

1. **Lead municipality and lead contact:** Sudbury, MA: Melissa Murphy-Rodrigues, Town Manager
2. **Project description and context:** Six towns—Acton, Carlisle, Concord, Maynard, Sudbury, and Westford—propose a 1-year pilot consisting of partnership between **CrossTown Connect (CTC) Transportation Management Association** and local taxi, bus, and livery companies. The objectives are to: (1) embed an element in the regional transportation infrastructure that is a hybrid between the traditional taxi business model and mobility-on-demand services, addressing the needs of residents, service providers, and suburban municipalities; (2) provide service to both market rate and subsidized customers that encompasses vetted and potentially certified senior-friendly drivers, diverse fleet with accessible vehicles, brand recognition, and extended hours; and (3) model the use of mobility-on-demand technology for other similarly car-dependent municipalities. With the exception of specialized transportation during limited weekday hours, provided by Councils on Aging and CTC, a number of residents are at risk of isolation, loss of work and economic livelihood, inability to access medical care, etc., because of limited transportation options. Within several towns there is no public transportation; parking space for commuter rail in adjoining towns is limited; and, there are few pedestrian-friendly routes from residences to likely destinations. Further, five of the six towns are part of the MAGIC regional application for membership in the AARP/WHO network, focusing on *housing and transportation solutions*.
3. **Project need and alignment with local, regional, and state goals:** More than a decade of research conducted by our individual towns, the Metropolitan Planning Organization, Metropolitan Area Planning Council, Minuteman Advisory Group on Interlocal Coordination, United Way, Northwest Suburban Health Alliance Community Health Network Area 15, and Citizens' Housing and Planning Association underscores transportation as a challenge. There is unmet need for all residents but particularly for seniors, people with disabilities, veterans, and low-income commuters. Projects such as new on-demand services, shared dispatch, and first- and last mile transportation have received regional and state support. Just a few examples include: Federal Transit Association's Community Transit Grant program (formerly New Freedom and Job Access Reverse Commute); Governor Patrick's Community Innovation Challenge program; initiatives at our Regional Transit Authorities (MWRTA, MART, LRTA, MBTA); MassDOT's community transit commission and the RCC program; Fitchburg rail improvements; Governor Baker's Community Compact program; and the Executive Office of Health and Human Services' MassMobility initiative. Through the Massachusetts Institute for Transportation Coordination (organized by the Work Without Limits initiative of UMass Medical School and the Community Transportation Association of America), the CTC area's team developed goals including a one-call multi-town dispatch. Since inception, CTC has achieved all the goals. The proposed initiative, partnering between municipalities and taxi companies to reach underserved populations, is a natural step in improving suburban on-demand transportation options.
4. **Project deliverables and outcome:** Given the above objectives, **desired outcomes** include data on taxi services that demonstrate: (1) addition of sustainable taxi options to the present van services (e.g., to medical appointments, commuter rail, local places of employment, etc.); (2) meeting needs of municipal residents—elderly, disabled, economically fragile, etc.—who currently have few service options; and (3) niche markets of consistent and reliable customers for our taxi partners (such as after-school transportation, civic activities, tourist destinations).

Deliverables will be resources provided by the participating communities, such as:

- a. **Parking** for taxis, vans, including accessible venues (e.g., reserved spaces or “kiosks” at relevant locations; shelter, seating, etc.);
 - b. **Publicity/approval**, utilizing social media as well as other media, via partnerships with schools, Chambers of Commerce, healthcare facilities, affordable developments, tourist destinations, retail; dedicated telephone and/or business cards at places taxis might be used, etc.;
 - c. **Subsidies for strategic purposes** (priorities to be determined by each individual community), supporting either specific passengers or specific trips;
 - d. **Mobile Phone App** access to the taxi service;
 - e. **Dispatch method** that allows non-App-users to access the service.
5. **Community engagement:** Regular intra-town and multi-community meetings typify CrossTown Connect membership. Broad representation of stakeholders is common, including those typically underrepresented regarding transportation (disabled, elderly, affordable development residents, local business). Minutes of these meetings provide evidence of continued and active engagement.
6. **Project timeline:** Discussions among the six towns and with local taxi businesses began in early fall 2017. A request for proposal is scheduled to be sent this spring, with a planned start date of the pilot in fall 2018. This allows both partners time to continue refining the pilot, to undertake communication campaigns, to set up regular performance reporting tools, and to determine priority roll-out. The pilot will terminate in early fall 2019, and a report on the pilot will be completed within 60 days.
7. **Municipal Commitment:** Member towns have already committed to the mission and goals of CrossTown Connect, as described in each town’s contract with CTC. As part of this proposal, a "multi-municipal project advisory committee” will be established within CTC.
8. **Municipal Contributions:** See Section 4, above. Each town’s contributions will be distinct and based on individual community priorities. The examples in Section 4 provide illustration of possible contributions.
9. **Signatures:** See attached letters from

Sudbury (lead), Acton, Carlisle, Concord, Maynard, Westford