

# **MOBILITY FOR OLDER PEOPLE IN WATERTOWN: AN ASSESSMENT OF NEEDS AND RECOMMENDATIONS**

**PREPARED BY WATERTOWN FOR ALL AGES – TRANSPORTATION INITIATIVE FOR SENIORS**

## **SUPPORTING INFORMATION FOR PROJECT REPORT**

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*The complete report, and an Executive Summary of the report, are available on the WAA website:  
[www.watertownforallages.org](http://www.watertownforallages.org).*

## PART A: SUPPORTING INFORMATION FOR NEEDS ASSESSMENT

### Part A-1: Details of Mobility Options Available to Watertown's Older Residents

#### MBTA Buses

These are the bus routes that serve Watertown:

- #70 runs from Waltham Center to Central Square in Cambridge, along Main Street, Arsenal Street, and Western Avenue. #70A is an express version of this route.
- #71 runs from Watertown Square to Harvard Square along Mt. Auburn Street.
- #73 runs from the Waverley Square commuter stop in Belmont along Trapelo Road and Belmont Street and merges onto Mt. Auburn Street to go to Harvard Square.
- #59 runs from Watertown Square through Newton to Needham (limited evening hours.)
- #57 runs from MBTA Bus Terminus on Galen Street to Kenmore Square and connects with the Green Line.
- #502\* runs from MBTA Watertown Square Bus Terminus to Copley Square, Boston.
- #504\* runs from MBTA Bus Terminus to within 2 blocks of South Station, Boston.

\*These buses are express to Boston via the Mass. Turnpike. They pick up passengers at very limited stops once they leave the Terminus on Galen Street near Watertown Square.

- #558 cuts through a very small corner of west Watertown on Pleasant Street on its route between the Riverside "T" station (through Waltham and Newton Corner) to Boston. However, it has limited evening hours and runs "express" to Boston on weekdays and therefore does not make stops in Watertown.

Charlie Card Day: The Watertown Senior Center has a "Charlie Card Day" approximately every six months when Seniors can come to the Center to get a "Senior Charlie Card" which allows for a reduced fare of 85 cents per ride (and generally does not go up with rate increases).

- Senator Brownsberger sponsors "Charlie Card Day" and his office staff completes the application process.
- Representatives from the Registry of Motor Vehicles accept applications and take pictures for the Cards, which are mailed a few weeks later. ID or proof of age must be provided.
- If an older person does not attend one of these sessions, he or she can go to other towns' Senior Centers holding Charlie Card days or to the main T office at Downtown Crossing in Boston to get a "Senior Charlie Card."

Challenges with bus service in Watertown and in general

- Routes are limited to certain major thoroughfares and do not run across large portions of Watertown. Residents must find a way to get to Main Street, Mt. Auburn Street, Trapelo Road/Belmont Street, or Arsenal Street to use the buses. Icy, hilly and cracked sidewalks in some areas can pose challenges to accessing buses.
- Some routes have limited evening hours.
- There are very few covered bus stops/shelters.
- Signs marking the stops are faded and difficult to read.

- Stops going one direction are not across the street from those going in the opposite direction. Sometimes they are 2-3 blocks different. This makes it difficult for new riders to figure out where to get on and off the bus.
- Although there are seats that are supposed to be reserved for older people and those with disabilities, these seats are often taken by the general public. Drivers are not allowed to ask people to give up those seats if they don't "qualify," so it's up to the good will of other riders to offer their seats to older people.
- Maintaining balance in a moving bus is difficult if one is not seated. Holding onto the back of a seat or the pole at the rear exit is difficult in start/stop situations.
- Older people may not know how to add money to their "Senior Charlie Card".

### **The RIDE**

The RIDE is the MBTA's door-to-door, shared-ride paratransit service provided in a van or car.

- Who can use it: anyone who has a disability that prevents them from using the MBTA bus, subway, or trolley all or some of the time. To be eligible for the RIDE, clients must have an in-person interview in downtown Boston. Approval takes 2-3 weeks.
- Purpose: Any destination.
- Cost: fares are \$3.35 for one-way local rides, and \$5.60 for premium rides (trips beyond ¾ of a mile from an MBTA bus or subway stop. Personal care attendants are not charged.
- How to book: Call 1-7 days in advance.
- Service area and times: 5 AM-1AM (same as MBTA)

General challenges with using the RIDE (not specific to Watertown)

- Getting registered with the RIDE can be challenging since interviews only take place in downtown Boston. Person must coordinate with the RIDE for pick up and free ride (with one guest) to and from the interview location.
- Drivers come during a "window" of time, which can be 15+ minutes on either side of the requested time. There are reports of significant delays.
- Pre-planning is necessary, requiring 1-7 days advance booking.
- There may be others sharing the ride itself.
- Relying on the RIDE for all transportation can be expensive, with the fare being \$6.70 for one short round trip.

### **Watertown Senior Center shuttle**

- Overview: 22-person van, travels a fixed route three days/week to specific supermarkets with one of those days including Target/Arsenal Mall. Route is adjusted frequently to accommodate new riders.
- Who can use it: anyone 60+
- Purpose of trip: Primarily grocery shopping and to the mall. Also used for special excursions (e.g., restaurants, leaf peeping) once/month; more often in good weather.
- Cost to rider: \$1 donation suggested.
- How to book: Call ahead to be picked up at residence. Otherwise, a fixed route.
- Accommodations: Some report difficulty boarding with a walker. Driver will carry bags to front door.

- Service area and times: Tuesdays-4 trips to Stop and Shop on Watertown St; Fridays-4 trips to Stop and Shop on Pleasant St; Wednesdays-Target/Arsenal Mall in the morning, Stop and Shop in the afternoon. Number of trips is limited by the fact that there is only one part-time driver.
- Number of people using it: Approx. 35 people/day
- Additional info: Shoppers are allowed to bring 3 bags home. One-hour shopping time.
- Limitations: One part time driver means limited number of trips to limited destinations.

### **COA Emergency Taxi Program**

- Overview: Taxi rides to essential medical appointments can be arranged by calling the Senior Center.
- Who can use it: Anyone 60+ with no other way to get to appointment
- Purpose: Medical appointments
- Cost: Donation suggested
- How to book: Call Senior Center 2 days ahead
- Cost to COA/ Funding: There is no required cost to the rider (but donations are requested). Funding is very limited for this program, so rides are only available as funding permits. Relies on grants from the Marshall Home Fund.

### **Springwell's Medical Escort Program**

- Overview: Volunteer drivers for medical appointments, arranged by Springwell staff.
- Who can use it: people aged 60+ who live in Watertown, Waltham, Belmont, Brookline, Newton, Needham, Wellesley and Weston. People using this service typically have very limited options for getting to medical appointments. Individuals need to be able to get in and out of the car with minimal assistance.
- Purpose of trip: Medical appointments of all types (including dental appointments)
- Cost to rider: Free, with suggested donation of \$4
- How to book: Contact Springwell ~2 weeks ahead
- Service area and times: for appointments throughout greater Boston area, primarily on weekdays, with occasional weekend openings
- Limitations: appointments require a 2-week advance notice. It is not possible to honor all ride requests since the program depends on volunteer availability.

### **Neighbors Who Care**

- Overview: Non-profit organization in Waltham that uses volunteers to provide rides to older people, including those in Watertown
- Who can use it: Anyone 60+
- Purpose of trip: Generally medical appointments but can be anything. Driver will drop off the client for the appointment and return at a specific time
- Cost to rider: none
- How to book: Client calls Neighbors Who Care at least a week before; if a volunteer is found, NWC and driver make arrangements with rider.
- Service area and times: Depends on volunteers. Only 2 are available during weekdays. Most won't go into Boston.

- Number of rides: Rides are limited by the availability of volunteer drivers.
- Challenges: Having to call a week in advance means that rides for medical visits for acute care are often not an option. Very limited number of drivers during the week and who will go to Boston.
- Contact: Martha Ryan, Director, 781-893-1860

### **Medical transportation for people with low income and/or specific conditions**

The following are examples of programs available to eligible individuals with specific needs.

- [Human Services Transportation](#): Older people who are consumers of MassHealth (Medicaid), Mass. Commission for the Blind, Department of Mental Health or several other agencies in the Mass. Executive Office of Health and Human Services, may be eligible for transportation to medical, behavioral health, or dental appointments. Patients must get a Prescription for Transportation (PT-1) from their health care provider. (See: <https://www.mass.gov/orgs/human-service-transportation-office>)
- The [American Cancer Society](#) provides rides to and from cancer-related medical appointments for patients who otherwise might not be able to get there. (See: <https://www.cancer.org/treatment/support-programs-and-services/patient-transportation.html>)
- The [Leukemia and Lymphoma Society](#) website describes the transportation resources available from CancerCare for patients with multiple myeloma, and from the Lymphoma Foundation of America for low income patients with lymphoma. (See: <https://www.lls.org/support/other-helpful-organizations/financial-resources/transportation-ground>)
- Hospital-based social workers may also find transportation to medical appointments on an individual basis. For example, Mt Auburn offers the following when transportation is a barrier to medical care: Charlie Card from hospital to home if requested and arranged by social worker; SCM Transportation service—once qualified by the hospital, the patient calls company and requests pick up and drop off ; cab voucher from company in Cambridge that services Watertown, arranged by social work department.

## **Part A-2: Focus Group Report**

### **Introduction**

In addition to collecting information about transportation resources available in Watertown and elsewhere, we wanted to find out directly from older residents what their experiences in getting around are like. We wanted to hear not only from people who are still driving themselves at least some of the time but also (especially) those who have never driven or have either limited or stopped their driving.

