



BERKSHIRE TMA FEASIBILITY STUDY

Berkshires Region, Massachusetts

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1.0 INTRODUCTION

The Berkshire Blueprint 2.0 Transportation Strategy Committee retained TransAction Associates to conduct a feasibility study and explore what form a Transportation Management Association (TMA) could take for the region. The committee was formed as a working group in order to address public/private transportation in the region. The group is focused on transportation issues such as limited access to public transportation and first/last mile connections throughout the region in the context of several studies that have already been completed.

In 2017 1Berkshire undertook a comprehensive process to create **Berkshire Blueprint 2.0**, a report that outlined the then current state of the economy in the region and a plan to guide it forward. **The Berkshire Blueprint 2.0** is an initiative of 1Berkshire, the Regional Economic Development Organization and Regional Marketing and Tourism Agency of Berkshire County.

TransAction began work on this TMA Feasibility Study in January 2020 and was unfortunately delayed through part of March and April with the COVID-19-related shutdowns. The project resumed again in May and June of 2020 as things began to reopen. Although the business and transportation landscapes have both changed significantly, TransAction has prepared the following report based on the strong interest in forming a TMA in the region expressed in a number of recent reports. The recommendations presented herein are based on data collected as part of the project, as well as TransAction's experience with starting and managing Transportation Management Associations.

The study process included the following:

- Identifying stakeholders and conducting outreach to them via an emailed survey and follow-up phone calls to assess their knowledge about existing transportation options and identify what they see as challenges.
- Reviewing existing literature including recent reports such as the **Berkshire Blueprint 2.0** report, the **Shared-Ride Access to Work Study**, the **Berkshire Regional Coordinated Public Transit – Human Services Transportation Plan**, and the **Berkshire Regional Transit Authority (BRTA) FY19 Annual Report**.
- Identifying and contacting existing rural or similar TMA models to interview them on how they were structured, how they initiated services, and best practices based on what they had learned.
- Obtaining feedback from the public on this process via a form on the 1Berkshire website (www.1berkshire.com).

The report includes: a regional assessment of existing resources and stakeholders, a summary of public input, an overview of existing rural TMA models, and an implementation plan to establish a TMA in the Berkshire region.

2.0 REGIONAL ASSESSMENT

OVERVIEW

Berkshire County includes 32 municipalities covering 946 square miles with a population of almost 125,000. The region is primarily rural (less than 500 people per square mile). Prior to the COVID-19 shutdown and mandatory stay-at-home order in Massachusetts, the unemployment rate in the Berkshires region was 4.4%; currently it is 15.6%.

The Berkshire Regional Coordinated Public Transit – Human Services Transportation Plan (2018) noted that of the 66.8% of households with one or more people working, 4.2% do not own a vehicle (source: US Census Community Survey 2012-2016). In North Adams, Mount Washington, Pittsfield, and Lee that percentage was even higher. Transportation was expected to play a key role in plans for future job growth and the expansion of the economy in the region. Following the economic impacts of the pandemic, new mobility options may be even more important to help get people in the Berkshires back to work.

A significant amount of work has been done over the past few years to examine the relationship between economy and transportation options in the region. Below is a brief summary of existing studies which evaluated how transportation and the economy are closely connected.

The Berkshire Blueprint 2.0 Report (Michael Kane Consulting, Stephen Michon FutureWorks, Judith Lorei, Marty Jones) was undertaken in 2017 and is a strategic plan for the region. The report is meant to establish a new narrative for the Berkshires that can be used to move the region forward in part through the development of key partnerships. The Blueprint identified a number of challenges that impact all of the industries and the region, one of which was Transportation Accessibility. Specifically, the following transportation challenges were noted:

- Absence of first mile/last mile transportation service provision
- Absence of express public transit service between employment clusters
- Lack of transportation services after 6:00 PM and on weekends
- Lack of coordination of regional transportation assets – private and public
- User difficulty accessing real-time transportation information

The Shared-Ride Access to Work Study (McMahon Transportation Engineers and Planners, 2017) was undertaken in order to develop recommendations on how to provide connections from home to work for the employment centers and populations. The study made both short and long-term recommendations. These included:

- A pilot program in the short-term using BRTA vehicles to provide demand-response shared-ride services that would operate outside of the existing fixed-route bus service hours. The BRTA indicated that they would seek grant funding or private partners such as businesses to share the cost.

