



BACTS Non-Profit Board Meeting

July 21th, 2026 at 1:00PM

Zoom

Agenda

- 1) **Call to Order**
- 2) **Public Comment**
- 3) **Approval of July 15th, 2025 (Attachment A) and November 19th, 2025 (Attachment A-1) BACTS Non-Profit Board Meeting Minutes**

- 4) **BACTS Bylaws (Please see calendar invite for link)**
Staff Report

Staff completed a thorough review of the bylaws with the primary focus of this revision to cleanly separate our federal MPO planning roles from our Maine nonprofit corporate responsibilities, remove the Transit Committee as a standing committee, addition of a 'Senior Board Advisor' to the Executive Committee, and address the Member vs. Representative question posed.

Proposed Action: *Approve changes to the bylaws.*

- 5) **Election of BACTS Officers**

The BACTS Chair, Vice Chair, Secretary/Treasurer, and *Senior Board Advisor (pending approval above)* hold their position for two years and the next election of officers will be in July 2028.

Proposed Action: *Elect the BACTS Chair, Vice Chair, Treasurer/Secretary, and Senior Board Advisor to serve through June 2028.*

- 6) **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.

- 7) **Other Business**



Attachment A

BACTS Non-Profit Board Meeting

July 15th, 2025 at 1:00PM

Old Town Council Chambers and via Zoom

Minutes

Committee Members	Affiliation
Jeff Davis Anne Kreig Laurie Linscott	Bangor
Jeremy Caron Linda Johns	Brewer
Amy Ryder	Hampden
Stephen Fields	Hermon
EJ Roach	Old Town
Mitch Stone	Orono
MaineDOT / FHWA	
John Theriault, Claire Winter	

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 July 23rd, 2024 and September 17th, 2024 BACTS Non-Profit Board Meeting Minutes

No comments on the minutes, Linda Johns made a motion to approve the minutes as written, seconded by Stephen Fields, roll call vote taken, all in favor.

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. Belle Ryder provided an overview of current contracts and staff highlights.

5) Other Business

No additional business to discuss at this time.

Jeff Davis made a motion to adjourn the meeting, Linda Johns seconded. None opposed. Meeting was ended at 1:10PM.



Attachment A-1

BACTS Non-Profit Board Meeting

November 18th, 2025 at 1:00PM

Conference Room at Penobscot Nation (12 Wabanaki Way) and via Zoom
Minutes

Committee Members	Affiliation
Jeff Davis Anne Kreig	Bangor
Melissa Doane	Bradley
Jeremy Caron Linda Johns	Brewer
Amy Ryder-Johnson	Hampden
Stephen Fields	Hermon
EJ Roach	Old Town
Earl Labonte	Orono
David Pardilla	Penobscot Nation
Mark Leonard	Veazie
MaineDOT / FHWA	
John Theriault, Claire Winter	

1) Call to Order

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

2) Election of BACTS Treasurer/Secretary

The BACTS Secretary/Treasurer position will need to be reelected. This position will hold through the original end date of June 2026 and then will be up for reelection.

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

Jeremy Caron provided a brief overview and nominated Jeff Davis, Linda Johns seconded, roll call vote, all in favor.

3) Other Business

No additional business to discuss at this time.

Meeting was ended at 1:05PM.



Policy Committee Meeting

July 21st, 2026 estimated to start at 1:15PM*

****Note - Meeting will begin immediately following the BACTS Non-Profit Board Meeting***

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 May 19th, 2026 BACTS Policy Committee Meeting Minutes (Attachment A)

4) BACTS Monthly Report (Attachment B)

5) SS4A Demonstration Project Update

Staff Report

Staff will provide updates about how the demonstration project installation went and next steps.

Proposed Action: For discussion only.

6) HCP 3 & 4 Candidates (Attachment C)

The final draft of the HCP 3 & 4 Candidate list is attached to this agenda.

Proposed Action: Approve the HCP 3 & 4 Candidate list as finalized during the meeting for submission to MaineDOT by August 1, 2026.

