



## BOSTON REGION METROPOLITAN PLANNING ORGANIZATION

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Stephanie Pollack, MassDOT Secretary and CEO and MPO Chair  
Karl H. Quackenbush, Executive Director, MPO Staff

### *MEMORANDUM*

**DATE** October 5, 2017  
**TO** Boston Region Metropolitan Planning Organization  
**FROM** Karl H. Quackenbush, Executive Director  
**RE** Work Program for Community Transportation Program Development

#### **Action Required**

Review and approval

#### **Proposed Motion**

That the Boston Region Metropolitan Planning Organization (MPO) vote to approve the work program for Community Transportation Program Development presented in this memorandum

#### **Project Identification**

##### **Unified Planning Work Program Classification**

Planning Studies and Technical Analyses

##### **CTPS Project Number**

13288

##### **Client**

Boston Region MPO

##### **CTPS Project Supervisors**

*Principal:* Annette Demchur

*Manager:* Andrew Reker

##### **Funding**

MPO Planning Contract #101725

MPO §5303 Contract #98873 and subsequent contract

## Impact on MPO Work

This is MPO work and will be carried out in conformance with the priorities established by the MPO.

## Background

In order to support a range of improvements that aim to increase use of non-motorized and shared-ride modes of travel, including transit, the MPO's Long-Range Transportation Plan (LRTP), *Charting Progress to 2040*, designates a transportation-investment program—the Community Transportation / Parking / Clean Air and Mobility (CT) investment program. The objectives of the CT investment program are similar to those of the MPO's previous Clean Air and Mobility Program. Because many of the transportation projects and services funded under this expired program were found to be financially unsustainable without Transportation Improvement Program (TIP) funding assistance, the MPO wants to ensure that services funded by the CT program are able to continue without ongoing TIP funding assistance.

The CT investment program includes three categories of projects:

- **Community Transportation:** Provides funding to launch locally developed transit or shuttle services that support first-mile/last-mile connections to existing transit services and other destinations by purchasing shuttle buses and/or funding operating costs.
- **Park-and-Ride Infrastructure:** Targets funding to construct additional parking spaces at transit stations that are at capacity, or at other viable locations.
- **Clean Air and Mobility Program:** Funds projects that improve mobility and air quality, and promote a shift to transit or non-motorized travel modes. Examples of clean air and mobility program projects include low-cost safety or wayfinding improvements, bike-share projects, and the infrastructure associated with these projects.

While MPO staff has studied similar projects as part of the Regional Transit Service Planning Technical Support Program and the First-Mile-and-Last-Mile Connections Study, we have found that maintaining some of these services has proven difficult for a variety of institutional, operational, and financial reasons. Therefore, a major component of this study is to develop a means of selecting and implementing financially sustainable projects that address CT investment program objectives.

## Objectives

The purpose of this work is to establish an ongoing process for identifying and selecting the most promising project candidates to include in future TIPs under the Community Transportation investment program by meeting the following objectives:

1. Review best practices in place at other MPOs for identifying projects in the categories of project types that are covered by the CT program, including financially sustainable transit shuttles
2. Define the process for determining needs and evaluating projects
3. Recommend specific projects for funding in future TIPs, including possible first- and last-mile transit shuttle service operations, park-and-ride and bicycle parking infrastructure improvements, pedestrian and bicycle mobility improvements, and other sustainable mobility options

## Work Description

This work will be completed in the five tasks described below:

### **Task 1 Review of Best Practices for Identifying Financially Sustainable Community Mobility Projects**

#### ***Subtask 1.1 Literature Review***

MPO staff will conduct a review of recent transportation planning literature in search of case studies of efforts that sustainably address public transportation mobility issues, including partnership models for first- and last-mile transit connection services and other approaches to offering better connections to existing and future infrastructure and public and private transportation options. Staff will focus on examining literature created by other MPOs, transit operators, municipalities, transportation management associations, and transportation network companies. Staff will look to organizations within Massachusetts and throughout the nation to learn best practices and insights on program administration and identification of effective and financially sustainable community mobility projects. Staff will use the findings from the literature review to develop a list of potential contacts to use in the next subtask.

