 Acme Road, Suite 104

Brewer, ME 04412

(207) 974-3111

www.bactsmpo.org

---------- Forwarded message ---------
From: **James Smith** <jsmith@brewermaine.gov>
Date: Wed, Aug 25, 2021 at 4:18 PM
Subject: RE: Public Notice and Solicitation of Public Comment - 2021-2024 BACTS Transportation Improvement Program
To: Paige Nadeau <paige.nadeau@bactsmpo.org>

Paige,

Could you clarify this request for public comments. Is this the same as this recent BDN article?

Thanks,

James L. Smith

Assistant City Manager

Brewer, ME 04412

207-989-7500 (office)

207-989-8425 (fax)

From: Paige Nadeau [mailto:paige.nadeau@bactsmpo.org]
Sent: Wednesday, August 25, 2021 9:43 AM
Subject: Public Notice and Solicitation of Public Comment - 2021-2024 BACTS Transportation Improvement Program

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

BACTS is seeking public comments on a proposed Amendment to our 2021-2024 Transportation Improvement Plan. Detail for the Amendment can be found here - https://bactsmpo.org/wp-content/uploads/2021/08/2022-FTA-Amendment-Public-Notice.pdf

All comments must be in writing and received on or before 4:00 p.m., Thursday, September 9, 2021. Comments should be submitted to:

Connie Reed
12 Acme Road, Suite 104, Brewer, Maine 04412
or by email at connie.reed@bactsmpo.org

Comments received will be compiled and presented to the BACTS Policy Committee for their consideration at the September 21, 2021 meeting.

--

Paige Nadeau

Office Coordinator

BANGOR AREA COMPREHENSIVE BACTS TRANSPORTATION SYSTEM

12 Acme Road, Suite 104

Brewer, ME 04412

(207) 974-3111

www.bactsmpo.org

2022-FTA-Amendment-Public-Notice.pdf
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BANGOR AREA COMPREHENSIVE
BACTS
TRANSPORTATION SYSTEM

Transit Structural Analysis

Final Report
August 26, 2021

Prepared by:

RLS & Associates, Inc.

3131 South Dixie Hwy. Suite 545 Dayton, OH 45439 937.299.5007 www.rlsandassoc.com

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TRANSIT AGENCY STRUCTURAL ANALYSIS

INTRODUCTION

The Community Connector is a successful transit service that has served the area since the early 1970s. Growing demands on the City's Community Connector staff, changes in administrative responsibilities, and requests for more communication between the City and partner communities have inspired an opportunity to explore different governance and administrative structures for the system.

Recent internal changes in administration include some new staff and shifts in existing transit staff roles and responsibilities within the City of Bangor (City) and Bangor Area Comprehensive Transportation System (BACTS). Furthermore, when the City became the direct recipient of Federal Transit Administration (FTA) funding (2012), it also assumed additional reporting and oversight responsibilities that were previously directed or completed by the Maine Department of Transportation (MaineDOT). The combination of changes to funding and staff responsibilities coincided and created a shift in administrative functions and communication between the Community Connector and its local partners.

The City and its partners recently adopted a cost allocation agreement that improved the program's financial stability as a whole and gave community partners a structure for providing funding commensurate with the level of service they receive. The agreement resulted in cost-sharing among the community partners based on service level to each community. The agreement and associated planning activities also provided more opportunities for communication between the City and partner municipalities. The agreement demonstrated progress toward more stability in local funding. It also helped but did not completely remedy the breaks in exchanging budgeting information between the City and its community partners.

The community partners contribute to their portions of the annual budget through the cost allocation formula. Still, the responsibility of developing and approving the annual budget and managing revenue and expenses lies entirely with the City. Partners have an opportunity to ask questions about budget decisions, but they do not have an official role in budget or service planning. There is no formal written clarification of the roles and responsibilities of the partner agencies beyond their cost allocation agreements.

Additionally, the City and its partners realize that the City is shouldering most of the responsibility for the regional service with a limited administrative staff. The City and all partners engaged in this study to determine if the current structure is the most effective approach to providing transportation for the region.

A significant point of concern is that the City's responsibilities increased when it became a direct recipient of FTA funds, but staffing levels remained the same. The Community Connector staff and support provided by the City are competent at their responsibilities but would like to explore the potential benefits of alternative organizational or administrative structures that might support their short- and long-term goals.

Another point of concern is that budget decisions are made internally, and communication with BACTS and community partners happens after decisions are made rather than during the planning and budgeting process. The communication process between the City and partner communities has improved, but some communities have expressed a desire to have an opportunity to participate in earlier stages of the budget planning process. Currently, the Community Connector staff is responsible for day-to-day operations, administration, budget development, grant writing, procurement, compliance oversight, and reporting for the entire regional service. The Assistant City Manager provides direction to the Community Connector staff. City Council acts as the governing board for Community Connector and approves the annual budget. BACTS assists by preparing and approving the Transportation Improvement Plan (TIP), which is required for future transit project funding, and coordinates communication between the City and community partners.

Project Overview

The purpose of the Community Connector Structural Analysis is to examine opportunities to change or enhance the administrative and governance structure of the transit system in a way that offers an opportunity for local municipalities that are contributing to the Community Connector to influence the financial and service planning decisions. With this analysis, the intent of BACTS, the City, and all participating local communities is to examine new opportunities for collaboration that will enhance their cooperative relationships in support of the Community Connector service. Throughout the analysis, the partners and consultant team will identify administrative practices and changes to the governance structure that will promote the Community Connector's growth in service to the area's changing needs.

The study approach involves the activities outlined below.

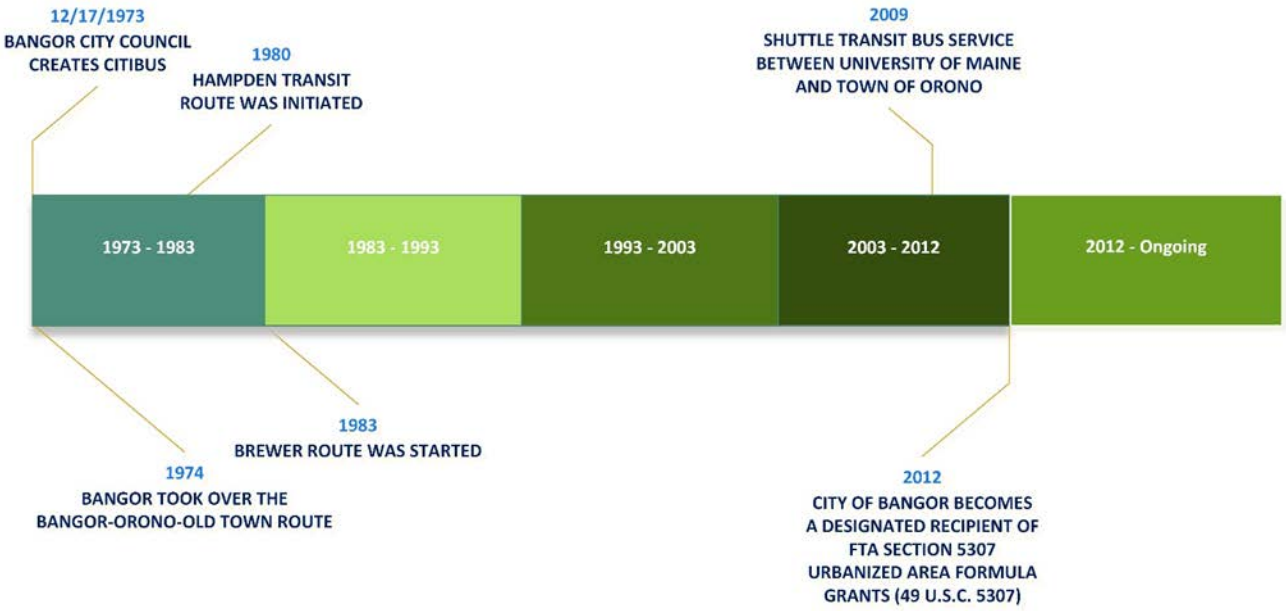
Task| Study Approach	
1	**Agency Peer Review and Best Practices**
2	**Review and Analysis of Current Governance and Administrative Structure of the Community Connector**
3	**Governance and Administrative Structural Alternatives Analysis**
4	**Implementation Plan**
5	**Meetings with the Project Advisory Committee**

This report includes a summary comparison of the alternative structures and includes a recommendation and implementation plan to restructure the Community Connector organization as a new Regional Transportation Authority. Initially, the Community Connector would operate under a Joint Exercise of Powers Agreement (JPA). The steps for implementation of a JPA are summarized within the body of this report. Under this scenario, the City would continue to be the designated recipient of Federal Transit Administration funding. In two to five years, the recommendation is to establish a Regional Transportation Authority (RTA) which would be governed by the JPA participants and operate as an entity independent from the local governments. The RTA would also become the designated recipient of FTA funding.

The recommended model balances roles and responsibilities and centralizes the organizational leadership on the region rather than on the City. Similar to the current cost allocation structure, responsibilities under the JPA will continue to be based on the level of service received from Community Connector. However, the balance of responsibility extends beyond financial contributions and includes administrative and operations responsibilities and decision-making authority for participating partner communities. The structure is intended to strengthen the administrative capacity of Community Connector and prepare for the continued growth of the already successful regional program.

The recommended structure will offer the local community partners a more active role in decision-making and more ownership of and responsibility for all aspects of the program. It is understood that each community has a unique capacity and interest in having a more active role in the administration of Community Connector. Therefore, the JPA can be structured to offer a range of participation and commitment levels.

COMMUNITY CONNECTOR HISTORY



The history of Community Connector dates back to the early 1970s when the Bangor City Council implemented the service called Citibus with vehicles borrowed from the school bus division. In 1974, the Old Town division was added when Bangor took over the Bangor-Orono-Old Town Route. The Old Town division was financed jointly by Bangor, Veazie, Orono, Old Town, and the University of Maine at Orono. The Hampden and Brewer transit routes were initiated in the early 1980s. In 2009, the University and Town of Orono partnered for a shuttle service, and they evenly split the cost. Orono decided that it was not structured to operate transit service. They agreed to continue to provide the vehicles for the shuttle and turn over operations to Community Connector. Community Connector continues to operate the service with funding, in part, from the University. Today, there are a total of five universities or colleges that Community Connector serves.

In 2012, following decisions made at the state level of government, the City became a designated recipient of Federal Transit Administration (FTA) Section 5307 Urbanized Area funding. Before 2012, the Maine Department of Transportation (MDOT) allocated FTA funding to the City. The City was responsible for securing local operating and capital funds for the entire service area.

As a designated recipient, the City gained more administrative responsibility for the provision of transit services funded, in part, by the FTA because the Federal funding would no longer flow through the Maine DOT. The new status as an urban area designated recipient of FTA funds, came with additional reporting requirements and some additional administrative responsibilities that had formerly been shared with MDOT but would now fall upon the City.

The timeframe around 2012 and 2013 was pivotal to the Community Connector. The City became the designated recipient for FTA funding and all of the regulatory requirements that go along with the funding. The Community Connector also gained a union. The third fundamental change was in the relationship between Bangor and the Bangor Area Community Transportation System (BACTS), which started to shift when the Supervisor (City) and BACTS employee assigned to transit retired. As the City representatives and BACTS changed, some of the roles, responsibilities, and expectations of each were redefined. The combined transition to a new funding structure and new key staff was significant for the system and its administrators and planners.

After becoming a designated recipient to the FTA, Bangor continued to handle the administration, compliance, and operations responsibilities of the transit system. BACTS and partner communities had no significant day-to-day role in service planning, and community partners continued to contribute to the purchase of vehicles. At the time, the service was operated on a shoestring budget, and the City carried a significant responsibility for the entire region, with limited staff capacity to do so. Partnering communities were purchasing a bus if they wanted service, but until now, no real attention was paid to rolling stock for the organization as a whole.

Through the early years of being a direct recipient of FTA funding, the City and all partners wanted to expand service but knew they would need to improve the rolling stock. The partner communities also were pushing Bangor to implement a nighttime Community Connector service. Bangor and the transit administrators within the City responded by setting new priorities to upgrade the rolling stock. The City wrote grants to secure additional funding, and it was decided among the City and all partners that the partners would pay into the cost of operating the system through a cost allocation formula. That cost-sharing formula was negotiated with the partners, and it continues to be used today.

The transit administrator approached the City Manager to request regular meetings of the partner communities. Those meetings were initiated and eventually became overly time-consuming for the Community Connector staff to facilitate. Today, BACTS helps with administering those meetings, and they continue to occur regularly. Community partners agree to provide a portion of the local share based on the percentage of total revenue hours operated by the fixed route service to their community during the previous fiscal year. Individual community local share contributions ranged from as much as 61.52 percent of the total operating budget from the City to 6.85 percent from Hampden in Fiscal Year 2021.

BACTS, as the area's Metropolitan Planning Organization (MPO), also continues to be an essential partner in the Community Connector service. BACTS receives funding for transit planning, and the MPO Policy Committee approves the Transportation Improvement Plan (TIP), which is required for FTA funding allocations and projects future transportation project expenses. Although their role changed in 2013, BACTS has always and continues to provide support with various aspects of compliance, funding, and coordination with regional community partner organizations.

CURRENT GOVERNANCE AND ADMINISTRATIVE STRUCTURE

Community Connector is currently governed by the City and provides service to six municipalities and the University of Maine. Communities and organizations receiving services of Community Connector contribute to their portions of the service through a cost allocation plan. The City of Bangor's City Council approves all policy and budget decisions. Partner organizations include:

- BACTS
- MaineDOT
- Hampden
- Town of Orono
- Old Town
- Brewer
- Veazie
- University of Maine

Community Connector is administered and operated by the City. All decision-making authority regarding service planning, administration, operations, and budgeting are the responsibility of the City. BACTS is responsible for providing planning assistance, and it also assists with communications between the partner municipalities and the City.

The Assistant City Manager oversees the Community Connector, and the Bus Superintendent provides day-to-day program management and oversight. The Bus Superintendent is hired, not appointed, which has provided stability in the office. In-kind services provided by the City include legal services, finance, human resources, and the Assistant City Manager’s time. The costs that would be associated with these in-kind services are not currently shared with partners as part of the cost allocation formula. The Community Connector staff prepares the annual budget, and Bangor City Council reviews and approves the annual transit operating and capital budgets.

CITY AND COMMUNITY PARTNER INTERVIEWS

At the onset of this study, it was determined that the consulting team, RLS & Associates, Inc., should meet with each local community partner individually to discuss their perspectives on the organizational and administrative structure and processes of Community Connector. The partners were asked questions about communication with the City and other partners, as well as the benefits and challenges with the current governance and administration process and structures. The following questions were designed to encourage discussion and elicit opinions:

1. How would you rate the quality of communication among all of the partners?
2. Could new partner communities join if they wanted to contribute to the cost of the service?
3. What are your perspectives on the perceived benefits and obstacles of continuing the current governance and administration process and structures?
    a. What changes should be made within the existing structure that would improve the weaknesses?
4. What are your perspectives on the perceived obstacles/barriers to changing the way the surrounding communities (outside of the City) participate in decision-making?
5. What are your perspectives on the perceived strengths, weaknesses, opportunities, and threats in the current policies and procedures regarding the administration of the Community Connector?
6. Is there support from your community or other partnering communities for the long-term Community Connector goals?

The following paragraphs summarize the results of the individual stakeholder interviews about the six discussion points.

QUALITY OF COMMUNICATION AMONG PARTNERS

The communication flows from the City to all contracted community partners. Much of the communication from the partners back to the City flows through BACTS or occurs at the partner meetings. In recent years, BACTS has been a clearinghouse for collecting questions on behalf of the partners and aggregating information from the City for the partners. The relationship between BACTS and the City's Community Connector management changed significantly in 2013 after staff changes at BACTS and the placement of a new City Manager.

Communication between the City's Community Connector staff and BACTS declined following the retirement of the BACTS Transit Planner. Before his retirement, the Transit Planner was heavily involved with day-to-day functions and planning of Community Connector. After his retirement, the role of the BACTS Transit Planner was clarified between BACTS and Bangor, and the new BACTS position would continue to be collaborative but would no longer be embedded and directly involved in day-to-day Community Connector management. When the relationship between Bangor and BACTS changed, so did

the communication process. The quality of communication and information sharing between Bangor and BACTS became very limited and tenuous.

Among the other community partners, there is mutual respect but no real collaboration. Each community has different perspectives and needs. There is little to no communication among the partners outside of the partner meetings and direct contact with BACTS and the City.

A communication breakdown occurs with regard to information sharing during planning processes from the Community Connector transit staff to the partners that wish to be more involved. Some partners indicated that the planning and administrative process is not collaborative enough and that the City is not transparent with information. Other partners are satisfied with the communication.

For example, some communities would like the opportunity to understand and analyze ridership on their portion of the service at a stop level but do not necessarily have the control to gain that insight unless the City agrees to conduct additional studies or share data, if available. They would prefer to have more control over service analysis and planning decisions pertaining to the routes serving their communities.

Community partners appreciate the opportunity to provide input into the budget process. Still, some would prefer to have input at the beginning and throughout the budget planning process rather than informed after decisions are made. Covid funding decisions were cited as an example of a budget decision that was made, and partners were informed after the fact.

OPPORTUNITY FOR NEW PARTNERS

The 2009 partnership with the University and Town of Orono is the latest addition to the Community Connector. The Town of Orono and the University split the cost of the shuttle, and Community Connector provides the service. There are five colleges and universities in the service area, and all have signed on for fare-free rides. Community Connector was one of the first transit systems in the country to accept student IDs as transit fares through a partnership with the University. Still, today, the University pays for the service, and it is fare-free.

The City indicated that another organization had expressed interest in the fare-free program, but Bangor's fare collection system is limited by the types of passengers that can be counted with the farebox. There is currently no physical way for Bangor to track the number of riders that show an ID from the newly interested organization when they board. This, in turn, means that Bangor would not have a way to bill the new partner per rider.

Furthermore, Bangor does not have the human resources to plan, implement, and administer expanded services. The Community Connector staff is working at capacity or beyond. Additional services would strain the program and its ability to provide the level of service that is expected and needed.

PERSPECTIVES ON BENEFITS AND OBSTACLES OF CONTINUING THE CURRENT GOVERNANCE AND ADMINISTRATION STRUCTURES AND PROCESSES

The City, BACTS, and all partners consistently agree that there is a benefit to continuing some version of the existing structure in which each community has a voice. The current structure allows for dialogue and input. However, Community Connector could grow if some version of the existing structure was maintained but with greater opportunity for partners to provide input into the planning and budgeting process.

The community partners are smaller than the City, and some may not have the capacity to operate a transit system on their own. Therefore, it is advantageous to those communities if Bangor manages and finances the greatest portion of operating and capital costs.

The idea of continuing with a regional program with shared costs is appealing to many partners, so long as it includes processes for them to communicate and contribute input and resources. A formal process for program oversight and communication and decision-making is desirable among the majority of community partners, BACTS and the City.

The partners understand administration and provision of a public transit program is a significant effort for the City and that it is handling that effort with staffing levels that have reached full capacity. Partners suggested that it may be beneficial if other City officials had input or influence in transit planning to take some pressure off the Bus Superintendent, who is responsible for the administrative staff that handles all aspects of operations and management. For example, the City Engineer and the Public Works Director may be able to offer constructive support to the transit leadership. Partner communities did not indicate that those additional resources would be available from their local governments. Although, the idea of other resources was only discussed in general terms, and no specific shared responsibilities were mentioned during the interviews.

The partners overwhelmingly indicate that the regular meetings are helpful to keeping partners informed. They would be interested in changing the agreements as they are written, however. Areas of concern include:

- Clarifying participation opportunities and requirements/rights and responsibilities of stakeholders;
- ensuring partners have a certain level of consideration and participation in planning, and;
- being part of the decision-making process in determining the capital contribution.

A substantial benefit or opportunity reinforced during the interviews is that the City and all of the partners will consider alternatives to the existing governance structure and decision-making processes. They want to know if the current structure with the City being the sole entity to oversee service is the most fiscally responsible and effective approach.

The City and all partners agree that there is an underlying mistrust within the existing structure. It must be adequately addressed so that it does not negatively impact this successful community program.

PERCEIVED OBSTACLES TO CHANGING THE WAY THE COMMUNITIES PARTICIPATE IN DECISION-MAKING

Partners indicated that they would like to have more input into the decision-making process but acknowledge that they may be limited in their level of participation if it involves greater risk or liability for their local communities.

The City and all partners want to explore the governance and decision-making structural opportunities. At this stage, some partners are concerned that the expense associated with restructuring the organization into an independent system, such as a Regional Transit Authority, may be too much. As an alternative, they would like to explore a hybrid structure that creates a Transit Board to set budgets which would be submitted to the City Council for approval. The hope is that this hybrid approach would give communities more influence in the budgeting and planning process but does not significantly increase their own administrative burdens.

PERCEIVED STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS IN THE CURRENT ADMINISTRATIVE POLICIES AND PROCEDURES

Strengths: The City, BACTS, and the partners indicate a benefit of having all the communities working together in a single transit system. It provides the critical mass connections and infrastructure to make public transit work. From the partners' perspectives, Bangor is administering the Community Connector and dealing with all related administrative burden. Bangor has done an exceptional job securing Federal funding and generating match for capital without supplements from other City budgets.

Weaknesses: The administrative burden is significant for the City to bear, and to some partners, Community Connector seems disjointed with a lack of long-term vision. The new meetings of partner communities are a step in the right direction, but it isn't led by the Bus Superintendent, which, to some partners, signal a lack of leadership. The Finance Director presents the budget and actual expenses, and the Bus Superintendent supports the discussion of funding, but there is no single voice with a vision. The Finance Director and Bus Superintended are experts in their fields. Still, partners are concerned that Bangor may not have adequate administrative staffing capacity to maintain the appropriate level of attention on planning and administration. Bangor concurs that its Community Connector staff is at full capacity. At the time of this report, the administrative team was struggling with hiring drivers. When such significant operating challenges arise, it is difficult, or impossible, for the small staff to focus on keeping the buses on the road and administering the program.

Potentially, as a result of the demands put on the Community Connector's administrative team, some partners indicated that Bangor does not appear to be collaborative and may not be taking advantage of resources or support that partner communities could offer. The perceived lack of collaboration was generally related to the communication between the City and partners. Communication often happens after decisions are made rather than including input from partner communities during or before the decision-making process.

Another specific weakness mentioned by several partners is that the timelines for decisions (i.e., for budgets) sometimes do not coincide with the budget cycles of the community partners. More advance notice of decision timelines, such as a calendar of events, was recommended.

Opportunities: With the current structure of communication between the City, BACTS, and other partners, there is an improved understanding of how public transportation can help (e.g., limited parking at housing developments can be remedied by public transit service if it is an option for residents). Partners believe there is an opportunity to strengthen leadership and management and enhance partner engagement. Right now, there isn't much of a voice for the partners, but there is a willingness to explore alternative structures.

Being part of a shared system allows communities to draw from the knowledge and experience of the other partners. For example, Orono made student transportation work, and other communities can learn from that experience and not reinvent the wheel.

Also, a transit plan was completed in 2019 that includes plans for service expansions and changes that would benefit the entire service area.

Threats: The ability to attract and retain drivers is the most significant threat to operations today. Route reductions will be necessary if there are not enough drivers.

Also, some partners indicated that the future of transit in a rural community might not fit the mold of big buses and fixed routes. Some communities view the system as very costly for the level of service they receive, which may not meet the needs of their residents.

Finally, the somewhat tenuous relationships between BACTS and Bangor must be strengthened and roles clarified to ensure continued growth and development of the service.

SUPPORT FOR THE LONG-TERM GOALS OF COMMUNITY CONNECTOR

Partners are supportive of the Community Connector; however, outside of Bangor, partners indicated that they do not know the long-term goals of Community Connector. There has been some turn-over in Town Managers, resulting in the loss of some institutional knowledge and uncertainty or lack of awareness around long-term goals.

SUMMARY

Overall, the City and all partners in the Community Connector appreciate one another and want to continue working together to provide the best possible public transit service in the most efficient manner. The burden of planning, budgeting, and operations rests almost entirely with the City, which operates with a relatively small staff within the City's structure. Partner organizations, including BACTS, are interested in changing the decision-making process and administrative structure to one that is more collaborative but continues to be fiscally responsible. The City and all partners want to explore

governance and administrative alternatives that could be more effective for the current and future development of Community Connector and regional focus.

