



## ***Executive Committee Meeting***

**July 17th, 2025 2PM**

**Hampden Council Chambers**

### **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 April 8th, 2025 BACTS Executive Committee Meeting Minutes (Attachment A)**

**4) BACTS Strategic Plan (Attachment B)**

**Staff Report**

Staff will discuss the BACTS Strategic Plan with the Executive Committee and consideration of adjustments to outlined goals.

***Proposed Action*** - Review and beginning of discussion regarding BACTS Strategic Plan and potential updates pertaining to current federal and state guidelines.

**5) BACTS Discussion**

**Staff Report**

The BACTS staff will have a discussion with the Committee around current federal and state guidelines. Additionally, discussion will be held around funding, considering various strategies to maintain financial stability and adapt to evolving economic conditions.

***Proposed Action*** - For discussion only.

**6) BACTS Staffing**

**Staff Report**

Discussion on BACTS staffing levels and plan going forward.

***Proposed Action*** - For discussion only.

**7) BACTS Executive Director Review Process**

**Staff Report**

Discussion on Executive Director Review process.

***Proposed Action*** - For discussion only.

**8) Upcoming Meetings**

Policy Committee - July 15, 2025

Transit Committee - November 19th, 2025

Executive Committee

- October 14th (2-3PM, Executive Director Annual Review Discussion)
- November 6th (1-2:30PM, including Executive Director Annual Review)



**Attachment A**

**Executive Committee Meeting**

**April 8th, 2025 2PM**

**Brewer City Hall**

**Minutes**

*Attendees: Jeremy Caron, Linda Johns, Mitch Stone*

*Staff: Belle Ryder*

**1) Call to Order - 2PM**

**2) Public Comment**

No comments

**3) Approval of January 23rd, 2025 and February 7th, 2025 BACTS Executive Committee Meeting Minutes**

A motion was made to approve the minutes as written. Linda Johns moved the motion, Mitch Stone seconded. All approved.

**4) Insurance Opt Out Payment**

BACTS Staff presented financial considerations related to the potential increase of insurance opt out payments for Staff.

A motion was made to authorize the Executive Director to increase insurance opt out payments for Staff, effective on pay period ending 4/19/25. Jeremy Caron moved the motion, Linda Johns seconded. All approved.

**5) BACTS Discussion**

The BACTS staff and the Committee had a discussion regarding current federal and state guidelines and directives and how the changes may impact current and future UPWP programming and initiatives/guidelines set forward in the strategic plan. General consensus was held around delaying/postponing a community summit planned for Summer 2025 until more concrete guidance has been provided by the State and Federal DOT.

Jeremy Caron asked to have a review of the Strategic Plan at the next Executive Committee meeting in July.

**6) BACTS Staffing**

BACTS staff updated the Committee on the job advertisement that was posted on April 3rd, 2025.

Jeremy Caron asked to have a review of the Executive Director's annual evaluation process at the July 8th, 2025 meeting. General consensus is that the current process is difficult to manage and may need to be modified for the future.

**7) Upcoming Meetings**

Policy Committee - April 15th, 2025

Transit Committee - May 28th, 2025

Executive Committee

- July 8th (2-3PM)
- October 14th (2-3PM, Executive Director Annual Review Discussion)
- November 6th (1-2:30PM, including Executive Director Annual Review)

Motion to adjourn the meeting, all were in favor. Adjournment at 3:15.

# Bangor Area Comprehensive Transportation System



**BACTS**

5- Year Strategic Plan  
July 2024

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Four primary objectives for BACTS to strive toward over the next five years as an organization.

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Appendix will be updated annually with progress toward objectives outlined within this document.



## Introduction

The Bangor Area Comprehensive Transportation System (BACTS) developed the following strategic plan to support our organization as we respond to the needs of our member communities in the greater Bangor region. BACTS serves our members by convening community leaders and the public to make investment priorities which strengthen our region. This strategic plan will serve as our organization's guiding document for the next 3-5 years.



## Background

BACTS is uniquely designed as both a 501(c)(3) organization and a Metropolitan Planning Organization, based in Brewer, ME, serving 10 participating municipalities and Penobscot Nation. BACTS engages in regional transportation planning and programming activities throughout Penobscot County.

BACTS's primary responsibility as an MPO is to facilitate effective planning, programming and decision making in the metropolitan area. A critical component of this responsibility is developing regional planning products consistent with federal legislation requirements on metropolitan transportation planning processes. BACTS also sponsors and conducts studies to assist in the transportation planning process, as well as providing opportunities for public participation in transportation planning and funding decisions.

