

10

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager Richard C. Rossi, Deputy City Manager

March 19, 2001

To The Honorable, The City Council:

Please find attached for your information the Transportation Service Study – Phase II, received from Assistant City Manager for Community Development Beth Rubenstein.

Very truly yours,

A handwritten signature in black ink that reads "Robert W. Healy". The signature is fluid and cursive, with a long horizontal stroke at the end.

Robert W. Healy
City Manager

RWH/mec
Attachment





CITY OF CAMBRIDGE
COMMUNITY DEVELOPMENT DEPARTMENT

BETH RUBENSTEIN
Assistant City Manager for
Community Development

MALAINA BOWKER
Deputy Director for
Community Development

To: Robert W. Healy, City Manager

BR

From: Beth Rubenstein, Assistant City Manager for Community Development

Date: February 28, 2001

Re: Transportation Service Study – Phase II

Attached is a copy of the final report for Phase II of the Transportation Service Study. This study completes the work started in the Transportation Service Study – Phase I Progress Report. Both reports analyze the needs for improved and/or additional public transit services in Cambridge, looking at both shuttle service and MBTA bus service.

As discussed in the attached *Executive Summary*, the report addresses four major areas:

- Improving service for the senior citizen and youth markets;
- Options for expanding access to private shuttle services;
- Analysis of the current regulatory environment for shuttle services; and
- Potential improvements to the existing MBTA bus system.

Based on these analyses, we have developed a series of recommendations for potential changes and improvements, and made note of areas that need some additional analysis. As discussed in the Phase I Progress Update, there does not appear to be a need for additional general shuttle service in Cambridge. However, there are improvements that could be made to the service available to senior citizens and youths, as well as to the MBTA bus service. As we move forward on this issue, we recommend that any additional resources be directed at programs that are most cost-effective and benefit residents with the greatest mobility needs.

Please make this report available to the City Council. We look forward to discussing questions or comments that Councillors may have.



City of Cambridge

Transportation Service Study Phase II Report

January 2001

Executive Summary

Study Overview

In the first phase of the Transportation Service Study, Rizzo Associates worked with staff from the Community Development Department to analyze the need for additional general shuttle services within the City of Cambridge. This included an analysis of demographics and existing travel patterns, a cataloging of the existing public transit and shuttle services in Cambridge, and outreach to gather information about the public's need for additional publicly available transportation services. The results of this analysis showed that in general, the existing public transit services in Cambridge provide a good level of service (survey respondents gave existing services an average score of 3.9 on a scale from 1 to 5). The analysis also showed that while there is a need for improved public transit service in specific areas within the city, this need will not be most effectively met by initiating new shuttle services. In addition to this overall conclusion, the Phase I analysis did indicate a need for further study in certain targeted areas. The two areas identified were transportation for senior citizens and transportation for youths, which were not well covered in initial public outreach. These needs are analyzed in greater detail in this report, using the expertise of professionals in these areas. In addition, the Phase II analysis looks at issues related to public access to privately-operated shuttles and the local and regional regulatory structure under which shuttles operate.

Summary of Findings

Senior and Youth Transportation

Professionals consulted in this portion of the analysis included staff from a number of divisions within the Department of Human Service Programs (DHSP) and the Executive Directors of SCM Transportation and Somerville-Cambridge Elder Services.

- DHSP, SCM, and a variety of other transportation service providers already operate and/or fund a significant number of services for both the senior and youth markets.
- There is a need for additional medical transportation for senior citizens, because the service currently provided by SCM is over capacity. Additional analysis is needed to determine the costs involved in meeting this demand.
- For the youth market, DHSP staff identified a need for additional late school bus service (individual schools are currently only served by a late bus once or twice a week), to provide greater access to after school programs. Additional analysis and consultation with the school department is needed to determine the exact needs, as well as the costs and logistics of additional service.
- There are a variety of smaller improvements that can be made, such as providing better mobility to low-income support services and assisting service providers with efforts to recruit volunteers.

Expanded Use of Private Shuttles

It has frequently been suggested that it may be desirable to open privately-operated shuttles (for example, shuttles connecting an office building to an MBTA station) to the general public, taking advantage of empty space on these shuttles to provide additional mobility for Cambridge residents.

- There are four options for opening service to the public:
 - 1) open service to the public while maintaining existing routes and stops;
 - 2) open service to the public with additional stops while maintaining existing routes;
 - 3) open service to the public and make changes to both routes and stops; and
 - 4) pool together resources being spent on shuttles to create a new system that serves the needs of both commuters and the general community.
- There are a number of issues that arise in this discussion, including increased cost, liability exposure, the potential for increased demand to displace existing riders, and increased travel time.
- The City and private businesses will learn more about the benefits and obstacles of providing public shuttle service during the operation of the North Station Shuttle (connecting North Station, Kendall Square, and University Park). These lessons will be used to guide future actions aimed at opening privately-operated shuttles to the general public (evaluation of this service will take place 6-12 months after it begins).

Regulatory Structure

A series of questions has arisen over time regarding the regulatory structure under which shuttles operate, including the jitney licensing procedures of the Cambridge License Commission and the regulatory authority and monopoly power of the MBTA.

- The MBTA has a statutory monopoly to operate public transit services in Cambridge. In practice, the MBTA will not oppose services that do not directly compete with existing bus or subway services, but services that do compete with the MBTA are likely to be met with significant and meaningful resistance.
- Any shuttle service that operates along a fixed route and carrying passengers for hire must currently obtain a jitney license from the License Commission. This includes both services that are open to the public for a fare and services that are operated by a third party.
- The City may want to consider making changes to the jitney license to take into account current shuttle operations and the City's safety and policy goals. Further analysis is needed to determine the specific strategies that should be implemented.

Public Transportation Improvements

The Phase I report recommended that the best way to provide better transportation service in Cambridge is to improve the existing MBTA bus service. Based on this recommendation, a number of potential improvements have been identified.

- There are a number of improvements that are within the City's direct control, even though the MBTA actually operates the buses. These include improving bus stop signs, providing schedule information at stops, and looking at local investments to improve bus operations (the City is already planning to install improved bus stop signs and schedule information).
- There are also a number of improvements that are beyond the City's direct control, for which we will need to keep working and lobbying. These include expanding the ability to transfer between buses and subways, implementing systemwide programs to improve bus operations, and expanding bus service.

I. Introduction

In recent years, various constituencies in Cambridge have expressed an interest in shuttle services for a number of different purposes including travel to work, travel for shopping, general travel within the city, and travel by senior citizens. Based on this interest, the Community Development Department (CDD) has undertaken a series of analyses to look at these services. In July 1999, CDD submitted a council order response in the form of a report entitled *Issues Related to Shuttle Service in Cambridge*, which looked at some of the questions that have been raised and made recommendations for future work on shuttles. One of the six major recommendations was to study the feasibility of a City-funded shuttle service, to enable the City to make informed decisions about whether to undertake such a service.

