

**MEMORANDUM OF AGREEMENT
BETWEEN
Greater Portland Council of Governments, Maine Department of Transportation,
AND
the Municipalities of Portland, Westbrook, Windham, and Raymond**

THIS MEMORANDUM OF AGREEMENT (herein, “MOA”), dated TBD (herein, the “Execution Date”) is made between the Greater Portland Council of Governments (herein, “GPCOG”), the Maine Department of Transportation (herein, “MaineDOT”), and the municipalities of Portland, Westbrook, Windham, and Raymond (herein, “the Municipalities”). GPCOG, MaineDOT, and the Municipalities are herein collectively referred to as “Parties” and separately as “Party.”

1. **PURPOSE.** The purpose of this MOA is to formalize an agreement to form a partnership of the Parties to conduct the Route 302 Corridor Study (herein, the “Project”) from Portland (intersection of Interstate 295) to Raymond (Casco town line). The objective of this partnership is to carry out the tasks described in the Project’s Scope of Work (Attachment A).
2. **MUTUAL INTEREST OF THE PARTIES.** In 2025, members of the Portland Area Comprehensive Transportation System (PACTS) identified an opportunity to study the Route 302 corridor, focusing on strategic improvements that advance Connect 2050 regional goals. Subsequently, in early 2026, GPCOG staff commenced a scoping effort in consultation with the Parties.

Developing a shared plan for the Route 302 corridor by identifying needs, recommendations, and priority projects will place the Parties in a good position to take advantage of future funding opportunities, including the potential for priority projects to be included in the MaineDOT Work Plan.

Route 302 traverses several contexts across the approximately 22 miles included in the Project, from denser urban environments to suburban, rural, and village settings. Such diversity requires a contextual approach to address unique needs while considering the corridor’s overall function. The Project is positioned to provide this contextual approach by completing the Project’s Scope of Work (Attachment A) through the collaboration outlined in this MOA.

3. RESPONSIBILITIES OF THE PARTIES.

GPCOG. GPCOG shall manage all aspects of the Project, including but not limited to:

- i. Project Management
 - a. Lead and manage the overall coordination of the Project, ensuring that all tasks are executed efficiently and according to the project schedule.
 - b. Serve as the primary point of contact for the Municipalities and MaineDOT, facilitating clear and consistent communication throughout the Project.

- c. Act as a facilitator to address any issues or challenges that arise during the Project.
 - d. Identify and address potential barriers to project progress, seeking solutions that support collaborative outcomes.
 - ii. Data Collection, Analysis, and Sharing
 - a. Complete the collection, management, and analysis of data necessary for the Project, including transportation patterns, infrastructure conditions, and community needs.
 - b. Ensure that data collection methods and analysis processes meet professional standards and produce actionable insights.
 - c. Share any new traffic counts with MaineDOT.
 - iii. Coordination
 - a. Provide timely responses to questions raised by MaineDOT and the Municipalities. GPCOG shall respond to inquiries (phone or email) within three (3) business days.
 - b. Maintain continuous coordination with MaineDOT and the Municipalities throughout the life of the Project.
 - iv. Community Engagement
 - a. Lead community engagement processes with assistance from the Municipalities.
 - v. Recommendations & Priority Projects
 - a. Lead the process of identifying needs and developing recommendations.
 - b. Facilitate the priority project selection process.
 - c. Lead the project development process for priority projects in consultation with MaineDOT on readiness standards.
 - d. Coordinate with selected consultants to complete detailed design work and potential traffic analyses.
 - e. Provide MaineDOT and the Municipalities with relevant documents and presentations.
 - f. Present findings and recommendations to the Regional Transportation Advisory Committee (RTAC) and PACTS Policy Board.
 - vi. Implementation
 - a. Work with MaineDOT and the Municipalities to identify funding sources and communicate priority projects to local councils or select boards.
 - b. Modify and/or amend the region's long-range transportation plan (LRTP) and transportation improvement program (TIP), as needed and directed by the PACTS Policy Board, to include the Project's highest priorities.

