



# PACTS

Portland Area Comprehensive  
Transportation System

---

## UNIFIED PLANNING WORK PROGRAM

**CY 2020 - 2021**

January 1, 2020 to December 31, 2021

*Adopted*  
*October 18, 2019*

*Modified*  
*February 19, 2020*

970 Baxter Boulevard, Suite 201 • Portland, Maine 04103  
Telephone: (207) 774-9891 • Fax: (207) 774-7149 • [www.pactsplan.org](http://www.pactsplan.org)

## TABLE OF CONTENTS

INTRODUCTION.....	1
PACTS REFORMS AND PACTS PRIORITIES .....	2
PACTS Reforms .....	2
PACTS Priorities .....	3
UNIFIED PLANNING WORK PROGRAM .....	4
UNIFIED PLANNING WORK PROGRAM STRATEGIC STATEMENTS .....	5
FEDERAL PLANNING FACTORS .....	7
PERFORMANCE BASED PLANNING .....	8
2020-2021 UPWP PROPOSED ACTIVITIES.....	10
TASK NO. 1: Coordination and Administration.....	10
TASK NO. 2: Program the Region’s Transportation Funding .....	13
TASK NO. 3: Plan for the Future .....	15
TASK NO. 4: Implement Plans and Mobility Improvements.....	17
TRANSIT PLANNING RESOURCES .....	19
PACTS BUDGET SUMMARY CY 2020-2021 UPWP.....	20

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. 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, PACTS 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 PACTS.

## INTRODUCTION

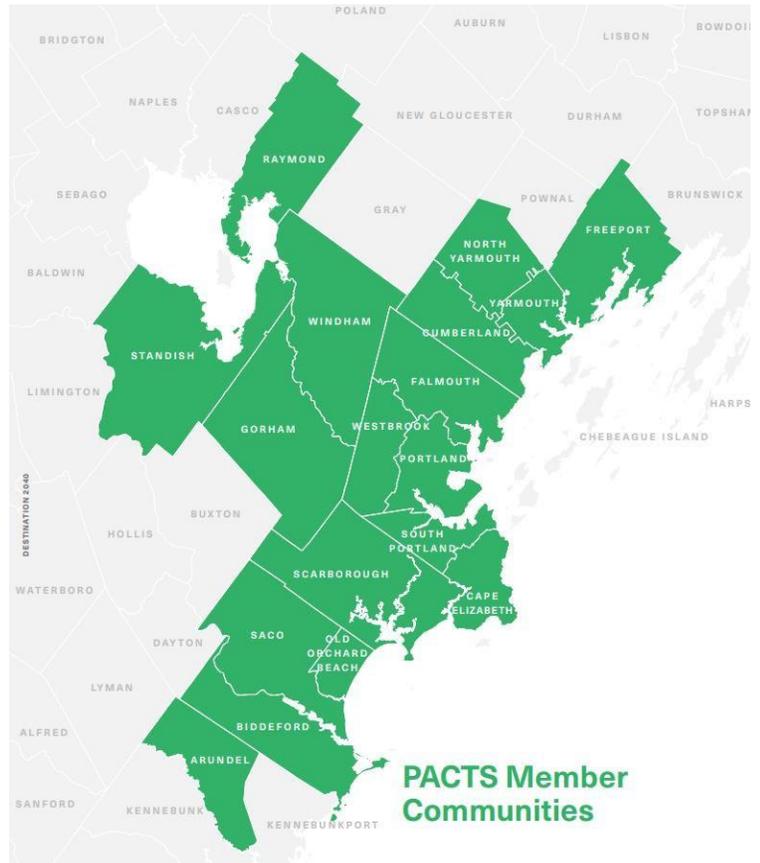
---

The Portland Area Comprehensive Transportation System (PACTS) is the state’s largest Metropolitan Planning Organization (MPO), encompassing 18 communities with an urbanized area population of over 200,000. Pursuant to federal statute, PACTS was established in 1964 as a collaborative effort of municipal, regional, state and federal representatives responding to the transportation-related goals and objectives of the Greater Portland region and its citizens. The purpose of PACTS is to identify travel patterns in the area, forecast future needs, and develop plans for improvements necessary to maintain a transportation system that will provide for the safe and efficient movement of goods and people in the Greater Portland area.

The PACTS area includes 18 member communities with 7 public transportation providers and engages and serves public and private transportation organizations, and the region’s residents. The member communities are Arundel, Biddeford, Cape Elizabeth, Cumberland, Falmouth, Freeport, Gorham, North Yarmouth, Old Orchard Beach, Portland, Raymond, Saco, Scarborough, South Portland, Standish, Westbrook, Windham and Yarmouth.

The public transportation providers are:

- Biddeford Saco Old Orchard Beach Transit (Shuttlebus Zoom)
- Casco Bay Island Transit District
- Greater Portland Transit District (METRO)
- Northern New England Passenger Rail Authority
- Regional Transportation Program
- City of South Portland Bus Service
- York County Community Action Corporation



PACTS is governed by the Policy Committee, which is composed of municipal officials from member communities and representatives from state and federal agencies. The PACTS Policy Committee has responsibility for planning and prioritizing transportation improvement projects funded in part by the U.S. Department of Transportation (USDOT). The USDOT funds are provided through the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).

