

SELECT BOARD SCENARIOS

Prepared by the Sudbury Transportation Committee

Introduction

On 19 October 2021, the Sudbury Transportation Committee presented an update of transportation services to the Select Board. This included a summary of 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 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, because of 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, 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 based on distance from Sudbury.
- 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 Sudbury transportation options, based on several demand assumptions (reduced, same, increased) and fee structures, in order to identify likely overall costs to the Town and the size of the gap to be covered by outside funding.

Purpose

The purpose of this document is to describe three scenarios based on different measures of ride volume and cost, acknowledging the uncertainty of co-payment impacts:

1. **LOW:** e.g., continuing with current (or reduced) services;
2. **MEDIUM:** e.g., modest expansion of services (additional target riders, additional destinations); and
3. **HIGH:** e.g., expanding transportation to meet needs identified by the Livable Sudbury research.

Each scenario includes assumptions relevant to the above measures. However, certain assumptions apply to all scenarios. These include:

- The overarching 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.¹
- 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 all scenarios should include smartphone app(s), some concierge service must be part of the system, for residents unable to use smartphone/app.
- All scenarios must address environmental concerns, including increase in electric vehicles and *reduction of single-occupancy vehicles (SOV)*.² Of course, providing multi-passenger service is contingent on the pandemic situation.

The scenarios are described below. Attachments provide background material and additional detail.

Scenario 1 (Low Volume/Cost): Do Nothing, Low Option 1, Low Option 2

Assumptions specific to Scenario 1 are the following:

- Elimination of the GoSudbury! programs (*do nothing*) will result in hardships for residents who have relied on them for transportation to medical care and work. Elimination will also increase the likelihood of social isolation for residents who cannot drive or who do not have access to cars (or individuals to drive them).
- Low options 1 and 2 presume no change in number of riders, types of destinations, and pricing of contracted services; however, adding fees, capping services, and/or increasing co-payments will alter the use of services.
- Existing Town staff and Transportation Committee volunteers will be able and willing to oversee and manage the services.

Do Nothing. With a do-nothing approach, it is reasonable to expect that the GoSudbury! Taxi and Uber programs would be discontinued. Keeping skeleton versions may be possible with various grants, but as such would be subject to stopping with little to no notice. Any services provided would have to be managed by Transportation Committee volunteer and staff time, assuming Transportation Committee is extended by the Select Board beyond its current sunset date (Spring 2022).

Transportation options would include only Sudbury Connection Vans and the MWRTA Dial-a-Ride, limited to those aged 60+ or 18+ with a disability verified by a doctor’s note. Services provided are summarized below.

Service	Sudbury Connection Van	MWRTA Dial-a-Ride = MWRide
Service Summary	<ul style="list-style-type: none"> · Door to door rides · Weekdays, 8:30 AM to 4:00 PM · Wheelchair accessible 	<ul style="list-style-type: none"> · Door to door rides · T & TH 4:00 PM to 6:30 PM · Wheelchair accessible · MWRTA is MetroWest Regional Transit Authority
Where do rides go?	<ul style="list-style-type: none"> · Local & 4 nearby towns: Concord, Wayland, Framingham, Marlborough 	<ul style="list-style-type: none"> Local, Marlborough, Wayland, Framingham, Natick, Southborough, Ashland, Hopkinton, Holliston
How much is the fare?	<ul style="list-style-type: none"> · \$ 1 in town, one-way ride · \$ 2 out of town, one-way ride · Personal Care Assistant (PCA) free <p>No cash: set up account with MWRTA (<i>see Other Notes, below</i>)</p>	<ul style="list-style-type: none"> · \$ 2 out of town, one-way ride · Personal Care Assistant (PCA) free · No cash: set up account with MWRTA (<i>see Other Notes, below</i>)
What purposes for rides?	<ul style="list-style-type: none"> · Medical/dental appointments · Grocery shopping · Pharmacy/errands · Social/community events 	<ul style="list-style-type: none"> · Medical/dental appointments · Grocery shopping · Pharmacy & errands · Social/community events
Who is eligible?	<ul style="list-style-type: none"> · Sudbury resident · 60+ years · 18+ with disability verified by doctor’s note 	<ul style="list-style-type: none"> · Sudbury resident · 60+ years · 18+ with disability verified by doctor’s note
Reservation necessary?	<p>Reservations must be made at least 48 business hours in advance of the ride</p>	<p>Reservations must be made at least 48 business hours in advance of the ride</p>