Based on this recommendation, the City retained Rizzo Associates to conduct a study of travel patterns within Cambridge, with the goal of identifying areas of unmet need and making recommendations for potential City-funded shuttle services. Rizzo's technical analysis focused on cataloging existing public transit and shuttle services in Cambridge and analyzing the demographics of the city to determine area of high need for additional transit services. This information was then used to target specific areas of the city that have relatively poorer transit service for public meetings and phone surveys, to determine the quality of existing service and gather additional information about unmet needs.

The information gathered by Rizzo was presented in a Phase I report, which was submitted to the City Council in July 2000. The overall conclusion of the report is that the current level of public transit service within Cambridge is quite good, although certain areas need improvement. Significantly, all of the areas needing improvement are in corridors and neighborhoods that are already served by the MBTA, even though the data collection focused specifically on area with lower levels of transit service. The most frequently identified missing linkages mentioned during the phone survey done by Rizzo were Inman Square to Cambridgeport, Cambridgeport to Central Square, and East Cambridge to Inman Square, all of which are currently served – if not always well served – by existing MBTA service. Given that the City is barred from competing directly with the MBTA and would not want to do so for a number of other reasons, Rizzo concluded that the City currently does not have a direct role to play in funding a fixed-route shuttle service that is open to the general public. Cambridge is currently well-covered (if not always well-served) by MBTA bus and subway service, leaving a limited role for additional City service.

The original purpose of this Phase II report was to look in more detail at any promising shuttle routes identified in Phase I, as well as answer some outstanding questions about legal issues and private sector involvement. Given the results of Phase I, which did not identify a need for a City-run or City-funded shuttle service, this analysis was modified to focus on two travel markets that were not well covered in Phase I: travel by senior citizens and by youths. This report also looks at the role of the private sector in providing service to the general public and some legal questions that have been asked over time.

Also included are a number of recommendations for improvements to MBTA service, to address some of the unmet needs identified by Rizzo in Phase I.

II. Senior and Youth Transportation Needs

Introduction

During the first phase of this study, Rizzo Associates had some difficulty gathering information about two subsets of the general population: senior citizens and youths. In the case of senior citizens, the phone survey and meetings did not reach a large enough group to provide a level of comfort that reliable or comprehensive information about their needs had been gathered. In addition, people who did attend the public meetings specifically mentioned senior citizen transportation as an area deserving greater study and analysis. In the case of the youth market, parents answering the phone survey did not feel comfortable discussing the travel behavior of their children with the surveyor, leading to a similar lack of information.

Because of this lack of information on these populations, a more detailed analysis was undertaken to determine the current status of transportation services for these populations and determine if there is a need for expanded or new services in these areas. Given the difficulty in soliciting this input directly from the public and the existing expertise of the Department of Human Service Programs (DHSP) and others in these areas, the principal focus of this research was on detailed interviews with professionals who are knowledgeable about these populations. This section presents the results of this research, including a summary of existing programs and a description of the unmet needs identified through these interviews.

Existing Programs

One of the messages that came through most clearly during interviews is that both the senior and youth markets already have a significant number of services available to them, through both the City and other service providers. This section summarizes these services briefly; the appendix also includes an information sheet produced by DHSP that further describes some of the services available to the elderly.

Services for Senior Citizens

- **Council on Aging Shuttle Service:** The Cambridge Council on Aging (which is part of DHSP) operates a shuttle service for senior citizens, using a vehicle paid for principally by donations and driven by a City employee. The main purpose of this shuttle is to connect the Cambridge Senior Center in Central Square with locations where senior citizens live. These origins include Cambridge Housing Authority developments as well as other buildings or blocks that have high concentrations of senior citizens. The service follows a schedule that is different every day to allow it to provide connections from as many different origins as possible, serving any given building between one and five times each week. Because of the mobility difficulties experienced by many senior citizens, this type of direct service is needed to ensure that they can access the service; a typical fixed route shuttle service that might stop several blocks from a senior's house would be of limited utility, even if it provided

more frequent service. On Fridays, this vehicle provides mall shopping trips connecting larger housing developments with local malls (the mall served changes each month). In FY00, 212 unique riders used the shuttle to get to the senior center, although each unique rider used the service multiple times (many seniors use the service once a week or more); the total number of trips was not tracked. DHSP staff feel that the service is currently well used and relatively busy but do not believe that an additional vehicle is needed at this point.

- **Cambridge Taxi Coupon Program:** The taxi discount coupon program (also administered by the Council on Aging and funded mainly through taxi license renewals) is available free to Cambridge residents who are sixty years of age or older. Each coupon is worth \$1.75 when used with a licensed Cambridge taxi company; riders can use one coupon for a trip costing less than \$5.00, and two coupons for a trip costing more than \$5.00 (no more than two coupons can be used on any trip). Taxi drivers are required to accept the coupons, and are reimbursed directly for the full value of the coupon. Although this program experiences minor problems with driver refusal (along with the general problem of taxi drivers refusing short trip within Cambridge), it is generally considered to be successful. In FY00, the taxi coupon served 480 seniors, and DHSP staff indicated that the program has adequate funding for this current level of demand. Senior center and license commission staff also work with operators of handicap accessible taxis to provide shared ride service for seniors traveling home from the senior center.
- **SCM Community Transportation:** Under a contract with the City, SCM provides medical and grocery shopping transportation services for senior citizens in Cambridge (SCM also serves Somerville and Medford under contracts with those municipalities). This demand responsive service is provided from door-to-door, based on reservations made between thirty days and forty-eight hours in advance. Rides cost \$1.00 each way for service within Cambridge, and \$2.00 each way for service to Boston hospitals. According to data from SCM, approximately 2,900 rides were provided in FY98, although they were provided to only 233 distinct riders. Based on discussions with DHSP staff and SCM's director, the medical transportation service appears to be over capacity (there were approximately 850 rejected ride requests in FY98), meaning that elders are being denied rides because of a lack of available space. Concerns have also been raised about the lead time necessary to successfully reserve a ride, which can sometimes take several weeks.
- **MBTA – General Service:** As the public transit agency for Boston region, the MBTA provides discounted service for senior citizens. As of the recent fare increase, the discounted fare for seniors is 25¢ for rapid transit and 15¢ for buses; a \$13 monthly pass is also available. To be eligible for these fares, seniors must present an MBTA Senior ID Card (these fare are also available to persons with disabilities who present a Transportation Access Pass). DHSP representatives indicated that seniors experience many of the same service deficiencies that Rizzo identified during the general analysis of public transit service in Cambridge, particularly when traveling from East Cambridge and West Cambridge to Central Square.
- **MBTA – The RIDE:** The RIDE is a door-to-door service available to seniors and individuals with disabilities who are unable to use standard public transit service for mobility reasons. To use The RIDE, individuals must register in advance with the

MBTA, which involves having a form completed by a licensed human service or medical professional. Registration can take a significant amount of time (up to three weeks), making The RIDE of limited utility for people with short-term disabilities. Service is provided on a first-come, first-serve basis, using a demand-responsive reservation system. As of the recent fare increase, the fare is \$1.25, which is paid using pre-purchased coupons. Historically, The RIDE has had many problems with quality, reliability, and convenience, and recent contract changes have attempted to remedy these problems. Based on discussions with professionals in this field, improvements do seem to be taking place, although problems clearly remain.

