



BACTS Non-Profit Board Meeting

July 15th, 2025

1:00PM

Old Town Council Chambers and via Zoom

Agenda

- 1) Call to Order**
- 2) Public Comment**
- 3) Approval of July 23rd, 2024 (Attachment A) and September 17th, 2024 (Attachment A-1) BACTS Non-Profit Board Meeting Minutes**
- 4) BACTS Current Projects/Contracts and Future Workload Overview**
BACTS Staff will provide members with a concise overview of BACTS's ongoing projects, highlighting key progress and upcoming milestones. Staff will also present anticipated workload and major initiatives for the next year.

Proposed Action: For discussion only.

- 5) Other Business**



Attachment A
BACTS Non-Profit Board Meeting
July 23rd, 2024 at 1:00PM
Orono Council Chambers and via Zoom
Minutes

Committee Members	Affiliation
Wayne Bunnell Jeff Davis Aaron Huotari Anne Kreig Laurie Linscott	Bangor
Jeremy Caron Linda Johns	Brewer
Jon Clements Amy Ryder Victor Smith	Hampden
Mitch Stone	Orono
MaineDOT / FHWA	
Kirstie Hostetter, Jennifer, Laliberte, Claire Winter	
BACTS	
Jack Bosies, Sara Devlin, Madeline Jensen, Ian Kelly, Paige Nadeau, Jacob Stein	

1) Call to Order

The meeting was called to order by Jeremy Caron at 1:00PM.

2) Public Comment

No public comments.

3) Approval of August 29th, 2023 BACTS Non-Profit Board Meeting Minutes

No comments on the minutes, Amy Ryder made a motion to approve the minutes as written, seconded by Mitch Stone, roll call vote taken, all in favor.

4) Updated BACTS Bylaws

BACTS Staff have made slight proposed changes to the BACTS Bylaws.

Proposed Action: Approve BACTS Bylaws as amended.

Sara Devlin provided an overview, bylaws were last reviewed a couple of years ago with a legal review and overhaul. Update was required due to updated funding area and a few other small updates. Sara Devlin briefly covered proposed updates. Sara also discussed the number of votes members will now have with updated boundaries and process for notification of their chosen delegations.

No comments on bylaws as written, Aaron Huotari made a motion to approve the Bylaws as written, seconded by Linda Johns, all in favor, none opposed.

5) Election of BACTS Chair, Vice Chair, and Treasurer/Secretary

The BACTS Chair, Vice Chair, and Secretary/Treasurer hold their position for two years and the next election of officers will be in July 2026.

Proposed Action: *Elect the BACTS Chair, Vice Chair, and Treasurer/Secretary to serve through June 2026.*

Sara Devlin led the discussion. The following were nominated for the positions - Jeremy Caron, Chair, Amy Ryder, Vice Chair, Mitch Stone, Secretary/Treasurer, Linda Johns, Most Senior Member.

Aaron Huotari made the motions, as noted above, John Clements second. All in favor, none opposed.

6) BACTS Strategic Plan

BACTS Staff developed the attached strategic plan to support our organization as we respond to the needs of our member communities in the greater Bangor region.

Sara Devlin provided an overview of the development and components of this plan. Plan focus is on BACTS as an organization, not just an MPO. Members of the group spoke about the workshop and how they enjoyed the process.

Linda Johns made a motion to approve the Strategic Plan as written, seconded by Amy Ryder. All in favor, none opposed.

7) Other Business

No additional business to discuss at this time.

Linda Johns made a motion to adjourn the meeting, Mitch Stone seconded. None opposed. Meeting was ended at 1:15PM.



Attachment A-1

BACTS Non-Profit Board Meeting

September 17th, 2024 at 1:00PM

Bangor Council Chambers and via Zoom

Minutes

Committee Members	Affiliation
Jeff Davis Anne Kreig Courtney O'Donnell	Bangor
Jeremy Caron Linda Johns Tena Kroll	Brewer
Amy Ryder Victor Smith	Hampden
EJ Roach	Old Town
Bill Cody Mitch Stone	Orono
David Pardilla	Penobscot Nation
MaineDOT / FHWA	
Jarod Farn-Guillette, Claire Winter, Paige Melius	
BACTS	
Jack Bosies, Sara Devlin, Madeline Jensen, Paige Nadeau, Jacob Stein	

1) Call to Order

The meeting was called to order by Jeremy Caron at 1:00PM. Introductions were performed.

2) Public Comment

No public comments.

3) Update of BACTS Bylaws

BACTS Staff have made slight proposed changes to the BACTS Bylaws.

Proposed Action: Approve BACTS Bylaws as amended.

Sara Devlin provided an overview of the proposed changes. There is an existing agreement between Community Connector, MaineDOT and BACTS, allowing for one voting representative from Community Connector on BACTS Policy Committee. Members discussed why this was not on previous versions of the bylaws. Previously a representative from Community Connector had a vote under the allotted votes for the City of Bangor. Mitch Stone made a motion to accept the changes to the bylaws, Amy Ryder seconded. Roll call vote was taken, none opposed.

4) Other Business

No additional business to discuss at this time.

5) Call for Adjournment

Linda Johns made a motion to adjourn the meeting, Victor Smith seconded. None opposed. Meeting was ended at 1:05PM.