7) MaineDOT Project Readiness

Staff will lead discussion on how MaineDOT determines if a project is "ready" to be added to the Work Plan

Proposed Action: For discussion only.

8) Transit Updates

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

Proposed Action: For discussion only.

9) Project Updates

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

Proposed Action: For discussion only.

10) MaineDOT Report

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

Proposed Action: For discussion only.

11) Other Business

***A list of common BACTS Acronyms can be found [here](#).**

Discussion of other items not on today's agenda.

12) Upcoming Meetings

Policy Committee - August 13th, 2026 at 3PM - Orono Town Council Chambers

Our Summer Outing this year will take place at Orono Brewing Company in Orono on Thursday August 13th from 4PM-6PM. We will have appetizers available and drinks will be available for you to purchase on your own, if you are interested!

Please extend the invite to any municipal staff or others that may be interested.

RSVP no later than July 24th to Paige please!



Attachment A
Policy Committee Meeting
May 19th, 2026 at 1:00PM
Hampden Chambers and via Zoom
Minutes

Committee Members	Affiliation
Jeff Davis Anne Krieg Laurie Linscott David Teelon	Bangor
Jeremy Caron Linda Johns	Brewer
Amy Ryder	Hampden
Earl Labonte EJ Roach Adam Smart	Orono
Mark Leonard	Veazie
MaineDOT / FHWA	
Jarod Farn-Guilette, Claire Winter	

1) Call to Order

Meeting was called to order by Jeremy Caron at 12:59PM.

2) Public Comment

No public comments at this time.

3) Approval of March 17th, 2026 BACTS Policy Committee Meeting Minutes

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

4) BACTS Monthly Report

Belle Ryder provided an overview of the report. Under the MaineDOT workplan list for light treatment, the candidates in the BACTS area are primarily in Brewer. Belle Ryder asked members of the group to please review and provide feedback to BACTS by EOD this Thursday. Belle Ryder also provided a brief update on the status of the SS4A grant and upcoming demonstration projects associated with it. Maddie Jensen also notified members of the group that she will be in touch in the coming weeks regarding additional coordination and outreach efforts. Jack Bosies thanked members of the group for assisting with coordination efforts related to Phase 3 of the culvert study.

5) Bicycle Coalition of Maine (BCM) Presentation on Technical Assistance and Bicycle Rack Procurement

BCM staff presented on the launch of their bicycle rack procurement program for Maine public facilities as well as providing additional information on technical assistance they can provide to municipalities. Please check the [BCM website](#) for more information, and application forms, for these programs. Questions on these programs should be sent to Reed Silvers at reed@bikemaine.org

6) Local Roads Overview

BACTS staff provided a brief overview of assistance available from the Maine Local Roads Center and tips and tricks to maximize local roads resources. Belle Ryder will share the presentation provided with members of the group following the meeting.

7) 2026 Safe Streets For All Notice of Funding Opportunity

Staff led a discussion regarding a proposed grant application for a 2026 Safe Streets For All demonstration project.

Proposed Action: *Authorize the Executive Director to apply for a 2026 SS4A grant.*

Belle Ryder provided a presentation reviewing the NOFO and where BACTS is at with our current SS4A grant. Belle reviewed her proposal with the group. Members of the group discussed various details of the proposal.

Linda Johns made a motion to authorize the Executive Director to apply for a 2026 SS4A grant, Amy Ryder seconded, roll call vote taken, all in favor.

8) 2027 Unified Planning Work Program Local Match

Staff led a discussion regarding calculation for the 2027 local match for members.

Proposed Action: *Approve funding formula for 2027 local match.*

Belle Ryder provided an overview of the discussion had with the group up to now as well as a review of the proposed 2027 figures.

Amy Ryder made a motion to approve the funding formula for the 2027 local match as presented, Jeff Davis seconded, roll call vote taken, all in favor.

9) Federal Funding Update

Belle Ryder provided an update on the current status of the Federal Surface Transportation Reauthorization process and other items of note at a federal level.