In 2018, PACTS and the Greater Portland Council of Governments (GPCOG)—a regional planning agency and economic development district—voted to combine their staffs to better serve the region. The agreement, approved by the governing boards of both organizations, set up a process for a

complete merger of GPCOG and PACTS over a three-year period. PACTS will continue to administer federal highway and transit funds.

## PACTS REFORMS AND PACTS PRIORITIES

---

### PACTS REFORMS

The recent integration of PACTS and GPCOG and the hire of a new Transportation Director provided an opportunity to identify ways to improve PACTS' performance and set new priorities that would enhance regional leadership. In 2018 and 2019, the PACTS Policy Committee and the PACTS Executive Committee (which is a subset of the Policy Committee) identified opportunities for improving PACTS operations, priority setting, and leadership. In addition to the themes that emerged from this process, the committees considered two previous organizational reviews completed by The Resource Systems Group and Federal Highway Administration to compile the following reforms:

#### Operate with Excellence

1. **Strengthen Relationships:** Developing and maintaining strong relationships with state and federal partners is critical for PACTS to succeed. A strong relationship requires PACTS to have an understanding of state and federal requirements, to meet deadlines, and to communicate with consistency and clarity.
2. **Allocate Funds with Consistency:** PACTS is responsible for consistently allocating funds to its members for both capital and planning projects. Fair allocation of funds across all modes in the entire region can be accomplished by reconvening the Transportation Improvement Program (TIP) Process and Procedures Committee and with the development of a TIP application guide.
3. **Manage Projects Actively:** Actively managing projects gives PACTS the opportunity to ensure important projects in our region are being delivered on time and on budget. A project development guide will be useful to track the development and schedule of projects. The Executive Committee will be engaged on PACTS projects with staff providing monthly project status reports.
4. **Reform Committees:** PACTS committees need to have clearly defined roles and responsibilities. The development of committee mission statements will reduce the overlap we experience among some of the PACTS committees. Time and location changes to the Policy Committee meetings will make it more convenient for elected officials to participate.

#### Lead the Region

1. **Lead the Region:** PACTS is a transportation leader in the region. As a leader, PACTS needs to set clear priorities and communicate those priorities to members and to the public. There

are several communication outlets PACTS will use to disseminate information, including the new PACTS website, the GPCOG Facebook page, and the GPCOG Twitter account, among others.

2. **Plan for the Future:** PACTS long-range plans need to be developed with a purpose and anticipate changing trends across multiple areas. Strong long-range plans are frequently assessed and adjusted based on the need and priorities of the region. PACTS will conduct a self-assessment of *Destination 2040*, the region's long-range transportation plan, and will stay current on rapidly changing technologies and trends in transportation.
3. **Set Regional Priorities:** Setting regional priorities ensures that we are all rowing in the same direction, gives PACTS' members common goals to achieve, and creates a stronger transportation network. To effectively set regional goals, PACTS needs to link funding to priorities, educate members on regional projects, and generate a project list that identifies the needs of the region.
4. **Engage the Public:** Broad public engagement will result in effective projects and plans. PACTS needs to develop clear messages to communicate with the public on a variety of platforms. PACTS needs to consistently update its public participation plans to engage the underrepresented population.

## **PACTS PRIORITIES**

PACTS is responsible for improving the safety, mobility, productivity, environmental quality and energy conservation for the region's transportation facilities, systems, and services. To identify priority projects and initiatives from this long list of responsibilities, PACTS gathered input from PACTS committee members, member municipalities' elected officials, and the public.

The initial step of the process was assessing the region's current transportation infrastructure. The PACTS Policy and Executive Committees began by ranking the priorities included in *Destination 2040*. PACTS then gathered input from six public sub-regional meetings. The following are the ranked PACTS priorities that were identified as a result of the process with the intent to focus in on three to five top priorities to bring focus to PACTS' work:

1. Upgrade traffic signals and intersections
2. Maintain collector and arterial roads
3. Maintain buses, trains, and ferries
4. Target investments to places where people live and work
5. Better connect public transportation services
6. Expand public transportation
7. Encourage housing in places people live and work
8. Attract younger workforce with investments
9. Expand sidewalks and bike lanes for commuters

10. Better get commuters on/off Portland peninsula
11. Expand mobility options for older people
12. Divert traffic from 295 to Turnpike
13. Prepare infrastructure for extreme weather
14. Encourage electric vehicles
15. Reduce driving alone
16. Divert freight off roads
17. Expand roadways with new lanes and highways

Once the priorities were ranked, public input was gathered through a public survey. Staff analyzed the synergy between the information gathered through the PACTS governance ranking, the sub-regional meetings ranking and the public opinion survey ranking. The PACTS Policy Committee approved the below top priorities for PACTS to focus its work, while continuing to work on the other priorities identified in *Destination 2040*. This following list includes the top priorities and the specific actions PACTS is currently doing or will be doing as part of the next Unified Planning Work Program (UPWP).

- Maintain, improve connections and expand public transportation
  - Implement short-range transit plan, *Moving Southern Maine Forward*
  - *Transit Tomorrow*, the long-range transit plan, will define long-range priority investments
- Improve the region's intersections
  - Improve signals
  - Address high crash locations
- Maintain the region's roads
  - Collector paving program
  - Municipal Partnership Initiative (MPI)
- Plan for growth and encourage infill
  - Encourage housing in places where people live and work
  - Transit-oriented development
- Expand sidewalks and bikeways for commuters
  - Regional demonstration projects
  - Complete streets policy

The 2020/2021 UPWP will continue to focus on these top priorities and monitor additional needs in the region.