BACTS also has a contract with the Maine Department of Transportation (MaineDOT) to provide technical assistance for transportation related issues in rural Penobscot County as well as a statewide contract to assist and facilitate Traffic Incident Management efforts.

## Mission Statement

BACTS improves transportation in the greater Bangor region.

BACTS leads regional transportation and related planning efforts, brings funding to the region, provides transportation-related services to municipalities throughout Penobscot County, and as the region's designated Metropolitan Planning Organization, evaluates and approves proposed transportation improvement projects.

## Vision Statement

### **Strengthen Transportation Priorities and Investments**

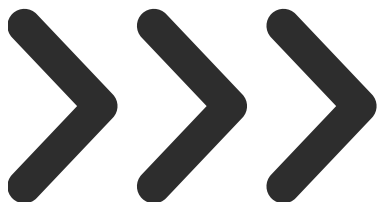
BACTS will solidify and improve regional transportation services to the member communities, provide contracted transportation services to all municipalities in Penobscot County, and continue to perform all current contract obligations.

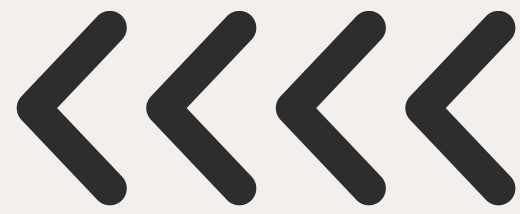
### **Lead Penobscot Climate Action Plan Implementation**

BACTS will continue to take the lead on coordinating implementation of the Climate Action Plan, including a coordination role on all non-transportation aspects of the plan. BACTS will be open to being approached for mission-aligned opportunities for which there is funding and for which we have appropriate staff capacity.

### **Monitor Unmet Needs in the Region**

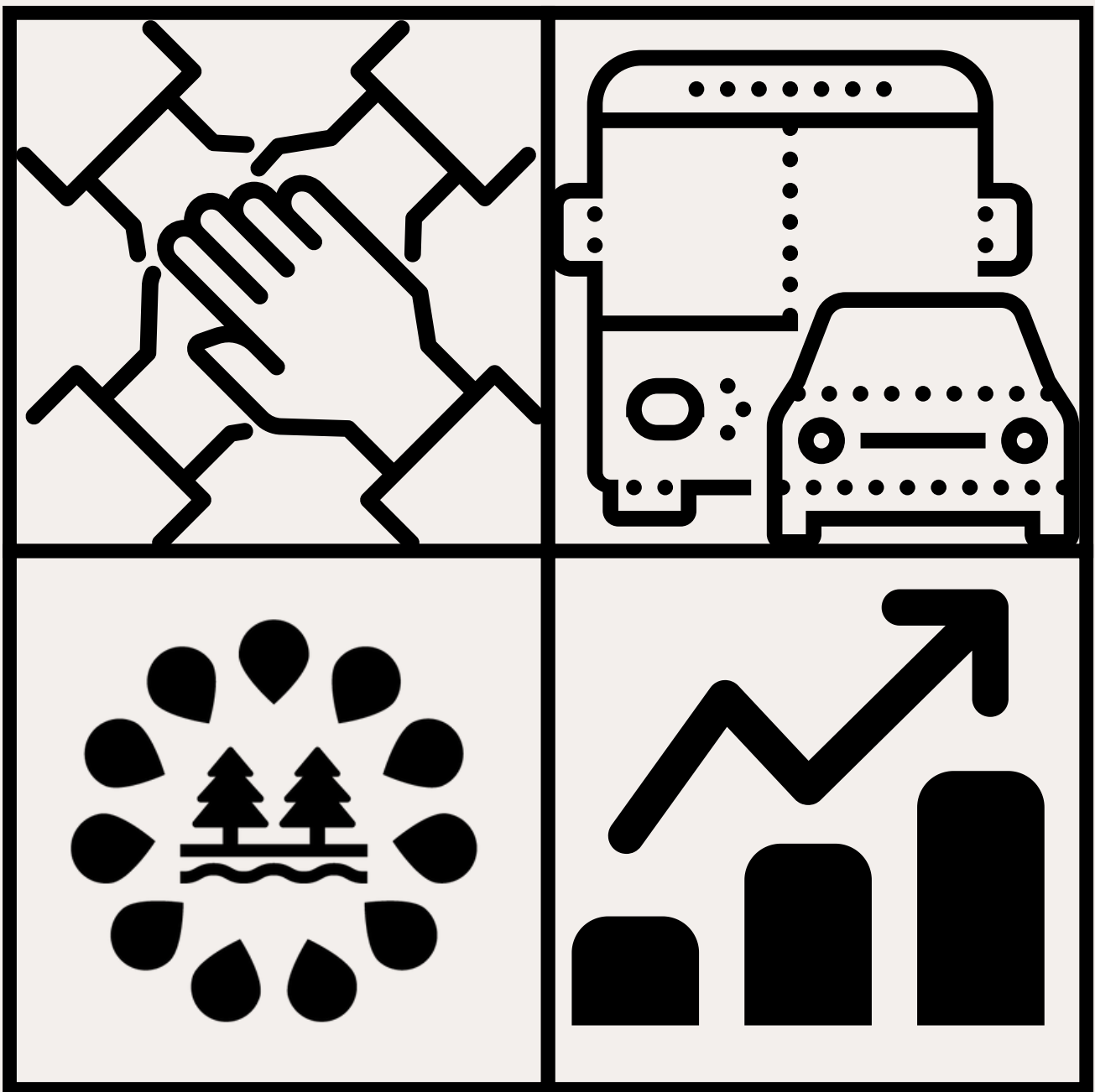
BACTS expects to continue as described above and will consider a larger regional planning role, including seeking funds for regional planning on issues broader than transportation if we have the sense that member municipalities want us to do this, it's needed, and we have appropriate staff capacity and financial resources.