Policy Committee Meeting

July 15th, 2025

1:00PM

Old Town Council Chambers and via Zoom

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 June 17th, 2025 BACTS Policy Committee Meeting Minutes (Attachment A)

4) BACTS Monthly Report (Attachment B)

**5) BACTS Collector Paving Prioritization
Staff Report**

In line with the MaineDOT MOU initiatives, BACTS will send 10% of Highway Corridor Priority 3 & 4 roads to MaineDOT for inclusion in the 2027 paving program by August 1st. BACTS will have the list of eligible road segments available at the Policy Committee meeting.

Proposed Action: Approve updated 10% prioritized listing, once available, for submission to MaineDOT for consideration in the next capital funding cycle.

**6) DRAFT 2026-2027 Unified Planning Work Program (Attachment C)
Staff Report**

Staff have incorporated member feedback on potential study ideas, carefully prioritizing those viable within current budgetary considerations. This draft is now ready for review and will be released for its public comment period and initial review by MaineDOT. Final approval of the UPWP is anticipated at the September Policy Committee meeting, pending any substantive comments received during these review periods. Please note that BACTS is currently working with the 3 other MPOs regarding the funding allocation. Slight changes to the budget as outlined in the draft should be expected.

Proposed Action: Approve draft UPWP for posting for public comment period/submission to MaineDOT.

7) BACTS UPWP Budget

Staff will provide budgetary information regarding the 2024-2025 UPWP budget.

Task	Project	Total Allotted	Total Spent	In-Kind	Total Remaining	Contract to Date Trend			Forecasted Trend (Projected Figures)				
						Actual % Usage	Amount Should be as of 5/31	Variance	Total Remaining (Less In Kind)	Salary	Consultant	Direct Expenses	Estimated Remaining
	FHWA						73.9%						
1	Operation and Coordination	\$365,873	\$286,410	\$0	\$79,463	78.3%	\$270,428	-\$15,983	\$79,463	\$75,703	\$0	\$4,074	-\$314
2	Programming	\$30,800	\$29,955	\$0	\$845	97.3%	\$22,765	-\$7,190	\$845	\$5,147	\$0	\$14	-\$4,316
3	Data and Studies	\$396,500	\$266,819	\$0	\$129,681	67.3%	\$293,065	\$26,246	\$129,681	\$41,390	\$86,595	\$4,376	-\$2,680
4	Planning	\$350,520	\$147,032	\$0	\$203,488	41.9%	\$259,080	\$112,048	\$203,488	\$8,885	\$120,065	\$243	\$74,295
Total FHWA		\$1,143,693	\$730,217	\$0	\$413,476	63.85%	\$845,338	\$115,122	\$413,476	\$131,125	\$206,660	\$8,707	\$66,984
	FTA												
1	Operation and Coordination	\$79,500	\$40,251	\$8,050	\$31,199	50.6%	\$58,761	\$18,510	\$24,959	\$21,405	\$0	\$322	\$3,232
2	Programming	\$9,900	\$3,053	\$611	\$6,237	30.8%	\$7,317	\$4,265	\$4,989	\$1,620	\$0	\$0	\$3,369
3	Data and Studies	\$17,100	\$11,121	\$2,224	\$3,754	65.0%	\$12,639	\$1,518	\$3,003	\$2,466	\$0	\$249	\$288
4	Planning	\$297,234	\$65,975	\$13,195	\$218,064	22.2%	\$219,695	\$153,719	\$174,451	\$33,668	\$153,470	\$2,749	-\$15,436
Total FTA		\$403,734	\$120,400	\$24,080	\$259,254	29.82%	\$298,412	\$178,012	\$207,403	\$59,160	\$153,470	\$3,320	-\$8,547
Total		\$1,547,427	\$850,617	\$24,080	\$672,730	54.97%	\$1,143,750	\$293,134	\$620,880	\$190,285	\$360,129	\$12,027	\$58,438

The following are provided are DRAFT figures at this time for budgetary consideration only.
Proposed Action: For discussion only.

8) BACTS UPWP Contracts

Staff will provide a monthly report on task order assignments and status. All firms were selected through the GCA process, unless otherwise noted.

<u>Project</u>	<u>Consultant</u>	<u>Estimated Time Frame</u>
Fare Structure	Foursquare	December 2024 - August 2025
Traffic Signal Master Plan Support	Sebago	October 2024 - December 2025
Culvert Inventory - Phase 2	Stillwater Environmental Engineering*	June 2025 - December 2025

*This firm was selected using an RFP process.

Proposed Action: For discussion only.

9) Transit Updates

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

Proposed Action: For discussion only.

10) Project Updates

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

Proposed Action: For discussion only.

11) MaineDOT Report

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

Proposed Action: For discussion only.

12) Other Business

Discussion of other items not on today's agenda.

13) Upcoming Meetings

BACTS Summer Outing - August 14th 4PM-6PM Orono Brewing Company - Please RSVP by July 24th!!

