

PACTS

Portland Area Comprehensive Transportation System



Destination 2040

PACTS Joint Planning and Technical Committee Meeting

Tuesday, December 11, 2018

9:00-10:30 a.m. at GPCOG

AGENDA ITEM	Time	Facilitator	Action
1. Meeting start	9:00	Chair	
2. Public comments	9:05	Chair	Public input
3. Destination 2040 priority setting a. Priority setting workshop b. Next steps	9:10	Staff	Informational
4. Project updates a. Active Transportation Plan b. Transit Stop Access Project c. Capital Project Monitoring	9:30	Staff	Informational and discussion
5. TIP Sub-committee Update a. Municipal Partnership Initiative program	9:45	Staff	Informational and discussion
6. Regional Transit Plan a. Draft RFP b. Steering Committee	10:00	Staff	Informational and discussion
7. Other Items (as needed)	10:25	Chair	
8. Adjourn	10:30	Chair	Vote

Destination 2040 Workshop

At the October Policy Committee meeting, PACTS members adopted a process for setting regional priorities and identifying significant projects that advance those priorities:

	Governing Committees	Public Input
October	Adopt process for setting regional and project priorities Discuss progress in achieving Destination 2040	
November	Continued discussion of progress in achieving Destination 2040 vision Develop draft statements on what we're on track to achieve and where we are currently falling short	
December	Finalize draft statements Adopt scope and schedule for subregional meetings to gather input from PACTS members and the public	
January	Confirm draft statements Identify universe of projects that advance the region's priorities	Northern Subregion PACTS meeting held to gather input
February	Continued developing the universe of projects Review proposed approach to a public survey	Central Subregion PACTS meeting held to gather input Western Subregion PACTS meeting held to gather input
March	Develop draft list of regional priority projects	Southern Subregion meeting held to gather input Public survey issued
April	Review public input from subregion meetings and survey Adopt final list of regional priority projects	

The Policy Committee began a discussion of how well our region is planning for, funding, and maintaining the transportation network envisioned in the region's long-range transportation plan, [Destination 2040](#). Then the Executive Committee went through a process to develop the baseline on how well PACTS members believe the region is achieving D2040's goals. In this agenda item, we will review our collective progress, to date, in achieving the plan's goals and implementing its recommended actions.

PACTS Projects Update Report

November 27, 2018

1. Transportation Management Association (TMA)

Purpose: Determine the feasibility of forming a Transportation Management Agency (TMA) in the Greater Portland Region. A TMA could help reduce traffic congestion and improve parking access in downtown Portland by increasing usage of public transit and multimodal options, and implementing other Transportation Demand Management (TDM) strategies.

Timeline: 2019

Funding Source: *Federal:* PACTS FHWA Planning Funds; *Local Match:* MaineDOT; GPCOG Membership Dues

Update: We have established a TMA working group with the City of Portland, METRO, Portland Regional Chamber of Commerce, and Portland Downtown. The working group is mapping out a strategy to create a permanent and sustainable TMA by 2020. As an interim step, we will pursue short-term pilot efforts, such as technological parking management solutions, securing buy-in from private businesses and institutions, and other TDM strategies.

Project Manager: Jessa Berna, GPCOG Senior Planner, jberna@gpcog.org, (207) 774-9891 Ext. 210

2. Transit Supportive Land Use Planning

Purpose: Assist transit agencies and municipalities with transit supportive land use planning by developing concept plans around one or to existing or planned transit stops in the region. Concept plans will identify potential policy and infrastructure improvements that support increased density and mixed-use development, and encourage transit use, and strengthen the region's transit network. This project may serve as a pilot for future UPWP transit-oriented development projects.

Timeline: Scheduled to be completed by December 2019.

Funding Source: *Federal:* PACTS FHWA Planning Funds; *Local Match:* MaineDOT

Update: The PACTS Policy committee approved the project budget increase in October. PACTS will fund the South Portland Maine Mall project as proposed, and provide some preliminary technical assistance for the Saco Transportation Center proposal. GPCOG staff is working with stakeholders from the City, South Portland Bus Service, and the Maine Mall to finalize the scope.