#### ***Subtask 1.2 Develop a Survey for MPOs with Experience with Sustainable Community Mobility Projects and Programs***

Using the findings from the literature review, staff will develop a survey on the following topics for organizations that have experience with financially sustainable models for community mobility projects and programs:

- Eligible activities and recipients
- Outreach and communication strategies
- Evaluation strategies and evaluation criteria, including needs assessments, demand estimates, and expected project effectiveness and financial sustainability

- Partnership models, including public-private partnerships, and potential funding sources

### ***Subtask 1.3 Conduct Nationwide Survey of MPOs and Transit Operators***

MPO staff will use the list of contacts developed in Subtask 1.1 and the survey developed in Subtask 1.2 to survey staff at organizations that have developed financially sustainable community mobility projects and programs including first- and last-mile shuttles to transit. In addition to the list of contacts from the literature review, MPO staff will use a “snowball” methodology, asking survey participants to provide contacts for colleagues that may be willing to share their experience or insight.

### ***Subtask 1.4 Draft Memorandum Summarizing Findings***

MPO staff will summarize findings from the literature review and survey in a memorandum.

### ***Product of Task 1***

Memorandum summarizing literature and survey findings about financially sustainable community mobility projects and programs

## **Task 2 Participate in Statewide Mobility Coordination Meetings**

The Massachusetts Department of Transportation (MassDOT) has undertaken several initiatives and funding programs for mobility management and community transportation that are also potential funding sources for community transportation projects. During the development of this work program, MPO staff has coordinated with MassDOT and other staff members responsible for these programs. To continue to coordinate efforts, MPO staff will convene and/or participate in meetings with MassDOT and other transportation planning agencies in the Boston region who are working on mobility management, sustainability, travel choice, transportation demand management, first- and last-mile transportation issues, and mode shift. Participants will include the following:

- Staff from MassDOT Office of Transportation Planning (OTP), Metropolitan Area Planning Council (MAPC), and Massachusetts Bay Transportation Authority (MBTA)
- The recently established statewide Travel Choice/Travel Demand Management/First- and Last-Mile Coordination Committee, which includes representation from OTP, MassDOT Sustainable Mobility, MassDOT Coordinated Mobility, MassDOT Rail and Transit, and MassDOT Highway Operations Center

MPO staff will coordinate with the transportation planning agencies administering these programs to:

- Determine the transportation needs met by initiatives and programs at other agencies
- Exchange information and share experiences
- Learn how other agencies estimate demand and evaluate project proposals
- Create an effective program that incorporates lessons learned by other agencies that does not duplicate other sustainable mobility efforts being undertaken in the region
- Solicit peer review of key elements of the community transportation program

### **Task 3 Develop Community Transportation Program**

Based on the findings from the community transportation literature review and nationwide survey conducted in Task 1, and participation in statewide mobility coordination meetings and coordination with staff from other agencies in Task 2, MPO staff will develop a plan for the Community Transportation Program that includes a set of proposed methodologies to administer and identify, evaluate, and select projects in the CT investment program.

#### ***Subtask 3.1 Develop a Model for Program Administration***

MPO staff will develop a model for administering the Community Transportation Program, including the following components:

- Definition of eligible projects
- Sources of proposed projects
- Program outreach models
- Project intake process

#### ***Subtask 3.2 Develop Project Evaluation Criteria and Process***

MPO staff will establish evaluation strategies, evaluation criteria, and a rubric for evaluating projects, including needs assessments, demand estimates, and expected project effectiveness and financial sustainability.

#### ***Product of Task 3***

Proposed Community Transportation Program

**Task 4 Present Proposed Program to the MPO*****Subtask 4.1 Present Draft Program to MPO Board***

Using the results of Task 3, MPO staff will develop a presentation of the proposed Community Transportation investment program for the MPO Board. This presentation will include the recommended project intake, program outreach, assessment, and partnership models for this program that is first funded in federal fiscal year (FFY) 2021. MPO staff will lead a discussion with the board to solicit their feedback and to further define the direction of the CT investment program.

***Subtask 4.2 Refine Draft Program***

MPO staff will refine the Community Transportation investment program, incorporating the board's feedback.