Transit Committee - November 19th, 2025 at 2PM - via Zoom

Penobscot Climate Action Committee - October 9th, 2025 - via Zoom

Policy Committee - September 23rd, 2025 at 1PM - Brewer Council Chambers or virtually via Zoom



Attachment A
Policy Committee Meeting

June 17th, 2025

1:00PM

Orono Council Chambers and via Zoom

Minutes

Committee Members	Affiliation
Chris Hawkins Jeff Davis Anne Krieg Laurie Linscott	Bangor
Jeremy Caron Linda Johns Tena Kroll	Brewer
Victor Smith Amy Ryder	Hampden
Stephen Fields	Hermon
EJ Roach	Old Town
Bill Cody Clint Deschene Mitch Stone	Orono
Mark Leonard	Veazie
MaineDOT / FHWA / FTA	
Jarod Farn-Guillette, Steve Landry, John Theriault	

1) Call to Order

Meeting was called to order by Jeremy Caron at 1:00PM.

2) Public Comment

Introductions were performed. No public comments at this time.

3) Approval of April 15th, 2025 BACTS Policy Committee Meeting Minutes

No comments on the minutes, Linda Johns made a motion to approve the minutes as written, seconded by Jeff Davis, vote taken, all in favor.

4) BACTS Monthly Report

Belle Ryder provided an overview. Received GIS candidate database for HCP 3&4 roads from MaineDOT, working with staff to review alignment with Better Roads. Once this analysis is complete and the spreadsheet has been finalized, will bring this list of prioritizations to the committee.

SS4A is moving forward as planned, working on scheduling more specific focus groups in the coming months. If anyone has vulnerable road user groups in mind that they think should be specifically identified, please notify Maddie.

Cade Cooper provided an update on the sidewalk project.

Belle Ryder also provided an update on expanding services on Better Roads to local roads. BACTS Staff have been working with MaineDOT about applicability of funding for this project. Belle Ryder provided an overview of this project and anticipated costs. Group consensus was positive about this project and the benefit for smaller communities.

Members asked about sidewalk inventory, intent is this project will go into Better Roads so members can access the data this way. BACTS is planning on performing a demonstration for how they can use this data and access it. Members of the group inquired about ADA compliance, BACTS took a broad approach, reviewing for obstructions, crosswalk signalization etc. Intent was not to use this listing as a final for ADA compliance in the region.

Belle Ryder also encouraged members to respond to the in kind rate request letters sent by Paige.

5) MaineDOT Presentation - Steve Landry - Speed Limit Matrix
Staff Report

Steve Landry from MaineDOT presented on how MaineDOT uses a new speed limit matrix that takes context into account.

Members of the group discussed demonstration projects and options for funding within the region. Belle Ryder added if a municipality wants to have a section of roadway reviewed, they should reach out to the regional MaineDOT office first and go from there.

6) BACTS UPWP Proposed Amendment
Staff Report

BACTS Staff would like to propose the following amendment to the 2024-2025 UPWP. Move \$189,000 in FHWA funding from Task 4 (primarily from additional studies line) and \$15,000 from Task 2 to:

- \$71,000 to Task 1 - Increase related to increased administrative tasks, coordination, and collaboration with BACTS members and MaineDOT.
- \$133,000 to Task 3 - This amount is related to expanding Better Roads to some local roads across the BACTS region as well as allocating additional funding to the Signal Master Plan for the region. This figure is coming from \$22,500 that was set aside for a consultant under Task 2 previously as well as funding from the additional studies line in Task 4.

Note - BACTS Staff anticipate proposing one additional amendment after Staff have finalized coordination with MaineDOT to transfer FHWA funding to FTA for proposed tasks.

Proposed Action: Approve UPWP Amendment as written.

Belle Ryder provided an overview, about $\frac{3}{4}$ through UPWP. Belle also provided background regarding the proposed amendment. No comments or questions from the group. Stephen Fields made a motion to approve the UPWP amendment as written, seconded by Mark Leonard, roll call vote taken, all in favor.

7) BACTS UPWP Budget

Staff will provide budgetary information regarding the 2024-2025 UPWP budget.

						Contract to Date Trend			Forecasted Trend (Projected Figures)				
Task	Project	Total Allotted	Total Spent	In-Kind	Total Remaining	Actual % Usage	Amount Should be as of 5/31	Variance	Total Remaining (Less In Kind)	Salary	Consultant	Direct Expenses	Estimated Remaining
	FHWA						69.6%						
1	Operation and Coordination	\$294,873	\$277,283	\$0	\$17,590	94.0%	\$205,129	-\$72,154	\$17,590	\$85,514	\$0	\$3,248	-\$71,172
2	Programming	\$45,800	\$24,468	\$0	\$21,332	53.4%	\$31,861	\$7,393	\$21,332	\$5,415	\$0	\$12	\$15,905
3	Data and Studies	\$263,500	\$259,198	\$0	\$4,302	98.4%	\$183,304	-\$75,894	\$4,302	\$46,953	\$86,595	\$4,480	-\$133,726
4	Planning	\$539,520	\$145,922	\$0	\$393,598	27.0%	\$375,318	\$229,396	\$393,598	\$9,076	\$120,065	\$243	\$264,213
Total FHWA		\$1,143,693	\$706,872	\$0	\$436,821	61.81%	\$795,613	\$88,741	\$436,821	\$146,958	\$206,660	\$7,983	\$75,220
	FTA												
1	Operation and Coordination	\$79,500	\$34,158	\$6,832	\$38,510	43.0%	\$55,304	\$21,146	\$30,808	\$22,435	\$0	\$261	\$8,112
2	Programming	\$9,900	\$3,053	\$611	\$6,237	30.8%	\$6,887	\$3,834	\$4,989	\$1,248	\$0	\$0	\$3,742
3	Data and Studies	\$17,100	\$10,488	\$2,098	\$4,515	61.3%	\$11,896	\$1,408	\$3,612	\$2,653	\$0	\$249	\$710
4	Planning	\$297,234	\$50,108	\$10,022	\$237,105	16.9%	\$206,771	\$156,664	\$189,684	\$35,087	\$161,328	\$2,769	-\$9,500
Total FTA		\$403,734	\$97,806	\$19,561	\$286,367	24.23%	\$280,858	\$183,052	\$229,093	\$61,422	\$161,328	\$3,279	\$3,064
Total		\$1,547,427	\$804,678	\$19,561	\$723,188	52.00%	\$1,076,471	\$271,793	\$665,914	\$208,381	\$367,988	\$11,262	\$78,284