Appendix A presents some examples of peer transit agencies that utilize different organizational and governance structures to operate transit services for multiple municipalities within a region. These peer examples were presented for consideration as alternatives for Community Connector's organizational and administrative structure were developed.

OVERVIEW OF POTENTIAL ORGANIZATIONAL STRUCTURE ALTERNATIVES

The range of potential organizational structure alternatives presented in this document include only the structures that have the highest probability of addressing the strengths, weaknesses, and opportunities identified during research and interviews with the City, BACTS, and partner agencies. The following paragraphs outline the three potential organizational structures that were considered during the analysis.

Model 1: Metropolitan Planning Agreement

Community Connector currently operates with this organizational structure. The Metropolitan Planning Agreement for Cooperative, Comprehensive and Continuing Metropolitan Transportation Planning and Programming in the Greater Bangor Urbanized Area is between three parties:

a) Maine Department of Transportation (Maine DOT);
b) Bangor Area Comprehensive Transportation System (BACTS); and
c) The City of Bangor.

Under this agreement, the three parties listed above conduct a continuing, comprehensive, and coordinated transportation planning and programming process per 23 CFR Section 450 of the Federal Highway Administration (FHWA) and 49 CFR Section 613 of the Federal Transit Administration (FTA) requirements. Each party has specific responsibilities under the agreement, which are summarized below:

a) **MaineDOT** has the responsibility and authority for statewide transportation policy-making, planning, programming, and project implementation. Maine DOT works cooperatively with local agencies that own, operate or maintain different portions of the transportation network. Among other requirements and responsibilities, Federal and State directives require Maine DOT to deliver specific transit plans and provide BACTS with reports and performance information that support BACTS' regional planning activities.

b) **BACTS** has authority and responsibility for transportation policy-making in the greater Bangor metropolitan planning area and ensuring that existing and future expenditures for transportation projects and programs are based on a continuing, cooperative, and comprehensive planning process that serves an overall coordination and consensus-building role in planning and programming funds for projects and operations. Among BACTS' responsibilities is developing the four-year Metropolitan Transportation Improvement Plan (TIP), which demonstrates fiscal constraint and includes a financial plan produced cooperatively with MaineDOT and the City.

c) **The City of Bangor** is the small urban fixed-route public transit provider in the greater Bangor urbanized area and is a direct recipient of Section 5307 funding. The City must comply with the planning requirements of 49 U.S.C. 5303, 5304, and 5306 and participate in the metropolitan planning process. By Federal regulation, the City provides BACTS with a proposed Program of Projects (POP) to be included in the annual TIP. The City also develops and provides BACTS with a current fiscal year and three-year projected financial plan to support the four-year TIP. The City is

also responsible for cooperating with BACTS for the development of Public Transit Agency Safety Plans (PTASP) and Transit Asset Management (TAM) Plans; reporting all transit operations to the National Transit Database; providing annual system performance reports; ensuring grant applications are submitted to FTA and awarded in the same fiscal year which they are programmed in the TIP; and complying with all FTA Section 5307 Program regulatory requirements.

Model 2: Joint Powers Agreement (JPA)

This model is an alternative to the current Community Connector structure. A JPA is an agreement between two or more existing local governments to create a new transit authority by jointly exercising the powers they each have to operate transit. A JPA is a binding contractual agreement. JPAs are different from Memoranda of Understanding (MOU) which are cooperative arrangements between agencies and do not have contractual rights or obligations. An example is the Humboldt Transit Authority which is summarized in Technical Memorandum #2.

One benefit of a JPA is that it provides an opportunity for counties or jurisdictions to pool resources for the joint ownership and administration of public transportation services and contract for the operation of the service. The governing body would be a Board of Directors representing each party to the JPA. The number, terms of office, and qualifications of the Board of Directors would be detailed in the agreement.

Model 3: Regional Transportation Corporation

Any private, non-profit corporation formed for the express purpose of providing public transportation services to more than one municipality but which is not wholly or partly owned by the municipalities. The corporation must be approved to provide public transportation services by the municipal officers in each community to receive public transportation services from the corporation. After being approved by the municipal officers of five or more communities, such a corporation shall be duly certified as a regional transportation corporation by the Department of Transportation and is subject to all applicable Public Utilities Commission rules governing charter and rates of fare. (MRS Title 30-A, Chapter 163. Transportation)

By a vote of its legislative body, any municipality may, by itself, or in cooperation with one or more other municipalities, form a ***transportation corridor district*** for the purposes of funding public transportation. The municipality or group of municipalities shall select the borders of the transportation corridor district. The district may include the entire municipality, a group of municipalities, or a portion of the municipality(ies) but must encompass an existing or proposed transportation corridor. Public hearings are required before a district is formed, and the district must be approved by a voter referendum in each participating municipality.

A municipality that is contiguous to any other municipality authorized to provide transportation services under this chapter or contiguous to any municipality that is a member of a transit district may apply to the transit district for membership, and the board of directors may accept or refuse the membership application. With approval from all municipalities in the transportation corridor district, the board of directors may change the borders of a transportation corridor district.

A transportation corridor district must be managed by a board of directors chosen from the inhabitants of the municipality or municipalities composing the transportation corridor district. Except as provided in subsection 3 of Title 30, each municipality is entitled to one director for every 10,000 inhabitants of the municipality or a fraction of that number, as determined by the latest Federal Decennial Census. The municipal officers of each municipality shall appoint the directors of a district. Initially, the directors' terms of office must be determined at their first organizational meeting as follows: One-third of those appointed serve for three years, one-third for two years, and the remaining number for one year. All subsequent appointments are for a term of three years.

Greater Portland Transit District is an example of this structure within the State of Maine.

Table 1 summarizes the characteristics of each governance structure.

Table 1: Comparison of Governance Structure Options

Topic	Metropolitan Planning Agreement (MPA)	Joint Exercise of Powers/ Joint Powers Agreement (JPA)	Regional Transportation Authority (RTA)
Legislation	23 CFR Section 450 of the Federal Highway Administration (FHWA) and 49 CFR Section 613 of the Federal Transit Administration (FTA)	MRS Title 30-A, Section 2203 Joint Exercise of Powers	MRS Title 30-A, Chapter 163 Transportation
Geographic Boundaries	Urbanized area	Two or more local jurisdictions	If a transportation corridor district is created, a municipality or group of municipalities shall select the borders of the transportation corridor district. It may include an entire municipality, a group of municipalities, or a portion of the municipality(ies). It must encompass an existing or proposed transportation corridor.
Creation	Agreement between the MaineDOT, BACTS, and City of Bangor	Two or more parties agree with one another for joint or cooperative action. The governing bodies of the participating parties must take appropriate action by ordinance, resolution, or other action under	A private, non-profit corporation formed for the express purpose of providing public transportation services to more than one municipality but which is not wholly or partly owned by municipalities.

Topic	Metropolitan Planning Agreement (MPA)	Joint Exercise of Powers/ Joint Powers Agreement (JPA)	Regional Transportation Authority (RTA)
		law before any such agreement may become effective.	
Board Structure	Bangor City Council	If the agreement does not establish a separate legal entity to conduct the joint undertaking, it must provide an administrator or joint board responsible for administering the cooperative undertaking. In the case of a joint board, all parties to the agreement must be represented.	Each municipality is entitled to one director for every 10,000 inhabitants of the municipality or a fraction of that number, as determined by the latest Federal Decennial Census. Directors have term limits.
Administrative Responsibility	City of Bangor – Community Connector	If the agreement does not establish a separate legal entity to conduct the joint undertaking, it must provide for an administrator or joint board responsible for administering the cooperative undertaking.	If a transportation corridor district is created, the RTC/RTA Board of Directors appoints and fixes the salary of a district manager. The district manager shall appoint any other employees and fix the salaries of those employees.
Funding Sources	49 U.S.C. 5307 makes Federal Transit Administration resources available to urbanized areas. Other funding sources include a combination of local funding from community partner cost allocation agreements, contracts, and grants.	The agreement must specify the manner of financing the joint or cooperative undertaking and establishing and maintaining a budget for the undertaking.	Transportation program revenue sources will include Federal Transit Administration (FTA) and local funding, similar to how service is funded today. However, the RTA becomes the recipient of FTA funding (currently the City is the designated recipient). The RTA is responsible for securing local revenue. It is recommended that the RTA adopt a cost allocation agreement similar to the existing Community Connector cost allocation plan.

Topic	Metropolitan Planning Agreement (MPA)	Joint Exercise of Powers/ Joint Powers Agreement (JPA)	Regional Transportation Authority (RTA)
			An RTA also may submit a referendum funding to support public transportation.
Potential for Future Growth	It is possible to include additional community partners under this structure, with appropriate contracts or cost-sharing agreements in place.	Additional organizations may be permitted to join through the JPA, or the lead administrator may enter into a contract agreement with an additional party and provide transportation service.	A municipality that is contiguous to any other municipality authorized to provide transportation services may apply to the transit district for membership. The board of directors may accept or refuse any membership application.

Considerations[1]

Changing the governance structure of Community Connector requires significant consideration of the potential loss of in-kind services that are currently provided by the City. Meaningful changes to the structure also will result in increased levels of involvement and participation from community partners. The capacity and willingness of community partners to increase their level of involvement would need to be explored in more detail as an initial step prior to moving forward with implementation.

However, if no meaningful change is made, there is a strong likelihood that the transit program's growth will be limited by the City's capacity to staff and administer a service that benefits the entire region. Also, decisions about regional transit will continue to ultimately be the responsibility of the City Council and not a transit-focused or regionally-focused board. Without a dedicated board of directors that offers regional perspectives, the decision-making responsibilities and process will remain primarily within the City, with budget approval for the TIP being the responsibility of BACTS. Community partners have limited opportunity to actively contribute to the future of transit for their communities.

Creating an organizational structure that includes a board of directors with regional representation supports the potential for growth and provides a framework for open communication and involvement in the decisions that guide that growth. Furthermore, staffing changes or changes in priorities at the City of Bangor could impact transit services for the entire region. A regional structure would balance the impact of such changes across the region and offer a greater degree of control to all partnering communities.

[1] Appendix B includes a comparison of benefits and challenges by structure type.

Partner communities have expressed satisfaction with being part of a regional service, and loss of that structure for any reason would come with significant costs to the communities and the riders.

Experience of peer communities indicates that regional transportation is stronger and more balanced when the areas receiving service are adequately represented in the decision-making process.

Any of the potential governance structures could be successfully implemented with differing levels of complexity and cost. Establishing an RTC or RTA would require the most significant changes, time, and funding when compared to maintaining the municipal agreement or creating a Joint Powers Agreement to simply advise the City. However, investment in making the changes that will result in the best service for the public and communities is the local priority and purpose of this analysis. Recommendations for implementation are provided in the following section.

RECOMMENDATIONS FOR IMPLEMENTATION

It is recommended that Community Connector create a new Regional Transportation Authority (RTA) governed by a Joint Powers Agreement (JPA) between participating communities. The JPA with the RTA would most effectively address the concerns of the City, BACTS, and the partners. Creating only a JPA without a RTA stops short of completely addressing the capacity and communication concerns that sparked this analysis. However, the JPA is recommended as a short-term solution as the region works toward creating the RTA.

Establishing a new Authority is a complex undertaking that will take time and resources. If the City and partners are not ready to take such a significant step, it is possible to establish a Joint Powers Agreement structure without a new RTA. The JPA without a new Authority would require that the City continue to be the Direct Recipient of FTA public transit funding but create a Joint Board with decision-making authority. The JPA without a Transit Authority could be established with the intention of either keeping that structure for the long term if it continues to be effective and suitable for the partners or working under a Joint Board in the short term and eventually working toward the establishment of a Transit Authority structure as a long-term goal.

Table 2 summarizes the recommended approach.

Table 2: Recommended JPA with Creation of an RTA

Topic	Joint Powers Agreement (JPA) with creation of an RTA
Geographic Boundaries	Bangor Metropolitan Area
Creation	Two or more parties agree with one another for joint or cooperative action to create the JPA. The governing bodies of the participating parties must take appropriate action by ordinance, resolution, or other action under law before any such agreement may become effective.

Topic	Joint Powers Agreement (JPA) with creation of an RTA
	An RTA is a private, non-profit corporation formed for the express purpose of providing public transportation services to more than one municipality but which is not wholly or partly owned by municipalities.
Board Structure	If the agreement does not establish a separate legal entity to conduct the joint undertaking, it must provide a joint board responsible for administering or overseeing the cooperative undertaking. In the case of a joint board, all parties to the agreement must be represented. Board representation is discussed later in the report.
Administrative Responsibility	If the agreement does not establish a separate legal entity to conduct the joint undertaking, it must provide for an administrator or joint board responsible for administering the cooperative undertaking.[2]
Funding Sources	The RTA agreement must specify the manner of financing the joint or cooperative undertaking and establishing and maintaining a budget for the undertaking. Transportation program revenue sources will include Federal Transit Administration (FTA) and local funding, similar to how service is funded today. However, the RTA becomes the designated recipient of FTA funding (currently, Bangor is the designated recipient). The RTA is responsible for securing local revenue. It is strongly recommended that the RTA adopt a cost allocation agreement similar to the existing Community Connector cost allocation plan. Also, a municipality may, by itself or in cooperation with one or more other municipalities, form a transportation corridor district for the purposes of funding public transportation. Transportation Corridor Districts must be formed through a voter referendum. Each year, the board of directors of the district, by a two-thirds vote of its entire membership, shall establish a formula for contributions to be made by each municipality in order to defray any projected deficit. The formula shall be shown in the estimates filed with municipal officers of each municipality.
Potential for Future Growth	Additional organizations may be permitted to join through the JPA, or the lead administrator may enter into a contract agreement with an additional party and provide transportation service. A municipality that is contiguous to any other municipality authorized to provide transportation services may apply to the transit district for membership. The board of directors may accept or refuse any membership application.

[2] If a Transportation Corridor District is created, additional administrative requirements apply.

The following paragraphs offer guidance on implementing the recommended JPA structure with a new RTA. Prior to implementing the following steps, the Bangor City Council and governments of partnering communities must first approve the potential change. Also, the City of Bangor and partners should work closely with MaineDOT and throughout the process of making governance and administrative changes. It is also advised that the City of Bangor notify the Federal Transit Administration (FTA) early in the planning process to discuss potential impacts of governance changes and the process for accounting for investments made in capital resources and facilities.

RECOMMENDED ORGANIZATIONAL AND FINANCIAL STRUCTURE

1. Create a Joint Exercise of Powers Agreement

The Joint Exercise of Powers Agreement (or Joint Powers Agreement (JPA)) will be created pursuant to Maine Revised Statutes Title 30-A Chapter 115: Interlocal Cooperation. The purpose of the JPA is to provide for the joint exercise of powers for the purpose of overseeing provision of public transit services for the Community Connector program to serve the Bangor Urbanized Area or an expanded service area. If the City continues to be the designated recipient of FTA funds, the JPA will specify that the Board provides oversight and recommendations to the City Council. The City Council will also be represented on the JPA board.

In order to provide public transit services, the Regional Transit Authority will be established to finance, acquire, construct, manage, operate and maintain public transit systems and related property and facilities. It will also apply for and receive grants from appropriate sources, including the Federal Transit Administration (FTA) and other State and Federal laws.

The jurisdiction of the Authority will include the Bangor Urbanized Area.

If the parties to the JPA do not wish to create a separate Authority, the JPA may stipulate that the City will continue to apply for and be the recipient of FTA and MaineDOT grants and that each partner community will have specific responsibilities and authority in funding and decision-making for Community Connector.

2. Establish a Governing Board

In order to continue Community Connector operations with routes serving participating communities, it is recommended that each of the partner municipalities and organizations consider being represented on the JPA.

If no, RTA is created, the JPA members will advise the Bangor City Council on transit-related issues and decisions.

If the RTA is created, the JPA members will become the Joint Governing Board. The board will have up to nine members who are appointed by the Mayor or City/Town Council, as follows:

- Three members from City of Bangor
- One member from University of Maine
- One member from Hampden
- One member from Town of Orono
- One member from Old Town
- One member from Brewer
- One member from Veazie

The governing board will have all voting power for the Authority. Additional governments or organizations that are not eligible for or elect not to be members of the JPA may be represented as non-voting members. The BACTS, MaineDOT, and a representative of the public/riders are potential non-voting members.

Members of the governing board will receive no compensation and shall serve at the pleasure of the appointing party. Vacancies will be filled by the appointing party.

The governing board will provide regular and special meetings, including at least one regular, quarterly meeting. Special meetings would be called for decisions that must be addressed outside of the quarterly meeting schedule, such as the necessity to change services or policies. The governing board will also develop the organization's mission and vision.

3. Establish a Regional Transit Authority

The purpose of the new Authority created under a governing board formed through a JPA is to make the most efficient use of powers of the City and each partner community by enabling them to cooperate on the basis of mutual advantages and to share the responsibility of providing transit services that are best suited for the entire Bangor Urbanized Area. The new Authority will be responsible for all planning, administration, operations, and capital assets associated with Community Connector.

The new Authority will be a public entity separate and apart from parties to the Joint Powers Agreement. To create the new Authority, two or more parties must agree and take appropriate action by law for the authority to become effective.

The Authority will consist of a governing board with decision-making authority. The authority will also be staffed and funded to administer and operate the Community Connector public transit service for the region. Alternatively, the Authority could contract transit operations to a third-party through a competitive procurement process. The actual structure of the organization will be determined in Step 2 – Creating a Joint Exercise of Powers Agreement.

4. Financial Structure

The new Authority will apply for Federal Transit Administration (FTA) funding and State grants for capital and operating expenses necessary to provide public transit services. The Authority will also apply for other Federal, State, or local grants and funding opportunities necessary to support the Community Connector. All costs in connection with the operation of Community Connector, less farebox revenues, shall be shared by the parties on the following basis:

- City of Bangor: Approximately 61%
- All other partners: Approximately 59%

The amount to be paid by each community partner will be determined by the level of transit service operated within its jurisdiction.

Non-Shared Costs

The Authority may enter into a contract for transit services to be provided by the Authority, which are not otherwise provided for in the budget adopted by the Authority for the operation of Community Connector. Any costs incurred by the Authority in providing such contract services shall be the sole responsibility of the party requesting such services, and the terms of payment and other terms for the provision of such services shall be provided in a written and executed service agreement.

ADMINISTRATIVE STRUCTURE

The governing board of the RTA is the administrative entity. It will adopt an annual budget for the administration of the Authority. The governing board will be responsible for hiring a Transit Director. The Transit Director will hire administrative staff, drivers, and maintenance personnel. Existing staff at Community Connector should be given the first opportunity for employment at the Authority with their current job duties.

If a JPA is created but not a Transit Authority, the majority of administrative duties and operations will remain with the City. The JPA may specify some duties that could be managed by another partnering agency or contracted to a third party (through an appropriate procurement process).

The administrative staff at the Authority, if it is created, will be responsible for planning, reporting, marketing, performance measures, and compliance with transit funding requirements and regulations. The Transit Director and administrative staff will also be responsible for preparing the annual budget and submitting it to the joint board for approval. The Transit Director and staff will be responsible for securing adequate revenue to support actual and planned expenses for Community Connector.

Currently, all of the administrative functions are provided by the City of Bangor either as a direct function of the Transportation Department or as indirect expenses provided by another department of the City

government. Administrative activities currently performed by the Community Connector staff or other City Departments, which would become the responsibility of the new Authority include:

- Operations and service planning
- Customer service
- Public participation and marketing
- Financial planning
- Capital planning
- Facilities planning
- Asset Management
- Financial reporting
- Budget development
- Performance reporting
- Federal Transit Administration (FTA) regulatory compliance
- MaineDOT compliance and reporting
- Hiring and managing transit staff
- Human Resources

IMPLEMENTATION PLAN

The following steps outline a potential implementation strategy. While the new Authority and/or JPA is being established, it is recommended that the City of Bangor and its partners continue to operate Community Connector as it operates today. The transition from administration within the City to the new Authority should be seamless to the passengers. It is vital to include MaineDOT in each planned implementation step. MaineDOT will communicate with the Community Connector as well as with the Federal Transit Administration prior to any transfer of assets or designation for funding.

Step 1: Create a Joint Exercise of Powers Agreement (JPA) and approval from the Secretary of State and each participating local municipality.

Step 2: Create the JPA Board with representation from each partner community as outlined above.

Step 3: Specify the responsibility and authority of each partner community in decision-making for Community Connector. If a community decides not to participate in the JPA, a separate agreement would be developed with that community. The City continues as the designated recipient and JPA partners advise the City Council.

Step 4: Estimate the amount of indirect costs provided by the City that should be shared by partner communities in preparation for a transition to the RTA. Adjust the cost allocation percentages or total budget amount accordingly but incrementally.

Step 5: Create a RTA with approval from the Secretary of State and each participating local municipality.

Step 6: Formerly establish the Joint Board of Directors. The Board Chairperson and Vice Chairperson will be responsible for completing Steps 3 through 6 below. Alternatively, if time does not permit the Chairperson and Vice Chairperson to directly execute the following steps, a consultant could be hired or an alternate could otherwise be appointed by the Chairperson and Vice Chairperson to complete each task under supervision. It is very likely that many of the new board members will not have prior experience serving on a board of directors for a transit system. Therefore, it is strongly recommended that board members participate in mandatory transit board training.

Step 7: Identify and secure a physical location for administration (and potentially operations) of Community Connector under the new Authority.

Step 8: Establish an annual expense and revenue budget for the Community Connector under the new Transit Authority structure.

Step 9: Submit an application to the Federal Transit Administration (FTA) for Federal transit grant funding. The City has historically submitted these applications and has the experience necessary to successfully apply as a Direct Recipient of Section 5307 program funds. Once established, the new Authority will apply as a Direct Recipient to the FTA, and the City will no longer be the applicant.

Step 10: An agreement to transfer physical assets of Community Connector (i.e., buses) to the new Authority will need to be established.

Step 11: Determine if the transit system will continue to use the Community Connector's current dispatching software and other technology. If so, the software and associated hardware must be secured. If new technology is desired, a procurement process will also be required.

Step 12: Board must approve the initial annual budget.

Step 13: Board appoints the Transit Director and authorizes them to hire staff. It is strongly encouraged that City of Bangor Community Connector staff are given the first opportunity to fill open positions. Job descriptions for each staff position must be developed. Hiring must be conducted according to State, Federal, and local requirements.

Step 14: Members of the Joint Board must continue to secure local financial support for transit services to their communities in order to sustain services to the community. The participating municipalities will commit to their agreed upon portions of the Community Connector annual budget.

Step 15: Create policies and procedures for employees and passengers. To the extent possible, the content of service policies should remain consistent, although contact information will need to be changed to reflect the new organization. It will be necessary to create employee policies and procedures for the new Authority. Policies must be compliant with all Federal Transit Administration, State, and local requirements and regulations.

Step 16: Establish a website for the Community Connector that is separate from the City of Bangor's website. Determine staffing and resources necessary to maintain the website and its content.

Step 17: Train all administrative staff, drivers, and others.

Step 18: Deploy a public education campaign to inform passengers of the new organizational structure and how the changes will and will not impact their service. Changes such as new locations for information and policy changes must be communicated to the public. If any major service changes occur as a result of this transition, those changes must be communicated to the public according to the Authority's Public Participation Plan. All communication must be conducted in accordance with the Americans with Disabilities Act (ADA), Title VI of the Civil Rights Act, and other applicable regulations.

Step 19: Implement and provide service under the new Transit Authority.

Step 20: Monitor expenses and submit reports and budgets according to funding requirements and application schedules.

Roles and Responsibilities

Responsibilities for each participating organization are outlined in the following matrix. Responsibilities will be further clarified in the JPA.

Table 3: Implementation Plan Roles and Responsibilities

Implementation Step	Lead	Timeline
1. Create a new Regional Transit Authority	City of Bangor and interested community partners with MaineDOT	To Be Determined (TBD)
2. Establish Joint Board of Directors	Interested partners, voting and non-voting members	TBD
3. Identify a Physical Location	Joint Board	TBD
4. Establish Annual Budget	Joint Board	TBD
5. Submit FTA Grant Application	Joint Board with assistance from City	TBD
6. Transfer Physical Assets	Joint Board and City	TBD
7. Transfer or Procure Technology	Joint Board and City	TBD
8. Approve an Annual Budget	Joint Board	TBD
9. Hire a Transportation Director	Joint Board	TBD
10. Secure Local Funding	Transportation Director and Joint Board	TBD
11. Create Policies and Procedures	Transportation Director with Joint Board Approval	TBD
12. Establish a website	Transportation Director with Joint Board Approval	TBD
13. Train Staff	Transportation Director and staff	TBD

14. Implement, Provide Service and Community Education	Transportation Director and staff	TBD
15. Monitor Expenses, Compliance, and Submit Reports	Transportation Director and staff with approval authority at Joint Board	TBD

FINANCIAL IMPLICATIONS

The partner communities are involved in the budget process and understand the direct costs associated with operating Community Connector. Currently, the City receives the majority of service provided through the public transit system and also is responsible for the majority (61 percent) of the direct operating and administrative expenses.