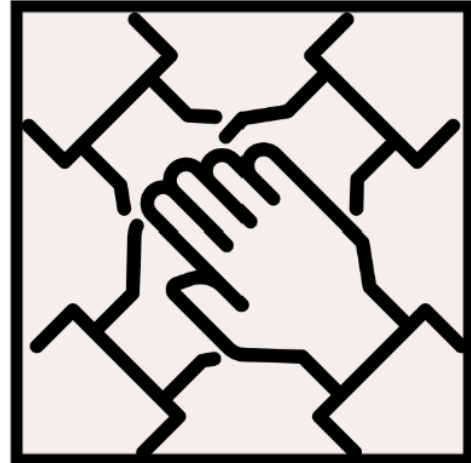
# Objectives

The following objectives were developed to be used as the guiding framework for BACTS from the start of FY25 through FY30.



### **Objective 1 - Improve Member Relations and Buy-in**

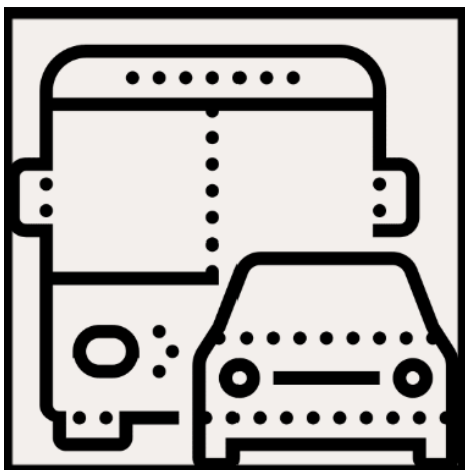
- Better engage members (members and staff)
  - Better communications between members (members and staff)
  - Better onboarding (staff)
  - Better educate our current council (members and staff)
- Improved public outreach
  - Perhaps an annual meeting or community event
  - Revamped website
- Develop relations with regional institutions
  - Educate others about what we do



#### **Measures of success**

- Better attendance at meetings
- Increased inquiries from municipalities
- Increased engagement as evidenced by survey results
- Annual meeting or community event, with increasing attendance
- Revamped website
- Onboarding packet and process for council members and municipal representatives

### **Objective 2 - Drive Multi-Modal Planning**



- Facilitate and encourage specific planning initiatives
  - Trail connections
  - Complete streets
  - Safe Streets for All
  - Active Transportation Plan (ATP)
- Convene partners in all regional efforts
  - Tandem Mobility
  - Bus stops
  - Transit planning in general

#### **Measures of success**

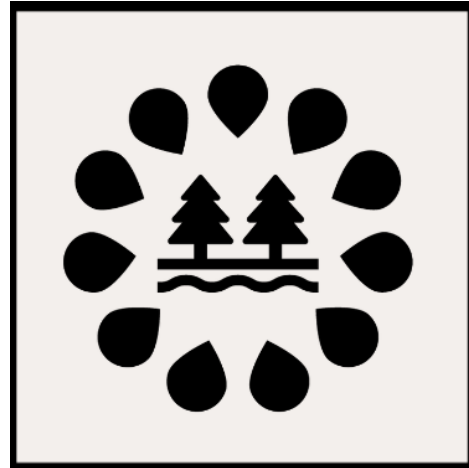
- Infrastructure and programs up and running
- ATP becomes more comprehensive
- Safe Street Plans developed for all municipalities