The following are provided are DRAFT figures at this time for budgetary consideration only. Figures above are prior to the proposed amendment presented in agenda item 6.

Proposed Action: For discussion only.

Belle Ryder, this is a standing agenda item, no questions or comments at this time from members of the group.

8) General Consultant Agreement Task Order

Staff will provide a monthly report on task order assignments and status. All firms were selected through the GCA process, unless otherwise noted.

<u>Project</u>	<u>Consultant</u>	<u>Estimated Time Frame</u>
Fare Structure	Foursquare	December 2024 - August 2025
Traffic Signal Master Plan Support	Sebago	October 2024 - December 2025
Culvert Inventory - Phase 2	Stillwater Environmental Engineering*	June 2025 - December 2025

*This firm was selected using an RFP process.

Belle Ryder provided an overview. BACTS has updated this item slightly to include all UPWP contracts in one place, not just GCA. Traffic Signal has been expanded to classify intersections in the region. Culvert inventory, phase 2, consultant has been selected through RFP process, beginning soon.

9) Transit Updates

Laurie Linscott provided an update. Still short staffed so unable to have Saturday services for the time being. Have been tabling at UMaine the past few days for new student orientation. Laurie asked members to please alert Community Connector for anticipated detours as soon as possible.

10) Project Updates

Members provided updates on projects across the region. Members also discussed pricing coming in on various projects.

11) MaineDOT Report

John Theriault - various updates on projects across the region.

12) Other Business

Belle Ryder - BACTS staff are working on complete streets project, looking at building templates for communities to use for their own policies. Classifying roads and making suggestions for treatments based on context and usage. Part of the review process is looking at current policies members have, if members have any traffic calming policies or such to please send them to BACTS Staff.

13) Upcoming Meetings

Transit Committee - November 2025 at 2PM - via Zoom (rescheduled date TBD)

Penobscot Climate Action Committee (Tour of Municipal Waste Solutions Facility) - July 10th, 2025 at 2pm

Policy Committee - July 15th, 2025 at 1PM - Old Town Office or virtually via Zoom

The meeting was called to adjourn by Mark Leonard, seconded by Amy Ryder. Unanimous approval. Meeting ended at 2:05PM.



Attachment B
BACTS Monthly Report
July 2025

BACTS Audit - BACTS Staff have begun work on preparing for annual financial review and overhead audit.

MaineDOT Workplan - BACTS Staff received the MaineDOT Highway Corridor 3 & 4 candidates. Staff aligned the data from MaineDOT with the Better Roads recommendations and found the Better Roads ratings were more reflective of real world conditions. Staff asked municipalities to review the projects recommended by Better Roads and provide feedback on the specific road sections. That spreadsheet has been presented to the Policy Committee at this meeting.

Traffic Incident Management (TIM) - Staff held an after action review meeting in Wells, ME. Two quarterly TIM group meetings were held in Southern Penobscot and Midcoast. Staff also host a four hour training in Northern Penobscot for East Millinocket. Lastly, staff attended a functional exercise related to TIMs in Wesley, ME.

VPIs - No updates at this time.

Rural Contract - Staff provided the town of Garland with a first draft of their Comprehensive Plan Transportation Chapter. Staff began working on the town of Dixmont's Transportation Chapter.

Culvert Inventory - Staff met with Stillwater Environmental Engineering in regards to their start of field work in relation to the Phase II contract.

Traffic Signal Master Plan Support - No current updates.

Better Roads Expansion to Local Roads - Staff is working to complete a contract with Sewall that will facilitate the collection of local roads into the Better Roads program. After the contract has been signed, staff will get training from Sewall on data collection and develop recommendations on road sections to collect.