- The establishment of a Transportation Management Association that could manage a range of mobility options for the region.

Both reports mentioned above, as well as the Berkshire Regional Planning Commission’s **2020 Berkshire County Regional Transportation Plan** indicated interest in the region in establishing a Berkshire County Transportation Management Association that would address the needs identified in these and other reports, and present a long-term solution for coordinated transportation services in the region. The proposed TMA would do this by creating a partnership of public and private entities able to take advantage of the economies of scale of shared programs designed to support the needs of employers and employees.

EXISTING TRANSIT RESOURCES

The Berkshire Regional Planning Commission prepared a Berkshire County Transportation Guide more commonly known as “Berkshires Without Barriers.” The document includes a comprehensive list of transportation providers in the region such as the Berkshire Regional Transit Authority (BRTA), the Peter Pan Bus, the Amtrak Train Service, Transportation for Seniors and Disabled Individuals, Transportation for Veterans, taxis services, limousine/car services and others.

The BRTA serves 26 of the 32 communities in the region. It provides 14 fixed bus routes that serve 13 communities. The fixed-route services connect through Pittsfield, the largest and most densely populated municipality in the region. The BRTA also provides ADA paratransit and demand-response service for seniors and individuals with disabilities. In addition, the BRTA is also the broker for six state agencies providing trips in the region under a contract to the Massachusetts Human Service Transportation (HST) Office.

The BRTA does not provide any service on Sundays or in the evenings on weekdays and Saturdays. It also does not provide typical first/last mile services. To both existing and potential second and third shift workers, or to those who don’t live or work within a mile of the existing fixed bus routes, this lack of service could be barriers to employment.

Transportation Network Company Services such as Lyft and Uber are available in the Berkshire region, but anecdotal information collected during interviews with stakeholders, and as part of the public feedback process, suggests that their availability is very limited.

It is clear that there are underserved populations who would benefit from additional transportation options.

STAKEHOLDER OUTREACH

TransAction, in partnership with 1Berkshire, developed a list of 50 potential stakeholders (see **Attachment A**). Stakeholders included both employers in the region (potential TMA members), as well as non-profit organizations and other institutions that often assist different populations within the community with various needs. Stakeholders were each contacted several times by email and/or phone between February and July, responses were lower than anticipated due to

the COVID-19 shutdown. Private sector businesses were particularly difficult to contact. Those stakeholders who responded to the email and/or phone call, and were willing to participate, were asked several questions designed to assess concerns around transportation issues and potential interest in participating in a TMA. A list of the questions they were asked can be found in **Attachment B** along with a summary of participant responses in **Attachment C**.

Though some respondents were from organizations with a countywide focus, most were located within the county’s larger towns. Responses were received from the organizations, institutions and one business listed in the following table:

List of Stakeholders Interviewed	
Location	Stakeholder
Great Barrington	<ul style="list-style-type: none"> Great Barrington Public Transportation Advisory Committee
Lenox	<ul style="list-style-type: none"> Hillcrest Educational Centers
North Adams	<ul style="list-style-type: none"> Massachusetts College of Liberal Arts Massachusetts Museum of Contemporary Art North Adams Council on Aging Northern Berkshire Community Coalition
Pittsfield	<ul style="list-style-type: none"> Berkshire Community Action Council Berkshire Community College Berkshire County Education Task Force Berkshire Regional Planning Commission Berkshire United Way City of Pittsfield Community Development MassHire Berkshire Workforce Board
South Lee	<ul style="list-style-type: none"> Onyx Specialty Papers
Williamstown	<ul style="list-style-type: none"> Williams College

There were 15 respondents to the survey and although their perspectives differed, a number of common themes emerged. These themes are briefly summarized below and are discussed in greater detail in the **Section 4.0 Data Assessment**.