10) Transit Updates

Laurie Linscott provided a brief update for the Community Connector. They are still working on hiring drivers. BACTS Staff Maddie Jensen also informed the group that the transit greenfield study is kicking off.

11) Project Updates

Members provided updates on projects across the region.

12) MaineDOT Report

Claire Winter provided an update on guidance for municipalities and MPO's defining project readiness.

13) Other Business

Belle Ryder discussed adjusting BACTS Policy Committee meetings to transition to a primarily virtual meeting schedule, reducing in-person meetings to four key dates per year to address split hybrid attendance.

The proposed schedule is as follows -

- January - Virtual only
- February: In-person (TIP).
- March - May - Virtual only
- June: In-person (Project Ride / Trolley).
- July - Virtual only

- August: In-person (Hosted by a local member, focusing on project submissions, draft workplan, and BACTS/UIP updates, followed by the summer outing). This meeting will target broader attendance from MaineDOT and outside staff.
- September – November: Virtual only.
- December: In-person (Annual meeting/work plan timing).

Belle Ryder asked if members of the group were comfortable with this proposed change, to be effective at the next meeting. None opposed.

Jeff Davis also brought to the group a request for any spare light poles they may have available to be used for a bus barn project, to please reach out to him.

14) Upcoming Meetings

Policy Committee - June 16th, 2026 at 1PM - Hermon Town Council Chambers or virtually via Zoom
 Penobscot Climate Action Committee - July 14th, 2026 via Zoom

The meeting was called to adjourn by Linda Johns, seconded by Amy Ryder. Unanimous approval.
 Meeting ended at 2:15PM.



Attachment B
BACTS Monthly Report
June 2026

Financial Year Close and Audit Process

BACTS has completed the fiscal year end closing process and requested materials for the annual financial statement review and overhead audit have been completed and sent to auditors.

MaineDOT Work Plan - *The MaineDOT Work Plan outlines the work that the department plans to perform over the next three years. The Work Plan is calendar year-based and includes all MaineDOT work activities. The final draft of the MaineDOT Work Plan has been published and is available as a layer on the MapViewer here: <https://www.maine.gov/mdot/mapviewer/> or as a PDF or Excel file here: <https://www.maine.gov/dot/major-projects/work-plan>.*

Update: MaineDOT has provided a statement from Commissioner Dale Doughty on June 30, 2026:

“Historically revenue dedicated to the Highway Fund has not kept up with the state’s transportation capital needs. Each year the Legislature and the Governor have helped close that gap using various one-time funding sources. General Fund bonds, TransCap and General Fund surpluses have all been used to fill this gap. Other solutions, such as dedicating a portion of the Auto Related Sales Tax and Liquor Sales Proceeds, have also been used to partially stabilize the Highway Fund. For the current Work Plan, a state funding gap of approximately \$130 million has been identified for FY 2028 (beginning on July 1, 2027) and has not yet been filled. Combined with ongoing federal uncertainty, this is causing MaineDOT to delay a series of projects. The Governor and the Department of Financial and Administrative Services are working on a partial funding solution. Details of that proposal are not expected until the week of July 20, 2026. Once those details are available, MaineDOT will provide additional information about the impacted projects and any proposed remediation actions.

Please note that we will begin working on the next three-year Work Plan in the coming months. Current projections indicate a much larger financial gap that will impact FY 2029, with implications for future projects if additional long-term funding solutions are not identified.”

Behind the scenes, MaineDOT has been more explicit about the expectation that the remaining two years of the current Work Plan (2027-2028) will be spread across the three years of the next Work Plan (2027-2029). PE-only projects may still get added to the Work Plan so project development does not stall out.