Low Option 1: \$50,000/yr. A low-cost option funded at \$50,000/yr would likely yield significantly limited Taxi and Uber services. Between May through December 2021, the average taxi ride cost was \$68. During 7 months of taxi usage (after one month of startup), the two companies provided an average of 69 rides/month. Annualized, this results in 828 rides at \$68/ride or \$56,304 (assuming no copay). Between February and December 2021, Uber average ride cost was \$18. During 7 months of Uber usage after an earlier beta test, the company provided an average of 153 rides/month. Annualized, this results in 1,836 rides at \$18/ride or \$33,048 cost (assuming no change in rider co-pays). Total cost under these assumptions—no change in number of riders or in copayments where applicable—would be \$89,352.

Hence, at \$50,000/yr funding under the above assumption, the current service would have to be reduced by a little more than half. However, limitations on riders could extend the service. These include capping the numbers of Uber and Taxi rides users could take per month, increasing co-pays for Uber and levying copays for the taxi, or imposing both. Note that providing partially subsidized Uber services without offering at least JFK taxi transport is not an option under ADA, because Uber does not provide wheelchair accessible vehicles.

Like the prior do-nothing option, existing Town staff and Transportation Committee volunteers would be relied on to sustain the program as they do currently.

This option is independent of the Sudbury Connection Van and MWRTA Dial-A-Ride services, as they are funded by the regional transit authority.

Low Option 2: \$100,000/yr. Given the extrapolation above, the current service level **might** be possible for \$100,000/yr under the same assumptions. However, it would still be prudent to cap rides and/or increase/levy co-pays to ensure funds do not run out before the year is over. Again, no new dedicated staff would be available to manage this scenario beyond existing Town staff and Transportation Committee volunteers.

This option is also independent of the Sudbury Connection Van and MWRTA Dial-A-Ride services for the same reason.

Scenario 2 (Medium Volume/Cost)

Assumptions specific to Scenario 2 are the following:

- Eligible participants in the Go Sudbury! Program will still be restricted to the following categories:
 - 50 years of age or older
 - 18 years of age or older with a disability that limits driving
 - Active duty military or veteran
 - Resident with financial need
 - Essential worker requiring transportation for work.

- Expanding the purposes for which Program transportation can be used and keeping fares the same (free taxi, heavily subsidized Uber) will have a modest impact on service volume.
- Under Option 1, existing Town staff and Transportation Committee volunteers will be able and willing to oversee and manage the expanded services.
- Under Option 2, ARPA funds are allocated to a part-time staff person, and that is sufficient to oversee and manage expanded services.

Medium Option 1: \$138,000. This option expands the purposes of rides for the above residents but keeps co-pays the same for Uber and free fare for taxis (see table below):

Service	Taxi Rides Current	Uber Rides Current	Taxi Rides Proposed	Uber Rides Proposed
Service Summary	<ul style="list-style-type: none"> • Door to door rides • Sunday to Thursday, 5:00 AM to 1:00 AM; Friday and Saturday 5:00 AM to 2:00 AM • Wheelchair accessible, but limited Monday to Friday to early mornings and afternoons 	<ul style="list-style-type: none"> • Door to door rides • 24 hours a day/7 days a week (subject to driver availability) 	<ul style="list-style-type: none"> • Door to door rides • Sunday to Thursday, 5:00 AM to 1:00 AM; Friday and Saturday 5:00 AM to 2:00 AM • Wheelchair accessible, but limited Monday to Friday to early mornings and afternoons 	<ul style="list-style-type: none"> • Door to door rides • 24 hours a day/7 days a week (subject to driver availability)
Where do rides go?	<ul style="list-style-type: none"> • Within Sudbury and up to 25 miles outside of Sudbury • All rides must begin or end in Sudbury • No access to Logan Airport 	<ul style="list-style-type: none"> • Within Sudbury and up to 25 miles outside of Sudbury • All rides must begin or end in Sudbury • No access to Logan Airport 	<ul style="list-style-type: none"> • Within Sudbury and up to 25 miles outside of Sudbury • All rides must begin or end in Sudbury • No access to Logan Airport 	<ul style="list-style-type: none"> • Within Sudbury and up to 25 miles outside of Sudbury • All rides must begin or end in Sudbury • No access to Logan Airport
How much is the fare?	<ul style="list-style-type: none"> • Free (currently as part of grant stipulation) 	<ul style="list-style-type: none"> • \$ 1 within Sudbury • \$ 2 to/from neighboring towns • \$ 10 to/from location up to 25 miles outside Sudbury 	<ul style="list-style-type: none"> • Free (currently as part of grant stipulation) • Co-pays are likely to be added 	<ul style="list-style-type: none"> • \$ 1 within Sudbury • \$ 2 to/from neighboring towns • \$ 10 to/from location up to 25 miles outside Sudbury