Meetings and Conferences

- MaineDOT Rural Coordination Meetings
- N. Penobscot TIMs Training
- Midcoast TIMs Group
- S. Penobscot TIMs Group
- Wells After Action Review
- East Millinocket TIMs Training
- Washington County Functional Exercise
- Talking TIMs
- CC Fare Structure Analysis Monthly Meeting
- SS4A Monthly Meeting
- MTA Meeting
- PCA Working Group Meetings
- UMaine NSO Info Fair
- SS4A Peer Info Sharing Webinar
- MAINECAN Community Coordinators Meeting
- RERC Steering Committee
- PCA Committee Tour of Municipal WasteHub Facility
- MPO Directors Quarterly Meeting
- MaineDOT & Town of Hermon Scoping Meeting
- TIMs Check-In with Steve Landry
- FTA Coordination Meeting with Community Connector and BACTS



Unified Planning Work Program

2026 - 2027

January 1st, 2026 through December 31st, 2027

Approved by the BACTS Policy Committee on **August 19th, 2025**

Table of Contents

Introduction	1
Federal Planning Factors	2
Performance Based Planning	3
2026 - 2027 UPWP Proposed Tasks and Activities	3
Task 1 - Operation and Coordination	4
Objective	4
Activities	4
Product Schedule	5
Funding	6
Task 2 - Programming	6
Objective	6
Activities	6
Product Schedule	7
Funding	7
Task 3 - Data / Analysis	7
Objective	7
Activities	8
Product Schedule	9
Funding	9
Task 4 - Planning	9
Objective	9
Activities	9
Product Schedule	10
Funding	10
2026 - 2027 UPWP Tasks Note	11
UPWP Adoption and Amendment/Revision Process	11
BACTS Budget Summary 2026-2027 Unified Planning Work Program	12

The preparation of this report has been financed in part through grants from the Federal Highway Administration and Federal Transit Administration, U.S. Department of Transportation, under the Metropolitan Planning Program, Section 104(f)] of Title 23, U.S. Code and the Federal Transit Act 23 CFR 450.314 (a)(2). The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

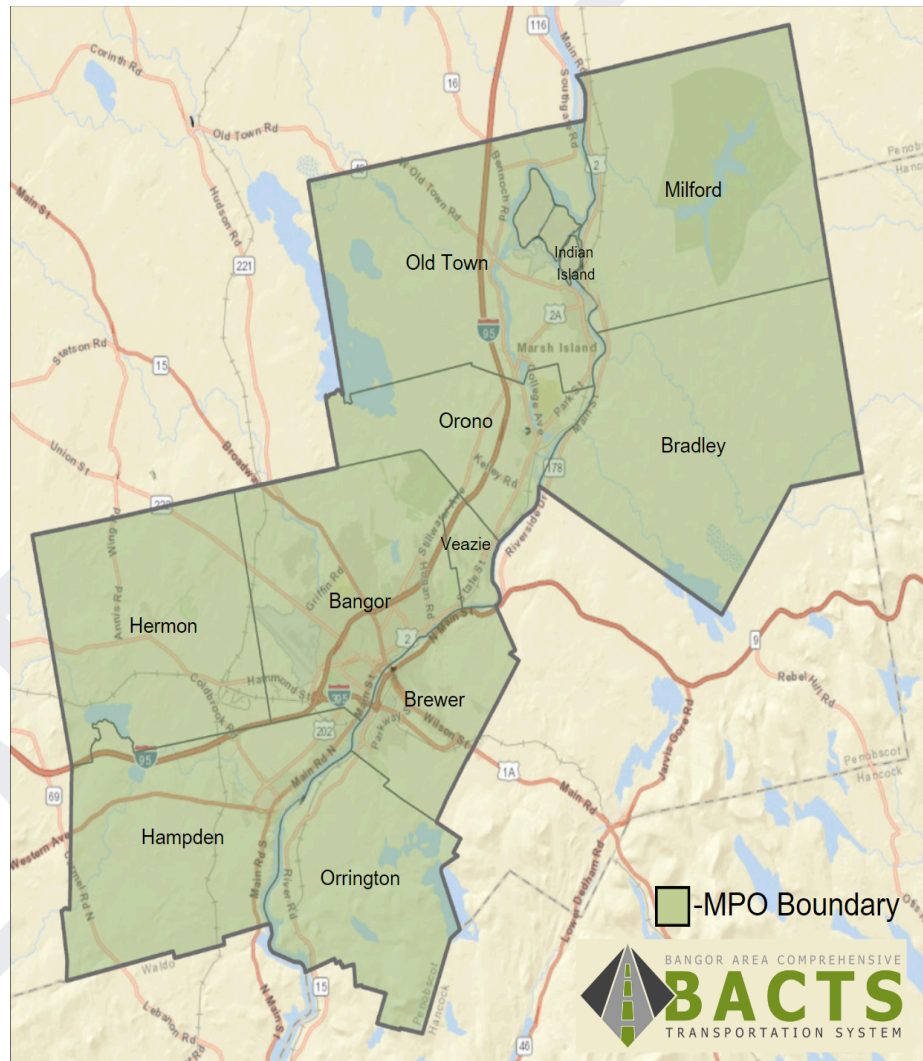
In accordance with the Civil Rights Act of 1964, BACTS does not discriminate on the basis of race, color or national origin. For more information about these protections or to file a complaint, please contact BACTS.

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 is focused on improving transportation services in the Greater Bangor area, serving 10 participating municipalities and Penobscot Nation. Two non participating members include Eddington and Holden. BACTS pursues this aim by evaluating and programming transportation improvement projects throughout the region. Another major function of BACTS is to facilitate communication between stakeholders, such as its own member communities, the regional transit agency, and state and federal transportation agencies.

BACTS receives nearly \$1 million in federal planning funds biennially. Annually, BACTS and MaineDOT collaboratively prioritize capital projects and funding strategies for the region.