MaineDOT. MaineDOT shall serve as a responsive partner to GPCOG fulfilling responsibilities including, but not limited to:

- i. Administration
 - a. Designate a primary point of contact responsible for maintaining responsive communication with GPCOG throughout the Project (see Section 4).
- ii. Data Sharing

- a. Provide relevant transportation data (not easily available online) in response to requests from GPCOG. Data may include, but is not limited to, pavement and bridge condition data, culvert locations and sizing, traffic conditions, right-of-way information, and snow removal practices.
- iii. Multimodal Conditions
 - a. Provide timely and meaningful guidance on multimodal traffic analysis needs for priority projects.
 - b. Provide timely and meaningful feedback on GPCOG-documented existing conditions in the Needs Assessment, which will form the basis for recommendations and priority projects.
- iv. Project Coordination
 - a. Coordinate with the GPCOG project team on related MaineDOT-led planning and capital project development efforts along the corridor, including projects that are within a horizon of one year beyond the most recently published Work Plan.
 - b. Coordinate with GPCOG to identify opportunities to bundle recommendations and priority projects with programmed MaineDOT projects for future design and construction.
- v. Readiness Framework
 - a. Provide timely and meaningful input for a readiness framework that will directly inform the level of design budgeted for the selected priority projects.
- vi. Implementation
 - a. Work with GPCOG staff, PACTS, and the Municipalities to fund, design, and construct the Project's highest priority projects.

The Municipalities. The Municipalities shall serve as responsive partners to GPCOG, fulfilling responsibilities including but not limited to:

- i. Administration
 - a. Designate a point of contact responsible for maintaining responsive communication with GPCOG throughout the Project duration (see Section 4).
 - b. The municipal point of contract shall provide timely responses to questions raised by GPCOG and its consultants, responding to inquiries (email or phone) within three (3) business days.
- ii. Data Sharing
 - a. Provide relevant transportation data (not easily available online) within two (2) weeks of requests from GPCOG. Data may include, but is not limited to, pavement and bridge condition data, culvert locations and sizing, traffic conditions, right-of-way information, and snow removal practices.
 - b. Provide relevant housing and development data (not easily available online) within (2) weeks of requests from GPCOG. Data may include, but is not limited to zoning, future land use, growth areas, TIF districts, property ownership, adopted plans, progress and implications of comprehensive plan updates, water and sewer infrastructure, broadband, and electrical conduits.
- iii. Support for Community Engagement

- a. Assist in coordinating community engagement activities within the municipality, including meetings or events related to the Project.
- b. Share community feedback with GPCOG.
- c. Identify additional stakeholders if needed.
- iv. Council/Selectboard Coordination
 - a. Keep municipal council/selectboard regularly informed about the Project’s progress, findings, and recommendations.
 - b. Review Project recommendations, with a focus on highest priority projects that impact the municipality.
 - c. Seek formal endorsement from municipal councils for relevant recommendations to ensure alignment with local priorities.
 - d. Share any relevant council/selectboard meeting items and actions with GPCOG’s Project Manager.

4. **PRIMARY POINTS OF CONTACT.** The primary points of contact for all Parties are listed below. Contacts are listed by Title/Current Holder of Title. If the current holder of the title should change, that individual’s successor will become the primary point of contact for the associated Party.

Party	Title/Position	Current Holder of Title	Email/Phone
GPCOG	Route 302 Project Manager	Collin Hodges	chodges@gpcog.org; 207.774.9891 x229
MaineDOT	Urban Planner	Claire Winter	claire.winter@maine.gov; 207.592.1152 (cell)
Portland	Planner	Taylor Colbeth	tcolbeth@portlandmaine.gov (207) 874-8721
Westbrook	Senior Planner	Rebecca Spitella	rspitella@westbrook.me.us 207.854.0638 x1231
Windham	Assistant Town Manager	Amanda Lessard	allessard@windhammaine.us 207.892.1907 x1121
Raymond	Town Manager	Glenn Michalowski	glenn.michalowski@raymondmaine.org 207.655.4742 x131

5. **DISPUTE RESOLUTION.** In the event of a dispute between the Parties, the Parties agree to use their best efforts to resolve that dispute in an informal fashion through consultation and communication, or other forms of non-binding alternative dispute resolution mutually acceptable to the parties.

6. **EFFECTIVE DATE.** This agreement becomes effective upon the date of the last approving signature and will remain in effect until December 31, 2027, or the Project’s End, whichever is later.

7. ACCEPTANCE OF AGREEMENT:

Joyce Taylor
Deputy Commissioner
MaineDOT

DATE

Greg Jordan
Assistant City Manager
City of Portland

DATE

Angela Holmes
City Administrator
City of Westbrook

DATE

Bob Burns
Town Manager
Town of Windham

DATE

Glenn Michalowski
Town Manager
Town of Raymond

DATE

Kristina Egan
Executive Director
GPCOG

DATE