Project Manager: Jessa Berna, GPCOG Senior Planner, jberna@gpcog.org, (207) 774-9891 Ext. 210

3. Transportation and Community Well-Being Network

Purpose: This mobility management network brings together stakeholders from a range of sectors to work together on improving transportation coordination and access for people who experience barriers. The network includes representatives from human services, health care, transportation, aging, disability and representatives from populations that frequently experience transportation barriers. Network goals include:

- Coordinate to address gaps and improve access
- Raise awareness among decision-makers
- Share information and solutions within the Network and beyond

Serving the Greater Portland and Lakes Region Communities

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Timeline: Meetings are monthly on the 4th Thursday from 10am-noon.

Funding Source: National Center for Mobility Management (utilizing FTA funds)

Update: GPCOG staff worked in partnership with the Network to develop a Southern Maine Mobility Resource Guide. Print copies will be available in late October. The guide can be accessed here:

<https://www.gpcog.org/mobility-for-all/>

Project Manager: Zoe Miller, MPH, GPCOG Senior Project Manager & Public Health Specialist, zmiller@gpcog.org, (207)-774-9891 Ext. 227.

4. Regional Transit (RTP) Plan Implementation

Purpose: As part of this year's UPWP, PACTS will work with the region's seven transit operators to implement a subset of the 13 recommendations from the RTDP. The first phase of this work is to select which recommendations to advance during the current UPWP period. We are in the process of gathering input from PACTS governing bodies, key stakeholders, and the public. Implementation may require assistance from a consultant, depending on the specific needs of the selected recommendations.

Timeline: Short term 6-year plan adopted in December 2017. Long Range vision (Phase 2) is set to begin January 2019.

Funding Source: *Federal:* PACTS FTA 5303 Planning Funds; *Local Match:* GPCOG Member Dues (for phase 1)

Update: So far we have presented to the Mobility Management/Transit Advisors group, and will be presenting to PACTS Planning Committee in early August. Questions will go out in our member survey probably next month. We will also be on the agenda for PACTS policy and Executive Committees to get additional feedback over the next few months.

Project Manager: Stephanie Carver, GPCOG Planning Director, scarver@gpcog.org, (207)-774-9891 Ext. 222. FMI: <http://www.gpcog.org/transportation-land-use/transit/regional-transit-development-plan/>

5. Transit Stop Access Project Phase II

Purpose: The Transit Stop Access Project is focused on prioritizing, designing and constructing pedestrian and bicycle improvements at and near fixed route bus stops for METRO, ShuttleBus-ZOOM, and South Portland Bus Service. In Phase I, an in-depth field assessment was conducted and GPCOG worked with transit agencies operators and key stakeholders to prioritize bus stops for small improvements, ped/bike facilities, and possible locations for construction of mini-hubs. Phase II will include further prioritization, preliminary designs, and development of construction bid packages for the three participating agencies.

Timeline: Jan 2018-Dec 2019

Funding Source:

- GPCOG Project Management – FTA 5303 Planning Funds (local match from GPCOG member dues)
- Consultants – FTA 5307 with local match from involved transit agencies

Update: The Phase II Part A RFP was released on November 15.

Project Manager: Aubrey Miller, GPCOG Project Manager, amiller@gpcog.org, (207)-774-9891 Ext. 202. FMI: <https://www.gpcog.org/transit-stop-access-project/>

6. Regional Sign & Shelter Project

Purpose: This project is focused on installation of new bus shelters at high-priority bus stops and installation of new, clearer and more uniform bus stop signs in the PACTS region. In March 2017, South Portland Bus Service decided to withdraw from the project. During 2017, GPCOG provided support to Shuttlebus-ZOOM on designs for new bus stop signs, informed by national best practices and standards. GPCOG also provided METRO with GIS mapping and assistance in selecting an engineering firm for the

upcoming round of shelter installations. METRO and ShuttleBus-ZOOM will continue to utilize project funds to install shelters and for design and procurement of signage.

Timeframe: Timeframe for when capital funds must be spent is at FTA's discretion. Exact timing currently unclear.

Funding Source: FTA 5307 with local match from involved transit agencies

Update: The 2018-19 UPWP does not include project-specific planning support for this project. GPCOG planning staff time is available upon request and will require a determination regarding the funding source.

