

GO  ACTON

GO  BOLTON

GO  CONCORD

GO  MAYNARD

GO  STOW

GO  SUDBURY

# Making the Connections

December 2022



## Table of Contents

<b>1</b>	<b>Introduction.....</b>	<b>1</b>
	Regional Context .....	1
	Making the Connections Program.....	1
	Minuteman Advisory Group on Interlocal Coordination (MAGIC).....	1
	Transit Authority Relationships .....	2
	CrossTown Connect Transportation Management Association (TMA) .....	3
	Major Work Tasks.....	3
	Group Collaboration.....	4
	Meetings with Municipalities.....	4
	Community Transportation Needs Survey .....	4
	Brand Development and Communications Strategy.....	5
	COVID-19 and Taxi Grants .....	5
<b>2</b>	<b>Town Profiles.....</b>	<b>7</b>
<b>3</b>	<b>Profile: Town of Acton .....</b>	<b>8</b>
	Background.....	8
	MTC Program Participation .....	8
	Existing Transportation Services.....	8
	Taxi Program .....	9
	Documented Needs.....	9
<b>4</b>	<b>Profile: Town of Bolton .....</b>	<b>10</b>
	Background.....	10
	MTC Program Participation .....	10
	Other Transportation Services.....	10
	Documented Needs.....	11
	Communication and Marketing.....	11
<b>5</b>	<b>Profile: Town of Concord .....</b>	<b>13</b>
	Background.....	13
	Existing Transportation Services.....	13
	MTC Program Participation .....	14
	Taxi Program .....	14
	Documented Needs.....	14
	Communication and Marketing.....	14

**Making the Connections Working Program Summary**  
Towns of Acton, Bolton, Concord, Maynard, Stow, Sudbury, MA

	Other Observations.....	14
<b>6</b>	<b>Profile: Town of Maynard .....</b>	<b>15</b>
	Background.....	15
	Existing Transportation Services.....	15
	MTC Program Participation .....	15
	Taxi Program .....	15
	Documented Needs.....	16
	Communication and Marketing.....	16
<b>7</b>	<b>Profile: Town of Stow.....</b>	<b>17</b>
	Background.....	17
	Existing Transportation Services.....	17
	MTC Program Participation .....	17
	Taxi Program .....	17
	Ride Data.....	17
	Documented Needs.....	18
	Communication and Marketing.....	19
	Other Observations.....	19
<b>8</b>	<b>Profile: Town of Sudbury .....</b>	<b>20</b>
	Background.....	20
	Existing Transportation Services.....	20
	MTC Program Participation .....	21
	GoSudbury Uber Rides .....	21
	Taxi Program .....	24
	Summary Data .....	25
	Transportation Planning in Sudbury.....	26
	Communication and Marketing.....	27
<b>9</b>	<b>Key Takeaways And Lessons Learned.....</b>	<b>28</b>
	Staffing and Collaboration .....	28
	Potential Solutions .....	29
	Liability and Legal Reviews .....	29
	Potential Solutions .....	29
	Wheelchair Accessible Vehicles (WAVs) .....	30
	Multiple Transit Authorities .....	30
	First Challenge: Engaging Multiple RTAs in Collaborative Efforts.....	30



Market Demand .....	32
Appendix Materials .....	A1

## List of Figures

Figure 1	MAPC Magic Subregion and Making the Connections Communities .....	2
Figure 2	Regional Transit Authorities Serving the MTC Communities .....	2
Figure 3	Go MTC Brand and Logo .....	6
Figure 4	MTC Community Characteristics .....	7
Figure 5	GoBolton Transportation Options.....	12
Figure 6	Stow Taxi Program (August 2021–November 2022).....	18
Figure 7	Go Sudbury Transportation Options.....	21
Figure 8	GoSudbury Uber Data (February 2021–November 2022).....	23
Figure 9	GoSudbury Sample Uber Destination Data .....	24
Figure 10	Sudbury Taxi Ride Data .....	25

## List of Appendix Materials

- MTC rider survey presentation
- MTC logo
- MTC brand guide
- Completed communications templates
- Example intermunicipal agreement for housing services
- Acton FY22 transportation program summary
- Uber Transit Resource Guide
- Boston MPO Technical Assistance Request
- Learning from the Taxi, Livery, and Hackney Grant Program: MAPC (November 2022)

# 1 INTRODUCTION

This report summarizes the work carried out as part of the Making the Connections (MTC) program and includes a discussion of regional context and collaboration. Following a discussion of the major work tasks undertaken, the report includes individual town profiles, and a discussion of lessons learned. Appendix materials are provided for reference.

## REGIONAL CONTEXT

### **Making the Connections Program**

MTC is a collaboration among the towns of Acton, Bolton, Concord, Maynard, Stow, and Sudbury. See Figure 1. Funded by local resources and with a grant from the Commonwealth of Massachusetts Community Compact Best Practices initiative, MTC began in 2019 with an \$80,000 Community Compact grant award to the Town of Sudbury, the overall program administrator. Although planned for 2020, program launch was delayed due to the COVID-19 pandemic. In May 2021, the MTC communities jointly engaged Nelson/Nygaard Consulting Associates to provide transportation expertise and program management assistance.

MTC's aim is to increase the availability of transportation for residents, particularly older adults, people with disabilities, people with low incomes, and veterans to access health services, community resources, and economic opportunities. MTC sought to capitalize on new tools for requesting trips in real time rather than through making reservations.

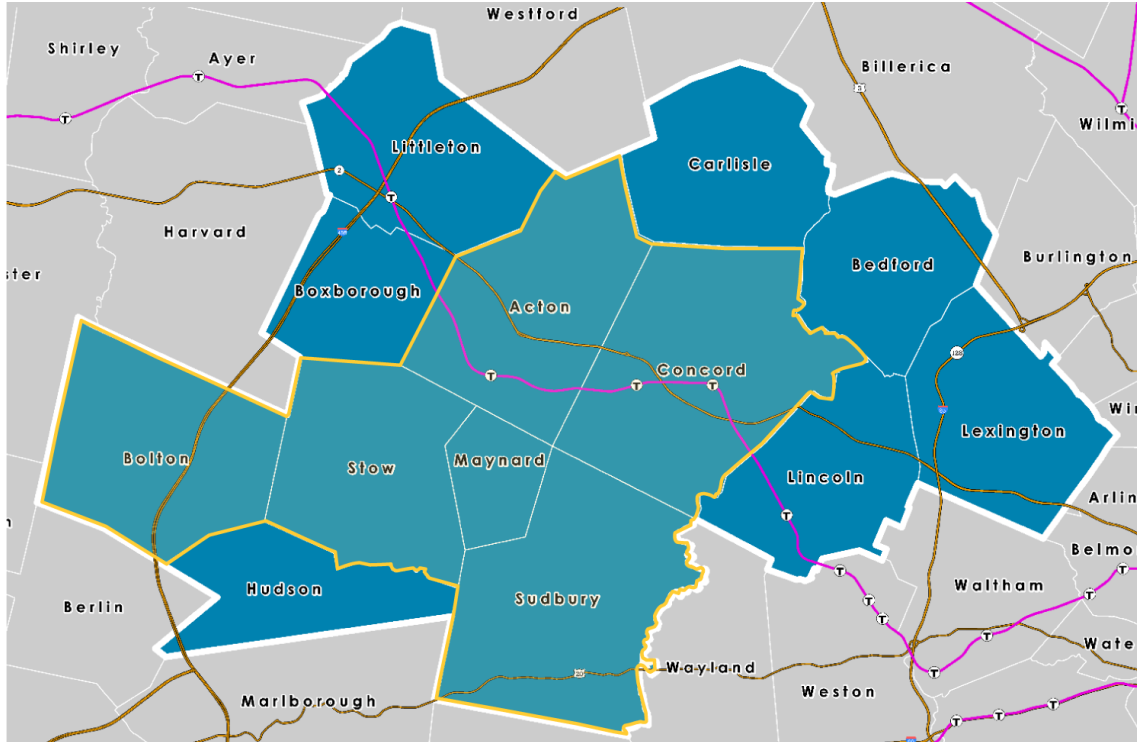
### **Minuteman Advisory Group on Interlocal Coordination (MAGIC)**

The six participating MTC communities are members of the Minuteman Advisory Group on Interlocal Coordination (MAGIC). Established through the Metropolitan Area Planning Council (MAPC) as a growth management committee in 1984, MAGIC consists of planning and select board representatives from: Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. The group focuses on transportation, the environment, energy, open space, affordable housing, economic and

**Making the Connections Working Program Summary**  
Towns of Acton, Bolton, Concord, Maynard, Stow, Sudbury, MA

community development, and legislative issues.<sup>1</sup> All MAGIC communities are part of the AARP-WHO livable communities network.

**Figure 1 MAPC Magic Subregion and Making the Connections Communities**



Source: MAPC

## Transit Authority Relationships

Four transit authorities serve the six MTC communities. Two towns are members of the Lowell Regional Transit Authority (LRTA), two are members of the Montachusett Area Regional Transit Authority (MART), one is a member of the Massachusetts Bay Transportation Authority (MBTA), and one is a member of the MetroWest Regional Transit Authority (MWRTA). See Figure 2. This poses major challenges to coordination of local public transportation, as discussed in Section 8.

**Figure 2 Regional Transit Authorities Serving the MTC Communities**

Town	Regional Transit Authority Membership
Acton	Lowell Regional Transit Authority (LRTA) (also MBTA commuter rail)
Bolton	Montachusett Area Regional Transit Authority (MART)

<sup>1</sup> <https://www.mapc.org/get-involved/subregions/magic/>

Concord	Massachusetts Bay Transportation Authority (MBTA)
Maynard	Lowell Regional Transit Authority (LRTA)
Stow	Montachusett Area Regional Transit Authority (MART)
Sudbury	Metro West Regional Transit Authority (MWRTA)

## **CrossTown Connect Transportation Management Association (TMA)**

Efforts to better coordination local transportation services began more than 10 years ago and led to the creation of CrossTown Connect, a state-funded collaboration among the Towns of Acton, Boxborough, Littleton, Maynard, and Stow, and the Clock Tower Place development in Maynard. In 2013 Cross Town Connect received funding to establish a TMA.<sup>2</sup>

According to the program description on its website, the CrossTown Connect TMA serves the residents and the business sector of Acton, Carlisle, Concord, Littleton, Maynard, Sudbury, and Westford, three of the six MTC communities. In a region divided by administrative boundaries, the TMA's programs and services are designed to reduce traffic, maximize local mobility options, coordinate transportation resources, and improve economic vitality. TransAction Associates operates the TMA and coordinates some or all transportation services in three MTC communities, Acton, Maynard, and Sudbury, as well as in Littleton.

The CrossTown Connect TMA was impacted by the COVID-19 pandemic when participating municipalities suspended funding for TMA activities. Going forward, the TMA may focus more on employee-related services and seek funding from private companies. Collaboration among municipalities may continue through a different avenue.

## **MAJOR WORK TASKS**

The MTC program included the following:

- Group collaboration through regular meetings
- Individual meetings with municipalities
- Transportation needs survey
- Brand development and communications

These are described below.

---

<sup>2</sup> <https://www.crosstownconnect.org/>

## **Group Collaboration**

As noted, MTC began in 2019 with meetings among the six participating communities and other MAGIC communities to confirm interest and participation. The communities sought staff support to manage the program and ultimately engaged Nelson\Nygaard for consultant support beginning in May 2021. Meetings with the six MTC communities and the consultant team took place every 4–6 weeks over the course of the project through the end of 2022. Representatives from other communities, MAPC staff, and representatives from Emerson Hospital (major area destination) and TransAction associates (TMA, dispatch services, and shuttles) attended occasional meetings.

## **Meetings with Municipalities**

In addition to meeting with the larger MTC group, the consultant team conducted two rounds of individual meetings with communities to initially determine needs and MTC participation and then to support outreach and communications.

## **Community Transportation Needs Survey**

An early work task included a transportation survey for residents of participating communities. The survey was intended to provide MTC with a better understanding of current travel patterns and unmet transportation needs. It included questions about commonly used modes, trip types, private vehicle availability, and smartphone ownership and use.

### **Timing**

- The survey ran from 10/26/21 through 4/29/22

### **Participation**

- 649 total responses were received
  - At least 27 respondents from each community
  - Acton = 190, Concord = 153, Sudbury = 90, Bolton = 86, Stow = 69, Maynard = 27, Other = 31

### **Key Results**

- 117 (18%) respondents stated they did not own or have regular car access. The analysis of this subgroup noted:
  - Trips for work were taken the most often

- Most relied on family or friends to drive them for all trip types
- 80% had access to smartphones
- 52% used their smartphone for banking or payment
- 68% used or had a family member that used transportation network company (TNC) services to travel

A summary of the full survey is included as an appendix.

## **Brand Development and Communications Strategy**

During the roughly 18-month MTC collaboration with Nelson\Nygaard, the member communities sought to establish a cohesive brand and communications strategy. The selected brand is Go [town name] for use by each community. This includes a logo for each community with different color schemes. Figure 3 shows an example of the brand and logo in one of the color schemes.

The Nelson\Nygaard team coordinated with each community to refine communications needs to apply the brand and logo as usable collateral and to promote services. This included preparing some custom graphics and providing word templates with the included brand. Each community can reuse this information for future promotional activities.

## **COVID-19 AND TAXI GRANTS**

The project grant was received in 2019 and progress was subsequently delayed by the COVID-19 pandemic. To mitigate impacts of the pandemic, MAPC obtained emergency funds to subsidize taxi services. According to its website,<sup>3</sup> MAPC, in partnership with MassDevelopment, developed a statewide grant program to provide funding for state and municipal agencies, RTAs, eligible nonprofits, and health and human services providers to contract with taxicab, livery, or hackney businesses for transportation and delivery needs. The initial 2020 grant provided over \$1 million to 25 grantees statewide. The second 2021 grant round awarded over \$2.5 million to 46 recipients. Acton, Concord, Maynard, Stow, and Sudbury were among the funding recipients.

The taxi program provided a much-needed lifeline for transportation-dependent individuals during the height of the pandemic. At the same time, the presence of a parallel program meant that communities could use the taxi program in lieu of the MTC grant funds. In addition, running the taxi program added to staff capacity, and in some towns meant only

---

<sup>3</sup> <https://www.mapc.org/resource-library/taxipartnerships/>

one of the programs could be managed. As applicable, the following town profiles (except Bolton) incorporate available information about MAPC taxi programs

**Figure 3 Go MTC Brand and Logo**



Source: Nelson\Nygaard

## 2 TOWN PROFILES

Figure 4 summarizes population and RTA membership of the six MTC communities. Also shown is whether the community provided rides either through MAPC taxi program or the MTC program. These communities are all part of the MAGIC subregion but differ in population and geography. Along with Concord, Acton has an MBTA commuter rail station and has the most local transportation offerings. Stow and Bolton are the smaller and more rural.

Each of the next six sections provide more information on each town, including background information, grant program participation information (as applicable), a description of transportation services, and any data compiled during the MTC collaboration period, which varies by community. Also included is a summary of documented needs for transportation and for communication, an outgrowth of the one-on-one meetings with the consultant.

**Figure 4 MTC Community Characteristics**

Community	Population	RTA	Taxi Rides	MTC Rides
Acton	24,021	LRTA	Yes	No
Bolton	5,665	MART	No	Yes
Concord	18,491	MBTA	No	No
Maynard	10,746	LRTA	No	No
Stow	7,714	MART	Yes	Yes
Sudbury	18,934	MWRTA	No	Yes



## 3 PROFILE: TOWN OF ACTON

### Background

- Population of 24,021
- Located in Middlesex County
- Member of LRTA (Lowell Regional Transit Authority)
- Founding member of CrossTown Connect

### MTC Program Participation

- Acton agreed to participate but did not access funds prior to grant expiration due to the availability of taxi funds

### Existing Transportation Services

- MBTA commuter rail service at South Acton Station
- Cross-Acton Transit (CAT)
  - With Maynard, one of two scheduled fixed-route bus service in MTC communities
  - Recently restarted after suspension during COVID-19 pandemic and ridership is increasing
- Minute Van Dial-A-Ride Council on Aging vans and Acton Road Runner (dispatch shared with contiguous towns)

Acton operated a rail shuttle serving South Acton Station and remote parking lots prior to the COVID-19 pandemic. Since parking demand at the station is diminished, shuttle service has been suspended.

See <https://www.acton-ma.gov/438/Transportation>

### Transportation Program Data

A copy of Acton's FY22 ridership report is included in the appendix. This includes trends and top destinations.

## **Taxi Program**

- MAPC program participant
- Worked with Rides by Joanne
  - Late night rides not available
  - Boston pickups difficult to provide
- Would like to use another vendor for longer-distance trips

## **Taxi Program Data**

- 33 unique users Aug 21-May 22
- 340 trips
- Average fare: \$92.32
- About half of all trips began/ended outside Acton (Ayer, Boston, Concord, Waltham were most common other destinations)

## **Documented Needs**

- During an initial meeting in October 2021, Acton identified the following needs in administering and promoting their transportation services:
  - Marketing and branding service to potential riders
  - Data collection and analysis for taxi program
  - Assistance with CAT service design (expand fixed route or begin microtransit)
  - Better understanding of unmet transportation needs in the community

## **Ideas and Needs for Promotion**

- Outreach – in phases to keep program mentions current
  - Print and digital
  - Monthly COA newsletter, local publications (The Acton)
  - Acton’s Newsflash Listserv (also goes to social media), Next Door, Patch, Senior Center emails, etc.
  - Town website, schools, town census
- Events
  - School open house, COA and human services open houses
  - Select Board meetings, annual town meetings
  - Transportation Advisory Committee (TAC) meeting, transportation users forum

## **4 PROFILE: TOWN OF BOLTON**

### **Background**

- Population of 5,665 located in Worcester County
- Primarily a residential and agricultural community, oriented more towards the Worcester region than toward Boston
- Bisected by I-495
- Member of MART (Massachusetts Area Regional Transit)

### **MTC Program Participation**

- Bolton requested and received \$4,000 from the MTC program on November 13, 2021.
- Bolton contracted with Clinton Livery to serve as the town's MTC provider offering free trips to eligible residents
- Clinton Livery provides trips that complement the existing COA van service when that service does not have capacity, especially for medical rides.
- The COA acts as the town's transportation broker when riders call to book a trip, dispatching the request either to the COA van or to Clinton Livery

### **Ridership**

- Clinton Livery ridership has been low, with 16 trips provided between November 2021 and July 2022. However, the service exists as a backup in the case of limited COA van capacity. See next section.

### **Other Transportation Services**

- Council on Aging (COA) van program administered by MART for residents that are 60 years and older or who have a disability.

See <https://www.townofbolton.com/council-aging-coa/pages/transportation-wheels-go>

## **Documented Needs**

- During an initial meeting in October 2021, Bolton identified the following needs in administering and promoting their transportation services:
  - Using the MySeniorCenter app to book trips
  - Making the booking and riding experience similar between the COA van and the livery service, including the advance booking window
  - Need for coordination between the planning department and the COA on transportation
  - Assistance with promotion and branding

## **Communication and Marketing**

- During a communications meeting in October 2022, strategies for promoting town transportation services were discussed. Potential channels of communication include local publications, printed and digital flyers, social media posts, community access television, and tabling at town events.
- The consultant team developed GoBolton promotional materials for use by the Town. See Figure 5.

Figure 5 GoBolton Transportation Options



The Town of Bolton is pleased to offer subsidized transportation to eligible residents through the Go Bolton program, including a taxi ride program and the Bolton Council on Aging's van service.

## GO BOLTON COUNCIL ON AGING VAN/TAXI SERVICE

The Bolton Council on Aging (COA) provides senior and handicapped transportation through the MART Van Service and Clinton Livery. These services travel to and from local destinations upon request. This includes trips to medical and other appointments, shopping, and stops at locations within central Massachusetts.

All rides are fully subsidized through grant funding. Please call for details.

### How do I schedule a ride?

To request a ride, call 978-779-3314 at least three business days in advance. Transportation is provided Monday – Friday from 8 a.m. – 4 p.m.

### ***Who is eligible for this service?***

Bolton residents are eligible for the Go Bolton transportation services if they are either:

- Age 60+
- 18+ with a disability

Learn more: [townofbolton.com/planning-board/pages/transportation](http://townofbolton.com/planning-board/pages/transportation)

## 5 PROFILE: TOWN OF CONCORD

### Background

- Population of 18,491
- Located in Middlesex County
- Member of MBTA for commuter rail and The RIDE complementary paratransit service

### Existing Transportation Services

- MBTA commuter rail at Concord Station and West Concord Station
- MBTA The RIDE paratransit
- Council on Aging (COA) van provides transportation on a first come, first served basis to Concord seniors around town, appointments to and from Acton Medical, and scheduled shopping trips to Maynard and Acton.

See <https://www.concordma.gov/916/Council-on-AgingSenior-Services>

- 2019 = 9,000 trips
- 2022 = 7,000 trips through October
- Trolley service
  - Operated from July to November 2022 and provided hop-on, hop-off service to Concord's important historic sites, recreational areas, shopping destinations, and employers at seven stops. The trolley was free to use for tourists and residents and was ADA accessible.
  - 950 passengers during 5-month pilot
- Concord Bike Share operates April through November at two locations in town. More locations at public schools or the Minute Man National Park may be added. Accessible tricycles are part of the fleet. Active users (taken at least one ride longer than 5 minutes):
  - 193 in April and 403 in September

## **MTC Program Participation**

- Concord did not pursue MTC funding during the project due to limited staffing and support from the COA and the Human Services division

## **Taxi Program**

- Concord was identified as MAPC taxi program recipient but did not advance the program due to limited staffing and support from the COA and the Human Services division.

## **Documented Needs**

- During an initial meeting in December 2021, Concord identified the following needs in administering and promoting their transportation services:
  - Establishing a better working relationship with the MBTA Advisory Board
  - Need for staff person dedicated to transportation planning (position authorized and filled) and support from COA and Human Services staff.
  - Starting taxi program using MAGIC or MTC funds
  - Gathering data about unmet transportation needs in the community
  - Assistance with promotion and branding of town transportation services

## **Communication and Marketing**

- During a meeting in October 2022, strategies for promoting town transportation services were discussed. Potential channels of communication include local publications, printed and digital flyers, social media posts, community access television, and tabling at town events.
- The consultant team developed Go Concord promotional materials for use by the town.

## **Other Observations**

- Concord was able to hire a full-time transportation planner who became the town's liaison to the MTC group.
- Concord is currently conducting a townwide comprehensive transportation study to better identify transportation gaps and potential solutions for the community.

## 6 PROFILE: TOWN OF MAYNARD

### Background

- Population of 10,746
- Located in Middlesex County
- Member of LRTA (Lowell Regional Transit Authority)

### Existing Transportation Services

- Council on Aging (COA) van program administered by LRTA for residents that are 60 years and older or who have a disability. The COA van program has two vehicles available and can provide special purpose trips such as shopping.  
See <https://www.townofmaynard-ma.gov/gov/departments/council-on-aging/van/>
- Maynard-Acton Rail Shuttle is a fixed-route service administered by the Town of Maynard that runs between downtown Maynard and the South Acton Commuter Rail station with intermediate stops.  
See <https://www.townofmaynard-ma.gov/shuttle/>

### MTC Program Participation

- Maynard did not pursue MTC funding during the project. See below.

### Taxi Program

- Maynard initially participated in the taxi program and had registered riders but had to halt participation due to the town's insurance requirements prohibiting the use of a taxi vendor.



## **Documented Needs**

- During an initial meeting in November 2021, Maynard identified the following needs in administering and promoting their transportation services:
  - Assistance navigating contracting and insurance issues between town and transportation vendors
  - Gathering data about unmet transportation needs in the community
  - Pursuing other funding and grant opportunities for community transportation

## **Communication and Marketing**

- During a meeting in October 2022, strategies for promoting town transportation services were discussed. Potential channels of communication include local publications, community access television, and distributing brochures at key sites.
- The consultant team developed Go Maynard promotional materials for use by the town including a tri-fold brochure.

## 7 PROFILE: TOWN OF STOW

### Background

- Population of 7,174
- Located in Middlesex County
- Member of MART (Montachusett Regional Transit Authority)

### Existing Transportation Services

- Council on Aging (COA) van program administered by MART for residents that are 60 years and older or who have a disability. The Stow COA is directly reimbursed by MART for rides. The COA has three vehicles available, with one used for special trips.

See <https://www.stow-ma.gov/council-aging/pages/transportation-0>

### MTC Program Participation

- Stow participated in the MTC program and used funds for their existing taxi program.

### Taxi Program

- Stow participated in the MAPC taxi program and offered rides to residents over the age of 50, with disabilities, financial need, active-duty military and veterans, and essential workers. The taxi program was intended to supplement the COA van service, especially by providing medical trips.

See <https://www.stow-ma.gov/planning-board/news/go-stow-taxi-program-offering-no-cost-rides-eligible-residents>

### Ride Data

Figure 6 presents usage data for Stow's taxi program between August 2021 and November 2022. During this period, 140 rides were provided to 23 unique riders at a total cost of

**Making the Connections Working Program Summary**  
Towns of Acton, Bolton, Concord, Maynard, Stow, Sudbury, MA

\$13,505. All riders were aged 50 and older and all but one ride was for a non-emergency medical appointment. Over 70% of total costs came from just four riders.

**Figure 6 Stow Taxi Program (August 2021–November 2022)**

Month	Rides	Avg. Miles	Avg. Duration	Avg. Cost	Total Cost
Aug 2021	11	10.49	0:27	\$67.77	\$745.50
Sep 2021	8	10.49	0:32	\$67.81	\$542.50
Oct 2021	5	12.45	0:30	\$63.55	\$317.75
Nov 2021	2	14.33	0:42	\$62.00	\$124.00
Dec 2021	10	11.02	0:25	\$81.50	\$815.00
Jan 2022	8	-	-	\$110.69	\$885.50
Feb 2022	12	17.54	0:31	\$104.67	\$1,256.00
Mar 2022	24	21.33	0:37	\$116.98	\$2,807.50
Apr 2022	9	15.78	0:30	\$96.50	\$868.50
May 2022	6	15.89	0:36	\$107.67	\$646.00
Jun 2022	3	16.00	0:38	\$107.27	\$321.80
Jul 2022	4	13.95	0:29	\$86.59	\$346.35
Aug 2022	18	18.38	0:32	\$116.78	\$2,102.00
Sep 2022	7	12.80	0:32	\$76.46	\$535.25
Oct 2022	4	7.19	0:33	\$71.98	\$287.90
Nov 2022	9	15.08	0:30	\$100.46	\$904.15
<b>TOTAL</b>	<b>140</b>	<b>15.60</b>	<b>0:32</b>	<b>\$96.47</b>	<b>\$13,505.70</b>

All but two round trips had destinations in other towns. The top five destinations for Stow taxi riders were in Framingham, Lexington, Worcester, Concord, and Marlborough.

## Documented Needs

- During an initial meeting in October 2021, Stow identified the following needs in administering and promoting their transportation services:
  - Understanding and addressing transportation gaps in the community
    - Especially for non-medical trips (medical trips are served by taxi program)

## **Communication and Marketing**

- During a meeting in October 2022, strategies for promoting town transportation services were discussed. Potential channels of communication include local publications, printed and digital flyers, social media posts, community access television, tabling at town events, and closer collaboration with other town departments including Veterans Services.
- The consultant team developed Go Stow promotional materials for use by the town.

## **Other Observations**

- Stow attempted to start a commuter rail shuttle to service South Acton station during 2021. The town had secured funding from the Commonwealth, but ultimately did not create the service when the MPO decided not to fund commuter rail shuttles.
- Stow may participate in an upcoming microtransit program through MART, which would potentially have its own app and branding.

## **8 PROFILE: TOWN OF SUDBURY**

### **Background**

- Population of 18,934
- Located in Middlesex County
- Member of MWRTA (MetroWest Regional Transit Authority)













### **Existing Transportation Services**

Figure 7 shows the following transportation services available in Sudbury in a brochure developed by Nelson\Nygaard.

- Sudbury Connection Van Service through Council on Aging
- Dial-A-Ride
- Uber Rides (see below)
- Taxis

See [www.sudbury.ma.us/gosudbury](http://www.sudbury.ma.us/gosudbury)

**Figure 7 Go Sudbury Transportation Options**

<b>LOW COST TRANSPORTATION OPTIONS</b>					
	<b>VAN</b>	<b>DIAL-A-RIDE</b>	<b>UBER</b>	<b>TAXI</b>	
<b>RIDER</b>	 <b>SUDBURY RESIDENT*</b> <small>*60+ Years • 18+ with Disability</small>	 <b>SUDBURY RESIDENT*</b> <small>*60+ Years • 18+ with Disability</small>	 <b>SUDBURY RESIDENT* MILITARY/VETERAN ESSENTIAL WORKER</b> <small>*60+ Years 18+ with Disability/Financial Need</small>	 <b>SUDBURY RESIDENT* MILITARY/VETERAN ESSENTIAL WORKER</b> <small>*60+ Years 18+ with Disability/Financial Need</small>	
<b>DESTINATION</b>					
<b>DISTANCE</b>		<b>Marlborough, Wayland, Framingham</b>			

## MTC Program Participation

The Town of Sudbury administered the overall MTC program, including convening meetings and contracting with Nelson\Nygaard. Sudbury used mitigation funds and did not seek MTC grant funds to subsidize local transportation.

## GoSudbury Uber Rides

*The following text is from Sudbury's program description.*

The Go Sudbury! Uber Rides Program is a grant-funded, temporary transportation program provided via Uber and partially subsidized by the Town of Sudbury, for rides to non-urgent healthcare and vaccination appointments, work, shopping, and accessing community resources.

*Who may use the Go Sudbury! Uber Rides Program?*

- A Sudbury resident or

- A non-Sudbury resident with a child enrolled in Sudbury Public Schools or Lincoln-Sudbury Regional High School or
- A person who works in Sudbury

And you must also meet one of the following criteria:

- 60 years of age or older
- 18 years of age or older with a disability that limits driving
- Active-duty military, Reserves, National Guard, or veteran of the armed forces
- 18 years of age or older with financial need

*Where can I go and what will I pay?*

The Uber Rides Program service area covers a circle 25 miles around Sudbury. All rides must begin or end in Sudbury. Service is provided to the Logan Express Shuttle in Framingham, but not to Logan Airport. **There is a limit of 20 one-way rides per month.** The copay for a one-way ride is based on the distance of the ride as follows:

1. For a ride up to 5 miles, the copay is \$3.00.
2. For a ride between 5 miles and 10 miles, the copay is \$5.00
3. For a ride longer than 10 miles, the copay is \$15.00

The Uber Rides Program does not provide wheelchair accessible vehicles (WAV). For rides in a WAV vehicle consider the Sudbury Connection Van service. For medical rides consider the Sudbury Connection Van Service or the Go Sudbury! Taxi Rides Program.

*How do I sign up for the Uber Rides Program?*

You must have a private account with Uber on your smartphone for this service. An Uber Clinic Technology Support volunteer will assist participants with issues related to downloading and using the Uber application on your smartphone for this program.

## **Ride Data**

Figure 8 presents usage data for GoSudbury's Uber program between February 2021 and July 2022. During this period, just under 2,500 rides were provided at a cost of \$58,400. Of these, 31% were for riders with a qualifying disability, 56% were for adults aged 50 or older, and 13% were for people with low incomes. Figure 9 presents a sample of this data showing origins and destinations, prepared by the Town of Sudbury. This analysis noted a concentration of trips along Route 20, repeat rides to medical appointments (in particular, dialysis centers) and trips for grocery shopping. Most trips were short distance.

