



Summary of Second Shift and Weekend Shuttle Service between Lowell and Burlington

Request - The Town of Burlington is seeking **\$290,000** in seed funding from the Boston MPO to lease a 25 passenger vehicle with a fixed route service. This service will provide transportation for second shift and weekend employees from Lowell to the restaurant, hotel, retail and healthcare jobs in Burlington. This funding will help fill the almost 600 job openings in Burlington with available workers in Lowell, who are unable to fill these jobs due to limited public transportation.

This seed funding will provide second shift and weekend transit and serve residents, students, and workers in Lowell and will be matched with \$415,000 in financing by private businesses, real estate developers, municipalities, and educational institutions over a three year period. These entities will continue to pay for transit services after year three, when State funding will be needed no longer.

Overview - There are over 600 unfilled jobs for varied positions at Burlington restaurants, hotels, retailers, and healthcare facilities. According to the Department of Unemployment Assistance, Burlington has the ninth most jobs in the state, while Lowell has the second worst factor of employment to population. In addition, according to the Mass Department of Unemployment Assistance, the July 2018 unemployment rate in Lowell, MA is 4.5%, which is much higher than the Massachusetts unemployment rate of 3.9%. This includes over 2,600 Lowell residents who are unable to find employment in the region. This is partly due to a lack of public transit and alternative transportation resources between Burlington and Lowell, despite their relative close proximity (~14 miles). This limited public transportation has challenged access for quality workers to obtain employment in the Burlington restaurants, hotels, retailers, and healthcare facilities. This is especially true for second shift and weekend employees, as there is limited hours, only one Burlington stop and no public transit on Sundays.

Proposed Shuttle Service - In order to help improve transit mobility, the Town of Burlington has been working with the Middlesex 3 Transportation Management Association (M3TMA) and other Middlesex 3 municipalities, businesses and partners to improve public transit between Lowell and Burlington. The Middlesex 3 Coalition and the Middlesex 3 Transportation Management Association (M3TMA) are taking steps to address the transportation gaps in the region. This includes creating a second shift and weekend shuttle service to connect job seekers in Lowell with the 600 available jobs in Burlington.

The M3 TMA will establish the pick-up and drop-off locations that best serve the community, that do not duplicate current services and that best meet the needs of the shuttle partners. The shuttle route is outlined on the detailed proposal, but the final route will be determined based upon the needs and financial contributions from the shuttle partners. The Lowell and Burlington shuttle service will begin with a 25 passenger leased shuttle with a fixed route service, and increase to a 33 passenger vehicle as demand grows. As recommended by NMCOG, MAPC, and CTPS, the proposed shuttle service will target second shift and weekend workers and will pick up at downtown locations and travel to Burlington restaurants, hotels, retailers, and healthcare facilities. The shuttle will run for nine hours and end after midnight.

Funding for the shuttle is outlined on the attached budget (Attachment A). In Year 1, the matching funding comes primarily from the public sector. After Year 2, the majority of the funding will come from the business community. Year 1 will include a 25 passenger vehicle with service between Lowell and Burlington with trips in the afternoon and in the evening with times varying as needed. See draft schedule. Stops will change based on the need of the contributing members which is targeted at one Burlington developers / users contributing \$20,000 for the first year.

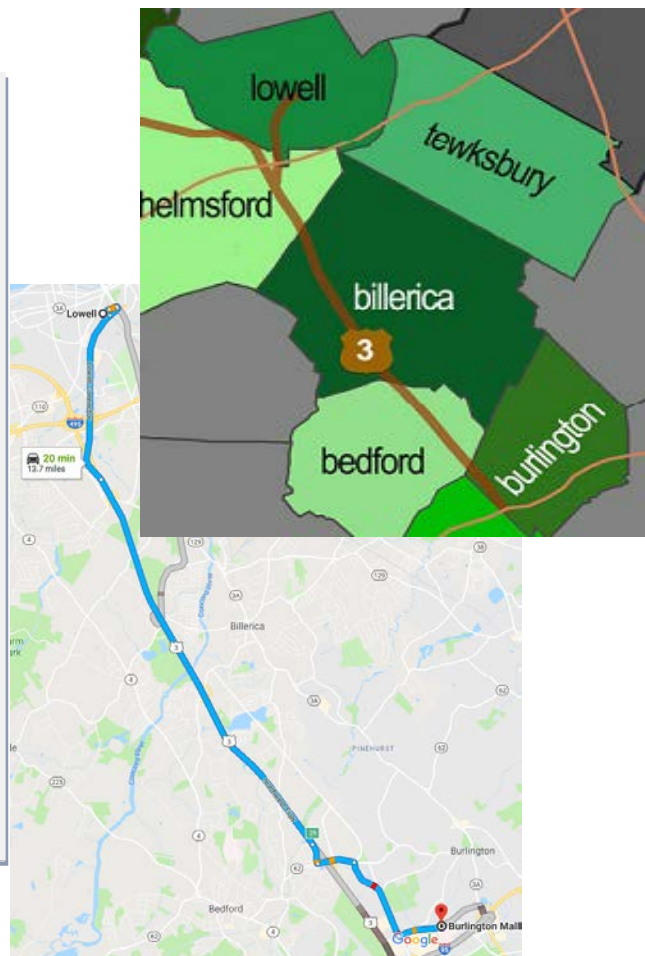
Years 2 and 3 will include a 33 passenger vehicle with service between Lowell and Burlington with three trips in the afternoon and in the evening - ending after 12:30 AM (times can vary as needed). Stops will change based on the need of the contributing members which is targeted at 4 to 8 Burlington developers / restaurants / retailers users each contributing \$20,000 per year.