GPCOG Contact: Zoe Miller, MPH, GPCOG Senior Project Manager & Public Health Specialist, zmiller@gpcog.org, (207)-774-9891 Ext. 227. FMI: <https://www.gpcog.org/regional-sign-shelter/>

7. Active Transportation Plan

Purpose: In October 2018, PACTS adopted *Getting There From Here: A Regional Active Transportation Plan for the PACTS Region*. The plan envisions a complete network of accessible trails, paths, ways, and modes, serving all people and places, promoting a culture of healthy living and a vibrant economy in the PACTS region. This is an update to the 2009 PACTS Regional Bicycle and Pedestrian Plan with an expanded focus that includes public transit, along with health and equity outcomes. *Getting There From Here* offers recommendations for where to invest effort and funding over the next decade.

Timeframe: Plan implementation will commence in 2019.

Funding Source: *Federal:* PACTS FHWA Planning Funds; *Local Match:* MaineDOT

Update: NA

Project Manager: Zoe Miller, MPH, GPCOG Senior Project Manager & Public Health Specialist, zmiller@gpcog.org, (207)-774-9891 Ext. 227. FMI: <https://www.gpcog.org/active-transportation/>

8. Portland Commercial Street Operations and Master Plan Study

Purpose: This study will develop a plan to create a safer and more inviting environment for users of the easterly portion of Commercial Street. The plan will allow Commercial Street to maintain its role as the spine of a great working waterfront, an economic development center, and a nationally recognized retail/tourist destination while enhancing future economic development opportunities for the region.

Timeline: Scheduled to be completed by December 2019.

Funding Source: *Federal:* PACTS FHWA Planning Funds; *Local Match:* MaineDOT, City of Portland.

Update: WSP has been selected as the consultant for this project. The team has been focusing on data collection and background information, and held one stakeholder meeting. A public meeting is tentatively scheduled for early December.

Project Manager: Jessa Berna, GPCOG Senior Planner, jberna@gpcog.org, (207) 774-9891 Ext. 210

9. Saco/Scarborough Route 1 Complete Streets Plan

Purpose: This project will undertake an assessment of the Route 1 corridor to identify multi-modal deficiencies, potential environmental impacts, develop and analyze improvement alternatives and make preferred alternative recommendations from Downtown Saco north to Pleasant Hill Road in Scarborough. Making the corridor more accessible for all modes will help mitigate congestion and improve safety for all users. The recommended design alternatives should aim to meet the needs of drivers of motor vehicles, transit users, bicyclists, and pedestrians.

Timeline: Scheduled to be completed by December 2019.

Funding Source: *Federal:* PACTS FHWA Planning Funds; *Local Match:* MaineDOT, City of Saco, Town of Scarborough.

Update: T.Y. Lin has been hired as the consultant for this project. So far the project team has focused on background information and media content for the municipal websites and press releases. Each municipality will host a public meeting the first week of December.

Project Manager: Jessa Berna, GPCOG Senior Planner, jberna@gpcog.org, (207) 774-9891 Ext. 210

10. Preliminary Bike/Ped Planning Exit 22

Purpose: This project will undertake an assessment of bike/pedestrian accommodations across the I-295 interstate in concurrence with the State's preliminary design efforts near Exit 22 in Freeport. Specific tasks associated with this effort will include the development of high-level cost estimates, sketches, and pros/cons for the suggested options.

Timeline: Scheduled to be completed by December 2019.

Funding Source: *Federal:* PACTS FHWA Planning Funds; *Local Match:* Town of Freeport.

Update: This project was added to the UPWP at the October PACTS Policy Committee meeting. The consultant will be hired through a simplified acquisition process, and MaineDOT is currently reviewing the draft RFP.

Project Manager: Jessa Berna, GPCOG Senior Planner, jberna@gpcog.org, (207) 774-9891 Ext. 210

11. Inclusive Transportation Planning Project

Purpose: This project is engaging older adults, people with disabilities, and people of color in driving more inclusive regional transportation planning. This project includes both the PACTS and GPCOG geography. Transit agencies and municipal staff are key stakeholders. Project deliverables will include:

- Recommendations for increasing inclusiveness to PACTS. These recommendations will inform the 2019 update of the Public Participation Plan.
- An implementation plan for a ready-to-launch transportation solution.