Traffic Incident Management (TIM) - *Traffic Incident Management (TIM) consists of a planned and coordinated multi-disciplinary process to detect, respond to, and clear traffic incidents so that traffic flow may be restored as safely and quickly as possible. Effective TIM reduces the duration and impacts of traffic incidents; improves the safety of motorists, crash victims, and emergency responders; and reduces the frequency of secondary crashes. This contract focuses on the implementation of the Statewide TIM Strategic Plan recommendations, maintaining the Maine State TIM website, updating training materials, convening and facilitating TIM groups/committees, outreach to disciplines in rural areas of the state who are currently not involved with TIM groups, managing sub-consultants, and other tasks assigned and approved by MaineDOT.*

Update: Geoff Low will join Bangor Area Comprehensive Transportation System (BACTS) as our new, part-time Traffic Incident Management (TIM) Coordinator on August 3, 2026.

Geoff has many years of service in Maine's fire and emergency response community. Geoff has served as Fire Chief for the City of Bangor, Public Safety Director for the Town of Orono, Fire Chief for the City of Auburn, and Deputy Fire Chief for the City of Ellsworth. Throughout his nearly 30-year career in public safety leadership, Geoff has built a reputation for fostering collaboration, developing training programs, and leading complex, multi-agency emergency response operations.

In addition to his leadership roles, Geoff is a Maine Licensed Paramedic, Certified Emergency Manager, Incident Commander, and an accomplished instructor. He currently teaches for the Maine Fire Service Institute and United Ambulance Training, where he develops and delivers leadership, fire service, and paramedic training programs. He also serves on curriculum development workgroups and has extensive experience coordinating education for emergency responders across the state.

Geoff's experience aligns exceptionally well with the goals of Maine's TIM program. Throughout his career, he has worked closely with fire, EMS, emergency management, law enforcement and local government to improve responder safety, incident management, and interagency coordination. Geoff has expressed his enthusiasm for supporting Maine's statewide TIM program and helping advance initiatives that improve operational effectiveness, safety outcomes, and collaboration among partners.

As TIM Coordinator, Geoff will lead statewide TIM outreach and training efforts, facilitate regional TIM Groups, coordinate After Action Reviews, and work with our many partners to continue strengthening Maine's Traffic Incident Management program.

Rural Contract - *BACTS receives funding annually from the MaineDOT to work with rural Penobscot County municipalities on transportation related issues and activities. BACTS staff provides transportation related technical assistance on various projects and plans such as: writing Transportation Inventory chapters for Comprehensive Plans; facilitating or aiding in grant writing and funding opportunities for trails, sidewalks, road work, or transit; providing assistance with safety audits, data collection, planning activities, or local project management; and coordinating between MaineDOT and municipalities.*

Update: BACTS staff are currently working to transfer rural contract responsibilities to another staff member.

Culvert Inventory - *This UPWP project will provide BACTS members with current condition assessments of culverts in the Greater Bangor Urbanized Area. This inventory will offer a comprehensive evaluation of all identified road-crossing, non-box culverts and collect additional data to analyze climate projections and their impact on stormwater hazards. The inventory currently includes 500+ known culverts and will serve as the foundation for future project phases.*

Update: Staff has sent out an RFP for consultant work on phase three of the culvert inventory project and are awaiting responses. Staff are concurrently working on improving the culvert viewer app for enhanced user accessibility.

Traffic Signal Master Plan Support - *MaineDOT has proposed a pilot program that will augment resources of the BACTS region to advance the goals of the 2018 Mobility Report. The Mobility Report found the following: properly working signals increase mobility, reduce congestion, save time, money, and fuel, and enhance economic opportunity; properly timed signals can reduce crashes by up to 30%; and, MaineDOT should partner with all communities across Maine to maintain traffic signal controllers and traffic signal detection systems.*

Update: A contract for \$1,788.46/signal was finalized on July 8, 2026. While this is not the \$2,500/signal we had hoped for, this should provide plenty of funding for the maintenance of the signals with some upgrade funding available. Staff will work with MaineDOT and the contractors to get a maintenance contract in place for the signals not located in Bangor (Bangor intends to do their own maintenance).