***Subtask 4.3 Present Final Program to MPO Board***

MPO staff will present a summary of the final Community Transportation investment program to the MPO Board. This presentation will include the refined project intake, program outreach, project assessment, and partnership models for this program.

***Products of Task 4***

Two presentations to MPO Board

**Task 5 Recommend Projects for Funding in the FFYs 2020-24 TIP**

Given the schedule for this study (Exhibit 1), during August and September 2018, MPO staff will use the refined methodology developed in Task 4 to recommend projects for funding in the CT investment program in FFYs 2021–24 of the FFYs 2020–24 TIP. CT investment program funding first begins in FFY 2021; however, MPO staff will begin development of the FFYs 2020–24 TIP in the fall of 2018. As implied in Exhibit 1, this task will occur in August and September of 2018. Therefore, for the first year of the CT investment program, MPO staff will be identifying projects for programming in the FFYs 2020–24 TIP well ahead of intersection, corridor, and other categories of TIP projects. In the initial years of the CT investment program, MPO staff expects to focus on projects that have been identified through previous studies funded by the MPO technical assistance programs that would be ready for funding. It is also possible that, in that first year of the program, MPO staff could instead amend CT projects into the FFYs 2019–23 TIP after it takes effect on October 1, 2018. This second option assumes that the CT investment program remains intact throughout the development of the FFYs 2019–23 TIP. In subsequent years of the CT investment program, the MPO may need to decide how to meld the project solicitation and evaluation process pertaining to this program with that of the overall TIP process.

***Product of Task 5***

Presentation to MPO Board

**Estimated Schedule**

It is estimated that this project will be completed 12 months after work commences. The proposed schedule, by task, is shown in Exhibit 1.

**Estimated Cost**

The total cost of this project is estimated to be \$85,000. This includes the cost of 28.5 person-weeks of staff time, overhead at the rate of 105.66 percent. A detailed breakdown of estimated costs is presented in Exhibit 2.

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**Exhibit 1**  
**ESTIMATED SCHEDULE**  
**Community Transportation Program Development**

Task	Month												
	1	2	3	4	5	6	7	8	9	10	11	12	
1. Review of Best Practices for Identifying Financially Sustainable Community Mobility Projects	A												
2. Participate in Statewide Mobility Coordination Meetings	[Bar spanning months 1 through 12]												
3. Develop Community Transportation Program		B											
4. Present Proposed Program to the MPO								C					
5. Recommend Projects for Funding in the FFYs 2020–24 TIP												D	

**Products/Milestones**

- A: Memorandum
- B: Proposed Community Transportation Program
- C: Presentation to MPO Board
- D: Presentation to MPO Board



**Exhibit 2**  
**ESTIMATED COST**  
**Community Transportation Program Development**

<b>Direct Salary and Overhead</b>	<b>\$85,000</b>
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Task	Person-Weeks					Direct Salary	Overhead (105.66%)	Total Cost
	M-1	P-5	P-4	P-3	Total			
1. Review of Best Practices for Identifying Financially Sustainable Community Mobility Projects	1.2	0.8	0.8	6.6	9.4	\$12,989	\$13,724	\$26,713
2. Participate in Statewide Mobility Coordination Meetings	1.0	0.0	0.2	2.0	3.2	\$4,586	\$4,846	\$9,432
3. Develop Community Transportation Program	3.0	0.7	1.5	4.5	9.7	\$14,542	\$15,365	\$29,906
4. Present Proposed Program to the MPO	0.6	0.8	0.6	1.7	3.7	\$5,556	\$5,870	\$11,426
5. Recommend Projects for Funding in the FFYs 2020–24 TIP	0.6	0.4	0.4	1.0	2.4	\$3,658	\$3,865	\$7,523
Total	6.4	2.7	3.5	15.9	28.5	\$41,331	\$43,670	\$85,000

<b>Other Direct Costs</b>	<b>\$0</b>
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<b>TOTAL COST</b>	<b>\$85,000</b>
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**Funding**

MPO Planning Contract #101725

MPO §5303 Contract #98873 and subsequent contract