- Additional choices, other than driving, are needed in the region, particularly for low-income residents, people with disabilities, college students and seniors.
- More transportation options between towns for employment, medical appointments and shopping are needed.
- There are not enough viable connections between where low-income individuals live, and where the jobs are located.
- BRTA lacks “express” routes to get people around the region quickly and efficiently.
- There is a need for first and last mile connections from areas not currently well-served by public transportation.

- No public transportation in the evenings on weekdays, infrequent service on Saturdays, and no service on Sundays present barriers for workers on second and third shifts.
- More frequent connections are needed between Berkshire County and large cities including Boston and New York City.
- Connections for visitors to the region between train and/or bus transit stations and local destinations are not sufficient.

ON-LINE FEEDBACK

A short on-line form was posted on the 1Berkshire website with a solicitation for the community to give feedback on transportation in the region. The purpose of this survey was twofold: to gather public input and assess commuting patterns. There were 104 responses received and TransAction analyzed the results. A copy of the on-line form can be found in **Attachment D**. More analysis of participant's responses is located in **Section 4.0 Data Assessment**; a summary is below with more detailed responses provided in **Attachment E**.

Common themes that emerged from community input:

- The vast majority of respondents get around the region by driving their own car; riding the bus and getting a ride from a friend were tied for second most used transportation mode.
- While a number of respondents work a 9-5 schedule, arrival times to work and departure times from work were widely distributed among a significant number of others. However, more than half of the respondents reported that their start/end times for work were potentially flexible.
- The most common towns where respondents resided were some of the more densely populated communities in the region: Adams, North Adams, and Pittsfield.
- The most common towns where respondents worked were again the more densely populated communities of North Adams, and Pittsfield, but also included the much smaller communities of Lee and Sheffield.

3.0 TMA MODELS

The goal of the outreach in this section was to review other rural or similar TMA models to see if there were any best practices, or lessons learned, that could be applied to a potential Berkshire TMA. The research showed there are not many rural TMA models that were easily identified. The following were selected because the regions and conditions in which they are operating are similar enough to the Berkshire region to yield useful recommendations.

Representatives from four TMA models were interviewed to collect information on the formation of their organization, their funding structure and programs offered. Following is a brief summary for each organization of the information obtained by interview.

MISSOULA, MONTANA

Missoula County Montana has a population of approximately 110,000 and is located in the Western part of the state in an area covering 2,600 square miles. The City of Missoula is the second largest city in the state with a population of 67,290. Two organizations were interviewed in Missoula as they operate in proximity to each other, but provide slightly different services around transportation.

Missoula Ravalli Transportation Management Association (MRTMA)/IRIDE VANPOOL. The MRTMA/IRIDE VANPOOL is a 501(c)(3) organization formed in 1997 whose mission is:

“to help Western Montana residents make better transportation choices today and in the future by developing comprehensive transportation alternatives to reduce parking congestion, protect the environment, minimize traffic, and improve the quality of life.”

An interview was conducted in February of 2020 with Lyn Hellegaard, the Executive Director of the MRTMA/IRIDE VANPOOL program. Lyn reported that businesses in the area range in size from 200 employees to 2-3 employees with most people working first shift. The MRTMA/IRIDE VANPOOL organization has two full-time staff people and encompasses five counties.

They offer vanpool and carpool programs, both supported by an Emergency Ride Home Program. The TMA is fully funded by a combination of state DOT and federal funds (5311, CMAQ) matched by county government, the county parking commission, and corporate funders. They do not have a set schedule of corporate membership fees. The total operating budget for 2020 is \$284,180. This budget does not include purchasing vans.

MRTMA/IRIDE VANPOOL own the vans used in their program. These are generally 12-person vans, or now more commonly, smaller minivans. The initial vans were purchased using an earmark from their Congressman. When they need to purchase vans to expand the program or replace older vehicles, they are generally able to get them through the state who provides 80% of the cost with the TMA providing a 20% match.