## **UNIFIED PLANNING WORK PROGRAM**

---

This Unified Planning Work Program (UPWP) is a biennial statement of work identifying the planning priorities and activities to be carried out within the PACTS region. As required by federal law, MPOs are required to develop UPWPs to govern work programs for the expenditure of FHWA and FTA planning funds [23 CFR 450.308)(b)].

This document defines transportation planning activities that will be performed during 2020 and 2021. PACTS Policy Committee, PACTS Executive Committee, the Maine Department of Transportation (MaineDOT), and the region's transit systems, collaborated in the development of this two-year planning work program and budget. FHWA, FTA, state and local funds will support the majority of these tasks.

### **Public Input**

Public input is integral to shaping PACTS planning and programming work. To help inform the development of this UPWP, PACTS solicited input from municipal elected officials, administrative leaders and their constituents regarding their local—and regional—transportation systems.

Additionally, PACTS reached out to the public in the following ways:

- The recently identified PACTS priorities inform this UPWP. As part of the PACTS priority-setting process, PACTS engaged with member agencies, municipal officials, and the public. PACTS held six public sub-regional meetings and conducted a successful public opinion survey.
- The draft UPWP was provided to the PACTS interested parties list and all PACTS committees and was posted on the PACTS website and on social media for a 30-day comment period. No comments were received.

## **UNIFIED PLANNING WORK PROGRAM STRATEGIC STATEMENTS**

---

PACTS strives to develop a safe and well-maintained multimodal transportation system that will efficiently and cost-effectively transport both people and goods. To achieve this, PACTS will:

### ***Set Regional Direction for the Whole Network***

The Policy Committee will set the direction for funding in the MPO for the entire transportation system (roads, bike/ped, transit, land-use), prioritizing and implementing recommendations from planning and civic engagement efforts that align with PACTS goals.

### ***Focus on Customers***

Addressing the needs of the region's people is at the core of our investment decisions. This demands a systems approach to building a transportation network. PACTS will prioritize investments of regional significance, enhancing mobility across different modes, individual agencies and municipal borders.

### ***Communicate with and Engage the Region's Residents***

Engaging the public in the PACTS decision making process strengthens projects and increases the effectiveness of PACTS investments. PACTS will enhance its efforts to inform and engage a broad range of stakeholders and the public on transportation issues and investments.

***Stay Current***

Transportation is changing at a rapid rate. PACTS will stay current on autonomous and shared mobility technologies, the electrification of transportation, mobility approaches, and demographic and climate trends. By staying informed, PACTS will be more successful in ensuring our planning and investments take into account future needs and opportunities.

***Drive System Efficiency***

To use taxpayer dollars wisely and efficiently, PACTS will aggressively pursue opportunities to enhance efficiency and encourage collaboration across all modes, municipalities, and agencies.

***Plan with a Purpose***

PACTS' Unified Planning Work Program activities will to be scoped to leverage discretionary funding.

***Prepare for Growth***

Transportation and land use planning needs to be done together, in both our near and long-range planning. PACTS will prepare for future jobs and housing growth by using high quality data, modeling and scenario planning to demonstrate the results of different land use and transportation decisions.

***Expand Mobility for All***

To better meet the diverse transportation needs of people with mobility challenges, PACTS will integrate mobility management solutions into our public transportation and capital improvements planning.

## FEDERAL PLANNING FACTORS

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

<b>Matrix of Planning Factors</b>				
<b>Factors</b>	<b>Task 1</b> Coordination and Administration	<b>Task 2</b> Program the Region’s Transportation Funding	<b>Task 3</b> Plan for the Future	<b>Task 4</b> Implement Plans and Mobility Improvements
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

The Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) and the FAST Act established twelve performance management requirements to ensure that state Departments of Transportation and MPOs choose the most efficient investments for federal transportation funds. In 2018, the PACTS Executive Committee voted to adopt performance measures in the following areas:

### Roadway and Safety

MaineDOT established and reported their annual statewide safety targets as part of Maine’s 2018 Highway Safety Improvement Plan (HSIP) Annual Report. HSIP Safety Target categories are established by the MPOs and the State DOTs.

The following table shows the MaineDOT’s 2019 target for each of the categories.

Maine 2019 Safety Performance Target	Five Year Averages	
	2017 Baseline	2019 Target
Number of Fatalities	152.8	165.0
Rates of Fatalities	1.04	1.10
Number of Serious Injuries	781.6	737.6
Rate of Serious Injuries	5.3	4.90
Number of Non-Motorized Fatalities and Serious Injuries	88.0	91.0

As required by FHWA, PACTS has agreed to support MaineDOT’s HSIP safety targets in each of the 5 safety measures. The targets depicted below will individually support MaineDOT’s statewide HSIP Safety targets proportionate to and representative of PACTS’s jurisdiction.

PACTS 2019 Safety Performance Target	PACTS 2019 Performance Targets	
	2017 Baseline*	2019 Target
Number of Fatalities	13.8	14
Rates of Fatalities	.45	.46
Number of Serious Injuries	128.4	121.0
Rate of Serious Injuries	4.2	3.97
Number of Non-Motorized Fatalities and Serious Injuries	27.4	27.4

\*Average over 5 years

### Pavement and Bridges (Performance Measure 2)

The PACTS Executive Committee voted to adopt the MaineDOT’s performance measures and targets for Pavement and Bridge Conditions.