- **MassHealth Transportation Program:** MassHealth, which is the state Medicaid program, provides transportation for non-emergency medical trips for people eligible for Medicaid, when they can't access the other public or private transportation options. Each health care provider that a patient wishes to access must fill out a form authorizing them to use this service to access their office. This program provides a variety of special services, including carry-downs for wheelchair users without access to an elevator and escorts to and from a doctor's office.
- **Kidney Transplant / Dialysis Association:** This organization will reimburse costs of transportation for individuals going to dialysis. To be eligible, potential users must complete a grant application form, which is then reviewed by a committee; decisions usually take one to two months. Although this service is available to a limited segment of the population, it serves an important need for the eligible users.
- **Sheperd Center of Cambridge / Somerville:** The Sheperd Center, which provides a variety of services for the elderly and the disabled, provides an escorted transportation service for clients. This escorted service takes users from their homes to a medical appointment, escorting them to and from the appointment, and returning them home. This type of service is crucial for people with mobility impairments or who have difficulty navigating their way through a large, complex building such as a hospital. The service is operated using volunteer drivers who supply their own vehicles for transportation. The service is very well used, and the center does not have enough volunteer drivers to meet the demand.

Services for Youths

- **MBTA – General Service:** As with senior citizens, the MBTA provides discounted service for youths. Children under 11 and high school students with a student badge are eligible for half fare on all rapid transit and buses, and can also purchase a monthly pass for \$13.
- **Recreation Division Special Education Transportation:** The recreation division of DHSP provides transportation services for the special education program, using a City-owned bus that is also used as the backup vehicle for Council on Aging senior citizen shuttle.
- **DHSP-Owned Vans:** DHSP currently owns two fifteen-passenger vans, which are mainly used for transportation for youth programs.
- **School Bus Services:** In addition to the normal school bus services that operate at the beginning and the end of the school day, the school department also operates some late bus services that allow students to stay at after-school programs if their parents work. This is a particularly important service given the school choice system, since

many students are attending school at a location that is not within walking distance of their home. However, late buses only operate to each school one or two days per week, meaning that students and parents cannot plan to use this service on a regular basis.

Identification of Unmet Needs

As the previous section demonstrates, there are already a large number of services available to meet the transportation needs of senior citizens and youths. To obtain information about the needs that are not being met by the services that are currently available, CDD staff conducted interviews with staff from agencies that deal directly in this area. Detailed interviews and meetings were conducted with representatives from the Council on Aging, the DHSP Recreation Division, DHSP Planning and Development Division, the Community Learning Centers, the Child Care and Family Support staff, the Community Schools Division, and others (a full list of the staff members interviewed is provided in the appendix). At the recommendations of DHSP, interviews were also conducted with John Long, the Executive Director of SCM Transportation, which provides medical and food shopping transportation under contract to the City, and John O'Neill, the Executive Director of Somerville-Cambridge Elder Services (SCES), which provides general support services to the elderly and the disabled.

Based on these discussions, a number of unmet human services needs were identified, which are described in the following sections. In considering these unmet needs, it is important to keep in mind the differences in mobility for the two groups being considered. In the youth market, mobility is generally high (except for those who are too young to travel alone), meaning that most of the general public transit services are fully usable by youths. In the senior citizen market, mobility and accessibility are much larger issues, meaning that many of the standard public transit services are often difficult for this population to use.

Additional Medical Transportation

One of the messages that came through clearly from both City staff and the representatives of SCM and SCES is the unmet demand for non-emergency medical transportation for the elderly. According to their estimates, the current program serves between 75% and 50% of the existing demand, leading to a number of travel requests being turned down. The high demand can often also lead to a long lead time to reserve rides. In addition, there is a feeling that there is latent travel demand from senior citizens, meaning that they are not requesting a ride since they expect that it will not be available.

The provision of medical transportation can be a very important service for senior citizens. Many seniors have difficulty traveling from one location to another, particularly if they are ill or injured. Traditional fixed route bus and rail service does not generally serve these needs, for reasons of accessibility, mobility, and confidence, while SCM's service is more secure and is designed to meet the needs of the elderly. Providing timely access to medical transportation is also very important from a public health point of view, with a small expenditure on travel at an early point potentially avoiding a much larger expenditure on medical expenses at a later date.

Late School Bus Services

Representatives from DHSP indicated that another area of unmet need is school buses that run later in the afternoon, allowing students who participate in after school programs to return home. As discussed earlier, this type of service is particularly important in Cambridge's school choice system, where students have the option of attending school at a location that is not near their home. Although existing public transit services can serve some of these needs, DHSP staff indicated that the lack of school bus service limits the number of students who can participate in after school programs, and results in many of the students who do participate being picked up by car for reasons of convenience and safety. Additional school bus services in the late afternoon could help to address these transportation needs and increase the availability of these programs to all students.

Human Services Vans

DHSP currently owns two fifteen-passenger vans that are used to provide transportation for a variety of youth and recreational programs. According to DHSP staff, these vans are very heavily used and there is demand for additional use of these vehicles. These vans are particularly useful because no special driver's license is required to operate the vehicles, eliminating the need to hire a driver.

III. Expanded Use of Private Shuttles

Introduction

In recent years, privately-operated shuttles have proliferated in Cambridge. These shuttles are mainly in place by businesses to provide their employees with better transportation connections. As the number of shuttles has grown, so has the interest in making these services available to the general public. While the provision of shuttle service to employees benefits the community by reducing single occupant vehicle trips, the sight of shuttles with empty seats has prompted many to ask whether these are a resource that could be used by the community. This section lists the types of shuttles that currently operate in Cambridge, and then analyzes the positives and negatives of four potential options for making these services available to the general public.