**Making the Connections Working Program Summary**  
Towns of Acton, Bolton, Concord, Maynard, Stow, Sudbury, MA

**Figure 8 GoSudbury Uber Data (February 2021–November 2022)**

Month	Rides	Disability	50+	Low Income	Avg. Miles	Avg Duration	Total Cost	Avg. Cost
Feb 2021	4	2	2	0	11.7	18.8	\$95	<b>ADD</b>
Mar 2021	14	3	11	0	9.7	17.6	\$284	<b>ADD</b>
Apr 2021	40	1	39	0	4.6	9.2	\$575	<b>ADD</b>
May 2021	38	2	36	0	7.7	15.9	\$732	\$24
Jun 2021	97	14	83	0	8.2	16.3	\$1,615	\$19
Jul 2021	128	22	104	2	8.2	16.8	\$2,934	\$13
Aug 2021	136	32	85	19	10.1	20.7	\$3,585	\$19
Sep 2021	173	55	86	32	10.9	23.1	\$4,727	\$16
Oct 2021	157	43	79	35	11.0	23.9	\$4,470	\$22
Nov 2021	104	19	71	14	10.2	21.0	\$2,588	\$26
Dec 2021	147	49	86	12	10.5	20.6	\$3,085	\$27
Jan 2022	129	55	66	8	10.3	19.6	\$3,020	\$28
Feb 2022	139	73	60	6	11.3	21.6	\$3,511	\$25
Mar 2022	224	98	103	23	10.1	22.8	\$5,529	\$21
Apr 2022	250	97	110	43	10.1	22.0	\$6,651	\$23
May 2022	256	51	141	64	11.6	23.8	\$4,104	\$25
Jun 2022	191	65	111	15	9.4	20.8	\$5,043	\$25
Jul 2022	246	89	104	53	9.6	20.4	\$5,860	\$26
Aug 2022	210	71	85	54	10.6	22.9	\$4,848	\$23
Sep 2022	199	78	71	50	9.6	22.4	\$5,495	\$26
Oct 2022	222	78	84	60	8.7	20.2	\$5,709	\$24
Nov 2022	206	84	56	66	8.7	20.1	\$5,737	\$24
<b>Sum</b>	<b>3,310</b>	<b>1,081</b>	<b>1,673</b>	<b>556</b>	<b>9.7</b>	<b>20.0</b>	<b>\$80,198</b>	<b>\$23</b>
		33%	51%	17%				

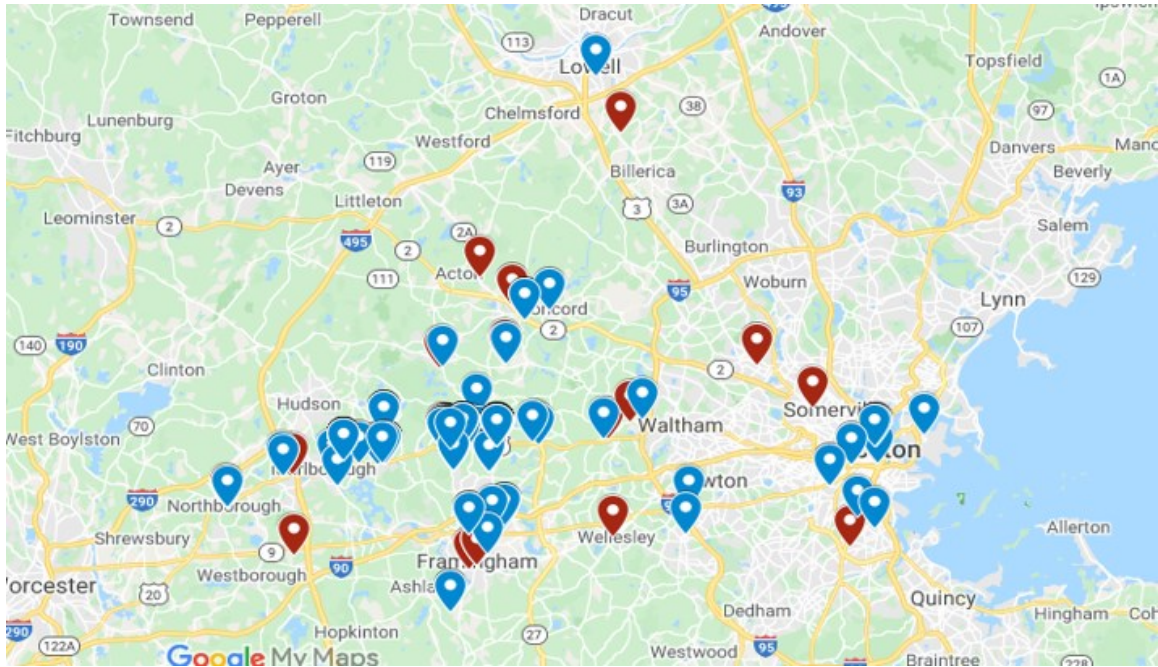
Source: Town of Sudbury via Uber Technologies

Note: Age changed to 60+ in August 2022



Towns of Acton, Bolton, Concord, Maynard, Stow, Sudbury, MA

**Figure 9      GoSudbury Sample Uber Destination Data**



Source: Town of Sudbury

# Taxi Program

*The following text is from Sudbury's program description.*

Tommy's Taxi (Framingham) and JFK Transportation (Natick) provide taxi rides, which are fully covered by the Town of Sudbury, to and from medical related appointments. Wheelchair accessible vehicle (WAV) service is also available. Individuals needing WAV service may use the Go Sudbury! Taxi Rides Program for other essential purposes as well.

### *Who may use the Go Sudbury! Taxi Rides Program?*

- A Sudbury resident or
- A non-Sudbury resident with a child enrolled in Sudbury Public Schools or Lincoln-Sudbury Regional High School or
- A person who works in Sudbury

And you must also meet one of the following criteria:

- 60 years of age or older
- 18 years of age or older with a disability that limits driving
- Active-duty military, Reserves, National Guard, or veteran of the armed forces
- 18 years of age or older with financial need

*Where can I go and what will I pay?*

The Taxi Rides Program service area covers a circle 25 miles around Sudbury. All rides must begin or end in Sudbury. **There is a limit of 20 one-way rides per month.** Go Sudbury! Taxi Rides are currently fully subsidized, so there is no charge to use the service.

*How will I book a taxi ride?*

The CrossTown Connect Dispatch Call Center arranges rides for the Go Sudbury! Taxi Rides Program as follows:

- Dispatching hours are Monday to Friday 8:30 AM – 4:00 PM
- Rides must be booked with dispatch at least 24 hours in advance of a ride
- Phone Number: 978-844-6809

## Summary Data

Sudbury participated in both taxi grant programs and provided summary data showing:

- 1,568 trips provided to 94 unique riders; (see Figure 10 for monthly data)
- 144 trips began and ended in Sudbury, 1,121 trips were to/from other cities
- The top five non-Sudbury destinations were Boston, Concord, Framingham, Newton, and Acton

## Taxi Ride Data

**Figure 10 Sudbury Taxi Ride Data**

Month	Rides	Month	Rides
May 2021	22	March 2022	117
June 2021	79	April 2022	83
July 2021	51	May 2022	75
August 2021	77	June 2022	84
September 2021	105	July 2022	77
October 2021	95	August 2022	98
November 2021	61	September 2022	105
December 2021	70	October 2022	105
January 2022	67	November 2022	95
February 2022	100		

Source: Town of Sudbury

The MAPC report titled, Learning from the Taxi, Livery, and Hackney Grant Program (included in the appendix), provides maps showing origins and destinations of trips through Sudbury's taxi program.

## **Transportation Planning in Sudbury**

*The following text was prepared by Alice Sapienza of the Town of Sudbury*

Sudbury began systematic consideration of transportation in 2012 as part of the strategic planning efforts of the Council on Aging (COA). A small subgroup of COA volunteers reviewed model states and municipalities that had dealt successfully with addressing transportation gaps. These individuals then undertook an analysis of town demographics and, most pertinently, conducted a telephone survey of all users of the COA van service. With the support of the Senior Center director and COA chair, this survey was expanded to residents of affordable developments, including younger adults and families.

Results from these and ancillary efforts, coupled with visits and interviews of staff in Brookline and Newton who had conducted needs assessments and joined the WHO age-friendly network, raised transportation from simply an optional service to a "domain" of communities that were livable or not. Months of ongoing meetings with a variety of town stakeholders of that domain (Public Safety, Health, Social Services, DPW, etc.) led to agreement on a needs assessment of Sudbury, undertaken in 2017. The report, published in 2019, provided robust and "arms' length" evidence for the growing gaps in Sudbury's livableness caused by a paucity of transportation services.

In 2018, a Transportation Committee was created by the Select Board to address this domain, with a charter designating roles and responsibilities. Membership includes volunteers and town staff, and they began meeting shortly after formation. At the same time, one of the committee members and several representatives from adjacent towns requested technical assistance from MAPC for a potential regional system using taxis and TNCs to address transportation gaps. This was provided and included an RFP from microtransit providers (including software only). Meanwhile the Sudbury Transportation Committee embarked on detailed planning for a system of microtransit service to supplement the COA vans, including qualification, registration, and subsidy (from town mitigation funds) for target groups of residents most impacted by the lack of services. In short, Sudbury volunteers and staff had the benefit of coordinated, systematic, and lengthy efforts to address transportation gaps even before the Community Compact grant was awarded.

## **Communication and Marketing**

- During a meeting in October 2022, strategies for promoting town transportation services were discussed. Potential channels of communication include local publications, printed and digital flyers, social media posts, community access television, and tabling at town events.
- The consultant team developed Go Sudbury promotional materials for use by the town.

## 9 KEY TAKEAWAYS AND LESSONS LEARNED

Receipt of the MTC grant served as the catalyst for the six participating communities to collaborate and shape a conversation about transportation needs between and within their communities. Working with a consultant to assist with program management, the communities established a collective brand and documented transportation needs as summarized in this report.

Of the six MTC communities, only three (Bolton, Stow, and Sudbury) either used MTC grant funds or provided MTC rides. A fourth community (Acton) would have used grant funds were they needed but the availability of the taxi program funding meant rides could be provided through a different funding pot.

The following discussion summarizes some key takeaways and lessons learned from the MTC collaboration. The comments offered are organized into general observations and topic areas with some notes about which MTC communities to which the observations apply.

### STAFFING AND COLLABORATION

A potential barrier to future collaboration is the limited staff capacity within each community. Regular participants in program coordination included some volunteers (Acton, Sudbury), some elected officials (Acton), and staff from different municipal departments. In Acton, this included the Town Manager's office and the Acton Transportation Advisory Committee. In Maynard, this included the director of the Maynard Senior Center. In Sudbury, this included staff from planning, the Sudbury Senior Center, the Select Board, and the Sudbury Transportation Committee. Bolton, Concord, and Stow were represented by planning staff.

Each of the MTC communities offers some transportation services through their COAs (either directly or by arrangement). Because senior shuttles are often funded separately, there can be a tendency for some COAs to focus on providing the shuttle services for which they are funded and designed. The communications work completed toward the end of the project helped to address some of this by describing available COA services in some of the collateral materials.

Another issue is the relatively large portfolio for which town planners and other town staff are responsible, meaning staff may not have time to devote to transportation. During the MTC effort, the Town of Concord approved funding for hiring a full-time transportation planner. The Town of Sudbury voted to fund more transportation services. In Acton, which has the most robust transportation program, a member of the Town Manager's office devotes part of his time to transportation.

## **Potential Solutions**

- Convene a meeting of all COA, transportation, and planning staff to identify planning staff/COA coordination best practices.
- Continue to investigate opportunities to redesign local transportation services to encompass all residents, not just older adults if funding considerations can be clarified.

## **LIABILITY AND LEGAL REVIEWS**

Each of the MTC communities has the right under Massachusetts home rule law to establish their own contracting and insurance requirements. While this affords local control it also can lead to duplication of effort. In the case of MTC, each participating community has its own insurance requirements, which makes it more difficult to engage with new vendors such as taxi companies or transportation network companies (TNCs) like Uber and Lyft. In practice, communities wishing to participate in the MTC and in the MAPC taxi program had to address their own insurance requirements, and in some cases undertake separate (and costly) legal reviews of any new contracts. Separate requirements and independent legal reviews do not support the cross-community collaboration envisioned by the MTC grant.

While using grant funds for taxi services can present local insurance and legal obstacles, a model for intercommunity coordination exists for housing. MAPC or other grant funds can present challenges, but models exist for intermunicipal regional housing services collaboration. Acton, Concord, and Sudbury (along with Bedford, Burlington, Lexington, and Weston) are parties to such an agreement (see Appendix).

## **Potential Solutions**

- Investigate use of an intermunicipal agreement for delivering shared ride services. Such an agreement would clarify insurance and liability provisions to which all parties can agree.

## **WHEELCHAIR ACCESSIBLE VEHICLES (WAVS)**

The limited supply of taxi WAVs in the MAGIC subregion is an ongoing challenge. While TNCs endeavor to meet accessibility requirements through partnerships with WAV providers or by dispatching WAVs in populous areas (or in partnership with a transit authority), this is very difficult in low-demand markets. Taxi providers remain the best resource for WAVs, but the limited supply means that WAV trips cannot be dispatched on-demand in an equivalent way to sedans. Moreover, the area's current WAV provider has long-time contracts with organizations for specific periods of time, further limiting availability to MTC.

### **Potential Solutions**

- Seek grant funds to subsidize the acquisition of additional WAVs for use by taxi companies or local shuttle providers (e.g., COAs or contractors)
- Integrate available WAVs into same-day service provider fleet through technology

## **MULTIPLE TRANSIT AUTHORITIES**

*The following text was provided by Alice Sapienza following a meeting with the Central Transportation Planning Staff (Staff) of the Boston Metropolitan Planning Organization (MPO).*

### **First Challenge: Engaging Multiple RTAs in Collaborative Efforts**

[In the meeting], Alice emphasized the difficulty of taking a regional approach with suburban and rural towns that span several transit authorities. One current collaborative initiative spans six towns (Acton, Bolton, Concord, Maynard, Stow, Sudbury), the MBTA (commuter rail in Acton and Concord), and three RTAs:

- Lowell Regional Transit Authority (LRTA), Acton and Maynard
- Montachusett Regional Transit Authority (MART), Bolton and Stow
- MetroWest Regional Transit Authority (MWRTA), Sudbury.

Regional collaboration and microtransit pilots are encouraged as RTA goals (2019 report on Massachusetts regional transit authorities).<sup>4</sup> However, two problems reduce the likelihood of achievement.

---

<sup>4</sup> *A Vision for the Future of Massachusetts' Regional Transit Authorities.*

## **First Problem: RTA Incentives**

Transit authority incentives are based on current performance measures and associated funding priorities; however, the incentives are actually in conflict with those goals. RTAs organize, staff, and allocate resources in response to measures upon which they are judged (by funding sources, among others). For RTAs, the number one performance measure is ridership (or patronage, the number of people transported per unit time/distance, etc.). Thus, especially in suburban and rural municipalities, high ridership requires sufficient population density and high traffic destinations in order to justify a fixed route. When designed to serve such areas, the results are transportation gaps and inequities within a region.

MAGIC defines our area as “transportation deserts” (see map appended to this document); that is, areas without coverage:

Public transport faces an increasingly intense conflict between patronage goals and coverage goals. Broadly speaking, patronage goals seek to maximize patronage of all types, while coverage goals lead to the provision of service despite low patronage – to achieve social inclusion objectives, for example...[T]he decision about how to balance social versus patronage goals [must be] made consciously rather than inadvertently, with a clear understanding of the consequences of the choice.<sup>5</sup>

“Ridership” is used 35 times in the RTA vision report versus “coverage,” which is used 10 times referring to the density of fixed stops. For example, Recommendation 9 lays out the following:

In high-density areas, 0.25 miles, or 5 minutes’ walk time, is the limit of a fixed-bus route’s typical “service area.” ... In more suburban or rural low-density areas, it is unlikely that a transit agency will be able to ensure that a large portion of the population lives within a five-minute walk of a bus stop. But the principle still applies, so in order to run successful transit service, where necessary, rural and suburban transit agencies need to find other ways to meet their riders where they are. That could mean moving away from fixed-route transit service and towards an on-demand or microtransit model.

## **Second Problem: RTA Autonomy**

Further strengthening the opposing influence of existing performance measures is individual RTA autonomy. Although “greater collaboration” is necessary, the report on the RTA future

---

<sup>5</sup> Purpose-driven Public Transport: creating a Clear Conversation About Public Transport Goals. Jarrett Walker. McCormick Rankin Cagney, Level 13, 167 Macquarie Street, Sydney, NSW 2000, Australia © 2008 Elsevier Ltd.



does not address how to achieve it while maintaining the historic and separate “basic structure of governance” of each authority:

Each RTA is managed and operated through its own organizational processes, and this basic structure of governance should be maintained, where each RTA retains local control of day-to-day operations and management through their Advisory Boards.

Alice concluded that attempting to implement RTA collaboration (and “innovative approaches” to meeting transportation gaps) has the above two very serious challenges to address immediately.

## **Potential Solutions**

- Seek support from MassDOT’s Rail and Transit Division for addressing the unique circumstance of the multiple communities belonging to different RTAs and working to collaborate across RTA jurisdictions.
- Consider asking MAGIC or another entity to advance local transit planning and related programs.

## **MARKET DEMAND**

Given the suburban/rural nature of the MTC communities, most residents have access to an automobile or may have someone to provide a ride. MTC is trying to measure the demand for those that require public transportation and/or trip subsidies, but this has proven challenging. As discussed in Section 1, the survey undertaken for this effort identified where the needs exist.<sup>6</sup> It will be important to document these market characteristics and challenges in future studies to develop more local services that can respond to demand.

---

<sup>6</sup> The NN team will summarize survey information in a future version of this document.

## **APPENDIX MATERIALS**

The following pages include:

- MTC rider survey presentation
- MTC logo
- MTC brand guide
- Completed communications templates
- Example intermunicipal agreement for housing services
- Acton FY22 transportation program summary
- Uber Transit Resource Guide
- Boston MPO Technical Assistance Request
- Learning from the Taxi, Livery, and Hackney Grant Program: MAPC (November 2022)

# **MAKING THE CONNECTIONS SURVEY**

May 2022

# Making the Connections

**Community Survey of Unmet  
Transportation Needs: Final Results**

Ian Kolesinskas & Bill Schwartz

# Unmet Transportation Needs Survey

- Opened 10/26/21
- Closed 4/29/22
- 6 month collection period
- 22 Questions
- 649 responses
- This presentation
  - Q1 through Q9: all respondents
  - Q10 through Q22: respondents without access to a car

## Community Survey of Unmet Transportation Needs: MetroWest

A group of MetroWest communities (Acton, Bolton, Concord, Maynard, Stow, and Sudbury) is working to improve local transportation options, particularly for residents and employees who do not currently drive or own a car. Please complete this brief survey.

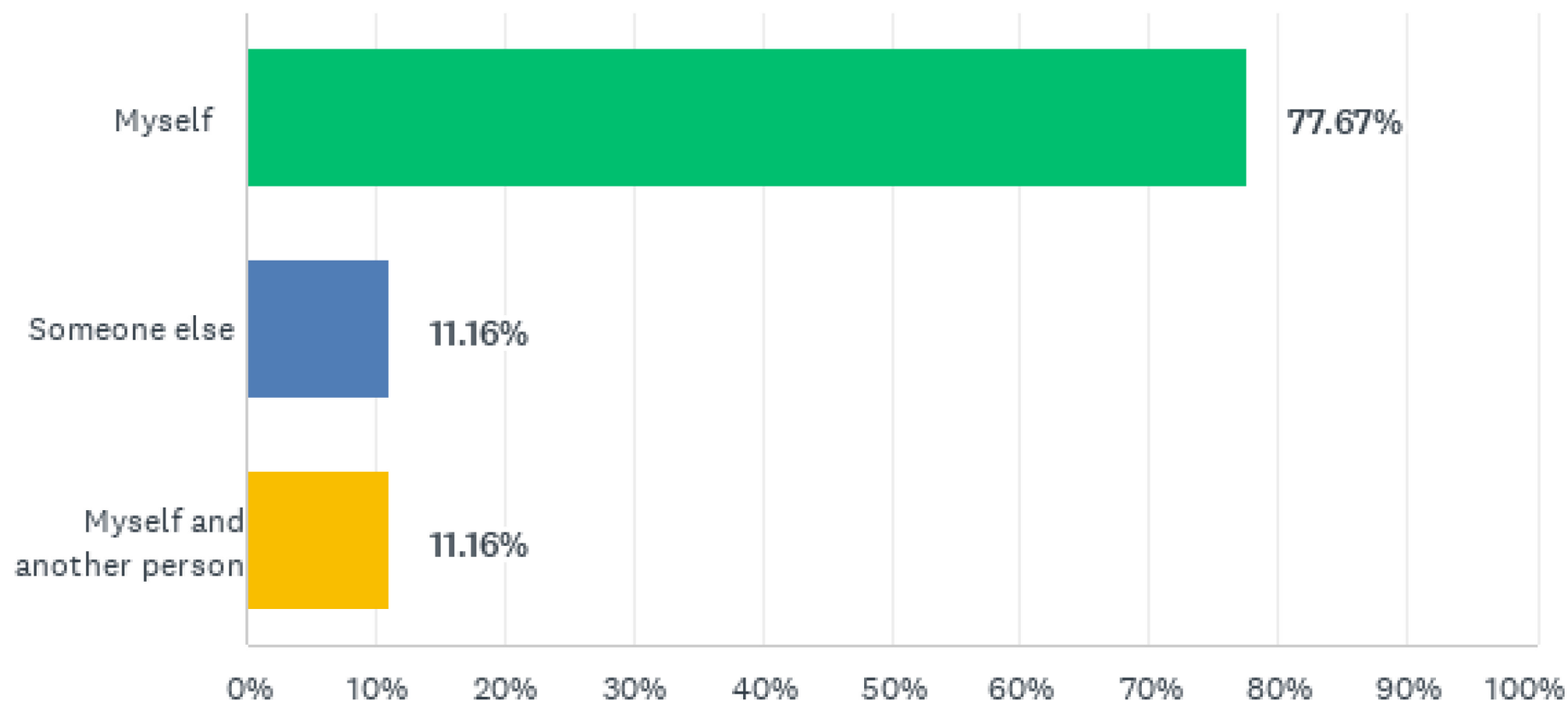
The survey should take 10 minutes to complete. Your input will help shape future transportation plans and services by telling us how you currently travel, what unmet transportation needs you may have, and your interest in new services. Please share with others in your community.

For more information or assistance with completing the survey, please contact the Sudbury Planning and Community Development Department (978-639-3387). Sudbury hosts the Making The Connections program, funded by the Commonwealth of Massachusetts Community Compact Cabinet Grant and MAGIC (Minuteman Advisory Group on Interlocal Coordination), a sub region of MAPC (Metropolitan Area Planning Council).

OK

# Q1: Are you filling out this survey for yourself or for someone else?

- Answered: 645  
Skipped: 4

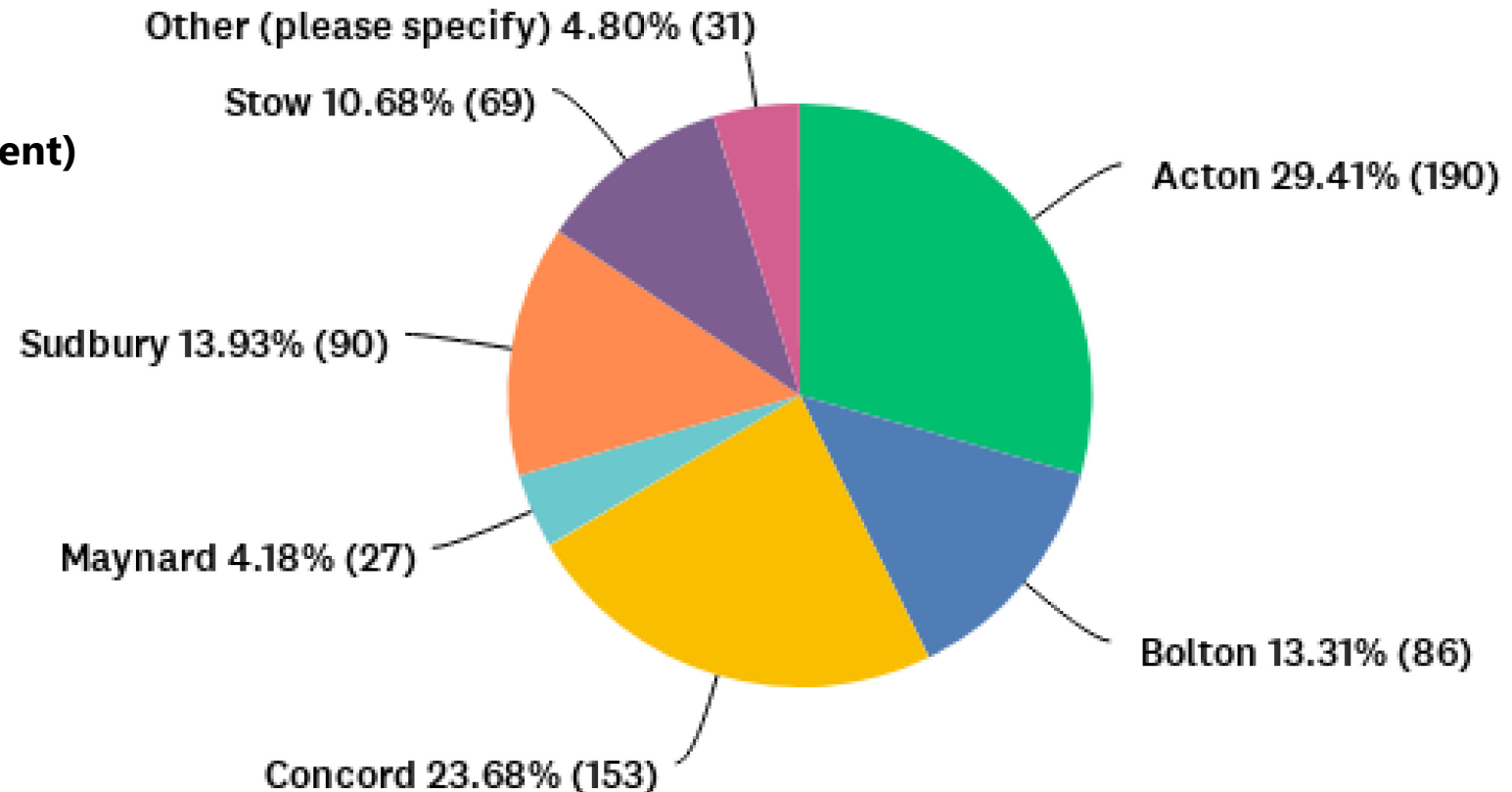


## Q2: In which town do you currently live?

- Answered: 646
- Skipped: 3

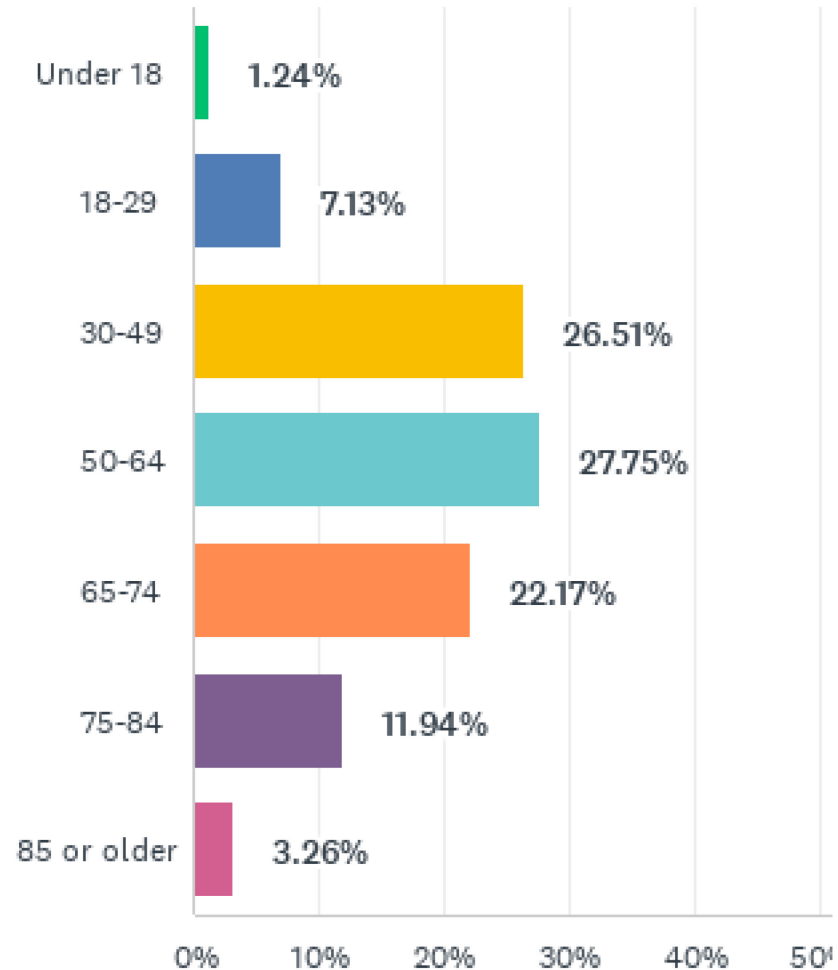
### Other (more than 1 respondent)

- Boxborough
- Clinton
- Harvard
- Littleton
- Westford



# Q3: What is your age?

- Answered: 645  
Skipped: 4

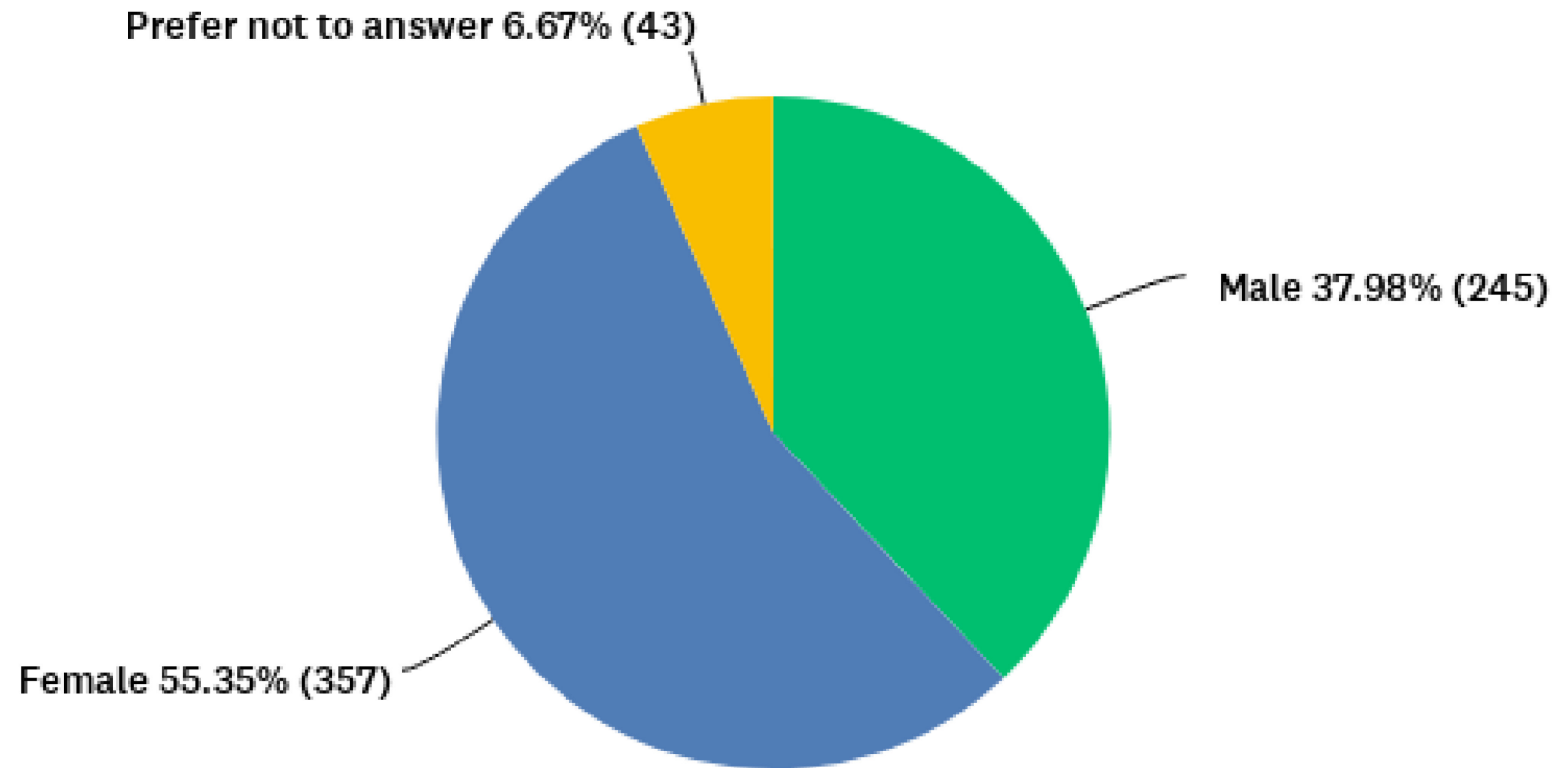


ANSWER CHOICES	
Under 18	8
18-29	46
30-49	171
50-64	179
65-74	143
75-84	77
85 or older	21
TOTAL	645



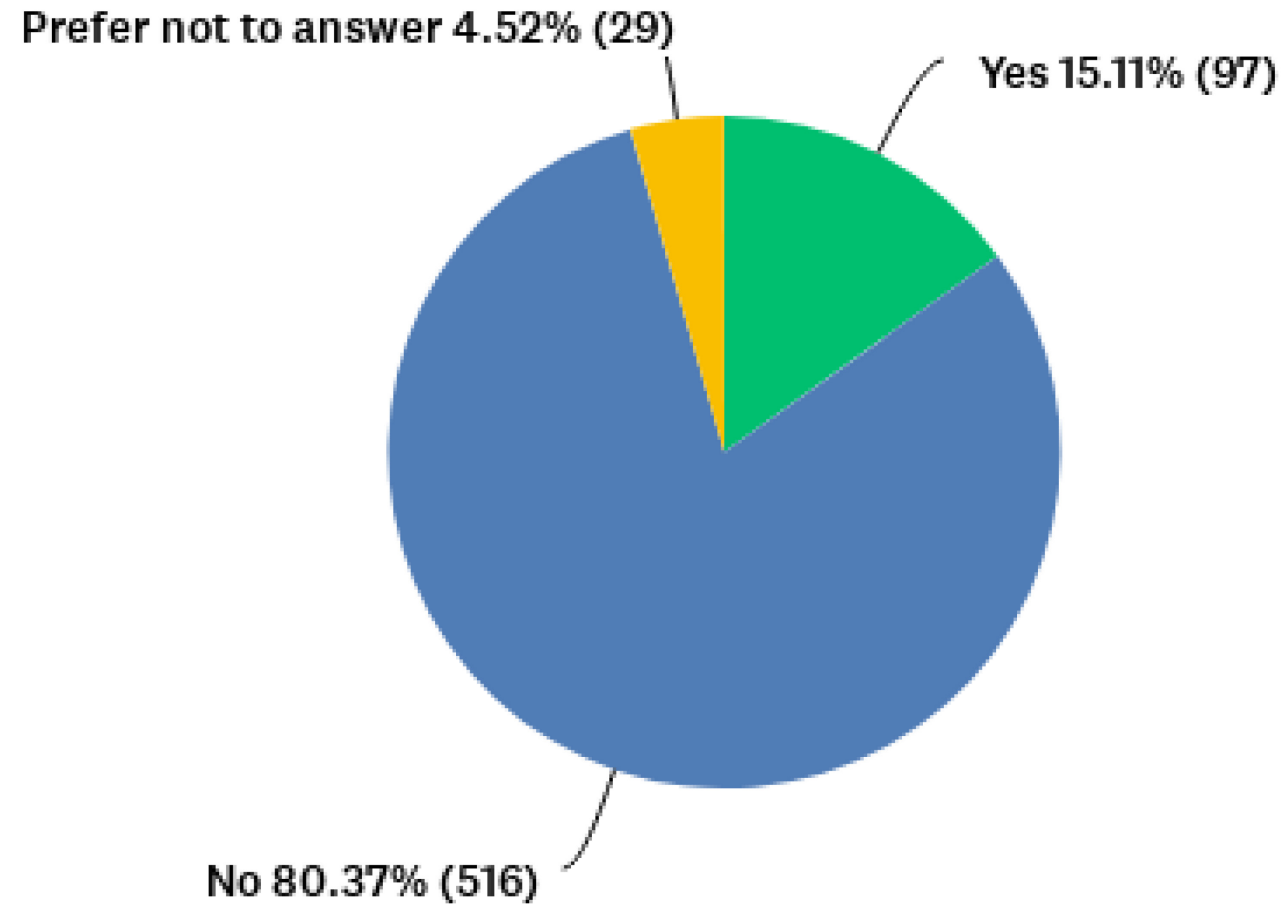
## Q4: Do you identify as:

- Answered: 645  
Skipped: 4



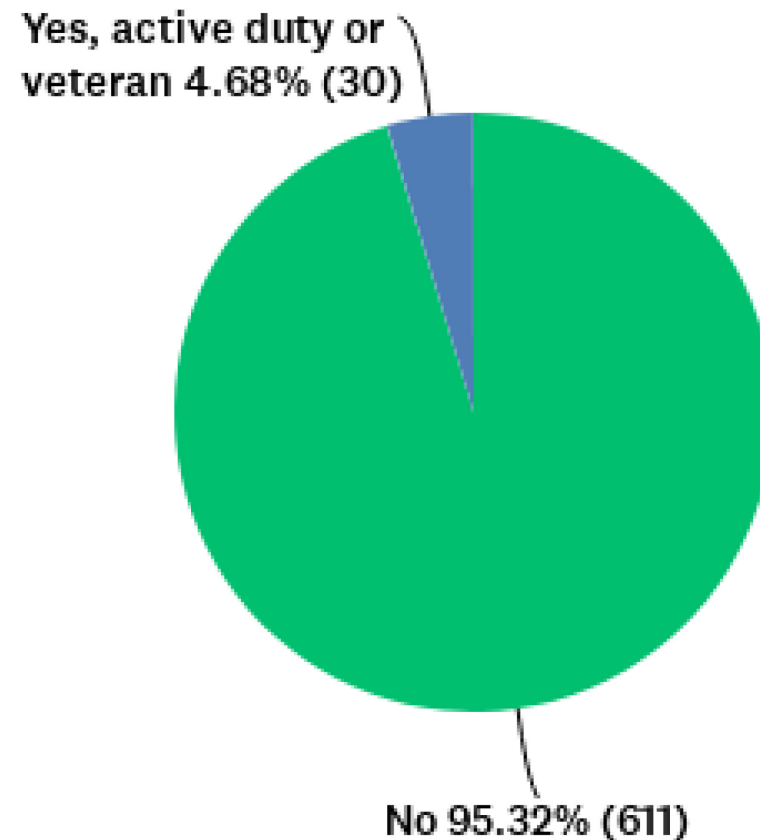
## Q5: Do you have a disability that affects your ability to drive?