In addition to the direct expenses identified in the Community Connector budget and shared with the community partners, there are also indirect expenses that are currently borne by the City but will become the responsibility of the new Transit Authority. The City estimates that the total cost of these indirect services are approximately $250,000 per year. Examples of support from other City departments not passed along to the community partners include:

- Engineering – Transit center planning, bus stop assistance, bus shelter placement.
- Legal – RFP review and advice, bus shelter agreements, bus accident assistance, discipline hearings, grant certifications.
- Human Resources – Collective bargaining, employee conflict resolutions, surveys, job postings, benefit assistance and orientation, personnel files, workers compensation hearings, unemployment, EEO Officer.
- City Manager Office – Collective bargaining, general oversight, planning, meeting attendance, and other oversight.
- B&ED – Planning Board assistance as required for project approval.
- Finance – Budgeting, grant assistance, payroll, audit, purchasing, payables, accounts receivable.
- IT – All computer and software programs installation and updates, order computers/software at a discounted rate.
- Fleet Maintenance – Administrative time helping with bus builds, warranties and accident reports at no cost. Fleet services are provided at a discount rate because Community Connector is a City department. The rate would need to be renegotiated after a change in governance.
- Safety and Environmental – Training, safety, and OSHA logs, workers compensation assistance.

Additional items that are bid out or otherwise included as part of the City budget that likely cost less for Community Connector because of discounts available to the City include the following. Discounts available to the RTA may or may not be equal to the City's rate.

- Insurance
- Vehicle maintenance
- Phone systems/line costs
- Accounting system
- Printing

- Website/Software
- Cell phones
- Fuel, fluids and tires
- Banking
- Public wifi
- Workers compensation insurance (the City is self-insured)
- Health Insurance
- Vehicle Insurance
- Portions of parts for vehicles or buses that are at a higher discount due to City buying power.

After creation of the RTA, the expenses currently covered by the City will be added to the total Community Connector budget. Other additional indirect expenses associated with utilities and office supplies also may not be included in the current direct expenses budget but will be necessary for the new Transit Authority. When the Transit Authority takes ownership of the Community Connector, the indirect expenses currently covered by the City will become part of the new Transit Authority budget. The following chart outlines a projected, estimated annual budget based on the Fiscal Year 2019 (FY2019) Community Connector direct rates with wages and insurance costs inflated by two percent (2%) to account for cost of living increases plus estimated direct expenses covered by the City.

The numbers included in the table are estimates provided for the purpose of understanding the actual cost of operating and administering Community Connector as a RTA. The costs must be refined prior to implementing steps to create a RTA. Indirect cost estimates provided by the City are estimated at approximately $408,000 but could actually range from between $300,000 and $500,000 annually.

Table 4: Statement of Estimated Projected Functional Expenses

Support Worksheet

Statement of Functional Expenses

for the Period Ended (current numbers are as of 6/30/2019 plus a 2% increase in wages and insurance)

Acct Code	Description	Total Expenses (Column A)	Direct Expenses - Program Services: Community Connector (Column B)	BBOE (Column C)	Total Direct Expense (Column D)	Estimated Indirect Expenses (Column E)
	Labor					
	Wages	$ 1,482,093.21	$ 1,444,775.69	$ 37,317.53	$ -	$ -
	BBOE Admin	$ 403.37	$ (20,168.60)	$ 20,571.97	$ -	$ -
	Administrative Salaries & Wages	$ 295,000.00	$ -	$ -	$ 45,000.00	$ 250,000.00
	Other Salaries & Wages	$ -	$ -	$ -	$ -	$ -
	Fringe Benefits		$ -	$ -	$ -	$ -
	All Other	$ 375,876.31	$ 305,256.53	$ 8,669.78	$ 9,450.00	$ 52,500.00
	Health Insurance	$ 340,358.53	$ 279,340.71	$ 4,967.82	$ 8,550.00	$ 47,500.00
	Services		$ -	$ -	$ -	$ -
	Contractual Services	$ 218,704.85	$ 216,664.38	$ 2,040.47	$ -	$ -
	Advertising Services	$ 5,000.00	$ -	$ -	$ 5,000.00	$ -
	Professional & Technical Services	$ 50,000.00	$ -	$ -	$ -	$ 50,000.00
	Temporary Services	$ -	$ -	$ -	$ -	$ -
	Maintenance	$ 672,149.01	$ 644,486.84	$ 27,662.17	$ -	$ -
	Custodial Services	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00
	Security Services	$ 4,000.00	$ -	$ -	$ -	$ 4,000.00
	Other Services (Interfund)	$ 12,052.83	$ 12,052.83	$ -	$ -	$ -
	Materials and Supplies Consumed		$ -	$ -	$ -	$ -
	Fuel & Lubricants Consumed	$ 358,575.49	$ 344,920.83	$ 13,654.66	$ -	$ -
	Reserve Funding	$ 42,700.00	$ 42,700.00	$ -	$ -	$ -
	Transit Study Local Share	$ 20,000.00	$ 20,000.00	$ -	$ -	$ -
	Office and Bus Equipment	$ 18,304.44	$ 18,304.44	$ -	$ -	
	Printing	$ 21,395.12	$ 16,395.12	$ -	$ 5,000.00	
	Other Materials & Supplies	$ 19,312.04	$ 19,312.04	$ -	$ -	$ -
	Utilities		$ -	$ -	$ -	$ -
	Utilities	$ 10,149.02	$ 10,149.02	$ -	$ -	$ -
	Other, i.e. Natural Gas, Electric, etc.	$ -	-	$ -	$ -	$ -
	Leases and Rentals		-	$ -	$ -	$ -
	Transit Structures, etc.	$ 36,000.00	-	$ -	$ 36,000.00	$ -
	Passenger Stations	$ -	-	$ -	$ -	$ -
	Passenger Parking Facilities	$ -	-	$ -	$ -	$ -
	Passenger Revenue Vehicles	$ -	-	$ -	$ -	$ -
	Service Vehicles	$ -	-	$ -	$ -	$ -
	Operating Yards or Stations	$ -	-	$ -	$ -	$ -
	Maintenance Facilities	$ 36,000.00	-	$ -	$ 36,000.00	$ -
	Data Processing Facilities	$ -	-	$ -	$ -	$ -
	Revenue Collection Facilities	$ -	-	$ -	$ -	$ -
	Other Administrative Facilities	$ -	-	$ -	$ -	$ -
						$ -
	Depreciation & Amortization	$ -	-	$ -	$ -	$ -
	Contributed Services	-	-	$ -	$ -	$ -
	Total Program Costs	**$ 4,022,074**	**$ 3,354,190**	**$ 114,884**	**$ 145,000**	**$ 408,000**

Table 4 provides an estimate of additional costs currently covered by the City. These costs will need to be refined before the decision to implement an RTA is implemented. Actual indirect costs and cost benefits

brought about by the City could range from $300,000 to $500,000. Actual costs for setting up the RTA must be evaluated before the RTA is established.

The JPA will identify the exact percentages and basis for cost allocation paid by each community partner. Members of the JPA will have the authority to approve the annual budget and provide input into the development of transportation plans and budgets. The new structure will require additional funding. However, it will also provide the basis of a truly regional transportation program with adequate staffing and a board of directors that is transit-focused.

NEXT STEPS

The next steps in the planning process will involve refining the projected budget and deciding, with input from the Project Steering Committee, if Community Connector would like to proceed with the creation of a Regional Transit Authority, move forward with a Joint Powers Agreement and no new Authority, or implement a different alternative.

APPENDIX A

TRANSIT AGENCY PEER REVIEW

TRANSIT AGENCY PEER REVIEW

INTRODUCTION

This report compares Community Connector and peer communities with transit systems of similar size and systems that serve a region that consists of multiple municipalities and stakeholders. Peers were selected based on the following factors:

- Public transit service area characteristics similar to Community Connector
- Governance or organizational structure practices of a transit system serving multiple communities
- Annual operating budget
- Annual passenger trips and miles

The peer transit systems examined for this report are identified in the following summary table and paragraphs. Information sources for each peer include individual one-on-one interviews and background research where historical information about the system was available.

Transit System and Location	Transit Governance Structure	Estimated Annual Ridership	Estimated Annual Operating Budget	Communities/ Jurisdictions Served	Metro. Area Population	City's Population (or Designated Recipient Population)	City's Share of Metropolitan Area Population
Humboldt Transit Authority, Eureka, CA	Joint Powers Authority	400,000	$7.4M	1 County and 5 Member Cities	135,558	27,020	20%
Grand Valley Transit, Grand Junction, CO	Intergovernmental Agreements	760,000	$3.9M	1 County	147,890	62,062	42%
OVRTA/EORTA, Wheeling, WV	Two RTAs work cooperatively to serve member communities in WV and OH	315,000	$4.8M	3 Counties	147,950	27,062	18%
SHOW BUS, Central Illinois	Intergovernmental Agreements	152,487	$2M	9 Counties	Not Applicable	262,709	Not Applicable

Other public transit systems in Maine do not offer direct comparisons but will provide examples of governance and structure for services operated for multiple communities within a single urbanized area.

PEER SYSTEM SUMMARIES

1. Humboldt Transit Authority; Eureka, California

Humboldt Transit Authority (HTA) was formed in 1975 by the cities of Arcata, Eureka, and Fortuna, and Humboldt County. The cities of Rio Dell and Trinidad subsequently joined to provide public transportation services throughout the Humboldt County region. HTA is a rural public, non-profit transportation provider governed by a JPA (Joint Powers Agency); it was formed to provide transportation in the region. Five cities and the County collaborated to create the commuter route. HTA also operates Redwood Transit (one of the systems in the region), and it contracts with a private taxi company that operates a demand-response service in one remote community. The governing board includes one member from each City and two from the County. Board member term limits are based on the bylaws of the entity represented.

HTA provides fixed-route commuter service along the Route 101 corridor and fixed-route service for the City of Eureka. HTA has two intercity runs, one to the County to the East with Eureka to Willow Creek, connecting with Trinity Transit once in the morning and once in the evening. High school students predominantly use this route to get to and from school. The other route is 75 miles to the south. CPSA (Consolidated Paratransit Services) coordinates with other human services agencies and administers the Dial-a-Ride service. HTA goes out to bid for providers and goes through the vetting and approval process for applicants. There is one transit system north of HTA, Arcata/Mad River, for which HTA provides contracted maintenance service, but nothing else.

Funding contributions are based on population. The county pays 50 percent, and the other 50 percent is shared by the five-member cities, which contribute based on a percent of the population.

Pre-COVID, the commuter service provided approximately 400,000 rides, and Eureka's fixed-route service operated approximately 170,000 trips.

HTA provides fixed-route service with 24 buses varying in length from 35 to 40 feet and ten cutaways ranging between 25 and 30 feet. There are seven dial-a-ride vehicles, and they have about a 50% spare ratio.

Governing Board

HTA has a single board consisting of seven members which focus entirely on public transportation: two from the county and one from each member city. The City Council appoints members. Appointments are generally random. There are no term limits in the HTA bylaws because each city or county prescribes its term limits. Some board members have lifetime terms, while others have one-year terms. A copy of the JPA is provided in the appendix.

Organizational Benefits and Challenges

One benefit to Board members of HTA's Joint Powers Agreement (JPA) structure is that if a board member asks to influence decision-making processes, it is granted. The board members are always welcome to have more involvement.

The most significant challenge within the Board was determining the best method to split the costs equitably. There are no weighted measures. The budget formula is based on population. The way it is currently done is fair to some and unfair to others. For example, a small town with a small population located a long distance away pays a disproportionate amount to the organization because it receives minimal service (due to its location) but pays a higher price because of its population. About ten years ago, there was a discussion about the inequity of the formula, but after the debate, nothing changed. Changing the process was an unpopular option because each entity has transit budgeted, it works, and change is difficult. Also, with changes in Board membership, the cost allocation is perennially addressed, but then Board members move on, and the issue fades in their absence. Changes in priority are a general pattern with causes taken on by Board members. This pattern is a challenge to the JPA structure, but it would likely occur with any governance structure.

Also, there have been challenges gaining support for some HTA decisions, such as the opportunity to raise the pay of unionized drivers and mechanics during union negotiations. Board members who cannot give their city employees a raise in income because of budget constraints have difficulty justifying a transit employee wage increase.

Finally, there are seven cities in Humboldt County, and only five are part of the JPA. One city does not have transit service and the other partners with the local tribe. The city without service (Ferndell) has purposely chosen not to have public transit because it, reportedly, does not like the stigma attached to public transit. However, HTA extends an open invitation to Ferndell if the situation changes and it chooses to join.

Financial Planning Benefits and Challenges of the Current Structure

If a change to the financial planning process is wanted/needed, the JPA must be amended. The amendment process is a Board decision: members request the renegotiation of pay equity, and the HTA General Manager provides operational and budget numbers. There is a discussion and a vote, and then a recommendation goes to each city and county for approval. If a city disagrees, it has the option to drop out of the JPA.

A benefit of the JPA structure includes the budget planning process. A three-person Board sub-committee (Finance Committee) nominated by the HTA works with HTA to establish the budget. The General Manager and Finance Manager draft the budget, the Finance Committee reviews and approves, and then it goes to the HTA Board for approval. HTA has experienced no negative issues with this process.

As prescribed by the JPA, if a city wants transportation, a needs assessment study is required. Based on the results of the needs assessment, the HTA General Manager determines whether new service will be

provided. The process allows all participants to feel heard and be part of decision-making; however, the needs assessment study requires planning resources that cities may or may not possess and may take time to secure.

Customer Services Benefits and Challenges

HTA has discovered that the JPA allows them to provide effective customer service because HTA and the Board address all issues together rather than HTA addressing issues with each community. For example, if HTA wants to implement new technology or different services, planning decisions are made with the Board rather than with each city. The Board cannot micromanage direct customer service; therefore, all customer service issues go directly through the General Manager and his staff. Also, because there is a call center with a single dispatcher, all communities receive equal customer service. The dispatcher transfers callers to whichever city they need to go through for their trip.

New Technology

The application of new technology has provided HTA with better reporting, but staff time has increased, offsetting the benefits. HTA uses a GPS tracker, Swiftly by Trillium. A Swiftly feed provides real-time vehicle location and GFI Gen Fare (electronic fareboxes). HTA has numbered passes for tracking passenger boardings and alightings by city. HTA also uses an app called Token Transit for pass purchases.

Responsibilities for administering the technology are divided among staff based on which particular technology (i.e., fare collection, dispatching) impacts staff duties.

Performance Measures

The interviewer asked what performance measures impact advances or changes in regional transportation. HTA stated that rides per hour or rides per trip monitored based on time of day are helpful. The city-by-city route performance measures are based on hour loops, and commuter performance is based on trip times. Some routes have five to ten miles between stops, and so ridership cannot be compared to that of the city routes. The Board reviews monthly performance measures, including the farebox recovery ratio (the income from fares collected compared to operating costs). For HTA, the farebox recovery ratio is 32 percent: 20 percent in the city and 15 percent for intercity bus service.

2. Grand Valley Transit; Grand Junction, Colorado

Grand Valley Transit (GVT) began service in 2000, evolving from a non-profit organization called Masability. Masability provided services for older adults and individuals with disabilities in the early 1990s. Planning for GCT started in 1998 as part of a five-year plan. The service was initially funded with Federal Job Access and Reverse Commute (JARC) funding. Today, Mesa County is the direct recipient of Federal Transit Administration (FTA) Section 5307 public transit dollars.

GVT has an expansive fixed route and paratransit service area comprised of four municipal entities: Fruita, Palisade, Grand Junction, and Mesa County. Mayors of each entity comprise the governing board, and each has a single vote. Financial contributions obtained from each entity's general fund are entirely formula-driven and need to be solicited annually by GVT as there is no dedicated funding.

GVT provides approximately 760,000 rides annually with a $3.9 million operating budget. It contracts operations to a private provider, currently TransDev.

Governing Board

The Regional Transportation Planning Office (RTPO) hosts bi-monthly meetings for the policy-making group known as the Grand Valley Regional Transportation Committee (GVRTC). The GCRTC is composed of a single elected representative from Mesa County, Grand Junction, Fruita, and Palisade. The GVRC was formed to administer State and federally mandated planning activities for the Grand Valley Metropolitan Planning Organization (MPO), the Mesa County Transportation Planning Region (TPR), and the GVT system. The bylaws are available on the Mesa County RTP website: http://rtpo.mesacounty.us/gvrtc-governing-board.

Organizational Benefits and Challenges

In the 1980s, there was a different public transit system in Grand Junction (one of the partner cities) called The Stagecoach. It was not successful and short-lived. By 2002, the Board realized that there were challenges to the system and that there was not enough ridership to maintain the service. A study was completed, and modifications were made to the system to operate within the current structure. When the routes were modified, Grand Junction was the last of the four partners to join. Because of the new funding formula, Grand Junction's annual contribution dropped from $200,000 to $50,000.

Funding continues to be the biggest challenge for GVT because there is no dedicated local funding source and transit needs to compete for funding annually with other entities' priorities.

There have not been major administrative pitfalls. GVT was combined with the RTP/MPO, so the same staff oversees both the RTP/MPO and GVT. Operations are contracted out and working smoothly. Administratively, GVT has remained consistent, being run by planners, and this model works.

The most significant benefit to the current structure is that transit is at the forefront of the planners' agenda. The RTP/MPO handles grants, contracts, and administration and leaves the operations up to the contractor.

There were not many challenges with the Federal or State partners when the new structure was created. GVT had strong support from FTA, Colorado Department of Transportation, and Federal Highway Administration (FHWA) which oversees the MPO and coordinates compliance reviews. The FTA and FHWA shared an office, so they had good communications. The one-stop-shop for transportation simplified the process.

Financial Planning Benefits and Challenges of the Current Structure

The County creates the GVT budget, and the other three partners provide the local match. Match obligations are outlined in the annual intergovernmental agreement and amount to approximately $1.5 million each year from the partners' general funds derived from taxes. The budget must go through a yearly approval process.

The biggest challenge every year is getting local funding. Because there is no dedicated funding, each year brings the stress of the unknown. Each member city and the county have a single vote regardless of the amount of match. This voting process had not presented any problems, except for one instance when the even-numbered Board membership resulted in a stalemate on a decision, and the motion never passed.

Funding contributions are determined through an established formula that includes population, the assessed values for each partner community, and ridership. The partners are supportive of the funding formula. Each year there is a discussion about the contributions, and the conversation changes based on the amount of importance Board members place on transit. Some members are very supportive, while others are not, and that ebbs and flows with the changes in the Board.

GVT has no plans of changing its financial or governance structure. However, there is an opportunity to explore the possibility of a longer-term funding structure such as an RTA or Council of Governments that may provide an opportunity for more stable funding. No studies are planned, but there have been discussions around the idea.

Customer Services Benefits and Challenges

The system is designed to help those less fortunate and continues to serve that population primarily. Public support for transit is marginal.

Pre-Covid, the local university had a fee structure as part of tuition, which provided free passes for students. That agreement equated to about $50,000 per year in matching funds from the university. A DASH route served as the "party bus," which provided 30-minute headways as an extension of Route 1, Thursdays through Saturdays from 4:15 PM to 11:00 PM. Route 1 connects the downtown and includes trips to the airport, hotels, businesses, and the university. The route was suspended because of the Covid pandemic.

New Technology

GVT is in the process of implementing RouteMatch scheduling software. Previously, it had used ETA Spot and EZ Ride software for paratransit services. RouteMatch is integrated with fareboxes, which helps collect ridership data (boarding by stop). It is scheduled to go live with both fixed route and paratransit.

Performance Measures

Performance measures currently include farebox revenue, on-time performance, and annual and monthly ridership numbers.

3. Ohio Valley Regional Transportation Authority; Wheeling, West Virginia

Ohio Valley Regional Transportation Authority (OVRTA) in West Virginia and Eastern Ohio Regional Transit Authority (EORTA) in Ohio became a single public entity in 1976 when two private entities, Wheeling Rapid Transit and Cooperative Transit, merged and designated OVRTA as the operating authority. The two urban systems are political subdivisions of each State (West Virginia and Ohio) and are respective authorities for each State but work cooperatively under a Memorandum of Understanding (MOU).

The system serves member communities on both sides of the Ohio River. OVRTA operates, in part, seven fixed routes that serve 12 West Virginia communities in two counties. EORTA operates four fixed routes that primarily serve 12 Ohio communities in two counties. The four EORTA routes also cross the Ohio River to offer connections from downtown Wheeling, West Virginia.

In total, EORTA/OVRTA directly operates approximately 315,000 trips per year with an annual operating budget of $4.8 million. There are 46 employees, including 31 drivers, one dispatcher, nine mechanics, and six management staff.

Ohio provides Operating assistance through the Governor's apportionment, and West Virginia provides capital assistance through the Federal Transit Administration (FTA) Section 5339 program. The systems are also recipients of FTA Section 5307 funding. Expenses are shared based on revenue miles. OVRTA is the operating authority with 68 percent of operating costs. Therefore, West Virginia pays 68 percent, and Ohio (EORTA) pays 32 percent of the costs. Local funding is derived from property levies in both states.

Governing Board

Each authority has a Board. There are 10 Board members in West Virginia and nine in Ohio. The Boards have representation from different participating municipalities and counties. Most municipalities choose a mayor or county commissioner to represent them on the Board, but the bylaws do not prescribe it. For example, one township is served by a route designed specifically for transporting people to the mall (an area with several employers and popular destinations for shopping and services). Representation from the township is typically from a resident (i.e., attorneys, retirees, local employees).

Organizational Benefits and Challenges

Per the MOU, OVRTA is the operating authority and is responsible for hiring and retaining staff. OVRTA and EORTA have separate fleets. EORTA has six buses and two vans and leases its operations to OVRTA.

The current policies were built by the MPO, which acted as the Executive Director for the first few years of the transit system. Reportedly, the system typically runs smoothly based on its bylaws and agreements. Over the years, there have been challenges with the existing structure when recommendations for change in one State do not align with the goals of the other State. For example, if OVRTA wants to change fares and EORTA does not. As a solution, the Boards are supposed to meet once a year as a combined Board.

There have been no administrative pitfalls because OVRTA is responsible for the administration of the entire system.

Financial Planning Benefits and Challenges of the Current Structure

Financial administration of the system is challenging because separate records must be maintained for each of the system's services in addition to an overall combined budget. Each month, 68 percent is billed to OVRTA, and 32 percent is billed to EORTA. A combined budget is submitted to the FTA. Both EORTA and OVRTA receive FTA Section 5307 funding.

The local communities feel that they have input into the financial and service planning activities through their Board meetings. The Board generally responds to suggestions by management for capital projects. Any expense greater than $25,000 requires Board approval.

The Boards are responsible for hiring the Executive Director, but otherwise, they are relatively hands-off and have not asked for more involvement.

Customer Services Benefits and Challenges

There have been no significant customer service challenges because there is a single interface with the public.

New Technology

Ecolane was recently procured for demand response and State Opioid Response (SOR) services. However, the costs (so far) seem disproportionate to the benefits. OVRTA indicated that it would prefer to schedule trips manually.

Performance Measures

Ridership (cost per trip) is an annual performance measure that is discussed with the Boards. Current year ridership needs to remain within 70 percent of previous years ridership to keep a route running. Decreases in ridership potentially result in service reductions.

4. SHOW BUS Public Transportation; Rural Central Illinois

SHOW BUS is a stand-alone, single-purpose, non-profit corporation that provides rural public transit service in nine rural counties, including the non-urbanized areas of Kankakee, Macon, and McLean Counties. SHOW BUS public transportation is organized under an intergovernmental agreement and pass-through arrangement. A pass-through agreement exists between SHOW BUS and each of the three counties that receive Federal and State funding for public transit.

Each county served by the system has an approved intergovernmental agreement that delineates its own and SHOW BUS' responsibilities for the operation of public transit services. Three counties are the primary participants with the authority to apply for and accept State and FTA Sections 5311 (public) and 5310 (Enhanced Mobility for Elderly and Individuals with Disabilities) funding for rural transportation.