### Objective 3 - Lead Climate Action Plan Implementation

- Establish an Implementation Committee, and sub committees
- Market the plan
- Develop partnerships
- Report progress
- Identify additional areas of need

#### Measures of success

- Policy changes
- Physical on-the-ground changes
- Examples of regional collaboration



### Objective 4 - Increase Resources to Support Our Stated Goals



- Pursue funding opportunities for
  - Climate action plan implementation
  - Smaller projects for which there is not funding
  - Develop and implement an equitable process to prioritize projects for DOT funding
- Increase staff experience and competency
- Add position(s) as needed and as funding allows

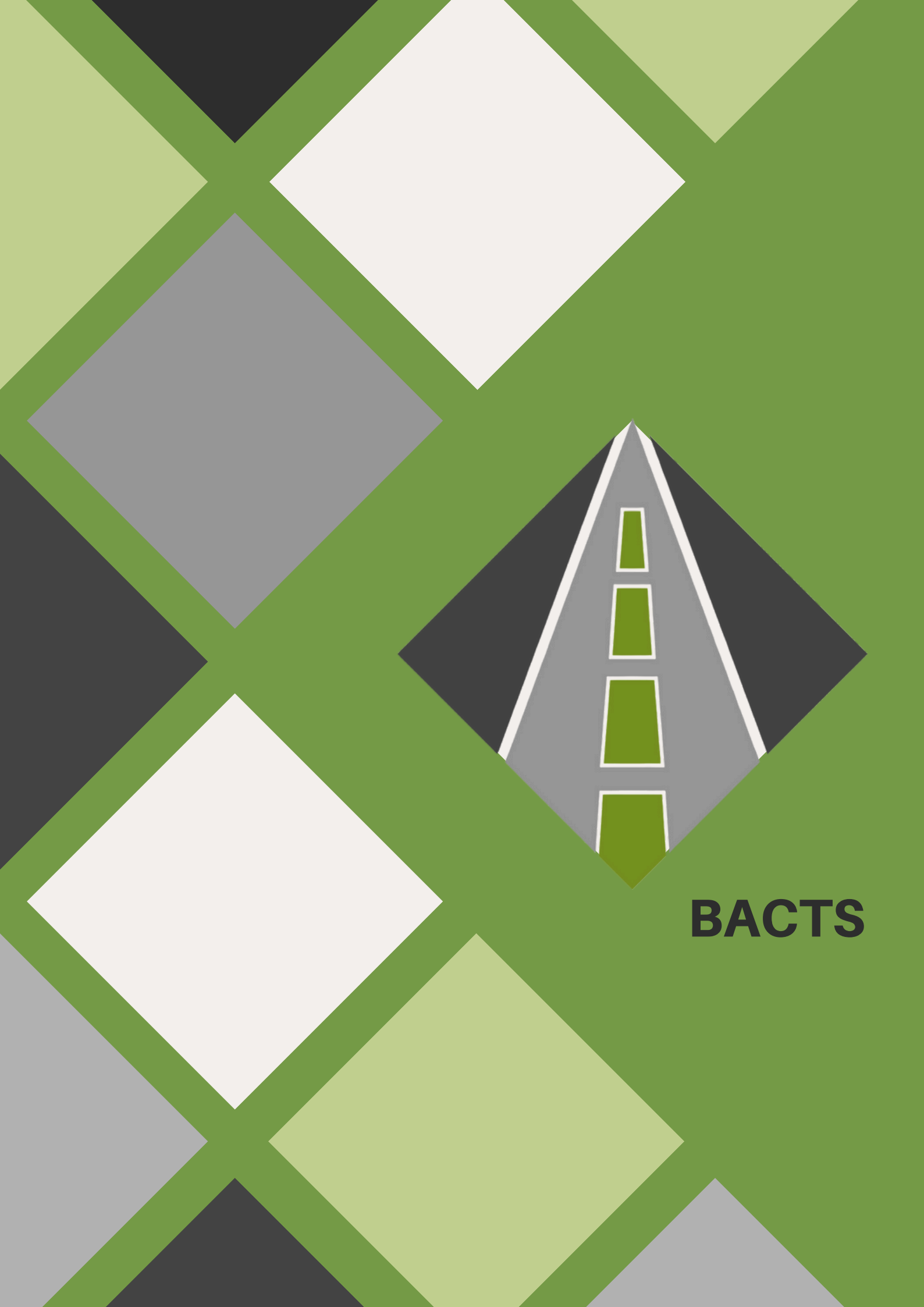
#### Measures of success

- Funding to complete the stated goals
- Adequate employee hours to complete stated goals
- Increase professional development opportunities for staff