The following table illustrates Maine’s PM2 performance targets for Pavement and Bridge conditions.

Maine PM2 Targets					
Interstate Pavement		Existing Conditions	2-year Target	4-year Target	SOGR
	Good	36.3%	38.0%	40.0%	40.0%
	Fair	62.5%	60.5%	58.5%	57.0%
	Poor	1.2%	1.5%	1.5%	3.0%
Non-Interstate Pavement		Existing Conditions	2-year Target	4-year Target	SOGR
	Good	31.2%	32.0%	34.0%	35.0%
	Fair	63.3%	63.0%	61.0%	55.0%
	Poor	5.5%	5.0%	5.0%	10.0%
NHS Bridges		Existing Conditions	2-year Target	4-year Target	SOGR
	Good	30.0%	32.0%	34.0%	40.0%
	Fair	66.3%	64.0%	62.0%	53.0%
	Poor	3.8%	4.0%	4.0%	7.0%

The following table illustrates PACTS PM2 Targets for Pavement.

PACTS PM2 Targets				
Interstate Pavement		Existing Conditions	2-year Target	4-year Target
	Good	67.0%	38.0%	40.0%
	Fair	32.1%	60.5%	58.5%
	Poor	0.9%	1.5%	1.5%
Non-Interstate Pavement		Existing Conditions	2-year Target	4-year Target
	Good	19.0%	32.0%	34.0%
	Fair	72.5%	63.0%	61.0%
	Poor	8.5%	5.0%	5.0%

The following table represents the performance measure targets for Maine NHS Bridges.

SD Deck Area	240,844
Total Deck Area	5,983,104
% of SD Deck Area	4.0%
% of Good Deck Area	36.2%
% of Poor Deck Area	4.0%

The following table represents the performance measure targets for PACTS NHS Bridges.

SD Deck Area	28,571
Total Deck Area	836,336
% of SD Deck Area	3.4%
% of Good Deck Area	24.8%

% of Poor Deck Area	3.4%
---------------------	------

### System Performance and Freight (Performance Measure 3)

The following table illustrates Maine’s PM3 performance targets for System Performance and Freight.

Maine PM3 Performance on NHS		
Performance Measure	Maine DOT Target	2017 Data
Truck Travel Time Reliability Index (TTTR)	< 1.50	
ATRC		1.22
BACTS	50 <sup>th</sup> %TTT	1.26
KACTS		1.47
PACTS		1.30
Statewide		1.23
% PMT Reliable on Interstate	>= 95%	
ATRC		100.0%
BACTS		100.0%
KACTS		100.0%
PACTS		100.0%
Statewide		100.0%
% PMT Reliable on Non-Interstate NHS	>= 90%	
ATRC		94.9%
BACTS		92.0%
KACTS		86.9%
PACTS		77.6%
Statewide		91.3%

It is PACTS’ understanding that by supporting Maine’s statewide targets, the PACTS area itself does not meet those same targets, but rather contribute, through PACTS programs and projects, to the state’s efforts to meet Maine’s targets.

## **2020-2021 UPWP PROPOSED ACTIVITIES**

---

### **TASK NO. 1: COORDINATION AND ADMINISTRATION**

#### OBJECTIVE

This task focuses on supporting PACTS’ five standing committees as well as the Transportation Improvement Plan (TIP) Ad Hoc Committee, which will be doing a significant amount of work to support the development of a unified funding framework and transportation improvement program for all federal funds. The other important focus for this task is communicating and engaging with the

region’s residents, a priority that emerged in the PACTS reforms. While we will deploy the full suite of communication and engagement tools, a few highlights include continuing to engage traditionally underrepresented people in decision making, conducting public opinion research, and holding annual sub-regional meetings with PACTS member communities’ municipal leaders. PACTS governing committees will evaluate the existing committee structure and develop a clear definition of the roles and responsibilities of each committee.

## ACTIVITIES AND PRODUCTS

### Support PACTS Committees

- **Policy Committee:** The Policy Committee is the policy-making body of PACTS. Staff provides support and helps facilitate the Policy Committee in advancing the PACTS priorities. Staff also aids the Committee with ongoing priority setting and funding decision making for all modes and funding sources. The Committee also ensures that PACTS meets all federal requirements as outlined in the PACTS Bylaws.
- **Executive Committee:** The Executive Committee is a subset of the Policy Committee. Staff supports the Executive Committee in performing work as stated in the PACTS Bylaws.
- **Transit Committee:** The Transit Committee is composed of staff from the transit agencies in the region, as well as other stakeholders, and advises PACTS’ governing committees on issues related to the region’s public transportation network. PACTS is working to broaden the range of perspectives that are included in transit decisions, notably recommending the programming of FTA capital, operating, and planning funds. In this UPWP, the Committee may also develop recommendations for a regional fare policy, improvements to automatic vehicle location (AVL) systems in the region, and shared trip planning and payment opportunities. The Committee will also identify and pursue new funding sources and opportunities that align with PACTS’ priorities and the short- and long-range transit plans for the region.
- **Planning Committee:** The Planning Committee is an advisory committee composed of professional—primarily planning—staff from PACTS member and partner agencies. It advises the PACTS governing committees on strategic transportation planning issues, focusing on land use, economic development, environmental protection, resource conservation, and community enhancement.
- **Technical Committee:** The Technical Committee is an advisory committee composed of professional—primarily engineering and public works—staff from PACTS member and partner agencies. It advises the PACTS governing committees, focusing on technical project and program review issues ranging from road and highway construction to traffic control to alternative transportation systems.