What purposes for rides?	<ul style="list-style-type: none"> • Non-urgent healthcare appointments only 	<ul style="list-style-type: none"> • Non-urgent healthcare appointments • Work • Shopping • Get to community resources 	<ul style="list-style-type: none"> • Non-urgent healthcare appointments • Work • Shopping • Get to community resources 	<ul style="list-style-type: none"> • Any purpose
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Within the last 12 months, the Go Sudbury! Program expended over \$78,000 providing taxi and Uber rides. This amount includes a pause on taxi rides in March and April of 2021, and only 10 months of Uber rides since that portion of the program got underway. Over the last six months, the program has expended over \$45,000 with an average of \$7,569 in expenditures each month. This is a more accurate reflection of the per month charges for the Go Sudbury! Program in its current state, which extrapolates to almost \$91,000 in expenditures for rides over a 12-month period. On top of this, the yearly fee for dispatching taxi rides by CrossTown Connect is \$4,950. This brings the approximate total yearly cost to operate the Go Sudbury! Program at its current service level to \$96,000.

In the proposed increased service level, options for taxi rides would expand from only non-urgent healthcare appointments to allowing work, shopping, and community resource trips as well. Additionally, the types of permissible Uber rides would be expanded to allow rides for any purpose to eligible Go Sudbury! Program participants.

This proposed broadening of permissible types of taxi and Uber rides will likely increase the number of overall rides by at least 33% due to the following. First, by broadening the permissible types of Uber rides, there will be instances where program participants will take rides for purposes beyond minimal services. This might include rides to educational classes for themselves or family members, child care drop off/pickup, or even an occasional recreational activity. Second, pickup times for taxi rides can be scheduled in advance, while Uber rides (“on-demand”) cannot. As such, program participants may find taxi service easier to coordinate with their schedules. By expanding the types of permissible taxi rides, the fact that taxi rides are completely free of charge under the Go Sudbury! Program, and the probability that participants who may have been taking other forms of transportation to some of these destinations would now use a taxi ride instead, the number of taxi rides would increase an estimated 33% under this proposed scenario. Estimated total annual cost for rides would be \$127,680.

No new dedicated staff would be added to manage this option; however, due to the increased number of rides, this would likely raise the CrossTown Connect dispatching fee one level which would cost an additional \$5,000 per year (approximately \$10,000 in total). Existing Town staff and Transportation Committee volunteers might be able to sustain other aspects of the program as they do currently for a lower volume.

Based on the above assumption—*only* a 33% increase in ride volume and no increase in staff to manage the programs—the cost per year of this increased level of service would be \$138,000.

This proposed scenario is independent of the Sudbury Connection Van and MWRTA Dial-A-Ride services, as they are managed outside of the Go Sudbury! Taxi and Uber Rides programs.

Medium Option 2: \$188,000

Medium Option 2 assumes one year of ARPA funding (\$50,000) for a part-time Transportation Coordinator, in addition to the cost of expanded services identified in Medium Option 1 (\$138,000).

One segment of the October 2021 presentation by the Transportation Committee to the Select Board described transportation responsibilities. As discussed above, these are currently handled by several Town staff as well as volunteers on the Transportation Committee, with the addition of a paid dispatch service for taxis provided by TransAction Associates (available to Sudbury as member of the TMA, CrossTown Connect). Attachment 3 provides some of these examples.

Given any increase in transportation services, additional part-time staff will be required. Most of the area municipalities with which Sudbury might be compared employ such staff. Thus, in November 2021, the Transportation Committee requested \$150,000 in ARPA funds for transition support of a part-time Transportation Coordinator for 3 years: “A point person to oversee transportation services, and to identify, apply for and manage grant funds to expand services. This person would also be Sudbury’s representative to regional meetings on transportation.” Full details can be found in the formal ARPA request letter to the Town Manager.