Types of Existing Shuttles

The private shuttle services operating in Cambridge fall into three general categories (see appendix for list of shuttle services currently operating in Cambridge):

- Shuttles operating between an MBTA station and a particular business location. An example of this type of private service is the shuttle between the Kendall MBTA station and the ADD Inc. office on Broadway. This shuttle runs only during peak commuting periods and takes employees directly to and from the MBTA station with no intermediate stops. Approximately 12 shuttles of this type are operating in Cambridge today.
- Shuttles operating between several locations used by same organization. Millennium Pharmaceuticals provides an example of this type of shuttle service. Their shuttles run throughout the workday and connect their offices in Kendall Square, University

Park and Fort Washington areas. MIT, Harvard, Lesley College and the Cambridge Health Alliance operate shuttles of this type.

- Shuttles connecting concentrations of businesses to each other and the MBTA. The Charles River Transportation Management Association (CRTMA) currently operates this type of shuttle on behalf of its member businesses. *The Link* shuttle connects Kendall Square, Tech Square, University Park, Fort Washington and Memorial Drive and is open to anyone at any of the member businesses.

Access to these types of shuttle is generally limited to employees of the business for which the service is operated, which makes the operation relatively straightforward. This limited access and greater control over ridership reduces the liability of the business sponsoring the service, while creating a more controlled environment than a regular bus that is open to the general public.

Options for Public Access

1. Open to Public With No Change in Route or Stops

Under this option, which is clearly the simplest, existing private shuttles would be made open to the public, but without making any modifications to the route or the stop locations. The shuttles would still serve their primary function, connecting businesses with either the MBTA or other business locations, but would also be available for use by members of the public who found such a service convenient. Opening these shuttles might have a marginal impact on travel time through slight increases in dwell time due to increased loads, but it should be possible to maintain existing headways without adding vehicles.

It is not clear how useful such services would be to the general population. During the survey undertaken for Phase I of the Transportation Services Study, few residents expressed a need for greater service to locations such as Tech Square, University Park or the Alewife-area office complexes, where many of the existing services run. However, because this option is not likely to dramatically change ridership, negative impacts on the service would be minimal. It would be reasonable to expect that riders could still get a seat on the shuttles and riders would continue to be primarily business employees.

Despite the likely low ridership by non-employees, the possibility of such riders boarding increases the providers' liability exposure. Although many shuttle operators have liability insurance extensive enough to cover this increased exposure, the funders are still at risk of being sued, with the accompanying legal costs and negative publicity (even if the operator winds up covering any eventual payments). Although it is difficult to estimate the additional cost due to liability, it is clear that there is one, both tangible and intangible. This potential additional cost and exposure would likely be a significant issue in convincing those currently running private shuttles to open their doors to the public (although it may be possible to make public service a condition of future permits that involve the operation of a shuttle). However, this is likely to be the only increase in expenses associated with this service, so if it can be overcome this option may be reasonable and feasible.

2. Open to Public With No Change in Route, Change in Stops

Under this option, existing private shuttles would continue along the same routes, but stops would be added to better serve the general public that would be allowed to use the service. Such a change in service would have a slightly larger impact on travel time. Not only would there be increased dwell time at existing stops, there would be new dwell time added at the new stops. However, since the routes are still primarily geared towards the employee population, the number of mid-route stops is likely to be limited. Similarly, while such routes would better serve Cambridge residents, the improvement would not be expected to change the riders' experience on the shuttle; seats would still be available, the environment would generally be professional, and service would be fairly direct. However, as with the previous scenario, the lower level of control of the riding population would bring increased liability exposure to the provider.

In order to maintain the existing level of service, additional vehicles might be needed to deal with the increased travel time. This is of particular concern because many existing shuttles are already running at twenty minute headways (an interval beyond which service becomes very unattractive), so any reductions in frequency could jeopardize ridership. This additional cost, as well as the increased liability exposure, would need to be addressed if such revised service is to be provided by the existing private sector companies.

3. Open to Public With Changes in Both Route and Stops

Under this option, which would be of more significant benefit to Cambridge residents, existing private services would be modified to specifically serve unmet travel needs, while continuing to serve the original travel needs of employees. Rather than traveling directly between MBTA stations and office buildings, such services might also link neighborhoods to retail and entertainment centers, to recreational facilities, and to other transit options. Though a smaller “shuttle” vehicle might be used, in most other ways such a service would function similarly to a public bus. While such a service may provide benefit to Cambridge residents, it would be unlikely to provide the same benefits to employees as the existing services, with a resulting impact on the ability to reduce commuter traffic. The modifications would be likely to lead to a lower quality of service for the existing business riders, due to reductions in headway, speed, and comfort, leading commuters to conclude that such services no longer benefit them. Although it may be possible to counteract this problem by adding additional vehicles, this will result in costs increasing beyond the amount being contributed before changes were made.

As with the other options that have been presented, this would involve an increase in the liability of the private businesses that are providing the funding, with the accompanying increase in cost and exposure. This is particularly true for this option, since the providers would be funding a service that has many of the attributes of a regular public bus and would attract a wider range of riders. This results in increased potential for claims and lawsuits, particularly if the service is perceived as being similar to a regular bus. These additional costs related to liability and increased service would need to be addressed before this type of major modification could be realistically contemplated.

4. Create Public System Using Private Resources

The final option is to pool together the existing private sector resources being spent on shuttles and create an integrated public system that serves the needs of resident, commuters, and businesses. Such a service could be run by the City or by a third party that would be responsible for collecting the money and operating the service. Although this type of service would have the greatest benefit to Cambridge residents, it would also carry the most significant compromises. The private providers that currently fund shuttle services could potentially benefit from this structure, since there may be significant economies of scale resulting from this combined system (alternatively, these economies could be used to provide additional service). However, as with the previous option, changes in service designed to better serve the needs of the general public may result in a reduced level of service for the employees who were the original customers of this service. This would in turn have an impact on the ability of the shuttle system to reduce drive-alone commute trips, a tradeoff that would need to be looked at in light of the benefits to other travel markets.

The existing providers are likely to be concerned about the loss of control that they would experience if they were to turn over their existing shuttles to a third party. In addition to not being able to control who rides the shuttle (a problem with all of these options), they would also not be able to control the route that is served. This would likely play into businesses' decisions as to whether to fold their service into this comprehensive system. This option could also lead to what is known as a free-rider problem, with businesses reducing or eliminating their contribution if they believe that other businesses (or the municipal government) will make up any funding gaps. There are ways to avoid this problem, including signing a binding contract for the contribution, requiring payment in advance, or making contributions a requirement of permits for new development. This problem can also be lessened by charging a fare to the general public but allowing those affiliated with business contributors to board for free (thereby giving businesses an ongoing incentive to maintain their contribution).