Accordingly, we conducted six focus groups in May and June, 2019 in six different venues selected to assure that we reached as much of a Watertown cross-section as possible.

In the sessions we collected some basic demographic and related information in a short survey (see Attachment A-2-a). As needed, we read the survey to those with limited or no eyesight.

We then engaged participants in a structured discussion for 90 minutes. (See Attachment A-2-b for a copy of the Focus Group Protocol that was used to guide the conversation). All sessions were recorded and transcribed, and one or more project staff or board members took thorough notes.

Topics addressed included:

- How long participants have lived in Watertown, where, and what they like about Watertown;
- The places participants go, and how they get there – what works well and what doesn't;
- Experiences with the Watertown Senior Shuttle and with services such as Lyft and Uber;
- Places people want to go but can't because of transportation issues;
- Improvements that participants would like to see in the options available to them;
- Experiences with driving, especially the decisions to reduce or stop driving;
- Where respondents would turn if they wanted information about transportation options; and
- What they would want to say to town planners and officials about transportation needs for older adults.

The meetings were conducted by Leslie Horst, Ph.D., an experienced researcher and board member of Watertown for All Ages. Refreshments were provided, and each participant received a \$25 stipend for his or her time.

The number of participants at each location was:

- Watertown Senior Center: 10
- Watertown Public Library: 11
- Watertown Police Station Community Room: 12
- Coolidge School Apartments: 11
- 100 Warren Street (Senior Housing): 13
- Perkins School for the Blind: 6

### **Recruitment**

We recruited participants mostly by a “snowball” method, in which we used personal relationships as well as online postings (e.g., Facebook, “Next Door Watertown”), organizational contacts (e.g.,

Watertown Senior Center, Watertown Town Councilors), flyers in numerous locations (e.g., Hibernians, Senior Housing), and members of the WAA-TIS Advisory Committee. A complete list of contacts is shown in Attachment A-2-c.

We did outreach in order to be able to convene a group consisting of participants whose first language was not English. However, we were unsuccessful in organizing such a group in the time we had available. These communities represent an important gap that we hope to address in the future.

### **Demographics and Survey Data**

Out of the 63 participants, there were 10 men and 53 women. They had lived in Watertown between 2 and 80 years, and seven said they had lived in Watertown their whole lives. Among the 53 who provided an exact number of years, the average was 33 years and the median was 34 years.

We were successful in our goal of recruiting residents from all over Watertown:

- Watertown Square area: 15
- East End: 14
- West End: 11
- 100 Warren Street (Public Housing for the Elderly): 10
- Coolidge School Apartments and nearby: 6
- South: 6
- Other: 1

The complete data for the survey are shown in Attachment B-1, and some highlights are shown below.

- Forty-eight percent of the respondents never drive, while 22% drive all the time and 30% some of the time.
- In the last year, 39% have at least a few times missed a medical appointment or other event because of not having transportation.
- Fifty-seven percent have access to a smartphone. Among those who do, 56% characterize themselves as “experienced,” while 36% “know a few things” and 8% say they are beginners.
- While about one-third say that they “never” have a health condition that affects their ability to get around, 48% sometimes do and for 19% that is true all the time.
- The most frequently used other transportation method is MBTA buses (63%), followed by taxis (55%), the RIDE (40%), Lyft or Uber (37%), medical transportation provided by Springwell, the Senior Center or the Cancer Society (23%), and the Watertown Senior Shuttle (16%). Thirty per cent said they used another method such as rides from relatives or friends.
- Almost one-quarter said they had not sought out information about transportation sources. Almost half had used the Senior center, but much smaller percentages (11% or less) had used Springwell, Watertown’s website, medical providers, or RideMatch. Twenty-six percent said they had used other sources such as Google.
- Small percentages had used a walker (13%) or a wheelchair/scooter (5%) in the last year.
- Fifty-eight percent reported that the cost of transportation at least sometimes affects their decisions about transportation.

Further analysis indicated that for most of the questions, there were no statistically significant differences between the younger (60-75) and older (over 75) participants, even though more younger participants (67%) than older participants (44%) had access to a smartphone. However, the difference between younger respondents (74%) and older respondents (48%) in MBTA bus usage was statistically significant.

## **Focus Group Findings**

### ***What Participants Like about Watertown***

This question was intended as a warm-up, but it revealed that, even though participants later raised a substantial number of concerns about transportation, for many, transportation access is still a plus for Watertown.

Common positive mentions included:

- Watertown Library;
- Easy transportation at reasonable cost;
- Handiness to everything;
- Suburban feeling without being a suburb – can still walk to places;
- Diversity in several ways – ethnically, a mixture of professional and blue-collar people, and awareness of people with disabilities (especially blind and low vision);
- Walkability; easy to walk around in for those who don't have mobility problems
- Nice, friendly people; and
- The Senior Center.

### ***Where Participants Need to Go, Want to Go, or Can't Get to***

Common responses for where people *need to go* include;

- Harvard Vanguard and medical/dental appointments at a variety of locations (including specialty hospitals)
- grocery stores
- drug stores
- malls
- work
- church

One woman laughingly referred to visiting the hairdresser as an absolute *need*.

Places people *want to go* to include:

- cultural venues (the Library, Mosesian Center, concerts, downtown theater, movies)
- sporting event locations (Fenway Park, TD Garden)
- churches (including for funerals)
- locations related to recreation (e.g., a dance studio at Fresh Pond, parks, a craft store)
- social occasions (family gatherings, dinner out with friends)



- Market Basket and other stores (for better prices than at the more convenient stores)

Locations that are difficult to get to centered around the following:

- Certain other towns or places; Wellesley, Newton, Brandeis, Boston for theater or other events or the airport
- Anywhere on nights and weekends since MBTA service is more limited
- Places that are somewhat further away, such as Concord

### ***Transportation Choices and Experiences: The Good and not so Good***

Many different modes of transportation were reported:

- Walking is a mixed experience. Distances can be short, but parts of Watertown are hilly. In addition, there are hazards from inconsiderate drivers, busy intersections, piled up snow in winter and heat/humidity in summer. Bicycles can be a hazard, and motorized scooters or Segways on sidewalks pose an additional challenge, especially for blind pedestrians. The topic of walking around town and walking to and from the bus generated a great deal of discussion. See the end of this section for quotes.
- ITN (Independent Transportation Network) was helpful, but unfortunately it is now defunct.
- GoGoGrandparent (unreliable, overcharged, according to one respondent) – provides a way to connect with Lyft and Uber without a smartphone app. The website claims, “with rides monitored by 24/7 operators and alerts for families.”
- The RIDE – for some it is OK if you have a regular schedule of usage, but it is often late or otherwise unhelpful for others. There are concerns about driver turnover and occasional misses in pickup location.
- There were widely varying reactions to Lyft and Uber. At the Senior Center Group, several expressed reservations about these services, including security concerns, lack of a smartphone, cost, and unfamiliarity with the app. By contrast, the Perkins School group found Lyft/Uber to be a “game changer.” “Great Call,” a cell-based elder security service provider, has a link to them, so you can use concierge service (paying an extra fee). Several blind respondents were in an MBTA RIDE pilot program where, for a certain number of rides, it was only \$2, with the rest subsidized up to \$42. For others, this program is very limited.

Uber/Lyft is expensive but efficient, and there was some concern about drivers who speak little English.

- Regret that there’s only one taxi company. McCue’s taxi, which went out of business, is badly missed.
- Emergency taxi rides from Senior Center are helpful but limited.
- The Senior Shuttle for shopping has several pluses: on time, pickup at user’s home, and driver helps with groceries. Minuses include the one hour and three bags limits, as well as the limited number of destinations. Several respondents mentioned a desire to get to Market Basket. Those who didn’t use it still drive or get friends to take them. Some respondents were unaware of it.

- Some respondents do have access to transportation specifically for medical appointments. For example, Springwell uses volunteer drivers and charges \$4 each way; it works well, but it's necessary to request rides well in advance.

### **Quotes about walking/ getting to the bus:**

*You talked about the walkway to the light. If you take the public transportation, through no fault of whomever, there are times when you could get to the stop, but you don't know who's in charge of making sure the walkway is clear where the bus stops. Maybe it's six feet, seven feet, but a lot of times, if you were to get on the bus or get off the bus, you have to be almost on the street to get on it, which is dangerous.*

*Then in the winter, sometimes the bus stops aren't shoveled at all or they're not shoveled enough so that someone can get access to it safely.*

*Also in winter, there is so much snow piled up by the snowplows, mostly at corners, so that makes for a snow hill I'd have to climb over. Taking the bus used to be an option, but it's hard to climb onto the bus when my leg hurts and drivers get impatient.*

*Walking to the bus is hazardous in winter and there are almost no bus-stop shelters to protect people from the weather. Many bus drivers are surly, which can make the passengers irritable themselves.*

*Biking is a better option, but not year-round. Biking can be hazardous too, since there are very few bike lanes and bikes have to compete with cars for space on the streets.*

*I have several friends who encourage me to walk when I have things to do within Watertown. I do it when it's convenient, like going to a restaurant in town. But walking through the intersections in Watertown Square and along Main Street is very dangerous. Cars jump the lights all the time and the walk signals are very short. I prefer to drive even short distances*

### **Driving and the Decision Not to Drive**

As noted in the description of the survey results, there were participants who had never driven, those who had reduced or stopped driving, and those who were still driving independently whenever they wanted.

One or two people mentioned giving up driving for economic reasons, and several cited problems with the driving environment, such as "reckless and distracted drivers," "reckless" young drivers, or the dangers of driving through Watertown Square.