- Answered: 642  
Skipped: 7



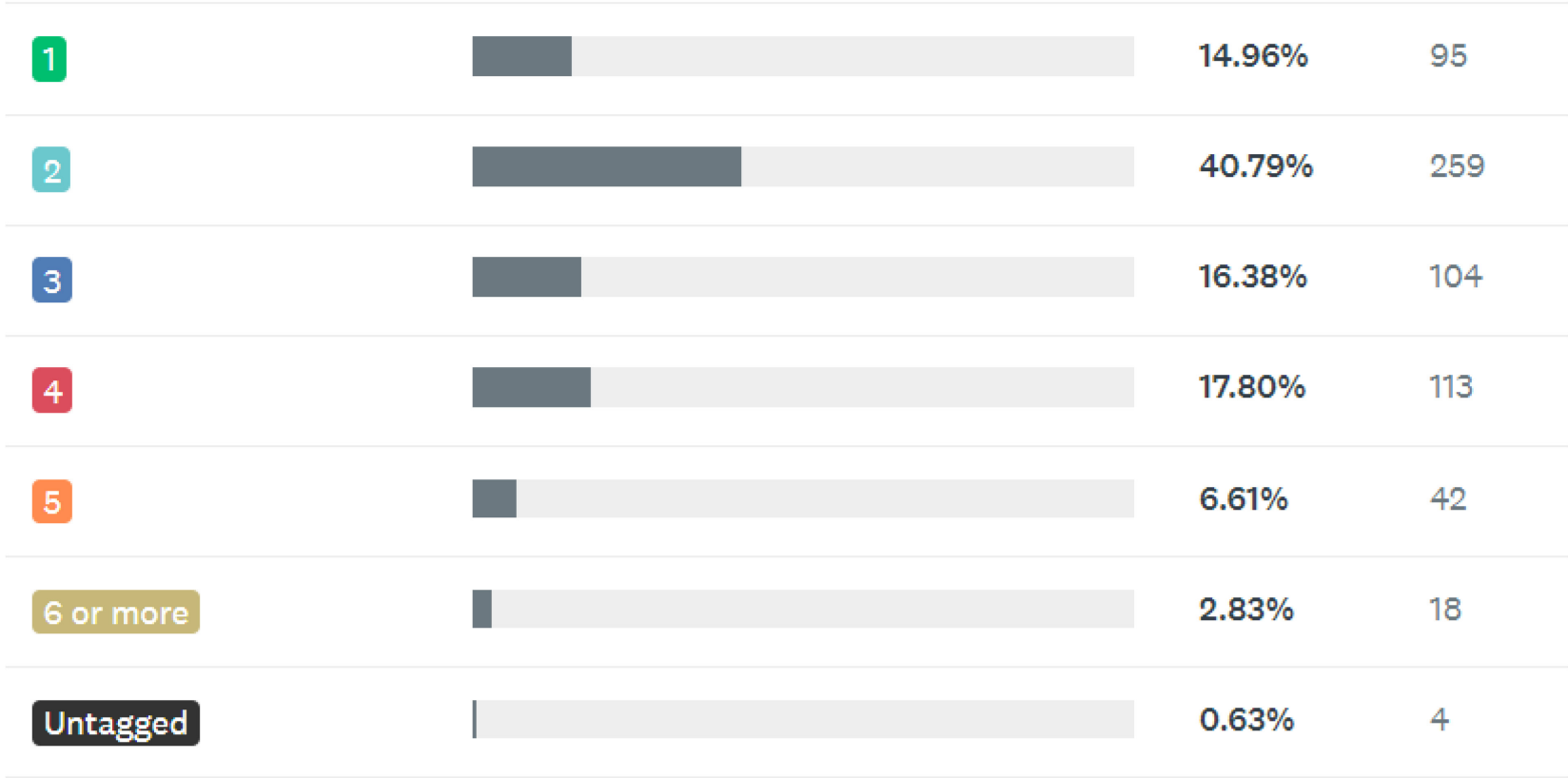
## Q6: Have you served in the armed forces?

- Answered: 641  
Skipped: 8



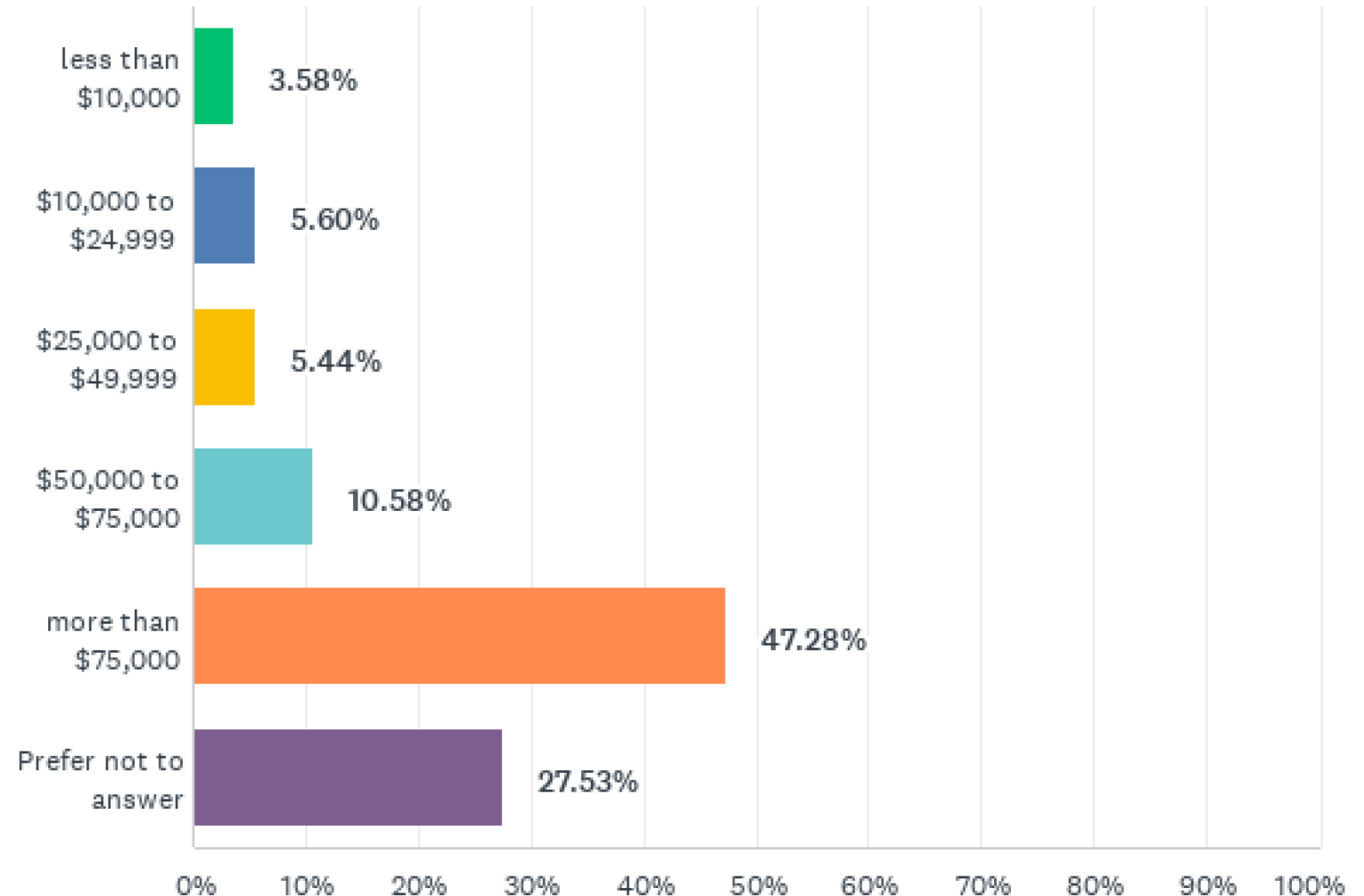
# Q7: How many people live in your household, including yourself?

- Answered: 635  
Skipped: 14



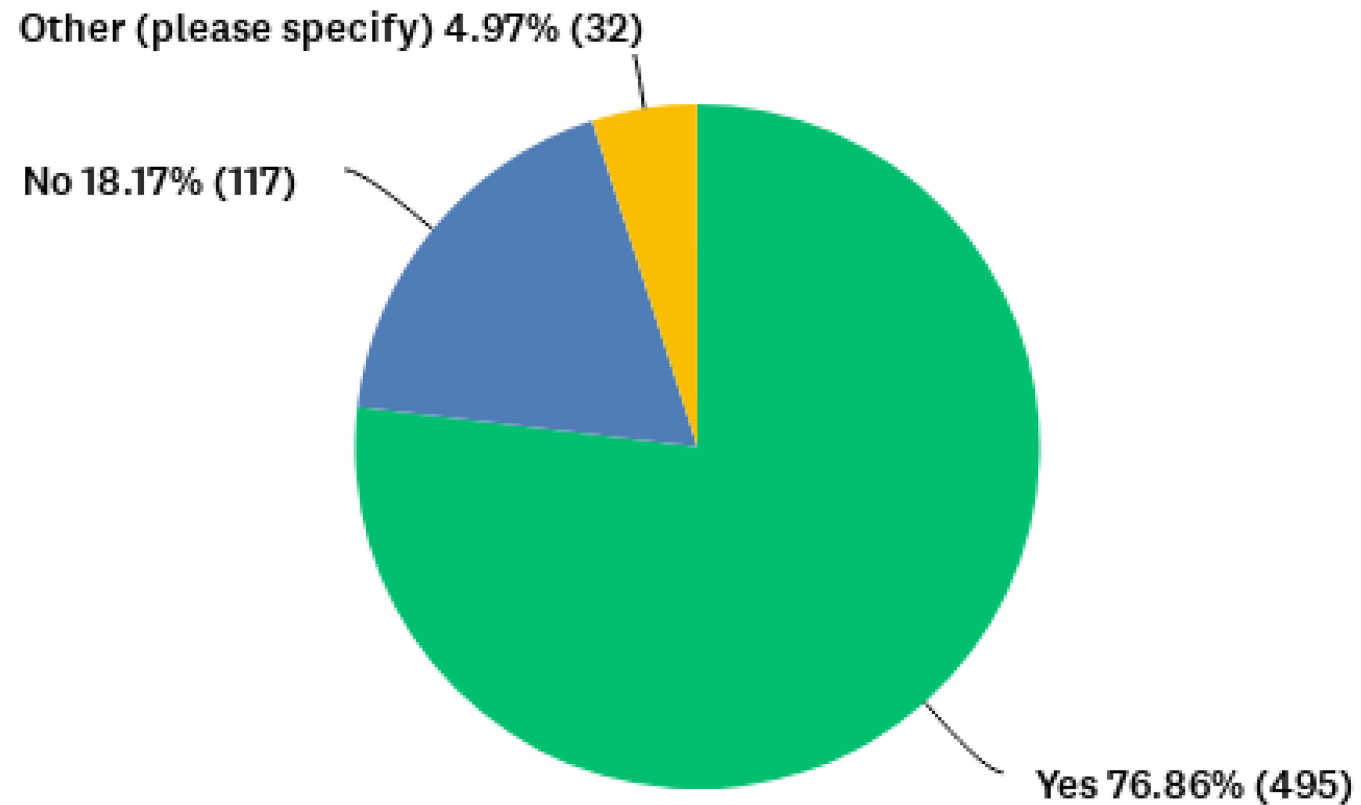
## Q8: What is your approximate household income?

- Answered: 643  
Skipped: 6

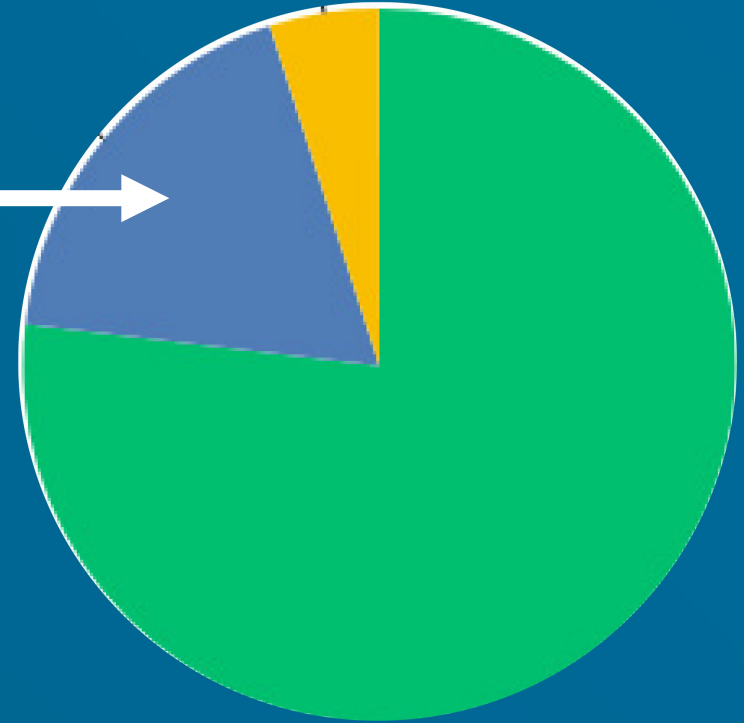


## Q9: Do you own or have regular access to a car?

- Answered: 644  
Skipped: 5

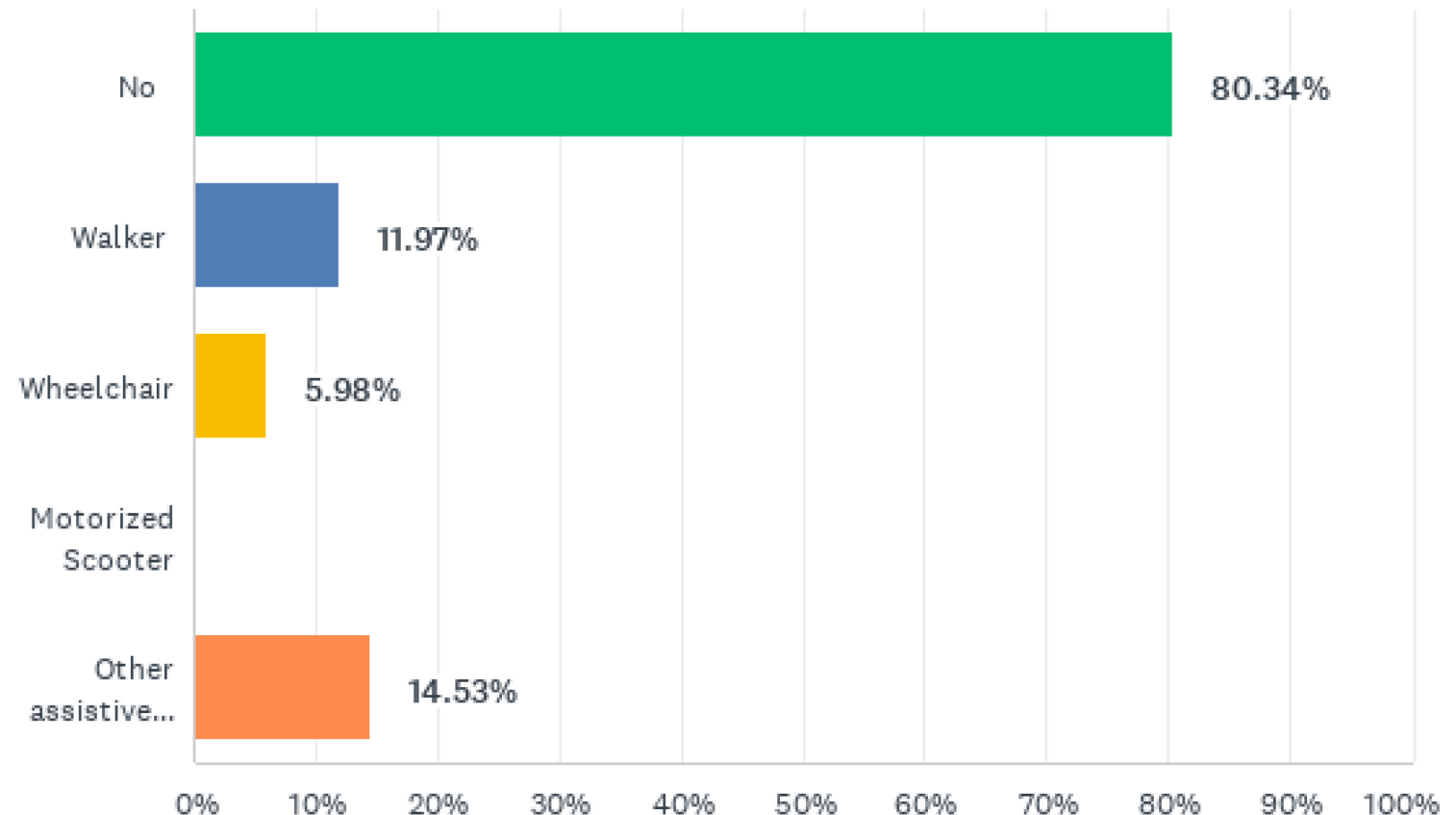


**Respondents who don't  
have regular access to a car**



# Q10: Does anyone in your household use a wheelchair, walker, or motorized scooter?

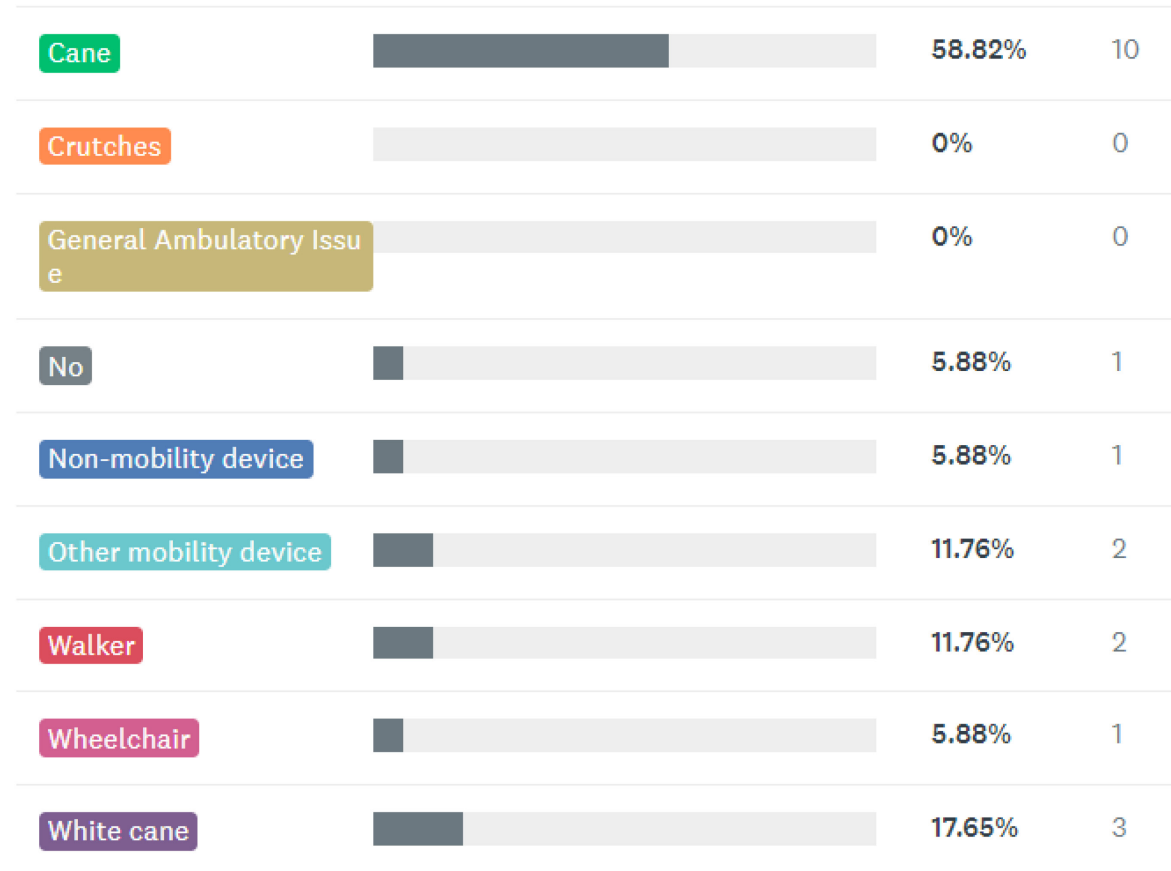
- Answered: 117  
Skipped: 0





# Q10: Does anyone in your household use a wheelchair, walker, or motorized scooter?

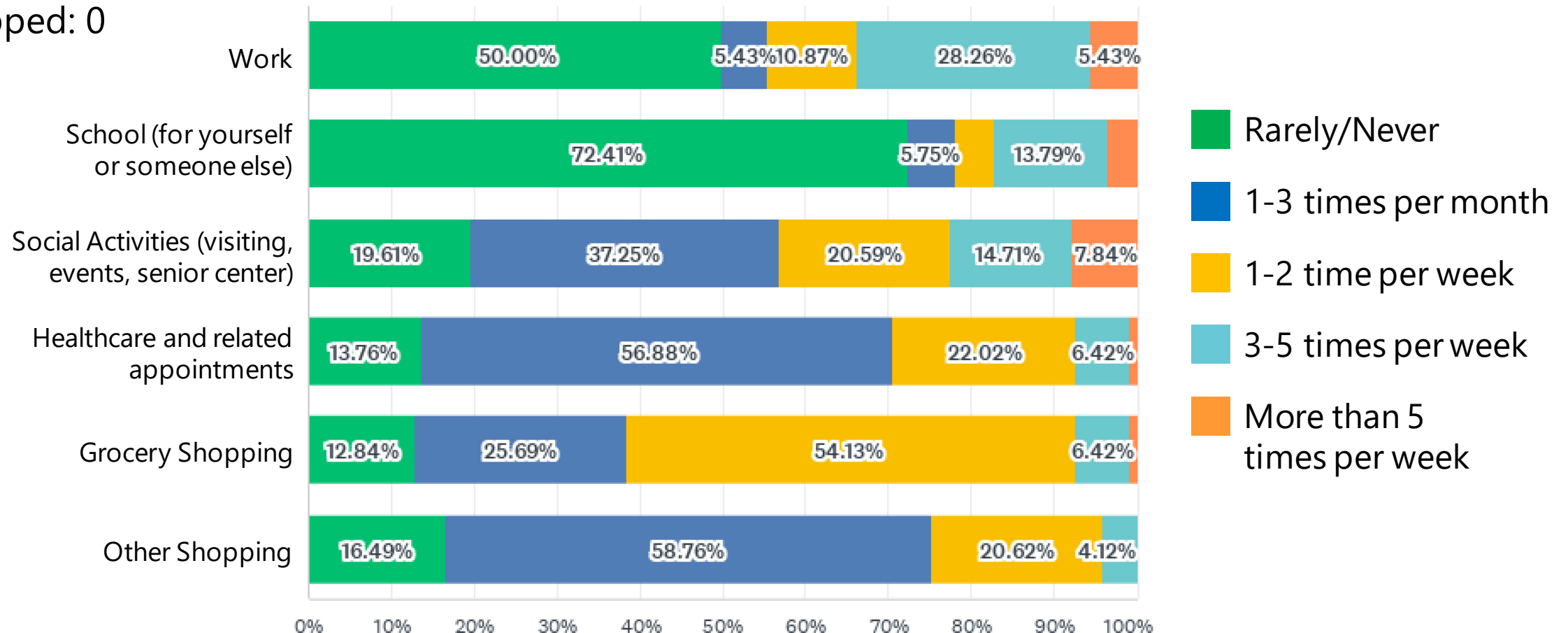
- Other Assistive Device (please describe)



# Q11: How often do you travel for the following purposes? (Please answer for all rows that apply.)

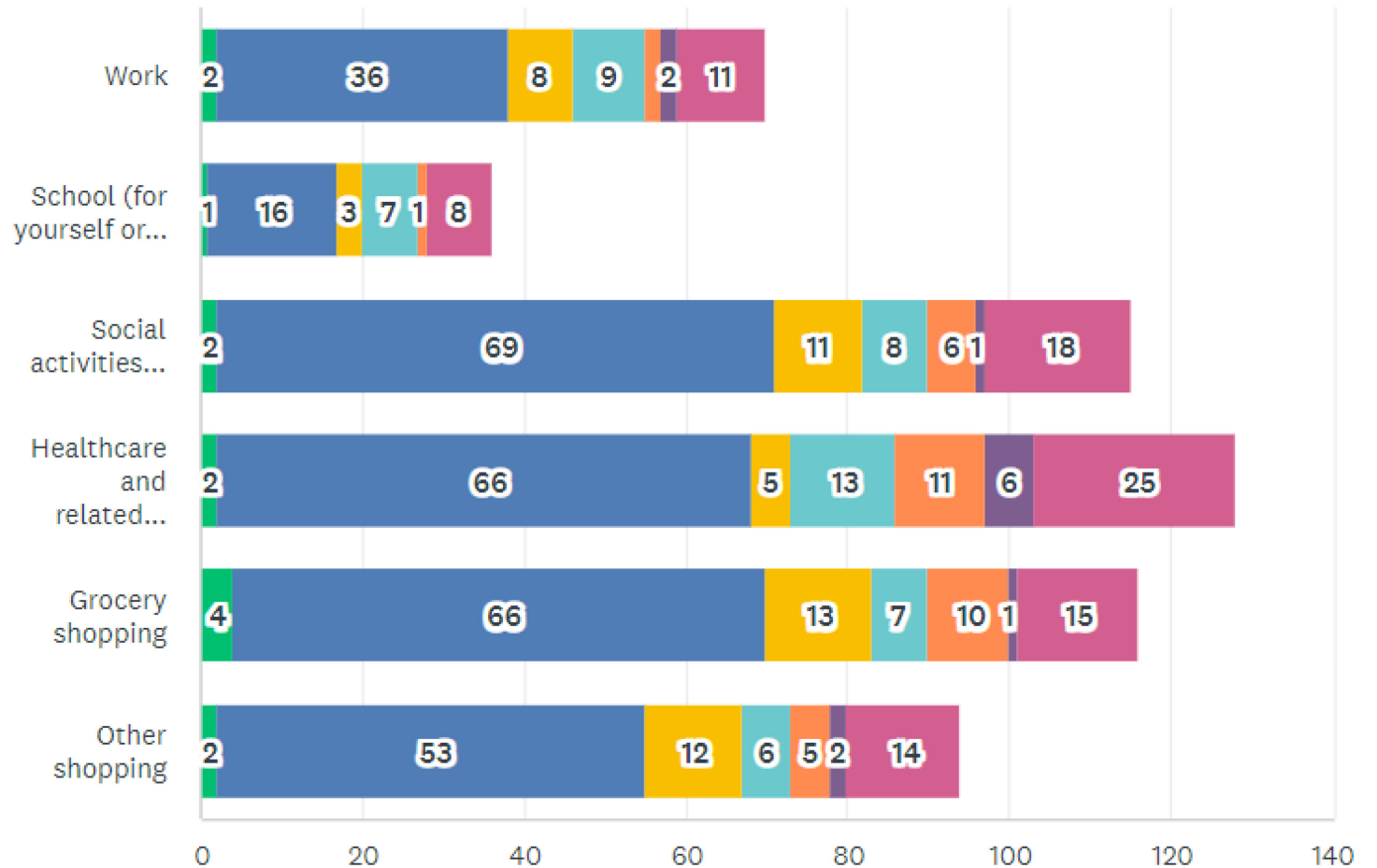
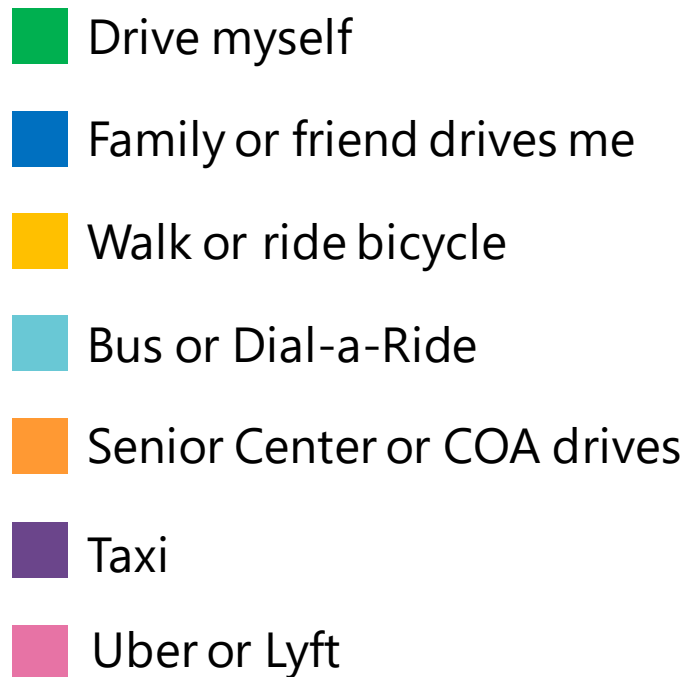
▪ Answered: 117