Timeline: Through January 2019.

Funding Source: National Aging and Disability Transportation Center (a program of FTA) and U.S. Administration for Community Living.

Update: Focus groups with older adults and people with disabilities were conducted in South Portland on 10/26 and Saco on 11/8. Three more focus groups will take place before the end of November. The Mobility Solutions Survey launches in November.

Project Manager: Zoe Miller, MPH, GPCOG Senior Project Manager & Public Health Specialist, zmiller@gpcog.org, (207)-774-9891 Ext. 227.

2020 PACTS Municipal Partnership Initiative Guide

Overview

The Portland Area Comprehensive Transportation System's ("PACTS") Municipal Partnership Initiative ("PACTS MPI") builds upon the Maine Department of Transportation's ("MaineDOT") successful Municipal Partnership Initiative ("MPI") by using PACTS' annual allocation of state money to be matched with a minimum fifty percent (50%) local funds for road reconstruction or rehabilitation projects. The PACTS MPI is designed to fund collector or arterial roadway projects, and to focus on bringing substandard roads up to PACTS' and MaineDOT's minimum standards thereby having the completed segment(s) eligible for future pavement preservation programs. Preservation, modernization and expansion aspects of these roads for safely accommodating all transportation modes are also eligible uses of the PACTS MPI funds.

Projects funded through PACTS, either with state or federal funding, need to, in some part, support the goals of PACTS' long-range plan, *Destination 2040*. While the intent of the program has always been to reconstruct or rehabilitate collectors and arterials, pavement preservation projects are eligible for these funds; however, roads anticipated to be eligible for funding under the collector paving program are not eligible for MPI funding. When reasonable and appropriate, roads funded under the MPI program should consider improvements which are over and above the minimum road standards, such as inclusion of new or improved sidewalks, granite, or concrete slipform curb vs. bituminous curb, additional shoulder width for wider paved shoulders or bike lanes, traffic calming, and intersection improvements. All PACTS MPI projects must comply with the Americans with Disabilities ACT (ADA) requirements and consider state and municipal Complete Street Policies.

PACTS MPI Requirements

- **Professional Engineer Certified:** All projects must be designed by an engineer licensed in the State of Maine. Once constructed, the engineer of record must certify that the project was constructed in accordance with the plans and specifications.
- **10-Year Useful Life:** The work included must be considered a capital improvement with a minimum 10-Year useful life.
- **Deliverability:** The construction will be administered by the municipality. The municipality must demonstrate they have the ability or can obtain the ability to administer the project. Construction must commence within twelve (12) months and construction must be certified complete in twenty-four (24) months from when a Cooperative Agreement is executed. If timelines are not met PACTS may reallocate funding to other eligible projects in other communities. However, the municipality may request an extension if extenuating circumstances exist.

- Public Involvement: The municipality is responsible to lead the public involvement process consistent with all laws, including Maine’s Sensible Transportation Policy Act. The value and extent of documented community support will be considered a project benefit.
- Betterment to the State Transportation System: Projects must be improvements above and beyond mitigation work for a traffic movement permit, or above and beyond the legal requirements of a highway opening permit.
- Multiple Party Agreements: The municipality and all involved parties must be willing to enter into an agreement whereby the PACTS state funds contribution is capped based on project estimates prior to construction.
- Right-of-Way Acquisition: The PACTS MPI will only reimburse for the right of way required for the transportation betterment. Most projects are expected to be within existing right of way; however, the municipality may want or need to secure property rights. If this is required, the process shall be in accordance with all applicable State and Federal Laws, and a detailed explanation must be provided as part of the application.