- **TIP Ad Hoc Committee:** The TIP Ad Hoc Committee is an advisory committee that will serve an important role in this UPWP: developing a funding framework to select projects for funding in the Transportation Improvement Plan. For the first time, this funding framework will be used to prioritize projects of all modes.

Communicate with and Engage Residents

- **Engage local officials**

In this UPWP, PACTS will hold sub-regional meetings for local elected officials and municipal staff with the purpose of educating them about PACTS’ role in the region and their communities’ role with PACTS and soliciting input on the region’s transportation needs and long-range plan.

- **Understand residents’ priorities through public opinion research**

As part of the previous priorities setting effort, PACTS solicited public opinion via an electronic survey. PACTS will continue to gather data on public opinion through specific planning efforts such as the update to the long-range plan, as well as through general outreach such as surveys.

- **Inform the public through collateral, e-dashboard, website, media and social media**

With the new PACTS website, users can efficiently access PACTS materials, including meeting agendas, reports and studies. Staff will continue to engage with the media on the progress of the PACTS priorities and other transportation issues impacting our region.

- **Engage diverse stakeholders by “going to them” and integrating all voices into the decision-making process.**

PACTS will identify events with other agencies and organizations as possible opportunities for outreach. The intent is to do outreach at existing events and meetings, and to engage those audiences. PACTS is currently doing this work with the Community Transportation Leaders network, and we will continue to expand our list of agencies, groups, and organizations with whom we engage.

FUNDING

**Timeline:** This task will cover both CY 2020 and 2021

FHWA PL	FTA 5303	Match-MaineDOT	Match-GPCOG	Match-Municipal	Total
\$477,258	\$91,134	\$117,314	\$22,784	\$0	\$708,490

## TASK NO. 2: PROGRAM THE REGION'S TRANSPORTATION FUNDING

### OBJECTIVE

In this task, PACTS will program our approximately \$20M - \$25M in annual federal road and transit funds. An important and challenging piece of work will be the development of a funding framework for allocating transit funds for projects and agencies. PACTS will also monitor the delivery of capital project to support on time and on budget construction. Another focus is on developing priority projects to the level that allows PACTS to compete effectively for discretionary funds.

### ACTIVITIES AND PRODUCTS

- ***Develop and monitor the Transportation Improvement Plan***  
An important function of PACTS is to program the state and federal transportation dollars throughout the region, across all modes. In order to develop a list of projects to be funded, staff will work with the TIP Ad Hoc Committee to develop a funding framework which will then be used to select projects to be funded, including the PACTS Collector Paving Program, the PACTS Municipal Partnership Initiative, and transit capital, operating and planning funds. PACTS currently lacks a formal mechanism for prioritizing transit funding and projects. Development of a comprehensive, consistent framework for transit funding is essential to ensuring that we are making the best use of our investments in support of PACTS' regional goals.
- ***Ensure project delivery***  
Staff will continuously monitor the TIP for changes in project schedule, scope and funding. PACTS will convene project teams to discuss any changes necessary to advance project development.
- ***Seek New Funding for PACTS Priorities***  
PACTS members and the public prioritized the top projects, initiatives and planning efforts for the region. PACTS will assist with project development for those priorities to complete for discretionary capital funding. PACTS will assist with grant writing to help municipalities and agencies seek funding and, in some cases, PACTS will take the lead in seeking grant funding.

### FUNDING

This task will cover both CY 2020 and 2021

FHWA PL	FTA 5303	Match- MaineDOT	Match- GPCOG	Match- Municipal	Total
\$304,000	\$120,000	\$76,000	\$30,000	\$0	\$530,000

## TASK NO. 3: PLAN FOR THE FUTURE

### OBJECTIVE

PACTS needs to update its long-range transportation plan (*Destination 2040*). PACTS will be completing *Transit Tomorrow* (the long-range transit plan) in the first year of the biennial work program, and this work will feed directly into the long-range plan. The transportation plan will build off the land-use planning in *Transit Tomorrow* and, in response to the PACTS priority of “building housing in places people already live and work,” include more in-depth recommendations on growth and development. Task 3 also includes two planning studies – for the South Portland waterfront and for transit-oriented development in Saco/Biddeford – as well as a set-aside of \$55,000 for other planning studies that members may identify at a later date. PACTS will also continue to be at the table on other major regional projects led by our partners.

### ACTIVITIES AND PRODUCTS

- ***Update the Long-Range Transportation and Land Use Plan***

As part of its federal designation, PACTS is required to develop and periodically update a long-range transportation plan. In 2016, PACTS conducted a complete update of its long-range plan, *Destination 2040*, which will need to be updated in 2021. An update to *Destination 2040* will begin once the long-range transit plan, *Transit Tomorrow*, is complete. This will allow the recommendations of *Transit Tomorrow* to be fully integrated and serve as the foundation of an updated long-range transportation and land-use plan. As part of the update process, PACTS will review its 2018 Congestion Management Plan to ensure up to date information on transportation performance and assess alternative strategies for congestion management that meets state and local needs. PACTS will identify key corridors and consider the development of freight performance measures. It is anticipated that this effort will be conducted by staff with some consultant support.