It will be the responsibility of the Middlesex 3 TMA to provide administrative and marketing services and to bring new users and riders into the program each year. Contributing members to the shuttle will determine final schedules and have input of annual budgets and outreach. The M3TMA will work with the employment centers in Lowell and the employers in Burlington to connect residents and students with available jobs, fill the shuttle seats, and establish long-term financial sustainability of the Lowell to Burlington shuttle through financial contributions from public and private partnerships. Contributing members to the shuttle will determine final schedules and have input of annual budgets and outreach. Additional details for the second shift Lowell/Burlington pilot shuttle proposal can be found at:

www.middlesex3.com/m3tmapilotshuttle.html.

Downtown Lowell and the Burlington Mall are about 14 miles from each other; however, limited public transit along Route 3 has created a barrier for second shift employees who are seeking jobs at the Burlington restaurants, hotels, retailers, and healthcare facilities. As a result, almost 600 service positions in Burlington are unfilled and Lowell residents are unable to work. For more information, please visit:

<http://www.middlesex3.com/m3tmapilotshuttle.html>.



Attachment A - Budget for M3 Pilot Shuttle Service between Lowell and Burlington

REVENUE				
		Year 1	Year 2	Year 3
Burlington Businesses	Restaurants, Hotels, Healthcare, Retailers, Developers, Owners	\$20,000	\$80,000	\$160,000
Local Contributions	Municipalities and Educational Institutions	\$20,000	\$60,000	\$75,000
State Budget		\$125,000	\$0	\$0
Boston MPO Request		\$140,000	\$120,000	\$30,000
Total Revenue		\$305,000	\$260,000	\$265,000
EXPENSES				
		Year 1	Year 2	Year 3
Shuttle Service (5 Days of Service @ 9 hrs/day)	25 passenger shuttle , driver, coordinator, insurance, maintenance, cleaning, & fuel	\$235,000		
Shuttle Service (5 Days of Service @ 9 hrs/day)	33 passenger shuttle , driver, coordinator, insurance, maintenance, cleaning, & fuel		\$255,000	\$255,000
Lyft Cards & Backup Dispatch	For late night back-up services and ERH	\$10,000	\$10,000	\$10,000
Total Expenses		\$245,000	\$265,000	\$265,000
Surplus / Deficit		\$60,000	(\$5,000)	\$0
Running Fund Balance (including prior years)		\$60,000	\$55,000	\$55,000
Details regarding business investment				
Total Costs for Burlington Businesses		\$20,000	\$80,000	\$160,000
Year 1 - Cost per business per year (with 1 user)		\$20,000		
Year 2 - Cost per business per year (with 4 users)			\$20,000	
Year 3 - Cost per business per year (with 8 users)				\$20,000
Cost per seat per year		\$400	\$808	\$1,616
Cost per seat per day (RT)		\$1.60	\$3.23	\$6.46
<p>Year 1 will include a 25 passenger vehicle with service between Lowell and Burlington with two trips in the afternoon and in the evening - ending after 12:30 AM (times can vary as needed). See draft schedule. This assumes usage at 50 passengers per day. Stops will change based on the need of the contributing members which is targeted at one Burlington developers / users each contributing \$20,000 for the first year.</p>				
<p>Years 2 and 3 will include a 33 passenger vehicle with service between Lowell and Burlington with three trips in the afternoon and in the evening - ending after 12:30 AM (times can vary as needed). This assumes usage at 99 passengers per day. Stops will change based on the need of the contributing members which is targeted at 4 to 8 Burlington developers / restaurants / retailers users each contributing \$20,000 per year.</p>				
<p>It will be the responsibility of the Middlesex 3 TMA to provide administrative and marketing services and to bring new users and riders into the program each year. Contributing members to the shuttle will determine final schedules and have input of annual budgets and outreach.</p>				