Current Status

As the previous summary demonstrates, opening private shuttle services to the public is not straightforward. There are concerns related to increased cost and liability, as well as general problems associated with free public access. Overcoming these problems may involve finding additional sources of funding or determining ways to reduce private sector liability exposure. All of these issues are very complicated and do not necessarily have easy answers.

One upcoming project that will constitute a living experiment in this area is the operation of the proposed shuttle connecting North Station, Kendall Square, and University Park. For its first year of operation, 80% of the funding for this shuttle is being provided by federal and state grants; this contribution will decline to 70% in the second year, 60% in the third year, and will go away completely after that. The private sector is expected to provide the local match funding for the three years of the grant, and then provide all of the funding in subsequent years. As a requirement of the grant, the service is open to the public, and the service will be operated by the Charles River TMA (although the grant

funding will flow to the City). As a result, this will provide an example of a public-private partnership running a shuttle service open to the public. From the process of starting up and operating service, the City, the Charles River TMA, and the private sector contributors will likely learn a great deal about the challenges and benefits involved in running this type of service. Based on this experience, we expect to be able to draw more concrete conclusions about which of the options presented above is feasible and desirable. The North Station shuttle is expected to begin service in the spring of 2001, and the City plans to produce preliminary results and analysis within six to twelve months of beginning service.

IV. Regulatory Issues

Two regulatory issues were explored as part of the Phase II study. The first is the role of the Cambridge License Commission in regulating shuttles and the second is the role of the MBTA in licensing (or prohibiting) public transit services within its district. The following sections provide information regarding these issues, based on discussions with the City's Legal Department, staff from the License Commission, and representatives from the MBTA and the state Department of Telecommunications and Energy (DTE).

Cambridge License Commission

At various times, questions have been raised about the authority of the License Commission to regulate shuttle service within Cambridge. Given that the City is interested in ensuring that shuttles operate in a safe manner, follow appropriate routes and make stops at appropriate locations, and run in a coordinated manner, it is important to understand the City's regulatory authority and its position vis-à-vis other regulators.

The License Commission issues jitney licenses to shuttle buses operating on a fixed route and carrying passengers for hire. This license is issued under authority given to the City by the state Department of Telecommunications and Energy (DTE) and stated in Chapter 5.20 in the Cambridge Municipal Code. In general, the jitney license is issued to services that carry passengers for a fare, including shuttle services of the type discussed here, as well as certain airport shuttles and tourist buses/trolleys. In the shuttle category, the jitney license applies to both services that are open to the public for a fare (excluding MBTA buses) and services that are operated by a bus or shuttle company for a private company (for example to transport their employees to work).¹ Unlike taxi cab license, the jitney license does not require the operators to provide information about the drivers, meaning that there is no opportunity to look at driving records or perform a background check (which is standard for taxi drivers).

Once an application for a jitney license is received, it is considered by the License Commission, sometimes in consultation with the Director of Traffic, Parking, and Transportation. The License Commission then holds a public hearing and makes a decision on the application based on the criteria spelled out in the governing ordinance

¹ This latter type of shuttle is included because the payment from the client business to the shuttle operator is counted as a fare, even though that payment may take place as a lump sum. Shuttles operated directly by a business using their own employee(s) are not required to obtain a jitney license.

and other safety and public convenience consideration. Once this decision has been made, it is sent to the City Manager, who forwards it to the City Council. The City Council then considers the matter and makes a decision as to whether to accept or reject the decision of the License Commission. If the City Council chooses to allow the service to operate, the permittee can begin operating as soon as the license is issued. However, if the license is rejected, the applicant may appeal that decision to the DTE, which as the authority to overturn the City's decision and allow the service to operate.² Recent history indicates that the DTE is generally sympathetic to the private operators and will often overturn the local decision. As a result, it may be in the City's best interest to approve the license application with any necessary conditions, as a way to maintain some control over the services that operate.

It seems fairly clear that any services that are open to the general public for a fare should be regulated in some manner, but it is less clear that service that is not open to the public should be subject to the same jitney regulation simply because it is being operated by a third party. The same service would not be subject to the jitney license if it was operated by a direct employee of the company for which it is being operated, even though the service would look the same to an outside observer. Conversely, the City might want to have some regulatory authority over a free service that is open to the public, but the current regulation does not provide for that (as long as the service is operated directly by the business that is using it). In general, there appears to be a need to look at the way shuttles are currently regulated to determine whether changes are needed to better reflect the City's policy goals.

Massachusetts Bay Transportation Authority

The other principal regulatory question relates to the authority of the MBTA to regulate and/or prohibit publicly available transit services within their district. Through Chapter 161A of the Massachusetts General Laws, the MBTA has a statutory monopoly on public transit service within the fourteen communities that form the "inner core" of its district. This area includes Cambridge, meaning that the MBTA has the exclusive right to operate transit service that is open to the general public for a fare (free service such as the CambridgeSide Galleria shuttle are not prohibited). However, based on discussions with representatives of the MBTA, it appears that they do not wish to strictly enforce this law in a manner that completely eliminates other services. Rather, they use it to protect their services from direct competition (such as a public service running along Massachusetts Avenue), while allowing non-competing services to continue operating. Given that the City already contributes over \$7 million annually to the MBTA, it would also not be in the City's best interest to run a competing service that would reduce the effectiveness of this investment (and might result in the MBTA deciding to reduce service because riders are being attracted to the competing vehicles). But it appears that running services that complement the MBTA's services is unlikely to invite legal challenges under Chapter 161A.

² Shuttle operators must apply to the City before they appeal to the DTE; they cannot apply directly to the DTE without first going through the local process.

V. Conclusion and Recommendations

Based on the results of both phases of this study, there are clearly areas within the public transit system in Cambridge that could use improvement, including senior and youth transportation, coordination of private shuttle services, and the manner of regulation. However, none of the research, which included public meetings, phone surveys, and online surveys, indicated any broad based need for additional general public transit service that is not already within the MBTA's purview. There is certainly room for improvement in the existing MBTA service, but this analysis did not indicate a need for a completely new service. As a result, the following recommendations are targeted at specific markets where new service does appear justified, as well as improvements in coordination and regulatory policy. Recommendations are also made to improve MBTA bus service, since this appears to be the most logical answer to the service deficiencies that were identified.

Human Service Transportation Improvements

As discussed in Section II, there are certain areas of senior and youth transportation that could benefit from improvement. Based on the interviews with various professionals in this area, three major areas of concern have been identified. Further analysis is needed before making a decision about implementation, but the recommendations help to focus the discussion on areas where unmet needs have been identified.