The pass-through agreements include State rural transit funding derived from a program administered by the Illinois Department of Transportation. The state funding provides approximately half of the SHOW BUS operating budget.

Governing Board

An Advisory Council and a Board govern SHOW BUS. Also, county-based transportation committees made up of community partners provide critical input in evaluating transportation services and planning to meet the current and future needs of their areas. Three of the counties receive Federal and State funding and provide critical technical support and oversight of the program.

Organizational Benefits and Challenges

Under the Intergovernmental Agreement (IGA), participation from partnering counties could change from year to year, potentially impacting local funding and service levels. Transit also may not have the attention of participating county governments because of the contractual relationships, which do not put transit high on their priority lists.

To a certain degree, future growth of the system can be challenged by varying levels of participation and support from individual counties.

Financial Planning Benefits and Challenges of the Current Structure

SHOW BUS handles administrative requirements and reports directly to McLean County. As the direct recipient of Federal funds, McLean County is responsible for regulatory compliance of the third-party operator as a condition of funding. The duties involved with compliance oversight are a significant administrative responsibility.

SHOW BUS is responsible for securing local match, which it must do on an annual basis. The yearly process makes it somewhat challenging to plan for the future. Each county controls the amount of annual revenue from that county to the overall transit budget, and it can establish a funding line item for transit.

IGAs are vulnerable to changes in funding because they are limited to replacing any gap of the financing with grants, contracts, donations, or government contributions; there is no option to put a tax levy on a ballot for sustainable local support.

Customer Services Benefits and Challenges

There are sometimes challenges with the flow of information between the State and SHOW BUS because of the indirect relationship that SHOW BUS has with the State. Information flows from the State to the designated recipient counties and then to SHOW BUS.

No significant customer service challenges were indicated because SHOW BUS is the central point of communication for all services.

New Technology

None reported.

Performance Measures

Ridership, costs, and revenue for service in each county are monitored by SHOW BUS.

APPENDIX B

POTENTIAL ADMINISTRATIVE AND ORGANIZATIONAL BENEFITS AND CHALLENGES

Tables B1 through B6 summarize the identified administrative and organizational benefits and challenges associated with each of the governance structure options. The tables are intended to present a summary of the general benefits and consequences of the impact on the City of Bangor Community Connector and the community partners when either deciding to continue with the current structure or forming a new structure. It is possible that additional benefits and challenges may be added to this table as partners work toward implementation.

Table B1: Legal Structure/Board Structure

Topic Area	Legal Structure/Board Structure	
	Benefits	**Challenges**
MPA	Partner communities are familiar with the structure and reporting requirements.	There is not currently a board that is focused on transit-only and fully invested in the system. Transit may not have the attention of partner community officials because transit is not high on their priority lists.
JPA	The board structure would be easy to develop among the community partners, Bangor and BACTS. The board would be singularly focused on transit. Community Connector could continue to operate as it does today, or a new authority could be created. Drafting a JPA to outline the roles and responsibilities would allow the community partners to establish the roles they feel most comfortable holding. The roles and responsibilities are flexible. It clarifies the funding structure, which could continue as it is today.	Through the board of directors, community partners would have more responsibilities in the decisions, planning, and funding of Community Connector. If a new transit authority is created in addition to the JPA, all associated structures with a new independent organization would require time and attention during the establishment phase. The creation of new bylaws, policies, and agreements could take up to two years. Existing agreements between the City and FTA, as well as union and employment, would change to the new transit authority. Board training is recommended and will have a cost and time commitment.
RTA	Creates a truly regional system where all of the communities have a vote in the decision-making process. The board of directors represents all of the participating communities. The City would have less responsibility for operating and administering public transit when those responsibilities shift to the new corporation.	The creation of a private, non-profit corporation will require time, and there are associated expenses. Indirect expenses of as much as $500,000 per year are currently covered by the City. Board training is recommended and will have a cost and time commitment. Board training is typically done in three to five sessions. Costs could range up to $15,000. A voter referendum is required. Preparation for a referendum can be time-consuming and expensive. Costs could range from $20,000 to

Topic Area	Legal Structure/Board Structure	
	Benefits	Challenges
		$150,000 for planning and public outreach activities associated with the referendum.

Table B2: Administration

Topic Area	Administration	
	Benefits	Challenges
MPA	The City has been administering public transit for several years, and is skilled and knowledgeable of regulatory requirements and day-to-day operating challenges. BACTS is set up to assist with planning activities, and procedures could be established so that BACTS can support the City with planning, as appropriate.	The City's Community Connector would continue to be responsible for the administration of transit services for the entire region. Transitions within the City, such as if the Assistant City Manager position changes hands or responsibilities, some historical knowledge about Community Connector is lost. Also, the Community Connector would continue to not have a board of directors focused on regional transit issues, even though the service is provided beyond City limits.
JPA	The City and community partners already have a strong relationship. Establishing a JPA would formalize the roles and responsibilities. If a new authority is created, the administrative structure, bylaws, and policies can be created with input from the partner communities. The partner communities could have more responsibilities for providing input into budget and planning decisions. The partners can develop the agreement to their desired level of involvement and responsibility.	If a new authority is established along with the JPA, the in-kind administrative services provided by the City would no longer be in-kind unless partner communities decided to provide them. The loss of in-kind services would significantly increase the administrative costs for Community Connector and result in the need for additional local funding. The decision-making process would involve multiple parties rather than remaining mainly within the City. While this fact has many benefits, it also complicates the relatively straightforward decision-making process that exists today by directly involving multiple interests. Community partners would have more responsibilities during budget and service planning. Additional responsibilities are both beneficial and challenging. One associated challenge is that many partner communities are

Topic Area	Administration	
	Benefits	**Challenges**
		not currently dedicating significant time to Community Connector, but they would need to dedicate some time to support administrative decisions and plans.
RTA	The City's administrative responsibilities would be split according to the RTC or RTA agreement and could be staffed according to the level of effort required. Currently, the Community Connector staff responsibilities have increased, but staffing levels have not reflected the increase in responsibilities.	If the public transit operations are moved from the City to the new corporation. The new corporation will need to establish all administrative capabilities, including the in-kind services currently provided by the City.

Table B3: Sustainability of Funding

Topic Area	Sustainability of Funding	
	Benefits	**Challenges**
MPA	The City and partner communities have established a cost allocation structure that is effectively covering operating costs based on the level of service received.	The budget cycles of partner communities and the Community Connector do not always align, which has created planning challenges. The current funding and staffing level has limited capacity for growth to add more partner communities or organizations. If the City opted for a tax levy, its authority would likely not allow for using the funds to support service beyond City limits. This limitation would exclude the partner communities from receiving most of the benefits that a stable source of funding would provide.
JPA	Each community controls the amount of annual revenue it budgets and can establish a funding line item for transit. To date, funding from the partner communities has been stable, but there is no guarantee for the future.	JPAs are vulnerable to changes in Federal funding because they are limited to replacing any gap in funding with grants, contracts, donations, or government contributions; there is no option for a referendum for sustainable local support. The JPA allows for growth to include additional communities or organizations either through a JPA or contracts.
RTA	RTCs have a more competitive advantage for securing local funding.	If board members change, it could lead to fluctuations in priorities for different communities. Such changes

	There is an opportunity to create a sustainable form of local funding if a tax levy is passed.	sometimes present challenges to planning or sustainable funding. There is a higher burden on the partner communities to secure revenue for Community Connector because the City is no longer solely responsible for developing the budget. RTA will likely have a higher operating cost if operated in-house than a municipal agreement or JPA because of the need for a new, independent administrative and management structure. When separated from the City, the indirect expenses that are currently absorbed by the City would become the responsibility of the new authority and would require new funding unless the partner communities formally agree to provide these services as in-kind.

Table B4: Customer Service

Topic Area	Customer Service	
	Benefits	**Challenges**
MPA	No change	No change
JPA	Community partners have an opportunity to be more involved in planning and customer service decisions.	It will be important to maintain consistency in service throughout the system while balancing different priorities and recommendations from each community partner.
RTA	If there is a ballot, taxpayers have a bigger voice in service quality. Access to potential tax revenue would translate to service enhancements that are not currently possible within the existing budget. If service is contracted to a third-party operator, that provider must remain competitive to win future bids.	Voters are more able to impact the transit service based on decisions to support the referendum or not. If using a third-party operator, the transit service provider is operating under a contract and must meet performance standards to maintain the contract; it must remain competitive to win future bids for service. If the RTA is the operator, the burden to meet performance standards and maintain appropriate staffing, service levels, compliance, and revenue is placed entirely on the RTA.

Table B5: Future Growth

Topic Area	Future Growth	
	Benefits	**Challenges**
MPA	No change	No change
JPA	Participating communities directly control growth in their own jurisdictions. The JPA could also stipulate that there be an oversight board consisting of representatives from each partnering community.	Regional growth could be challenged by varying levels of participation and support from individual communities.
RTA	Decisions about growing the system will be decided by board representation from the entire region. Such a regional representation fosters greater opportunity to consider the priorities of riders and communities.	Future growth would be the decision of a board representing all communities rather than a single City; therefore, there could be competing priorities regarding expansion and growth. If the RTC or RTA is set up with a representation that is determined by the population size of each community (instead of service levels, for example), there is a potential negative impact on balanced decisions about the direction of future growth.

Table B6: Impact on City of Bangor Community Connector

Topic Area	Impact on City of Bangor Community Connector as the Operator of Service	
	Benefits	**Challenges**
MPA	No change	No change
JPA	Agreements would establish the responsibilities of partner communities. A board of directors representing the entire region and focused on transit.	Greater participation from partner communities could fluctuate and impact local funding and service levels. If a new authority is established, the City may not be the operator of Community Connector. Operations could potentially be contracted to a third party through a procurement process.
RTC or RTA	The operator reports to a board of directors that represents the service area. The board of directors may be made up of people who are new to public transit, which will bring fresh perspectives.	There will be additional or new bylaws and policies, which will take time to create. The new board of directors may be new to public transit and will have new perspectives. Incorporation of new perspectives is highly beneficial, but it could also slow the decision-making process compared to how it operates today. After establishing a new lead entity, if services are contracted out and not consolidated under the RTC/RTA, there is no guarantee that the City will be the operator contracted to provide services. If not done in-house, operations would be contracted to a third party through a competitive procurement process.

Appendix A
Humboldt Joint Powers Agreement

AMENDED AND RESTATED JOINT POWERS AGREEMENT OF THE HUMBOLDT TRANSIT AUTHORITY

This Amended and Restated Joint Powers Agreement of the Humboldt Transit Authority is made and entered into pursuant to the provisions of Government Code Section 6500 et seq., and supersedes the initial Joint Exercise of Powers Agreement Among the Cities of Arcata, Eureka, and Fortuna, and the County of Humboldt effective January 28, 1975, and subsequently amended to include the Cities of Rio Dell and Trinidad. This Amended and Restated Joint Powers Agreement ("Agreement") is effective as of July 14, 2020.

RECITALS

WHEREAS, the Humboldt Transit Authority was formed in 1975 by the Cities of Arcata, Eureka, and Fortuna, and the County of Humboldt, and subsequently joined by the Cities of Rio Dell and Trinidad (each a "Member," collectively the "Members") to provide public transportation services throughout the Humboldt County region; and

WHEREAS, the Members desire to amend said Joint Exercise of Powers Agreement to revise the designations of the Authority's Treasurer and Auditor-Controller in order to obtain operational and fiscal efficiencies; and,

WHEREAS, the Members further desire to amend said Joint Exercise of Powers Agreement to revise the regular meeting schedule of the Authority Governing Board of Directors; and

WHEREAS, the Members further desire to amend said Joint Exercise of Powers Agreement to extend the geographical service area of the Authority to allow it's transit riders access to the national bus network; and

WHEREAS, the Members believe it would be desirable and convenient to restate the Joint Exercise of Powers Agreement in its entirety, including previous amendments, and further amend said Agreement as recited herein.

NOW, THEREFORE, based on the mutual covenants, conditions and terms recited herein, which are made a material part of this Agreement, the undersigned public agencies, collectively referred to herein as the "Members," enter into this Amended and Restated Joint Powers Agreement and agree as follows:

ARTICLE I – DEFINITIONS

1.1. **General**. Unless the context otherwise requires, the words and terms defined in this Article shall, for the purposes hereof, have the meanings herein specified.

1.2. **Act**. "Act" means Article 1 (commencing with Section 6500) of Chapter 5, Division 7, Title 1 of the Government Code of the State of California.

1.3. **Authority**. "Authority" means the Humboldt Transit Authority created pursuant hereto.

1.4. **Mills-Alquist-Deddeh Act**. "Mills-Alquist-Deddeh Act" means Chapter 4 (commencing with Section 99200) of Part II, Division 10 of the Public Utilities Code of the State of California.

1.5. **County**. "County" means the County of Humboldt, California.

1.6. **Redwood Transit System**. "Redwood Transit System" means the public transit service provided by the Authority along Highway 101, connecting all of the cities represented on the Authority and making intermediate stops in the unincorporated area of the County.

ARTICLE II - GENERAL PROVISIONS

2.1. **Purpose**. This Agreement is made pursuant to the Act providing for the joint exercise of powers common to public agencies. The purpose of this Agreement is to provide for the joint exercise of powers for the purpose of providing public transit services in a manner consistent with the Regional Transportation Plan within the geographical territory over which the Authority has jurisdiction pursuant to Section 2.2 hereof. In order to provide such public transit services, the Authority may finance, acquire, construct, manage, operate and maintain public transit systems and related property and facilities, excluding intra-city systems unless the consent of the city is first obtained, and apply for and receive grants or loans from appropriate sources, including the Mills-Alquist-Deddeh Act and other state and federal laws. Each of the parties hereto is authorized to exercise such powers pursuant to its organic law.

2.2. **Geographical Jurisdiction**. The jurisdiction of the Authority shall extend to all territory lying within the County and outside the County to ensure residents have access to the national bus network.

ARTICLE III - CREATION AND OPERATION OF AUTHORITY

3.1. **Creation of Authority**. Pursuant to the Act, there is hereby created a public entity to be known as the "Humboldt Transit Authority." The Authority is a public entity separate and apart from the parties to this agreement.

3.2. **Governing Board**. The Authority shall be administered by the Governing Board, consisting of seven (7) members and up to seven (7) alternates. One (1) member and one (1) alternate shall be appointed by the City Council of Arcata from its Council; one (1) member and one (1) alternate shall be appointed by the City Council of Fortuna from its Council; one (1) member and on (1) alternate shall be appointed by the City Council of Eureka from its Council; one (1) member and one (1) alternate shall be appointed by the City Council of Trinidad from its Council; one (1) member and one (1) alternate shall be appointed by the City Council of Rio Dell from its Council; and two (2) members and one (1) or two (2) alternates shall be appointed by the Board of Supervisors of County from its Board. The Governing Board shall be called the Governing Board of the Humboldt Transit Authority. All voting power shall reside in the Governing Board. Additional general purpose governments may be represented upon such terms and conditions as are agreed upon by the parties hereto.

Members of the Governing Board shall receive no compensation except .for actual expenses incurred while performing the duties and activities of the Board. Each member of the Governing Board shall serve at the pleasure of the appointing party hereto; provided, however, that membership thereon shall terminate upon termination of the office created in the paragraph above. Vacancies shall be filled by the appointing party thereto.

3.3. **Regular Meetings**. The Governing Board shall provide for its regular and special meetings; provided, however, that at least one regular meeting shall be held quarterly. The date, hour and place of the holding of the regular meetings shall be fixed by resolution of the Governing Board and a copy of such resolution shall be filed with each party hereto.

3.4 **Ralph M. Brown Act**. All meetings of the Governing Board of the Authority, including without limitation, regular, adjourned regular, and special meetings, shall be called, noticed, held and conducted in accordance with the provisions of the Ralph M. Brown Act (commencing with Section 54950 of the Government Code)

3.5. **Minutes**. The Secretary of the Authority shall cause to be kept minutes of the Governing Board and shall, as soon as possible after each meeting, cause a copy of the minutes to be forwarded to each member of the Governing Board and to Arcata, Fortuna, Eureka, Rio Dell, Trinidad and County.

3.6. **Quorum**. A majority of the Governing Board shall constitute a quorum for the transaction of business, but the affirmative vote of at least a majority of all board members is necessary to approve any action of the Governing Board. However, if less than a majority of the Board is present at a meeting, the members present may adjourn the meeting.

3.7. **Rules**. The Governing Board may adopt and amend such rules and regulations for the conduct of its meetings and affairs as are necessary or desirable to accomplish its stated purposes.

ARTICLE IV- OFFICERS

4.1. **Chairman, Vice-Chairman and Secretary**. The Governing Board shall elect a Chairman and a Vice Chairman and shall appoint a Secretary who may, but need not, be a member of the Governing Board. The officers shall perform the duties normally appertaining to said offices and,

4.1.1 The Chairman shall sign all contracts on behalf of the Authority and perform such other duties as may be imposed by the Governing Board;

4.1.2 The Vice-Chairman shall act in the absence of the Chairman; and

4.1.3 The Secretary shall countersign, all contracts on behalf of the Authority, perform such other duties as may be imposed by the Governing Board, and keep minutes of all meetings and cause a copy of the minutes to be forwarded to each of the members of the Governing Board and to Arcata, Fortuna, Eureka, Rio Dell, Trinidad and County, and cause a copy of this Agreement to be filed with the Secretary of State pursuant to the Act.

4.2. Treasurer and Auditor. The Finance Manager of the Authority is hereby designated as the Treasurer of the Authority and the General Manager of the Authority is hereby designated as the Auditor of the Authority. As the Authority's depositary, the Treasurer shall have custody of all money of the Authority from whatever source.

The Treasurer and the Auditor shall have the duties and obligations set forth in Sections 6505 and 6505.5 of the Act and shall assure that there is strict accountability of all funds and report of all receipts and disbursements of the Authority. The Board of Supervisors of the County shall determine reasonable charges to be made against the Authority for the services of the Treasurer and Auditor-Controller.

4.3 Bonding. The Governing Board shall designate the officers or other persons, in addition to the Treasurer and Auditor-Controller, having charge of handling or having access to any property of the Authority, and shall set the amount of their official bonds, pursuant to Section 6505.1 of the Act.

ARTICLE V- ADMINISTRATION

5.1. Administrative Entity. The Governing Board of the Authority is hereby designated as the administrative entity for the purpose of carrying out this Agreement.

5.2. Budget. The Governing Board shall adopt an annual budget for the administration of the Authority.

5.3. Services of Parties. On request of the Governing Board, one or more of the parties hereto, and such party's employees, agents or consultants, may agree to provide all or a portion of the services requested by the Governing Board, on terms and conditions agreed upon by the party and the Authority.

ARTICLE VI - POWERS

6.1. Common Powers. The Authority shall have the powers common to Arcata, Fortuna, Eureka, Rio Dell, Trinidad and County to finance, acquire, construct, manage, operate and maintain transit systems and related facilities for providing public transit services.

6.2. Included Powers. The Authority may in its own name do all acts necessary to exercise said common powers to implement the Regional Transportation Plan, including, but not limited to, the following:

6.2.1. Make and enter into contracts;
6.2.2. Acquire, construct, manage, maintain or operate any buildings, works, facilities, improvements or other property;
6.2.3. Incur debts, liabilities or obligations;
6.2.4. Employ agent and employees;
6.2.5. Sue and be sued in its own name;

6.2.6. In accordance with Section 6509.5 of the Act, invest money in the Treasury of the Authority that is not required for immediate necessities;

6.2.7. Apply for, accept and use grants and other funds from any source for public transit purposes;

6.2.8. Receive revenues from the provision of public transit services;

6.2.9. Administer agreements to provide public transit services made between any of the parties hereto and other persons or entities.

6.3. **Restrictions on Exercise of Powers**. Such powers shall be exercised as provided in the Act and shall be subject, in accordance with Section 6509 of the Act, to such restrictions upon the manner of exercising such powers as are imposed upon County in the exercise of similar powers.

6.4. **Obligations**. The debts, liabilities and obligations of the Authority shall not be the debts, liabilities or obligations of any party to this Agreement.

6.5. **Advances of Funds**. On request of the Governing Board, any party hereto may advance its public funds to the Authority for the purpose of meeting the Authority's operating expenses. Any such advance of funds shall be repaid by the Authority from revenues as they become available.

ARTICLE VII - COSTS

7.1. **Shared Costs**. All costs which were properly budgeted and which were incurred by the Authority in connection with the operation of the Redwood Transit System, less fare box revenues and other sources of funds, shall be shared by the parties on the following basis: County fifty percent (50%) and participating cities fifty percent (50%). The portion to be paid by each city shall be determined by its population relative to the other participating cities, as shown by the latest U.S. Census or by another source of official population data designated by the Governing Board. In the event that the population of the unincorporated area of the County increases or decreases five percent (5%) or more from such population as shown by the 1980 U.S. Census, the cost sharing formula provided for herein shall, on request of any party hereto, be renegotiated among the parties to more accurately reflect their respective populations.

7.2. **Non-Shared Costs**. The Authority and any party hereto may enter into a contract for transit services to be provided by the Authority which are not otherwise provided for in the budget adopted by the Authority for operation of the Redwood Transit System. Any costs incurred by the Authority in providing such contract services shall be the sole responsibility of the party requesting such services, and the terms of payment and other terms for the provision of such services shall be as provided in said contract.

7.3. **Source of Funds**. Each party hereto shall individually determine whether to pay its share of the costs determined in accordance with Sections 7.1 and 7.2 of this Article from Mills-Alquist-Deddeh Act allocations or from other appropriate fund.

ARTICLE VIII - ADDITIONAL MEMBERS

8.1. **Additional Members**. Additional general purpose governments within the County may become parties to this Agreement on approval of the parties hereto and on such terms and conditions as are mutually agreed upon. Any new member will be represented on the Board by the addition of one (1) member and one (1) alternate, as provided in Section 3.2 hereof.

ARTICLE IX - TERMINATION

9 .1. **Term**. This Agreement shall become effective on the date first above written and shall continue in effect until rescinded or terminated by agreement of the parties.

9.2. **Disposition of Assets**. On the termination of this Agreement, all surplus money of the Authority shall be returned to the parties hereto in proportion to the contributions each made.

All other property of the Authority, both real and personal, shall be divided in a manner agreed upon by the parties.

ARTICLE X - WITHDRAWAL

10.1. **Withdrawal**. Any member may withdraw from this Agreement by sending written notice of such decision to all other parties hereto. Such notice will become effective only at the end of the full fiscal year next commencing after the date the notice is given, unless the notice is earlier rescinded. The giving of such notice does not relieve such party from its obligations hereunder prior to the effective date of such notice.

ARTICLE XI - MISCELLANEOUS

11.1. **Notices**. Notices required to be given hereunder shall be delivered to:

Arcata: City Manager, City of Arcata, 736 "F" Street, Arcata, California 95521.

Fortuna: City Manager, City of Fortuna, City Hall, Fortuna, California 95540.

Eureka: City Manager, City of Eureka, City Hall, Eureka, California 95501.

Rio Dell: City Clerk, City of Rio Dell, 125 Wildwood Drive, Rio Dell, California 95562.

Trinidad: City Clerk, City of Trinidad, Drawer "N", Trinidad, California 95570.

County: County Administrative Officer, County of Humboldt, Courthouse, Eureka, California 95501.

11.2. **Headings**. The section headings in this Agreement are for convenience only and are not to be construed as modifying or governing the language in the sections so headed.

11.3. Consent. Whenever in this Agreement any consent or approval is required, the same shall not be unreasonably withheld.

11.4. Law Governing. This Agreement is made in the State of California and is to be construed in accordance with the laws thereof.

11.5. Partial Invalidity. If any of the terms, provisions, sections, promises or conditions of this Agreement be to any extent adjudged invalid, unenforceable, void or voidable for any reason whatsoever, by a court of competent jurisdiction, the remaining terms provisions, sections, promises and conditions shall not be affected thereby; and shall be valid and enforceable to the fullest extent permitted by law.

11.6. Successors. This Agreement shall be binding upon and shall inure to the benefit of the successors of the parties.

11.7. Counterparts. This Agreement amendment may be executed by the parties hereto in counterparts it not being necessary that all of the parties hereto execute the same copy hereof, and each counterpart so executed shall be deemed a duplicate original and of full and binding force and effect.

IN WITNESS WHEREOF, the Members of the Humboldt Transit Authority have approved this Amended and Restated Joint Powers Agreement and execute this Agreement as of the dates written below.