Attachment B

Proposal for a Pilot Shuttle Service to bring Lowell employees to Burlington businesses

1. Overview and Background

- There is a lack of public transit and alternative transportation resources between Burlington and Lowell, which has resulted in significant traffic for Burlington businesses and residents and unfilled employment opportunities at Burlington area businesses.
- According to the Department of Unemployment Assistance, Burlington has the highest factor of employment to population with the ninth most jobs in the State. Concurrently, Lowell has the second worst factor of employment to population.
- In addition, according to the Mass Department of Unemployment Assistance, the July 2018 unemployment rate in Lowell, MA is 4.5%, which is much higher than the Massachusetts unemployment rate of 3.9%. This includes over 2,600 Lowell residents who are unable to find employment in the region.
- Despite these numbers and the relative close proximity between these two communities, public transit connecting Burlington and Lowell is limited.
- This limited public transportation has impacted access for quality workers, especially second shift employees, to obtain employment in the Burlington restaurants, hotels, retailers, and healthcare facilities. As a result, almost 600 restaurant, hotel, healthcare and retail positions in Burlington are unfilled.
- In order to help improve transit mobility, the Town of Burlington has been working with the Middlesex 3 Coalition (M3C) - a public / private partnership – and the Middlesex 3 Transportation Management Association (M3TMA) and other Middlesex 3 municipalities, businesses and partners to improve public transit between Lowell and Burlington.
- In 2014, Burlington helped to establish the Middlesex 3 Transportation Management Association (M3TMA), which provides alternative transportation resources to businesses in the region. In addition, Burlington helped to support the Middlesex 3 Transportation Community Compact, which examined the transportation challenges along the Route 3 corridor and presented recommendations for improvements.
- The M3 Transportation Community Compact recommendations (<http://www.middlesex3.com/m3-community-compact.html>) submitted by the Northern Middlesex Council of Governments (NMCOG), the Metropolitan Area Planning Council (MAPC), and the Central Transportation Planning Staff (CTPS) stated that there is a need to *“Expand TMA Shuttle Services: Implement late night shuttle services between Lowell and Burlington for second shift workers... providing late night service is financially difficult for public transit agencies. The most efficient means of accommodating added service between the northern and southern ends of the corridor will be through the TMA utilizing public / private partnership”*.
- As a result of these recommendations and the numerous conversations, meetings, job fairs, and surveys with community and business leaders, especially restaurant, hotel and retail business owners, the Town of Burlington is requesting \$290,000 in Boston MPO funding over three years, which will be matched by \$415,000 (over three years) in private, municipal, educational and ridership funding. Details are outlined in the attached budget.
- Funding also includes administrative assistance for the Middlesex 3 TMA, who will be responsible to provide administrative and marketing services and to bring new users and riders into the program each year. It will be the responsibility of the Middlesex 3 TMA to work with the employment centers in Lowell and the employers in Burlington and connect residents and students with available jobs, fill the shuttle seats and establish long-term

financial sustainability of the Lowell to Burlington shuttle through financial contributions from public and private partnerships. Additional details are outlined in the following pages.

2. Proposed Shuttle Services and Costs

The Town of Burlington and the Middlesex 3 Coalition and the M3TMA have compared several ridesharing options for transporting restaurant, hotel, healthcare and retail workers between Lowell and Burlington. A leased shuttle will provide greater dependability, increased ability to grow the program, guaranteed liability coverage, and environmental, infrastructure and safety advantages.

The Lowell-Burlington shuttle service will begin with a 25 passenger leased shuttle with a fixed route service, and increase to a 33 passenger vehicle as demand grows. As recommended by NMCOG, MAPC, and CTPS, the proposed shuttle service will target second shift workers. This service will not duplicate current LRTA services, but provide connections that are not currently offered. The shuttle route will be determined based upon the need and financial contributions from the shuttle partners.