- **Medical Transportation for Senior Citizens**

A number of different people identified a need for additional service, including DHSP staff and the directors of both SCM Transportation and Somerville-Cambridge Elder Services. Their estimates indicate that the current level of service is meeting approximately 50%-75% of the demand for medical travel among the elderly. The current yearly budget for SCM service in Cambridge is approximately \$65,000; an increase of 25% would involve an extra yearly expenditure of approximately \$16,000, while an increase of 50% would cost \$32,000 per year. More analysis is needed to determine precisely what level of additional service is needed and whether additional funds can be made available. However, this appears to be an area where additional investment may be worthwhile given the meaningful impact that this can have on the quality of health and quality of life of senior citizens.

- **Late School Bus Services**

The staff from DHSP who specialize in children and youth programs indicated that additional late school services could be of significant benefit to students who want to participate in programs after school but who do not go to school within walking distance of their home. Although regular MBTA services should be able to meet some of these needs, late bus services would help to address concerns about safety (particularly for younger children) and travel time. This would also help to reduce Vehicle Miles Traveled (VMT) from parents traveling by car to pick their children up, as well as increasing the overall availability of these programs. Determining the cost and logistics of providing this service would require further discussion and analysis involving the School Department and other City departments

- **DHSP Vans**

As discussed in Section II, DHSP currently owns two vans that are currently very

heavily used for various transportation purposes, generally for youth and recreation. These vehicles can be used very flexibly, because they can be driven by anybody with a driver's license. Because the vans are used very heavily for youth programs, there is little opportunity for use by other DHSP divisions that might benefit from this type of informal transportation. The usage patterns of the current vehicles and the needs of other DHSP divisions should be analyzed together to determine if there is a need for one or more additional vehicles (informal discussions indicate that this may be the case).

▪ **Miscellaneous Improvements**

In addition to these specific areas of unmet need, there are some miscellaneous areas where additional needs have been identified:

– **Marketing / Promotion:** DHSP staff indicated that some of the services that are offered (particularly for senior citizens) could benefit from additional marketing, since there is a feeling that certain services are underused because people are not aware that they are available.

– **Volunteer Outreach:** Certain services detailed in Section II are currently provided by volunteers, such as the Sheperd Center escorted transportation services. These organizations often need assistance in attracting and retaining volunteers, and might benefit from assistance in this area.

– **Council on Aging Shuttle Routing:** In addition to serving fixed origin locations, the senior shuttle also attempts to serve seniors living at other locations, if this can be done without changing the existing routes significantly. However, it can often be difficult for the staff who are taking these requests to know whether an additional stop is possible using paper maps. Using the City's Geographic Information System, it would be possible to interactively map these ride requests against the route being served that day, to more easily determine whether a pickup or dropoff can be services.

– **Transportation to Low-Income Support Services:** Some of the staff interviewed mentioned the need for better transportation to connect low-income residents with the support services that are available to them, since they often have low mobility. Examples include transporting the homeless to shelters in Boston when Cambridge shelters are full, or providing improved access to food pantries. These potential connections would need to be looked at in greater detail to determine the specific needs, possible routes (and the associated costs), and the degree to which these needs can be met by existing MBTA service.

Shuttle Service Improvements

As discussed in Phase I of this study, the analysis did not produce any specific recommendations for new shuttle services. However, the research did reveal some areas where improvements may be possible, particularly in the City's policies and regulations with regard to shuttles. Although these improvements are modest, they should help to create a more rational shuttle system in Cambridge.

Public Access to Shuttles

Section III of this report discusses the various options for public access to private shuttle services and discusses the positive and negative aspects of these various options. Based on this analysis, there appears to be some potential for providing public access to private

services, particularly those that do not involve a significant increase in cost or effort. To do this, the issues related to service quality and liability exposure need to be overcome. However, it is important to note that while the benefits to the general public might be significant, the benefits to the businesses currently funding private shuttles are quite limited, generally coming in the form of good public relations. As a result, these businesses may need to be provided with some additional incentives to open their service and deal with the unavoidable headaches that will result. As the City, the Charles River TMA, and private businesses move forward with the North Station shuttle, the lessons learned from operating a public service will be able to inform future work in this area. Based on this experience, the City will be in a much better position to formulate a policy and approach towards increasing public access to shuttles.

Shuttle Coordination

One complaint that has been heard about private shuttles that operate in Cambridge is that multiple shuttle services operate on the same route with no coordination (and low ridership on all of the vehicles). An example of this was the two separate and uncoordinated shuttle services operating to 205 Broadway (also known as 50 Hampshire Street) and 210 Broadway, buildings that are located directly across the street from each other. This was recently resolved by the two buildings agreeing to run a single coordinated service. This is also related to requests for opening service to the public, which often come as a result of seeing shuttle running mainly empty. If the shuttles were running in coordination, they might generate better ridership and avoid the perception of having significant unused capacity that could be made available to the public.

To begin dealing with these complaints, the City should work closely with businesses to promote coordination of shuttle services, whether or not they are open to the public. Any regulatory changes should also take into account this goal, for example by creating a requirement that applicants document the efforts that have been made to coordinate their service with other services in the same corridor. Based on the results and experience garnered from the North Station shuttle service, the City should be able to better develop programs and policies to encourage these important partnerships between businesses.

Regulatory Structure

There may be some benefit in working to enforce the jitney license requirement on current operators, but this also provides an opportunity to review the current regulatory structure and determine whether changes should be made. It may make sense to create a somewhat less involved regulatory system (particularly for services not available to the general public), as long as services continue to operate in a safe and legal manner. It is important to keep in mind that the improvements suggested below may require state approval, since the jitney license authority is delegated to the City by the state.

- **Regulation of private services:** Some shuttle operators have questioned the need for licensing of services that are not open to the public. Although the jitney license applies to private services if they are operated by a third party, it is not clear that these services should go through the same approval process as a service that is open to the general public, since there is not the same level of public responsibility. One option

would be to create a separate process for private services, consisting of a simple registration (so that the City is aware of where shuttles are traveling and stopping) and administrative review, while maintaining the jitney license procedure for services that are open to the general public. However, it is important to keep in mind that creating an easier licensing process for private services may discourage businesses from making services available to the public.

- **License Requirements:** Jitney licenses currently do not have a renewal process, an expiration date, or any requirement to report on vehicles or drivers. In addition, there is no procedure for making minor modifications to the route without obtaining a new license. If permit holders were required to renew their license on a regular basis, the City will be able to obtain more up-to-date information about operations and be better able to protect the public interest (this requirement would only apply to services that are open to the general public). This may also give operators the opportunity to make minor modifications to their route without requiring a completely new license application.