Funding

The 2020 PACTS MPI program’s state funding is \$1,640,201. The following are the project funding parameters:

- Minimum state funding per project: \$75,000.00
- Maximum state funding per project: \$400,000.00
- Minimum local funding match: 50%
- PACTS Crack Sealing Program: \$50,000.00 (Maximum)
(50/50 municipal match)

PACTS Project Selection

The PACTS MPI project selection is intended to be simple and similar to the Maine Department of Transportation MPI program. PACTS’ MPI program will be a tiered system focused first on each of the subregions. In an effort to encourage sub regional coordination, subregions will have the first opportunity to submit a project/s for MPI funding. The intent is to fund at least one project from each subregion annually. For the first round of project solicitation, the goal is to allocate \$400,000 of PACTS’ state MPI per sub region. Once the sub regional deadline for applications has passed, in the event there is remaining funding, a notice will be sent to all municipalities, that there is additional MPI funding available. All PACTS municipalities will be eligible to submit projects for the remaining MPI funding. PACTS will continuously accept project applications and eligible projects will be selected on a first come first served basis. Additional project selection factors include the following:

- Safety: The improvement will impact a direct safety need such as infrastructure improvements that address an area with a high crash history or potential for hazardous conditions.
- Economic Development & Job Creation: Preference will be given to projects that allow for job growth and facilitate economic development.
- Degree of Betterment: Projects that provide a greater infrastructure benefit than others such as reducing maintenance costs, improving ride quality, or increasing mobility will be given a higher priority.
- Percentage of Local Match: Preference will be given to projects with a high percentage of non-state funding.
- *Destination 2040*: The degree to which the proposed project is aligned with the goals of *Destination 2040*.
- Customer Benefit: Preference will be given to projects based on the amount and degree of benefit that travelers will realize from the project benefit.

If the applications received total less than the available state dollars, PACTS will not score them. PACTS staff will make a recommendation to the PACTS Technical Committee whether projects meet PACTS MPI Eligibility. Projects meeting the criteria will be funded. In the event that the state dollars requested exceed the state funds available PACTS will score the applications based on the following criteria;

- 1) Collector and/or arterial numerical rankings (based on the most current PACTS Arterial or Collector Road reports) along with such information as PCR/PCI values, transit routes, traffic volumes, etc. also indicated in the most recent road assessment report, and only for those roads, or road segments, that need reconstruction or rehabilitation or must be brought up to design standards. **Total available points: 95.**
- 2) Extra points will be given for a municipal match which is higher than the minimum 50% required by assessing 1 point for every 5 percent (rounded) increment above 50%, up to a maximum of 100% match. For example, a \$200,000 project where the municipality proposes a 60% match (\$120,000 vs. \$100,000) would receive 2 additional points. **Total available points: 10.**
- 3) Extra points will also be awarded for projects that consider improvements which are over and above the minimum road standards, such as inclusion of new or improved sidewalks, granite curb vs. bituminous curb, additional shoulder width for wider paved shoulders or bike lanes, traffic calming, intersection improvements, etc. **Total available points: 10.**

The total maximum points available are 115.

If projects exceed available funding, PACTS Technical Committee will make a recommendation to the Executive Committee for which projects should be funded in 2020. Unfunded projects in 2020 may be preselected for PACTS 2021 MPI funding. This approach will mirror MaineDOT's MPI program whereby projects are currently selected two or more years before funding is available based on program needs versus available funding.

Process after PACTS Selection and Programming (for informational purposes)

1. PACTS will submit the PACTS MPI project candidates, including location information, scope of work, estimated costs by funding stages and funding sources and other information as may be required by the MaineDOT MPO Engineer (“**MPO Engineer**”) for potential inclusion in the annual MaineDOT Work Plan.
2. PACTS staff will participate in the MaineDOT Work Plan Development Meeting (Synergy Meeting) to present their PACTS MPI and other project candidates to MaineDOT representatives. The PACTS MPI project requests may be revised or cancelled as a result of the meeting.
3. Upon acceptance of a PACTS MPI project into the MaineDOT Work Plan, PACTS will provide to the MPO Engineer a letter on PACTS letterhead, formally requesting authorization of the PACTS MPI project, including:
 - a. The name of the Municipality
 - b. Project Description
 - c. Location, including Beginning and Ending Route Log Miles
 - d. Detailed Scope of Work
 - e. Total Project Cost including State, Local and Capped Amounts
 - f. Any Cost of Additional Work above Agreement Estimate
 - g. (Requested) Construction Year
 - h. Municipal contact information
4. The MPO Engineer will work with MaineDOT’s Contract Procurement Office (“**CPO**”) to draft a project-specific Cooperative Agreement with PACTS and the Municipality.
5. The CPO will email the project-specific Cooperative Agreement to PACTS for execution.
6. Upon receiving the Cooperative Agreement from PACTS, the MPO Engineer will submit it to the Bureau of Planning Director for signature and will activate the Work Identification Number (WIN).
7. The fully executed Cooperative Agreement will be sent to the CPO for processing.
8. The CPO will return the fully executed Cooperative Agreement to the municipality accompanied by a Notice to Proceed with copies of all documents submitted to PACTS.