(Signatures on following pages)

CITY OF ARCATA

By:_____ Dated: _____

_____, Mayor

Attest:

By:_____

_____, City Clerk

CITY OF EUREKA

By:_____ Dated: _____

_____, Mayor

Attest:

By: _____

_____, City Clerk

CITY OF FORTUNA

By:_____ Dated: _____

_____, Mayor

Attest:

By: _____

_____, City Clerk

CITY OF RIO DELL

By:_____ Dated: _____

_____, Mayor

Attest:

By: _____

_____, City Clerk

CITY OF TRINIDAD

By:_____ Dated: _____

_____, Mayor

Attest:

By: _____

_____, City Clerk

COUNTY OF HUMBOLDT

By: Estelle Fennell Dated: 7/14/2020

Estelle Fennell, Chair of the Board

Attest:

By: _____

Ryan Sharp, Clerk of the Board Deputy

Appendix B
EORTA and OVRTA Memorandum of Understanding

SECOND AMENDED MEMORANDUM OF UNDERSTANDING

WHEREAS, a Memorandum of Understanding was made and entered into on the 9th day of June, 1998, by and between the OHIO VALLEY REGIONAL TRANSPORTATION AUTHORITY, a political subdivision, aka OVRTA, and the EASTERN OHIO REGIONAL TRANSIT AUTHORITY, a political subdivision, aka EORTA, and

WHEREAS, said parties at a joint meeting on April 9, 1994, determined it necessary to amend the Memorandum concerning the contribution formula for share of Operating Costs, and

WHEREAS, said parties have further agreed that it is in their mutual best interests to enter into a Second Memorandum of Understanding;

NOW, THEREFORE, THIS AGREEMENT WITNESSETH: That in recognition of the premises herein set forth above, and for the purpose of continuing and furthering the coordination of mutual efforts of both parties hereto, to the success of Mass Transit Bus Service for the area herein defined above, it is mutually agreed to enter into this Second Amended Memorandum of Understanding as follows:

I. COORDINATION COMMITTEE:

The Coordination Committee, as created in the original Memorandum of Understanding, shall continue to exist and shall be composed of six members, two members from each of the parties to this Agreement, plus the President of each party to this Agreement.

Membership to the Committee will be by appointment of the President of each party. Members shall serve for a period of one (1) year and thereafter, until their successor is appointed. Chairman of the Coordination Committee shall be designated from one of OVRTA's members each year.

The purpose of the Coordination Committee shall continue to be non-policy. Rather, it shall be the committee's function to recognize and define various problems, which from time to time need the attention of the management personnel of the Mass Transit System or the membership of the parties to this Agreement. Among its primary functions, the Coordination Committee shall continue to explore the feasibility of the formation of a regional transportation authority, to be statutorily authorized by the governments of both states, and to be composed of members from both states, the purpose of which will be to assume the long range management of an Interstate Mass Transit System, serving the area encompassed by the parties to this Agreement.

The Committee shall continue to address itself to exploration of sources of funding for the cost of operation and the acquiring of new capital for said Mass Transit System, so as to assure continued future operations of said system.

II. INDIVIDUAL RESPONSIBILITIES:

1. The responsibilities designated primarily for the Eastern Ohio Regional Transit Authority shall include, but shall not be limited to, the following:

A. EORTA shall have all primary responsibility for coordination of Mass Transit efforts with the State of Ohio, and with all Eastern Ohio communities served or to be served. This responsibility shall not be exclusive, however, as EORTA shall confer with OVRTA on matters which may directly or indirectly affect continued operations by OVRTA.

B. EORTA shall be responsible for the establishment of all fare rates, routes, and schedules of the Mass Transit System as it serves Eastern Ohio communities; however, said rates, routes, and schedules are subject to budgetary limitations of both parties and consultation with both the management officials and the OVRTA Board shall be deemed necessary prior to a final decision by EORTA therein.

C. EORTA shall coordinate for the State of Ohio, the Elderly Bus Fare Assistance Program.

D. EORTA shall utilize certain tax collections, and monies from any other proper source, so as to assure adequate funding for the operation of said Mass Transit System. However, the term "adequate funding" shall be determined in accord with the formula, adopted and made a part of this Amendment to the Memorandum of Understanding, incorporated herein as Title III, Paragraph 3, below.

E. EORTA shall not participate in everyday management operations of the Mass Transit System; rather, upon request of OVRTA, EORTA shall enter into consultation regarding any and all management operation problems and EORTA shall provide its recommendation as to their proposed solution, upon request only.

2. Responsibilities designated primarily for the Ohio Valley Regional Transportation Authority shall include, but shall not be limited to, the following:

A. OVRTA shall be responsible for the coordination of Mass Transit facilities within the State of West Virginia, and for the West Virginia communities served thereby.

B. OVRTA shall be responsible for the establishment of all fare rates, routes, and schedules of the Mass Transit System within the State of West Virginia and for the West Virginia communities served thereby; however, said rates, routes, and schedules are subject to budgetary limitations of both parties and consultations with both the management officials and the EORTA Board shall be deemed necessary prior to a final decision by OVRTA therein.

C. OVRTA shall oversee the hiring and firing of all persons to serve in the Mass Transit System.

D. OVRTA shall be responsible for all other management operations of the system, to include hiring and firing,

labor negotiations, negotiations and commitments to leases and/or agreements resulting from operation of said Mass Transit System, and including all maintenance and adequate insurance of EORTA buses and other EORTA properties. Further, OVRTA shall be responsible for the employment and supervision of an Executive Director and other management personnel in the operation of the Mass Transit System. From time to time, at least once during the fiscal year, OVRTA shall consult with EORTA regarding every day management operations and make recommendations to EORTA as to long range plans and policies.

E. OVRTA shall be responsible for procuring operating authority from the State of West Virginia and from the Interstate Commerce Commission.

F. OVRTA shall utilize certain tax collections and monies from any other proper source, so as to assure adequate funding for the operation of said Mass Transit System. However, the term "adequate funding" shall be determined in accord with the formula, adopted and made a part of this Second Amended to Memorandum of Understanding, incorporated herein as Title III, sub-paragraph 3, below.

III. MUTUAL COVENANTS.

The parties mutually agree as follows:

1. That OVRTA and EORTA agree to the temporary incidental use of each authority's vehicles with documentation as to such

use being maintained by the Executive Director. The extended use of one authority's vehicle by the other authority is not permitted under this Memorandum.

2. That an inventory of the public transportation system assets shall be maintained and kept on file. The purpose of the inventory shall be to acknowledge the respective assets of each party.

3. That a contribution formula for determining each party's respective share of transit operating cost is hereby established. That formula is designated as follows:

EORTA's monthly contribution to transit expense shall be based upon thirty-five percent (35%) of total transit operating expense each month and OVRTA's contribution to transit expense shall be sixty-five percent (65%) of total transit operating expense each month.

TOTAL TRANSIT OPERATING EXPENSE is defined for purposes of this Agreement to mean all cost of operating the combined transit authorities of OVRTA and EORTA, including any expense incurred by either authority and any other cost which would not directly relate to or emanate from said transit operations, but which occurs within or benefits the geographic areas which constitute the OVRTA and EORTA, exclusive of all capital investments and any interest accruing thereon.

Computation of total transit operating expense, total transit miles traveled, miles traveled in the State of Ohio, actual drivers' hours apportioned to the State of West

Virginia and the State of Ohio, and EORTA's respective share of said expenses shall be made on a monthly basis by management officials serving both transit authorities, and a statement shall be submitted to the President of the EORTA for his review, approval and authorization of payment, pursuant to the above-mentioned formula.

The contribution formula has resulted from a compromise agreement between OVRTA and EORTA, which agreement combines the contribution formula based upon the proportion of miles traveled per month in the State of Ohio (40%) to total Transit miles traveled per month; and a new contribution formula based upon the proportion of actual transit drivers' hours incurred in Ohio (30%) as such hours relate to total actual Transit drivers' hours incurred per month.

The contribution formula is subject to annual review by each Board, which annual review shall occur on or before the next succeeding fiscal year.

All proposed amendments shall first be submitted to each respective Board for its review, consideration and approval and shall be reduced to writing before such constitutes an amendment to this Agreement.

IV. GENERAL PURPOSE:

The purpose of this Second Amended Memorandum of Understanding is to set our rights and responsibilities and provide written evidence of the spirit of cooperation which as existed and continues to exist between the parties hereto; first, in attaining

their goal of providing Interstate Mass Transit Services to the citizens of the Eastern Ohio communities and Wheeling, West Virginia, and surrounding areas, and further assuring the continuation of such service for the benefit of the citizens of said communities. The outline of rights and responsibilities contained herein, is intended to present an over-view of the basic areas of involvement to be shared by the parties, and further, to set out the formula for financial contribution to transit operation, and the administrative procedures for the payment and accounting thereof. This Memorandum, however, in no way reflects the totality of the efforts, cooperation and attention which will be required of each party in order to perpetuate a permanent and viable Mass Transit System, serving the communities herein referred to above.

IN WITNESS WHEREOF, the parties, by their respective Presidents, have hereunto set their respective signatures on this 9th day of June, 1998.

OHIO VALLEY REGIONAL TRANSPORTATION AUTHORITY

BY: William L. Thomas
President

EASTERN OHIO REGIONAL TRANSIT

BY: William E. Kerr
President

Appendix C
EORTA Bylaws

Updated and Approved 9/26/00

RESOLVED that the Board of Trustees of the Eastern Ohio Regional Transit Authority adopt as the bylaws of the Authority the following, to-wit:

Bylaws of the Board of Trustees of the Eastern Ohio Regional Transit Authority

Article I

Bylaws, Their Purpose, Adoption, Amendment, Repeal and Emergency Applicability

Section 1 Purpose

These Bylaws govern the administration of all of the internal affairs of the Authority. They shall be applied to promote economy and efficiency in that administration.

Section 2 Adoption

These Bylaws are adopted pursuant to Ohio Revised Code Sections 306.34 and 396.35 (D).

Section 3 Amendment, Repeal, and Emergency Applicability

These Bylaws may be amended or repealed by a two-thirds vote of the full Board. In an emergency as defined by Revised Code Section 1701.01 (U) the special rules set forth in Revised Code Section 1701.11 (C) shall be applicable and emergency regulations may be adopted either before or during an emergency under Revised Code Sections 1701.11 and/or 1702.11.

Article II

Board of Trustees

Section 1 Composition of the Board of Trustees, Selection and Terms of Office

The Board of Trustees shall be composed of one member appointed by each municipality, township or county which is admitted to membership in the Authority. The selection and terms of office of the Trustees shall be as determined by the ordinance/resolution authorizing membership in the Regional Transit Authority.

Section 2 Rights, Powers and Duties

All power and authority granted to the Authority by law, shall be vested in and exercised by the Board, which shall manage and conduct the affairs of the Authority.

Section 3 Meetings of the Board

Section 3.1 Regular Meetings

3.1.1 The Board shall hold regular meetings at least six times annually at a time and place designated at the preceding regular meeting. These meetings shall be held on the second Thursday of every other month or at the discretion of the President.

3.1.2 The Board shall have its annual meeting and election of officers at date after the first of October, but no later than the first of January.

3.1.3 The Board shall adopt the Authority's annual estimated Budget of revenues and expenditures for the following calendar year at its regular May meeting.

Section 3.2 Special Meetings

Special Meetings shall be held at the call of the President or at the request in writing to the President of any three Trustees.

Section 3.3 Notices of Meetings

Notice in writing of the time, place and agenda shall be given the Trustees at least five (5) days prior to a regular meeting and personal notice two (2) days prior to a special meeting. Attendance at any meeting without protesting lack of proper notice prior to or at the commencement of the meeting shall constitute a waiver of notice.

Section 3.4 Quorum

Five Trustees shall constitute a quorum for all Board meetings.

Section 3.5 Adjournment and Recess

The Board may adjourn or recess from time to time, and in case there is no quorum present on the day fixed for a regular or special meeting, the Trustees present, or Secretary-Treasurer if no Trustees are present, may adjourn the meeting from time to time until a quorum is obtained.

Section 3.6 Chairman of the Meeting

All Board meetings shall be chaired by the President, and in his absence by the Vice President, and in the absence of both the President and the Vice President by an appointee chosen by the majority vote of the trustees present.

Section 3.7 Order of Business

3.7.1 Except as the Chairman of the meeting may otherwise determine, the order of business for regular meetings shall be:

Call to Order

Reading of the minutes of the preceding meeting and action thereon

Officers' Reports

Committee Reports

Unfinished Business

New Business

Setting of the time and place for the next meeting

Adjournment

3.7.2 The purpose for special meetings may be as stated in the personal notice therefor. Other business at such meetings may be conducted by majority vote.

Section 3.8 Voting

3.8.1 Except in case of determining the existence of a real and present emergency dispensing with the necessity of competitive bidding under Revised Code Section 306.43, which requires a two-thirds affirmative vote of the full Board, and except as otherwise required by law or these Bylaws, the vote of the majority of the trustees present at any meeting shall bind the Authority.

3.8.2 Voting shall be by acclamation, except that on a vote for or against a resolution, or at the request of any Trustee, the Board may be polled and the yeas and nays entered upon the minutes. In the case of a tie vote, the question is defeated. A vote by secret ballot may be taken upon a majority vote of the trustees present or call by the person chairing the meeting.

Article III

Officers and Employees

Section 1 President

The President shall be a member of the Board and shall be elected for a term of one year by a majority vote of the Board at its annual meeting. He shall conduct all regular and special meetings of the Board. He shall be the official representative of the Authority where appropriate. He shall have all the powers and duties normally incident to his office and such other powers as may be conferred by these Bylaws or by the Board.

Section 1.1 Purchasing Power of President

Purchases under $500.00 for any one item may be made by the President of the Authority without approval of the Board.

Section 2 Vice President

The Vice President shall be a member of the Board and be elected for a term of one year by a majority vote of the Board at its annual meeting. He shall act as President in the absence of the President. He shall have all the powers and duties normally incident to his office and

such other powers as may be conferred by these Bylaws or by the Board.

Section 3 Secretary-Treasurer

The Secretary-Treasurer shall be appointed by a majority vote of the Board and shall not be a member of the Board. He shall serve at the pleasure of the Board. The Secretary-Treasurer shall be the Authority's Fiscal Officer and have such other powers and duties as are prescribed by law, the Board or these Bylaws. He shall be responsible for arrangements for all meetings of the Board and its committees, and shall keep a true and complete record of all their proceedings. He shall be custodian of the Authority's funds and records, and shall furnish bond in such amount and with such surety as may be determined by the Board.

Section 4 Officer Vacancies

A vacancy in the position of President, Vice President, Secretary-Treasurer shall be filled as soon as practical by majority vote of the Trustees present at any regular meeting or special meeting called for that purpose.

Section 5 Compensation and Additional Officers and Employees

The compensation of all officers and employees and the titles, terms of office, duties, number and qualifications of officers and employees not prescribed by law or these Bylaws shall be as determined from time to time by majority vote of the Trustees present.

Article IV

Committees

Section 1 Establishment of Committees

There shall be established the following standing committees: Finance and Administration, Operations and Regulations, and Transit Improvement. The Board may create other committees and designate their powers and duties.

Section 2 Membership

The President shall appoint, subject to ratification by the Board, the Chairman and as many other members of the Board or other persons as he deems appropriate to serve as regular or alternate committee members. The President shall be a member of every committee ex-officio.

Section 3 Powers

Committees shall have such powers and duties as are prescribed by these Bylaws or the Board. The Board may authorize any committee to exercise any powers of the Board not by law or these Bylaws expressly conferred upon the Board. Committees shall meet at a regular time set by the President or at the call of the President, or the chairman of the committee. Due notice of all committee meetings shall be given to all members of the Board either in writing or personal contact.

Section 4 The Finance and Administration Committee

The Finance and Administration Committee shall have the following responsibilities:

1. Finance and administrative policies
2. Budget review and control
3. Relationships with other governmental units (other than planning)
4. Review expense reports (both Staff and Board members)
5. Review of financial statements
6. Bylaws
7. Authority internal and organizational matters
8. Consideration of all proposed financial commitments

Section 5 Operations and Regulations Committees

The Operations and Regulations Committee shall have the following responsibilities:

1. Operating and regulatory policies
2. Conduct of investigations, conferences and hearings
3. Analysis and regulation of franchises
4. Acquisition of transit systems

Section 6 Transit Improvement Committee

The Transit Improvement Committee shall have the following responsibilities:

1. Policies regarding future transit improvements
2. Relations with other planning agencies
3. Review and comment on transit planning reports by other agencies

4. Recommendations concerning Federal grant applications

5. Review reports generated by Authority consultants

6. Study of new transit ideas

Article V

Disbursement of Funds

Funds shall be disbursed only upon authorization by the Board given either specifically or by budget approval. Checks shall be signed by the Secretary-Treasurer and by the President, or Vice President. Two signatures shall be required.

Article VI

Fiscal Year

The fiscal year of the Authority shall begin on October 1 and conclude on September 30. The fiscal year may be changed as requested by the Board.

Article VII

Seal

The Authority may adopt and use a seal in such form as the Board may determine. Failure to adopt or use a seal shall not affect the validity of any act.

Appendix D
OVRTA Bylaws

Updated and Approved 4/27/00

By-Laws of Board of Members of Ohio Valley Regional Transportation Authority

Article I

Board Members, Number, Qualifications, Term, and Filing of Vacancies

The management and control of the Ohio Valley Regional Transportation Authority, a public corporation, shall be lodged in a Board of not less than five (5), nor more than fifteen (15), individuals, who shall be known as Members of the Board and who shall be appointed for terms of three (3) years each by the governing bodies of the participating governments. Prior to making the initial appointments to the Board, the governing bodies of the participating governments shall agree to make such initial appointments so that approximately one-third (1/3) of the total number of Members to be so appointed shall be appointed for a term of one (1) year, approximately one-third (1/3) of said total number of the Members shall be appointed for a term of two (2) years, and approximately one-third (1/3) of such total number of the Members shall be appointed for a term of three (3) years. As the term of each such initial appointee expires, the successor to fill the vacancy created by such expired term shall be appointed for a term of three (3) years. The number of Members representing each participating government shall be agreed upon from time to time by the governing bodies of the said participating governments.

The governing body of each participating government shall inform the Authority of its

appointment or reappointments to the Board by delivering to the Authority a certified copy of the Ordinance or Order making the appointment or reappointment.

If any Member of the Board dies, resigns, or for any other reasons ceases to be a Member of the Board, the governing body of the participating government which such Member represented shall appoint another individual to fill the unexpired portion of the term of such Member.

Article II

Powers and Duties

The Board of Members of the Ohio Valley Regional Transportation Authority shall have the authority, powers, duties, and obligations set forth in and shall otherwise in all respects be governed by the provisions of Chapter 8, Article 27, of the Code of West Virginia of 1931, as Amended.

Article III

Voting

Each participating government shall have one vote for each Five Hundred Dollars ($500.00) it has contributed. The votes shall be cast as specified in the Ordinance/Order of participants. If property is contributed, the contributor and the Authority shall mutually agree as to its value at the time of contribution.

In each succeeding fiscal year, the number of votes shall be determined at the first meeting after the end of the previous fiscal year and such determination shall govern for the ensuing fiscal year, even though additional monies or property are contributed during that fiscal year.

Subsequent to its formation, any authority may permit any municipality or county within or without this State to participate in the affairs of the Authority in the same manner, and to have such vote or votes beginning as of the next ensuing fiscal year, as prescribed by law with respect to the original participating municipalities or counties, or any combination thereof.

Article IV

Offices

The principal offices of the Ohio Valley Regional Transportation Authority shall be located at 21 S. Huron Street, Wheeling, West Virginia 26003, or at such places in the area served by the Authority as designed by the Board of Members.

Article V

Meetings

1. Regular Meetings

The Board of Members of the Ohio Valley Regional Transportation Authority shall meet at least once in the months of January, April, July, and October, at such time and place as the President may direct, to be set forth in the notices sent to Members of the Board by the

President or Secretary.

2. Special Meetings

Special Meetings of the Board may be called by the President or by two (2) Members upon written request of the Secretary.

3. Notice of General and Special Meetings

the President or Secretary shall send to all Members, at least two (2) days in advance of a general or special meeting, a written notice setting forth the time and place of the general or special meeting. Written notice of a special meeting is not required if the time of the special meeting has been fixed in a regular meeting, or if all the Members are present at the special meeting.

4. Quorum

The majority of the Members of the Board, which majority must include Members from a majority of the participating governments, shall constitute a quorum. The vote of a majority of all Members present at any meeting of the Board shall be necessary to take any action.

5. Public Notice of Meetings

The Secretary of the Board shall notify the public and news media of the time and place of all regularly scheduled meetings, twenty-four (24) hours in advance of such meetings, by posting a notice of the scheduled meeting at a public place or places where the same may be readily seen and by mailing a notice of the meeting or telephoning a notice of the meeting to the said news media. The Secretary shall notify the public and news media of the time, place, and purpose of all special meetings, twenty-four (24) hours in advance of said special meetings, by the same means. In event of failure of a quorum at a meeting previously

announced, the adjournment to a later time and place, when stated by the officer presiding over such meeting to be adjourned for failure of a quorum, shall be sufficient to satisfy the provisions of this section. In the event of an emergency requiring immediate action, these rules shall be suspended.

Article VI

Officers

1. Number and Name

The officers of the Board of Members of the Ohio Valley Regional Transportation Authority shall be a President, Vice President, Secretary, and a Treasurer, each of whom shall be elected by the Board of Members, along with such other officers as may be required by said Board.

2. Election and Term of Officers

The officers of the Board of Members of the Ohio Valley Regional Transportation Authority shall be elected annually by the Board of Members at the first meeting of the Board held in each fiscal year. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as reasonably possible. The term of office shall be for one (1) year or until their successors are duly elected and qualified.

3. President

The President of the Board, as Chief Executive Officer of the Authority, shall be in general supervision and control of all the business and affairs of the Authority, subject only to the

control of the Board. He shall, when present, preside at all meetings of the Board. He may sign, on behalf of the Board, deeds, mortgages, bonds, contracts or other instruments which the Board has authorized to be executed, except in cases where the signing and execution shall be expressly delegated by the Board to some other officer or agent of the Board.

4. Vice President

The Vice President shall have such powers and shall perform such duties as may be assigned by the Board of Members. In case of the absence or disability of the President, the duties of the Office of President shall be performed by the Vice President, unless and until the Board of Members shall otherwise direct.

5. Secretary

The Secretary shall: (a) Keep the minutes of the meeting of the Board of Members in one or more books provided for that purpose; (b) See that all notices are given in accordance with the provisions of these By-Laws or as required by law; (c) Unless otherwise provided by the Board of Members, act as the custodian of the official records of the Board; and (d) In general, perform all duties incident to the Office of the Secretary and such other duties as shall from time to time be assigned to him.

6. Treasurer

The Treasurer shall: (a) Have charge and custody of and be responsible for all funds and securities of the Authority; (b) Receive and give receipts for monies due and payable to the Authority from any course whatsoever, and deposit all such monies in the name of the Authority in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of these By-Laws and the applicable law; and (c) In general

perform all of the duties incident to the Office of Treasurer and such other duties as from time to time may be assigned to him.

7. Vacancies

A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, may be filled by the Board of Members for the unexpired portion of the term.

Article VII

Loans, Checks, and Deposits

1. Contracts

The Board of Members may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument, to affix the corporate seal thereto, in the name of and on behalf of the Authority, and such authority may be general or confined to specific instances.

2. Loans

The Authority shall not contract any indebtedness and no evidence of indebtedness shall be issued in the name of the Authority, unless authorized by Resolution of the Board. Such authority may be general or confined to specific instances. The Board may encumber and mortgage real estate, and pledge, encumber, mortgage, mortgage such revenues, and convey any such property and trust, to secure payment of its obligations.

3. Checks, Drafts, etc.

All checks, drafts or other orders for the payment of money, notes, or other evidences of

indebtedness issued in the name of the Authority, shall be signed by the President or Vice President and Treasurer, or by the Board, and in such manner as the Board shall from time to time determine by the appropriate Resolution.

4. Deposits

All funds of the Authority shall be promptly deposited from time to time to the credit of the Authority in such banks as the Board may select.

5. Compensation of Members; Expenses

As compensation for his services on the Board, each Member shall receive from the Authority the sum of Fifty Dollars ($50.00) for each meeting actually attended. The total compensation paid to any Member by the Authority for any fiscal year shall not exceed in the aggregate the sum of Six Hundred Dollars ($600.00). Each member shall also be reimbursed by the Authority for all reasonable and necessary expenses actually incurred in the discharge of his duties as a Member of the Board.