Skipped: 0



# Q12: Which transportation mode do you primarily use to travel for the following purposes?

- Answered: 112
- Skipped: 5

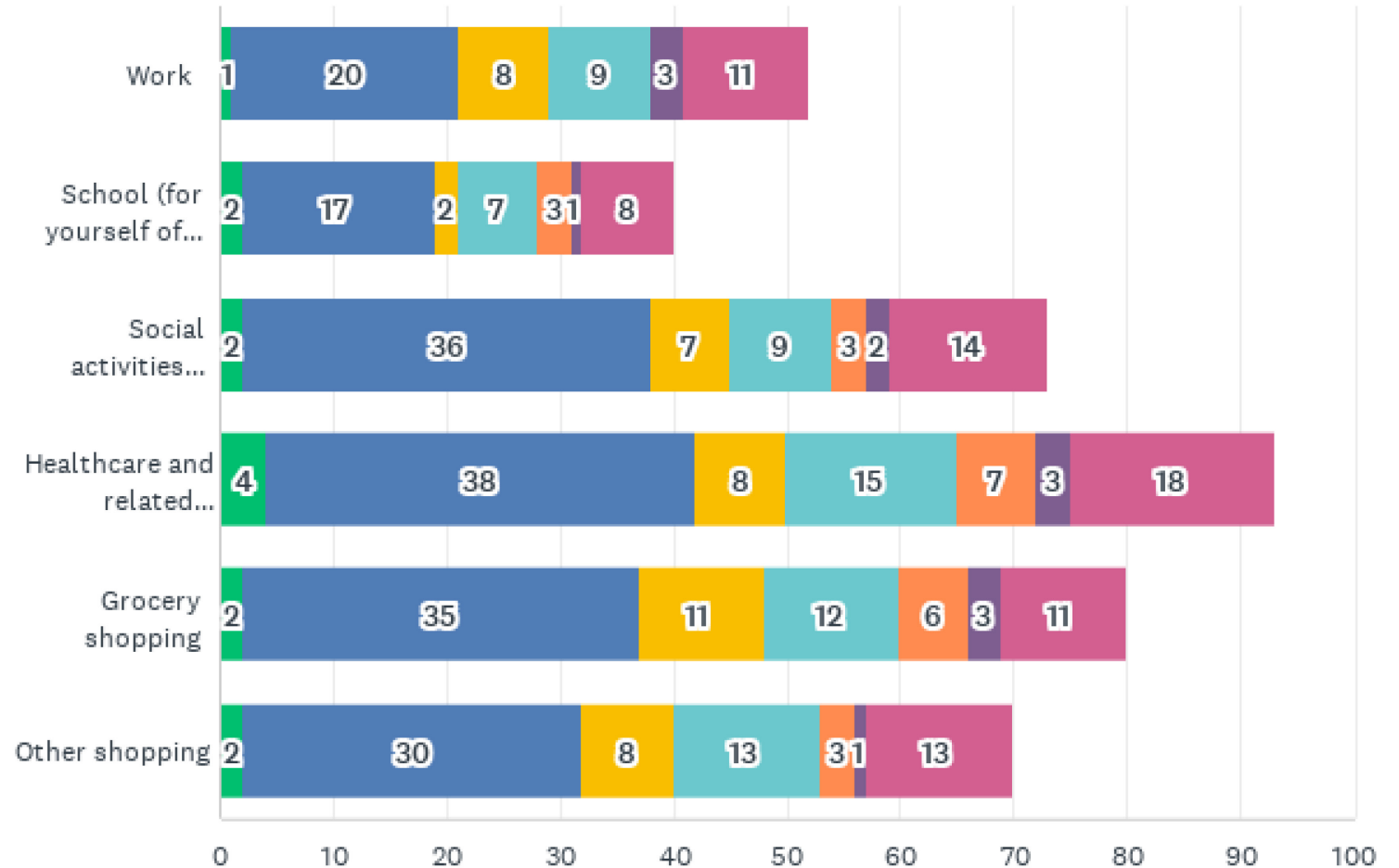


# Q13: If applicable, which other transportation mode do you use to travel for the following purposes?

■ Answered: 79

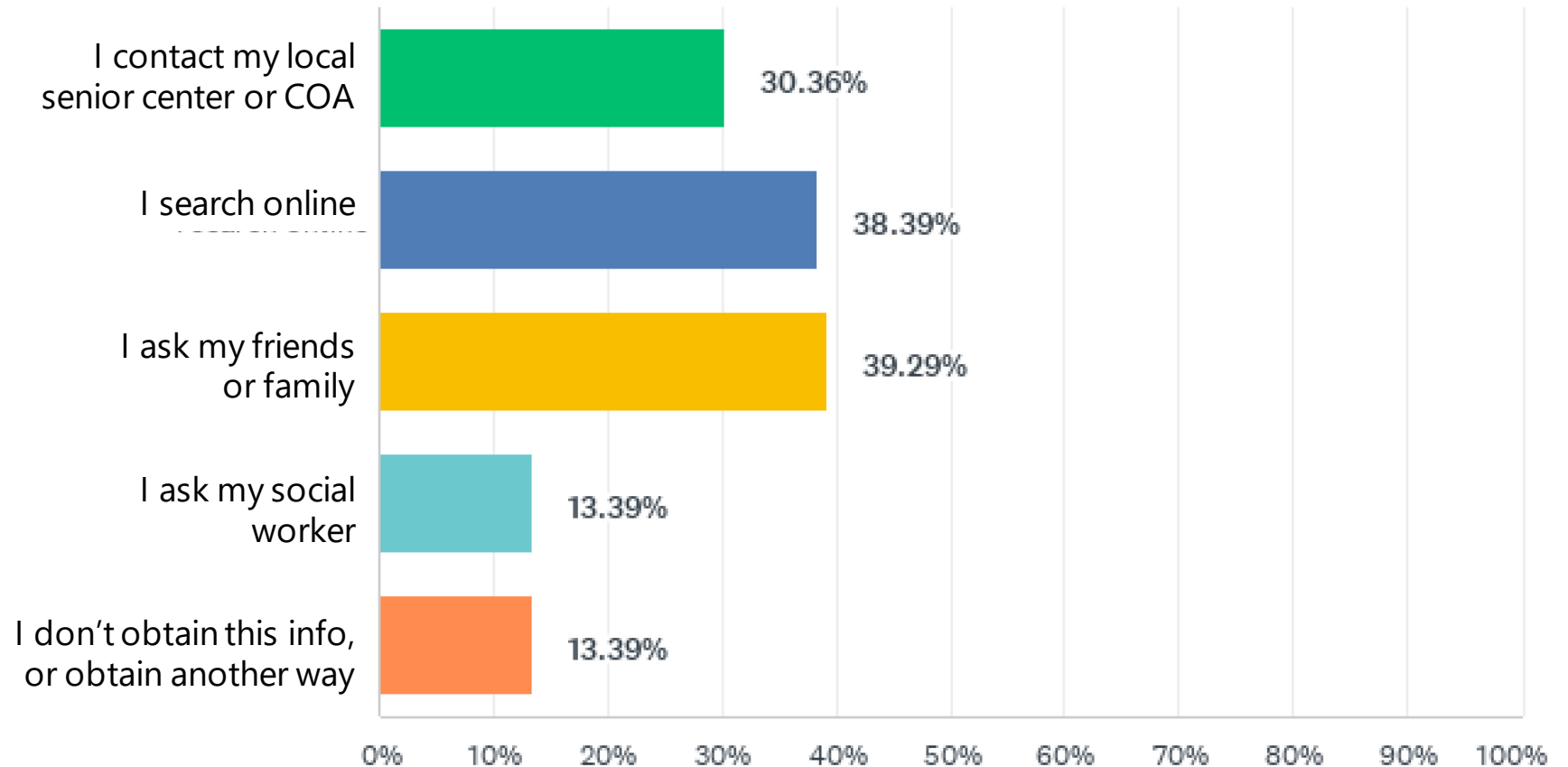
Skipped: 38

- Drive myself
- Family or friend drives me
- Walk or ride bicycle
- Bus or Dial-a-Ride
- Senior Center or COA drives
- Taxi
- Uber or Lyft



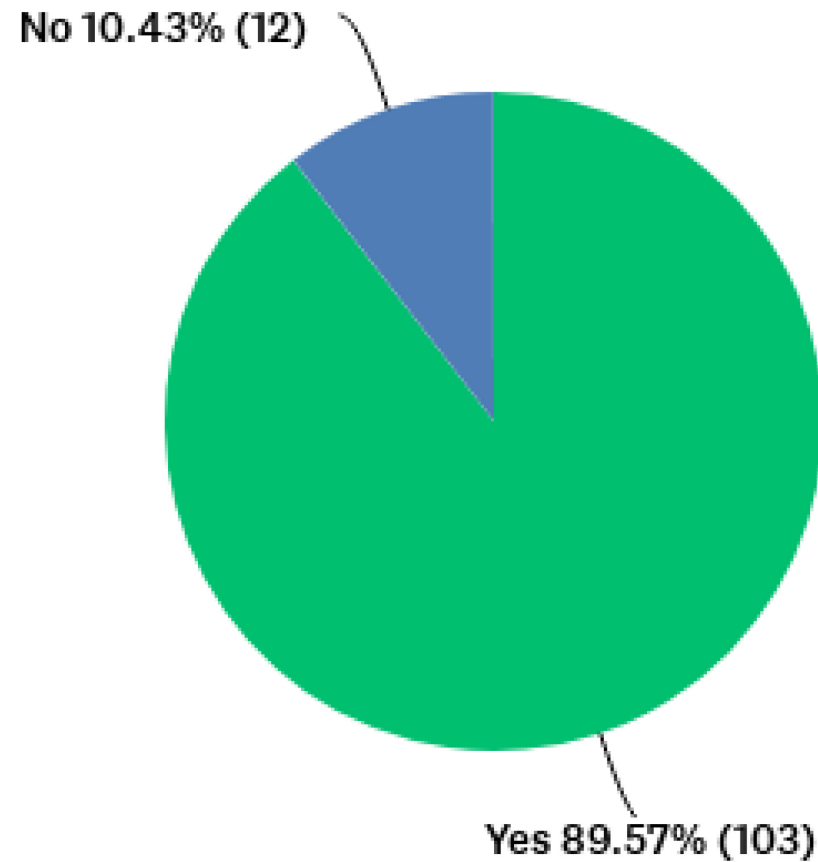
# Q14: How do you learn about transportation options in your community?

- Answered: 112  
Skipped: 5



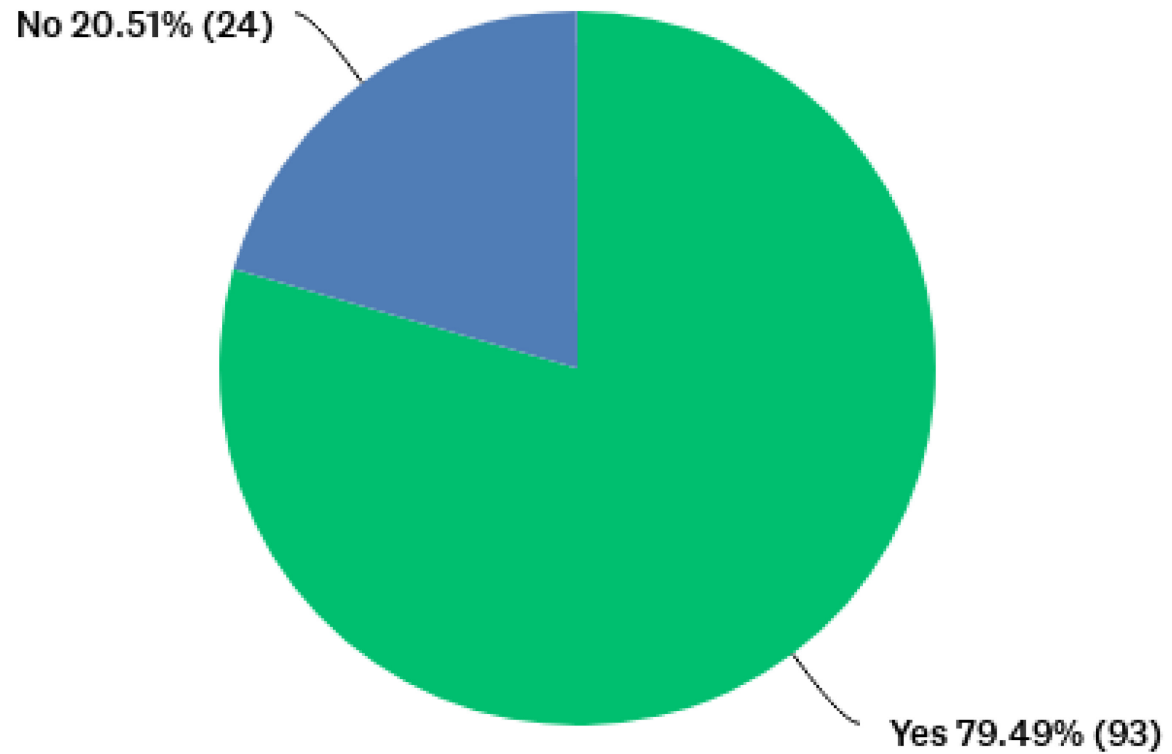
# Q15: Do you have a credit or debit card?

- Answered: 115  
Skipped: 2



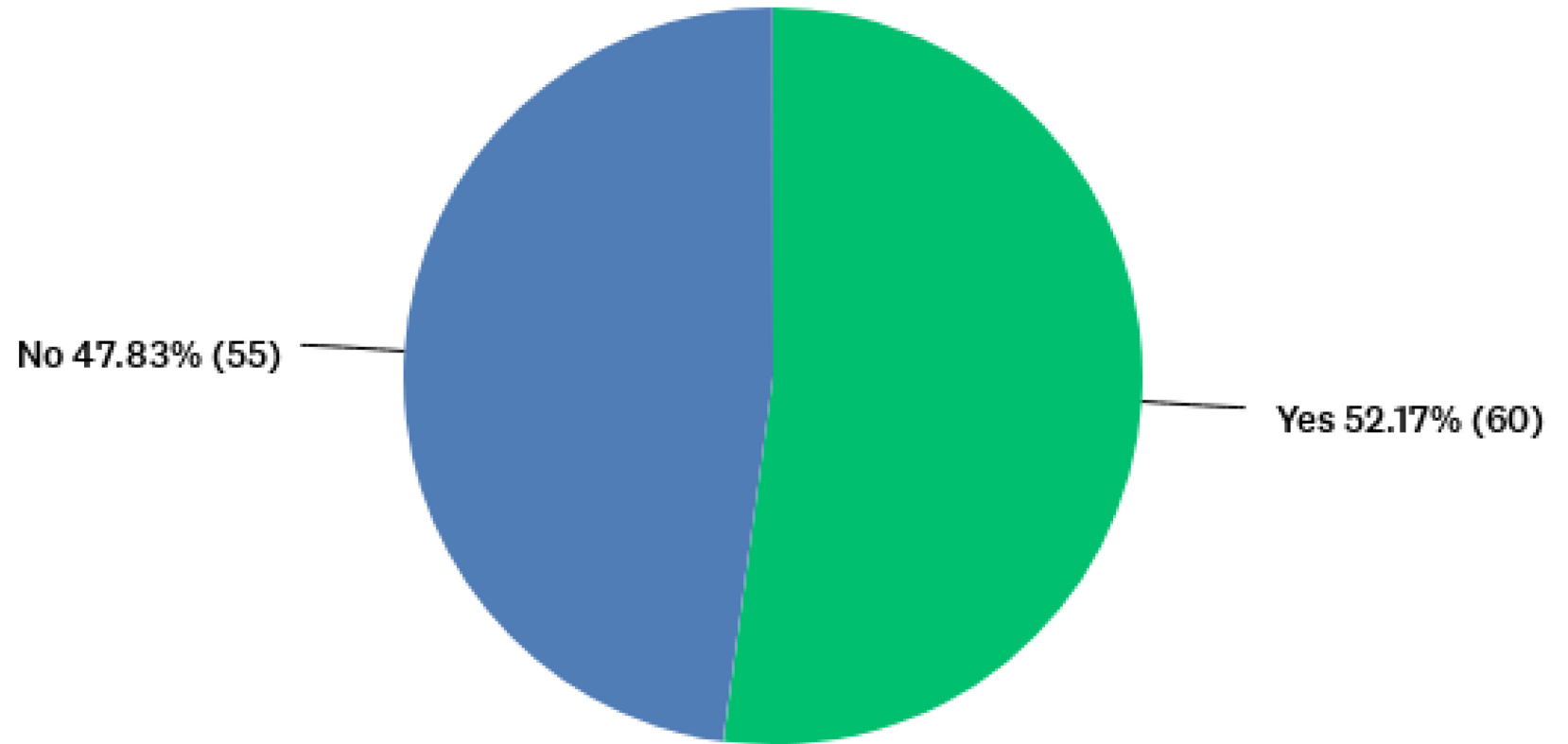
# Q16: Do you have a smartphone?

- Answered: 117  
Skipped: 0



# Q17: Do you use your smartphone for banking or payment transactions?

- Answered: 115  
Skipped: 2



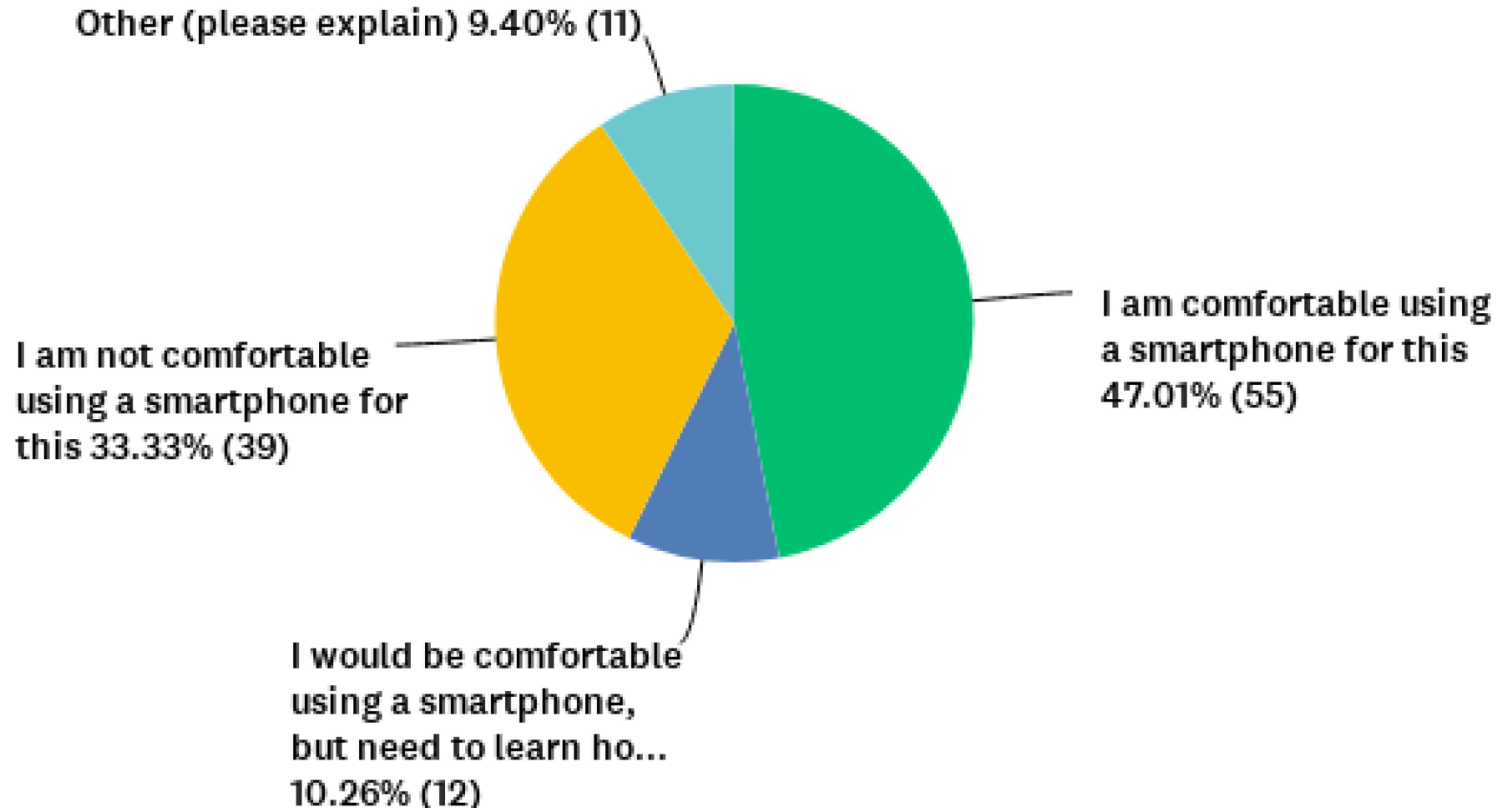


## Q18: How comfortable are you with using a smartphone to request and pay for travel to use a taxi, Uber, or Lyft service?

- Answered: 117  
Skipped: 0

### Other

- Don't have a smartphone
- Language barrier
- Would need help
- Vision difficulties
- Won't use these services
- Able but not comfortable



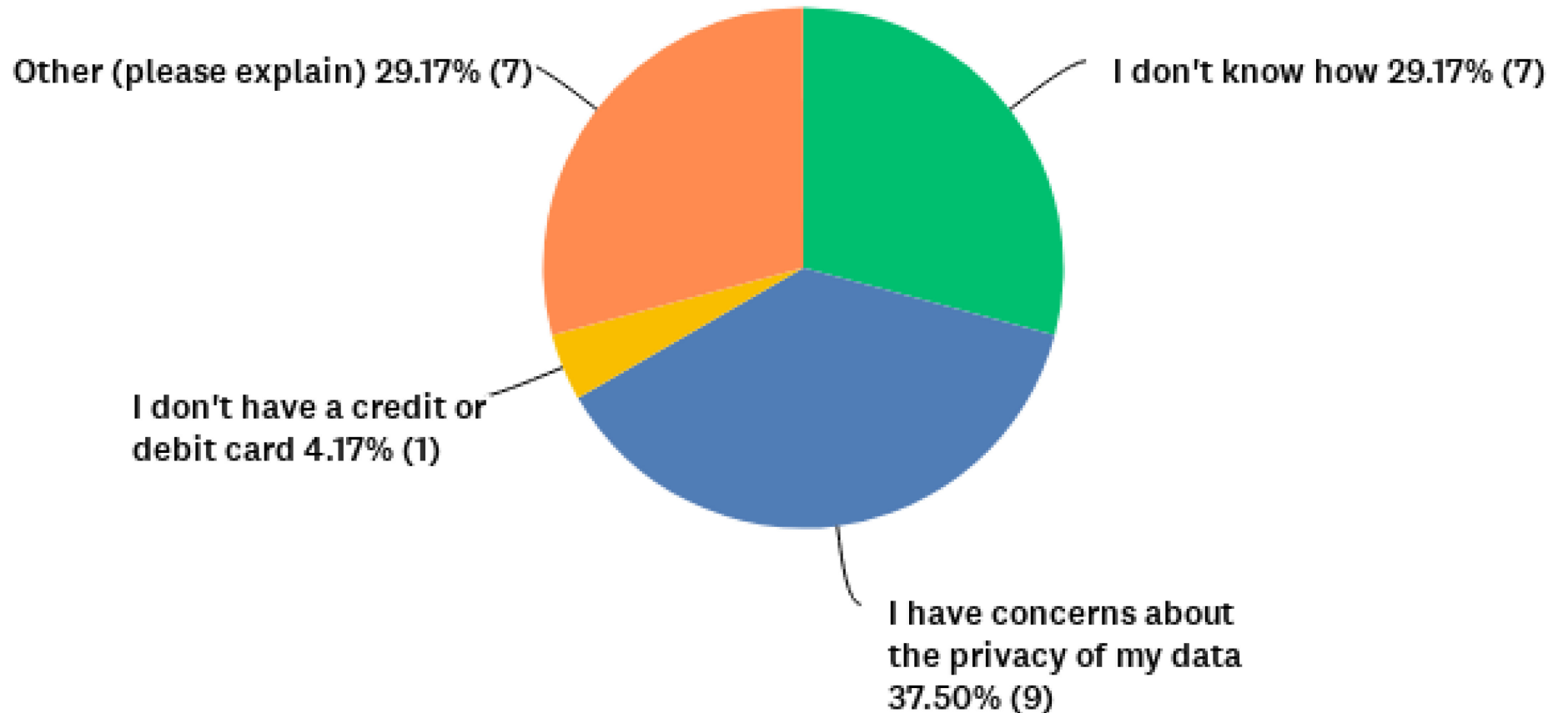
# Q19: Why are you not comfortable using a smartphone to request and pay for travel?

▪ Answered: 24

Skipped: 93

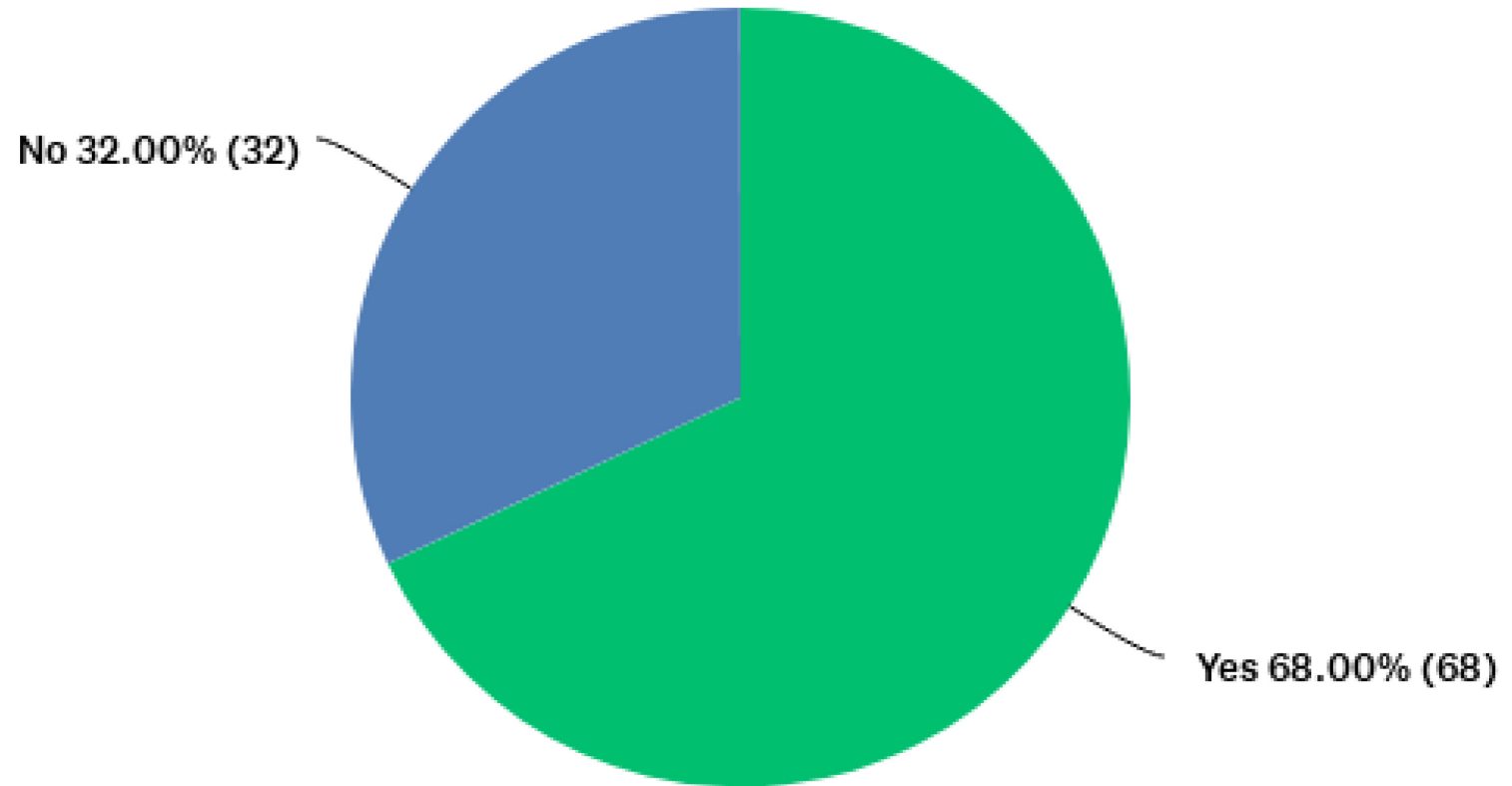
## Other

- Not comfortable w/Uber or Lyft
- Language barrier
- Difficulties with vision, hearing
- Can't do it quickly/easily
- Haven't needed to



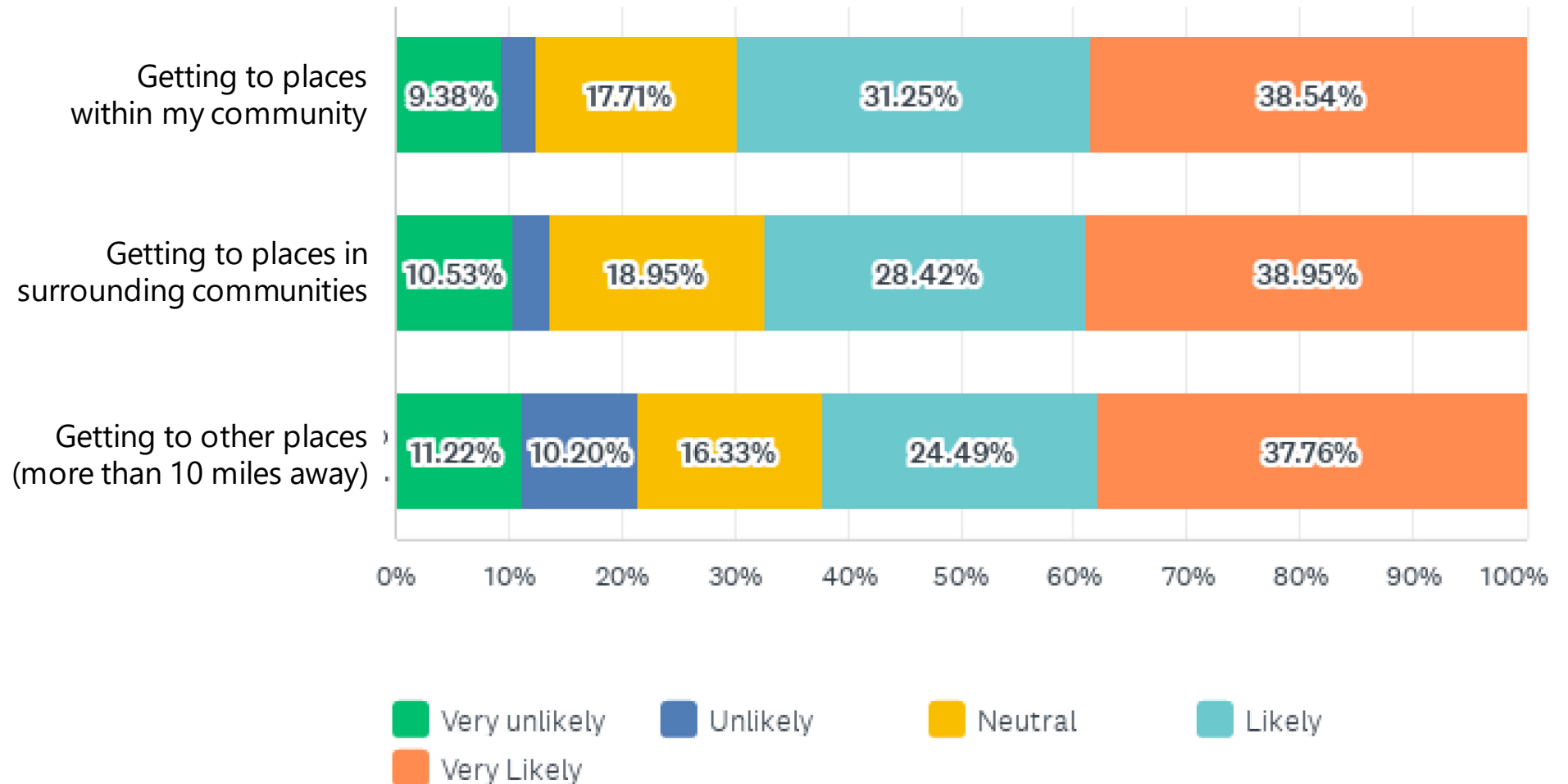
## Q20: Have you or a member of your household used Uber or Lyft services, either locally or when travelling?