Public Transportation Improvements

During Phase I of this study, survey participants chosen from neighborhoods that have relatively poorer transit service were asked how they would rate the existing MBTA public transit service in Boston. In general, respondents indicated that they are relatively happy with the quality of public transit service (giving it an average rating of 3.9 out of 5.0), but there was certainly a feeling that improvements could be made. Although the basic MBTA bus service is quite good, there is clearly room for improvement, in areas such as information, reliability, travel time, and service frequency. Because the MBTA is an independent state authority the City has no direct control over its operations. While there are improvements that the City can control, it is important to acknowledge that there are many improvements over which the City has little or no control. This section lists some of the potential improvements that have been identified, both in the course of this study and in other contexts.

Potential Improvements Under City Control

- **Bus Stop Amenities**

One common complaint that is often voiced about the MBTA bus service is the lack of route information at bus stops, and the limited number of benches and shelters. In most other public transit systems, it is common for the bus stops to include information about the route(s) that stops there, such as route number and destination, frequency of service, and schedule. In Cambridge, this information is rarely displayed, generally only at major transfer points (such as Harvard Square and Central Square) or places where very old signs are still in place (where the information is often out of date). In addition, there are some locations which have bus shelters and/or benches, but many other high boarding locations do not have these amenities.

Currently, the City takes responsibility for posting bus stop signs, and enforces the no parking zones at bus stops. As a result, the City is in a position to post bus stop signs with more information, to create a more customer-friendly experience. The

Department of Traffic, Parking, and Transportation has developed bus stop signs with route information, which it plans to begin installing in the summer of 2001. The Community Development and Traffic, Parking, and Transportation Departments are also committed to providing schedule information at all bus stops, as well as increasing the number of bus shelters. Options for implementing these improvements are currently being evaluated; these include using internal funding, seeking outside grant funding, and soliciting a contractor to install and maintain schedules and shelters in return for revenue from ads at shelters. These improvements should help to remedy one of the chief complaints about MBTA bus service in Cambridge and remove some significant barriers to using this service.

- **Local Operational Improvements**

Although improvements to local bus service are the responsibility of the MBTA, there are a number of actions that the City could take to help improve the reliability and travel time of bus services. Potential improvements include signal preemption (which dynamically changes signal timing to allow buses to travel more quickly) and exclusive facilities for buses (even for short sections). The potential for these improvements may be very limited in Cambridge due to the relatively narrow roads and the potential conflicts with other users. Although these improvements clearly require coordination with the MBTA, they are under local control and are likely to be supported by the MBTA. CDD will work with its on-call transportation consultant (currently Rizzo Associates) to further investigate the feasibility of these improvements.

Potential Improvements Under MBTA Control

- **Improved Transfer Policy**

One complaint that is often heard about the MBTA is the lack of transfers between vehicles, except at locations of physical connections between paid transit lines. The MBTA took steps to remedy this with the introduction of free bus-to-bus transfers on December 1, 2000. The City should also work with the MBTA and others to look at a broader transfer policy that includes all modes, including bus, subway/rapid transit, and commuter rail.

- **Systemwide Operational Improvements**

In addition to the operational improvements that can be implemented directly by the City, there are other technologies available to improve travel time and reliability. New technologies allow bus locations to be centrally monitored, allowing dispatchers to look at the status of the entire system and dynamically rectify problems such as bus bunching or large delays. In addition, some of the technologies that can be implemented locally may also need to be implemented regionally to have a meaningful impact. For example, improving the reliability of the #1 bus in Cambridge may be of little or no value if similar programs are not implemented on the Boston portion of the route. The City should work with the MBTA, other municipalities, and local experts in these fields to identify improvements that can be implemented cooperatively and improve the overall quality of bus service.

- **Improved / Additional Service**

Although survey respondents indicated that they are basically satisfied with existing MBTA service, they also indicated areas where improvement is needed. Three

linkages were noted most frequently as needing improvement, although these were still only mentioned by 10% of the respondents for their respective neighborhood: Inman Square to Cambridgeport, Cambridgeport to Central Square, and East Cambridge to Inman Square. All of these linkages are currently served by MBTA bus service, making it difficult for the City to provide improved or additional service. However, the City will communicate these needs to the MBTA (particularly the need to improve service on the #69 bus serving Cambridge Street and the #47 and #64 buses serving Cambridgeport) and will continue to work with the MBTA to improve bus service citywide. Other solutions should also be investigated, such as through-routing buses that serve Central Square from the north and the south to better connect Cambridgeport to Inman Square, and the City will continue to look for innovative ways to address these needs. These improvements may be difficult given the MBTA's funding status, but the City should continue its efforts to obtain better service.

VI. Appendix***A. List of Human Services Professionals Consulted***

Eileen Ginnetty	Department of Human Service Programs, Council on Aging
Jolyon Cowan	Department of Human Service Programs, Planning and Development
Bob Goodwin	Department of Human Service Programs, Recreation
Eileen Keegan	Department of Human Service Programs, Community Schools
Linda Huntington	Department of Human Service Programs, Community Learning Center
Paul Ryder	Department of Human Service Programs, Recreation
Stephanie Ackert	Department of Human Service Programs, Planning and Development
John Long	Executive Director, SCM Community Transportation
John O'Neill	Executive Director, Somerville-Cambridge Elder Services

B. Existing MBTA Bus Services**MBTA Buses Mainly Serving Trips Within Cambridge**

Route 1	Harvard Square – Dudley Square
Route 47	Central Square – Broadway
Route 64	Oak Square – Central-Kendall/MIT
Route 68	Harvard Square – Kendall/MIT
Route 69	Harvard Square – Lechmere
Route 70	Waltham – Central Square
Route 70A	North Waltham – Central Square
Route 71	Watertown Square – Harvard Square
Route 72	Huron Ave – Harvard Square
Route 73	Waverley Square – Harvard Square
Route 74/75	Belmont Center – Harvard Square
Route 77	Arlington Heights – Harvard Square
Route 77A	North Cambridge – Harvard Square
Route 78	Arlmont – Harvard Station
Route 83	Rindge Avenue – Central Square
Route 85	Spring Hill – Kendall/MIT
Route 86	Sullivan Square – Cleveland Circle (via Harvard Square)
Route 91	Sullivan Square – Central Square
Route 96	Medford Square – Harvard Square
Route CT1	Central Square – Boston Medical Center
Route CT2	Sullivan Square – Ruggles (via Kendall/MIT)

MBTA Bus Routes Serving Trips Outside Cambridge

Route 62	Bedford VA Hosptial – Alewife
Route 66	Harvard Square – Dudley Station
Route 67	Turkey Hill – Alewife
Route 76	Hanscom Air Base – Alewife Station
Route 79	Arlington Heights – Alewife Station
Route 80	Arlington Center - Lechmere
Route 84	Arlmont Village – Harvard Square
Route 87	Arlington Center – Lechmere
Route 88	Clarendon Hill – Lechmere
Route 350	North Burlington – Alewife
Route 351	Oak Park – Alewife

C. Existing Shuttle Bus Services Operating in Cambridge

This list presents all of the shuttles that the Community Development Department is aware of as of 12/16/2001, and is not intended to be exhaustive.