The most popular program they offer is the IRIDE VANPOOL program. Currently there are 18 vanpool routes in operation. Approximately half of the routes bring workers into Missoula and

about half bring them out to the other counties. Costs are kept low because the program owns the vans and they are self-insured. The driver is a passenger also going to work. The program covers maintenance, fees and insurance, and riders cover the cost of gas. As an incentive, if a participant drives two or more times per week, they get to ride in the van for free. Many of the vans meet at grocery store parking lots that are used as park & ride locations for all participants. Vanpools can be a great option for manufacturing and shift workers.

In terms of traditional TMA programs, they register and assist with forming carpools, but they don't use a ridematch database because of the lack of density in the area. An Emergency Ride Home program is available where participants select a provider and then are reimbursed for the ride.

Missoula in Motion. Missoula in Motion is another organization that operates within the City of Missoula and is more focused on the typical kinds of education and outreach programs and employer partnerships that would be part of a TMA. They have a ridematch database and encourage their employer partners to offer incentive programs to their employees who chose an alternative to driving alone to work.

The organization is funded by the state using CMAQ money with an annual budget of \$320,000. They recently conducted a door-to-door marketing campaign in an area that was well served by transit and modeled after a program in Oregon. They found that this was a very effective outreach tool. People in the area were mailed a survey asking about commuting habits. People who did not return the survey received a visit from a staff member. The goal was to have one-on-one conversations with people about their transportation options. The process was labor intensive, but was very effective in raising awareness about transportation options. Going forward, they will be looking at the best way to staff this effort, possibly with volunteers.

Missoula's transit provider, Mountain Line has been fare-free since 2016. They solicited funding from corporate partners to make up for the loss in fares to balance their budget.

Both TMA organizations mentioned the fact that winter driving is a big challenge in the area and that people often need alternatives to driving alone at that time.

EASTERN MAINE

The four-county region in Eastern Maine covers an area of almost 11,000 square miles and has a population of approximately 250,000 people. According to the U.S. Census in 2010, Maine was the most rural state in the nation with 61.3% of the population living in rural areas. There is limited public transportation available in the Bangor and Ellsworth areas, and none in most other locations in Eastern Maine.

Eastern Maine Development Corporation (EMDC)/Eastern Maine TMA. The EMDC is a non-profit organization located in Bangor, Maine that:

“provides integrated services that boost businesses, communities and individuals in Penobscot, Piscataquis, Waldo, and Hancock Counties.”

In March of 2020 an interview was conducted with Vicki Rusbult, the Director of Community Initiatives at EMDC. Vicki described the process by which they formed the Eastern Maine TMA using funding in 2010 from the federal TIGER II program. The AmeriCorps program provided some funding for staff. The grant funding was used to bring together both traditional and non-traditional partners to address gaps in the transportation system and barriers to accessing transportation. In addition to legislators and community-based programs, the participants in the process represented a number of different sectors including healthcare, education, business and non-profit. They used the funding to conduct planning projects guided by the group.

In partnership with the Maine Center for Sustainable Solutions, the working group conducted a survey of households and asked questions about income, budgets, access to reliable vehicles, if they had a license, healthcare, healthy food and jobs. The survey, with a 46% response rate, identified a very strong car culture where people strongly preferred to have a car. The biggest recommendation to come out of the survey was that a TMA be formed in the area for the purposes of outreach and education.

The TMA was formed in 2013 and its first project was to develop a website that consolidated information on available transportation resources (www.gettingtheremaine.com) in the area. The site includes a ridematch database (www.gomaine.org) and an employer portal. Other goals of the TMA included:

- Eliminate the problem of shift workers having difficulty finding someone to drive with them.
- Address a current challenge raised by the Department of Public Health, which is missed medical appointments due to a lack of transportation.
- Operate a Community Connector by purchasing a large bus operated by the transit program in Bangor.