The M3 TMA will work with the City of Lowell, LRTA, NMCOG, Greater Lowell Career Center (MassHire), UMass Lowell, Middlesex Community College, and Lowell community partners to provide the pick-up and drop-off locations that best serve the community and that do not duplicate current services. The M3 TMA will work with the Town of Burlington, area developers, businesses, local chamber (BACC) and community groups to provide service where there is the greatest need and support from the shuttle partners. Potential partners are listed on Table 2. Shuttle service will run for nine hours and end after 12:00 Midnight. At night, the shuttle will pick up at the Burlington pickup locations and return to Lowell.

The shuttle will operate the route nine (9) hours daily, five (5) days per week and will cost \$235,000 annually. This cost will increase by \$20,000 after year 1, as service demands increasing to a 33 passenger vehicle. This quote is all-inclusive and includes vehicle (25 passenger), driver, coordinator, insurance, maintenance, cleaning, and fuel. The fuel costs are based on \$3.00/gallon and will fluctuate depending on the market. In addition to transportation costs, back-up service and emergency ride home expenses are included in Table 1. Administrative and marketing by the M3 TMA are critical to the shuttle success, as a key point person needs to be responsible for detailed operations and marketing needs to continue to keep the employees and employers using the shuttle service.

To reduce costs, the service will focus on the business and employee schedules. For example, Mondays and Tuesdays may present a more limited staff and schedule. On days and hours (after 12:00 Midnight) without a dedicated shuttle, the Lowell-Burlington shuttle will provide Lyft credits to each employee, which they can put toward a ride to and from work on days which require fewer employees. This model allows flexibility for Burlington area employers in determining which days are most vital and will require full service.

Because there are many late night shifts, backup dispatch is important in case there is a breakdown of service. We are looking at different alternatives for this service, which could be the transportation company's dispatch, LRTA, UMass Lowell, Concord Coach or other resources (such as Lyft). In addition, the Emergency Ride Home program is critical if people need to get back home in an emergency. This is rarely used, but it is needed as a safety net. We plan to use Lyft, taxi services, and/or rental cars for the emergency ride home program through the M3TMA.

Table 1: Estimated Costs for Pilot Shuttle Service between Lowell and Burlington		
Shuttle Service (5 Days of Service)	Includes vehicle (25 passenger), driver, coordinator, insurance, maintenance, cleaning, and fuel. This cost will increase by \$20,000 after year 1, as service demands increasing to a 33 passenger vehicle.	\$235,000 - \$255,000
Lyft Cards & Backup Dispatch	For late night back-up services and ERH	\$10,000
Total Estimated Costs for Pilot Shuttle Service		\$245,000 \$265,000

Shuttle Partners and Sustainability

The Town of Burlington is requesting \$290,000 in state funding for the first three years to create shuttle service between Lowell and Burlington to serve residents, students, and workers in the Lowell and Burlington area. This will be matched with \$415,000 in financing by private, municipal and community partners over the first three year period. Please see the Budget for M3 Pilot Shuttle Service between Lowell and Burlington – Attachment A, which outlines the estimated revenue and costs for Pilot Shuttle Service between Lowell and Burlington, and includes the expected financial contributions from the public and private sectors over the first three year period.

On this budget, you will note that the majority of funding in Year 1 is from the Commonwealth. This seed funding is critical in establishing new shuttle service, as it takes about 12 months to build ridership. Companies are reluctant to invest and riders are reluctant to ride until they see the vehicle on the road and know it is dependable. After Year 2, the majority of the funding will come from the business community with additional funding from the communities and educational partners, which will help market, outreach and expand services as demand grows. This is important, as benefits will be seen by all financial contributors.

Burlington will work with the Middlesex 3 TMA (M3TMA) and intends for the Lowell to Burlington shuttle to be sustainable (without State funding) after Year 3. The M3TMA, which currently provides shuttles from Boston/ Cambridge to Middlesex 3 businesses, has an advantage in building ridership. M3TMA has been working with municipalities and numerous community, business and employment groups along the Route 3 corridor to assess interest /need and willingness to pay for shuttle service. The M3TMA has been working closely with the Burlington Area Chamber of Commerce (BACC) and the local delegation, who have taken the lead in outreaching to Burlington restaurants, hotels, retailers, healthcare providers, property owners and developers. There is a great need from these stakeholders for shuttle service between Lowell and Burlington, as they have lost business due to an inability to attract and maintain staff and meet the needs of their customers.

The M3TMA has been working not only with the Town of Burlington, but also with the City of Lowell, state legislative leaders, and meeting with MassDOT, EOHEd, and partnering with MCC and UML and working with community, business, educational and employment leaders, developers and property owners, and the restaurants, hotel and retailers in Burlington and Lowell.