The governing body of BACTS is the Policy Committee and is comprised of municipal officials from member communities, a representative from Maine Department of Transportation (MaineDOT), Federal Transit Administration (FTA) and Federal Highway Administration (FHWA). This 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.



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 convener 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. To view the most recent demographic maps of our region, please reference our most current Title VI Plan which can be found [here](#). The two year work plan focuses on supporting the BACTS mission. Highlights of the work completed in the 2024-2025 two year work plan can be found [here](#).

Federal Planning Factors

As required in 23 USC 134(h)(1), BACTS considers the ten specific planning factors in the development of its UPWP. The following matrix illustrates the planning factors considered in each of the UPWP tasks.

Planning Factors	Task 1 - Operation and Coordination	Task 2 - Programming	Task 3 - Data / Analysis	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

BACTS' performance-based approach incorporates federal standards in its planning processes to ensure effective transportation decision making. In this approach, the metropolitan transportation planning process must establish performance targets that address the performance measures or standards previously set by the FHWA and the FTA. By tracking progress toward attainment of critical outcomes for the region, BACTS strengthens its support for national transportation goals and communicates its value as a transportation planning partner.

For each roadway performance measure, BACTS is required to establish a regional performance target or adopt and support the MaineDOT established target. In selecting an appropriate measure, BACTS therefore agrees 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 MTP.

BACTS is responsible for integrating performance measures in plans and programs, including providing a system performance report in the MTP. The system performance report provides a description of the performance measures and targets used to assess system performance, evaluates the performance of the transportation system with respect to the performance targets and reports on achieved progress. 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](#).

2026 - 2027 UPWP Proposed Tasks and Activities

The following tasks for the 2026-2027 UPWP reflect 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.

The following proposed tasks and activities are developed utilizing a combination of identified priorities by BACTS members, BACTS staffing capacity, and the utilization of anticipated funding for this period.

Task 1 - Operation and Coordination

Objective

This task is primarily dedicated to the operation and coordination of the MPO, ensuring effective transportation decision-making for the BACTS region. Task 1 involves managing BACTS' core committees (Executive, Policy, and Transit) and any necessary ad hoc groups. BACTS staff will facilitate all necessary administrative and management functions to support MPO operations, while simultaneously enhancing their professional skills to effectively respond to the region's transportation demands. A vital component of this task is also fostering continuous public engagement on transportation policy, planning, and projects throughout the BACTS region.

Activities

MPO Operations

- General Administration - Management and administration tasks that support day-to-day activities of the MPO.
- Accounting and Financial Functions - Maintain general ledger and prepare invoices, program budgets, and financial information for annual review/audit, as required by federal and state governments.
- UPWP Development and Administration - Administer 2026-2027 Cooperative Agreement and any related consultant contracts or agreements relevant to the fulfillment of the 2026-2027 UPWP, complete annual reports, prepare amendments as required, and develop 2028-2029 UPWP.
- Monitor Grant Opportunities - Assess the availability, relevance, and potential benefit of certain state and federal grants to the operations of the MPO.

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

- 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. Proliferate other public-facing documents and communications in support of transportation planning programs.
- Monitor and Update Engagement Plans - Regularly monitor and update our engagement plans to ensure they remain effective and compliant. This includes adhering to the Public Participation Plan (PPP) procedures for all projects, and regularly reviewing and updating the PPP itself as needed. We also review and update the Title VI/Non-Discrimination Plan,

and prepare an annual report detailing BACTS' goals and accomplishments.

- Public Information and Outreach - 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.

Coordination and Collaboration

- Monitor Stakeholder Transportation Initiatives - Continuously monitor, track, and explore opportunities for cooperation in transportation initiatives led by local, county, state, and federal agency partners.
- Transit Coordination - Drive effective transit service by fostering strong collaboration between Community Connector and member municipalities, seeking external enhancement opportunities, and actively representing BACTS on key advisory bodies like the State of Maine Public Transit Advisory Council, Maine Transit Association, Black Bear Orono Express Shuttle Committee, and the Community Connector ADA Paratransit Appeals Committee.
- Interagency Collaboration - Regularly participate in MaineDOT/MPO Quarterly meetings and engage in collaborative meetings and/or workshops with member municipalities, regional partners, MaineDOT, FHWA, and FTA to facilitate information sharing and alignment of efforts.
- Committee Support - 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 and regional level, and coordinate basic functions among federal, state, and local agencies (including FHWA, FTA, and MaineDOT).

Product Schedule

Task 1	Budget	Frequency	2026				2027			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
MPO Operations	\$180,530	Ongoing	x	x	x	x	x	x	x	x
Professional Development	\$67,000	Ongoing	x	x	x	x	x	x	x	x
Engagement	\$33,000	Ongoing	x	x	x	x	x	x	x	x
Coordination and Collaboration	\$116,000	Ongoing	x	x	x	x	x	x	x	x

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	\$371,200	FHWA PL	\$281,043
Consultant	\$0	MaineDOT	\$40,802
Direct Costs	\$25,330	Local	\$29,316
Total	\$396,530	FTA §5303	\$45,369
		In Kind	\$11,485
		Total	\$408,015

Task 2 - Programming

Objective

To develop a fiscally constrained program of investments, in cooperation with our members, the State, and any public transit operators. Such programming efforts reflect investment priorities and make progress toward achieving performance targets. MaineDOT and BACTS engage in a cooperative process to develop a prioritized list of projects and a funding strategy to see them through completion. The BACTS Policy Committee previously 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.