Article VIII

Fiscal Year

The fiscal year of the Authority shall run from October 1 through September 30 of the following calendar year. The fiscal year may be changed from time to time by Resolution of the Board.

Article IX

Committees

1. From time to time, the Board may appoint from their own number, or others not Members of the Board, any standing or other committee or committees for any purpose, which shall have the powers and duties specified in the Resolution or appointment.

2. Executive Committee

The President may nominate Members of the Board to serve as Members of an Executive Committee. The Executive Committee, if appointed and nominated by the President, shall consist of one (1) person representing each of the participating governments of this Authority, and the President shall also be a Member of the Executive Committee, with full power to vote, and shall be the presiding officer thereof. A simple majority of the Executive Committee shall constitute a quorum for the purpose of doing business. Such Executive Committee shall have the power commensurate with the Board, with power to act between the meetings of the said Board, but each action of the Executive Committee shall be subject to the approval of the Board at the next meeting thereof. Failure to disapprove any act of the Executive Committee at such following meeting of the Board, shall constitute approval of the Committee's action. The minutes of any Executive Committee meeting shall be read at the next scheduled meeting of the Board and action called thereon by the presiding officer of the meeting of the Board. The representative or representatives of governments which do not participate in urban mass transit service provided by this Authority shall be excused from attendance at meetings of the Executive Committee which are called for the executive purpose of dealing with urban mass transit service.

Article X

Official Records

All proceedings of the Authority and of the Board shall be entered in a permanently bound record book properly indexed, and the same shall be carefully preserved by the Secretary of the Authority. Official records and the books of account and other accounting operating records may be kept in such office or offices or other place as the Board may provide.

Article XI

Seal

The Board shall provide a corporation seal for the Authority, which shall be circular in form and shall have inscribed thereon the name of the Authority.

Article XII

Waiver of Notice

Whenever any notice is required to be given under the provisions of the applicable law of West Virginia, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

Article XIII

Amendments

These By-Laws may be amended or repealed and new By-Laws may be adopted by a majority of the Members of the Board at any meeting of the Board.

BANGOR AREA COMPREHENSIVE BACTS TRANSPORTATION SYSTEM

To: City of Bangor
From: BACTS Transit Committee
Re: Presentation of Transit Structural Analysis Final Draft Report - Laura Brown, RLS & Associates, Inc.
Date: August 5th, 2021

Laura Brown is the lead RLS Senior Associate for Planning and has successfully assisted dozens of communities with transit governance, funding, administrative structures, and regional coordination. Over the past several months RLS has conducted one on one interviews with the Community Connector, partner communities, MaineDOT and BACTS regarding the organizational structure, administration and partnership with the Community Connector. RLS also conducted peer reviews of similar (size, region, ridership) transit systems. Then RLS offers 3 alternative governance structures for consideration. Finally, RLS provides a comparison analysis of the 3 alternatives, concluding with recommendations for changes to enhance local and regional strength and sustainability of the bus system.

RLS recommends the following; in the short term, to create a joint powers agreement (JPA) and the City of Bangor would continue to be the designated recipient for Federal Transit Administration (FTA) funds. The mid- to long-term recommendations would be to develop a regional transportation authority (RTA) which would become the designated recipient for FTA funds.

The following were general themes, comments, and concerns discussed among the BACTS Transit Committee at the meeting on August 4th, 2021.

- Majority of members present were in favor of researching the JPA option as a short-term solution
  - Additional information around this option was discussed including the following areas:
    - What individual member agreements would entail
    - Member voting and representation, including potentially having rider representation
    - Options for members who may not want to fully participate under the JPA
- Importance of equitable and transparent delegation and agreeance of member roles and responsibilities
- Bangor needs more support either in-kind or financial to fulfill all of the administrative requirements
- Increased community involvement is a key component of any short- or long-term plan of action
- Under the JPA, the City of Bangor would remain the direct recipient of FTA funding, and as such, will continue to have final responsibility and decision-making authority in budgetary and funding decisions, however, there needs to be increased cost sharing for the indirect cost
- Additional information/analysis required for the implementation of an RTA:
  - Service could be contracted out to a private operator with governance and oversight provided by RTA.
  - Detailed cost of RTA
  - FTA/MaineDOT approval of RTA
  - Referendum for taxing ability

- Critically important for there to be open and honest communication with the public to assure them that any changes being done are to help support a more cohesive and collaborative transit system across the region
- General consensus was that members should be paying their portion of costs incurred and the City of Bangor should not be contributing in excess of their share, specifically regarding administrative costs

The group acknowledged that the current structure is not conducive to easily allow for growth of the transit system. A JPA allows for increased member involvement and the ability to clearly define the roles and responsibilities of each member. The JPA would also provide support for the City of Bangor for the administration of the system.

Attachment F

SEBAGO TECHNICS

SEPTEMBER 2021

TRAFFIC SIGNAL COORDINATION STUDY AND EVACUATION PLAN

PREPARED FOR:

BANGOR AREA COMPREHENSIVE TRANSPORTATION SYSTEM
BACTS

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1.0 EXECUTIVE SUMMARY

This Study serves to outline the traffic signal infrastructure upgrades required across the Town of Orono and City of Old Town to address objectives aimed at reducing congestion and improving safety on the surrounding roadway network for "special events" and to support future implementation of an evacuation plan on the University of Maine campus.

When implemented, the recommendations provided will allow for both emergency personnel and other supporting staff in the Region to remotely monitor traffic signals and call for special traffic signal plans in support of the aforementioned objectives either through a traffic management system (TMS) or through toggling a switch in the police door at any traffic signal cabinet on the street. The implementation of these improvements has been broken into three distinct phases as outlined below:

Phase 1:

- **Replace the detection systems at all ten (10) traffic signal cabinets** across Orono and Old Town with a modern video-based system to allow for traffic signal actuation, vehicle counting, and vehicle classifications. This data collection will allow for the future development of traffic signal timing plans based on real events and traffic profiles being recorded 24/7/365.

Phase 2:

- **Provide communications to all ten (10) traffic signals across Orono and Old Town.** Fiber interconnect exists through a majority of the traffic signal locations either through the OTT fiber network (owned by the University of Maine) or the Maine Fiber Company (now First Light) fiber network. This work will involve splicing into or extending the fiber infrastructure where appropriate to reach all signalized locations bringing communications back to Orono Public Works. Equipment will also be upgraded within all traffic signal cabinets including new ATC traffic signal controllers, field monitoring units (FMUs) and fiber optic patch panels. In addition to this, work will be required at Orono Public Works involving establishing a new dedicated traffic signal local area network (VLAN) and purchasing a new Windows based / SQL server.

Phase 3:

- **Select and configure a traffic management system (TMS).** There are various applications to help with management of traffic signals once communications are provided. Ultimately, the discussion between the TMS options is dependent on whether this system will solely be used by the Town of Orono and the City of Old Town or if there is potential for expansion outside of these communities across the BACTS region. These decisions will likely be made outside of this Study through other initiatives that BACTS is investigating, however it's still important to plan for this possibility and ensure work in the first two phases is completed to support this effort.

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2.0 INTRODUCTION AND STUDY OBJECTIVES

The Bangor Area Comprehensive Transportation System (BACTS) commissioned Sebago Technics (Sebago) through a Request for Proposals (RFP) process to conduct a Traffic Signal Coordination Study and Evacuation Plan in the Town of Orono in coordination with the City of Old Town and the University of Maine, Orono. Following a kick-off meeting held between staff at BACTS, Sebago, Orono, Old Town and the University of Maine on November 5th, 2020 it was determined that the purpose of this Study should focus on the following two objectives:

- **PRIMARY OBJECTIVE**: To determine the infrastructure required to develop "special event" traffic signal programming for use during major events at the University of Maine in Orono. These events would include homecoming, graduation, sporting events, Collin's Center for the Arts performances, and other events hosted on campus and within the Town of Orono.

- **SECONDARY OBJECTIVE**: To determine the infrastructure required to allow for an evacuation plan on the local transportation system, in case of a major emergency on the University of Maine campus, where students, staff, and faculty would need to leave campus as quickly as possible without significantly hindering the arrival of first responders.

Figure 1: Study Area

These objectives were identified through concerns raised about areas of congestion and safety on the surrounding roadway network before and after major events in and around the University of Maine as well as in areas within the Town of Orono and City of Old Town. Observations have been made that seem to indicate that the traffic signals do not work as efficiently as possible to move traffic quickly and safely away from various venues.

The Study Area has been defined as shown in Figure 1 and includes an area bounded on the west by Interstate 95 from Exit 191 to 197, to the south by Kelley Road, by US Route 2 on the East, and Route 43 to the north.

This Report was made possible by the direction and background information provided by the Advisory Committee. Each member provided unique guidance, historical information and assistance in finding solutions to address the objectives stated above. Members of the Advisory Committee are listed below:

ADVISORY COMMITTEE:

- Sara Devlin, Executive Director, BACTS
- Dianne Rice-Hansen, Project Manager, BACTS
- Rob Yerxa, Director of Public Works, Town of Orono
- Belle Ryder, Assistant Town Manager, Town of Orono
- Josh Ewing, Chief of Police, Town of Orono
- John Rouleau, Director of Public Works, City of Old Town
- Josh Young, Facilities Maintenance Manager, University of Maine

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3.0 EXISTING INFRASTRUCTURE

The Town of Orono has five (5) traffic signal cabinets and the City of Old Town has five (5) traffic signal cabinets as of the date of this report. These locations are as follows:

Town of Orono

- *Route 2 @ College Ave.*
- *Route 2 @ Pine St. / Bennoch Rd. (2 intersections controlled by one traffic signal controller)*
- *Route 2 @ Kelley Rd.*
- *Stillwater Ave. @ Godfrey Dr. / I-95 Exit 193 (2 intersections controlled by one traffic signal controller)*
- *Stillwater Ave. @ University Mall*

City of Old Town

- *Center St. @ Main St. / Water St. (2 intersections controlled by one traffic signal controller)*
- *Stillwater Ave. @ Old Town Plaza*
- *Stillwater Ave. @ University Forest Rd.*
- *Stillwater Ave. @ College Ave.*
- *Stillwater Ave. @ Bennoch Rd.*

Information on existing traffic signal equipment was gathered from previous work completed by Sebago along with information provided by both Orono and Old Town. Our findings on the signal system were as follows:

- All traffic signal cabinets and controllers were found to be based on NEMA TS1/TS2 standards. It should be noted that MaineDOT has now standardized on the NEMA Advanced Transportation Controller (ATC) standard.
- Traffic signal controller manufacturers were found to be a mix of both Naztec and Econolite.
- Communications equipment was not found within any of the traffic signal cabinets.

In addition to the state of the current traffic signal system, two Projects were identified in the area that plan to upgrade existing signalized intersections. These projects include the following:

- MaineDOT WIN 22950.00 at the intersections of Stillwater Ave. @ College Ave. and Bennoch Rd in the City of Old Town.
- MaineDOT WIN 23971.00 at the intersections of Center St. @ Main St. / Water St (two intersections controlled by one traffic signal controller) in the City of Old Town.

As part of these projects the signal equipment will be updated to include the latest ATC standard traffic signal controllers and video detection with data collection. Sebago coordinated with the MaineDOT on MaineDOT WIN 22950.00 back in December of 2020 to ensure the proposed equipment being procured as part of that Project would be compatible with the recommendations of this Report. Sebago is the Engineer of Record on MaineDOT WIN 23971.00 and will ensure the proposed equipment specified is compatible with the recommendations made herein.

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Information was also provided to Sebago from Belle Ryder of Orono concerning the fiber resources within the study area, which include the OTT fiber network (owned by the University of Maine) and the Maine Fiber Company (now First Light) fiber network. Following a meeting with the Advisory Committee on September 2, 2021 it was brought to our attention that the Town of Orono has a project that will extend the existing fiber network along Stillwater Avenue from Bennoch Road up to Interstate 95.

Locations of the existing signalized intersections along with the existing and planned fiber networks can be found in Appendix A “Signal Improvements and Communication Master Plan” at the end of this Report.

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4.0 PROPOSED IMPROVEMENTS / RECOMMENDATIONS

The following elements detail the proposed equipment to be procured and the work that needs to be completed at all ten (10) traffic signal cabinets within the study area to meet the objectives of this Study.

- **Traffic Signal Controllers:** Each traffic signal controller should be replaced with a new ATC Controller to provide increased functionality and to align with MaineDOT's latest standards. The ATC standard is the latest NEMA standard and has a number of improvements over the older TS1 and TS2 standards that exist throughout the Region today. Notably, the ATC controller is capable of supporting a larger range of phases, inputs, outputs, improved input/output logic mapping, and peer-to-peer networking; the additional functionality of the ATC controller will be useful for triggering special event and evacuation plans without additional hardware in each cabinet. Due to the proposed peer-to-peer network to trigger the special event and evacuation plans, it will be important that the brand of controller (i.e. Econolite, Naztec etc.) be consistent across both the Town of Orono and City of Old Town. The specific brand will largely be dictated by the traffic management system (TMS) that is selected to run the system.

- **Field Monitor Unit (FMU):** The field monitor unit (FMU) is a device that services multiple functions within the cabinet. The FMU has a built-in switch with routing, firewall, and Virtual Private Network (VPN) functionalities along with a cellular modem that can be used for both primary communications or can be dormant and used as a backup if needed. The FMU is also capable of monitoring and recording various functions within the traffic signal cabinet such as environmental parameters, power monitoring, traffic controller status, and maintenance information. The FMU should have the ability to store logs locally and should be accessible through a web browser for viewing the current status of monitored functions and configuration of the FMU. Ideally the FMU should include at least two "SFP" ports that can be used to connect to fiber optic interconnect, however this functionality can also be provided by a separate SFP to Ethernet media converter if needed.

- **Fiber Optic Patch Panel:** The fiber optic patch panel is a sealed enclosure where the environmentally protected fiber optic interconnect cable is terminated and the individual fibers are brought into the cabinet as needed to connect to the various networking devices contained within the traffic signal cabinet, such as the FMU or media converter.

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- **Special Event and Evacuation Trigger Switches:** Each cabinet should be outfitted with two toggle switches that are accessible through the smaller "police door" on the front of the cabinet door. These switches will be wired to inputs into the traffic signal controller and will be used to trigger special programming addressing both special event and evacuation programming. In addition to the manual switches, each controller will monitor the input status of the controllers at adjacent intersections (or a specific intersection) through peer-to-peer networking; this will allow for the special events and evacuation inputs to propagate through the entire system based on the input at a single intersection; in turn saving emergency services time in not needing to visit every intersection resulting in a more responsive system for the Region.

- **Interconnect Improvements:** Each cabinet should be connected to the existing OTT/UMS or Maine Fiber Company (MFC) / First Light Fiber Networks that are present through/near the intersections (note that it is understood that fiber will be extended up Stillwater Avenue from Bennoch Road to Interstate 95 prior to this work being conducted). Twelve strand, single mode environmentally protected fiber optic cable should be run from the existing traffic signal cabinets to a nearby aerial utility pole. At the utility pole, the utility company will need to install a new splice point in their network, the proposed fiber optic cable will be terminated in the splice point, and the proposed fibers will be spliced into the utility's unused dark fibers. Additionally, if not already present, a splice point(s) should be installed at or near the intersection of Bennoch Rd. at Godfrey Dr. to connect the proposed traffic signal related fibers from the OTT/UMS and MFC Fiber Networks.

- **Network Configuration:** The proposed connected OTT/UMS fibers should be connected into Orono Public Works and into the internet through the existing firewall. A unique virtual local area network (VLAN) should be established specifically for the traffic signal related equipment to protect the equipment from unintended access and/or conflicts with other networks. Alternatively, one or more of the proposed FMU cellular modems can be enabled and utilized to connect to the internet through the FMU's built in firewall (with an ongoing cellular service/data cost). In either case, virtual private network (VPN) tunnels should be configured for remote access to the traffic signal VLAN.

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- **Traffic Management System (TMS):** Once communications are established between the traffic signals and into Orono Public Work's traffic VLAN, a Traffic Management System (TMS) should be selected to help manage the traffic signal system as a whole. Generally speaking, this software should allow for:

    - Collection and storing of traffic signal events for use in reports and providing alerts to the various operators of the system.

    - Controller databases uploaded to the TMS for backup and allow for the downloading of database changes (i.e. signal timings can be adjusted remotely without the need to physically access the cabinet).

    - Activation of programming stored in traffic signal controllers for special events and evacuation programming in conjunction with the police door switches previously mentioned.

    Some options for the TMS that could be considered are the following:

    - **Connection into the City of Ellsworth's TMS**. The City of Ellsworth recently invested in upgrading their traffic signal infrastructure to provide new Econolite Cobalt controllers at all twelve (12) of their signalized locations. These traffic signals then connect wirelessly to Ellsworth City Hall through radio interconnect to Econolite's central management software, *Centracs*. The software that was purchased by Ellsworth from Econolite allows for the expansion beyond Ellsworth's traffic signals to cover traffic signals in both Orono and Old Town for a nominal fee. It should be noted that if future expansion across the BACTS region beyond Orono and Old Town was of interest, this option would be more costly as a new subscription/agreement from Econolite would need to be obtained. In addition to this, controllers would need to be the Econolite brand in order to integrate within Ellsworth's *Centracs* software.

    - **Connection into MaineDOT's TMS**. MaineDOT was recently successful in securing funds from the US Department of Transportation (USDOT) under the Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grant program for the modernization of 104 traffic signals in Central Maine. Part of these improvements involve networking these traffic signals back to a MaineDOT staffed traffic management center in Augusta. This work is currently under construction and presents a potential opportunity should the BACTS Region want to work with MaineDOT. Similar to Ellsworth, this system will be a brand specific TMS but will also provide a secondary "vendor neutral" TMS through standardized NTCIP communication protocols utilizing the FMU equipment.

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- **Advertise and procure new TMS for BACTS Region.** This option could either be a vendor specific TMS or a "vendor neutral" TMS utilizing NTCIP communication protocols as previously mentioned. If BACTS was to develop their own TMS, coordination with the various municipalities within BACTS would want to occur to ensure the needs are met for the Region.

- **Utilize ATC Standard Application Programming Interface (API) and other Supporting Hardware.** Each ATC controller has the ability to access and change the signal timings through a web-based interface which is continuously improved and expanded by the manufacturer. A significant amount of the functionality being built into the web-based interface overlaps with functions of the TMS and other hardware in the cabinet, for example the video detection or the FMU, also have some overlapping functions with the TMS. As such most if not all the needs of the system could be met utilizing just the functionality of the hardware in the cabinet without requiring additional software.

Ultimately, the discussion between the TMS options is dependent on the vision for expansion across the BACTS region. Should the system want to solely meet the objectives of this Study, then leveraging Ellsworth's TMS seems to be the most viable. However, should expansion of the system be warranted in the future beyond Orono and Old Town, then additional options should be investigated. For the purposes of this study, we have assumed that funds would be allocated towards a "vendor neutral" TMS to allow for future expansion beyond Orono and Old Town.

In addition to providing remote communications, it will be equally imperative to **replace the detection systems at all ten (10) traffic signal cabinets** across Orono and Old Town with a modern video-based system to allow for traffic signal actuation, vehicle counting, and vehicle classifications. When deployed, this system will collect data across various traffic profiles related to special events and general coordination programming by season allowing for a "library" of timing plans to be developed and deployed for each situation; in turn meeting the objectives of BACTS and the Region as outlined at the beginning of this Report.

The camera imagery and configuration should be IP accessible from a web browser allowing for remote viewing, recording, and diagnosis/troubleshooting. Additionally, the vehicle metrics should be stored locally on the camera processor and accessible through an API interface to simplify data collection, processing, and prevent data loss if communications are interrupted.

These improvements have been outlined by intersection within Appendix A "Signal Improvements and Communication Master Plan" at the end of this Report.

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5.0 ESTIMATED COSTS

A three phased program has been developed to allow for appropriate funding to be secured while also letting additional efforts move forward regarding the selection of a TMS. **Phase 1** would replace the detection systems across the Town of Orono and the City of Old Town to allow for the collection of data to begin for future development of special event plans. **Phase 2** would provide the communication infrastructure necessary to have remote connection to all traffic signals in the study area. **Phase 3** would select the TMS and the software would be procured and deployed. The costs for each Phase are summarized in Table 1 in 2025 dollars (assuming inflation of 2%/year) and are provided in greater detail within Appendix B at the end of this Report.

Table 1:
Summary of Construction and Engineering Costs

Description	Phase 1	Phase 2	Phase 3	Totals
Public Works Network Improvements	$ -	$ 28,600	$ 82,150	$ 110,750
Route 2 @ Kelley Rd.	$ 32,500	$ 26,700	$ -	$ 59,200
Route 2 @ Bennoch Rd.	$ 32,500	$ 31,600	$ -	$ 64,100
Route 2 @ College Ave.	$ 32,500	$ 16,850	$ -	$ 49,350
Stillwater Ave. @ Godfrey Dr.	$ 65,000	$ 15,925	$ -	$ 80,925
Stillwater Ave. @ University Mall	$ 32,500	$ 17,525	$ -	$ 50,025
Stillwater Ave. @ Bennoch Rd.	$ -	$ 7,000	$ -	$ 7,000
Stillwater Ave. @ College Ave.	$ -	$ 8,700	$ -	$ 8,700
Stillwater Ave. @ University Forest Rd.	$ 32,500	$ 19,000	$ -	$ 51,500
Stillwater Ave. @ Old Town Plaza	$ 32,500	$ 20,100	$ -	$ 52,600
Center St. @ Main St.	$ -	$ 30,700	$ -	$ 30,700
Construction Sub-Total	$ 260,000	$ 222,700	$ 82,150	$ 564,850
Engineering	$ 10,000	$ 25,000	$ 8,000	$ 43,000
Total	$ 270,000	$ 247,700	$ 90,150	$ 607,850

In addition to the costs outlined above, following the successful completion of Phase 3, proposed traffic signal timings should be developed once the video detection has had a chance to calibrate to the traffic conditions and has collected a significant amount of signal performance metrics. We would estimate **$2,000 per traffic signal cabinet ($20,000 total**) to collect and process the data from the video detection, develop optimized signal timings, and to deploy the proposed timings to the traffic signal controllers.

In summary, we would estimate **a total cost of $627,850** to design, construct and then develop signal timings and strategies to meet the objectives of this Study. We would also recommend an annual ongoing traffic signal monitoring and optimization services contract be established which would include the following:

- Volume, Communications, and Detection Monitoring ($650/Cabinet/Year)
- Traffic Signal Timing and Coordination Optimization ($225/Cabinet/Year)
- Yearly Visual Inspection for Maintenance and Equipment Health ($130/Cabinet/Year)
- On-Call Remote Troubleshooting and Diagnosis ($100/Cabinet/Year)
- Remote Video Detection Camera Imagery Recording ($130/Cabinet/Year)

In Total: $1,235/Cabinet/Year or $12,350/Year for all 10 Cabinets

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6.0 APPENDICES

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6.1 APPENDIX A – SIGNAL IMPROVEMENTS AND COMMUNICATION MASTER PLAN

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SIGNAL IMPROVEMENTS AND COMMUNICATIONS MASTER PLAN
ORONO/OLD TOWN TRAFFIC SIGNALS
SEPTEMBER 2021

PROPOSED TOWN OF ORONO PUBLIC WORKS NETWORK IMPROVEMENTS ->

- CONNECT INTO OTT/UMS NETWORK TO RECEIVE FIBER FROM ROUTE 2 AT KELLEY RD
- ESTABLISH UNIQUE VIRTUAL LOCAL AREA NETWORK (VLAN) SPECIFIC TO THE TRAFFIC SIGNAL RELATED EQUIPMENT
- FURNISH AND INSTALL SERVER CONNECTED INTO THE TRAFFIC SIGNAL VLAN, WITH NTCIP 1202 COMPLIANT TRAFFIC SIGNAL MANAGEMENT SOFTWARE.

PROPOSED TOWN OF ORONO STILLWATER AVENUE SIGNAL IMPROVEMENTS ->

STILLWATER AVENUE AT GODFREY DRIVE:
- FURNISH AND INSTALL ATC CONTROLLER INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL FIELD MONITORING UNIT AND FIBER PATCH PANEL INTO EXISTING SIGNAL CABINET
- CONNECT INTO FUTURE FIBER NETWORK TO SEND FIBER TO STILLWATER AVENUE AT UNIVERSITY MALL.