Road Condition Inventory - *Annually, by August 1st the MPO will return up to 10% of the HCP 3 & 4 mileage in their network as prioritized candidates for the year after next (i.e. August 2026 provides candidates for paving in 2028). Eligible mileage will not include Light Capital Paving (LCP) program roadways.*

Update: A final candidate list for HCP 3 & 4 paving has been provided for approval by the Policy Committee. If any municipalities would like a road condition inventory of their other roads, please reach out to staff.

Complete Streets - *The Complete Streets Regional Plan provides a shared vision and coordinated strategy for creating a safer, more accessible, and more connected multimodal transportation network across the region. BACTS is preparing a regional plan which can be adopted outright or used by individual communities to create their own plan/policy.*

Update: Staff are nearing completion with the first full draft of the plan. Based on feedback from the Complete Streets Steering Committee, staff are adjusting the readability of the plan and some other accessibility features. Staff are also working on another update to the Complete Streets viewer app which will provide more context to our recommendations. Once complete, BACTS staff will assist communities with adoption or personalization, if requested.

Safe Streets and Roads for All - *Using the SS4A grant, BACTS is developing 11 Safety Action Plans for member communities. These plans analyze crash data, review existing safety related policies, and make recommendations for improving safety on our roadways. The grant also funds demonstration projects for interested communities which test safety features on our roads to determine their effectiveness before permanent installation.*

Update: Four of the five demonstration projects have been installed. Bradley's planned install has been delayed while alternative designs are studied since the original plan was deemed infeasible upon site review. Draft safety plans have been shared with every community. Plans will be finalized as feedback is received and incorporated. Staff are working with FHWA to approve a grant amendment to release funds for the next phase of work.

GIS Mentorship - *In order to build internal GIS capabilities in technical skills and practical experience, select staff members are receiving formal training and one-on-one mentorship support to complete ongoing projects.*

Update: Formal training is in process and expected to continue through to the end of August. Staff members undergoing training have received education in the use of ArcGIS Online and ArcGIS Pro, and will soon begin learning the use of ESRI applications such as Field Maps and StoryMaps. Sebago staff have provided mentorship to BACTS staff in the development of ongoing GIS tasks including, the Culvert Experience Viewer, Complete Streets Experience Viewer, and detour maps for TIMs.

Meetings and Conferences

- MPO Directors Meeting
- UMaine Student Orientation Tabling

2026-2027 UPWP Budget and Project Updates

BACTS 2026-2027 UPWP

As of 06/30/2026

						Contract to Date Trend			Forecasted Trend (Projected Figures)					24 Total
														6 Months into contract
														18 Months left in contract
Task	Project	Total Allotted	Total Spent	In-Kind	Total Remaining	Actual % Usage	Amount Should be as of 6/30	Variance	Total Remaining (Less In Kind)	Salary	Consultant	Direct Expenses	Estimated Remaining	
FHWA														
	1 Operation and Coordination	\$364,056	\$73,068	\$0	\$290,988	20.1%	\$91,014	\$17,946	\$290,988	\$285,016	\$0	\$20,836	-\$14,864	
	2 Programming	\$40,850	\$2,430	\$0	\$38,420	5.9%	\$10,213	\$7,783	\$38,420	\$42,721	\$0	\$132	-\$4,433	
	3 Data and Studies	\$442,700	\$57,740	\$0	\$384,960	13.0%	\$110,675	\$52,935	\$384,960	\$185,231	\$67,427	\$18,146	\$114,157	
	4 Planning	\$332,880	\$14,005	\$0	\$318,875	4.2%	\$83,220	\$69,215	\$318,875	\$67,813	\$225,000	\$2,014	\$24,049	
	Total FHWA	\$1,180,486	\$147,242	\$0	\$1,033,244	12.47%	\$295,122	\$147,880	\$1,033,244	\$580,780	\$292,427	\$41,128	\$118,909	
FTA														
	1 Operation and Coordination	\$57,746	\$30,168	\$6,034	\$21,544	52.2%	\$14,436	-\$15,732	\$17,235	\$23,632	\$0	-\$492	-\$5,904	
	2 Programming	\$7,531	\$1,220	\$244	\$6,067	16.2%	\$1,883	\$663	\$4,854	\$4,118	\$0	\$22	\$714	
	3 Data and Studies	\$149,844	\$3,913	\$783	\$145,148	2.6%	\$37,461	\$33,548	\$116,119	\$25,416	\$125,000	\$275	-\$34,572	
	4 Planning	\$42,289	\$33,544	\$6,709	\$2,037	79.3%	\$10,572	-\$22,972	\$1,629	\$33,733	\$0	-\$182	-\$31,921	
	Total FTA	\$257,410	\$68,845	\$13,769	\$174,797	26.75%	\$64,353	-\$4,492	\$139,837	\$86,898	\$125,000	-\$377	-\$71,684	
	Total	\$1,437,896	\$216,086	\$13,769	\$1,208,041	15.03%	\$359,474	\$143,388	\$1,173,081	\$667,679	\$417,427	\$40,751	\$47,225	