- Answered: 100  
Skipped: 17



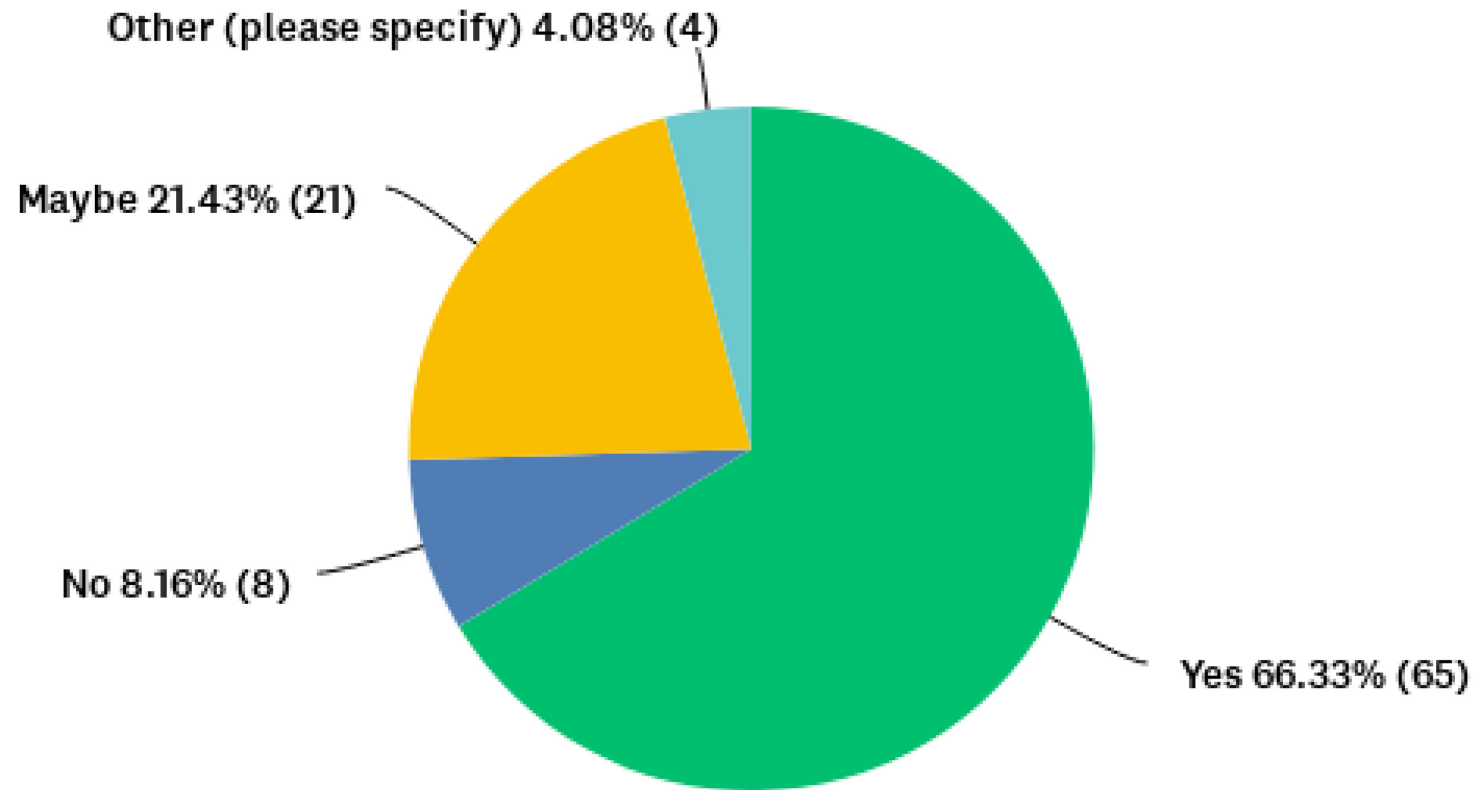
# Q21: If you had access to discounted rides for a taxi, Uber/Lyft, or shared van service, what is the likelihood you would travel locally or to other places?

- Answered: 100  
Skipped: 17



## Q22: If you had access to discounted rides for a taxi, Uber/Lyft, or shared van service, would it allow you to travel more independently and more often?

- Answered: 98  
Skipped: 19





**Thank you**

# LOGO DESIGNS

GO  ACTON

GO  BOLTON

GO  CONCORD

GO  MAYNARD

GO  STOW

GO  SUDBURY



**GO** **ACTON**

**GO** **BOLTON**

**GO** **CONCORD**

**GO** **MAYNARD**

**GO** **STOW**

**GO** **SUDBURY**

**GO**  **ACTON**

**GO**  **BOLTON**

**GO**  **CONCORD**

**GO**  **MAYNARD**

**GO**  **STOW**

**GO**  **SUDBURY**

# BRAND GUIDELINES

# LOGO



## COLORS



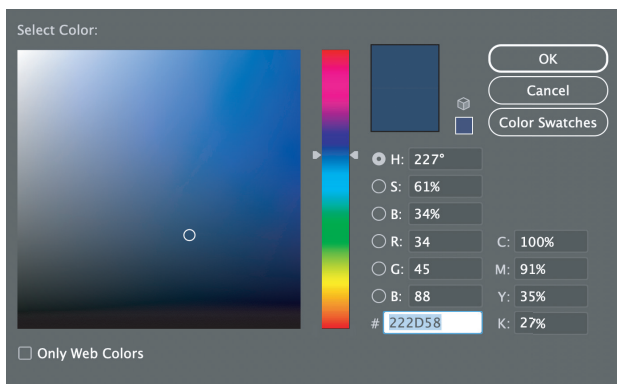
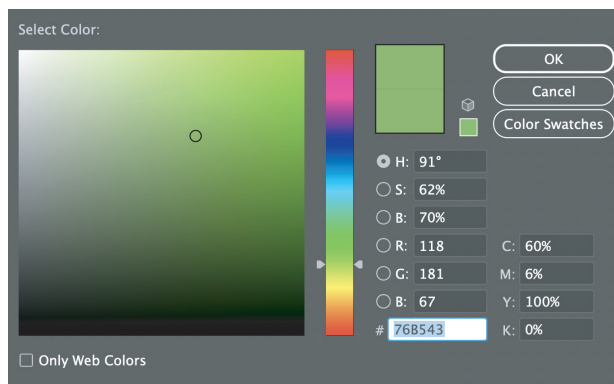
### Green

RGB: 118, 181, 67  
CMYK: 60, 6, 100, 0  
HEX: 768543



### Blue

RGB: 34, 45, 88  
CMYK: 100, 91, 35, 27  
HEX: 222D58



## TEXT STYLES

**HEADER** - Open Sans Extra Bold, 25

***Subheader*** - Open Sans Bold Italic, 18

Body Copy - Open Sans Regular, 12 (Leading 16)

**NOTE:** In all written forms, the name should appear as Go Town (two words with a space between).

**COMMUNITY TEMPLATES AND  
COLLATERAL**



The Town of Acton is pleased to offer free and subsidized transportation to eligible residents through the Go Acton program.

---

## ACCESS ACTON TAXI

Access Acton is a subsidized taxi service for all Acton residents, providing rides within 25 miles of Acton. The service is provided through local taxicompanies.

Learn more: [www.acton-ma.gov/626/Transportation-Services](http://www.acton-ma.gov/626/Transportation-Services)

---

Depending on availability and time of day, the ride may be provided by a shared van or a taxi.

Call **978-844-6809** to book a ride.

## COUNCIL ON AGING VAN AND ROAD RUNNER

The Council on Aging (COA) van provides transportation to seniors during weekdays. The Road Runner is a curb-to-curb shared van service open to all seniors and persons with a qualified disability, available Tuesday through Thursday only. Advance reservations are recommended.

Learn more about the COA Van: [www.actoncoa.com/138/Transportation](http://www.actoncoa.com/138/Transportation)

Learn more about Road Runner: [www.crosstownconnect.org/Seniors#RoadRunner](http://www.crosstownconnect.org/Seniors#RoadRunner)

---

Both services fully cover Acton and Maynard, as well as parts of Boxborough, Concord, Littleton, and Westford.

Call **978-844-6809** to book a ride on the COA Van or Road Runner.

## MINUTEVAN DIAL-A-RIDE

MinuteVan Dial-A-Ride is a shared-ride public transportation service offered through CrossTown Connect for all Acton residents 12 years of age and older. Advance reservatiuons are recommended.

Learn more: [www.minutevan.net](http://www.minutevan.net)

---

The service covers anywhere in Acton, Boxborough, Littleton, and Maynard as well as other select locations.

Book a ride at **www.minutevan.net** or by calling **978-844-6809**.

## CROSS-ACTON TRANSIT (CAT) AND ACTON RAIL SHUTTLE

Cross-Acton Transit (CAT) is a fixed-route bus with stops in Kelley's Corner, South Action Station, and along Great Road. The Acton Rail Shuttle connects two off-site parking lots to the South Acton Commuter Rail Station.

Learn more: [crosstownconnect.org/commuter#CrossActonTransit](http://crosstownconnect.org/commuter#CrossActonTransit)

Both services are available weekdays only. See hours of operation and download schedules at **www.crosstownconnect.org/commuter#CrossActonTransit**



The Town of Bolton is pleased to offer subsidized transportation to eligible residents through the Go Bolton program, including a taxi ride program and the Bolton Council on Aging's van service.

---

## **GO BOLTON COUNCIL ON AGING VAN/TAXI SERVICE**

The Bolton Council on Aging (COA) provides senior and handicapped transportation through the MART Van Service and Clinton Livery. These services travel to and from local destinations upon request. This includes trips to medical and other appointments, shopping, and stops at locations within central Massachusetts.

### **How do I schedule a ride?**

To request a ride, call 978-779-3314 at least three business days in advance. Transportation is provided Monday – Friday from 8 a.m. – 4 p.m.

All rides are fully subsidized through grant funding. Please call for details.

### ***Who is eligible for this service?***

Bolton residents are eligible for the Go Bolton transportation services if they are either:

- Age 60+
- 18+ with a disability

Learn more: [townofbolton.com/planning-board/pages/transportation](https://townofbolton.com/planning-board/pages/transportation)



The Town of Concord is pleased to offer free and subsidized transportation to eligible residents through the Go Concord program. Learn more about Go Concord services:

<https://concordma.gov/3158/Transit>

## THE CONCORD TROLLEY

Tour Concord's important historic sites, visit recreational areas, enjoy shopping, or commute for work on the new convenient FREE hop-on, hop-off trolley. The trolley is ADA accessible, will have a bike rack, and is available to tourists and residents alike. (Seasonal)

Twice a day on weekdays the trolley visits the West Concord's Commuter Rail Station at approximately 11 am and 1 pm, and three times on weekends at approximately 10 am, 12 pm, and 2 pm.

Learn more: <https://concordma.gov/3189/The-Concord-Trolley>

## COUNCIL ON AGING VAN

The Council on Aging (COA) van provides transportation on a first come, first served basis to Concord seniors around town for medical appointments, trips to the bank, haircuts, grocery store, events at the Council on Aging, and more.

The suggested donation for a van ride is \$2 round trip. We recommend that you make appointments as early as possible.

Call **978-318-3020** to book your ride.

Learn more: [concordma.gov/947/Transportation](https://concordma.gov/947/Transportation)

## THE RIDE

The MBTA's RIDE paratransit service provides origin-to-destination, shared-ride public transportation to people who can't use the subway, bus, or trolley all or some of the time due to a temporary or permanent disability.

People who have a disability (temporary or permanent) that prevents them from using fixed-route public transit are eligible for The RIDE.

Learn more: [mbta.com/accessibility/the-ride](https://mbta.com/accessibility/the-ride)

## CONCORD BIKESHARE

Concord has partnered with Tandem Bikes to host a pilot program bike share in Concord! Visit our two locations in Concord Center at the Visitor's Center or in West Concord by the Bruce Freeman Rail Trail Bridge over the Nashoba Brook. (Seasonal)

1. Download the **Movatic App** and setup an account

2. Scan the QR code on the bike to unlock and off you go!

Note: Use code FREE2 and your first 2 hours are free!

Learn more: [concordma.gov/3157/Bike](https://concordma.gov/3157/Bike)





**Town of Maynard, Massachusetts**

195 Main Street  
Maynard, MA 011754  
(978) 897-1300



The Town of Maynard is pleased to offer subsidized transportation to residents and visitors through the Go Maynard program, including a **Maynard-Acton Rail Shuttle** and the **Maynard Council on Aging's Van service**.

## COUNCIL ON AGING VAN

The Council on Aging van operates five days a week from 7 a.m. to 3 p.m., providing transportation to essential services such as health care providers, dentists, pharmacies, banks, hair salons and grocery stores.

### *Who is eligible for this service?*

Residents over the age of 60 and individuals with disabilities of any age may use the van.

### *How do I schedule a ride?*

Contact the Council on Aging at 978-897-1009. Reservations MUST be made 48 hours in advance.



Learn more: [townofmaynard-ma.gov/gov/departments/council-on-aging/van/](https://townofmaynard.ma.gov/gov/departments/council-on-aging/van/)

## MAYNARD-ACTON RAIL SHUTTLE

The Town of Maynard sponsors a shuttle bus service to and from South Action Station. The cost to use this service is \$2 per one-way trip.

HOURS OF OPERATION	
Days	Monday thru Friday
AM	6:10 AM – 8:35 AM
PM	4:45 PM – 7:41 PM

### *Where can I go?*

The shuttle runs between downtown Maynard and South Acton Station with stops at:

- Mill & Main Sudbury St. Lot
- Mill & Main Lot Building 1
- Downtown Maynard at Summer St. / Naylor Court Municipal Lot
- Maynard Golf Course

Passes are available at this URL: [epay.cityhallsystems.com/?key=maynard.ma.us&type=ss](https://epay.cityhallsystems.com/?key=maynard.ma.us&type=ss)

Download the shuttle schedule and learn more: [townofmaynard-ma.gov/shuttle/](https://townofmaynard-ma.gov/shuttle/)

## Contact Information

For questions about the Council on Aging van, please call **978-897-1009**.

For questions about the Maynard-Acton Rail Shuttle, please contact Amy Loveless at:

[aloveless@townofmaynard.net](mailto:aloveless@townofmaynard.net)





The Town of Stow is pleased to offer free and subsidized transportation to eligible residents through the GO Stow program, including a taxi ride program and the Stow Council on Aging's van service.

---

## TAXI RIDE PROGRAM

Stow is accepting applications for free taxi rides through the end of 2022. All rides must begin or end in Stow.

### ***Who is eligible for this service?***

You are eligible if you:

- Are at least 50 years old
- Have a disability
- Have financial need
- Are a veteran or serve in the armed forces
- Are an essential worker

Learn more: [stow-ma.gov/planning-board/pages/go-stow-taxi-rides-program](https://stow-ma.gov/planning-board/pages/go-stow-taxi-rides-program)

**Step 1:** Confirm eligibility by filling out an application at [tinyurl.com/gostowtaxi](https://tinyurl.com/gostowtaxi) and providing documentation to the Stow Council on Aging.

**Step 2:** Once approved, you can begin requesting rides by filling out and returning the request form at [tinyurl.com/gostowrequest](https://tinyurl.com/gostowrequest) or by calling the Stow Council on Aging at **(978) 897-1880**. All requests must be made 48 business hours in advance.

---

## COA VAN SERVICE

Stow's Council on Aging provides transportation for eligible Stow residents to the grocery store, medical appointments, and other destinations.

### ***Who is eligible for this service?***

You are eligible if you:

- Are at least 60 years old
- Have a disability

Learn more about the COA van policy here: [stow-ma.gov/council-aging/pages/transportation-0](https://stow-ma.gov/council-aging/pages/transportation-0)

**Step 1:** Confirm eligibility by providing documentation to the Stow Council on Aging.

**Step 2:** To schedule a ride, contact the COA between 8 a.m. and 12 p.m. Monday through Friday at **(978) 897-1880** at least 24 hours prior to your desired reservation time.



The Town of Sudbury is pleased to offer free and subsidized transportation to eligible residents through the Go Sudbury program. Learn more: [sudbury.ma.us/transportation/2022/07/21/low-cost-transportation-options-for-sudbury/](https://sudbury.ma.us/transportation/2022/07/21/low-cost-transportation-options-for-sudbury/)

## ***Who is eligible?***

Sudbury residents and workers must meet one or more of the following criteria:

- 60 years of age or older,
- 18 years of age or older with a disability that limits driving,
- Active-duty military, reserves, National Guard, or veteran of the armed forces, or
- 18 years of age or older with financial need

---

## **UBER RIDES PROGRAM**

The Go Sudbury Uber Rides are provided for non-urgent healthcare and vaccination appointments, work, shopping, and accessing community resources. Riders must have a cell phone and an Uber account.

Learn more: [sudbury.ma.us/transportation/2022/07/21/low-cost-transportation-options-for-sudbury/](https://sudbury.ma.us/transportation/2022/07/21/low-cost-transportation-options-for-sudbury/)

To register for the Go Sudbury Uber Rides program, please complete the application form at the following link: <https://forms.gle/hxV2TjnZuAAeka1R9>.

---

## **TAXI RIDES PROGRAM**

Go Sudbury Taxi rides are for medical and health care appointments only. The Go Sudbury Taxi program requires rides to be requested at least 24 hours in advance.

Learn more: [sudbury.ma.us/transportation/go-sudbury-taxi-rides-program/](https://sudbury.ma.us/transportation/go-sudbury-taxi-rides-program/)

To register for the Go Sudbury Taxi Rides program, please complete the application form at the following link: [forms.gle/FnQzYotpDRMzyFoK8](https://forms.gle/FnQzYotpDRMzyFoK8).

---

## **SUDBURY VAN SERVICE**

The Sudbury Connection Wheelchair Accessible Van Service, offered by the Sudbury Senior Center in conjunction with the MetroWest Regional Transit Authority (MWRTA), operates M-F, 8:45 a.m. – 4 p.m.

Learn more: [sudburyseniorcenter.org/27611-2/](https://sudburyseniorcenter.org/27611-2/)

Contact the Senior Center for an application or go to [sudbury.ma.us/transportation/documents/](https://sudbury.ma.us/transportation/documents/) to access the application form directly.

---

## **MWRTA DIAL-A-RIDE**

The MetroWest Dial-a-Ride service is a supplemental wheelchair-accessible van service available on Tuesdays and Wednesdays from 4 – 7 p.m. with service to Sudbury and some surrounding towns.

Learn more: [sudburyseniorcenter.org/services/transportation/](https://sudburyseniorcenter.org/services/transportation/)

Registration is through the Senior Center, please download the application at this link: [sudbury.ma.us/transportation/documents/](https://sudbury.ma.us/transportation/documents/) or call for an application at 978-443-3055.

# **EXAMPLE INTERMUNICIPAL AGREEMENT**

## AGREEMENT

THIS AGREEMENT is entered into by and between the Towns of Acton, Bedford, Burlington, Concord, Lexington, Sudbury and Weston, hereafter referred to collectively as the "Municipalities," this 1<sup>st</sup> day of June 2017, as follows:

WHEREAS, the Municipalities desire to share the services and costs of a common Regional Housing Services Office; and

WHEREAS, the Town of Concord is willing and capable of hosting a Regional Housing Services Office; and

WHEREAS, each of the Municipalities has authority to enter into this Agreement pursuant to G.L. c. 40, s. 4A;

NOW, THEREFORE, the Municipalities, in mutual consideration of the covenants contained herein, intending to be legally bound, agree under seal as follows:

- I. Term. The term of this Agreement shall commence on July 1, 2017 and shall expire after a term of three years on June 30, 2020, unless earlier terminated as set forth herein. Any municipality may withdraw from the Agreement as defined below. The Agreement may be renewed for additional three-year terms as voted by each municipality through its respective Board of Selectmen by January 1 of the year of the expiring term.
2. Lead Municipality. During the Term of this Agreement, the Town of Concord shall act as the lead municipality. The Town of Concord shall perform or provide the following:
  - a. Issue Requests for Proposals for Consultants to provide housing administrative services described in Exhibit A: Core Housing Services, attached and incorporated herein, for all the Municipalities;
  - b. Enter into contracts with Consultants to provide said housing administrative **services**;
  - c. Manage the Consultant contracts;
  - d. Receive invoices from the Consultants and make payments in a timely manner for services rendered;
  - e. Provide office space and related utilities for the Consultants to operate the Regional Housing Services Office;
  - f. Administer the collection, accounting and use of funds provided by the Municipalities to fund the Consultant contracts;
  - g. Provide overall program oversight and related administration;
  - h. Provide conflict resolution in accordance with Section 10 below.
3. Duties of the Regional Housing Services Office. During the Term of this Agreement, the Regional Housing Services Office shall perform the housing administrative services as described in Exhibit A: Core Housing Services for an annual allocation of hours as indicated in Exhibit B: Fee Structure, attached and incorporated herein.
4. Funding Structure and Payment. The Town of Concord shall annually request funds from the Municipalities for the upcoming year by July 1 with payment due within 30 days of

the written request and the Municipalities shall provide annual funding to the Town of Concord pursuant to the Fee Structure, attached as Exhibit B: Fee Structure. Funding for supplemental services not included in Exhibit A: Core Housing Services and for additional hours in excess of the allotted hours in Exhibit B: Fee Structure shall be requested separately, at the discretion of the Town of Concord and the individual municipality. The Town of Concord shall hold all funds in a separate revolving fund account in trust for each Municipality and shall not disburse such funds for any purpose other than payment of invoices from the contracted Consultants for services rendered and other program expenses. Any municipality may borrow or lend hours to other Municipalities upon written agreement between the impacted municipalities, provided that the total number of hours available to the Regional Housing Services Office remains constant.

5. Subsequent Year Adjustments. The annual allocation of hours in Exhibit B: Fee Structure shall be reviewed and adjusted, if necessary, annually, three (3) months prior to end of each year of the Term of this Agreement. The Town of Concord shall provide to all Municipalities a record of the actual hours of services provided to each municipality and propose an amended Exhibit B in order to make any adjustments necessary for the following year of the Term, which shall be adopted as the Municipalities may agree, in accordance with Section 14.

6. Indemnification. Notwithstanding the final sentence of G.L. c. 40, §4A, to the extent permitted by law, each Municipality (the "Indemnifying Municipality") separately agrees to indemnify the Town of Concord, including all officials, officers, employees, agents, servants and representatives, from and against any claim arising out of the duties performed by the Regional Housing Services Office pursuant to the Agreement in or on behalf of the Indemnifying Municipality for any claim of liability, loss, damages, costs and expenses for personal injury or damage to real or personal property by reason of any negligent act or omission by the Regional Housing Services Office while performing services for the Indemnifying Municipality. As to any claim or occurrence, the express indemnification set forth above shall be town-specific: Acton's obligations shall be limited to the services provided for Acton; Bedford's obligations shall be limited to the services provided for Bedford; Burlington's obligations shall be limited to the services provided for Burlington; Concord's obligations shall be limited to the services provided for Concord; Lexington's obligations shall be limited to the services provided for Lexington; Sudbury's obligations shall be limited to the services provided for Sudbury; and Weston's obligations shall be limited to the services provided for Weston. The Indemnifying Municipality's obligation to indemnify under this Section shall be limited to and benefited by the immunities and the limits on liability that would be applicable under M.G.L. c. 258 and any other law or statute limiting the liabilities of municipalities as if the negligent act or omission had been made by an employee of the Indemnifying Municipality. Furthermore, the Indemnifying Municipalities shall not be liable for any claims arising from:

- a. Violations of state or federal civil rights statutes;
- b. Violations of state or federal discrimination statutes;
- c. Wrongful termination claims;
- d. Violations of any state or federal statute dealing with employment practices;
- e. Claims that are covered by any insurance policy.

7. Termination. (Subsection A) Any Municipality, by a vote of its respective Board of Selectmen or Select Board, may withdraw from and terminate this Agreement at the end of any year with the provision of at least two months prior written notice to the Town of Concord. No such termination shall affect any obligation of indemnification that may have arisen hereunder prior to such termination. Upon such termination, the Town of Concord shall prepare full statements of

outstanding unpaid financial obligations under this Agreement and present the same to the terminating Municipality for payment within thirty (30) days thereafter. The Town of Concord, by a vote of its respective Select Board, may terminate this Agreement upon the provision of at least one month prior written notice to the participating Municipalities. After termination of this Agreement, the Town of Concord shall remain liable to the participating Municipalities for any portion of the payments received not earned. (Subsection B) Any Municipality may withdraw at the end of any fiscal year in which the municipal legislative body has not appropriated funds sufficient to support that municipality's participation in the subsequent fiscal year, provided that in such an event, the municipality shall give as much notice to other subscribers to this Inter-Municipal Agreement as the circumstances allow.

8. Advisory Committee. There shall exist an Advisory Committee comprised of one (1) representative from each municipality, whom shall be appointed by the Town Manager/Administrator of the municipality. The Advisory Committee shall endeavor to meet on a quarterly basis in July, October, January and April. The Town of Concord shall prepare and send to each municipality a quarterly status report prior to the quarterly meeting.

9. Conflict Resolution. The Advisory Committee may hold additional meetings to discuss and resolve any conflicts that may arise including, but not limited to, disagreements regarding the needs of each municipality and changes to the annual allocation of hours as indicated in Exhibit B: Fee Structure. Any recommendations made to the Director of the Regional Housing Services Office must be made by a majority vote. Any unresolved issues shall be decided by the Town Manager of the Town of Concord.

10. Additional Communities. The Advisory Committee may vote at any time to amend this Agreement to add an additional municipality or municipalities by unanimous vote and approval of the Lead Municipality, so long as there are no more than nine (9) member communities. If voted and approved as provided in this Section, the participation of said municipality or municipalities is effective as of July 1 of the fiscal year next after the vote is taken unless otherwise agreed among all parties. Any such additional municipality must be adjacent to at least one municipality participating in this Agreement unless waived by a majority of the Town Manager's of the originally participating communities.

11. Financial Safeguards. The Town of Concord shall maintain separate, accurate and comprehensive records of all services performed for each of the Municipalities hereto, and all funds received from the Municipalities. The Town of Concord shall issue a financial report for each fiscal year to each of the Municipalities by December 31 of the following fiscal year.

12. Assignment. None of the Municipalities shall assign or transfer any of its rights or interests in or to this Agreement, or delegate any of its obligations hereunder, without the prior written consent of all of the other Municipalities.

13. Amendment. This Agreement may be amended only in writing signed by all Municipalities duly authorized thereunto.

14. Severability. If any provision of this Agreement is held by a court of appropriate jurisdiction to be invalid, illegal or unenforceable, or if any such term is so held when applied to any particular circumstance, such invalidity, illegality or unenforceability shall not affect any other provision of this Agreement, or affect the application of such provision to any other



circumstances, and the remaining provisions hereof shall not be affected and shall remain in full force and effect.

15. Governing Law. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the Commonwealth of Massachusetts.

16. Headings. The paragraph headings herein are for convenience only, are no part of this Agreement and shall not affect the interpretation of this Agreement.

17. Notices. Any notice permitted or required hereunder to be given or served on any Municipality shall be in writing signed in the name of or on behalf of the Municipality giving or serving the same. Notice shall be deemed to have been received at the time of actual receipt of any hand delivery or three (3) business days after the date of any properly addressed notice sent by mail as set forth below:

Town of Acton

Steven Ledoux, Town Manager 472 Main Street  
Acton, MA 01720

Town of Bedford

Richard Reed, Town Manager 10 Mudge Way  
Bedford, MA 01730

Town of Burlington

John D. Petrin, Town Administrator 29 Center Street  
Burlington, MA 01803

Town of Concord

Christopher Whelan, Town Manager Town House, P.O. Box 535  
22 Monument Square  
Concord, MA 01742

Town of Lexington

Carl F. Valente, Town Manager 1625 Massachusetts Avenue  
Lexington, MA 02420

Town of Sudbury

Melissa Murphy-Rodrigues, Town Manager 278 Old Sudbury Road  
Sudbury, MA 01776

Town of Weston

Donna S. VanderClock, Town Manager  
P.O. Box 378  
Weston, MA 02493

18. Complete Agreement. This Agreement constitutes the entire Agreement between the Municipalities concerning the subject matter hereof, superseding all prior agreements and understandings. There are no other agreements or understandings between the Municipalities concerning the subject matter hereof. Each Municipality acknowledges that it has not relied on any representations by any other Municipality or by anyone acting or purporting to act for another Municipality or for whose actions any other Municipality is responsible, other than the express, written representations set forth herein.

[SIGNATURE PAGES FOLLOW EXHIBIT B]

Exhibit A  
Core Housing Services

I. Monitoring

- Monitoring Database of Affordable Housing Developments and residents
- Annual monitoring of ownership units
- Annual monitoring of rental developments
- Reconcile municipal inventory records with the Subsidized Housing Inventory maintained by the Department of Housing and Community Development
- Add new units to the inventory as required

2. HOME administration

- Assist in the preparation of the Annual Action Plan and Annual CAPER documents
- Consult on HOME funded projects

3. Local Support

- Meet on-site with staff and housing entities
- Consult on projects
- Prepare and Review project documents

4. Regional Activities

- Assist communities with regional linkages
- Maintain and support RHSO website, including public and private pages
- Provide programs to residents
- Administer the Program on behalf of all communities

[SIGNATURE PAGES FOLLOW EXHIBIT B]

Exhibit B

Fee Structure

The participating municipalities will proportionally share the total cost of operating the Regional Housing Services Office. The proportional share is determined based on the percentage of hours planned to support each municipality for core services as represented in the fee schedule.

Membership Fee Schedule Chart for FY 18

	Hours	Pro rata \$	Pro rata %
Acton	320	\$22,773	11%
Bedford	450	\$32,024	15%
Burlington	155	\$11,030	5%
Concord	440	\$31,312	15%
Lexington	440	\$31,312	15%
Sudbury	830	\$59,066	28%
Weston	345	\$24,552	12%
	2,980	\$212,069	100%

This fee structure does not include payment for supplemental services which will be proposed and invoiced outside of this agreement or payment for additional hours in excess of the allotted hours.

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF ACTON  
By its Board of Selectmen

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF BEDFORD  
By its Board of Selectmen

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF BURLINGTON  
By its Board of Selectmen

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF CONCORD  
By its Select Board

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF LEXINGTON  
By its Board of Selectmen

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF SUDBURY  
By its Board of Selectmen

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF WESTON  
By its Board of Selectmen

# **TOWN OF ACTON TRANSPORTATION DATA**



## TOWN OF ACTON

472 Main Street

Acton, Massachusetts 01720

[www.actonma.gov](http://www.actonma.gov) (978) 929-6513

[transportation@actonma.gov](mailto:transportation@actonma.gov)

### Transportation Services

---

To: Franny Osman, Chair – Transportation Advisory Committee  
From: Austin J. Cyganiewicz, Intergovernmental Affairs  
Date: July 12, 2022  
Subject: Year-end Ridership Reports

I am pleased to present the ridership reports for fiscal year ending June 30, 2022. The following information is consistent with a transportation industry that continues to recover from the pandemic. While many communities and transit services made significant changes to their operations, I am proud Acton continued to provide quality transportation services for the community.

We also created innovative solutions, such as the successful taxi/livery partnership program, which was an initiative that created new opportunities for access to destinations our existing services do not provide.

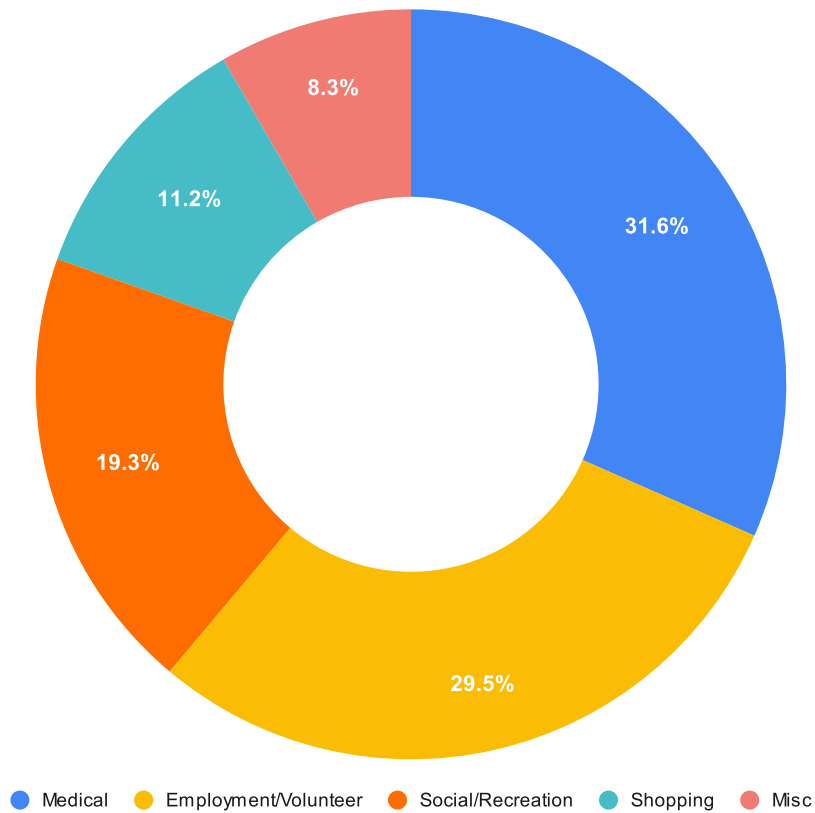
I would like to thank the Committee for their efforts and advocacy for transportation, and look forward to the continued work necessary to make our services even better for our residents.

### **Demand-Response**

Acton's demand-response (also known as "curb-to-curb") services experienced nearly a 30% increase over FY21. Even with the loss of a driver for several months, I am pleased to see confidence among residents utilizing this popular services continues to increase. While nearly 65% of riders are classified as seniors (65 or older), students are also eligible and have utilized this service for access to educational and employment opportunities.