Scenario 3 (High Volume/Cost): Addressing Livable Sudbury Needs

Scenario 3 addresses three priority needs from the Livable Sudbury report. Attachment 1 provides background on the Livable Sudbury research, and Attachment 2 shows results of a question about transportation from the research. The priority needs are as follows:

- (1) Special populations (seniors, people with disabilities, veterans, financially vulnerable): reliable, efficient, and attractive on-demand, door-to-door service both within Sudbury and to specific destinations, with subsidies for those meeting affordability criteria;
- (2) Commuters: reduction in single-occupancy vehicle traffic in and through Sudbury 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 within Sudbury, to specific destinations, including evenings and weekends.

In addition to assumptions relevant to all scenarios, the following are particular to Scenario 3.

- **Scale.** Given the comparatively small size of Sudbury, 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 three priority needs 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 vehicles³) 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:

<i>Town</i>	<i>Population Est.</i>	<i>Percentage Total</i>	<i>Pro Rata Cost</i>
<i>Sudbury</i>	<i>19,000</i>	<i>22%</i>	<i>\$220,000</i>
<i>Acton</i>	<i>24,000</i>	<i>28%</i>	<i>\$280,000</i>
<i>Concord</i>	<i>18,500</i>	<i>21%</i>	<i>\$210,000</i>
<i>Lincoln</i>	<i>7,000</i>	<i>8%</i>	<i>\$80,000</i>
<i>Maynard</i>	<i>11,000</i>	<i>13%</i>	<i>\$130,000</i>
<i>Stow</i>	<i>7,200</i>	<i>8%</i>	<i>\$80,000</i>
	<i>86,700</i>	<i>100%</i>	<i>\$1,000,000</i>

Note that the likely cost of this option for Sudbury is only about \$30,000 more than Medium Option 2. The reason for the small increment is, of course, economies of scale: multiple towns serve as a more powerful buyer; involvement of regional transit authorities provides additional services at minimal 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 Committee's proposal here. In addition, planning and system design for this scenario will require professional consultant input.

Currently, in the Making the Connections initiative, five towns in the MAGIC region are collaborating: Sudbury (lead), Acton, Concord, Maynard, and Stow. If we add Lincoln to this group, we have a total population of about 85,000 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.
- 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 size of Newton for about the same population.⁴ 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.⁵

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

- *Spoke to hub* (pick up at residences and drop off at transit authority 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):

Source of Funds	Examples	Use of Funds
Collaborating communities	Sudbury, Stow, Maynard, Acton, Concord, Lincoln	Tax levy assigned to subsidies for resident transportation services
Regional Transit Authorities ⁶	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 commute 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

Attachment 4 contains information on Marin County’s transportation services and illustrates the elements likely to be included in this scenario’s proposed design.⁷ 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:⁸

...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+

Sapienza, DBA; 3.21.22

- 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 city website: <https://www.newtonma.gov/government/seniors/transportation>

Attachment 1: The Livable Sudbury Needs Assessment

Transportation is the second of eight domains of community attributes that the World Health Organization characterized as vital to population health and quality of life: physical, social, economic, psychological, etc. During 2018, researchers from UMass Boston's John W. McCormack Graduate School of Policy and Global Studies conducted an assessment of the livability of Sudbury. The final report published in 2019 noted:

...In this study, transportation issues relating to driving barriers, traffic, walkability, and overall satisfaction with available transit options emerged as significant issues.... Expanding transportation options for specific segments of the community, such as supported options for those with mobility limitations, was also desirable.

Results from the research showed the following:

- **Transportation is identified as crucial by a wide range of stakeholders:**
 - Families with children under 18 years
 - Residents age 60+
 - Residents of all ages with a participation limitation
 - Residents of all ages who are not financially secure.
- **The range of specific transportation needs identified implies a variety of options to meet them**
 - After-school transportation for children and youth (fixed route, vans)
 - Transportation to medical appointments, social service appointments, respite opportunities such as adult day care, etc. (scheduled and on-demand)
 - Transportation to shopping, appointments, evening, and weekend services, meetings, and socialization opportunities (shuttles, vans, etc.)
 - Affordable transportation to employment venues, childcare facilities, commuter rail, MBTA routes, as well as services similar to the preceding.
- **A number of the transportation options must be both affordable and accessible**
 - 42% of residents with a participation limitation reported they “had missed, canceled, or rescheduled a medical appointment due to lack of transportation.”
 - More than a third of residents who are not financially secure are not satisfied with their “ability to get where they want to go.”
 - Nearly half of residents 60+ are not satisfied with their “ability to get where they want to go.”
- **Transportation gaps affect all livable domains, reducing the overall “livability” and long-term attractiveness of the town**
 - Lack of transportation limits *social participation*
 - Lack of transportation affects overall well-being (*domain of community and health services*)
 - Lack of transportation affects *housing* options and limits access to *outdoor spaces*

- Lack of transportation limits *civic participation and employment*
- Lack of transportation can result in segments of the town population “not feeling welcomed” (*respect and social inclusion*).