However, most cited reasons having to do with health.

Sensory issues include:

- Declining vision due to macular degeneration, decreased peripheral vision, or other causes;
- Driving less or not at all at night, often because of glare or inadequate lighting and signage for their needs; or
- Hearing less well than before.

Several respondents mentioned cognitive or emotional problems:

- Reduced attention span;
- Fatigue in driving long distances;
- Side effects from medication;
- Feeling panicky when riding with someone else;
- Discomfort in going to unfamiliar places; and
- Memory issues – forgetting how to get somewhere or, in one case, when a respondent couldn't find her way home from a nearby store.

Among those who still drive, several mentioned coping mechanisms that they use to feel safer:

- Driving less or not at all at night;
- Driving more defensively with heightened awareness;
- Changing driving strategies, e.g., making multiple right turns instead of turning left;
- Using navigation systems; and
- Avoiding certain locations: downtown Boston, or side roads, or any place that is unfamiliar.

Stopping driving because of an accident was mentioned by only one person; and one person was told by her doctor that she shouldn't drive anymore because of her vision. In general, though, people described a gradual process of realization that they needed to change.

### ***Sources of Information about Transportation***

In one group, respondents mentioned several apps that they turn to for driving assistance, including Transit, Blindways, Rideguru, Zemcar, and GoogleMaps. The group from Perkins spoke highly of "AIRA." With this app they can go into a subway station or similar location, turn their smartphone's camera on, and have the surroundings and directions narrated to them by a sighted person.

*"I can't think of anything more useful. Going into a MBTA station can be really confusing. And to be able to use my iPhone and have a sighted person who is skillful and knowledgeable, help and assist me to get around makes a world of difference."*

They appreciated that the agents are very good, so there's no education process, and that agents will customize how they provide directions ("left," "right," or "12 o'clock"). They also noted that this is a pilot program, and they hope it continues.

The sources of travel information used by respondents essentially paralleled the list we provided in the survey. Commonly mentioned were:

- The Senior Center (directly, and through the newsletter);
- The MBTA website and the MBTA Trip Planner;
- Friends;
- The RIDE;
- The library, including reference librarians;
- Friends;
- Google Maps; and

- Google Home.

The blind participants would also email others at Perkins.

We asked participants what could make it easier to find information, and they suggested the following ideas:

- The Senior Center could provide more informational and educational materials about how to get around, for those who drive.
- More isolated people could be reached by: putting information on Cable TV; providing a “concierge” capacity through the Senior Center; enlisting the churches to help; and the Disability Commission.
- There could be more in the Watertown News and Watertown Patch.
- Several suggested having a printed packet with a directory of transportation options sent to seniors, many of whom don’t have computers or smartphones.
- The Senior Housing buildings could provide a directory.

### ***Desired Improvements, and Recommendations***

As noted earlier, participants had a lengthy wish list for improvements. These can be grouped into several categories.

#### Recommendations Related to Pedestrians

- Fix rough sidewalks, while still accommodating trees.
- Improve snow removal. This includes sidewalks that are not shoveled and removal of piles of snow at the curb and in front of the signal posts.
- Solve the problem of bicyclists and scooter users riding on the sidewalks.
- Keep bikeshare users from leaving bikes in the sidewalks (these are a special hazard for blind people).
- Address the risks that dedicated bus or bicycle lanes pose for blind pedestrians; tactile markings delineating the lanes are a start.
- Address three important intersections that currently have no audible signals (Church & Summer; Lexington & Warren, and Lexington & Orchard).
- Improve audible signals where they do exist, and employ universal design including detectable warnings at intersections that clearly indicate where the intersection is. This includes repainting crosswalk indicators and installing tactile indicators.
- Reconsider “apex” (diagonal) crossings, which are longer and more difficult for blind/low vision residents.
- Improve timing on walk lights; cars can still be allowed to turn when the walk lights are on.
- Some of these recommendations will require coordination across the town, the commonwealth, and the DCR.

## Recommendations related to Drivers

- Enforce traffic rules.
- Make better signage and have sensible progressions between traffic lights.
- Have street signs at *every* corner (this would benefit everyone, not just drivers).
- Continue to educate drivers about bus lanes, bike lanes, pedestrian safety, etc.
- Address increasing congestion (some of it caused by Amazon delivery and Lyft/Uber drivers) by improving multi-person transit systems.
- Develop a truly comprehensive traffic plan for Watertown rather than reacting piecemeal to new developments.

## Recommendations Related to Services

- Try to revive/expand volunteer snow removal programs.
- Improve MBTA access and service in the following ways:
  - Improved bus stop signage (it is often faded, too small, or hard to read);
  - Better and more frequent transfer points;
  - Seating / shelters at more bus stops;
  - Addition of more dedicated bus lanes;
  - Improvement of scheduling and reliability; and
  - Make buses more accessible for patrons who use walkers.
- Provide expanded/additional transportation options. These vary in their level of feasibility in either the short or the long run, but they represent substantial pent-up need.
  - Institute a public taxi service supported by the town.
  - Revive the “Busy Bee” service or something like it.
  - Add another vehicle and/or expand hours for the existing Senior Shuttle. In so doing, add more locations (especially Market Basket, which was often mentioned).
  - Add to available shuttle services: to Boston Hospitals, on Pleasant Street, and North/South (say, up Common Street).
  - Explore having a van service as in Waltham for non-medical appointments.
  - Use excess capacity on existing transportation modes for lower fees.
  - Improve/expand transportation services for those who use walkers or wheelchairs.
  - Encourage entertainment venues to have shuttle service.

## Recommendations Related to Spreading the Word

- Have open forums once or twice a year to clarify transportation options.
- Springwell and the Senior Center could run an information session on where and how to best get access to transportation information.
- Consider having workshops on how to assist blind or low vision people in crossing the street.
- Expand the channels of communication to include cable TV, an informational packet available at the Senior Center (for those who don’t have computers), and more presence in the Watertown News and Watertown Patch.
- Information should be available at all senior housing sites.
- Make sure that information is available in multiple languages.

## Key Takeaways

*Loss of mobility may be sudden or very gradual.*

A sudden change in health or vision may precipitate an immediate decision to stop driving, but the need to do so may also evolve slowly. Whatever the reason for stopping driving, some participants have been able to maintain mobility by savvy use of public transportation, extensive walking, services like Uber and Lyft, and the help of others. However, walking can become difficult because of arthritis and other causes, and is already harder in the winter. If, because of balance or other issues, a person uses a walker, the difficulties increase. It's not easy to get a walker into an MBTA bus or the Senior Center Shuttle. If one's vision is reduced, using a smartphone becomes harder.

There are special issues for blind or low vision residents, perhaps especially those who have lost their sight late in life. In the blind community (as in the sighted community) there are big differences in how well people are able to get access to and take advantage of technological aids.

*Being unable to get to places has a negative impact.*

- “Very depressing when I can't get to something”
- “Very limiting”: e.g., missed a Christmas event; have to limit to only daytime activities
- “I accept the fact that I need to just keep going the best I can.”
- “I feel like the ‘needy’ one among family and friends.”

*By itself, transportation is not a deciding factor for staying in or leaving Watertown.*

No respondent identified transportation as an important factor on the choice to stay in Watertown or not. The cost of housing is a significant problem, however.

*Awareness of the availability of the Senior Center Shuttle, among other options, is relatively low.*

Many respondents were unaware of the shuttle service even though the Senior Center was cited often as a source of transportation information (the Library was second).

This relative lack of information was not limited to the Senior Center Shuttle. An unexpected side effect of conducting the focus groups is that, in each session, information was shared that was new to at least some other participants.

*There is pent-up demand for creative solutions to transportation needs.*

However, it's safe to say that planners will need to pick and choose, and run pilot tests to see which options are most successful.

## Attachment A-2-a: WAA Transportation Project Participant Survey Data

Before the discussion group begins, please answer these questions by checking one alternative in each question or writing in an answer where asked.

- Gender: 10 men, 53 women
- Do you drive?  
22% Yes, all the time      30% Yes, some of the time      48% No, never  
IF NOT ALL THE TIME: Do you have a friend or family member who can give you rides?  
(out of 42 respondents)  
5% Yes, all the time      79% Yes, some of the time      17% No, never
- Does someone help you make arrangements for your transportation?  
2% Yes, always      22% Yes, sometimes      76% No, never
- Do you help arrange transportation (or provide transportation yourself) for someone else?  
18% Yes, always      33% Yes, sometimes      48% No, never
- In the **last 12 months**, have you missed a medical appointment or other event like a social or religious gathering because you didn't have transportation?  
5% Yes, many times      34% Yes, a few times      61% No
- Your Age:  
0% Under 60      57% 60-75      43% Over 75
- Do you have access to a "Smartphone" (one that enables you to connect to the internet)?  
57% Yes      43% No  
IF YES: Please rate your skill level [of those who have access...]  
8% Beginner      36% Know a few things      56% Experienced
- Do you have a health condition that affects your ability to get around town?  
19% All the time      48% Sometimes      32% No, never
- Please check off any of the following transportation modes you have **used in the last 12 months**:  
16% Watertown Senior Shuttle  
40% The RIDE  
63% MBTA Buses  
55% Taxi cab  
37% Lyft/Uber  
23% Transportation to medical appointments (provided by Springwell, the Senior Center, or the Cancer Society)  
30% Other not yet mentioned (Please specify): e.g., rides from wife, colleague, friends (and others)

- Which of the following have you used to get **information** about sources of transportation?  
 24% None: I have not sought out information about transportation sources.  
 47% Senior Center  
 11% Springwell  
 5% Town of Watertown website  
 10% Medical providers  
 3% RideMatch  
 26% Other(s) Please specify \_\_\_\_\_
- **In the last 12 months**, have you used either of the following? (Check if yes)?  
 5% Wheelchair or scooter  
 13% Walker
- Transportation can sometimes be expensive. To what degree does cost affect your decisions about how to get around?  
 15% A lot                      43% Sometimes                      42% A little or not at all

**Attachment A-2-b: 2019 Focus Group Protocol for WAA-TIS**

*As people sign in, have them pick up the SURVEY and complete it. Put them in the folder as they come in.*

*Also, have people pick up the CONSENT FORM and take their seats.*

**Welcome:** Thanks for coming. We appreciate your being willing to share your views on transportation in Watertown. Logistics: Location of restrooms; feel free to take snacks.