- Prioritization process in place

## Conclusion

This Strategic Plan will be reviewed annually by the Executive Committee and the Executive Director and revised if necessary.



**BACTS**

## Appendix A - SWOT Analysis

The following SWOT analysis was created at the BACTS Strategic Plan Retreat held in Brewer in April 2024. Members of this retreat included a facilitator from Good Group Decisions, BACTS Executive Director, BACTS Office Manager, Executive Committee, and two additional members from the BACTS Policy Committee Meeting.

Strengths	Weaknesses	Opportunities	Threats
<p>Attitude / Culture</p> <ul style="list-style-type: none"> <li>• Reputation</li> <li>• Energy</li> <li>• Open to new ideas / direction</li> <li>• Opportunistic and always advocating</li> </ul>	<p>Membership / Regional Recognition</p> <ul style="list-style-type: none"> <li>• Members not aware of what BACTS does</li> <li>• Better onboarding of new members</li> <li>• Better serve smaller communities</li> </ul>	<p>Community Focus</p> <ul style="list-style-type: none"> <li>• Alternative modes of transportation - public acceptance of trend</li> <li>• Electric vehicles</li> <li>• Deeper partnerships with other communities</li> <li>• Connectivity</li> </ul>	<p>Community Focus</p> <ul style="list-style-type: none"> <li>• Competition</li> <li>• Municipal instability (staff turnover / change)</li> </ul>
<p>Services / Assets</p> <ul style="list-style-type: none"> <li>• Regional Vision</li> <li>• Filling need, municipalities can't otherwise fill</li> <li>• Convener of regional discussions</li> <li>• Inventory of regional assets</li> <li>• Bring funding to fix roads</li> </ul>	<p>Services</p> <ul style="list-style-type: none"> <li>• Narrow focus on transportation</li> <li>• Political separation</li> <li>• Non interdisciplinary approach</li> </ul>	<p>Services</p> <ul style="list-style-type: none"> <li>• Climate Action Plan</li> <li>• Increased coordination with other sectors</li> <li>• Proactive not reactive organization</li> </ul>	
<p>Staff Capacity</p> <ul style="list-style-type: none"> <li>• Works well together/ with members</li> <li>• Able to fill multiple roles</li> <li>• Communication skills</li> <li>• Leading conversations about new opportunities</li> <li>• Present unified front</li> </ul>	<p>Staff Capacity</p> <ul style="list-style-type: none"> <li>• Inexperience</li> </ul>		<p>Staff Capacity</p> <ul style="list-style-type: none"> <li>• Spreading staff resources too thin</li> <li>• Support needed for work</li> </ul>
<p>Other</p> <ul style="list-style-type: none"> <li>• Fiscally responsible</li> <li>• Work environment</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>• Funding levels</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>• Funded (limited time)</li> <li>• Diversify funding</li> </ul>	<p>Other</p> <ul style="list-style-type: none"> <li>• Funding fluctuations</li> <li>• Unclear organizational direction</li> </ul>

## Appendix B - Annual Review of Objectives

This chart will be completed annually to track measures of success as noted above for each of the identified four objectives.

*FY 2025*

Obj.	Metric of Success	Notes
1.1	Better attendance at meetings	
1.2	Annual meeting or community event, with increasing attendance	
1.3	Increased inquiries from municipalities	
1.4	Revamped website	
1.5	Increased engagement as evidenced by survey results	
1.6	Onboarding packet and process for council members and municipal	
2.1	Infrastructure and programs up and running	
2.2	The ATP becomes more comprehensive	
2.3	Safe Street Plans developed for all municipalities	
3.1	Policy changes	
3.2	Physical on-the-ground changes	
3.3	Examples of regional collaboration	
4.1	Funding to complete the stated goals	
4.2	Adequate employee hours to complete the stated goals	
4.3	Increase professional development opportunities for staff	
4.4	Prioritization process in place	