Attachment 2: Details on Transportation From the Needs Assessment

Table 4. “Which of the following would you use for trips in Sudbury or surrounding communities, if they were available?”

Groups reporting lower interest	Type of transportation	Groups reporting higher interest
	Ride-sharing: 50%	Not financially secure (41%) With a participation limitation (32%)
Age 60+ (1%) With a participation limitation (11%)	Afterschool transportation: 35%	With children under 18 at home (61%)
With children under 18 at home (26%)	Fixed-route, fixed-schedule local bus: 31%	Not financially secure (43%) With a participation limitation (47%)
With children under 18 at home (18%)	On-demand local bus/van: 25%	Age 60+ (38%) Not financially secure (31%) With a participation limitation (63%)
	Taxi service: 20%	With a participation limitation (26%)
With children under 18 at home (6%)	Transportation to medical appointments: 14%	Age 60+ (33%) Not financially secure (33%) With a participation limitation (58%)

Attachment 3: Examples of Transportation Staff Responsibilities

General Fundraising:

- Grant, foundation proposal writing
- Oversight of grants (tactical and financial performance)
- Relationships/communications with vendors, grant providers, other collaborating towns
- Data gathering and reporting on services provided

Coordination:

- Day to day work with participants in the program
- Technical assistance with registration, application, use of service (CrossTown Connect, taxi dispatch, Uber smartphone app)
- Education of users about all transportation options
- Referral to Tech help, volunteers
- Troubleshooting issues

Current Grant Responsibilities

- Regional meetings organized by Sudbury as lead of 6 towns
- Communication with other town leadership/planning
- Implementation of RFP for consultants, etc.
- Communication with Program Manager consulting firm
- Reporting to town and other entities on services provided
- Taxi company relations
- Creation of online application and database
- Management of online database
- Client relations and tech assistance
- Uber contract management
- Creation of online application and database
- Management of online database
- Client relations and tech assistance
- Uber user contact re: technical assistance, trouble shooting, access for visual or other impairment issues
- Education about transportation options

Attachment 4: Marin County, CA, Illustration

<https://www.tam.ca.gov/overview/>

“The Transportation Authority of Marin (TAM) plays a major role in improving the quality of life for Marin County residents and developing and maintaining the economic viability of our local region by funding transportation projects and programs that improve mobility, reduce congestion, and provide a transportation system with more options for those living, working, visiting and traveling in Marin County.

Thanks to Marin County voter support of transportation funding, we have two revenue sources that are dedicated to transportation projects and programs in Marin County. TAM administers the expenditure plans for Measure A, the ½ cent sales tax measure passed in 2004, renewed as Measure AA in 2018, and Measure B, the \$10 Vehicle Registration Fee passed in 2010. TAM also serves as Marin’s Congestion Management Agency and is responsible for coordinating funding for many of the transportation projects and programs in the County.

Marin Transit and TAM partner with Uber to launch integrated on-demand Connect2Transit Program: TAM, Marin Transit and Uber launched a new program, Connect2Transit, the next phase of TAM’s first/last mile program and the expansion of Marin Transit Connect, Marin Transit’s fully accessible, on-demand service. Beginning July 1, 2020, people in Marin County will have access to a range of new on-demand services. Uber users will now see shared ride transit options and will have access to vouchers for up-to \$5 off shared-ride trips to and from Sonoma Marin Area Rail Transit (SMART) stations in Marin County, major bus stops, and the Larkspur Ferry Terminal.

The program is designed to support transit ridership and encourage shared mobility options that reduce congestion and pollution. UberPool is an affordable option that matches passengers taking a similar route. The technology provides an effective, real-time way to encourage and enable carpooling for first and last-mile access to trips to and from Sonoma Marin Area Rail Transit (SMART) stations in Marin County, major bus stops, and the Larkspur Ferry Terminal.”