Briefly, I want to review the consent form with you. It explains our purpose here today and gives some ground rules. *Go over the form. Ask people to sign. Collect the forms.*

**Added Information:** The purpose of the recording is to ensure that we get an accurate record of what is said. A professional transcription company will return completed transcripts to us. No names will be identified, and we will respect your confidentiality.

There are no right or wrong answers; we want to hear from everyone. Please be honest, even if you don't agree with another participant. We ask that only one person speak at a time. And, again, please keep what is said here confidential.

**Introductions**

1. Please tell us your first name, how long you have lived in Watertown, and in what part of town.
2. What are some of the best things about Watertown for you?

As you know, we are especially interested in transportation – how we get around in Watertown.



## Getting Around

What are the places that you *need* or *want* to get to?

What are the various ways you use to get to those places? (Include rides provided by family and friends; walking; using a wheelchair or other mobility aid)

- What works well?
- What doesn't work so well?

We are interested in knowing about your experiences with a few specific types of transportation.

Specifically, has any of you used the **Senior Shuttle** provided by the Watertown Senior Center

[If any yes] What's that been like for you? [Probe for CONVENIENCE, DESTINATIONS, ACCESS]

[If any no] Why not?

Has any of you used Ride Share companies such as **Lyft and Uber**?

(If any yes), How has that worked for you? [Probe for convenience, cost, satisfaction, etc.]

(If any no), Why have you not used this type of service? [Probe for lack of knowhow, including smartphone access, cost, safety concerns, etc.]

Are there things that you *want* to do or *places you want to go*, but can't, because of transportation issues?

Focusing particularly on the needs of older adults, what improvements would you like to see in the options currently available for getting around town, including walking?

Have concerns about transportation affected your commitment to living in Watertown?

- Staying in Watertown or moving to Watertown because of ease of getting around
- Considering leaving Watertown because of transportation issues

## Driving

Do you presently drive a private car as a way to get around?

[If any yes] If yes, have you changed how you drive in recent years? (e.g., not at night, only certain places...)

If you've scaled back or stopped driving completely, what led you to make that choice?

Was anyone, or any program or resource particularly helpful as you scaled back or stopped driving?

## **Information about Transportation**

If you wanted to find out about transportation options in Watertown, where would you turn?

What would make it easier to find out information about transportation options?

## **Conclusion**

If you could say one thing to town planners about transportation needs for older adults, what would that be?

## **Finishing Up**

*Thank participants, make sure to sign out and pick up their gift card.*

*Make sure they hand in the completed quickie survey if not already done.*

## **Attachment A-2-c:**

### **List of People and Organizations Contacted while Recruiting for Focus Groups**

Next Door Watertown, website

“You Know You’re from Watertown if…” Facebook page

Town Council Facebook page

Members of the WAA-TIS project Advisory Committee

Board members of Watertown for All Ages

Emails to people who attended WAA events or 2013 focus groups and who provided email addresses

Some participants in the earlier groups recruited participants for later ones

Posting in Watertown Public Library and flyers

Flyers at the Senior Center

Project Literacy

Senior Housing – flyers in all three locations as well as personal contacts among residents

Personal contact – resident in public housing

Several community organizations: Hibernians, Sons of Italy, etc.

Brigham House

Armenian Center

Personal contacts at the Coolidge School Apartments

Personal contact at Coolidge Apartments (near the Charles River)

Perkins School for the Blind

Commission on Disability

### **Part A-3: Individual Interviews with Older Residents**

*Interview with A, a Watertown resident in her 70's, who takes classes and plays bridge at the Senior Center. She no longer drives.*

*Why did you stop driving?* I was in a small accident. The car wasn't totaled by any stretch of the imagination (it could have been fixed for \$3000) and no one was hurt, but my daughter was worried. She insisted I stop driving, saying "what if you had hurt someone; how would you feel?" She said she would drive me wherever I needed to go. But she has 4 kids and is very busy, so I hate to bother her with rides to activities I like to do, like at the Senior Center.

*How do you get around?* I used to walk or take the bus, but lately my leg has been bothering me, so I can only walk about 2 blocks without it starting to hurt. I think it will get better, so I don't want to worry my daughter by asking her to take me to the doctor. Before the problem with my leg, it was still a little hard to walk because the sidewalks are so uneven and there are so many roots. Also, in winter, there is so much snow piled up by the snowplows, mostly at corners, so that makes for a snow hill I'd have to climb over. Taking the bus used to be an option, but it's hard to climb onto the bus when my leg hurts and drivers get impatient.

Now I can get a ride to the Senior Center (often in the Senior Shuttle) and usually someone who knows my situation will give me a ride home. I am so grateful for this, and I am so lucky that people are nice enough to offer. I don't like Uber because it costs so much to go a short distance, and taking The Ride means a lot of waiting – but I sometimes use them.

I am a very positive person [*interviewer's note: this is very true; she is always cheerful and makes the best of things*]. But giving up my car meant giving up my freedom. I feel like less of a valuable person, because I can't pay people back for the rides they give me.

*Interview with J, who just turned 60, and has never been to the Senior Center. A long-time Watertown resident, he lives in a rented apartment near the border with Cambridge. He does not own a car.*

*Why did you stop driving?* I haven't stopped driving; I just don't own a car. Owning a car is too expensive. I do drive sometimes. I have a few good friends who let me use their cars in return for taking them to the airport when they travel. I used to supplement my income by driving a taxi for McCues, but that wasn't my livelihood. [*Interviewer's note: J is a highly regarded Production Manager for several well-known theater companies in the Boston area, but as is the case with many theater people, his income is inconsistent.*]

When I don't have access to a car, which is most of the time, I ride my bicycle or take the MBTA buses. Riding buses is a very bad way to get around. Schedules are set with the understanding that the bus will not have to stop at every stop, so when there are few passengers, buses run ahead of schedule. When there are many passengers, buses run behind. I waste a lot of time waiting for the bus.

Walking to the bus is hazardous in winter and there are almost no bus-stop shelters to protect people from the weather. Many bus drivers are surly, which can make the passengers irritable themselves.

Biking is a better option, but not year-round. Biking can be hazardous too, since there are very few bike lanes and bikes have to compete with cars for space on the streets.

The town of Watertown seems to only care about automobiles and automobile traffic. They don't care about people who choose not to – or can't afford to – own a car. Some give lip-service to caring, but there is no action because there is no money in it.

*If there were more options for transportation for people aged 60+, would you use them?* All the options I know about offer restricted routes (like to Stop and Shop) and restricted times. They are not useful for people who are working. Those of us who can't afford a car or who don't drive because of environmental concerns, don't have a lot of options besides the MBTA buses. The buses are harder to ride (hard to get on, few seats, not cane friendly) and more uncomfortable the older people get. There are very few options in Watertown for transportation for older people who want to stay active and do a variety of things.

*Interview with M, a former resident of Watertown/Newton in her late 80's, who now lives in Wingate at Needham. She goes to the Watertown Senior Center every week. She no longer drives.*

*Why did you stop driving?* My eyesight started getting bad about 5 or 6 years ago. My niece and nephew noticed I couldn't see the stop signs or landmarks, so they insisted I stop driving. I didn't want to give up my car and I didn't think my eyes were so bad, but they talked me into it. So did my friend, R. They have been very good to me. All three of them started driving me wherever I wanted to go. They look after me.

Three years ago, my family thought it was time for me to move into a place where I could get help if I needed it. My eyes had gotten worse. It was hard to even think of moving. I had always been the person who took care of my family. I even gave up the chance to get married because I felt my parents needed me to take care of them – as the only girl of 6 kids, I believed that it was my responsibility. I was also very independent. I worked my whole adult life while I took care of my parents. I had a very responsible job in management at the phone company. After they died I continued to live in the house I'd always lived in – from the day I was born. But my family told me it was their turn to take care of me. When we looked at places for me to live, 3 things were at the top of the list: it had to be a place that had what they call “continuum of care.” I live in the active living section, but if I need to I can move into the assisted living section. I don't think I'll need to, though. Second, it had to have a nice apartment – big enough for family to come visit and stay over if they wanted. And third, it had to have a van or car to take me wherever I wanted to go.

Wingate in Needham has all those things. The driver is a very nice young man, who will take me into Watertown to the senior center, to restaurants to meet friends for lunch, and shopping for groceries or whatever I need. It is a good service. I don't like to use him very often though. There are other people in my building who should use him more than me. I don't have a lot of trouble walking and they do.

So my friends drive me and so do people in my family. I am so lucky and grateful for what they do. It is really hard to have to rely on someone else when you've been the person that other people relied on. I don't like that part of being old. But everyone is very good to me, so I can't complain.