9. Municipality will retain a State of Maine licensed Professional Engineer to oversee all Project activities, including certification that plans were prepared in accordance with agreed-upon scope and relevant state standards.
10. Municipality will submit the plans and specifications to PACTS and MaineDOT for review and concurrence. Any exceptions to State Design Standards must be clearly noted on the project plans cover sheet with a request for MaineDOT acceptance of the State Design Exception(s).
11. When the project is considered complete the municipality will provide PACTS and the MaineDOT certification through the Engineer of Record that the project is complete and was constructed in accordance with the plans and specifications and meets the MaineDOT quality assurance standards applicable to the project.
12. Municipality will send PACTS their invoice accompanied by supporting documentation for review and approval before forwarding to MaineDOT for payment.
13. Upon approval by PACTS, PACTS will provide to the MPO Engineer a letter on PACTS letterhead formally requesting PACTS' State allocation reimbursement portion of the PACTS MPI project.
14. Payment of PACTS MPI State funds from MaineDOT will ideally be a one-time reimbursement following completion of the work. For larger projects this could be a draw of 1/3, 1/3, 1/3 or 1/2, 1/2 if needed for cash-flow reasons (this would be specified in the project-specific Cooperative Agreement).
15. Review of PACTS invoices will be made by the MaineDOT MPO Coordinator ("**MPO Coordinator**"). Upon acceptance of an invoice, the MPO Coordinator will process the invoice for payment by the Bureau of Finance and Administration directly to the Municipality with notice of said payment to the PACTS staff project manager.
16. The MPO Engineer will ensure that the project is closed out when complete and all payments have been made.

Milestones

1. January 1st-February 1st- Sub regional Project Applications Due.
2. February 1st-March 1st-PACTS staff reviews list of applications, review funding requests totals.
3. March 1st- Final request for additional applications to all PACTS members, if applicable.
4. April: -Final MPI Project List reviewed by PACTS Technical Committee: Technical Committee reviews and submits final list for Executive Committee approval if

applications exceed available funding.

5. May: -Executive Committee adopts the final MPI project list. List submitted to MaineDOT for work plan inclusion.
6. July: -Policy Committee ratifies the final MPI Project list, directs staff to confirm projects with MaineDOT for inclusion in the Workplan.

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Long-Range Public Transportation Plan for Southern Maine Request for Proposals (RFP)

December 2018

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I. GENERAL INFORMATION

[The Greater Portland Council of Governments \(GPCOG\)](#), on behalf of [Portland Area Comprehensive Transportation System](#) (PACTS) is seeking proposals for a long-range public transportation plan for Southern Maine. This planning process will center around creating a 30-year pathway for investments to improve the public transportation network, increasing ridership and connections between housing and employment opportunities. The plan will focus on improving the economy, environment, and quality of life by prioritizing infrastructure investments, shaping economic and housing growth, and preserving the natural environment. While not tied to a firm implementation budget, the goals and recommendations will be based on realistic trade-offs between benefits and costs.

The planning process will be guided by an ad hoc Project Advisory Committee (PAC) composed of transit agencies, municipal staff, elected officials, and other stakeholders. The Federal Transit Administration (FTA) Section 5303 planning funds will be used for this project. The budget for a Consultant will be spread over two biennia of the PACTS Unified Planning Work Program (UPWP). The current 2018-19 UPWP budget for Consultant services is \$112,000, with an anticipated additional \$88,000 in the UPWP for 2020-21 (yet to be approved).

II. BACKGROUND

The PACTS region is a challenging environment for public transportation, with seven different transit agencies serving a population of just 275,000. As a predominantly rural state with an aging population, fixed-route transit outside of urban centers is difficult to operate in a cost-efficient manner. However, Southern Maine is experiencing population growth and development, which provides an opportunity for public transportation to better serve the region. An uptick in transit ridership has already spurred several investments, including Metro's new Husky Line with service between the University of Southern Maine's campuses in Gorham and Portland, and the expansion of the Amtrak Downeaster to Brunswick.