	Ridership	Cost	CPR
Fiscal Year 2018	13,750	\$267,247.19	\$19.44
Fiscal Year 2019	13,260	\$283,375.91	\$21.37
Fiscal Year 2020	10,678	\$284,496.58	\$26.64
Fiscal Year 2021	6,582	\$254,309.69	\$38.64
Fiscal Year 2022	9,310	\$255,067.12	\$27.40

Month	FY18	FY19	FY20	FY21	FY22
July	1,075	1,116	1,367	290	726
August	1,207	1086	1,206	376	751
September	1,089	985	1,227	462	733
October	1,296	1,257	1,371	577	901
November	1,186	1,041	1,136	548	883
December	999	995	948	594	892
January	977	1,161	1,171	540	756
February	1,044	965	1,130	466	700
March	975	996	578	697	910
April	1,336	1,157	130	671	677
May	1,455	1,288	158	642	686
June	1,111	1,213	256	719	695
<b>TOTAL</b>	<b>13,750</b>	<b>13,260</b>	<b>10,678</b>	<b>6,582</b>	<b>9,310</b>



### **Fixed-Route**

Acton operates two fixed-route services for the community: Cross-Acton Transit (the "CAT") and Acton Rail Shuttle. In March 2020, both services were suspended due to the pandemic. In February 2022, the CAT was relaunched with a new route aimed at reducing overall trip time and adding locations consistent with community feedback. No fixed-routes operated in FY21. The information below includes ridership data for the Cross-Acton Transit service only.

	Ridership	Cost	CPR
Fiscal Year 2018	3,565	\$130,303.72	\$36.55
Fiscal Year 2019	2,694	\$107,847.60	\$40.03
Fiscal Year 2020	3,059	\$72,150.32	\$23.59
Fiscal Year 2021	-	-	-
Fiscal Year 2022	942	\$41,901.03	\$44.48

Month	FY18	FY19	FY20	FY21	FY22
July	340	318	321	-	-
August	323	290	285	-	-
September	346	185	219	-	-
October	379	218	384	-	-
November	281	169	372	-	-
December	254	256	394	-	-
January	262	196	499	-	-
February	234	215	416	-	45
March	296	211	169	-	163
April	274	195	0	-	219
May	297	211	0	-	220
June	279	230	0	-	295
<b>TOTAL</b>	<b>3565</b>	<b>2694</b>	<b>3059</b>	<b>-</b>	<b>942</b>



**Top 5 On-Boarding Stops**

<u>Location</u>	<u>Count</u>
Avalon	328
Great Rd Condo	166
Acton Plaza	107
Gould's Plaza	81
Town Hall	72

**Top 5 On-Boarding Times**

<u>Time</u>	<u>Count</u>
10:15AM	255
11:15AM	184
9:15AM	132
3:00PM	100
8:15AM	99

**Top 5 Off-Boarding Stops**

<u>Location</u>	<u>Count</u>
Acton Plaza	179
Avalon	154
Trader Joes	137
Town Hall	137
Gould's	89

**Top 5 Off-Boarding Times**

<u>Time</u>	<u>Count</u>
10:15AM	250
11:15AM	149
9:15AM	130
3:00PM	90
2:00PM	88

# **UBER AGENCY ADMIN GUIDE AND FAQ**

# Uber Transit - Agency Admin Resource Guide

*Below is guidance and helpful information to assist you in supporting transit riders and programs.*

Agency Admin Support	<p>For all non-urgent administrative support requests, agency admins can contact <a href="mailto:business-support@uber.com">business-support@uber.com</a>.</p> <p>For any urgent escalations, please contact <a href="mailto:transit-support-group@uber.com">transit-support-group@uber.com</a> to immediately contact Uber Transit's Customer and Operations teams.</p>
Cancellation Fees	If a rider is requesting a review or refund of their cancellation fee, please guide them to this <a href="#">website link</a> .
Customer Support	Riders can report all issues in app and/or contact Uber for Business support directly at <a href="mailto:business-support@uber.com">business-support@uber.com</a>
Language	The Uber app supports more than 100 languages, allowing riders and drivers to communicate using different languages through the in-app translation tool.
Payments	Riders who request trips in the Uber app or online can use the following payment methods: credit cards, debit cards, Apple Pay, Android Pay, PayPal, Venmo, Commuter Benefit Cards, Uber Gift Cards, and Uber Cash.
Safety Incidents	<p>Riders can report safety issues in the app or by visiting this <a href="#">webpage</a>.</p> <p>For emergencies, please instruct riders to call 911. Once all parties are safe and 911 has been called, riders may contact Uber's <a href="#">Critical Safety Line</a> at (800) 285-6172.</p> <p>Accident/Incident reports can be reported here: <a href="mailto:uscan-incident@uber.com">uscan-incident@uber.com</a></p>
Service Animals	<p>Drivers may not deny service to riders with a service animal because of the service animal. Refer to the <a href="#">Service Animal Policy</a></p> <p>Submitting a report of Service Animal Denial:</p> <ul style="list-style-type: none"> <li>• Rider link <a href="#">here</a></li> <li>• Third Party reporter link <a href="#">here</a></li> </ul>
Tipping Info	<p>For information on tipping on Business rides, visit this <a href="#">website</a>.</p> <p>For information on tipping with Vouchers, visit this <a href="#">website</a>.</p> <p>Riders booking in app or via Uber Central <a href="#">may tip in cash</a>, but these tips are not recorded or reported by Uber to the agency.</p>
Uber Vouchers	For general help with vouchers - please guide riders to this <a href="#">website</a> or this <a href="#">tutorial</a> .
Video Tutorials	<p>On the <a href="#">Uber Transit YouTube channel</a>, riders can find tutorials on the following and more:</p> <ul style="list-style-type: none"> <li>• <a href="#">How to Use the Uber App for People with Impaired Hearing</a></li> <li>• <a href="#">How to Use the Uber App for People with Impaired Vision</a></li> <li>• <a href="#">Requesting Uber Rides with Your Transit Agency</a></li> <li>• <a href="#">Setting up a Transit Agency Profile</a></li> <li>• <a href="#">Setting up Your Uber Account to use with a Transit Agency</a></li> </ul>

## FAQ

### **What is Uber's [mask policy](#)?**

As of April 19, 2022, riders and drivers will not have to wear masks when using Uber, unless required by local authorities. However, the CDC still recommends wearing a mask if you have certain personal risk factors and/or high transmission levels in your area.

### **What is Uber's front seat policy?**

Riders are no longer required to sit in the back seat. However, to give drivers space, we ask that riders only use the front seat if it's required because of the size of their group.

### **How can a rider dispute an unknown charge from a trip?**

Select profile picture at the top right > select "Help" > select "Account and Payment Options" > select "I have an unknown charge".

### **Why am I experiencing long wait times for trips?**

Due to fluctuations in the availability of drivers on the Uber network, riders may encounter longer wait times or the inability to complete trips in some areas. For example, riders may have trouble booking trips early morning or late at night further out from city centers.

### **What happens if my pickup location is in the eligible service area, but my trip destination is outside the service area?**

The voucher will not show up as a payment method if you request a trip with a pickup or dropoff address that does not adhere to the parameters that have been set (geofence, time, etc). The trip will instead be charged to your personal payment method.

### **How does Uber conduct background checks on drivers?**

Before anyone can drive with Uber, they must undergo a multi-step safety screen, including being checked for driving violations, impaired driving, violent crime, and other checks. In addition, Uber rescreens drivers every year and uses technology to look for issues in between.

### **What can I do if I feel unsafe during my trip?**

If you feel unsafe while on a trip, you can immediately and discreetly report it to Uber through the app. A member of our Safety team will reach out for support shortly after the trip.

### **What can I do if there's an emergency during my trip?**

If you ever need urgent help when riding with the Uber app, you can contact 911 using the in-app Emergency Button in the Safety Toolkit. The app will show your live location, vehicle information, and license plate number, which you can quickly share with the emergency dispatcher so they can send help faster.

### **How do you ensure that my personal details stay private?**

Uber uses technology to keep your phone number private, so neither drivers nor riders will see each other's numbers when communicating through the Uber app. Once a trip is completed, the app also protects rider information by concealing specific pickup and dropoff addresses in a driver's trip history.

### **Can I book shared rides in the Uber app?**

Starting in May 2022, Uber will be reintroducing shared rides under UberX Share (formerly known as UberPool) in select marketplaces based on driver availability. If UberX Share is available in your market, it will show up as an option when booking a trip. Agency admins should contact [transit-support-group@uber.com](mailto:transit-support-group@uber.com) if you want to enable your transit program to offer shared rides.

### **If I am booking a shared ride, how many passengers can I book for?**

A rider can book for either 1 or 2 passengers on UberX Share and microtransit offerings in the Uber app.

### **Do rider/driver ratings affect how a passenger is matched?**

Yes, please refer to [Uber's Community Guidelines](#) for more information on how ratings are used.

# **BOSTON MPO TECHNICAL ASSISTANCE APPLICATION – TOWN OF SUDBURY**

Alice Sapienza, DBA  
16 May 2022

**Application to the Boston Region MPO for Technical Assistance (CTTA Program)**

TO: Mark Abbott, Manager of Traffic Analysis and Design; Eric Bourassa, Transportation Director

FROM: Alice Sapienza, DBA; Livable Sudbury Ambassador/Sudbury Transportation Committee; Sudbury, MA

Dear Mark and Eric,

I am writing on behalf of Sudbury to request CTTA program assistance in the design, development, and execution of a regional system addressing critical issues of transportation that affect the livability of our towns. Over the past 2 years, Sudbury and several area towns have been collaborating in (1) MAPC urgent taxi grants (Sudbury/lead, Concord, Maynard, and Stow) and (2) Community Compact “Making the Connections” grant (Sudbury/lead, Acton, Bolton, Concord, Maynard, and Stow). We have been able to provide more than 700 medical taxi rides and nearly 2,000 Uber rides to targeted groups of residents for health care, shopping, and economic, town, and social resources. But, we have learned that much more is needed. The attachment describes a regional transportation system draft proposal, including what we believe would be required in the way of scale, collaborators, providers, and funding. Given the scope of this proposal, we seek MPO expertise and input on ways to move forward.

In 2018, Sudbury submitted a proposal to MAPC for technical assistance on the use of micro-transit in a number of MAGIC towns described as “transit deserts.” That assistance led to submission of a proposal to the Community Compact Cabinet (“Making the Connections,” above). In February 2022, Sudbury’s Transportation Committee was notified about an MPO presentation at which technical assistance was described. Now that a number of our towns have small-scale regional transportation experience as well as membership in the AARP-WHO Age-Friendly network, we concur that, in order to address livability gaps in community transportation effectively, we need your technical assistance. The attachment provides more details, and we are happy to answer your questions.

## **DRAFT PROPOSAL FOR CTTA PROGRAM ASSISTANCE<sup>i</sup>**

### **Background**

On 19 October 2021, the Sudbury Transportation Committee presented an update of transportation services to the Select Board. This included a summary of GoSudbury! initiatives to date, provided background on transportation in the town and MAGIC region, and concluded with questions about sustaining services beyond current *ad hoc* funding opportunities (e.g., MAPC emergency taxi grant program).

In response, the Select Board requested that the committee provide a Business Plan for sustainability, to be reviewed in the context of 2023 budget cycle.

We want to make clear that the town's GoSudbury! programs were designed as pilot initiatives. They are heavily subsidized in order to provide maximum data on as many transportation variables as possible for the most needy riders (e.g., destinations, heavily traveled routes, times of requests). Uber program copays are based primarily on CoA fees that, in turn, are subsidized by the MetroWest Regional Transit Authority (MWRTA). The taxi program, consistent with the funding agency's (MAPC) goal, is entirely free to riders. The Metropolitan Area Planning Council and MassDevelopment awards require 95% of their total to support taxi, hackney, and livery companies, with no funds going to TNCs.

We understand that rider fees will not support the cost of transportation and that additional funding will be necessary. Thus, the Transportation Committee has already undertaken a number of steps to prepare for the imposition of rider fees and other GoSudbury! program limits, although subsidies will always be available for residents with financial limitations. These steps include:

- Informing all program registrants that fees will be increased (and, in the case of taxis, levied) in the future.
- Designing a brief survey to ascertain the price elasticity of demand, under several fee scenarios.
- Examining fee structures used in area communities (Weston, Newton, Lexington, etc.) and, where available, what proportion of total costs they cover.
- Assessing contribution from fees to transportation options, based on several demand assumptions (reduced, same, increased) and fee structures, in order to identify likely overall costs and the amount to be covered by outside funding.

### **Purpose**

*The purpose of this attachment to the application for CTTA Program support is to describe the recommended transportation proposal (from the Business Plan), which seeks to improve livability gaps in community transportation.*



Overarching assumptions for proposed transportation services are the following:

- The primary goal is *mobility as a service*—this means primary emphasis on *coverage* (including social goals, such as equity and environmental stewardship) rather than *patronage* (only numerical size of ridership). Affordable, reliable, accessible options will be a hallmark. To ensure equity, subareas with special needs (e.g., food deserts, employment and shift constraints, etc.) will receive priority.<sup>ii</sup>
- Service coverage by a transit authority is economically infeasible. Partnering with these authorities and supplementing with microtransit, as well as regionalizing Council on Aging vehicles, should be part of service design.
- Strong and continuous marketing is required, as is continuous quality improvement processes.
- Although the scenario makes use of smartphone app(s), some concierge service must be part of the system, for residents unable to use smartphone/app.
- Services must address environmental concerns, including increase in electric vehicles and *reduction of single-occupancy vehicles (SOV)*.<sup>iii</sup> Of course, providing multi-passenger service is contingent on the pandemic situation.

### **Proposal: *Improving Livability***

The recommended scenario would provide transportation services to three populations:<sup>iv</sup>

- (1) Special populations (seniors, people with disabilities, veterans, financially vulnerable): reliable, efficient, and attractive on-demand, door-to-door service with subsidies for those meeting affordability criteria; this also assumes appropriate training of drivers to meet the needs of special populations
- (2) Commuters: reduction in single-occupancy vehicle (SOV) traffic by means of reliable, efficient, and attractive multi-passenger commuter connections to public transit links;
- (3) All residents (including children/youth, age TBD): reliable, efficient, and attractive multi-passenger options, to specific destinations, including evenings and weekends.

The following assumptions are particular to this proposal:

- **Scale.** Given the comparatively small size and low density of our towns, provision of transportation services that are affordable implies scale economies achieved by (a) collaboration of multiple towns, (b) regionalization of some common services (e.g., CoA vans), and (c) software appropriate to the desired system (reliable, efficient, attractive). Fortunately, examples of these are readily available.
- **Multiple service providers.** Meeting the needs of populations described above will entail state (e.g., MBTA), regional transit authorities, transportation management, and

microtransit providers. From an environmental perspective, partnerships with bike- and car-share companies (as well as incentives for pooled trips and electric vehicles<sup>v</sup>) should also be considered.

- **Smart applications for riders and providers.** The more complex a system, the greater the efficiencies gained by decentralized software allowing real-time coordination among providers and riders. Again, examples are readily available.
- **Sustainability.** Even with scale economies, rider fees will fund only a small portion of the cost of the desired system. Funds from collaborating towns, transit authorities, and grants, along with intelligent negotiation of rates with microtransit providers, and rider co-pays/fares must sustain the system. Examples are readily available.

### Elements of System Design

*Caveat: Because of the scale and inherent complexity of this scenario, the total cost is likely to be around \$1M per year. The table below shows estimated cost for each participating community on a population pro rata basis:*

<b><i>Town</i></b>	<b><i>Population Est.</i></b>	<b><i>Percentage of Total</i></b>	<b><i>Pro Rata Cost</i></b>
<i>Sudbury</i>	<i>19,000</i>	<i>21%</i>	<i>\$210,000</i>
<i>Acton</i>	<i>24,000</i>	<i>26%</i>	<i>\$260,000</i>
<i>Bolton</i>	<i>5,700</i>	<i>6%</i>	<i>\$60,000</i>
<i>Concord</i>	<i>18,500</i>	<i>20%</i>	<i>\$200,000</i>
<i>Lincoln</i>	<i>7,000</i>	<i>8%</i>	<i>\$80,000</i>
<i>Maynard</i>	<i>11,000</i>	<i>12%</i>	<i>\$120,000</i>
<i>Stow</i>	<i>7,200</i>	<i>8%</i>	<i>\$80,000</i>
	<i>92,400</i>	<i>100%</i>	<i>\$1,000,000</i>

*The reason for the cost efficiency of this model is, of course, economies of scale: multiple towns serve as a more powerful buyer; involvement of regional public transit authorities provides additional services at lower cost; and centralized management (possibly through the vendor contracted to supply microtransit services) relieves financial pressure on participating municipalities.*

*The total of \$1M is based on Newton's recent annual operating cost. A brief summary of the evolution of Newton's transportation system is provided later in this discussion, because it is the basis for the proposal here. In addition, planning and system design for this scenario will require professional/consultant and technical assistance input.*

Currently, in the Making the Connections initiative, six towns in the MAGIC region are collaborating: Sudbury (lead), Acton, Bolton, Concord, Maynard, and Stow. If we added Lincoln to this group, we would have a total population of about 92,000 people (Newton's is 89,000), as well as:

- Four commuter rail stations (Fitchburg line to North Station) in three towns (Acton, Concord [two], and Lincoln) and close proximity of Sudbury to the Framingham-Worcester to South Station rail. Stow is about the same distance to Acton and Framingham commuter rail stations. Bolton is furthest from public transportation.
- The CrossTown Connect shuttle system for Maynard and Acton (vehicles are CoA vans), with service to South Acton commuter rail.
- The MWRTA bus service in Wellesley and Newton, providing connections to the MBTA. Connecting transit to that service is possible from Marlborough and Framingham.
- Potential for regionalizing all CoA vans in the collaboration.

Challenges, of course, are the rural nature of these communities and the very large geographic area they represent—about six times the area of Newton for about the same population.<sup>vi</sup> For this reason, the following types of transportation will be required: public transportation (including regional transit authority and Council on Aging vehicles) and private microtransit in the form of taxis, livery, TNCs, and firms providing vehicles, such as Via.<sup>vii</sup>

Types of routing in a system such as this could involve:

- *Spoke to hub* (pick up at residences and drop off at a hub for further service; e.g., to bike share, car share, commuter rail)
- *Shuttle* (from designated parking lots to specific destinations, including work sites as well as transit hubs)
- *Predictable on-demand* (non-commute multi-passenger service to shared destinations, such as library, bank, etc.)
- *Loop* (similar to shuttle; short, fixed route, multi-passenger vehicles traveling high-use corridors)
- *Unexpected on-demand* (for single-passenger service to meet unexpected needs that cannot be provided by the above).

For a scenario of this complexity, only the following matrix of potential sources and uses of funds is provided (estimated costs for each would be required, once a potential design is agreed upon):

<b>Source of Funds</b>	<b>Examples</b>	<b>Use of Funds</b>
Collaborating communities	Sudbury, Bolton, Stow, Maynard, Acton, Concord, Lincoln	Tax levy assigned to subsidies for resident transportation services
Regional Transit Authorities <sup>viii</sup>	MWRTA, LRTA, MART	Vehicles and drivers, operating costs, etc., for fixed route and “loop” services
State Transit Authority	MBTA	Public mass transit hubs (commuter rail, etc.) and paratransit within area (RIDE)
Transportation Management Association	CrossTown Connect	Regionalizing CoA vans for commuter and other services
Federal grants	ARPA, US DOT, etc.	Transit authority support for above uses, including smart software
State grants	MPO, Community Transit, CCC, etc.	Community support (pilots, subsidies, etc.), including smart software
System software	Spare Labs, TransLoc, Uber, etc.	Route optimizing and rider matching system software (app based)
Demonstration grant agencies	RW Johnson, Ford, etc.	Targeted transportation pilots (health care, reducing social isolation, developing workforce, smartphone education, etc.)
Rider co-pays	Geofence co-pays within and beyond communities; targeted destinations, etc.	Partial support for services
Donations, gift vouchers, etc.	Community residents	Partial support for individuals and/or services

It should be noted that Marin County’s transportation services illustrate the elements likely to be included in this scenario’s proposed design.<sup>ix</sup> Finally, because it is relevant to the above proposal, Newton’s transportation system is summarized below.

## Newton Example: *NewMo*

Newton's current system has evolved in three stages:

**Stage 1, 2010-2019.** Initially, Newton provided subsidized taxi service for seniors, for medical, social, and shopping purposes. This averaged 25,000 trips/year:

- Pre-COVID Trips 400+/week
- Shared trips 30%
- ETA 14 min
- On time 82%
- Phone booking 80%

**Stage 2, 2019-2021 (*NewMo for seniors*).** An RFP was announced in 2018 by Newton for a microtransit initiative serving senior residents. After reviewing the proposals, the city chose Via and announced the decision:<sup>x</sup>

...The city of 89,000 signed a three-year contract with New York transportation company Via, which provides four Mercedes-Benz Metris vans sporting the NewMo logo. The vans hold up to six passengers, and one vehicle is wheelchair accessible. The service runs on weekdays, 8 a.m. to 5 p.m., and from 9 a.m. to noon on weekends.

In this first year [2019], the city will pay Via \$489,000 to run the service, with \$350,000 coming from the city's senior services budget [70%], \$25,000 from a Community Compact grant, \$25,000 from a formula grant for councils on aging [10%] and the remainder from rider fares [\$89K, <20%]. Freedman [Director of Transportation Planning] has also applied for a community transit grant from the Massachusetts Department of Transportation.

Jayne Colino, Newton's senior services director, said that 40 percent of Newton's households now have a person over 60 years of age. The city's previous taxi-voucher system had suffered as the taxi industry struggled to compete against the ride-share companies, she said. 'We knew that we had to take a new approach because the traditional providers were not there in the way that we needed them to be,' Colino said.... Under a former taxi-voucher system, the city provided 25,000 trips a year. In NewMo's first three weeks, 401 seniors had signed up, with 804 trips made.

*NewMo for seniors*, as described above, provided subsidized (\$0.50-\$5 fare) services to select Newton and outside Newton locations.

**Stage 3, Fall 2021 - present (*NewMo for everyone*).** Based on their experience with NewMo for seniors, and aligned with their strategic plan for transportation, the city expanded to a sponsored ridesharing service for all residents. This service is smartphone-enabled, allowing riders to book

rides “straight from your phone, get picked up in minutes, and travel anywhere in Newton without needing a car.”

The most recent data for the above service (NewMo for seniors operates separately) are:

- Microtransit
- Service area –everywhere Newton+
- 7 vehicles
- M-F 7:00 AM -6 PM
- \$2/trip
- Corner-to-corner
- High ridership ~ 175 trips per weekday
- Preschedule any medical appointment.

Since inception of this latest expansion, the following types of rides have been provided: 43% to/from jobs or school, 30% to/from transit, and 28% trips to school. More than one-third of riders are receiving public assistance. It should also be noted that Uber has been used as a safety-net provider.

Annualized costs and sources of funding for both programs, seniors, and all residents, are as follows:

- ~ \$980,000 annual operations fee
- \$58.11 per vehicle-service hour

#### FY 22 Funding Sources

- CTGP (MassDOT Community Transit Grant Program, senior service) ~\$125,000
- Workforce Transportation \$175,000
- MPO Community Connections \$240,000
- UMass @ Mt Ida \$60,000
- Dept of Senior Services \$275,000
- Developer.

More information is available on the Newton city website: <https://www.newtonma.gov/government/seniors/transportation>

---

<sup>i</sup> Prepared by the Transportation Committee for the Select Board, Town of Sudbury.

<sup>ii</sup> Based on input from Metropolitan Area Planning Council (MAPC), 2.11.22.

<sup>iii</sup> Boston Region Metropolitan Planning Organization noted: “There is a ... direct relationship between policies that manage parking supply and policies that manage vehicle trip generation [i.e., parking availability increases SOV use].” Other incentives may be necessary to increase use of pooled ride services.

<sup>iv</sup> These groups have been identified by numerous studies. Additionally, Sudbury undertook a needs assessment, led by researchers from the Center for Social and Demographic Research on Aging, Gerontology Institute, John W. McCormack Graduate School of Policy & Global Studies, University of Massachusetts Boston. Published in 2019, it noted the critical challenge of transportation and supported the town’s application for and admission to the AARP Age-Friendly Network, as part of the Minuteman Advisory Group on Interlocal Coordination (MAGIC). That regional application listed the domains of housing and transportation as priorities for improvement.

<sup>v</sup> MAPC, 2.11.22.

<sup>vi</sup> Newton also has a larger industrial/retail tax base than the collaborating towns. However, partnerships are still possible from business, health care/social service, and educational organizations in the collaboration.

<sup>vii</sup> MAPC, 2.11.22.

<sup>viii</sup> These collaborating towns face a complex “transportation authority” challenge—there are at least three regional and one state transportation authorities that will need to collaborate as well. CrossTown Connect, a transportation management association, was established to facilitate cross-authority designs for regional transportation systems.

<sup>ix</sup> MAPC, 2.11.22..

<sup>x</sup> <https://www.mma.org/newton-launches-on-demand-subsidized-ride-service-for-seniors/>

# **LEARNING FROM THE TAXI, LIVERY, AND HACKNEY GRANT PROGRAM**

**MAPC – November 2022**



# **Learning from the Taxi, Livery, and Hackney Grant Program**

November 2022





## Context

Our transportation options play a powerful role in shaping the choices we make every day. Having reliable and convenient transportation to a grocery store or doctor, for example, will increase access to healthy food options or consistent health care. When planners think about transportation services, however, they often think about creating transportation options to get the 9am-5pm commuter to and from work. This creates challenges for individuals who rely on the same transportation services and networks to get to the grocery store, doctor's office, or community center, particularly if the individual experiences mobility challenges.

The Taxi, Livery, and Hackney Grant provided grantees an opportunity to partner with taxi, livery, and hackney businesses to meet transportation and delivery needs not being met by existing transportation networks or services. Grantees included municipalities, regional transit authorities (RTAs), health and human service agencies, and non-profits. The program provided approximately 125,000 trips and deliveries across Massachusetts through 130 partnerships with taxi and livery businesses. The services provided include non-emergency medical trips, connections with workforce training, daily transportation for persons with disabilities, grocery trips, supporting the needs of persons experiencing homelessness, food/grocery deliveries for homebound individuals, and more.

The types of services that the Taxi, Livery, and Hackney Grant supported provide insight into residents' unmet transportation needs, and how we as transportation stakeholders can build or enhance services to meet them.



## Process and Purpose

Throughout the Taxi, Livery, and Hackney grant program, MAPC requested that grantees submit bi-monthly reports about the number of rides and types of services that the grant was supporting. During the grant evaluation process, MAPC conducted focus groups with Regional Transit Authorities (RTAs) and municipal partners about their experience with the grant. These sources generated information and ideas for how to connect some of the region's most vulnerable residents to essential services, such as food and health care.

MAPC collected these findings in this memorandum to share recommendations for future policies and programs to improve access to these critical resources with municipalities, regional transit authorities, health and human service agencies, and non-profits.

We explored the qualitative and quantitative data collected by program participants to answer two main questions:

1. What are the opportunities for policy, program, and systems changes across organizations and local and regional transit providers to improve access to food and medical care, both locally and regionally? What is the role for the taxi industry in filling these transportation gaps?
2. What did we learn from the taxi partnerships about access to food, medical care, and other public health resources in the MAPC region?

In the following sections, we share findings to these questions based off trip data, surveys of and discussions with grant recipients, as well as from research on similar programs around the Commonwealth.



# Opportunities for Policy, Program, and Systems changes

From the monthly reports and focus groups, grantees identified several opportunity areas for how to continue connecting residents to public health services once the Taxi, Livery, and Hackney grant ended. Below, we share both near-term and long-term that were discussed. As a note, opportunity areas are not intended as replacements for any existing services or taxi/livery partnerships, but as opportunities for grantees to expand or improve their transportation options while continuing to partner with taxi/livery businesses.

## Near-term opportunities

### Pursuing Grants to Continue Providing Transportation Services

There are several grant opportunities available to help municipalities and other agencies address transportation needs. Some state programs exist to help cover operating expenses, capital expenses, and mobility management expenses. For example, MassDOT's Community Transit Grant Program offers grant funding to municipalities (including Councils on Aging), transit authorities, and nonprofits. Eligible capital expenses include Wheelchair Accessible Vans (WAVs), a resource we found was lacking for many of the taxi grantees.

Municipalities can also consider a tax program that helps to fund additional transportation options for vulnerable residents or other specific populations. For example, the Town of Acton uses the local meal tax to fund a fixed-route shuttle operated by CrossTown Connect, their regional Transportation Management Agency (TMA). This tax was implemented in 2015 and the money goes into the transportation enterprise fund to support Acton's transportation services. For more sources of funding, please refer to the Appendix.

## Vans or Volunteer Drivers

Many municipalities have or operate vans to transport a subset of the population, oftentimes elders or individuals with disabilities. One benefit of this option is that it can provide door-to-door or curb-to-curb transportation for certain populations.

Several grantees used taxi/livery partnerships in coordination with van services and volunteer drivers. For example, taxis helped expand options when existing van services and volunteer drivers were reduced during the peak of the pandemic, while others used vans for in-town medical trips and taxis for select out-of-town medical trips. Others used taxis for one leg of a long medical trip, and then volunteer drivers for the second leg to reduce travel costs.



Councils on Aging (COA) are municipal agencies that coordinate paid drivers to operate a COA-owned van for elders, families or caregivers, or individuals with disabilities of any age. Most COA vans are WAVs. Residents typically must make a reservation for the van a few days in advance in order to use them. Depending on the municipality, the COA van can take residents to different locations, including medical appointments, grocery shopping, or to social activities. These rides are typically subsidized.

In addition to Council on Aging vans, some municipalities have volunteer driver programs. For example, Friendly Independent Sympathetic Help (FISH) of Lexington coordinates rides between volunteers and residents with transportation needs. A resident calls FISH of Lexington two business days in advance, and FISH will connect them to a volunteer driver. The volunteers drive their own cars and rides are free of charge.



## **Scheduling/Dispatch Software**

Scheduling software can save agencies time by reducing the number of calls between the resident, non-profit or municipal agency, and taxi/livery partner. Some agencies that are interested in continuing the taxi program have invested in scheduling software. A lower cost option is using a shareable spreadsheet, such as Google Sheets, to track ride requests and rides provided. After a resident calls the non-profit or municipal agency for a ride, the agency can then put that ride in a spreadsheet for the taxi/livery partner to view and book rides.

## **Mobile Services**

The most needed transportation service across all grantees was for non-emergency medical services, which represented 29% of all trips in the Urgent Taxi Program and 26% of all trips in the second taxi grant round. Food access was also a significant need addressed through this grant program. In the Urgent taxi grant program, 20% of trips were for food pantry deliveries, 16% were for grocery and other essential shopping trips, and 1% were for meal deliveries. For the second grant round, food access totaled 32% of all trips.

Mobile health and food vans can increase accessibility to public health services by bringing resources closer to the populations they serve. Agencies could use taxis, vans, and volunteer drivers to make first and last mile connections to mobile health and food services locations, avoiding longer trips.




Several municipalities in Massachusetts have mobile farmers markets or food pantries. The agency will drive their vehicle to several sites across the municipality for residents to pick up food. Locations can be chosen to be within a walkable distance to senior housing. Some organizations, such as the Amherst Mobile Market, have received grant funding to subsidize the produce.

Many medical centers or community health centers operate mobile health vans, which bring services out of health care institutions and into the community. Whitter Street Health Center has a Mobile Health Van that provides primary care services, oral health care, and screening/testing for chronic and infectious diseases. However, mobile health services are more common in urban settings.

## **Home Services and Supportive Housing**

Home services can also be an option for individuals with mobility challenges. Several grantees, such as the City of Methuen and People Acting in Community Endeavors (PACE) in New Bedford used partnerships with taxi/livery businesses to provide home services of food and medicine.

Like mobile health vans, home service programs are operated by medical institutions, and bring health care and other supportive services to the people who need them. For example, Boston Medical Center operates a Geriatrics Home Care program for individuals aged seventy and older, living in Boston, and receiving care from Boston Medical Center. In addition, supportive housing combines housing with on-site, coordinated services.



In terms of food access, there are several organizations that provide home meal delivery. The Executive Office of Elder Affairs funds many Elder or Senior Services across the state to deliver meals to individuals who are home-bound. Non-profit organizations, such as Meals on Wheels, also provide home meal deliveries.


## **Long-Term opportunities**

### **Regionalization**

Many of the taxi program grantees experienced challenges with running the taxi grant program due to staffing capacity, and cross-municipal trip needs of clients and residents. Smaller municipalities have limited funding and limited staff to dedicate to a program that requires a significant amount of time and effort. In addition, many municipalities lack necessary services such as medical facilities, grocery stores, and transit connections. These challenges could be addressed by regionalizing services such as dispatch systems and transportation options.

Some options currently exist for regional services. [Regional Transit Authorities](#) in Massachusetts serve most, but not all, municipalities in the state. RTAs serve a large area, covering multiple municipalities which allow them to lower the per trip costs for riders by combining trips to common destinations. Many RTAs provide additional services beyond fixed route services, including long-distance medical shuttles into Boston, microtransit services, paratransit, and more. With additional funding, RTAs could expand these options as needed to additional areas or populations.





Transportation Management Associations work regionally to create transportation solutions for commuters. Their goal is to reduce congestion, improve air quality, and make the state a better place to live, work, and build a business. Some TMAs offer services beyond typical commuting needs such as shuttle services with a town for daily needs.

Within these existing structures, there may be opportunities for grantees to partner with RTAs or TMAs to address unmet transportation needs, or regionalize select services, like a dispatch system, to reduce costs and increase opportunities for people to get where they need to go. Grantees may need to pay an additional assessment to the RTAs or TMAs to undertake the booking and dispatching, but a regional service could be more efficient by coordinating pick-ups and drop offs for multiple agencies/municipalities.