PACTS currently uses a 4-step transportation model (The Travel Demand Model) to forecast future traffic conditions in the PACTS region. The Travel Demand Model is used to evaluate the need for and impact of various transportation projects in the PACTS Region. The model is currently maintained and operated by a third-party consultant. As part of the long-range planning process, PACTS will explore ways to better access the regional travel demand model and assess whether the current travel demand model meets the multimodal needs of the region.

- ***Publish Transit Tomorrow***

*Transit Tomorrow* will build a shared vision for the region’s public transportation network of buses, trains, and ferries, and establish an investment plan for how to improve and expand our network over the next 30 years. The planning process centers 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.

- **Manage Planning Projects**

- **South Portland Mill Creek to Cushing's Point Priority Corridor Study**

- A study to address existing transportation deficiencies between the Casco Bay Bridge and Cushing's Point, in South Portland, and improvements that will be needed to accommodate significant new development in the Cushing's Point/Spring Point area. The 2018 Smart Corridor Study (a joint Portland-South Portland project) focused on pedestrian improvements along eastern Broadway; these improvements are being considered for a bond proposal this fall. The Mill Creek to Cushing's Point Priority Corridor Study will go beyond the 2018 Smart Corridor Study to consider and propose several specific ways of increasing capacity in an environment where road widening is not an option, including increased transit service, improved traffic signal operations, and marine transportation to and from Portland.

- **Saco Island and Biddeford Mill District TOD Study**

- This study will develop a Transit Oriented Development plan for the Saco Island and the Mill District of Biddeford. With the amount of growth in this area, both past and future, the two cities are interested in exploring ideas and concepts to promote and encourage Transit Oriented Development that will:

- Increase "location efficiency" so people can walk, bike and take transit
      - Boost transit ridership and minimize traffic
      - Provide a rich mix of housing, shopping and transportation choices
      - Generate revenue for the public and private sectors and provide value for new and existing residents
      - Create a sense of place

- This project will include planning and public engagement activities, conceptual renderings for site improvements that increase access to transit and improve bicycle and pedestrian circulation, and zoning recommendations for the study area.

- **Participate in Regional Planning Projects**

- As the region's transportation planning organization, PACTS needs to collaborate with federal, state and regional partners on a variety of transportation initiatives which align with the PACTS priorities. PACTS will be a resource and partner with other agencies, on planning efforts such as the Gorham Connector, possible relocation of the Portland Transportation Center, large regional developments (Rock Row and Scarborough Downs) and other projects in the region.

- **Stay Current**

- Staff will stay informed on rapidly changing trends and technologies and regularly bring research and speakers into PACTS meetings and dialogues.

FUNDING

This task will cover both CY 2020 and 2021

FHWA PL	FTA 5303	Match-MaineDOT	Match-GPCOG	Match-Municipal	Total
\$410,864	\$233,290	\$78,184	\$58,322	\$47,000	\$827,660

**TASK NO. 4: IMPLEMENT PLANS AND MOBILITY IMPROVEMENTS**

OBJECTIVE

This task focuses on achieving mobility improvements by improving intersections through the Regional Traffic Management System, addressing high crash locations, implementing the customer-oriented recommendations of the short-range transit plan (*Moving Southern Maine Forward*), developing a regional complete streets policy, implementing priorities from the *Active Transportation Plan*, continuing to promote EVs and alternative fuels, and launching an effort to reduce driving alone on and off the Portland Peninsula (Smart Access). Currently, GPCOG has separate funding for mobility management, which enhances mobility for older adults and people with disabilities. This is grant-funded work, and if the funding is not renewed, PACTS may want to consider reprogramming funding to support this valuable work.

ACTIVITIES AND PRODUCTS

- **Improve Transit Service**  
Improving connections between routes and schedules has been identified as a top priority for PACTS. Staff will work with the transit agencies to identify opportunities to improve coordination and route planning within agencies, as well as between agencies, to support a more coordinated transit network that better meets the needs of the end user. The short-range transit plan, *Moving Southern Maine Forward*, recommended creating an integrated trip planning tool and a unified fare payment system. With the Greater Portland area being served by seven transit providers, each with their own payment system, it can be challenging for a customer to design and plan a trip. Existing mobile applications offer integrated planning and/or fare payment.
- **Regional Transit Stop Access**  
The Transit Stop Access Project is focused on prioritizing, designing, and constructing accessibility improvements at and near fixed route bus stop stops for METRO, Biddeford Saco Old Orchard Beach (BSOOB) Transit, and City of South Portland Bus Service. Phase I included an in-depth field assessment and work with the transit agencies and key stakeholders to prioritize bus stops. Phase II includes further prioritization, preliminary designs, and development of construction bid packages for the three agencies.

- ***Improve Intersection and Traffic Flow***

Maintaining and improving our traffic signals and intersections was identified as a top priority for PACTS. Staff will work with members and MaineDOT to continue to lead regional traffic signal management. Staff will also continue to assess the high crash locations in the PACTS region. This could include selecting additional locations to be analyzed, using a methodology similar to that used in the 2019 assessment, or a subset of the existing locations being analyzed as part of the 2019 effort could be selected to be fully designed and prepared for capital funding.