There is a clear need to fill almost 600 restaurant, hotel, and retail positions in Burlington. This number is based on recent building permits, restaurant openings, demand for liquor licenses, and feedback and surveys from Burlington businesses. Lowell residents need employment and dependable transportation to work. This was evident at the Middlesex 3 restaurant job fair (2016), recent surveys (2016 & 2017), and the 2018 M3 Community Compact Report by NMCOG, MAPC, and CTPC and M3 discussions with the Greater Lowell Workforce Development Board, Greater Lowell Career Centers, City of Lowell, Lowell High School, Working Cities, Northern Middlesex Council of Governments, Greater Lowell Community Foundation, Community Teamwork, Coalition for a Better Acre, and the Cambodian Mutual Assistance Association of Greater Lowell, who have been active in conversations and outreach meetings.

Table 2: Potential Partners	Proposed Stops
UMass Lowell	220 Pawtucket St, Lowell
Middlesex Community College	Kearney Square, Lowell
City of Lowell	TBD
Nordblom, The Gutierrez Company, Buffalo Wild Wings, DelFrisco's Grille, Kings Dining & Entertainment, Osteria Nino, Redstone American Grill, The Archer, The Bancroft, Tony C's Sports Grill	3rd Ave/MTP - 1 st Burlington stop
National Development, Simon Mall, Island Creek Oyster Bar, Residence Inn, Tuscan Kitchen	District/Mall – 2 nd Burlington stop
The Wilder Companies, Capital Grille, Chopps/Marriott, L'Andana, Not Your Average Joe's, Seasons 52, Café Escadrille	Wayside - 3 rd Burlington stop

Shuttle service is expensive for one company or developer. It is the role of the Middlesex 3 TMA, working with the community partners, to bring the companies, communities, developers, property owners and educational institutions together to share costs and create a shuttle schedule that will be sustainable.

Over the last few years, the M3TMA and BACC have been working with restaurants, hotels, retailers, developers, property owners, educational institutions and municipalities in Burlington and Lowell, who have expressed a need for shuttle service between Lowell and Burlington and a willingness to pay. These partners are listed above.

Currently, there are a few financial commitments from private and municipal partners. In addition, most partners have indicated they have a need for shuttle service, and are willingness to help support that shuttle, provided it is at a reasonable price. It is the responsibility of the M3TMA to work with the area partners to obtain financial sustainability through partnerships and ridership.

Above is a list of potential shuttle partners and the budget shows the expected financial contributions based upon benefit and ability to pay. As mentioned earlier, seed funding is critical in establishing new shuttle service. This funding is to establish the shuttle and build ridership. It is the responsibility of the M3 TMA to work with the employment centers in Lowell and the employers in Burlington and connect residents and students with available jobs, fill the shuttle seats and establish long-term financial sustainability of the Lowell to Burlington shuttle through financial contributions from public and private partnerships.

Proposed Schedule – Lowell to Burlington Restaurant Shuttle - Operates Wednesday - Sunday

<u>DEPARTURE LOCATIONS - Lowell</u>	<u>TIME</u>	<u>ARRIVAL LOCATIONS - Burlington</u>	<u>TIME</u>
Arrival Trips			
UMass Lowell (220 Pawtucket St)	5:00 PM		
Middlesex Community College (Kearny Sq)	5:15 PM		
		3 rd Avenue	6:00 PM
		District Avenue	6:05 PM
		Wayside Commons	6:10 PM
UMass Lowell (220 Pawtucket St)	6:55 PM		
Middlesex Community College (Kearny Sq)	7:10 PM		
		3 rd Avenue	7:55 PM
		District Avenue	8:00 PM
		Wayside Commons	8:05 PM
Departure Trips			
Wayside Commons	9:00 PM		
District Avenue	9:05 PM		
3 rd Avenue	9:10 PM		
		Middlesex Community College (Kearny Sq)	9:40PM
		UMass Lowell (220 Pawtucket St)	9:55 PM
Wayside Commons	10:35 PM		
District Avenue	10:40 PM		
3 rd Avenue	10:45 PM		
		Middlesex Community College (Kearny Sq)	11:20 PM
		UMass Lowell (220 Pawtucket St)	11:35 PM
Wayside Commons	12:05 PM		
District Avenue	12:10 PM		
3 rd Avenue	12:15 PM		
		Middlesex Community College (Kearny Sq)	12:50 PM
		UMass Lowell (220 Pawtucket St)	1:05 PM



Schedule may vary due to traffic conditions.

See the shuttle tracker at

For more information, contact TransAction Corporate Shuttles at 781-895-1100, www.tcshuttles.com