III. PURPOSE AND GOALS

The goals of this plan are to:

- **Develop a Vision.** Work with a diverse set of stakeholders to develop a shared vision for the future of public transportation in the region.
- **Identify Priority Investments.** Identify areas for needed transit improvements and investments over the next 30 years.
- **Identify Priority Growth Areas.** Identify priority growth areas that have the potential to absorb new housing and job growth and boost public transportation ridership and efficiency. Identifying

priority conservation areas as a part of this process will help reduce sprawl and protect the region's valuable natural environment.

- **Leverage Emerging Technology.** Identify ways to prepare for and embrace emerging technologies to create a more efficient and effective transportation network.
- **Improve Mobility Management.** Develop strategies to expand access and mobility for vulnerable and minority populations across Southern Maine, particularly in rural areas.

IV. SCOPE OF WORK

Below is the scope of work by tasks. While these tasks are specific, we invite consultants to propose alternative approaches and methodologies they believe will more efficiently or effectively accomplish the desired goals. This scope of work outlines the minimum requirements which must be fulfilled to be awarded the contract. The selected Consultant will work with GPCOG staff to develop a final work plan and schedule of deliverables.

Task 1: Existing Conditions

The purpose of this task is to provide an overview of the current state of the transit network and identify case studies and best practices from other transit systems that are transferable to our region. The selected Consultant will review recent PACTS planning studies that will inform this plan, including [Moving Southern Maine Forward](#) and the PACTS long range transportation plan, [Destination 2040](#). A complete list of plans and reports to help inform the Consultant is included as an appendix. The Consultant is also responsible for interviewing any appropriate stakeholders for additional background information.

Deliverables:

- *A summary report on the current state of transit in the region, including national case studies and best practices from comparable public transportation networks.*
- *A presentation to the PAC on the findings of the summary report.*
- *Presentation and other materials to be used in the civic engagement process.*

Task 2: Vision and Goals

The purpose of this task is to establish an achievable and representative vision for public transportation in the region, along with a set of concrete goals. GPCOG will lead a robust civic engagement effort to collect meaningful input from diverse stakeholders to inform this process. The Consultant will support this effort by providing background information and material for civic engagement, and by synthesizing the input received into a coherent, comprehensive vision and set of goals. The Consultant will use the results of this effort to design alternative scenarios that evaluate the impacts of different land use growth patterns and fiscal constraints on the public transportation network.

Deliverables:

- *Lead a workshop with the PAC on the plan's vision and goals.*
- *Presentation materials and digital content to be used by GPCOG staff as a part of civic engagement.*

- *A final vision and set of goals based on feedback from the civic engagement, PAC, and GPCOG staff.*

Task 3: Scenario Planning

The purpose of this task is to help stakeholders better understand how different land use scenarios and varying levels of financial investment in the transit network impact public transportation as a whole. Using scenario planning modeling software, the Consultant will develop a business-as-usual growth scenario and several alternative land use scenarios based on a continuum of defined priority growth and conservation areas across the region. Modeling will also demonstrate what is achievable with each land use scenario based on different levels of financial investment in the transit network. This scenario planning will be used to inform the civic engagement process and allow stakeholders to more accurately understand and measure the impacts of each scenario on the public transportation network. The Consultant will also identify specific indicators and model outputs to measure the effectiveness of the transit network, such as passenger vehicle miles traveled, transit ridership, farebox recovery, reliability of service, acres preserved, and greenhouse gas emissions.

Deliverables:

- *A detailed report describing the business-as-usual and alternative land use scenarios presented, and the model outputs for each identified indicator. This report will also include an analysis of the impact of different levels of financial investment for each land use scenario.*
- *A presentation to the PAC outlining the scenario planning process and findings.*
- *Presentation materials and digital content to be used as a part of the civic engagement process.*

Task 4: Recommendations and Strategies

The Consultant will develop a suite of prioritized medium- and long-term recommendations and strategies to strengthen the public transportation network over the next 30 years. The recommendations and strategies will align with the plan's vision, reflect the findings from the civic engagement process, and be grounded in realistic revenue and resource constraints. The Consultant will work closely with the PAC and GPCOG staff to finalize a set of recommendations for PACTS, transit agencies, state and local governments, and the private sector.