STILLWATER AVENUE AT UNIVERSITY MALL:
- FURNISH AND INSTALL ATC CONTROLLER INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL FIELD MONITORING UNIT AND FIBER PATCH PANEL INTO EXISTING SIGNAL CABINET
- CONNECT INTO FUTURE FIBER NETWORK TO RECEIVE FIBER FROM STILLWATER AVENUE AT GODFREY DRIVE AND SEND FIBER TO STILLWATER AVE AT BENNOCH RD.

PROPOSED CITY OF OLD TOWN SIGNAL IMPROVEMENTS ->

CENTER STREET AT MAIN STREET AND WATER STREET (WIN 23971.00):
- ATC CONTROLLER, FIELD MONITORING UNIT, AND FIBER PATCH PANEL TO BE INSTALLED BY OTHERS
- CONNECT INTO MFC NETWORK TO SEND FIBER TO STILLWATER AVE AT OLD TOWN PLAZA

STILLWATER AVENUE OLD TOWN PLAZA:
- FURNISH AND INSTALL ATC CONTROLLER INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL FIELD MONITORING UNIT AND FIBER PATCH PANEL INTO EXISTING SIGNAL CABINET
- CONNECT INTO MFC NETWORK TO RECEIVE FIBER FROM STILLWATER AVE AT UNIVERSITY FA AND TO SEND FIBER TO STILLWATER AVE AT UNIVERSITY FOREST RD

STILLWATER AVENUE AT UNIVERSITY FOREST ROAD:
- FURNISH AND INSTALL ATC CONTROLLER INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL FIELD MONITORING UNIT AND FIBER PATCH PANEL INTO EXISTING SIGNAL CABINET
- CONNECT INTO MFC NETWORK TO RECEIVE FIBER FROM STILLWATER AVE AT OLD TOWN PLAZA AND TO SEND FIBER TO STILLWATER AVE AT COLLEGE AVENUE

STILLWATER AVENUE AT COLLEGE AVENUE (WIN 22950.00):
- ATC CONTROLLER, FIELD MONITORING UNIT, AND FIBER PATCH PANEL TO BE INSTALLED BY OTHERS
- CONNECT INTO MFC NETWORK TO RECEIVE FIBER FROM STILLWATER AVE AT UNIVERSITY FOREST RD AND TO SEND FIBER TO STILLWATER AVE AT BENNOCH RD

STILLWATER AVENUE AT BENNOCH RD (WIN 22950.00):
- ATC CONTROLLER, FIELD MONITORING UNIT, AND FIBER PATCH PANEL TO BE INSTALLED BY OTHERS
- CONNECT INTO FUTURE FIBER NETWORK TO RECEIVE FIBER FROM STILLWATER AVE AT UNIVERSITY MALL RD.
- CONNECT INTO MFC NETWORK TO RECEIVE FIBER FROM STILLWATER AVE AT COLLEGE AVE AND TO SEND FIBER TO ROUTE 2 AT BENNOCH RD. CREATE SPLICE BETWEEN MFC NETWORK AND OTT/UMS NETWORK AT OR NEAR BENNOCH RD AT GODFREY DR.

PROPOSED TOWN OF ORONO ROUTE 2 SIGNAL IMPROVEMENTS ->

ROUTE 2 AT COLLEGE AVENUE:
- FURNISH AND INSTALL ATC CONTROLLER INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL FIELD MONITORING UNIT AND FIBER PATCH PANEL INTO EXISTING SIGNAL CABINET
- CONNECT INTO OTT/UMS NETWORK TO SEND FIBER TO ROUTE 2 AT BENNOCH ROAD

ROUTE 2 AT PINE STREET AND BENNOCH ROAD:
- FURNISH AND INSTALL ATC CONTROLLER INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL FIELD MONITORING UNIT AND FIBER PATCH PANEL INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL NEW FIBER OPTIC INTERCONNECT FROM EXISTING OTT/UMS NETWORK TO SIGNAL CABINET
- CONNECT INTO OTT/UMS NETWORK TO RECEIVE FIBER FROM ROUTE 2 AT COLLEGE AVE. RECEIVE FIBER FROM STILLWATER AVE AT BENNOCH RD, AND TO SEND FIBER TO ROUTE 2 AT KELLEY ROAD

ROUTE 2 AT KELLEY RD:
- FURNISH AND INSTALL ATC CONTROLLER INTO EXISTING SIGNAL CABINET
- FURNISH AND INSTALL FIELD MONITORING UNIT AND FIBER PATCH PANEL INTO EXISTING SIGNAL CABINET
- CONNECT INTO OTT/UMS NETWORK TO RECEIVE FIBER FROM ROUTE 2 AT COLLEGE AVE AND TO SEND FIBER TO PUBLIC WORKS

KEY:
- OTT/UMS FIBER NETWORK
- MFC FIBER NETWORK
- FUTURE FIBER INTERCONNECT
- PROPOSED FIBER INTERCONNECT

KELLEY ROAD
INTERSTATE 95
UNIVERSITY MALL
GODFREY DRIVE
ROUTE 2
BENNOCH ROAD
COLLEGE AVENUE
STILLWATER AVENUE
UNIVERSITY FOREST ROAD
OLD TOWN PLAZA
UNIVERSITY OF MAINE CAMPUS
CENTER STREET AT MAIN STREET AND WATER STREET

PREPARED BY:

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PLAN

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Scale of Feet

6.2 APPENDIX B – COST ESTIMATE

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SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 1 Improvements (Traffic Signal Detection)

Description	Amount
Public Works Network Improvements	$ -
Route 2 at Kelley Rd	$ 32,500
Route 2 at Bennoch Rd	$ 32,500
Route 2 at College Ave	$ 32,500
Sillwater Ave at Godfrey Dr	$ 65,000
Stillwater Ave at University Mall	$ 32,500
Stillwater Ave at Bennoch Rd*	$ -
Stillwater Ave at College Ave*	$ -
Stillwater Ave at University Forest Rd	$ 32,500
Stillwater Ave at Old Town Plaza	$ 32,500
Center St at Main St**	$ -
	Sub Total: $ 260,000
	Engineering: $ 10,000
	Total: $ 270,000

** Detection being procured through MaineDOT WIN 22950.00*

*** Detection being procured through MaineDOT WIN 23971.00*

Public Works Network Improvements

Description	Unit	Quantity	Unit Price	Amount
Receive OTT/UMS Fiber From Route 2 at Kelley Rd	LS		$ 1,600	$ -
Establish Traffic Signal Virtual Local Area Network (VLAN)	LS		$ 2,000	$ -
Furnish and Install Windows Based/SQL Server	LS		$ 25,000	$ -
NTCIP 1202 Compliant Traffic Signal Management Software (TMS)	EA		$ 75,000	$ -
Intersection TMS Configuration	EA		$ 650	$ -
			Total:	$ -

Route 2 at Kelley Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Route 2 at Bennoch Rd	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Public Works	LS		$ 1,600	$ -
			Total:	$ 32,500

Route 2 at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Route 2 at College Ave	LS		$ 1,600	$ -
Receive OTT/UMS Fiber From Stillwater Ave at Bennoch Rd	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Route 2 at Kelley Rd	LS		$ 1,600	$ -
			Total:	$ 32,500

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 1 Improvements (Traffic Signal Detection)

Route 2 at College Ave

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Send OTT/UMS Fiber to Route 2 at Bennoch Rd	LS		$ 1,600	$ -
			Total:	$ 32,500

Stillwater Ave at Godfrey Dr

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA	2	$ 32,500	$ 65,000
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF		$ 55	$ -
Send Fiber to Stillwater Ave at University Mall	EA		$ 1,500	$ -
			Total:	$ 65,000

Stillwater Ave at University Mall

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF		$ 55	$ -
Receive Fiber From Stillwater Ave at Godfrey Dr	LS		$ 1,600	$ -
Send Fiber to Stillwater Ave at Bennoch Rd	EA		$ 1,500	$ -
			Total:	$ 32,500

Stillwater at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at College Ave	EA		$ 1,600	$ -
Receive Fiber From Stillwater Ave at University Mall	LS		$ 1,600	$ -
Send MFC Fiber to Route 2 at Bennoch Rd	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
			Total:	$ -

Stillwater at College Ave

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at University Forest Rd	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Send MFC Fiber to Stillwater Ave at Bennoch Rd	EA		$ 1,600	$ -
			Total:	$ -

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 1 Improvements (Traffic Signal Detection)

Stillwater Ave at University Forest Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Pannel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS		$ 1,600	$ -
			Total:	$ 32,500

Stillwater Ave at Old Town Plaza

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS		$ 1,600	$ -
			Total:	$ 32,500

Center St at Main St

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Send OTT/UMS Fiber to Stillwater Ave at Old Town Plaza	LS		$ 1,600	$ -
			Total:	$ -

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 2 Improvements (Provide Communications to Traffic Signals)

Description	Amount
Public Works Network Improvements	$ 28,600
Route 2 at Kelley Rd	$ 26,700
Route 2 at Bennoch Rd	$ 31,600
Route 2 at College Ave	$ 16,850
Sillwater Ave at Godfrey Dr	$ 15,925
Stillwater Ave at University Mall	$ 17,525
Stillwater Ave at Bennoch Rd*	$ 7,000
Stillwater Ave at College Ave*	$ 8,700
Stillwater Ave at University Forest Rd	$ 19,000
Stillwater Ave at Old Town Plaza	$ 20,100
Center St at Main St**	$ 30,700

**ATC Controller, FMU and fiber patch panel being procured through MaineDOT WIN 22950.00*

***ATC Controller, FMU and fiber patch panel being procued through MaineDOT WIN 23971.00*

Sub Total: $ 222,700
Engineering: $ 25,000
Total: $ 247,700

Public Works Network Improvements

Description	Unit	Quantity	Unit Price	Amount
Receive OTT/UMS Fiber From Route 2 at Kelley Rd	LS	1	$ 1,600	$ 1,600
Establish Traffic Signal Virtual Local Area Network (VLAN)	LS	1	$ 2,000	$ 2,000
Furnish and Install Windows Based/SQL Server	LS	1	$ 25,000	$ 25,000
NTCIP 1202 Compliant Traffic Signal Management Software (TMS)	EA		$ 75,000	$ -
Intersection TMS Configuration	EA		$ 650	$ -

Total: $ 28,600

Route 2 at Kelley Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	180	$ 55	$ 9,900
Receive OTT/UMS Fiber From Route 2 at Bennoch Rd	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Public Works	LS	1	$ 1,600	$ 1,600

Total: $ 26,700

Route 2 at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	240	$ 55	$ 13,200
Receive OTT/UMS Fiber From Route 2 at College Ave	LS	1	$ 1,600	$ 1,600
Receive OTT/UMS Fiber From Stillwater Ave at Bennoch Rd	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Route 2 at Kelley Rd	LS	1	$ 1,600	$ 1,600

Total: $ 31,600

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 2 Improvements (Provide Communications to Traffic Signals)

Route 2 at College Ave

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	30	$ 55	$ 1,650
Send OTT/UMS Fiber to Route 2 at Bennoch Rd	LS	1	$ 1,600	$ 1,600
			Total:	$ 16,850

Stillwater Ave at Godfrey Dr

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF	15	$ 55	$ 825
Send Fiber to Stillwater Ave at University Mall	EA	1	$ 1,500	$ 1,500
			Total:	$ 15,925

Stillwater Ave at University Mall

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF	15	$ 55	$ 825
Receive Fiber From Stillwater Ave at Godfrey Dr	LS	1	$ 1,600	$ 1,600
Send Fiber to Stillwater Ave at Bennoch Rd	EA	1	$ 1,500	$ 1,500
			Total:	$ 17,525

Stillwater at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at College Ave	EA	1	$ 1,600	$ 1,600
Receive Fiber From Stillwater Ave at University Mall	LS	1	$ 1,600	$ 1,600
Send MFC Fiber to Route 2 at Bennoch Rd	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	40	$ 55	$ 2,200
			Total:	$ 7,000

Stillwater at College Ave

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at University Forest Rd	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	100	$ 55	$ 5,500
Send MFC Fiber to Stillwater Ave at Bennoch Rd	EA	1	$ 1,600	$ 1,600
			Total:	$ 8,700

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 2 Improvements (Provide Communications to Traffic Signals)

Stillwater Ave at University Forest Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Pannel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	40	$ 55	$ 2,200
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS	1	$ 1,600	$ 1,600
			Total:	$ 19,000

Stillwater Ave at Old Town Plaza

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	60	$ 55	$ 3,300
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS	1	$ 1,600	$ 1,600
			Total:	$ 20,100

Center St at Main St

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	500	$ 55	$ 27,500
Send OTT/UMS Fiber to Stillwater Ave at Old Town Plaza	LS	1	$ 1,600	$ 1,600
			Total:	$ 30,700

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 3 Improvements (Select and Configure TMS)

Description	Amount
Public Works Network Improvements	$ 82,150
Route 2 at Kelley Rd	$ -
Route 2 at Bennoch Rd	$ -
Route 2 at College Ave	$ -
Sillwater Ave at Godfrey Dr	$ -
Stillwater Ave at University Mall	$ -
Stillwater Ave at Bennoch Rd	$ -
Stillwater Ave at College Ave	$ -
Stillwater Ave at University Forest Rd	$ -
Stillwater Ave at Old Town Plaza	$ -
Center St at Main St	$ -
Sub Total:	$ 82,150
Engineering:	$ 8,000
Total:	$ 90,150

Public Works Network Improvements

Description	Unit	Quantity	Unit Price	Amount
Receive OTT/UMS Fiber From Route 2 at Kelley Rd	LS		$ 1,600	$ -
Establish Traffic Signal Virtual Local Area Network (VLAN)	LS		$ 2,000	$ -
Furnish and Install Windows Based/SQL Server	LS		$ 25,000	$ -
NTCIP 1202 Compliant Traffic Signal Management Software (TMS)	EA	1	$ 75,000	$ 75,000
Intersection TMS Configuration	EA	11	$ 650	$ 7,150
Total:				$ 82,150

Route 2 at Kelley Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Route 2 at Bennoch Rd	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Public Works	LS		$ 1,600	$ -
Total:				$ -

Route 2 at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Route 2 at College Ave	LS		$ 1,600	$ -
Receive OTT/UMS Fiber From Stillwater Ave at Bennoch Rd	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Route 2 at Kelley Rd	LS		$ 1,600	$ -
Total:				$ -

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 3 Improvements (Select and Configure TMS)

Route 2 at College Ave

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Send OTT/UMS Fiber to Route 2 at Bennoch Rd	LS		$ 1,600	$ -
			Total:	$ -

Stillwater Ave at Godfrey Dr

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF		$ 55	$ -
Send Fiber to Stillwater Ave at University Mall	EA		$ 1,500	$ -
			Total:	$ -

Stillwater Ave at University Mall

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF		$ 55	$ -
Receive Fiber From Stillwater Ave at Godfrey Dr	LS		$ 1,600	$ -
Send Fiber to Stillwater Ave at Bennoch Rd	EA		$ 1,500	$ -
			Total:	$ -

Stillwater at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at College Ave	EA		$ 1,600	$ -
Receive Fiber From Stillwater Ave at University Mall	LS		$ 1,600	$ -
Send MFC Fiber to Route 2 at Bennoch Rd	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
			Total:	$ -

Stillwater at College Ave

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at University Forest Rd	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Send MFC Fiber to Stillwater Ave at Bennoch Rd	EA		$ 1,600	$ -
			Total:	$ -

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Phase 3 Improvements (Select and Configure TMS)

Stillwater Ave at University Forest Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS		$ 1,600	$ -
			Total:	$ -

Stillwater Ave at Old Town Plaza

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA		$ 6,500	$ -
Furnish and Install Video Detection	EA		$ 32,500	$ -
Furnish and Install Field Monitoring Unit	EA		$ 5,500	$ -
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS		$ 1,600	$ -
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS		$ 1,600	$ -
			Total:	$ -

Center St at Main St

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install Fiber Patch Panel	EA		$ 1,600	$ -
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF		$ 55	$ -
Send OTT/UMS Fiber to Stillwater Ave at Old Town Plaza	LS		$ 1,600	$ -
			Total:	$ -

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Overall Summary

Description	Amount
Public Works Network Improvements	$ 110,750
Route 2 at Kelley Rd	$ 59,200
Route 2 at Bennoch Rd	$ 64,100
Route 2 at College Ave	$ 49,350
Sillwater Ave at Godfrey Dr	$ 80,925
Stillwater Ave at University Mall	$ 50,025
Stillwater Ave at Bennoch Rd	$ 7,000
Stillwater Ave at College Ave	$ 8,700
Stillwater Ave at University Forest Rd	$ 51,500
Stillwater Ave at Old Town Plaza	$ 52,600
Center St at Main St	$ 30,700
Sub Total:	$ 564,850
Engineering:	$ 43,000
Total:	$ 607,850

Public Works Network Improvements

Description	Unit	Quantity	Unit Price	Amount
Receive OTT/UMS Fiber From Route 2 at Kelley Rd	LS	1	$ 1,600	$ 1,600
Establish Traffic Signal Virtual Local Area Network (VLAN)	LS	1	$ 2,000	$ 2,000
Furnish and Install Windows Based/SQL Server	LS	1	$ 25,000	$ 25,000
NTCIP 1202 Compliant Traffic Signal Management Software (TMS)	EA	1	$ 75,000	$ 75,000
Intersection TMS Configuration	EA	11	$ 650	$ 7,150
Total:				$ 110,750

Route 2 at Kelley Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	180	$ 55	$ 9,900
Receive OTT/UMS Fiber From Route 2 at Bennoch Rd	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Public Works	LS	1	$ 1,600	$ 1,600
Total:				$ 59,200

Route 2 at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	240	$ 55	$ 13,200
Receive OTT/UMS Fiber From Route 2 at College Ave	LS	1	$ 1,600	$ 1,600
Receive OTT/UMS Fiber From Stillwater Ave at Bennoch Rd	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Route 2 at Kelley Rd	LS	1	$ 1,600	$ 1,600
Total:				$ 64,100

SEBAGO TECHNICS
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Overall Summary
Route 2 at College Ave

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	30	$ 55	$ 1,650
Send OTT/UMS Fiber to Route 2 at Bennoch Rd	LS	1	$ 1,600	$ 1,600
			Total:	$ 49,350

Stillwater Ave at Godfrey Dr

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA	2	$ 32,500	$ 65,000
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF	15	$ 55	$ 825
Send Fiber to Stillwater Ave at University Mall	EA	1	$ 1,500	$ 1,500
			Total:	$ 80,925

Stillwater Ave at University Mall

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and Future Fiber Network	LF	15	$ 55	$ 825
Receive Fiber From Stillwater Ave at Godfrey Dr	LS	1	$ 1,600	$ 1,600
Send Fiber to Stillwater Ave at Bennoch Rd	EA	1	$ 1,500	$ 1,500
			Total:	$ 50,025

Stillwater at Bennoch Rd

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at College Ave	EA	1	$ 1,600	$ 1,600
Receive Fiber From Stillwater Ave at University Mall	LS	1	$ 1,600	$ 1,600
Send MFC Fiber to Route 2 at Bennoch Rd	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	40	$ 55	$ 2,200
			Total:	$ 7,000

Stillwater at College Ave

Description	Unit	Quantity	Unit Price	Amount
Receive MFC Fiber from Stillwater Ave at University Forest Rd	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	100	$ 55	$ 5,500
Send MFC Fiber to Stillwater Ave at Bennoch Rd	EA	1	$ 1,600	$ 1,600
			Total:	$ 8,700

SEBAGO TECHNICS
CIVIL ENGINEERING • SURVEYING • LANDSCAPE ARCHITECTURE

Overall Summary

Stillwater Ave at University Forest Rd

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	40	$ 55	$ 2,200
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS	1	$ 1,600	$ 1,600
			Total:	$ 51,500

Stillwater Ave at Old Town Plaza

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install ATC Controller Into Existing Cabinet	EA	1	$ 6,500	$ 6,500
Furnish and Install Video Detection	EA	1	$ 32,500	$ 32,500
Furnish and Install Field Monitoring Unit	EA	1	$ 5,500	$ 5,500
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	60	$ 55	$ 3,300
Receive OTT/UMS Fiber From Stillwater Ave at Old Town Plaza	LS	1	$ 1,600	$ 1,600
Send OTT/UMS Fiber to Stillwater Ave at College Ave	LS	1	$ 1,600	$ 1,600
			Total:	$ 52,600

Center St at Main St

Description	Unit	Quantity	Unit Price	Amount
Furnish and Install Fiber Patch Panel	EA	1	$ 1,600	$ 1,600
Furnish and Install New Fiber between Cabinet and OTT/UMS Network	LF	500	$ 55	$ 27,500
Send OTT/UMS Fiber to Stillwater Ave at Old Town Plaza	LS	1	$ 1,600	$ 1,600
			Total:	$ 30,700

Attachment G

BANGOR AREA COMPREHENSIVE
BACTS
TRANSPORTATION SYSTEM

Unified Planning Work Program

2022 - 2023

January 1st, 2022 through December 31st, 2023

Final approved by the BACTS Policy Committee on September 21st, 2021

12 Acme Road, Suite 104 ▪ Brewer, Maine 04401 ▪ (207) 974-3111 ▪ www.bactsmpo.org

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Introduction

The Bangor Area Comprehensive Transportation System (BACTS) is a Metropolitan Planning Organization (MPO) designated by the federal and state government to carry out a comprehensive, continuing, and cooperative transportation planning process for urbanized areas (as defined by the U.S. Bureau of the Census). BACTS' mission is focused on improving transportation in the greater Bangor region. The BACTS region includes 10 municipalities and Penobscot Indian Island.

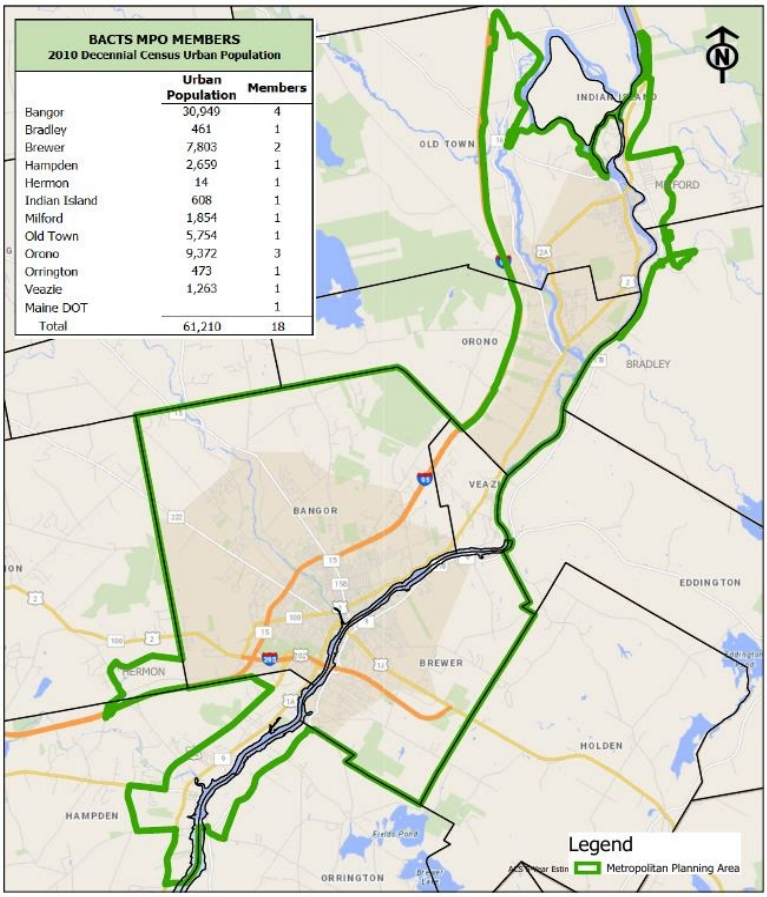
BACTS evaluates and programs transportation improvement projects throughout the region. BACTS also facilitates communication between its member communities, the regional transit agency, and state and federal transportation agencies.

BACTS receives just under $1 million dollars for a two year planning program and approximately $2 million annually for capital funding.

BACTS is governed by a Policy Committee made up of municipal officials from member communities, a representative from Maine Department of Transportation (MaineDOT), Federal Transit Administration (FTA) and Federal Highway Administration (FHWA). The BACTS Policy Committee has the responsibility of planning and prioritizing transportation improvement projects funded in part by the U.S. Department of Transportation (USDOT) with funds provided through FHWA and FTA.