- ***Mobility Management***

Mobility management facilitates delivering the transportation options that best meet the community's needs. This growing practice emphasizes coordination among all the key transportation players including not only public transit providers, private operators, and volunteer driver programs but also customers, planners, and stakeholders from human services and health care. As a practice, mobility management emphasizes the coordination of transportation services for people with disabilities, older adults, and others with barriers to transportation.

In 2017, PACTS set out to build mobility management into its planning process to help ensure that decisions on funding transportation projects can result in more equitable distribution of services, facilities and resources. Thus far, grant funding has enabled PACTS and GPCOG to build a mobility management initiative which includes the Transportation & Community Well-Being Network, the Inclusive Transportation Planning Project, and the Mobility Solutions for Maine Project. The initiative has enabled PACTS and its members to better comply with federal mandates on civil rights and public involvement. In the future, PACTS funding should be considered to bolster this work.

- ***Complete Streets Improvements***

Expanding infrastructure for bicycle and pedestrian commuters was identified as a top priority for PACTS members and of users in the region. Several member municipalities as well as the MaineDOT have adopted complete streets policies, which call for inclusion of all users when developing transportation projects.

- ***Maine Clean Communities***

Maine Clean Communities focuses on accelerating the adoption of low-carbon and cleaner fuels for public fleets and consumers. PACTS will educate fleet operators and decision makers, pursue opportunities for building clean fuel infrastructure, including electric vehicle charging equipment, and implementing other technologies and strategies that reduce dependence on petroleum in transportation. Focus will be given to PACTS municipal and transit fleets.

- ***Smart Access to Jobs***

Access to employment is a challenge in the PACTS region, especially on and off the Portland Peninsula. Utilizing Streetlight Data, staff will analyze key mobility corridors which serve

major employment centers. The analysis will include origin and destination data for vehicle traffic, transit ridership and bicycle/pedestrian users. Possible outcomes include proposed new park-and-ride facilities, new/improved transit routes, and other traffic demand management strategies.

**FUNDING**

This task will cover both CY 2020 and 2021

FHWA PL	FTA 5303	Match-MaineDOT	Match-GPCOG	Match-Municipal	Total
\$469,200	\$92,000	\$40,000	\$23,000	\$74,800	\$699,000

**TRANSIT PLANNING RESOURCES**

---

The region’s seven transit agencies routinely engage in planning activities for a variety of agency-specific topics and initiatives. PACTS will work to improve coordination of transit planning activities in the region, which can improve communication among and between the transit providers and PACTS, and support a more coordinated regional transit system that makes the best use of available funds, identifies opportunities for sharing resources, increases ridership, and improves the experience of the rider. As PACTS programs 5307 funding, the transit committee and governing committees will consider ways to enhance planning resources in order to advance the transit priorities identified in *Moving Southern Maine Forward* and *Transit Tomorrow*, since there is insufficient transit planning funds to meaningfully ensure implementation of these plans.

Task 10 Agency Specific 2020 & 2021 5307 Projects

<u>Task 10 Regional and Agency Specific 2018 &amp; 2019 5307 Projects</u>	<b>Total</b>	<b>Federal</b>	<b>Local</b>
<b>BSOOB Agency Specific Planning</b>	<b>\$46,000</b>	<b>\$36,800</b>	<b>\$9,200</b>
<b>CBITD Agency Specific Planning</b>	<b>\$103,492</b>	<b>\$82,793</b>	<b>\$20,699</b>
<b>SPBS Agency Specific Planning</b>	<b>\$50,00</b>	<b>\$40,00</b>	<b>\$10,00</b>
<b>Subtotal 5307</b>	<b>\$199,492</b>	<b>\$159,593</b>	<b>\$39,899</b>

Summary of PACTS Tasks and Deliverables FY 2020-2021		FY 2020	FY 2021	MPO Staff	Consultant
<b>TASK NO. 1: Coordination and Administration</b>					
Support and Coordinate meetings for all PACTS Committees		X	X	X	
Establish and staff a TIP Ad Hoc Committee to reevaluate project selection criteria		X		X	
Conduct sub-regional and one-in-one meetings for elected officials		X	X	X	
Develop online surveys, and convene public meetings and focus groups		X	X	X	
Update MPO website and utilize social media to inform		X	X	X	
Develop data dashboards that track transportation indicators		X	X	X	
Pursue new partnerships and outreach opportunities		X	X	X	
<b>TASK NO. 2: Program the Region's Transportation Funding</b>					
Revise TIP Policies and Procedures document		X		X	X
Assist with scoping projects and pursuing discretionary funding		X	X	X	
Maintain and monitor TIP		X	X	X	
<b>TASK No. 3: Plan for the Future</b>					
Update Destination 2040, PACTS Long-Range Transportation and Land Use Plan		X	X	X	X
Publish the Long-Range Transit Plan, <i>Transit Tomorrow</i>		X		X	X
Collaborate with federal, state, and regional partners on transportation initiatives and projects		X	X	X	
Coordinate local planning studies in the region		X	X	X	X
<b>TASK No. 4: Implement Plans and Mobility Improvements</b>					
Explore opportunities for integrated trip planning and fare payment		X	X	X	X
Assist transit agencies in developing preliminary designs and construction bid packages		X	X	X	X
Conduct a regional assessment to improve traffic signal management		X	X	X	X
Assess High Crash Locations for future capital funding		X	X	X	X
Seek grant funding for mobility Management initiatives		X	X	X	
Develop a regional complete streets policy		X	X	X	
Educate fleet operators and decision makers on low-carbon and cleaner fuels for public fleets		X	X	X	
Analyze Key mobility corridors serving major employment centers throughout the region		X	X	X	