Deliverables:

- *A workshop with the PAC outlining the proposed recommendations.*
- *A draft set of prioritized recommendations and strategies for review.*
- *A report outlining the final comprehensive set of prioritized recommendations and strategies.*

Task 5: Draft and Final Plans

The Consultant will prepare a draft and final plan that summarizes all deliverables and a final vision, goals, recommendations, and strategies on how to improve the public transportation network over the next 30 years. The document will outline the public outreach and stakeholder engagement process and the preferred land use scenario based on several scenarios for funding resources. The implementation section will clearly prioritize recommendations tied to selected indicators, identify responsible and supporting entities for each task, and recommend possible funding sources. The final report will be easy-

to-read and professionally designed. The Consultant will also develop an Executive Summary as a stand-alone document, website content, and digital presentation to accompany the document.

Deliverables:

- *A professionally formatted draft plan, including all the elements listed above, for review and comment.*
- *A presentation to the PAC on the draft report.*
- *Digital presentation and website content.*
- *A final plan including all the elements listed above.*
- *A draft and final Executive Summary.*

Task 6: Project Advisory Committee (PAC)

The purpose of this task is to ensure coordination with the PAC throughout the project. The PAC is a temporary committee established to support the development of this plan. The group will include representatives from transit agencies, municipal government, developers, community organizations, Transportation Demand Management professionals, and bike/ped professionals. The PAC will be primarily staffed by GPCOG staff, but it is expected that the Consultant will support GPCOG staff with presentations, project updates and deliverables to the Committee.

Deliverable:

- *Technical expertise and presentation of deliverables and project updates as outlined in the preceding tasks.*
- *Additional Committee support as needed throughout the project.*

Task 7: Civic Engagement

The purpose of this task is to develop an effective strategy to enable GPCOG staff to conduct a comprehensive and inclusive civic engagement process. While GPCOG staff will lead this effort, the Consultant will outline an Engagement Plan for GPCOG staff to follow, and coordinate with GPCOG's Public Information Officer to develop a robust messaging and digital engagement effort. The Consultant will create an adaptable engagement toolkit for GPCOG staff to use for stakeholder focus groups, public forums, and board/council meetings. Additional outreach techniques to effectively involve these stakeholders should be defined and may include: surveys of riders and potential riders, online and printed promotional materials, accessible web content, and social media.

Deliverables:

- *An Engagement Plan for GPCOG staff to execute, as outlined above.*
- *Supporting materials for the adaptable engagement toolkit, including but not limited to presentations, printed posters and pamphlets, and interactive games/activities/questionnaires.*
- *Website content and other digital materials necessary to support our online messaging and digital engagement efforts.*

Task 8: Project Management

The purpose of this task is to ensure a coordinated and efficient planning process that results in timely and thorough deliverables within the project budget. The Consultant will hold a kickoff meeting with

GPCOG staff to refine the scope of services and set expectations for the schedule, communication protocols, product deliverables, and project coordination. The Consultant will use the input from the kickoff meeting to develop a project management overview that establishes a foundation for success, and clarifies the project's process, schedule, and desired outcomes. At a minimum, this project management overview will:

- Identify the roles and responsibilities of those agencies and organizations involved throughout the duration of the planning process.
- Suggest preliminary dates for key task milestones and decision-making points.
- Identify target deadlines for each prescribed task including deadlines for review and response periods.
- Develop a protocol for communicating, distributing data and documents, and drafting and finalizing materials for review by the GPCOG Project Manager.
- Develop a regular meeting schedule with the Consultant and GPCOG staff throughout the duration of the project.
- Develop a schedule for meetings with Stakeholders, public engagement activities, and any other meetings deemed necessary and agreed upon by the Consultant and GPCOG.

Deliverables:

- *A project kickoff meeting with GPCOG staff.*
- *A detailed project management overview that includes, at a minimum, the above items.*
- *Regular project management meetings with GPCOG Staff.*