Current Services

- **Lotus Development Corporation:** Connects 55 CambridgeSide Place to Kendall Square, North Station, and other Lotus offices.
- **Charles River Transportation Management Association (TMA):** TECH Shuttle connecting MIT and businesses along Vassar Street to Kendall Square. The Link Shuttle connecting Kendall Square to Erie Street via Sidney Street and Albany Street.
- **US Trust:** One Kendall Square offices to Kendall Square and points in Boston.
- **CambridgeSide Galleria:** Kendall Square to CambridgeSide Galleria, with a stop at the One Kendall Square movie theatres.
- **The Cambridge Hospital:** Cambridge Hospital to Binney Street Parking Garage, Windsor Street Health Center, and other locations.
- **GTE Internetworking:** Alewife MBTA to 100 / 150 CambridgePark Drive, 10 / 70 Fawcett Street and other GTE locations.
- **Hyatt Regency Cambridge:** Hyatt Regency (Memorial Drive) to various points in Cambridge and Boston.
- **Medical, Academic, and Scientific Community Organization (MASCO):** Harvard Square to Boston, via Massachusetts Avenue.
- **EF Education:** North Point to Lechmere Station and North Station.
- **University Park:** Service from University Park to Central Square.
- **Porter Square:** As part of the new agreement between the City, the Porter Square Shopping Center, and the Porter Square Neighborhood Association, there will be intermittent shuttle service between remote parking lots and the shopping center.
- **Millennium Pharmaceuticals:** Connecting various Millennium locations with Kendall Square and Central Square.
- **ADD Inc. and Camp Dresser McKee:** 205 & 210 Broadway to Kendall Square.
- **Polaroid:** Service from 784 Memorial Drive to Central Square.
- **Abt Associates:** Service in the Alewife area (route unknown).
- **Lesley College:** Connects the Lesley College campus to the Porter Square MBTA station.
- **Harvard - Radcliffe:** Service between various points for students and employees.

- **MIT:** SafeRide shuttle service to points in Cambridge and Boston; bus route to Wellesley College.

In addition, there are a number of schools that have shuttle buses that run from suburban campuses to urban locations such as Harvard Square.

Future Services

- **North Station Shuttle:** North Station to Kendall Square and University Park via Lechmere. This service may replace certain existing and planned services.
- **770/790 Memorial Drive:** Service to the Green Line (in addition to existing Polaroid service to the Red Line)
- **Genetics Institute:** Service from 200 CambridgePark Drive to Alewife MBTA.
- **10 Wilson Road:** Service from 10 Wilson Road to Alewife MBTA.
- **Amgen:** Service to the Green Line (potential).
- **Biogen:** Service to the Green Line (potential).
- **Tech Square:** Service to the Green Line
- **Cambridge Research Park:** Service from North Station to Kendall Square via Lechmere.
- **300 Bent Street:** Service to the Green Line.
- **University Park:** Service to the Green Line (potential).

D. Existing Transportation Programs for Senior Citizens

See Attached

record, citizenship papers or driver's license. Proof of residency, driver's license or gas/electric bill. For more information call (617)222-5438.

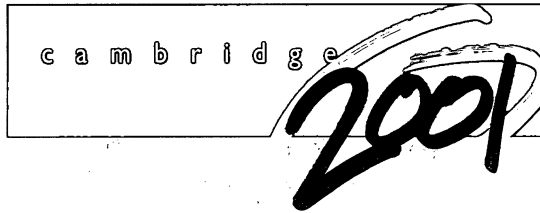
THE RIDE: Seniors and/or disabled individuals unable to use public transportation due to difficulty with either walking, seeing, using stairs or escalator, or riding in a standard transit vehicle and who are registered with the MBTA Office for Transportation Access can receive door to door transportation for any type of trip. A form must be completed by a licensed/certified human service or health care professional who is familiar with the individual and his or her disability. The individual must have a disability which prevents using public transportation and must reside within The Ride service area. The Ride is a first come first serve service. Registration must be made for transportation service. Fee for service is through the purchase of booklet of tickets which is for four round trips for one person. Each ticket is \$1.00. All vehicles are equipped to carry both ambulatory persons and individuals in wheelchairs. The driver will help a passenger up or down from curb and/or up or down from one step. Escort can accompany individuals. The MBTA Office for Transportation Access is located at: 10 Park Plaza, Room 4730, Boston, MA 02116. For more information or application form contact (617)222-5123.

MASSHEALTH TRANSPORTATION PROGRAM: This service is for non-emergency medical trips only. Service is available to MassHealth (Medicaid benefits) clients including CommonHealth and Mass. Commission for the Blind. EAEDC clients are not eligible for the service. Transportation service to medical appointments when an individual is unable to access public or private transportation. Doctor or medical provider must authorize the need for transportation by completing a Prescription for Transportation (PT-1) Form. A separate PT-1 Form must be submitted for each medical provider a client visits. Once approved, individuals must call, at least, 3 days in advance of scheduled appointment. For additional information call (800)841-2900.

KIDNEY TRANSPLANT/DIALYSIS ASSOCIATION, INC.: Will reimburse transportation cost to any individual who is undergoing dialysis. Individuals should request a Patient Assistance Grant Application at their place of dialysis treatment. The application has a section to be completed by the medical social worker. All receipts for transportation cost incurred must be submitted with the application. All applications are reviewed by a committee for approval. Decisions about reimbursement take 1 to 2 months. For additional information contact (617)641-4000.

WHEELCHAIR VANS: Ambulance Services often have wheelchair van service. Check the Yellow Pages for local companies. Chisholm Chair Car, Professional Ambulance, Handi-Trans, Cataldo Chair Car/Ambulance, and Accessible Transportation, Co. are a few. The rider would be paying privately for any non-emergency ride.

THE SHEPERD'S CENTER OF CAMB./SOM. : Escort transportation is available to persons 60 and older and/or disabled individuals. For more information, call 354-9515.



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager Richard C. Rossi, Deputy City Manager

March 5, 2001

To The Honorable, The City Council:

Please find attached for your information the Transportation Service Study – Phase II, received from Assistant City Manager for Community Development Beth Rubenstein.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy". The signature is fluid and cursive.

Robert W. Healy
City Manager

RWH/mec
Attachment



895

Consent Agenda #1

Transportation Service Study
Phase II.

In City Council March 5, 2001

Meeting cancelled
due to snowstorm
for City Council
March 19, 2001

Referred to
Transportation, Traffic
and Parking Committee
on motion of
Councillor Davis.

Copy sent

3-21-01

me