Examples exist in other sectors of regional services, such as regional high schools and regional public health services. Municipalities may consider partnering with other municipalities for shared transportation services, such as a transportation staff member, a shared transportation service or pooling resources to share a program.

## **Health Insurance**

Another long-term opportunity area would be for more insurers to fund medical rides. In Massachusetts, MassHealth and some insurers that cover dual-eligible individuals (meaning those who are on MassHealth and Medicare) pay for transportation to medical appointments. However, grantees of the Taxi, Livery, and Hackney Grant Program desired for insurer-funded medical rides to be expanded to all payers. One grantee noted, “For medical rides, I am exploring more of how the insurance industry can pay for these. Some managed care plans and insurance options do allow this... but other insurers are lagging behind. I think this is something we should push for with legislators.” More insurers paying for medical rides could increase access to medical services, particularly for those that live further away from medical institutions.



## What the taxi partnerships taught us about access to food, medical care, and other public health resources

Although the taxi grant program was designed pre-pandemic to help taxi companies compete with Transportation Network Companies like Uber and Lyft, the grant program became an essential pandemic response tool during the pandemic. Both grant rounds highlighted the need for additional transportation services for vulnerable populations. Some of the needs developed because of the pandemic due to existing services, such as a Council on Aging Van or Volunteer Driver Program decreasing or stopping altogether. However, many needs existed pre-pandemic and will continue to persist in the future, regardless of the pandemic's status. Among the challenges listed for residents accessing public health services, grantees most frequently cited were the following.

### Non-emergency medical appointments

Challenges getting to and from non-emergency medical appointments were mentioned regularly by the taxi grantees. The types of challenges varied depending on the situation. Many residents and clients who used the taxi service had previously relied on a friend or family member to take them to an appointment, used the local volunteer driver program, or a van service provided by the town. Some people had put off medical appointments all together until the taxi program became available.

The timing of transportation services was often cited as a challenge, since they didn't always match up with the timing of appointments. Access, such as wheelchair-accessible vans (WAVs) and the inability of drivers to provide door-to-door services (or bring clients

into appointments) made it difficult for many more vulnerable people to use existing services. For some people, the frequency of necessary medical appointments proved challenging to find options that met their needs. In addition, the affordability of existing services, especially if they were needed often, proved challenging. Many individuals needed specialized care, including dialysis or cancer treatment, which required a long-distance trip to the specialist or treatment center that worked best for them, particularly for those in rural areas. As one grantee noted, “Though good healthcare can be found throughout the state - the best care and specialists are found in metropolitan areas, and being able to help those most in need of this access was wonderful.”

Overall there is a great need across the state for additional transportation services that help people get to and from medical appointments, especially elders, people with disabilities, and anyone with medical conditions or going for medical treatment in which it would be difficult to take existing public transportation services.



“[A] challenge is our patients that need dialysis three days/week. For example, one client’s appointments were for Saturdays and he didn’t have family to bring him. This grant allowed us to get him to his appointments without him having to worry about how he was going to get there each week or how he was going to pay for these multiple recurring visits.”



## Food access

Food insecurity existed for many people throughout the state before the COVID-19 pandemic began and was further exasperated during COVID when many services and social supports decreased or stopped all together. For many vulnerable residents, getting consistent access to food is difficult. Transportation to and from grocery stores or food pantries often does not exist, and public transportation, if available, is challenging to use when bringing home multiple bags of food.

Many of the taxi grantees provided rides to grocery stores or food pantries. Some municipalities in the state do not have a grocery store, and therefore residents need to travel further for their weekly shopping trips. For other people, the closest grocery store did not meet their needs because it was too expensive or did not have culturally appropriate food, and so they needed to travel further away to go grocery shopping.

Some of our grantees developed food delivery programs in response to the COVID-19 pandemic. Coordinating a large food delivery program that operated on a daily or weekly basis required a significant amount of staff time, coordination, and hands-on work. Delivering fresh or cold products presented additional levels of planning that proved more difficult than expected.

On-going food insecurity, especially in more rural areas with less access to food pantries, grocery stores, and other food services, will need sustainable solutions to address. Proper staffing at key agencies, data on food insecurity, and coordination across departments or regions will be key to developing the infrastructure needed to ensure individuals and families have access to healthy, affordable, and culturally specific foods.



“[A] challenge was safe trips to purchase groceries and other essentials. These trips were also primarily provided to individuals who could not use public transportation to mobility issues and significantly higher COVID risk factors. One individual was in her upper 80's and was struggling with food security until we were able to start providing her regular and reliable transportation to the store.”

### **Availability and accessibility of public transit**

Although public transportation is available through regional transit authorities throughout the state, not every community has service, and not all services work well for the people who need them. There are nearly 20 municipalities that are not currently covered by RTA service, and many more without services that are frequent enough or match the locations that many residents need.

In rural areas, lack of public transportation is particularly prevalent. Many of the RTAs have fixed route bus service with stops at major areas, job centers, or transportation hubs. Connections from residential areas to transit, or “last-mile connections,” are a barrier to many people wanting to use existing services. If a destination is outside of an RTA's service area, the trip can become a patchwork of services, leading to long wait times and tricky connections.



“Rides for the general public where there is a lack of transit service and connectivity will remain an issue. Rides to medical appointments for those who cannot use public transit will remain an issue and the long waits on paratransit will remain an issue.”



## Cost of private transportation

The taxi grant provided free or discounted transportation for residents and clients the grantees served. Many of the trips would be prohibitively expensive if individuals chose to book these trips themselves. Uber, Lyft, taxis, and other forms of private transportation often charge by the minute and/or mile, making long-distance trips too expensive for regular use. Recent fluctuations in the fuel prices have increased these prices.

In addition, many municipalities have ordinances that allow only licensed taxi/livery companies to pick up passengers. This creates a situation where the taxi company often must wait for the passenger to make the return trip, adding an additional charge; or must send a second vehicle for the return trip. In more rural areas, medical trips are also much further than grocery or shopping trips, creating higher per trip costs than more urban areas with a higher concentration of medical facilities. As one grantee noted, "...without the grant it has been a challenge. Many people cannot afford to pay privately for a taxi and can't even afford our discounted taxi voucher program."



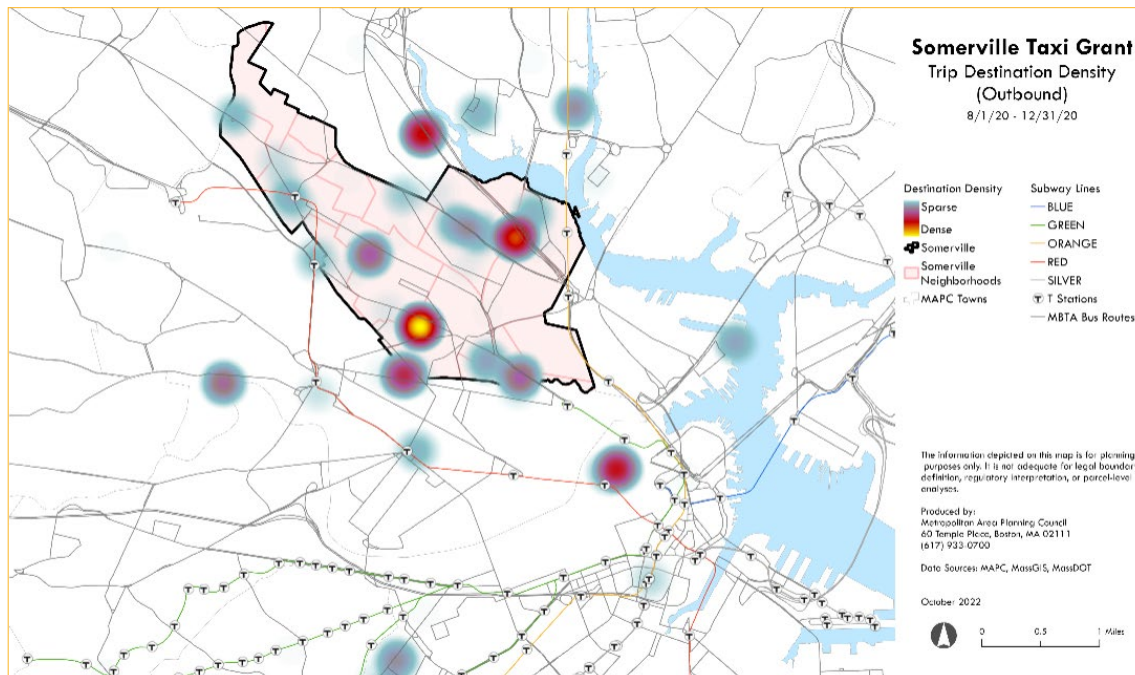
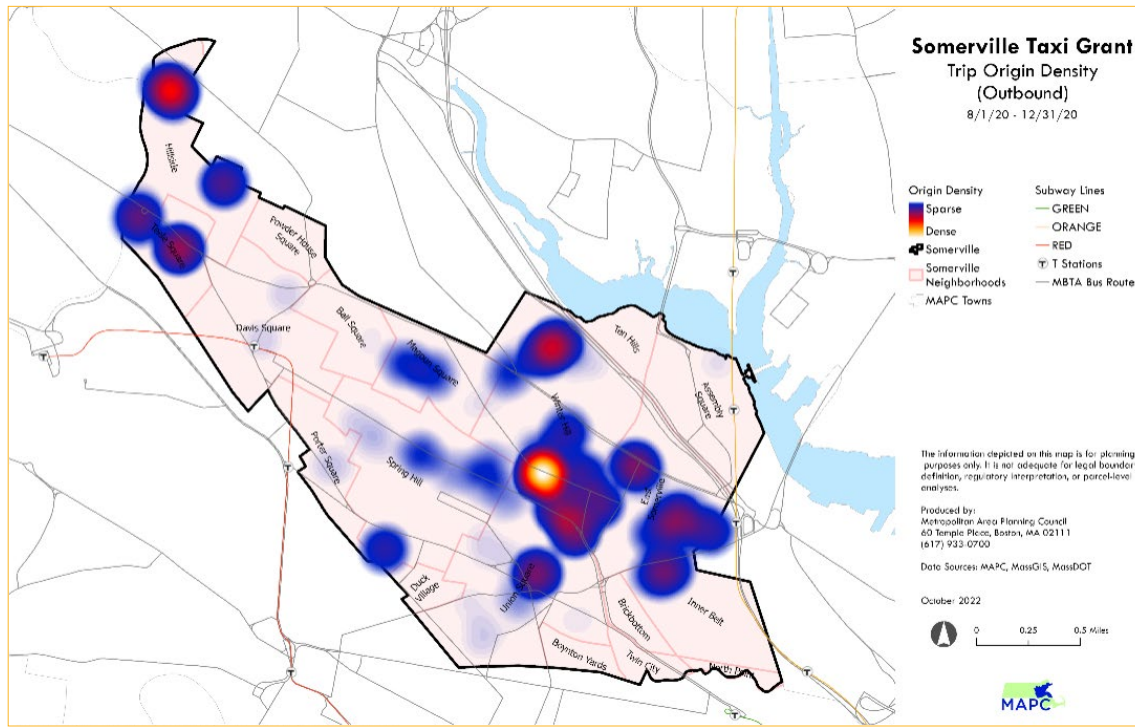
# Mapping Origins and Destinations

In addition to quantitative and qualitative data acquired through bimonthly reports and focus groups, a select group of grantees provided trip data\* from their taxi programs. MAPC cleaned and mapped this data to identify trends and key focus areas for future programs and research. Below are the results of the mapping evaluation.

\*Note: No trip data provided by grantees included personal identifying information.

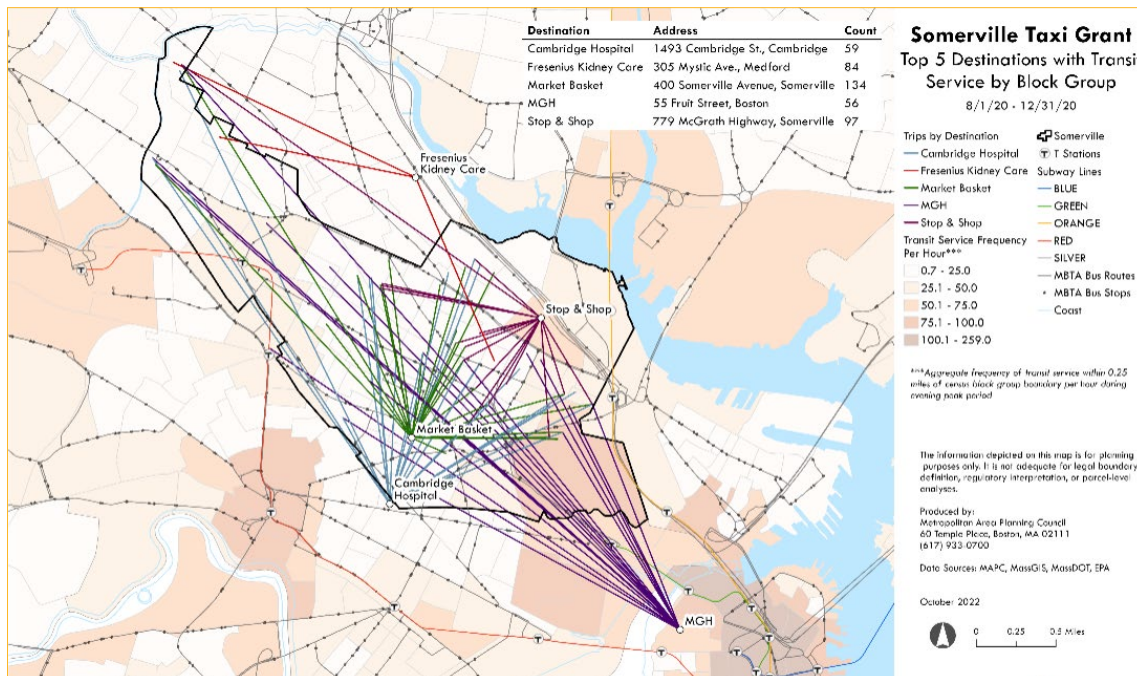
## Somerville

The City of Somerville received grant funds in both rounds of the Taxi, Livery, and Hackney Transportation Partnerships Grant Program. The data shown in the maps below reflect trips from their first grant in 2020. Their program provided transportation for older adults and persons with disabilities to grocery stores, food pantries, pharmacies, and non-emergency medical appointments. The City also provided deliveries of food boxes, protective equipment and prescription medications to homebound, immunocompromised, and vulnerable older adults.



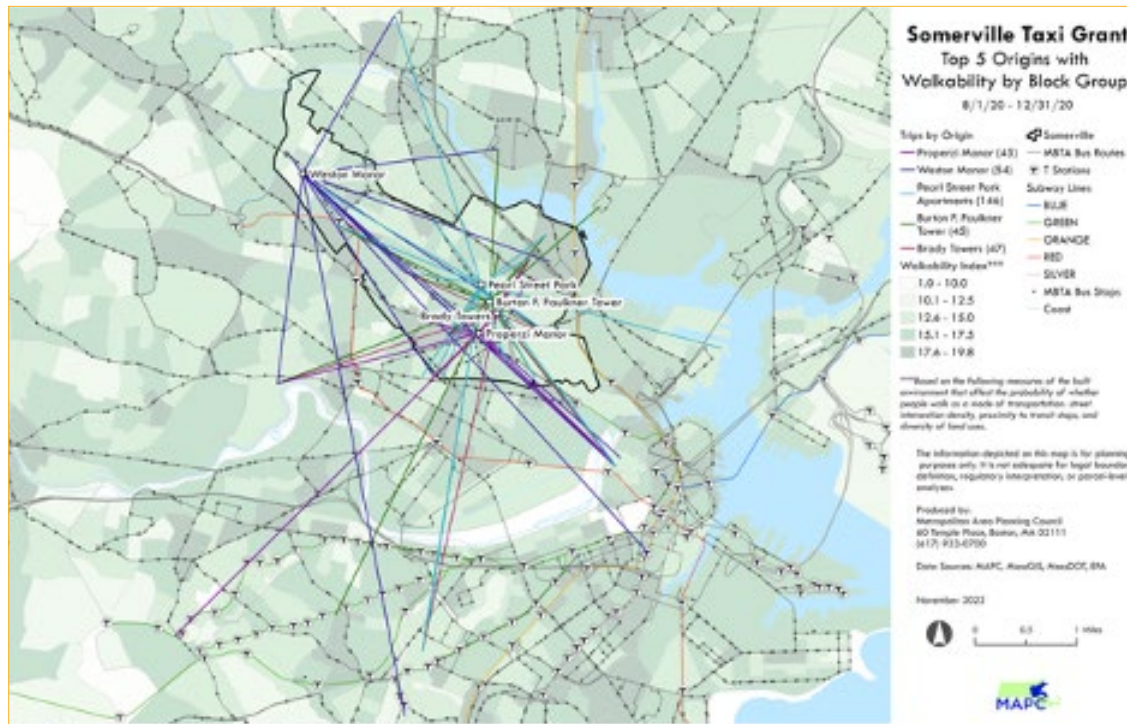
The origin and destination heat maps below show the number of trips started and ended at each location. The circles with yellow and red centers reflect a higher number of trips that started and ended in those locations. The top origin locations in Somerville are multi-unit residential buildings which present an opportunity for the City to further explore the transportation and resource needs of residents living in these locations. The top destinations were grocery stores and medical facilities. These destinations could represent places that may be difficult to get to with public transit or may be places that residents need a door-to-door service to access.



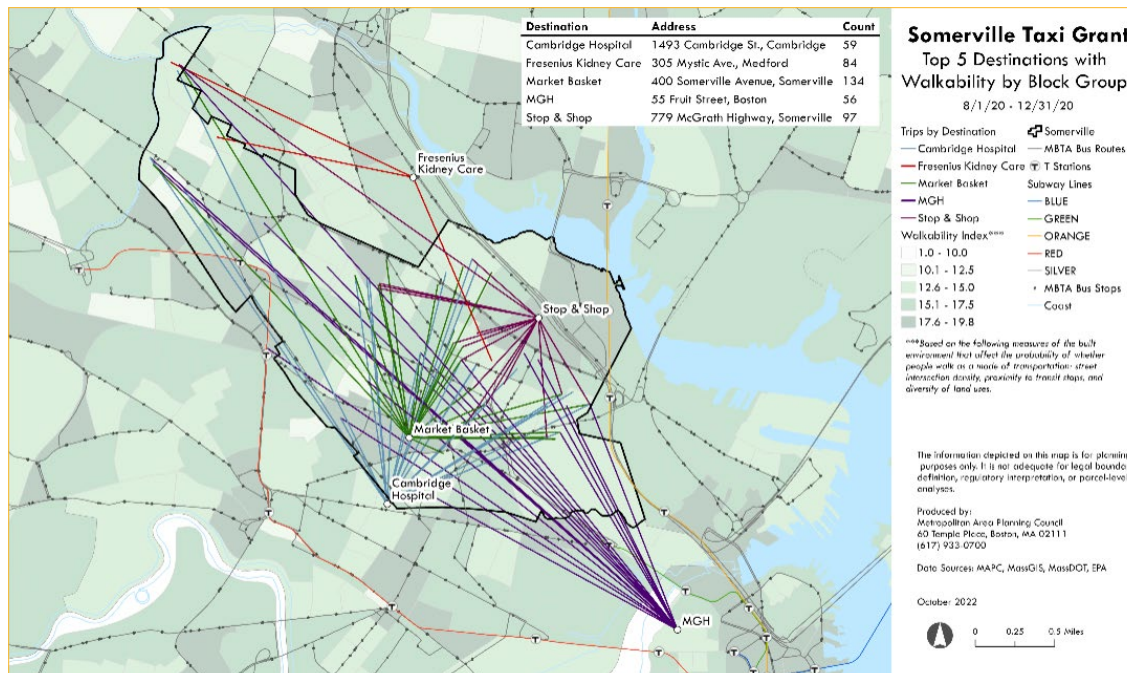


The City of Somerville is a transit-rich area with multiple bus lines as well as rapid transit options. Transit stops and level of service are overlapped on the maps below to show potential for transit use for these trips in the future. The lighter colors represent less frequent service. The top five origins and destinations were identified from the data to explore patterns of frequent trips. All the origin points shown are multi-unit residential buildings. Although Somerville has many transit options, many of the trips shown below do not fall on existing transit routes, meaning that these trips would likely need multiple transfers for individuals to get from their homes to their destinations. For example, to go from Weston Avenue to the Fresenius Kidney Care Center, a person would need to take two different buses and then walk 17 minutes. This trip would take 30 minutes to travel 1.7 miles.





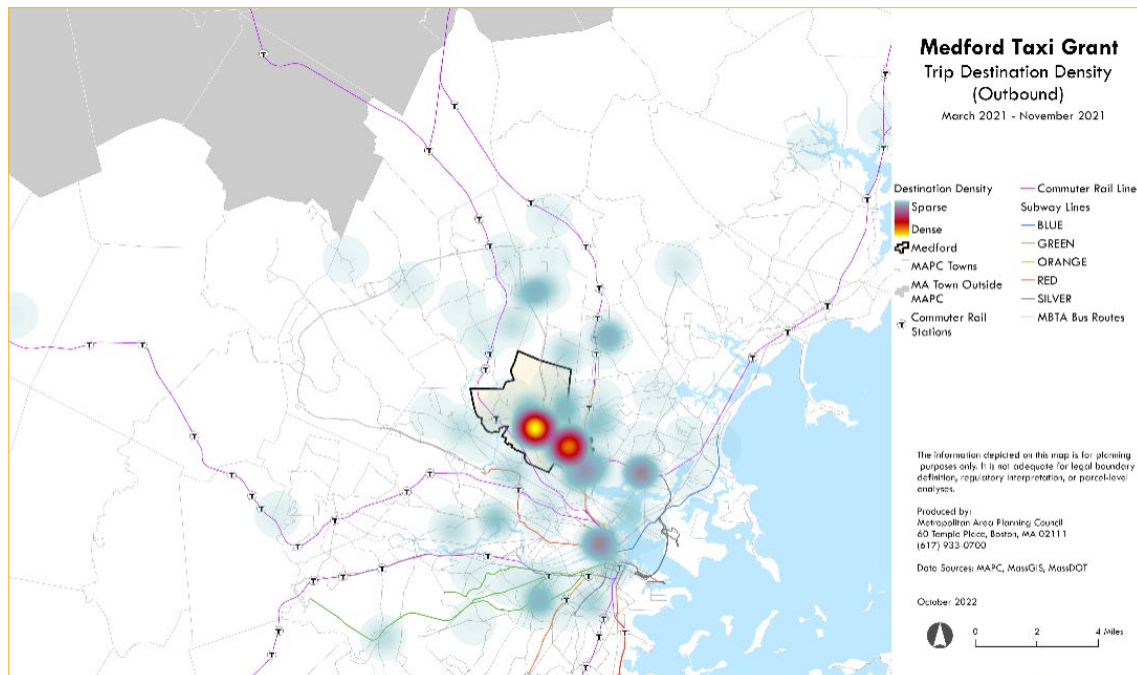
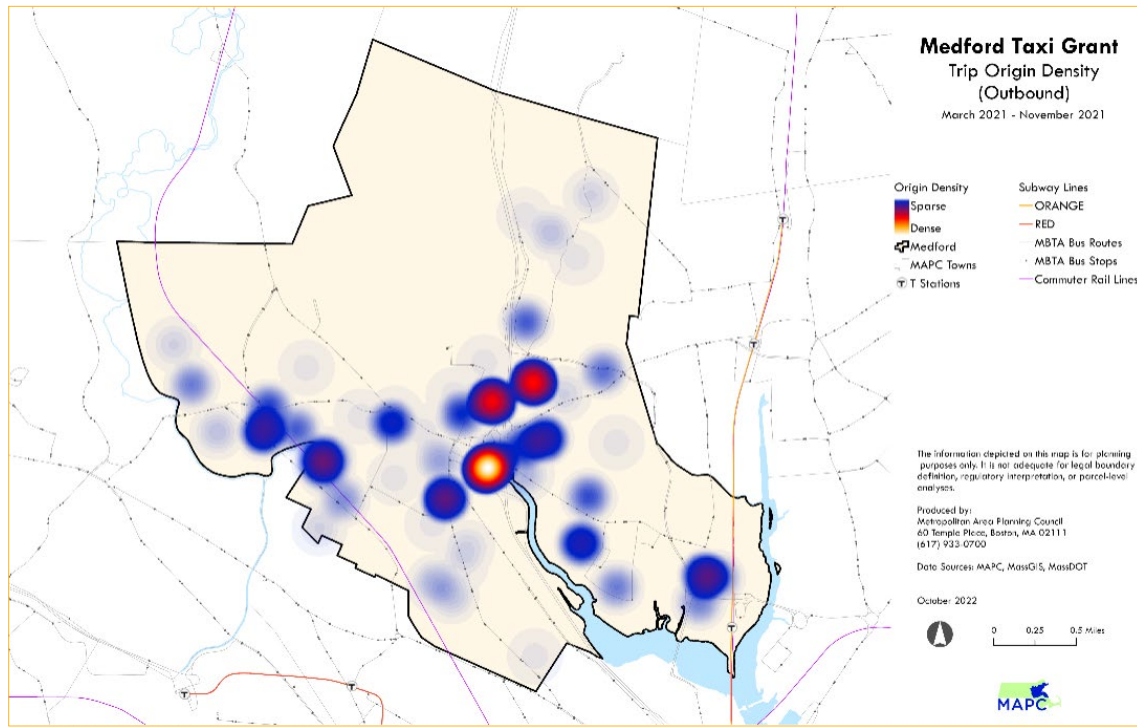
The City of Somerville is a dense, walkable community. Transit stops and walkability by block group are included in the map below to show potential for frequent trips to be walkable in the future. The darker colors represent more walkable areas. Many of the trips shown below have a mix of walkability scores, and many would be over a mile to walk. This could pose challenges for seniors, people with disabilities, anyone who may be receiving intensive medical care, or someone carrying groceries home. For example, a trip from Warren Avenue to Mount Auburn Hospital would take approximately 47 minutes to walk 2.3 miles.





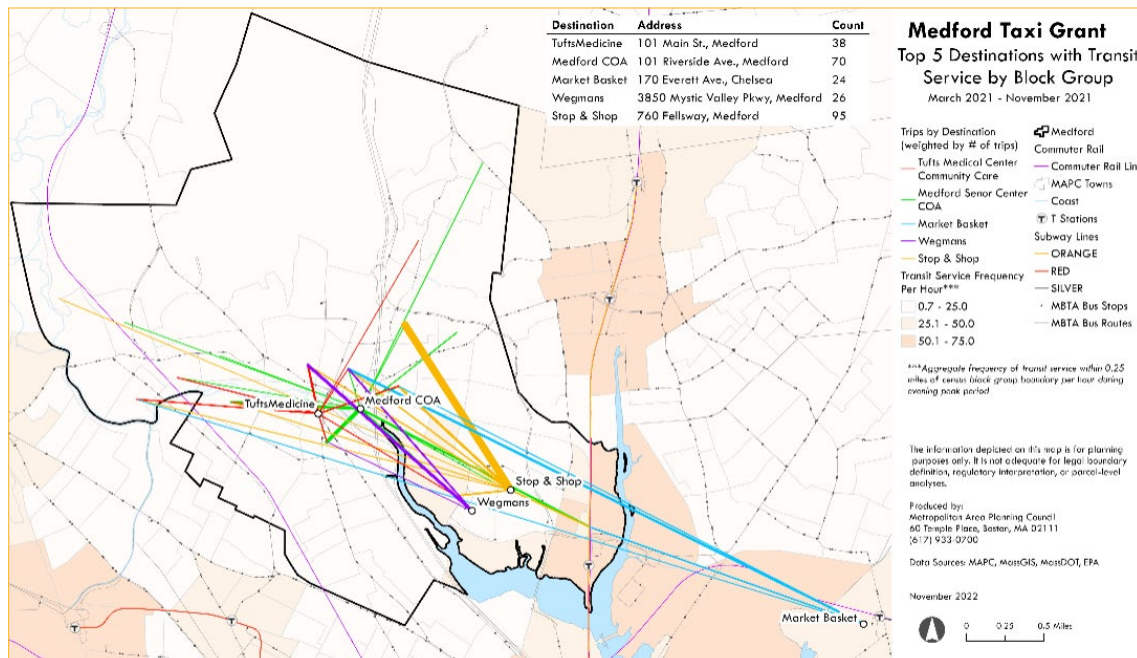
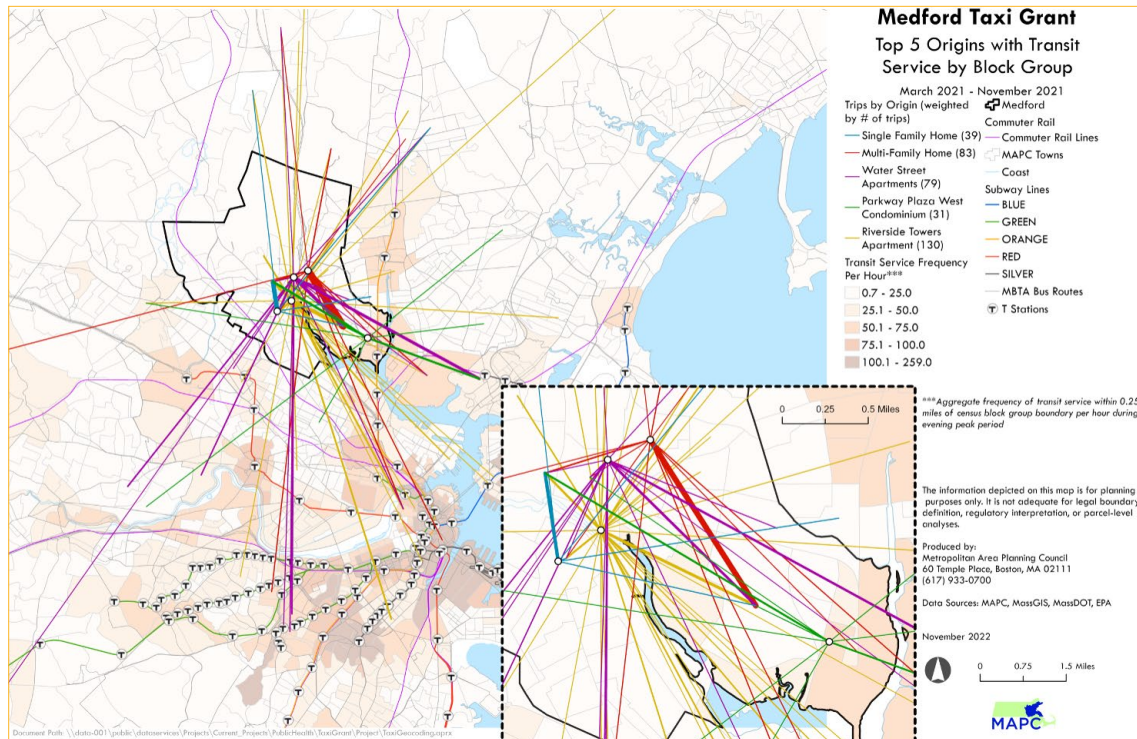
## Medford

The City of Medford received grant funds in the second round of the Taxi, Livery, and Hackney Transportation Partnerships Grant Program. The data shown in the maps below reflect trips from their second grant program that took place in 2021. Their program provided transportation for seniors including non-emergency medical trips, grocery store trips, and food deliveries.