Interview with G, a Watertown resident in her 90's. [Interviewer's note: G actually lives 25 yards into Cambridge, but she identifies as living in Watertown and attends the Watertown Senior Center.]

*Why did you stop driving?* I didn't drive very much. I didn't like it. But a while ago my family told me I had to stop because it wasn't safe. I don't remember when that was.

*How do you get around?* I use The Ride. My niece makes the arrangements and pays the bill, so I don't know what it costs. The Ride takes me to the Senior Center. It's okay I guess. Sometimes I don't remember when they are coming, and they don't come to the door to tell me they are here, so I stay home. Other times I don't know when they are picking me up at the Senior Center, but the people at the Senior Center call The Ride and find out when I'm scheduled to get picked up. I don't like that there are a lot of different drivers. But I guess it's okay.

Interview with T Sr and T Jr. T Sr's parents were life-long residents of Watertown, as are T Sr. and T Jr. T Sr just turned 89 and T Jr is in his very early 60's. T Jr lives one house away from T Sr. They are very close in most ways, but T Sr. is very independent.

*Why did you stop driving?* T Sr: I haven't stopped driving at all. Mostly I drive around the Boston area, and of course, in Watertown. I don't plan to ever stop driving.

*How do you get around?* T Sr.: If I want to go somewhere in the Boston area, including Watertown, I drive myself. My girlfriend, who went to high school with me here in Watertown, lives in New Hampshire and I drive up to see her. Sometimes she drives down here. We both have cars that are a couple of years old, with the latest things like good rearview cameras and alarms if we drift out of a lane. It's important to keep up with the new safety things in cars. MB, my girlfriend doesn't enjoy driving as much as I do, so sometimes I drive up to NH and bring her back down; a couple of days later I'll drive her back.

A couple times a week I meet my buddies for lunch and talk. Sometimes one of them will pick me up; other times I pick him up. When there is some big family event, say, in Plymouth where my grandson and great-grandson live, T Jr will often drive, since he will be driving his wife too. No point in having to pay for gas for 2 cars. If T Jr and I go to a Sox game, only one of us will drive. No point in paying for parking for 2 cars.

TJr: My dad is a very good driver. He is still in great physical and mental shape. He's smart about driving too. Sometimes his knee bothers him, and he asks me to drive. We have an agreement that he will stop driving if he starts to have trouble. But he's sensible and smart about it. Since I live so close, I make sure the driveway and walkways are clear in the winter and I keep everything around the house in really good repair. My dad makes sure that his car is regularly serviced. If my dad does have to stop driving, I'll see that he gets driven wherever he wants to go. If I can't do it, one of his

friends will. If they can't, I have a lot of friends who just retired and have known him their whole lives – many of them are retired firemen and cops and they have all said they'd drive him whenever he needs it. All of us old-time Watertown folks are like a big family. We've been here for generations and we take care of our own. Other people may need the senior center or a senior shuttle, but we don't.

*Interview with K, a Watertown resident in her mid-70's. K is a fine art photographer. She lives alone in a house she has owned for 45 years.*

*Why did you stop driving?* I haven't stopped driving.

*How do you get around?* I drive everywhere. I have friends who take the MBTA buses into Cambridge because parking is so difficult and expensive. I have gone with them on occasion, but I didn't like it. We had to wait, going and coming, and we had to stand the whole way. For the Women's March last year, we tried to take a bus to Harvard Square to get the T to go to the Boston Common. We counted 17 buses that went by our stop without stopping; they were packed full. Finally, 2 girls in their 20's, who had been waiting with us, called for 2 Lyft cars to come pick us up – one of the cars was for us and they paid. It only cost \$8.50 to get 4 of us to Harvard Square. I haven't used Uber or Lyft since, but it seemed like a good way to go. Maybe I'll look into getting the app. A friend of mine who lives in Cambridge gave up her car 5 or 6 years ago and uses the MBTA bus. She's always telling me I should get a Senior Charlie Card, just in case. Maybe I'll look into it. Right now, though, driving is fine. I have great on-street parking karma when I go to Cambridge or Boston, so even parking isn't that expensive.

Sometimes I have doctors' appointments in Boston that require that I get a ride because I won't be allowed to drive home – you know, things like a colonoscopy and MOS surgery for skin cancer. Usually I can get a friend to drive me. A couple of times, though, all my friends were busy. I ended up changing the appointments to fit my friends' schedule. I probably could have taken a taxi, but Watertown Taxi has a terrible reputation and is very expensive for trips into Boston. Plus the hospitals I went to wouldn't let me take Watertown Taxi home because they weren't registered as approved transportation. Changing appointments wasn't a good solution, but it's the only one I had at the time.

I have several friends who encourage me to walk when I have things to do within Watertown. I do it when it's convenient, like going to a restaurant in town. But walking through the intersections in Watertown Square and along Main Street is very dangerous. Cars jump the lights all the time and the walk signals are very short. I prefer to drive even short distances.

I'm not sure I could keep up my career if I didn't drive. I drive to locations all over New England and the East Coast to shoot. I travel out West to Arizona and New Mexico for my photography as well. I always rent cars at the airport if the locations are too far to drive to easily from Watertown. It scares me to think about not being able to drive. I would lose my livelihood and identity.

## **PART B: SUPPORTING INFORMATION FOR THE RECOMMENDATIONS**

### **Part B-1: Current Watertown Initiatives Related to Mobility**

The following are initiatives, plans and groups that address aspects of mobility for specific Watertown residents or the town in general. Recommendations should consider how the needs of older people can be addressed as part of these initiatives.

**Bicycle and Pedestrian Committee** – This is a committee of the Town Council. There is a line item in the budget for infrastructure enhancements. A consultant has been hired to identify specific intersections and sidewalks that should receive priority for funding. There will be a public meeting in the fall. It will be helpful to present focus group results and for advocates for older people to give input.

**Making Watertown Sq. more pedestrian friendly.** There is a plan to reroute traffic from Charles River Road, so that only 4 streets feed into the square. Residents on Charles River Road were opposed. This could be an opportunity for WAA–TIS to share focus group results that indicate older people have difficulty with this intersection.

**Snow shoveling:** There’s an ordinance that businesses have to shovel, but not one addressing residences. Older residents would benefit from sidewalks being clear, but they are also resistant to having it required. This is a good issue for advocates of older people to work with the town on a workable solution.

**TMA Shuttle Bus.** The TMA (Transportation Management Association) comprises employers and residential developers along the Arsenal St corridor and Pleasant St. As a requirement for getting their permits, they agreed to help fund a shuttle service. It is intended to serve commuters from apartments/condos in Watertown into Cambridge and Boston, and from Cambridge and Boston to employers in Watertown. Athena is currently operating a shuttle along Arsenal St. for its employees. Additional service on Arsenal and expanding to Pleasant St. will depend on the TMA taking the lead to organize the service. Watertown recently received state money that could be applied to the shuttle on Pleasant St. as well.

Eventually, it may be open to any residents of Watertown, but that will be sometime in the future. And, even so, the shuttles would just go along the 2 corridors. There is a citizen group advocating for public access to the shuttle. WAA–TIS could reach out to them to determine if there is a way to work together.

**Complete Streets Plan**—State Funds have been allocated to improve safety and walkability of 3 specific streets. It is not clear that there is a role for WAA–TIS at this point.

- Raised crosswalk on Warren Street at the Cunniff School
- Raised crosswalk on Whites Ave. at Linear Park and widening of Community Path through Saltonstall Park, from 5-feet to 12-feet, to accommodate a shared use path

- Crosswalk improvements on Watertown Street at Theurer Park

**Community Path**—This is a project that is underway. It is not clear if or at what point WAA–TIS can participate in advocacy.

**Transportation Task Force** –This is a group of citizen advocates, initially for improvements in public transit, now focused on TMA shuttle and other projects.



## Part B-2: Funding for Transportation Programs

This list of potential funding sources for community transportation programs, including those for older people, is drawn from the [Mass.gov](https://www.mass.gov) website. These grants may offer a way to fund some of the recommendations coming out of this project.

### TNC assessment

Transportation Network Companies pay the State \$.20 per ride of which \$.10 per ride is paid to the community where the ride originated. The funds are to be used to offset any negative impact of TNCs on the community. Watertown's 2017 TNC assessment was \$47K and the 2018 was \$57K. Town council directed first money to TMA. Ken Woodland is chair of Economic Development and Planning Committee that holds hearings on the use of the funds. These funds are possible future source of funds for Age-Friendly initiatives.

### Federal Transit Administration

- [The Federal Transit Administration](#) (FTA) is the primary source of federal funding for public transit and community transportation programs
- [Massachusetts Department of Transportation \(MassDOT\) Rail and Transit Division](#) administers many federal FTA programs at the state level, including through the [Community Transit Grant Program](#)

### State funding

- **Community Transit Grant Program:** This includes the Mobility Assistance Program, a state funding source for improved transportation services for seniors and people with disabilities.
- **Community Compact:** The Baker-Polito administration's [Community Compact](#) initiative provides technical assistance - and sometimes funding - to cities and towns that pledge to implement [best practices](#), which may include transportation, age-friendly policies, and other topics.

### Foundations

- [Barr Foundation](#) supports [transportation projects](#) as part of its climate change focus area.
- [Smith Family Foundation](#)'s [small capital grants initiative](#) funds one-time capital expenses for nonprofits, including purchase of vehicles.
- [Tufts Health Plan Foundation](#) supports healthy aging in Massachusetts, New Hampshire, and Rhode Island. Collaborative transportation projects are eligible.
- [United Way](#) local affiliates are involved in community transportation in some regions

### Local Sponsors

- Local banks have sponsored vehicles and transportation services in some regions of Massachusetts
- Many restaurants are willing to partner with nonprofits to host fundraisers where some of the profits from a meal go to your organization
- [Corporate giving programs](#) based in Massachusetts may be a source of funds or volunteers

### **Part B-3: Selected Examples of Mobility Options in Other Towns**

Looking at successful programs and services being offered in surrounding communities and the lessons they learned will be helpful in our efforts to develop realistic strategies. Below is a summary of the kinds of programs offered in other towns, followed by details and lessons learned.