Activities

Project Selection and Prioritization

- Coordinate and collaborate with members to develop project lists that reflect cooperative Work Plan efforts and are consistent with MTP.
 - Hire an Independent Contractor to develop project scopes and estimates, as deemed necessary
- Prioritize coordinated project list according to TIP Project Prioritization and Selection Policy
 - Review and amend, if necessary, the TIP Project Prioritization and Selection Policy through the TIP Subcommittee to ensure efficient and equitable investments in the region.
- Coordinate with MaineDOT on project list to identify potential funding sources for proposed projects.
- Present final Work Plan list for BACTS Policy Committee Approval.
 - Submit to MaineDOT

TIP Documentation

- Maintain an up-to-date and accurate TIP document, as required, for FHWA and FTA funding eligibility. Develop an annual TIP document, provide public notice, and solicit comments in accordance with PPP. Review MaineDOT STIP for consistency with BACTS TIP, and prepare revisions/amendments, as required of BACTS staff.

Transit Programming

- Transit Financial Plans - Monitor, review, and provide assistance, as needed, with the City of Bangor/Community Connector 3-Year Projected Operations Financial Plan and a 10-Year Capital Plan. Coordinate with the Community Connector to review, compile, and post listing of projects obligated in the previous federal fiscal year.

Product Schedule

Task 2	Budget	Frequency	2026				2027			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Project Selection and Prioritization	\$32,300	Annual Process - Jan-June and as needed	x	x			x	x	x	
TIP Documentation	\$8,050	Annual process Dec-Jan and as needed	x			x	x			x
Transit Programming	\$6,150	Annual process Dec-Jan and as needed	x			x	x			x

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	\$46,300	FHWA PL	\$32,280
Consultant	\$0	MaineDOT	\$4,804
Direct Costs	\$200	Local	\$3,266
Total	\$46,500	FTA §5303	\$6,150
		In Kind	\$1,538
		Total	\$48,038

Task 3 - Data / Analysis

Objective

Collecting and providing access to data is a critical function of BACTS, driving the effective development and prioritization of regional transportation plans, policy, and investments. BACTS member communities and MaineDOT utilize the MPO's ability to collect traffic and roadway condition data to inform their transportation planning process. The MPO uses a variety of methods to communicate information developed through data collection, which includes graphically representing data in maps, presentations, studies, and other deliverables to communicate data-driven insights. This data is processed by BACTS through a variety of sources and databases, which are largely accessible due to paid subscriptions and MaineDOT memberships.

BACTS will conduct a range of transportation studies focused on regional safety, mobility, and sustainability, ensuring recommendations are fiscally constrained and align with our MPO's performance targets.

Activities

Data Collection and Performance Measures

This activity encompasses the systematic collection and management of comprehensive transportation data, such as traffic volume, pavement condition, speed, signal timing, and transit information, often collaborating with member municipalities and partners. We integrate data from various sources, including Streetlight, to support planning efforts aimed at the safe access and use of the regional transportation system for all users. A key focus is the development and maintenance of performance measures:

- Performance Data - Create and maintain databases to track system condition and performance, developing reports (or dashboards) that detail baseline data, targets, progress, and current conditions.
- Transportation Safety - Analyze MaineDOT crash statistics to identify contributing factors at problem locations, utilizing GIS for infrastructure deficiency assessment and countermeasure development.
- Target Integration - Provide information to the BACTS Policy Committee to develop or support MaineDOT performance targets, establishing reporting and data collection procedures, and tracking safety progress to monitor regional conditions.

Geographic Information System (GIS)

- Produce comprehensive planning data and tools through GIS, displaying demographic, land use, traffic and transportation network inventory information. Gather and organize GIS data obtained from planning studies, MEGIS, municipalities, U.S. Census, to ensure the data is useful to BACTS members. Create maps using data to insert in planning documents, for use at meetings, or for MPO decision-making.

Inventories and Assessments

- Regional Capital Assessments and Inventories
 - Better Roads, Sidewalk Inventory, and Signal Master Plan - Monitor the status and condition of collector roads, sidewalks, and signals throughout the BACTS region, reporting data to Consultant for inclusion in their software. This includes continuously updating our inventories and plans to fully encompass the entire BACTS area, as capacity allows. Engage with proactive maintenance of collector roads to reduce long term road repair costs.
- MTP - Monitor and track the implementation of the regional visions, strategies, and priorities detailed in the MTP. Engage with stakeholders, where relevant, to assess implementation of various elements of the MTP.
- Regional Transit System Assessment - Provide system performance analysis and support of ridership, fares, expenses, revenues, miles, and hours. Collect and maintain data to evaluate transit system conditions and performance as necessary. Additional evaluation of enhancing service and efficiency, routes, designated stops and other transit related policies will be conducted if deemed necessary.