*The following are provided are DRAFT figures at this time for budgetary consideration only.

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

Project	Description	Consultant	Estimated Time Frame
Culvert Inventory Phase III	Develop a Capital Improvement and Asset Management Program using data from the 2025 BACTS Regional Culvert Inventory Summary Report and Geodatabase. This phase will develop a prioritized framework for repairs, maintenance, and long-term asset management based on field data from the 386 culverts.	RFP Posted	Estimated August 2026 - December 2026
Greenfield Study	This contract will conduct a study of their region that looks beyond what current Community Connector service provides, exploring what type and level of transit service would be optimal for the region without the constraints of existing infrastructure and historic expectations.	Foursquare Integrated Transportation	May 2026 - June 2027
GIS Mentorship	This contract provides GIS mentorship services that combine formal training on GIS fundamentals, one-on-one mentorship, and hands-on support for project completion. The goal is to build internal GIS capacity by equipping staff with both technical skills and practical experience through guided project work. Anticipated projects include, but are not limited to, Esri Story Maps, ArcGIS Dashboards, and GIS-based inventory maps.	Sebago Technics	November 2025 - November 2026

Active Transportation Advisor	This contract provides an expert, third-party review of the draft active transportation network and facility recommendations, ensuring they are technically sound, achievable within local and regional constraints, and consistent with national design guidance and MaineDOT standards.	James Tassé Consulting*	November 2025 - June 2026
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**This firm was selected using an RFP process.*

Attachment C

Candidates for 2028 HCP 3 4 Paving

Muni	Road Name	Start	End	Miles	EMI	Estimated Cost	Notes	Traffic Volume	Truck Route	Bus Traffic	Pavement Condition	Score
Hampden	Western Avenue	Patterson	Bowen	0.19	4.65	\$ 74,316		5	5	0	15	25
Bangor	Mount Hope Avenue	Birch	Hogan	1.26	4.58	\$ 504,000	Saratoga to State Hosp Dr, New Sidewalk	5	0	5	15	25
Hermon	Coldbrook Road	Hammond	Autocar	0.82	4.24	\$ 328,581	Corrected segment to match 2026 Paving project	10	5	0	10	25
Hampden	Coldbrook Road	I95	Papermill	1.11	4.19	\$ 442,000		10	5	0	10	25
Bangor	Maine Avenue	Godfrey	Griffin	0.24	4.18	\$ 97,680	Vermont to Godfrey scheduled for 27-28	5	5	5	10	25
Hampden	Coldbrook Road	Papermill	Main Rd N	1.11	4.11	\$ 445,648		10	5	0	10	25
Hampden	Western Avenue	US 202	Sidney	0.75	3.89	\$ 300,992		10	5	5	5	25
Brewer	Eastern Avenue	State	Allison	0.62	4.30	\$ 248,030		5	0	5	10	20
Bangor	Mount Hope Avenue	Hogan	State	1.36	4.09	\$ 544,545		5	0	5	10	20
Total Miles:				7.46		\$ 2,985,792						