**Coordinated Transportation Programs.** Many communities have found that consolidating transportation services for older people is an efficient, cost-effective way to offer a range of services. Plus, a single point of contact makes planning and communication easier for users. Examples include:

- CrossTown Connect, a multi-town, multi-agency Transportation Management Association (TMA) that serves the residents and the business sectors of seven towns in the Acton/ Sudbury area.
- The Brookline Senior Center which offers older residents a fixed-route Elderbus; subsidized taxi vouchers; Lyft Concierge service; a comprehensive, annotated guide for all transportation options; one-on-one and group support and guidance from staff and volunteers.
- The Lexington transportation program, located in the Human Services Department, which operates a fixed-route bus service, subsidized taxi rides, a volunteer driver program, and information and educational programs.

**Specific mobility options.** Communities have developed variations on several kinds of programs that meet the needs of their older residents for flexible, affordable transportation.

**Town-operated shuttles:** Lexington, Cross Town Connect, the Door2Door program operating in Somerville/Cambridge/Medford and the Arlington COA offer shuttles and vans that are accessible, convenient, and affordable. Two models are used:

- Fixed route shuttle buses available to all ages but particularly useful for commuters and older people
- On demand shuttles serving older people wishing to go to various destinations within and across towns, offered all day on weekdays.

**Partnerships with TNCs:** The Needham Community Council and the Brookline COA both sponsor Lyft Concierge services. Lyft Concierge and Uber Central are services that address many of the concerns older people have about ride share companies. An organization such as a COA sets up an account with the ride share company. Older residents book their ride by calling the sponsoring organization, which orders and tracks the ride. The agencies pay the company; riders are asked to make donations to the program as they can.

NewMo is an innovative new program recently implemented in Newton to replace its taxi voucher program. After a year of research and a broad solicitation process, the city selected Via, a rideshare company that primarily operates in large cities, to operate an on-demand, door to door, accessible mini-van service for older residents. Newton pays Via to lease 4 six-person vans.

**Volunteer Driver Programs:** These programs can fill gaps left in other services and are often most successful when used as part of a town's comprehensive transportation program. For example, in Wellesley and Sudbury, a transportation coordinator first determines whether a ride request can be met with the town's shuttle service; if not, they try to find a volunteer driver. Cambridge finds volunteers to

drive to any destination, whereas towns (e.g., Lexington and Sudbury) that use the F.I.S.H. (Friends in Service Helping) model are for medical appointments only. An interesting new model is the TRIP Metro North, in which an older adult identifies a friend or neighbor to serve as a volunteer driver, and the Elder Services agency reimburses the driver for tolls and mileage.

## **Coordinated transportation programs**

### **Arlington COA**

Arlington's coordinated transportation program uses two vans provided by MASS DOT, a volunteer Medical Escort program and free/discounted taxi service.

The COA offers discount taxi vouchers for a flat fee of \$5.00 per trip within Arlington. Trips within Arlington would normally cost about \$10.00 per trip. The Arlington COA offers free taxi rides to cancer related appointments through a grant from the Sanborn Foundation.

Beginning in January 2019, the COA's transportation coordinator started booking discounted Uber rides for older people who are able and willing to use Uber for medical trips outside of Arlington. These trips are also \$10.00 each way but only need to be scheduled a day or two in advance.

### **The Crosstown Connect**

An example of one of the most successful regional transportation coordination initiatives in Massachusetts. The Crosstown Connect provides a range of transportation services to older people, people with disabilities, employees and the general public in seven towns about 25 miles northwest of Boston. Services include help with car-pooling, promotion of biking/walking; several types of shuttles; information and education. The communities that currently belong are Acton, Boxborough, Concord, Littleton, Maynard, Sudbury and Westford. One of Crosstown Connect's key features is central dispatching.

History: The Acton Department of Health conducted a town-wide survey and found transportation to be the number one concern. The Health Director then convinced the Town Manager to allow him to focus on improving transportation for Acton citizens. The Health Director was then able to devote most of his time to this goal. In 2012 they received a [Community Innovation Challenge Grant](#) (CIC) from the Mass Executive Office of Administration and Finance of \$184,575. This allowed them to hire a consultant to begin the process of regionalization.

Funding: Crosstown Connect is funded by a combination of public and private funds. They have four types of membership: Town Membership, Employer Membership, Residential Membership and Commercial Membership. The private sources of funding currently come from Employers, Emerson Hospital and Housing Complexes. New construction housing complexes of over 50 units are now required to join Crosstown Connect. They also continue to apply for transportation grants to help fund the operations. It is important to have full-time personnel dedicated to make the program work.

### **Lexington**

Transportation in Lexington falls under Human Services. They have a Transportation Coordinator who works a 28-hour week and another 28 hour per week person who spends some time on transportation as well as human services issues.

Through a grant, Lexington is currently evaluating the completion of a recent Tri-Town Transit Study with Bedford, Burlington and Lexington. They have done surveys, focus groups and public meetings. In Lexington alone, they received approximately 1000 surveys – still sorting all of it out. The towns hope that shared goals will be identified.

### **Wellesley**

Wellesley COA's coordinated transportation program utilizes a 12-passenger bus, a volunteer driver program, and taxis. Transportation is available for medical appointments, shopping, food pantries, hair appointments, social activities, and more. People are encouraged to use the transportation for social reasons. Through the 3 available transportation modes, 90% of requests can be met.

Two part-time COA employees with different work schedules serve as the transportation coordinators.

### **Resources about coordinated transportation programs**

*Mobility Management and Transportation Coordination* (Landing page with links to Regional Councils for Community Transportation; Mobility Management Tools, Resources and Best Practice; and Community Transportation Coordination)

<https://www.mass.gov/mobility-management-and-transportation-coordination>

<https://www.mass.gov/info-details/community-transportation-coordination#coordination-in-action!-examples-from-massachusetts-and-toolkits-for-implementation->

*Coordinating Senior Transportation among Multiple Councils on Aging – April 2017*

(Practice Brief describes approaches to coordinating transportation and the providers; key considerations – quality and efficiency; and recommendations)

[Coordinating Senior Transportation among Multiple COAs April 2017.pdf](#)

## **Shuttles/Vans**

### Arlington COA Shuttle

- Who can use it: Seniors in Arlington
- Purpose: to and from the Senior Center and around town for shopping, hair appointments and to visit a friend within Arlington only
- Cost to rider: \$1.50 each way to the Senior Center and \$3.00 each way for any other trip within Arlington
- How far ahead to book: Call at least two days ahead
- How many served: 96,600 trips/ year; 5 part time van drivers
- Service area and times: Arlington. M-T 8:00 AM - 4:00 PM and F 8:00 AM to 12:00 PM.
- Funding: Lahey Hospital just provided a grant to offer free trips to all residents living in the five (5) Arlington Housing Authority Senior Housing properties. This offer is good from September - December 2019.

### Crosstown Connect shuttles

#### For older people

##### Road Runner shuttle

- Who can use it: Seniors, People with disabilities in Acton, Boxborough, Littleton, and Maynard

- Purpose: Any
- Cost to rider: \$1
- How far ahead to book: 24 hours recommended
- Service area and times: Acton, Boxborough, Littleton, Maynard and medical facilities in Concord as well as other select locations. Monday-Friday, 8-3.
- Funding: Part of CrossTown Connect's overall budget

#### COA Shuttles

- Who can use it: Seniors, people with disabilities in Acton, Boxborough, Littleton, and Maynard
- Purpose: Any
- Cost to rider: \$1
- How far ahead to book: 24 hours
- Service area and times: Any destination in Acton, Boxborough, Littleton, and Maynard. Monday-Friday, 8-4.
- Funding: Part of CrossTown Connect's overall budget

#### Shuttles for all ages

##### [Cross Acton Transit](#)

16 seat bus that does a fixed route with 12 stops for getting around town. It takes one hour to do the loop and the loop is repeated all day long from 8 AM to 6 PM, Monday - Friday. A key stop is the train station to get commuters to and from the train station. The route was initially designed for commuters and to connect lower income individuals with businesses and by using data about popular demand-response destinations to inform the route development. As it turns out, high school students have also benefited because this fixed route bus enables them to get home after staying late at school for extracurricular activities.

##### MinuteVan Dialaride:

On demand service provided by 9 vehicles that serve Acton, Boxborough, Littleton and Maynard. Each community has their own van(s) and they are purchased by the Regional Transit Authority.

#### **Lexpress: Lexington**

- Description: Fixed route neighborhood bus service operated by the town of Lexington. Three 23-seat vehicles each run two routes throughout the day, for a total of 6 routes every hour. No set stops; riders wave to be picked up and signal to be dropped off. Note that Lexington doesn't have as many T buses as Watertown.
- Who can use it: All ages; older people, students, commuters, etc.
- Purpose: Any
- Cost to rider: Older people free between 9-2 every day. Other times: \$0.75. Passes available.
- How far ahead to book: Fixed route every hour
- Accommodations: Wheelchair accessible
- Service area and times: Six routes around Lexington, plus Burlington Mall. Connects to T buses. They will make side trips to accommodate seniors if possible. The buses run Monday-Friday from 6:30 AM - 6:30 PM. Approximate times are listed for major destinations. Riders can download a "Ride Systems App" for real time tracking.
- Number of people using it: Approx. 30,000 riders per year.