# FACTS BUDGET SUMMARY CY 2020-2021 UPWP

## FACTS Unified Planning Work Program (1/1/20 to 12/31/21)

	FHWA PL	FTA 5303	Match - MaineDOT	Match - GPCOG	Match - Municipal	TOTAL
<b>TASK 1: Coordination and Administration</b>						
<i>Ensure MPO Meets All Federal Requirements</i>	\$8,000		\$2,000			\$10,000
<i>Support FACTS Committees</i>						
Policy Committee & Executive Committee	\$230,058		\$57,514			\$287,572
Planning Committee	\$8,000		\$2,000			\$10,000
Technical Committee	\$12,000		\$3,000			\$15,000
Transit Committee		\$91,134		\$22,784		\$113,918
TIP Committee	\$20,000		\$5,000			\$25,000
<i>Communicate with and Engage Residents</i>						
Engage local elected officials, subregional meetings, and Annual Summit	\$56,000		\$14,000			\$70,000
Understand residents' priorities through public opinion research	\$24,000		\$6,000			\$30,000
Inform residents through collateral, e-dashboard, website, media and social media	\$79,200		\$17,800			\$97,000
Engage diverse stakeholders by "going to them" and integrating EJ voices into decisionma	\$40,000		\$10,000			\$50,000
<b>Subtotal for Task 1</b>	<b>\$477,258</b>	<b>\$91,134</b>	<b>\$117,314</b>	<b>\$22,784</b>	<b>\$0</b>	<b>\$708,490</b>
<b>TASK 2: Program the Region's Transportation Funding</b>						
<i>Develop the Transportation Improvement Program</i>						
Program FHWA Capital Funds, including Collector Paving	\$80,000		\$20,000			\$100,000
Program FTA Capital, Operating and Planning Funds		\$80,000		\$20,000		\$100,000
Program Municipal Partnership Initiative Funds	\$40,000		\$10,000			\$50,000
Develop Framework for Funding Transit		\$40,000		\$10,000		\$50,000
Develop TIP application guide and TIP manual	\$40,000		\$10,000			\$50,000
<i>Ensure Project Delivery</i>						
Track and monitor capital projects	\$32,000		\$8,000			\$40,000
Create project development guide	\$32,000		\$8,000			\$40,000
Provide enhanced project scoping	\$32,000		\$8,000			\$40,000
<i>Seek New Funding for FACTS Priorities</i>	\$48,000		\$12,000			\$60,000
<b>Subtotal for Task 2</b>	<b>\$304,000</b>	<b>\$120,000</b>	<b>\$76,000</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$530,000</b>
<b>TASK 3: Plan for the Future</b>						
<i>Update the Long Range Transportation and Land Use Plan</i>	\$248,864		\$62,184			\$311,048
<i>Publish Transit Tomorrow</i>		\$169,290		\$42,322		\$211,612
<i>Manage Planning Projects</i>						
South Portland Waterfront Transportation Plan	\$54,000				\$36,000	\$90,000
Saco/Biddeford Transit Oriented Development	\$8,000	\$24,000	\$2,000	\$6,000		\$40,000
Set-aside for future proposed planning projects	\$44,000				\$11,000	\$55,000
<i>Participate in Regional Planning Projects</i>						
Represent region on Gorham Connector, Portland Transportation Center, and other projec	\$40,000		\$10,000			\$50,000
Help coordinate transit planning projects		\$40,000		\$10,000		\$50,000
<i>Stay Current</i>	\$16,000		\$4,000			\$20,000
<b>Subtotal for Task 3</b>	<b>\$410,864</b>	<b>\$233,290</b>	<b>\$78,184</b>	<b>\$58,322</b>	<b>\$47,000</b>	<b>\$827,660</b>
<b>TASK 4: Implement Plans and Mobility Improvements</b>						
<i>Improve Transit Service</i>						
Optimize routes and launch integrated trip planning and fare payment		\$48,000		\$12,000		\$60,000
Regional Transit Stop Access		\$24,000		\$6,000		\$30,000
<i>Improve Intersections and Traffic Flow</i>						
Regional Traffic Management System	\$200,000				\$50,000	\$250,000
High Crash Locations	\$99,200				\$24,800	\$124,000
<i>Mobility Management</i>						
Complete Streets Improvements	\$70,000		\$15,000			\$85,000
Maine Clean Communities	\$40,000	\$20,000	\$10,000	\$5,000		\$75,000
Smart Access to Jobs	\$60,000		\$15,000			\$75,000
<b>Subtotal for Task 4</b>	<b>\$469,200</b>	<b>\$92,000</b>	<b>\$40,000</b>	<b>\$23,000</b>	<b>\$74,800</b>	<b>\$699,000</b>
<b>TOTAL</b>	<b>\$1,661,322</b>	<b>\$536,424</b>	<b>\$311,498</b>	<b>\$134,106</b>	<b>\$121,800</b>	<b>\$2,765,150</b>