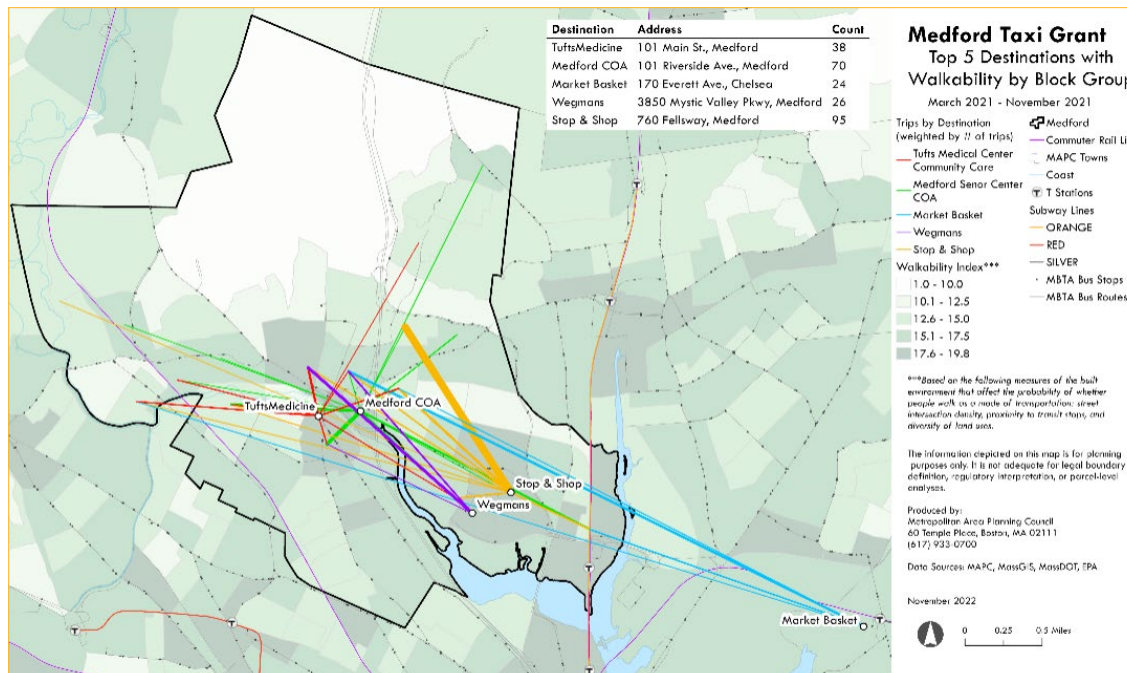
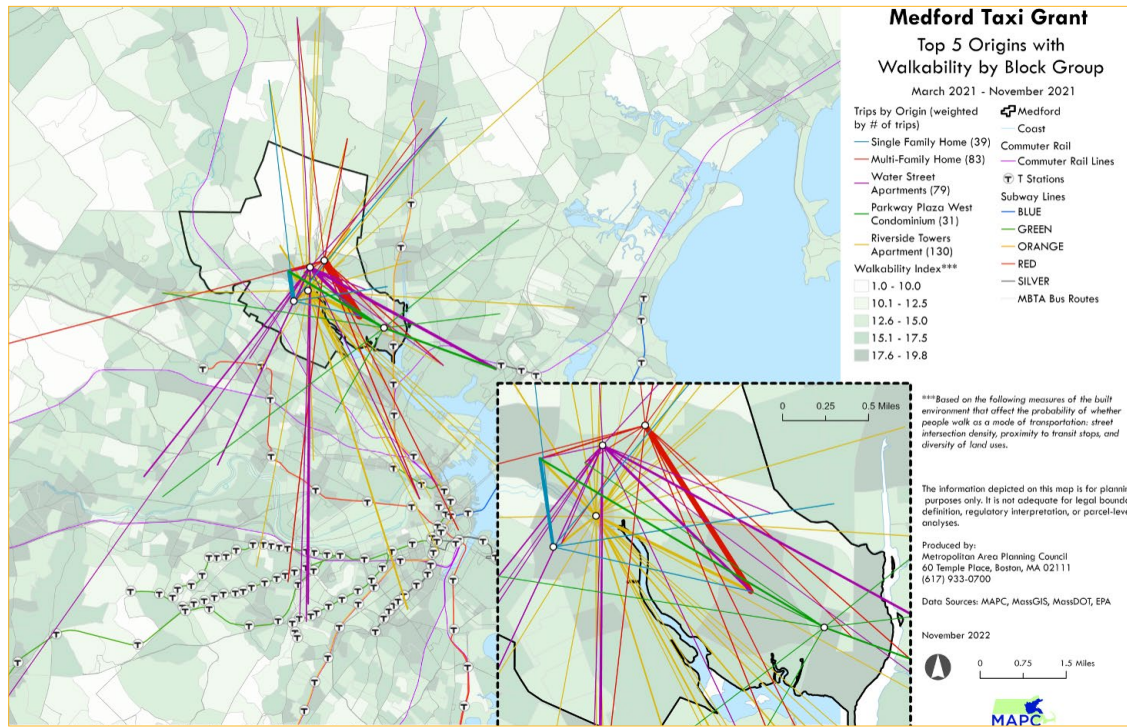
The origin and destination heat maps below show the number of trips started and ended at each location. The circles with yellow and red centers reflect a higher number of trips that started and ended in those locations. The top origin locations are a mix of single family, multi-family, and multi-unit residential buildings. These locations where a high number of trips started present an opportunity for the City to further explore the transportation and resource needs of residents living in these locations. The top destinations were grocery stores, medical facilities, and the Medford Council on Aging. These destinations could represent places that may be difficult to get to with public transit or may be places that residents need a door-to-door service to access.





The City of Medford has many transit options available to residents, including multiple bus routes and rapid transit options. In addition, the Green Line extension will add additional rapid transit service to the southern end of the city when it opens at the end of 2022. Transit stops and service frequency are included with the top five origins and destinations on the maps below to show potential for transit use for these trips in the future. The darker colors represent more frequent service. Many of the trips shown below do not fall on existing transit routes, meaning that these trips would likely need multiple transfers for individuals to get from their homes to their destinations. For example, to go from Water Street to the Wegmans Grocery Store, a person would need to walk for 0.4 miles to a bus stop, take the 95 bus to Mystic Ave at High Street, then walk another 0.6 miles. The one mile of walking would be challenging for someone returning from the grocery store with multiple bags of groceries. This trip would take 26 minutes to travel 1.5 miles.



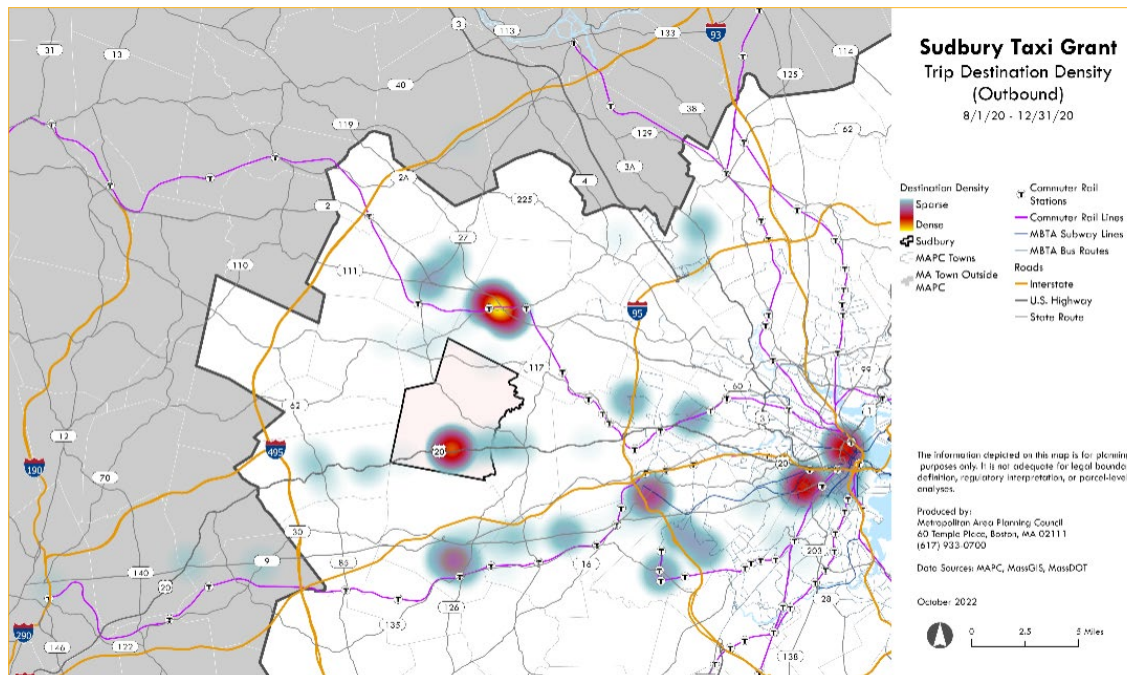
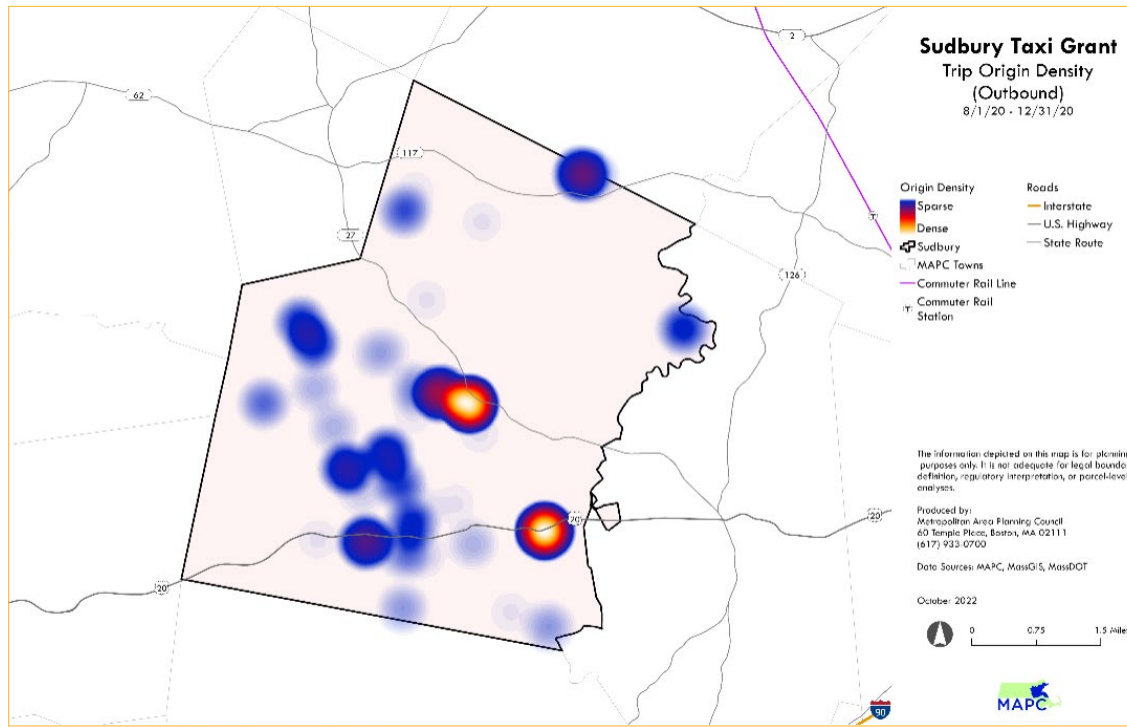


Similar to the maps above, the top five origins and destinations are shown in the maps below, but with transit stops and walkability by block group included to show potential for walkable trips in the future. The darker colors represent more walkable areas. Many of the trips shown below have a mix of walkability scores, and many would be over one mile to walk. This could pose challenges for seniors, people with disabilities, anyone who may be receiving intensive medical care, or someone carrying groceries home. For example, a trip from Riverside Avenue to Stop and Shop would take approximately 28 minutes to walk 1.4 miles.



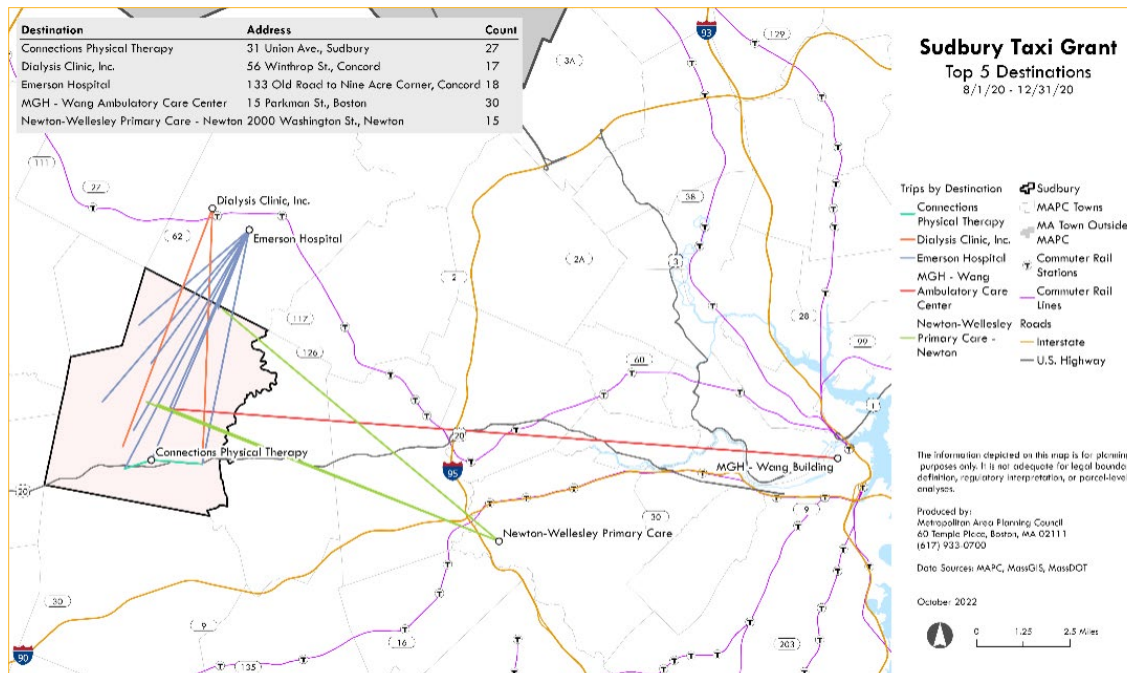
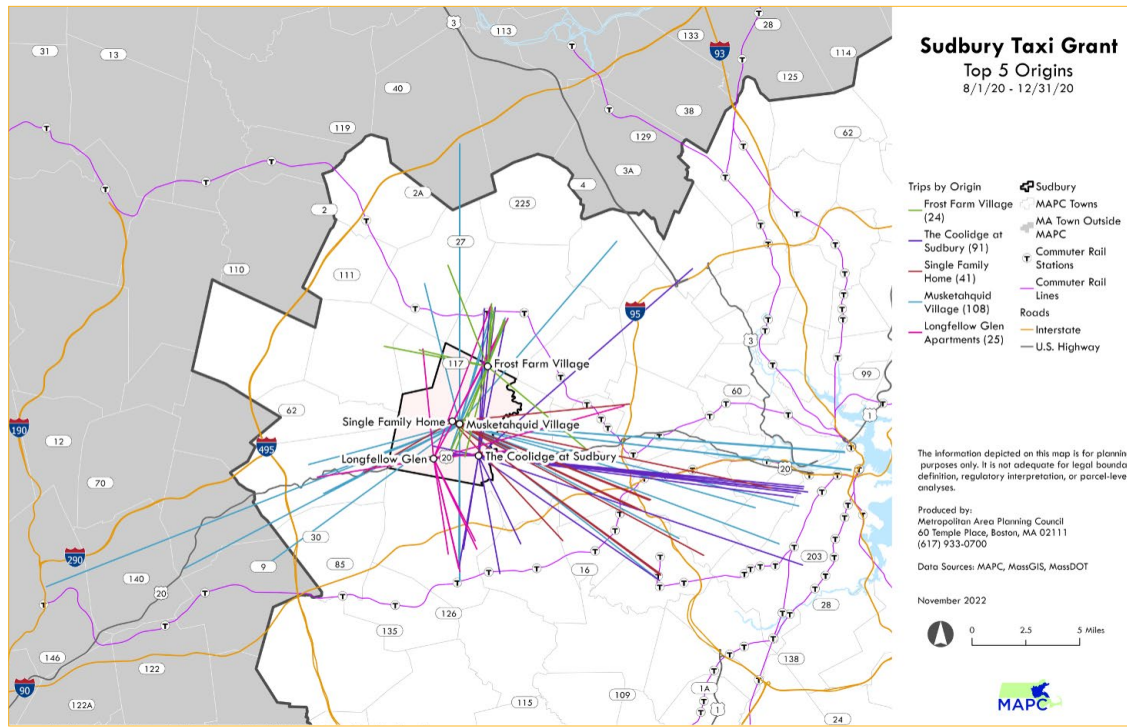
## Sudbury

The Town of Sudbury received grant funds in both rounds of the Taxi, Livery, and Hackney Transportation Partnerships Grant Program. The data shown in the maps below reflect trips from their first grant in 2020. Their program provided transportation for older adults, persons with disabilities, essential workers, and financially and food insecure residents, plus healthcare and social services, food and critical supplies, and essential worker transportation.



The origin and destination heat maps below show the number of trips started and ended at each location. The circles with yellow and red centers reflect a higher number of trips that started and ended in those locations. The top origin locations are multi-unit housing buildings and villages, as well as single family homes. These locations present an opportunity for the Town to further explore the transportation and resource needs of residents living in these locations. The top destinations for Sudbury residents are medical facilities, most of which are outside the Town's borders. These destinations may be difficult (or impossible) to get to without a vehicle or may be places that residents need a door-to-door service to access.





The Town of Sudbury is a rural community with no access to public transportation within its borders. Nearby commuter rail stops are overlapped on the maps below to show potential for transit use for these trips in the future. None of the trips shown below would be possible to take on existing transit routes. For example, to go from Hudson Road to Massachusetts General Hospital, a person would need to drive (or be driven) to a nearby commuter rail stop, and then take the commuter rail into Boston. The drive to the Lincoln Commuter rail stop would take 13 minutes to go six miles, and the commuter rail trip would take nearly an hour.

Walkability maps were not created for the Town of Sudbury, as most of the top destinations were well beyond a walkable distance. In addition, Sudbury is a rural community with limited ability to walk between residential areas and key destinations.



# Appendix

## Proposed resources to fill transportation gaps

November 2022

### Background

Through a partnership with Massachusetts Development Finance Agency (MDFA), MAPC managed two rounds of the Taxi, Livery, and Hackney Transportation Partnerships grants. These two rounds have given out 71 grants to municipalities, regional transit authorities, health and human service agencies, and non-profits to partner with taxi, livery, and hackney businesses to provide transportation and/or delivery services to people in their service area or network. From May to August 2020, MAPC and MDFA conducted the Urgent Taxi, Livery and Hackney grant program, with the goal of supporting both the taxi, livery, hackney industry during the COVID-19 pandemic and using their services to support local and regional governments' response to the pandemic. MAPC distributed approximately \$1 million in grant funds to 25 grantees.

At the end of 2020, MAPC released a Notice of Grant Opportunity for the second round of taxi, livery, and hackney grants. In early 2021, 46 grantees received over \$2.5 million throughout the state.

Through June 2022, both rounds of the program provided over 130,000 trips and deliveries across Massachusetts.

An extensive amount of qualitative and quantitative data was collected from the two rounds of the Taxi, Livery, and Hackney Transportation Partnerships grant program. To develop key findings and recommendations for future policies and programs after this program ends, MAPC staff conducted a robust evaluation of existing data. An evaluation of the grant program is noted as a deliverable in MAPC's contract with MDFA.



### **Proposed Resources**

The following proposed resources were gathered in multiple ways. The taxi bi-monthly reports, as well as the final report, were the primary ways we populated this list. We also worked with our internal teams at MAPC and worked with our state partners to learn more about existing resources and services to help address transportation gaps and resource needs. These resources do not represent every possible way to address these gaps, but rather offer a list of possibilities to consider. Grantees may also consider implementing multiple different types of solutions, as well as partnering regionally to address needs.

Programs				
Title	Description	Type of Trip/Delivery	Funding (if applicable)	Examples and More Information
Council on Aging Van	Council on Aging (COA) coordinate paid drivers to operate a COA-owned van. Can be one municipality or regional. Service is usually age restricted but available to residents with disabilities of all ages.	Varies		<a href="https://mcoaonline.com/">https://mcoaonline.com/</a>
Volunteer Driver Program	Volunteers in a municipality drive other residents to desired location, such as medical appointments.	Varies		Fish of Lexington <a href="https://fishlexington.org/info-for-fish-clients/">https://fishlexington.org/info-for-fish-clients/</a>
Mobile medical program	Healthcare institution operates a mobile health van to bring services to patients.	Medical		Whittier Street Health Center <a href="https://www.wshc.org/mobile-health-care-programs-and-services/">https://www.wshc.org/mobile-health-care-programs-and-services/</a>  Mass General Brigham Community Care Vans <a href="https://www.massgeneralbrigham.org/en/patient-care/services-and-specialties/community-care-van">https://www.massgeneralbrigham.org/en/patient-care/services-and-specialties/community-care-van</a>
Mobile food pantry	Food pantry operates a mobile van or bus that brings food to different points across the municipality for pick-up.	Food Access	One source of funding is town's distribution of ARPA funds, as in Weymouth	Weymouth Mobile Food Pantry <a href="https://www.mma.org/weymouth-uses-arpa-funds-to-turn-former-school-bus-into-mobile-food-pantry/">https://www.mma.org/weymouth-uses-arpa-funds-to-turn-former-school-bus-into-mobile-food-pantry/</a>  Greater Boston Food Bank mobile markets <a href="https://www.gbfb.org/what-we-do/our-programs/mobile-markets/">https://www.gbfb.org/what-we-do/our-programs/mobile-markets/</a>

Programs				
Title	Description	Type of Trip/Delivery	Funding (if applicable)	Examples and More Information
Commodity Supplemental Food Program (CSFP) Greater Boston Food Bank (GBFB)	Senior-focused organizations that are trusted in the community request CSFP from GBFB; CSFP boxes with nutritious, senior-focused shelf-stable foods are sent to organization; organization adds fresh produce and distributes boxes to clients. GBFB currently operates CSFP distributions at more than 35 partner sites each month across Eastern Massachusetts.	Food Access	Federal	Greater Boston Food Bank <a href="https://www.gbfb.org/what-we-do/our-programs/commodity-supplemental-food-program/">https://www.gbfb.org/what-we-do/our-programs/commodity-supplemental-food-program/</a>
Subsidized mobile market	Non-profit or public organization runs a subsidized market that visits various locations on a weekly basis. Locations are selected to be walkable to (senior) housing in low food access areas. Food offered is local and culturally affirming.	Food Access	Blue Cross Blue Shield; Mass in Motion (MA DPH)	Amherst Mobile Market <a href="https://www.amherstmobilemarket.com/">https://www.amherstmobilemarket.com/</a>  Tufts Medicine Melrose Wakefield Mobile Food Market <a href="https://www.melrosewakefield.org/in-the-community/community-services/community-programs/">https://www.melrosewakefield.org/in-the-community/community-services/community-programs/</a>
Regional Dispatching/ Trip Coordination	Transportation Management Association, RTA, or similar regional agency coordinates transportation services for multiple municipalities. Municipalities or others pay for regional dispatching services for improved efficiencies.	Medical, Food Access, and more	Varies	MetroWest RTA coordinates various COAs <a href="https://www.mwrta.com/senior-and-disabled">https://www.mwrta.com/senior-and-disabled</a>  CrossTown Connect TMA coordinates with Acton, Littleton, Maynard COAs <a href="https://www.crosstownconnect.org/Seniors">https://www.crosstownconnect.org/Seniors</a>

Programs				
Title	Description	Type of Trip/Delivery	Funding (if applicable)	Examples and More Information
Integrate taxis or ride-share with RTA paratransit or on-demand services	Provide taxi or ride-share rides for hours and/or destinations not covered by RTA's paratransit services.	Medical and other destinations	Varies	CATA <a href="https://canntan.com/dial-a-ride/">https://canntan.com/dial-a-ride/</a>
Integrate taxis with RTA services for 2nd/3rd shift workers	Provide taxi rides for workers who cannot ride RTA fixed route during 2nd/3rd shifts (when RTA does not provide service).	Employment	Varies	Franklin RTA <a href="https://www.recorder.com/FRTA-launching-taxi-program-to-help-late-shift-workers-39968422">https://www.recorder.com/FRTA-launching-taxi-program-to-help-late-shift-workers-39968422</a>
Grocery or food pantry delivery to community hubs	Food delivery programs to limited, walkable locations rather than door-to-door delivery. Ideally locations selected are co-located with other HHS services or community spaces.	Food Access		Red Tomato Farm CSA drop off at Somerville Community Growing Center; Red Fire Farm CSA drop offs in park next to city hall and at Redeemer Church in Watertown; etc.
Meal or grocery home delivery	Nutritious, home delivered meals/ groceries to seniors who are unable to leave their homes. May be medically or culturally tailored.	Food Access		MA Council on Aging <a href="https://www.mass.gov/service-details/congregate-meals-home-delivered-meals">https://www.mass.gov/service-details/congregate-meals-home-delivered-meals</a> Feeding American Pilot Program  Meals on Wheels <a href="https://www.mealsonwheelsamerica.org/signup/aboutmealsonwheels">https://www.mealsonwheelsamerica.org/signup/aboutmealsonwheels</a>

Programs				
Title	Description	Type of Trip/Delivery	Funding (if applicable)	Examples and More Information
Enroll residents who have limited or no transportation access in home care services	Medical professionals visit patients who are homebound, rather than having the patient go to a medical facility.	Medical		BMC Geriatric Home Care Program <a href="https://www.bmc.org/geriatrics/services/home-care-program">https://www.bmc.org/geriatrics/services/home-care-program</a>
Supportive housing	Health care system partners with non-profit housing managers to designate units reserved for those with complex medical issues and offer on-site, wrap-around services.	Medical		BMC Supportive Housing  General reference to DoN funding: <a href="https://www.bmc.org/news/press-releases/2017/12/07/boston-medical-center-invest-65-million-affordable-housing-improve">https://www.bmc.org/news/press-releases/2017/12/07/boston-medical-center-invest-65-million-affordable-housing-improve</a>  Reference to funding going to CHA: <a href="https://www.mass.gov/doc/factor-1-materials-pdf-boston-medical-center-hospitalclinic-substantial-capital-expenditure/download">https://www.mass.gov/doc/factor-1-materials-pdf-boston-medical-center-hospitalclinic-substantial-capital-expenditure/download</a>
Older Adults as priority populations	Identify older adults as a priority population in upcoming planning and implementation efforts (e.g., health needs assessments, community food assessment, transportation plan, physical activity plans, community health improvement plans, etc.)	Varies	Likely public or grant funding	Cambridge Food Action Plan  <a href="https://www.cambridgepublichealth.org/wp-content/uploads/2022/09/Services_FFPC_Cambridge-Food-Action-Plan_2022.pdf">https://www.cambridgepublichealth.org/wp-content/uploads/2022/09/Services_FFPC_Cambridge-Food-Action-Plan_2022.pdf</a>

Other potential programmatic options: Referring patients elsewhere (ASAP, FISH, Ride, CoA, WRTA, GATRA, Senior centers, Elder bus), returning old services (van), working with social services.

Funding Sources			
Title	Description	Eligibility	Link for more information
MassDOT Community Transit Grant Program	Awards funds to help meet the transportation and mobility needs of seniors and people with disabilities. The annual competitive program distributes FTA Section 5310: Enhanced Mobility of Seniors & Individuals with Disabilities funds and State Mobility Assistance Program (MAP) funds.	See link for more information	<a href="https://www.mass.gov/service-details/community-transit-grant-program-details-and-eligibility">https://www.mass.gov/service-details/community-transit-grant-program-details-and-eligibility</a>
Community Compact Best Practices Program	A community will agree to implement at least one best practice. Best Practice Areas include Age and Dementia Friendly, Diversity, Equity, and Inclusion (DEI), Public Accessibility, Public Health, Public Safety, Regionalization/Shared Services, Transportation / Public Works.	Municipalities	<a href="https://www.mass.gov/best-practices-program">https://www.mass.gov/best-practices-program</a>
Efficiency and Regionalization Grant Program	Efficiency and Regionalization (E&R) competitive grant program provides financial support for governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability.	Municipalities, regional planning agencies, councils of governments.	<a href="https://www.mass.gov/efficiency-regionalization-grant-program">https://www.mass.gov/efficiency-regionalization-grant-program</a>
Municipal funding	Local funding for transportation, including local option meals tax. For example, since 2015 the Town of Acton uses local meals tax to fund local transportation operated by CrossTown Connect (regional TMA).	Municipalities	<a href="http://archive.constantcontact.com/fs191/1110714961086/archive/1121077313767.html">http://archive.constantcontact.com/fs191/1110714961086/archive/1121077313767.html</a>



Funding Sources			
Title	Description	Eligibility	Link for more information
Friends on the Council on Aging or similar non-profit	A non-profit organization that financially supports local Council on Aging or similar programs, including transportation needs.	Municipalities	<a href="https://www.westonma.gov/933/Friends-of-the-Council-on-Aging">https://www.westonma.gov/933/Friends-of-the-Council-on-Aging</a> <a href="https://www.town.duxbury.ma.us/senior-center/get-involved/pages/friends-council-aging">https://www.town.duxbury.ma.us/senior-center/get-involved/pages/friends-council-aging</a>
Insurers (MassHealth, United, Medicare Advantage)	Insurer pays for patients' medical transportation.	This benefit is often only available on MassHealth or Medicare.	MassHealth: <a href="https://www.mass.gov/transportation-for-masshealth-members">https://www.mass.gov/transportation-for-masshealth-members</a>  United HealthCare: <a href="https://www.uhccommunityplan.com/dual-eligible/benefits/dual-plan-transportation-assistance">https://www.uhccommunityplan.com/dual-eligible/benefits/dual-plan-transportation-assistance</a>
Local businesses, chamber of commerce, or other anchor institutions	Donations from private businesses or anchor institutions to Council on Aging for capital purchases (e.g. shuttle van) or to support a program.  See Friends of the Council on Aging or similar non-profits above.		
Hospital Community Health Improvement Plans/ Community Health Improvement Initiatives	Many health entities, like hospitals, public health departments, and community action agencies are required to regularly conduct health needs assessment of the populations they serve. Transportation and food security are topics health care systems could consider as part of the "Social Determinants of Health" in their assessment. Assessments inform community benefit spending and programming.	Reach out to the health care systems in your region to figure out what initiatives they have to support food security and non-emergency medical transportation (NEMT).	<a href="https://www.mapc.org/resource-library/community-health-needs-assessments-in-the-mapc-region/">https://www.mapc.org/resource-library/community-health-needs-assessments-in-the-mapc-region/</a>

Funding Sources			
Title	Description	Eligibility	Link for more information
MassDOT Shared Streets and Spaces	<p>Funding to municipalities and public transit authorities to quickly implement improvements to plazas, sidewalks, curbs, streets, bus stops, parking areas, and other public spaces in support of public health, safe mobility, and strengthened commerce.</p> <p>Eligible projects include those that support safe routes for seniors, including safe walking and bicycling facilities within one mile of senior centers, housing for elders, and travel corridors used by seniors; Projects located in a Census Block Group identified as an Environmental Justice Community; and Projects located in a Census Block Group identified as having a median household income below the statewide median income.</p>	Municipalities and public transit authorities	<a href="https://www.mass.gov/info-details/program-overview-shared-streets-and-spaces-grant-program">https://www.mass.gov/info-details/program-overview-shared-streets-and-spaces-grant-program</a>
Massachusetts Community Health and Healthy Aging Funds	Funds focused on improving community health and advancing health equity in Massachusetts.	Massachusetts-based non-profit 501(c)3 organizations and municipalities	<a href="https://mahealthfunds.org/">https://mahealthfunds.org/</a>
Massachusetts Rural Transit Assistance Program (MArtap)	<p>Mini Grants directly related to the agency's transportation program and may include:</p> <ul style="list-style-type: none"> <li>• Computer hardware and software, new and upgrades</li> <li>• Marketing and promotional materials</li> <li>• Community surveys on transportation needs</li> </ul>	Contact MassDOT for eligibility	<a href="https://www.mass.gov/how-to/apply-for-a-helping-hand-mini-grant">https://www.mass.gov/how-to/apply-for-a-helping-hand-mini-grant</a>

Funding Sources			
Title	Description	Eligibility	Link for more information
Transportation for Massachusetts Transportation Justice Grant Funding Opportunity	Grants available to groups organizing and advocating to improve walking, cycling, rolling, public transportation, and transportation access to help reverse racial and economic inequities in Massachusetts.	Community-based organizations with 501(c)3 designation or a fiscal sponsor	<a href="https://www.t4ma.org/tj_rfp">https://www.t4ma.org/tj_rfp</a>

Other potential funding sources: non-profit organizations, philanthropic organizations, own budget (CoA, Bay State Community Services, CHA).

Technology			
Title	Description	Type of Trip/Delivery	Costs (if applicable) and Links for more Information
GoGoGrandparent	Ride and delivery software for individuals who do not have smartphones	Rides and deliveries	<a href="https://gogograndparent.com/">https://gogograndparent.com/</a>
Bring Food App	Software for planning multiple stop food deliveries	Food pantry or other multistop deliveries	Advertised as free for government and not-for-profit organizations <a href="https://bringfood.care/">https://bringfood.care/</a>
Google Forms	Online spreadsheet to track ride requests and rides provided, shared by the trip planner and taxi/livery provider; reduces calls/back and forth between ride provider and ride planner	Rides	<a href="https://www.google.com/forms/about/">https://www.google.com/forms/about/</a>

Other potential technology options: regional dispatch system, ride scheduling software, self-scheduling apps, electronic/alternative fare payment, GPS technology.

Resources and Management			
Title	Description	Type of Resource	Cost (if applicable) and Links for more Information
Mass RideMatch	A one-stop searchable directory of public, private and accessible transportation options in Massachusetts	Searchable database for transportation options	Free for public use <a href="https://massridematch.org/">https://massridematch.org/</a>
MassMobility	MassMobility is an initiative to increase mobility for older adults, people with disabilities, veterans, low-income commuters, and others who lack transportation access in Massachusetts.	Information sharing	Free for public use <a href="https://www.mass.gov/orgs/massmobility">https://www.mass.gov/orgs/massmobility</a>
Massachusetts Human Service Transportation Office	The Human Service Transportation (HST) Office oversees an efficient, high-quality system of coordinated transportation services for eligible EOHHS consumers to access medical, social, and day services across Massachusetts.	Information sharing, scheduling rides for MassHealth medical appointments	<a href="https://www.mass.gov/orgs/human-service-transportation-office">https://www.mass.gov/orgs/human-service-transportation-office</a>
National Aging and Disability Transportation Center	The National Aging and Disability Transportation Center (NADTC) promotes the availability and accessibility of transportation options that meet the needs of older adults, people with disabilities, and caregivers.	Informational webinars, grant opportunities	<a href="https://www.nadtc.org/">https://www.nadtc.org/</a>

MAPC does not endorse any of these companies or organizations. This list is for informational purposes only.