- Cost to town/ Funding: Costs \$600,000 per year. They get a \$52,000 grant from the MBTA's Suburban Bus Program. (She doesn't think Watertown is eligible for that because of the level of bus service we get.) 10% of cost is recouped from rider fees.

### **Social Van: Waltham**

- Description: Waltham introduced the COAs Social Van in May 2019. 12 seat van in addition to their medical van.
- Who can use it: Any senior
- Purpose of trip: To senior center, the pharmacy, to visit friends, and other errands.
- Cost to rider:
- How far ahead to book: Three to five days
- Accommodations:
- Service area and times: Around Waltham. 9:00 AM - 3:00 PM, Monday - Friday.
- Cost to town/ Funding: Waltham has funded the new social van as well as an additional part-time driver through the City's budget process. It has been a more than a two-year process to get the support of the City Councilors and to get the increase to the COA's budget passed. It was something that seniors had been looking for over a long period of time - especially having a van that would help people get to the Senior Center.
- Numbers served/ Satisfaction: To date, the social van has been well received but it is too early to know just how successful it will be.

### **Door2Door by [SCM](#): Somerville/Cambridge/Medford**

- Description: Twenty-one Door2Door shuttles are provided by SCM (Safety, Comfort, Mobility) Community Service, Inc in Somerville, Cambridge, Medford and Everett. Some transportation services are also provided to Chelsea and Arlington. Partner with more than thirty local municipalities, councils on aging, commissions for persons with disabilities, and elder service agencies.
- Who can use it: Seniors and people with disabilities
- Purpose of trip: Adult Day Care programs, medical appointments, grocery shopping, COA meal sites, visiting family in nursing homes. Group outings provided on fee for service basis.
- Service area/ Times: Somerville, Cambridge, Medford, Everett, Chelsea, Arlington. 8-10 hours/ day, 6 days/ week.
- How many served: 96,600 trips/ year
- Cost/ Funding: Initially funded in 1981 by the municipalities of Somerville, Cambridge and Medford with the goal of meeting critical mobility needs of seniors and persons with disabilities. At the time, the moving force for this collaboration were the three Council on Aging (COA) Directors of the Somerville, Cambridge and Medford COA's. Currently there many part-time individuals on staff.

## Lessons learned about Shuttle services

*From Cross town Connect, re: regionalized system* Coordination can lead to service improvements, such as increasing the amount of transportation a COA is able to offer. However, communities tend to be very protective and worry about losing control. One community has to take on the leadership role and devote resources to working toward regionalizing. It's very important to establish a common goal that all the key players can believe in and are willing to work toward. It is then important to identify all possible resources with an understanding of the potential. It also helps to have advocates to keep voicing the need to the powers that be.

*Note from Newton:* COA director said that in the course of researching best option for their city, they learned that fixed-route shuttles are not most efficient method. It has to take a fixed route, so people can count on it, but that means there are often empty seats. Costly to operate bus without riders. They opted for Via model (see TNC section below)

## Volunteer Driver Programs

### Arlington COA

- Description: Volunteer Medical Escort program
- Who can use it: Arlington residents
- Process: Requires 4-week notice
- Service Area: Medical Appointments outside of Arlington
- Drivers: There are approx. 20 volunteer drivers
- Cost: \$10.00 each way to cover cost of gas and tolls

### Cambridge Neighbors

- Description: Cambridge Neighbors is a private membership “Village” type organization  
Transportation is the service most frequently requested by CN members.
- Who can use it: CN members
- Drivers: CN conducts background checks (CORI) and scrutinizes volunteers’ driving records.  
Volunteer drivers are required to go through CN’s training, which emphasizes boundary issues.
- Process: Person in charge of rides sends out a request for drivers 1-2 days in advance. There is follow-up after each trip.
- Purpose of trip: Any. Some drivers will go into Boston or to NW Hospital; others restrict to more local.
- Liability protection: CN’s liability insurance will cover drivers if the passenger falls when being assisted by the driver.
- Number of rides: 20 round-trips per month (average).
- Challenges: Most of the volunteer drivers are older themselves, and CN must determine when it is no longer safe for them to be driving others.

### Sudbury

- Description: Sudbury’s Senior Center Transportation Program includes a volunteer driver program, coordinated with the Sudbury Connection, which provides van transportation. The

volunteer driver program is modeled on FISH (Friends in Service Helping). The FISH coordinators are volunteers who work under a Senior Center employee.

- Who can use it: The volunteer driver program is available to any resident, not just older people; 95% of riders are seniors. The passenger must be able to walk and enter and exit the vehicle independently. Passengers are not entitled to unlimited rides.
- Drivers: There are about 45 drivers, most are “early” retirees. The coordinator recruits, interviews and conducts “checks”.
- Process: Passenger calls a dedicated phone line one week in advance. Once per week a FISH coordinator sends email to all volunteer drivers. If no driver found, passenger is given 3 days’ notice. (There is no guarantee a request can be honored). If a driver is available, a FISH coordinator calls the passenger for more details (e.g. use of a mobility device). The driver calls the passenger to make arrangements.
- Purpose of trip: This program is restricted to medical appointments, broadly defined to include dental, AA meetings, mental health. Volunteer drivers can go out of town, but the greater the distance the more difficult it is to find a driver.
- Cost: Drivers are not reimbursed for fuel. Passengers are responsible for any tolls and parking fees.
- Liability: Passengers must sign a mobility waiver. Drivers are not permitted to touch or assist passengers for liability reasons. All rides must take place during hours when Senior Center is open; staff provide back-up in case of emergency. No “side trips” or stops, such as at a pharmacy, are allowed. The Town of Sudbury picks up any liability not covered by drivers’ insurance.
- Number of rides: 800-900 per year (average)
- Challenges: Passengers sometimes do not inform driver or FISH coordinators when their appointment is cancelled

### **TRIP Metro North**

- Description: New program sponsored by Mystic Valley Elder Services, in which older adult selects own driver who gets reimbursed for mileage.
- Who can use it: Older people and adults living with disabilities in Chelsea, Everett, Malden, Medford, Melrose, North Reading, Reading, Revere, Stoneham, Wakefield and Winthrop.
- Drivers: Rider chooses a driver with whom they’re comfortable - a friend or neighbor (and in some cases, certain relatives may qualify).
- Process: Rider and driver work together to track mileage. At the end of each month, MVES sends rider a mileage reimbursement check to give to their driver.

### **Wellesley**

- Description: The volunteer driver program is part of Wellesley COA’s coordinated transportation program. Two part-time COA employees with different work schedules serve as the transportation coordinators.
- Who can use it: Age 60+, for medical, shopping, social activities, etc. Riders must be able to ambulate safely.
- Drivers: There are approx. 30 volunteer drivers.
- Process: The volunteer drivers program provides rides 24 hours/day, 7 days/week, based on volunteer availability. The volunteer driver program uses proprietary “Assisted Rides” software



for requests. People can request rides on-line, by phone, or in person at the senior center. Three business days' notice is preferred. When a request is made, the transportation coordinators determine if the bus (which has a fixed route on some days; doesn't on others) is an option for the person. If not, then they try to find a volunteer driver to meet the request. Taxis are the last resort.

- Purpose of ride: Any. The service area is primarily Wellesley and contiguous towns, but some drivers will go to Waltham.
- Liability: drivers sign an indemnity waiver. COA director(s) available for emergency back-up through cell phones at all times.

### **Lessons learned/ Important considerations about volunteer driver programs**

- Volunteer driver programs are best when operated as part of a coordinated programs, with several options for the older adult to choose from.
- Staff to provide the coordination and management is essential.
- Transportation for shopping and medical appointments, including in Boston, are essential. Transportation for social activities is highly desirable.
- How liability protection is provided dictates many aspects of how a volunteer driver program operates.
- Major considerations include if and how much assistance the rider needs and whether mobility devices are used
- Volunteer transportation performs well as a standalone transportation option, or as a complimentary program. It's affordable, builds relationships with drivers and passengers, and can easily be expanded or reduced based upon demand or population density without heavy capital investment. However, it should be noted that these programs do not run themselves, require constant maintenance, and just like any other program, must be planned out and managed effectively to operate safely and successfully. National Aging and Disability Transportation Center (NADTC)

### **Transportation Network Companies (TNCs).**

#### **Needham: Lyft Concierge**

- Description: The Needham Community Council, a non-profit organization that supports economically disadvantaged residents of Needham, supplements its volunteer transportation program with Lyft to fill travel needs when no volunteer driver is available. If staff cannot find a volunteer driver, they ask whether the person requesting the ride would like a Lyft trip. If so, staff schedules the Lyft trip directly using Lyft Concierge, maintaining communication with both the driver and rider to ensure they connect.
- Who can use it: Anyone. No income requirement, can use it up to 10 trips/month.
- Purpose of trip: "Transportation of last resort" Can go to appointments, pharmacy, AA meeting, town hall to conduct necessary business, food pantry.
- Cost to rider: None, although they are sent a letter at the end of the month noting the cost of the rides and requesting a donation if they wish to make one.
- Cost to Community Council/ Funding: Rides cost approx. \$330/month for 35 rides, plus small part of staff time to make calls. Director: approx. 2 hrs./ month to generate reports. Local

hospital gave \$3000/year (since the service helps ensure patients can keep appointments) and community council makes up the difference. Consumers are invited to make donations if they can; approx. 25% of cost is recouped this way.