CONNECT2TRANSIT FAQs <https://connect2transit.com/faq>

“Simple! Just download the Uber app on your smartphone and use this voucher link. You’ll unlock discounts for shared rides to and from select high-ridership bus, rail, and ferry terminals in Marin County. Sign into your existing Uber account or download and create an Uber account.

You will be prompted to “Accept voucher.” After accepting the voucher, you will be able to enter a destination. If the trip is covered by the voucher, the discount will appear above the “confirm” button. In addition, when older adult riders or individuals with disabilities qualify for Marin Access services, they receive additional discounts on rides booked in the Uber app.

What is Marin Connect? Marin Connect is an accessible, on-demand microtransit service provided by Marin Transit. Rides can be booked directly through the Uber app.

Marin Connect started its initial pilot service in 2018 and has continued to grow and change since. Previously, Marin Connect could only be found in the Marin Connect app. Now, Uber has partnered with Marin Transit to bring Marin Connect into the Uber app.

What types of rides are eligible with Marin Connect? Marin Connect is an accessible van ride, operated by Marin Transit and open to the general public. Riders can take Marin Connect rides for trips that start and end within the Marin Connect zone. All vans are accessible and can accommodate riders with mobility devices such as wheelchairs. Each van can also carry up to two bikes!

How can I book a ride on Marin Connect? As long as you are in the service area and requesting between 6:00 am to 7:00 pm (Monday - Friday), Marin Connect will be available in the carousel of options seen in addition to offerings from Uber. This service is available for all members of the public but offers additional discounts for older adults and those with disabilities that qualify for Marin Transit's Marin Access services. Rides booked in the Uber app for Marin Connect are completely on-demand; there is no prescheduling. Riders that cannot book in the app, can call (415) 454-0902 to speak to a Travel Navigator to learn about the program, register for Marin Access, or schedule a ride over the phone. Rides booked over the phone can be prescheduled and require cash payment on-board.

What will I see once I select Marin Connect? Once Marin Connect is selected, you will see a 5-minute countdown clock in order to look for other riders who may be traveling the same direction. You will receive confirmation once you are matched with a Marin Connect vehicle and driver. Please make sure notifications for the Uber app are enabled in the settings on your phone to receive updates.

Who operates the Marin Connect vehicles? Marin Connect services are provided by Marin Transit and operated under contract by Marin Senior Coordinating Council (Whistlestop Wheels). Operators are well trained and monitored by the local transit district. Vehicles used in operation are accessible, Ford Transit vans owned by Marin Transit and maintained by Whistlestop.

How much does a Marin Connect ride cost? A Marin Connect ride is priced based a per mile cost and the distance of the trip for the general public. For riders who are part of the Marin Access program, run by Marin Transit, rides cost \$3.00 per trip. Adding an additional rider to your trip costs another \$1.00. You can see the estimated price of your trip in the app before you request a pickup.

What vehicles are available with Marin Connect? All vehicles operated under the Marin Connect service are Ford Transit passenger vans. Each van can accommodate 5 passengers plus 1

wheelchair and up to two bikes. Since vans look similar, colors are used to differentiate rides for pickups at high traffic locations. The app will tell you the color of the van after booking your ride.

How much of a discount is offered, and which rides are eligible for the discount? For eligible trips, riders pay the first \$4.00, and TAM covers the next \$5 on Marin Connect, UberPool, or Uber WAV trips. UberX service is eligible for discounts where UberPool is unavailable.

Are discounts available for riders with disabilities or older adults? Yes, riders who are eligible for [Marin Access](#) services receive a discounted fare (\$3.00) on all Marin Connect trips. To activate this discount or apply for Marin Access services, call a Marin Access Travel Navigator at (415) 454-0902.

Are monthly passes available? The initial launch of the program will not include a monthly pass option. Options are currently being explored to implement this at a later date.

Does my employer cover the cost of my trip? TAM has partnered with the County of Marin and Kaiser Permanente to provide additional discounts for employees who use transit to travel to work. For employees or employers who would like to set up a similar partnership, please [contact TAM.](#)”

¹ Based on input from Metropolitan Area Planning Council (MAPC), 2.11.22.

² 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.

³³ MAPC, 2.11.22.

⁴ 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.

⁵ MAPC, 2.11.22.

⁶ 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.

⁷ MAPC, 2.11.22..

⁸ <https://www.mma.org/newton-launches-on-demand-subsidized-ride-service-for-seniors/>