Product Schedule

Task 3	Budget	Frequency	2026				2027			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Data Collection and Performance Measures	\$116,350	Ongoing	x	x	x	x	x	x	x	x
GIS	\$46,000	Ongoing	x	x	x	x	x	x	x	x
Regional Capital Assessments and Inventories	\$193,500	Ongoing	x	x	x	x	x	x	x	x
MTP Monitoring	\$14,500	Ongoing	x	x	x	x	x	x	x	x
Regional Transit System Assessment	\$120,000	DATES	x	x	x	x	x	x		

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	\$304,600	FHWA PL	\$291,280
Consultant	\$165,000	MaineDOT	\$52,191
Direct Costs	\$20,750	Local	\$20,629
Total	\$490,350	FTA §5303	\$126,250
		In Kind	\$31,563
		Total	\$521,913

Task 4 - Planning

Objective

Transportation planning is a core function and strength of BACTS. The MPO strives to develop contextually relevant, transformative transportation plans that result in a safe, interconnected, multimodal transportation network. Focusing on improving safety for all users of the region's transportation system, BACTS aims to incorporate planning best-practices and to promote greater awareness of transportation safety design.

Activities

Freight Study / Updated Truck Routes

- Analyze conditions and trends in the region's freight network, and assess how potential improvements in infrastructure and policy could best benefit the BACTS region. Incorporate and reflect aspects of the MaineDOT State Integrated Freight Strategy, where appropriate.

Hermon - Route 2 Study

- Conduct a study on section of Route 2 and provide traffic analysis including capacity, turning movement, speed, recommend sidewalk and parking improvements, and identify

potential traffic safety improvements. Analyze the potential need for adding capacity to Route 2 from the Bangor / Hermon line to North Street in Hermon.

Culvert Inventory - Hydrologic & Hydraulic Phase

- Produce a document denoting the location of existing and planned culverts in the Greater Bangor urbanized area on collector roads and gaps that should be addressed as flooding risks grow in terms of regional importance.

Complete Streets

- Analyze conditions and trends in the region's bicycle and pedestrian network. Develop an updated complete streets plan that communicates these conditions, identifies potential improvements and programs to create safer bicycle and pedestrian infrastructure, and prompts engagement with stakeholders on safety planning. Incorporate and reflect aspects of the Maine State Active Transportation Plan, where appropriate.

Product Schedule

Task 4	Budget	Frequency	2026				2027			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Freight Study / Updated Truck Routes	\$28,150	Varies			x	x	x	x		
Hermon - Route 2 Study	\$125,000			x	x	x	x	x	x	x
Culvert Inventory	\$154,000		x	x	x	x	x	x		
Complete Streets	\$40,650		x	x	x	x	x	x		

Funding

Responsibility	Estimated Costs	Funding Source	Amount
BACTS	\$134,300	FHWA PL	\$245,720
Consultant	\$210,000	MaineDOT	\$35,796
Direct Costs	\$3,500	Local	\$25,634
Total	\$347,800	FTA §5303	\$40,650
		In Kind	\$10,163
		Total	\$357,963

2026 - 2027 UPWP Tasks Note

A number of promising study and planning topics will not be directly funded through the 2026-2027 UPWP due to budget constraints. BACTS will assess these projects previously identified by members for the potential use of discretionary funding, if available, or during the development and budgeting process for the 2028-2029 UPWP. Studies / analyses identified at this time include the following planning topics:

- Regional land use mapping and housing inventory
- Feasibility study for adding on and off ramps at Greenpoint Road from I-395

UPWP Adoption and Amendment/Revision Process

The 2026 - 2027 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 2026-2027 Unified Planning Work Program

Task	Project	Funding Source					Total
		FHWA PL	MaineDOT	Local	FTA §5303	In Kind	
1	Operation and Coordination	\$281,043	\$40,802	\$29,316	\$45,369	\$11,485	\$408,015
2	Programming	\$32,280	\$4,804	\$3,266	\$6,150	\$1,538	\$48,038
3	Data and Studies	\$291,280	\$52,191	\$20,629	\$126,250	\$31,563	\$157,813
4	Planning	\$245,720	\$35,796	\$25,634	\$40,650	\$10,163	\$50,813
	Totals	\$850,323	\$133,593	\$78,845	\$218,419	\$54,748	\$1,335,928

Task	Project	Breakdown of Costs (1)			Total
		BACTS	Consultant	Direct Costs	
1	Operation and Coordination	\$371,200	\$0	\$25,330	\$396,530
2	Programming	\$46,300	\$0	\$200	\$46,500
3	Data and Studies	\$304,600	\$165,000	\$20,750	\$490,350
4	Planning	\$134,300	\$210,000	\$3,500	\$347,800
	Totals	\$856,400	\$375,000	\$49,780	\$1,281,180

(1) Breakdown of Costs ties to Funding Chart (Less In Kind)

Municipality	% (2)	2 Year Total (3)
Bangor	37.08%	\$33,466.75
Bradley	1.54%	\$801.99
Brewer	11.75%	\$8,753.92
Hampden	10.87%	\$5,719.82
Hermon	9.09%	\$3,311.36
Milford	3.46%	\$2,346.71
Old Town	9.06%	\$6,545.66
Orono	11.22%	\$7,999.38
Orrington	4.27%	\$1,786.04
Veazie	1.67%	\$1,134.00

(2) Ratio based on municipal percent of total Decennial Census Urban Population and percent of total VMT.

(3) Total equals 2026-2027 FHWA PL Local Match only, Carryover funding from 2024-2025 was paid in prior year. Invoices are sent on an annual basis for half of each member's total contribution. Figures are subject to change based on UPWP funding amendments.