- Satisfaction/ challenges: Over 90% of trips have no problems at all. Main problems have been difficulty identifying correct pick up spot at Newton Wellesley Hospital, and lack of wheelchair accessible cars. Overall, very pleased. “The Needham Community Council has found that using a Transportation Network Company (TNC) like Lyft has truly been a game changer in providing affordable transportation to those who are unable to drive for a number of reasons. Thanks to the use of ride hailing technology, the number of rides provided for medical transportation has more than doubled beyond the prior volunteer driver program capacity.”

### **Newton: Via—NewMo**

- Description: “Microtransit On-demand Public Shared Ride” Newton pays a ride share company, Via, to lease 4 six-person vans, and one is wheelchair accessible. Vans will have ‘NewMo’ on the side.
- Background: COA director (Jayne Colino) and Transportation Planner (Nicole Freedman) – with encouragement from mayor – spent a year figuring out best solution to the problem: seniors need and want rides to various locations in town. They had a contract with Veterans Cab, subsidized vouchers for seniors. It was expensive, and the senior had to make reservations 3 days ahead. City put out an RFP open to any transportation company, to: 1) Offer door to door service if needed; 2) have wheelchair accessibility; 3) have call in option; and 4) no advance reservation needed. Via was best bid. Via is totally ride-share. Mostly operates in cities, where riders are directed to meet at nearby corner. This effort in Newton will be Via’s 1st contract with a municipality, totally oriented to older people.
- Drivers: As with other ride share, drivers are contractors. However, there are a set of drivers who will work for Via. All drivers are ‘CORI ++’ and are trained by Senior Center to serve older people.
- Process: Older adult sets up account with Senior Center. Use debit, credit or prepaid credit card; fare gets deducted each time you use the service. Vans are available 7 days/week, 8am-5pm weekdays; 9am-12pm weekends. Senior calls or uses the app 30 mins ahead. Driver comes to door if rider requests. Most likely share ride with others, but if no one else needs ride, you go by yourself. Guaranteed your ride will take no more than 25 mins.
- Purpose of trip: Can go to one of numerous locations in Newton and nearby hospitals.
- Cost to rider: \$3-\$5 per ride, depending on self-reported ability to pay.
- Funding: Annual contract with Via is \$489,000. City allocated \$350,000; Aging Formula Grant \$25,000; State Community Compact Grant \$25,000. Rest is revenue from riders. Via charges Newton for a set # of hours, rather than # of rides, so they know how much to budget for the year. They project 25,000 rides per year (based on experience with Veterans), which comes out to \$19.30/ride. (If there are more rides, the cost per ride goes down.)
- Orientation: They are holding 10 learning sessions around the city. Mayor is promoting it.
- Pluses: For older people: Easy to use, quick, goes to many locations in town. Sharing rides increases social engagement. Have to sign up at senior center, so staff can still have opportunity to explore various needs and options with the person. It moves from ‘decline model’ of the RIDE

or medical appts only, to a 'contributory model' of saying if older people can get around town they can participate and contribute.

- Expandable: Businesses, especially in business center near 128, are very interested in working with Via to get employees to and from train and T. They may either set up separate contract or add onto the COA one.

### **Carlisle** (From Mass Mobility newsletter)

Earlier this year, the Carlisle Council on Aging (COA) partnered with Lyft to improve mobility for the town's older people. The COA is providing subsidized rides through the transportation network company (TNC) to Carlisle residents over the age of 50 and those over age 18 with a disability or temporary mobility challenge.

In 2016, the [Community Health Network Area \(CHNA\) 15](#) awarded a Healthy Community Planning Grant to Carlisle for a community engagement process to assess health needs and barriers to healthcare access. Through the resulting process, lack of transportation emerged as a substantial obstacle to positive health outcomes. Given the availability of TNCs in the region, the success of [similar TNC partnerships](#), and additional CHNA 15 funding awarded to the town, Carlisle COA Director David Klein helped the town enter into an agreement with Lyft to alleviate some of the transportation burden facing older people.

The Carlisle COA is utilizing two options to encourage participation from the town's older adult residents. Riders who can use smartphone technology to summon their own rides can use the "partner code program" to summon their own trip on Lyft. The rider covers the first \$2 of the trip and anything over a \$12 total trip cost. The remaining amount (up to \$10) is covered by Carlisle through the grant funding. The COA sends a list of eligible riders to Lyft, and Lyft ensures that the subsidy is automatically applied when these riders are traveling within the eligible area.

The other option involves use of Lyft Concierge, a central portal where COA staff can schedule, dispatch, and manage rides for those who do not have access to or familiarity with smartphone applications. Thanks to the grant funding, rides booked through the Lyft Concierge service are currently free to the rider. In the future, Carlisle may integrate the Lyft Concierge service with their taxi voucher discount program.

To expand access to TNC technology for interested older people, the Carlisle COA is partnering with [TRIPPS](#) to teach participants how to download and use the app and take rides. They are also exploring an agreement with [GoGoGrandparent](#) to allow broader access to TNC rides for individuals who do not have smartphones.

### **Key considerations, lessons learned about Partnering with TNCs** (Drawn from Mass Mobility documents)

- Lyft Concierge and Uber Central are often used as a supplement to existing programs, such as volunteer drivers and shuttles.
- Accommodating riders who are blind or with service animals: Concierge dispatch staff must individually call the driver to let them know if there are special circumstances, such as asking them to call out that they are there to pick up the rider.

- TNCs rely on smartphone-based digital platforms and require using a credit card. However, not all older people have smartphones, are comfortable using apps, or having their credit card number on file to be charged automatically. Lyft Concierge, Uber Central, and GoGoGrandparent circumvent these problems. Another approach to bridging the technology gap is to provide workshops that teach older people how to successfully use TNC software to summon a ride.
- Some organizations have found the lack of wheelchair-accessible vehicles to be an obstacle in providing adequate service through TNCs. One mitigation strategy is to contract with other vendors to provide accessible vehicles. The Newton New-Mo program ensures at least one vehicle is wheelchair accessible
- Concern about safety is another barrier programs face in recruiting participants. Massachusetts requires TNC drivers and their vehicles to comply with various eligibility rules<sup>1</sup>. These regulations include background checks – one completed by the TNC upon hiring and again semi-annually – and a CORI/SORI check performed by the Department of Public Utilities, the TNC oversight body in Massachusetts. State law provides a base level of safety standards, but driver competency in addressing the unique needs of older people or people with disabilities varies, as no training beyond that needed to obtain a driver’s license is required<sup>2</sup>.
- Partnering with TNCs provides a wide range of opportunities for organizations to improve mobility for consumers. Utilizing this customized, flexible, and on-demand option can provide improved connectivity to critical services and enhance customer experience. Jitterbug phones can connect directly with Lyft. This is important because Jitterbug markets to older people and the easy-to-use cell phone option. Many older people do not have smart phones and both Uber and Lyft require Apps to connect with the rides. Jitterbug may offer a partial solution.

**Resources on TNCs**

- <https://www.politico.com/agenda/story/2017/09/27/transportation-for-the-aging-population-000531>
- MassMobility Report, [Partnering with TNCs](#)

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<sup>1</sup> [https://www.mass.gov/files/220\\_cmr\\_274\\_00\\_final\\_9-22-17\\_1.pdf](https://www.mass.gov/files/220_cmr_274_00_final_9-22-17_1.pdf)

<sup>2</sup> The exception is for UberWAV drivers, a segment of the Uber driver pool with wheelchair accessible vehicles, who must complete a Passenger Service and Safety (PASS) training or similar certification program before being eligible to drive.

## **PART C: SOURCES OF INFORMATION FOR THIS REPORT**

WAA-TIS volunteers and staff spoke and emailed with the following people and organizations for the information in this report:

Susan Barrett, Lexington Transportation Program  
Flory Barringham, Community member, WAA-TIS Advisory Committee  
Kelley Campbell, MBTA Travel Training program  
Judi Cannon, Community member, WAA-TIS Advisory Committee  
Jayne Colino, Newton COA  
Mary Decourcy, Mt Auburn Hospital  
Aaron Dushku, Watertown Transportation Task Force, WAA-TIS Advisory Committee  
Rachel Fichtenbaum, Mass Mobility  
Maria Foster, Brookline Senior Center  
Anne-Marie Gagnon, Watertown COA, WAA-TIS Advisory Committee  
Rae Grassia, Watertown Senior Center  
Doug Halley, Transportation Coordinator (retiring), Crosstown Connect  
John Hawes, Commission on Disabilities, WAA-TIS Advisory Committee  
Jenna Henning, Mass Mobility  
Ann Hilferty, Community member, WAA-TIS Advisory Committee  
Janet Lipkin, Volunteer Program Coordinator, Sudbury  
Lee Longman, WAA-TIS Advisory Committee  
Sandy Robinson, Needham Community Council  
Martha Ryan, Neighbors Who Care  
Barbara Selwyn, Former Director, Cambridge Neighbors  
Christine Shaw, Transportation Coordinator, Arlington COA  
Deb Shermano, Operations Manager, Door2Door Transportation by SCM  
Judy Siggins, Transportation Coordinator, Wellesley  
Laura Vanderhill, Springwell, WAA-TIS Advisory Committee  
Stephanie Venizelos, Live Well Watertown/ Watertown Department of Health, WAA-TIS  
Advisory Committee  
Margie Wayne, Watertown Senior Center  
Laura Wiener, Watertown Senior Transportation Planner, WAA-TIS Advisory Committee  
Mystic Valley Elder Services

Focus Group Participants and Interview Subjects