BACTS MPO MEMBERS
2010 Decennial Census Urban Population

	Urban Population	Members
Bangor	30,949	4
Bradley	461	1
Brewer	7,803	2
Hampden	2,659	1
Hermon	14	1
Indian Island	608	1
Milford	1,854	1
Old Town	5,754	1
Orono	9,372	3
Orrington	473	1
Veazie	1,263	1
Maine DOT		1
Total	61,210	18



BACTS MPO MEMBERSHIP
2010 U.S. Decennial Census

There is one fixed route transit operator in the greater Bangor Urbanized Area (UZA), the Community Connector. The Community Connector serves the municipalities of Bangor, Brewer, Hampden, Veazie, Orono, Old Town, and the University of Maine. BACTS also serves as a convenor for the municipalities contributing to the community connector to meet and discuss operations, budgets and capital plans.

BACTS' primary responsibility as an MPO is to establish a setting for effective decision making in the metropolitan area and develop regional planning products. This includes the Unified Planning Work Program (UPWP), long-range Metropolitan Transportation Plan (MTP), Transportation Improvement Program (TIP), Public Participation Plan (PPP), and an annual list of projects for which federal transportation funds are obligated. These plans and programs coordinate various elements of transportation networks into one cohesive regional

transportation system, determine goals and evaluate options, track performance, identify investment priorities, and document how federal transportation funds are spent in the region.

BACTS mission is to provide for the safe, economical, efficient, effective, and convenient movement of people and goods over a multimodal transportation system compatible with the socioeconomic and environmental characteristics of the region. The two year work plan focuses on supporting the BACTS mission. Highlights of the work completed in the 2020-2021 two year work plan can be found here.

Federal Planning Factors

The Fixing America's Surface Transportation Act (FAST Act) requires that ten specific planning factors can be considered by MPOs in the development of their UPWPs. The following matrix illustrates the planning factors considered in each of the UPWP tasks.

Planning Factors	Task 1 - Administration and Coordination	Task 2 - Programming	Task 3 - Data and Studies	Task 4 - Planning
Support economic vitality of the urbanized area	X	X	X	X
Increase safety of transportation system for motorized users	X	X	X	X
Increase security of transportation	X	X	X	X
Increase accessibility and mobility options for people and freight	X	X	X	X
Protect and enhance the environment, promote energy conservation, and improve quality of life	X	X	X	X
Enhance integration and connectivity of transportation system, across modes, for people and freight	X	X	X	X
Promote efficient system management and operation	X	X	X	X
Emphasize preservation of existing transportation system	X	X	X	X
Improve resiliency and reliability of the transportation system and reduce or mitigate stormwater impacts of surface transportation	X	X	X	X
Enhance travel and tourism	X	X	X	X

Performance Based Planning

Under the performance-based approach to transportation decision making, the metropolitan transportation planning process must include the establishment of performance targets that address the performance measures or standards established by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) to use in tracking progress toward attainment of critical outcomes for the region in support of national transportation goals.

For each roadway performance measure, BACTS is required to establish a regional performance target or adopt and support the MaineDOT established target and therefore agree to plan and program projects that contribute toward meeting the targets. PM-1 Safety targets are updated annually. PM-2 Infrastructure Condition and PM-2 System Performance targets are based on a 4-year performance period. The first performance period is 2018-2021. Separate 2-year and 4-year targets are established for various particular measures under PM-2 and PM-3.

Transit performance measures require that BACTS establish initial regional performance targets for both Infrastructure Condition (Transit Asset Management State of Good Repair) and Safety. An MPO may choose to set new regional transit performance targets more frequently; however, regional transit performance targets are required to be updated with the preparation and submission of the system performance report that is required as part of the Metropolitan Transportation Plan (MTP).

BACTS is responsible for integrating performance measures in plans and programs, including providing a system performance report in the MTP which provides a description of the performance measures and targets used to assess system performance, evaluate the performance of the transportation system with respect to the performance targets and report on progress made. BACTS must integrate the goals, objectives, performance measures, and targets described by providers of public transportation. The BACTS Performance Measures Report and adopted targets can be found here.

2022 - 2023 UPWP Proposed Tasks and Activities

The following task for the 2022-2023 UPWP reflects the priorities developed by the BACTS membership. Each task is funded through a combination of federal, state and local funding, and are completed by BACTS staff and consultants.

Task 1 - Administration and Coordination

Objective

This task largely focuses on the management of the BACTS committees (Executive, Policy, and Transit) as well as other additional ad hoc committees developed as needed. Under this task, BACTS staff will facilitate the management and supporting administrative tasks necessary for the operation of the MPO. BACTS will continue to build professional skills, which will allow staff to respond to our region's transportation needs. Another critical role of Task 1 is public engagement with the citizens of the BACTS region on transportation policy, planning, and projects. Task 1 also includes BACTS work on Traffic Incident Management in the greater Bangor region. The focus of this work is to improve safety for the traveling public and first responders through coordination, communication, and training.

Activities

MPO Management

- MPO Management - General management and administration of the day to day activities of the MPO, including human resource functions.

- Accounting and Financial Management - Prepare invoices and maintain general ledger, prepare program budgets, prepare financial information for annual review/audit, as required by federal and state governments.

- Transit Financial Plans - Work with City of Bangor/Community Connector to cooperatively develop a 3-Year Projected Operations Financial Plan and 10-Year Capital Plan.

- UPWP Development and Administration - Administer 2022-2023 Cooperative Agreement and any related consultant contracts or agreements relevant to the fulfillment of the 2022-2023 UPWP, complete annual reports, prepare amendments, as required, develop 2024-2025 UPWP.

Professional Development

- Training and Conferences **-** Attendance at workshops, conferences, and training classes to develop the analytical skills and maintain knowledge of current regulations and planning practices. Participate in various webinars, workshops, and training geared to increasing public participation in the transportation planning process.

- Professional Memberships, Subscriptions, and Affiliations - Participation in professional organizations, subscriptions to stay current on regulations and planning practices, advance technical, professional and outreach skills.

- Technical Programs, Manuals, and Publications - Purchase of technical programs, software and/or guidance and reference manuals.

Engagement

- Public Participation Plan (PPP) - Follow the procedures outlined in the public participation policy as adopted by the Policy Committee for each plan or program, review and update PPP, as deemed necessary through the planning process.

- Website and Social Media - Manage and update the BACTS website and social media pages to provide public notification and access to meeting agendas and related materials, as well as other documents and communications in support of transportation planning programs.

- Public Information/Education - Attend local public/group meetings to provide input and information, answer inquiries and provide guidance as requested. Review and update the Interested and Affected Parties List on an ongoing basis.

- Title VI/Environmental Justice/Non-Discrimination Plan - Review and update Title VI/EJ/Non-Discrimination Plan, prepare annual report of BACTS Goals and Accomplishments.

Coordination

- MPO Operations - Direct and coordinate the continuing, cooperative, and comprehensive metropolitan transportation planning process, facilitate and support the BACTS Policy Committee, Executive Committee, and Transit Committee, provide assistance on various planning study advisory committees at the local level, coordinate basic functions among federal, state, and local agencies including FHWA, FTA, and MaineDOT. Additionally serve as a member of the State of Maine Public Transit Advisory Council, Maine Transit Association, Black Bear Orono Express Shuttle Committee (non-voting member), and the Community Connector ADA Paratransit Appeals Committee.

- Interagency Collaboration - Attend MaineDOT/MPO Quarterly meetings, attend various collaborative meetings, and/or workshops.

TIM Group

- Management and Coordination- Provide administrative services, train first responders in the area, conduct after-incident reviews, develop performance measures to reduce delays, and improve safety during incidents. Attend and participate in the Statewide TIM Group.

Product Schedule

Task 1	Budget	Frequency	2022				2023			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
MPO Management	$131,137	Ongoing	x	x	x	x	x	x	x	x
Professional Development	$69,800	Ongoing	x	x	x	x	x	x	x	x
Engagement	$35,700	Ongoing	x	x	x	x	x	x	x	x

Coordination	$118,200	Ongoing	x	x	x	x	x	x	x	x
TIM Group	$17,100	Ongoing	x	x	x	x	x	x	x	x

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	$331,937	FHWA PL	$267,132
Consultant	$0	MaineDOT	$50,087
Direct Costs	$40,000	Local	$16,696
Total	**$371,937**	FTA §5303	$38,022
		In Kind	$9,856
		Total	**$381,793**

Task 2 - Programming

Objective

To develop a fiscally constrained program of investments, in cooperation with the State and public transit operator, reflecting investment priorities and making progress toward achieving performance targets. The BACTS Policy Committee recently adopted the Transportation Improvement Program Project Prioritization and Selection Policy (here), which outlines the process and criteria by which projects are prioritized and selected for funding in the TIP. This is the guiding document for activities performed in Task 2.

Activities

Project Selection and Prioritization

- The TIP subcommittee will review and amend, if necessary, the TIP Project Prioritization and Selection Policy, to ensure efficient and equitable investments in the region. The TIP subcommittee will then meet to work on the project selection process for a two year funding cycle. This includes:
    - Preparing the Capital Workplan timeline and Request for Projects,
    - Compiling, reviewing, and scoring roadway project request submissions,
    - Hiring an Independent Contractor to develop project scopes and estimates,
    - Reviewing roadway projects on-site (project ride) with MaineDOT and FHWA staff,
    - Obtaining independent cost estimates from Maine DOT,
    - Preparing a final Workplan list for BACTS Policy Committee approval

TIP Documentation

- BACTS is required to maintain an up to date and accurate TIP document, for the eligibility of Federal Highway Administration and Federal Transit Administration funding. BACTS staff will develop an annual TIP document, provide public notice, and solicit comments in accordance with BACTS PPP, review MaineDOT STIP for consistency with BACTS TIP, and prepare revisions/amendments, as required. BACTS staff will also work with the Community Connector to review, compile, and post listing of projects obligated in the previous federal fiscal year.

Ad Hoc Committee Support

- Signal Management Ad Hoc Committee - Organize and provide administrative support. Incorporate suggestions and recommendations into future programming tasks and duties.

- Collector Paving Inventory Ad Hoc Committee - Organize and provide administrative support. Incorporate suggestions and recommendations into future programming tasks and duties.

Product Schedule

Task 2	Budget	Frequency	2022				2023			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Project Selection and Prioritization	$41,450	Annual Process - Jan-June and as needed	x	x			x	x		
TIP Documentation	$43,400	Annual process Dec-Jan and as needed	x			x	x			x
Ad Hoc Committee Support	$4,150	As needed								

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	$78,000	FHWA PL	$51,200
Consultant	$10,000	MaineDOT	$9,600
Direct Costs	$1,000	Local	$3,200
Total	**$89,000**	FTA §5303	$25,000
		In Kind	$6,100
		Total	**$95,100**

Task 3 - Data and Studies

Objective

Data collection and access to data is a critical function of BACTS, especially when developing transportation plans, setting transportation policy, and when prioritizing transportation investments. BACTS provides our members with the ability to collect traffic data and roadway condition data, as well as providing data to MaineDOT to support their transportation planning process. BACTS uses a variety of methods to communicate information developed through data collection. BACTS produces graphic representation of data in maps, presentations, and in studies. BACTS processes data from a variety of sources and databases, such as Mysidewalk and Streetlight, which is accessible through paid subscriptions and MaineDOT memberships.

BACTS will conduct a number of transportation studies in the region which address transportation safety, mobility, and sustainability. BACTS strives to develop transportation plans with recommendations that address BACTS' performance targets and that are fiscally constrained. During this two year work plan, BACTS will focus planning efforts on a regional vulnerability assessment, which will be the first step towards a regional climate action plan. BACTS is not programming the total amount of planning funding to allow for flexibility during the two year work plan if additional planning needs arise for our members.

Activities

Data Collection

- BACTS staff will continue to work with members on traffic volume and turning movement counts as requested from member municipalities. All the data collected will be maintained in a database. Staff will manage the collection of other data that may be required to carry out planning responsibilities, such as pavement condition, speed and delay, signal timing and phasing, facility location, inventory information, and transit related data. Staff will continue to incorporate My Sidewalk and Streetlight data where appropriate, in planning activities. Staff will collect data to create databases to track annual condition and/or performance of systems for each performance measure, develop a performance report card (or dashboard) for each performance measure describing baseline data, performance targets, progress, and current condition / performance.

Inventories and Assessments

- Staff will also coordinate with the Community Connector to prepare a report of system performance to show analysis of ridership, fares, expenses, revenues, miles, and hours, collect and maintain data required to evaluate transit system condition and performance. Additional evaluation of routes, designated stops and other transit related policies will be conducted when necessary.

- BACTS staff will hire and manage consultants for the following work:
    - Conduct a vulnerable infrastructure assessment of the MPO region.
    - Conduct a study of which the BACTS Policy Committee has determined to be of importance for the continued success of long term transportation planning within the region, as determined in the beginning of the second calendar year of the UPWP.

Geographic Information System (GIS)

- Staff will use GIS to display demographic and land use information with traffic and transportation network inventory data to be utilized as a comprehensive planning tool. Staff will gather and organize GIS data obtained from planning studies, MEGIS, municipalities, U.S. Census, to ensure the data is useful to BACTS members. BACTS will create maps using data to insert in planning documents, for use at meetings, or for MPO decision-making.

Performance Measures

- Staff provide information to the BACTS Policy committee to develop, or agree to support the MaineDOT-developed performance targets. BACTS will integrate performance measures into plans and programs, develop performance target reporting, data

collection and analysis procedure and track safety related performance target progress. BACTS will continue to monitor safety conditions in the BACTS region.

Product Schedule

Task 3	Budget	Frequency	2022				2023			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Data Collection	$64,900	Ongoing	x	x	x	x	x	x	x	x
Inventories and Assessments	$91,500	Ongoing	x	x	x	x	x	x	x	x
GIS	$58,800	Ongoing	x	x	x	x	x	x	x	x
Performance Measures	$8,300	Ongoing	x	x	x	x	x	x	x	x

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	$156,000	FHWA PL	$158,800
Consultant	$50,000	MaineDOT	$29,775
Direct Costs	$17,500	Local	$9,925
Total	**$223,500**	FTA §5303	$25,000
		In Kind	$6,100
		Total	**$229,600**

Task 4 - Planning

Objective

Transportation planning is a core function of BACTS. BACTS strives to develop transportation plans that result in a safe, interconnected, multimodal transportation network. BACTS transportation planning focuses on increasing safety for all users of the transportation system by promoting a greater awareness of transportation safety design and practice .

Activities

Multimodal Planning

- Regional transportation planning focuses on the safe and efficient movement of users across all modes. BACTS staff will continue to plan for an inclusive transportation network, with the following activities:

  Bicycle and Pedestrian Planning

  - Technical Assistance - Provide advocacy and assistance to ensure bicycle and pedestrian facilities are considered during the planning and programming process for new-construction and reconstruction projects within the BACTS area.
  - Committee Participation/Interagency Collaboration - Participate in Statewide Active Community Environment Workgroup (ACEW), participate in Maine Bicycle and

Pedestrian Council, participate in State of Maine Interagency Bicycle, Pedestrian Safety Workgroup, coordinate with Bicycle Coalition of Maine for regional projects, and support Maine Department of Transportation Heads Up.

Rail Planning

- Data Collection and Analysis - Monitor and update information as needed and utilize data to effectively plan for both passenger and freight rail opportunities within the BACTS region.

Transit Planning

- Bus Stop Design Best Practice Guidance - Finalize and facilitate the adoption of the Regional Bus Stop Policy.
- Plan for the implementation of transit technology as recommended in the 2019 Transit Study.
- Transportation Demand Management (TDM) - Provide technical assistance to local employers and businesses to develop TDM programs which reduce single occupancy vehicle travel and promote alternative modes of transportation for employees and visitors, develop listing of available facilities, services, and resources for SOV alternative transportation options.
- Structural Analysis Recommendations - Implement recommendations from structural analysis performed in 2021.

Transportation Safety Planning

- Monitor and update information as needed from MaineDOT's statewide database and reports to analyze area crash statistics, identify contributing factors at problem locations. Staff will develop appropriate countermeasures, use GIS mapping tools as appropriate to focus on crash locations with identifiable deficiencies in infrastructure, geometrics, excessive speed, signal length and/or coordination, etc. Staff will provide information to the BACTS Policy Committee to develop, or agree to support the MaineDOT-developed, PM1 Safety performance targets and integrate performance measures into plans and programs, develop performance target reporting, data collection and analysis procedure and track safety related performance target progress.

Metropolitan Transportation Plan (MTP) Update

- The MTP is the long-range transportation plan for the metropolitan area detailing both long- and short-range regional strategies and actions to implement goals and policies to facilitate the efficient movement of people and goods. The MTP addresses current and future transportation demand and identifies the region's goals and investment priorities for a 20 year planning horizon. The MTP is prepared through active engagement with the public and stakeholders.

- The MTP is a long range planning tool for the MPO, as such, the MTP must have tangible, achievable goals. These goals will be achieved through proper prioritization of funding in the UPWP and the Transportation Improvement Program (TIP) which identifies activities that align with the region's priorities. The BACTS Policy Committee has identified the priorities for the next MTP, which can be found here.

Product Schedule

Task 4	Budget	Frequency	2022				2023			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Multimodal Planning	$30,800	Ongoing	x	x	x	x	x	x	x	x
Transportation Safety Planning	$10,600	Ongoing	x	x	x	x	x	x	x	x
MTP	$215,600	Ongoing	x	x	x	x	x	x	x	x

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	$202,000	FHWA PL	$147,200
Consultant	$50,000	MaineDOT	$27,600
Direct Costs	$4,000	Local	$9,200
Total	**$257,000**	FTA §5303	$73,000
		In Kind	$18,200
		Total	**$275,200**

UPWP Adoption and Amendment/Revision Process

The 2022 - 2023 UPWP is considered and approved by the BACTS Policy Committee prior to submission to MaineDOT for review. Upon satisfactory review, MaineDOT forwards the UPWP to FHWA and FTA for their review and approval. The UPWP is the basis for the biennial cooperative agreement which provides the funding for BACTS to carry out planning activities, MaineDOT and FHWA/FTA must indicate concurrence with the elements of the UPWP prior to the execution of the biennial cooperative agreement, and BACTS must receive a letter of authorization to proceed prior to beginning work and incurring expenses.

Amendments or revisions to the UPWP are considered and approved by the BACTS Policy Committee then submitted to the MaineDOT MPO Coordinator via email. Amendment requests are reviewed by the MaineDOT MPO Coordinator and MaineDOT Multimodal Planning & Operations Section staff (if applicable) and forwarded to FHWA and/or FTA for review and approval. Revisions do not require approval.

An amendment is a:

- change to the federally approved total planning budget;
- change to the scope of federally approved task;
- addition or deletion of a task.

A revision is a:

- change that does not change the FHWA/FTA approved total planning budget;
- change that does not change the scope of the federally funded work task.

BACTS Budget Summary 2022-2023 Unified Planning Work Program

Task	Project	Funding Source					Total
		FHWA PL	MaineDOT	Local	FTA §5303	In Kind	
1	Administration and Coordination	$267,132	$50,087	$16,696	$38,022	$9,856	$381,793
2	Programming	$51,200	$9,600	$3,200	$25,000	$6,100	$95,100
3	Data and Studies	$158,800	$29,775	$9,925	$25,000	$6,100	$229,600
4	Planning	$147,200	$27,600	$9,200	$73,000	$18,200	$275,200
	Totals	$624,332	$117,062	$39,021	$161,022	$40,256	$981,693

Task	Project	Breakdown of Costs			Total
		BACTS	Consultant	Direct Costs	
1	Administration and Coordination	$331,937	$0	$40,000	$371,937
2	Programming	$78,000	$10,000	$1,000	$89,000
3	Data and Studies	$156,000	$50,000	$17,500	$223,500
4	Planning	$202,000	$50,000	$5,000	$257,000
	Totals	$767,937	$110,000	$63,500	$941,437

Municipality	%*	2022	2023	Total
Bangor	52.593%	$10,261	$10,261	$20,522
Bradley	0.755%	$147	$147	$295
Brewer	13.525%	$2,639	$2,639	$5,278
Hampden	5.491%	$1,071	$1,071	$2,143
Hermon	0.261%	$51	$51	$102
Milford	3.298%	$643	$643	$1,287
Old Town	9.828%	$1,917	$1,917	$3,835
Orono	11.849%	$2,312	$2,312	$4,624
Orrington	0.796	$155	$155	$311
Veazie	1.602%	$313	$313	$625

*Ratio based on municipal percent of total Decennial Census Urban Population and percent of total VMT

Attachment H

BACTS UPWP DOT Contract - Figures updated through 08/31/2021

Update Monthly

TASK	PROJECT	Total Allotted	Total Spent	In Kind	Total Remaining	Contract to Date Trend: Actual % Usage	Contract to Date Trend: Amount spent should be as of 08/31	Contract to Date Trend: Variance	Forecasted Trend: Total Remaining (Less In Kind)	Forecasted Trend: Projected Salary	Forecasted Trend: Projected Indirect	Forecasted Trend: Projected Direct Expenses	Forecasted Trend: Est. Remaining	Comments (Note all figures in comments are approximate)
														Includes approximate future one time expenditures.
1	Administration/Coordination	$290,414	$249,396	$0	$41,018	85.88%	$242,012	-$7,384	$41,018	$20,437	$25,340	$587	-$5,346	
2	Professional Development	$40,000	$26,736	$0	$13,264	66.84%	$33,333	$6,598	$13,264	$2,196	$2,723	$2,876	$5,471	Includes $2k for AMPO Conference
3	Data Collection & Database Management	$115,000	$58,106	$0	$56,894	50.53%	$95,833	$37,728	$56,894	$3,588	$4,449	$311	$48,546	
4	GIS and Demographic	$55,000	$34,838	$0	$20,162	63.34%	$45,833	$10,996	$20,162	$1,912	$2,370	$507	$15,373	Includes $500 for additional ESRI License
5	Public Outreach	$9,000	$19,832	$0	-$10,832	220.35%	$7,500	-$12,332	-$10,832	$769	$953	$23	-$12,577	Overage primarily driven by new website (contract with Pulse and increased staff time to update and ensure compliance with Title VI)
6	Bicycle and Pedestrian Planning	$30,000	$4,401	$0	$25,599	14.67%	$25,000	$20,599	$25,599	$552	$684	$5	$24,358	
7	Transportation Safety	$5,000	$1,518	$0	$3,482	30.35%	$4,167	$2,649	$3,482	$119	$148	$0	$3,215	
8	Traffic Incident Management	$28,000	$15,528	$0	$12,472	55.46%	$23,333	$7,805	$12,472	$1,877	$2,327	$31	$8,237	
9	TIP Development	$35,000	$48,382	$0	-$13,382	138.24%	$29,167	-$19,216	-$13,382	$2,644	$3,279	$2	-$19,308	TIP Development is materially complete, estimated figures include staff time that will likely be allocated to other areas projecting a surplus
10	Metropolitan Transportation Plan Update	$5,000	$6,716	$0	-$1,716	134.33%	$4,167	-$2,550	-$1,716	$1,451	$1,799	$7	-$4,973	More work is being completed on this task than previously anticipated
11	Performance Measures	$12,000	$4,159	$0	$7,841	34.66%	$10,000	$5,841	$7,841	$599	$742	$6	$6,493	
12	Studies	$156,000	$78,235	$0	$77,765	50.15%	$130,000	$51,765	$77,765	$1,883	$2,335	$84,953	-$11,407	Studies update - Orono Traffic (Remaining on contract $34.8K). Traffic Signal Inventory ($50K).
	FHWA PL SUBTOTAL	**$780,414**	**$547,847**	**$0**	**$232,567**	**70.20%**	**$650,345**	**$102,498**	**$232,567**	**$38,027**	**$47,149**	**$89,308**	**$58,083**	
13	Transit Planning	$211,104	$143,583	$28,717	$38,804	81.62%	$175,920	$3,620	$25,300	$13,146	$16,300	$167	-$4,313	Salary (and indirect) likely to decrease due to signed bus stop designation plan contract with Bangor as well as increased time spent on bike/ped later in year
	FTA 5303 SUBTOTAL	**$211,104**	**$143,583**	**$28,717**	**$38,804**	**81.62%**	**$175,920**	**$3,620**	**$25,300**	**$13,146**	**$16,300**	**$167**	-$4,313	
	TOTALS	**$991,518**	**$691,430**	**$28,717**	**$271,371**	**72.63%**	**$826,265**	**$106,118**	**$257,867**	**$51,173**	**$63,449**	**$89,476**	**$53,770**	