Unfortunately, the TMA ran out of funding for staff before they were able to achieve many of their goals. Vicki felt strongly a full-time person was needed to move the agenda of the organization forward. She feels that a robust educational platform would yield results. One idea for the future would be to break the area up into sub-regions. It would be important for the person in the Coordinator role to have sufficient funds to travel throughout the region in order to build partnerships.

NORTHWEST SUBURBS, BOSTON, MASSACHUSETTS

The communities of Acton, Boxborough, Littleton, Maynard and Stow are located north and west of Boston with limited access to public transportation. In a draft 2008 report from the Metropolitan Area Planning Council on Massachusetts community types, the report classified Acton, Concord, and Maynard as established suburbs, Littleton as a mature suburb, and Boxborough and Stow (the only two rural communities) as country suburbs. The MBTA Commuter rail has stops in Acton, Concord and Littleton, and the other communities have access to these stations. There is limited parking available at these stations. Each community operates at least one Council on Aging Van.

Information for this model was provided by Michele Brooks, the initial consultant to Acton on the project and Scott Zadakis, the current Executive Director of CrossTown Connect.

Crosstown Connect TMA. In 2009, a group of committed local transportation advocates from Acton participated in the Massachusetts Institute for Transportation Coordination. Funded through a federal program, the event was hosted by Work Without Limits, a statewide initiative focused on employment for individuals with disabilities. There were nine teams from across the state, including one from the Berkshire region, who participated in the event with national experts whose goal was to educate them about transportation coordination and mobility management. The Acton team included planners, Commission on Disability members, a Selectman, and a local advocate who was actively looking for ways to promote more transportation options across the region.

Following the event, the group from Acton continued to work on the vision that they began to formulate at the event for more collaboration in their area that would yield more options for residents and visitors. They sought to find ways to break down silos around funding and provision of services and create a more unified and people-centered approach to transportation.

In 2012 the Governor's Office funded the Community Innovation Challenge Grant program and the partnership of Acton, Boxborough, Littleton, Maynard, Stow and the multi-tenant Clock Tower Place development began the process of regionalizing transportation services and establishing a formal structure for future collaboration. Their efforts culminated in the formation of the CrossTown Connect TMA.

The organization was unique in a number of ways. Traditionally TMAs are business-driven and seek to solve problems around traffic congestion and air quality while dealing with commuting issues in a specific region. This TMA was driven more by community efforts and wanted to incorporate businesses and commuting needs, but also wanted to address daily needs trips for others in the community. They wanted to begin to take a broad view of their area and look at available transportation resources and people who needed to get places.

The result has been a totally unique collaboration of communities, RTAs, and businesses. A shared Central Dispatch Call Center is one of the most innovative programs that the group has established. Three communities merged the dispatching for their Council on Aging vans and other shuttle services into one full-time call center staffed by two full-time dispatchers and open from 8:30AM – 4:00PM, Monday – Friday. The organizational structure is also unique, choosing to organize with an Intermunicipal Agreement with Acton as a lead community, rather than with a more traditional non-profit organization.

The CrossTown Connect TMA has received a number of awards for its innovative regional approach to transportation that included the 495 Metrowest Partnership's Donald R. Wheeler Award in 2013, the Community Health Network Area 15's Janice S. Hanson Award in 2014, the Local Officials Human Services Council's Peter Kirwin Award in 2014, and the International City/County Management Association's Community Partnership Award in 2015. In addition, the five towns that made up CrossTown Connect signed the first *regional* Community Compact with the Governor's office for a best practice of continuing to develop regional transportation services.

Several transit services are managed through the TMA, although some have been impacted by COVID-related shutdowns at the moment. These include both demand-response shuttles and fixed-route shuttles briefly summarized below:

- **Cross-Acton Transit (Acton).** The Cross-Acton Transit (CAT) is a fixed-route service covering a loop through major residential locations and popular destinations in the Town of Acton.
- **Rail Shuttle/North Acton Commuter (Acton).** This service connects satellite parking areas to the MBTA Commuter Rail Station in South Acton and neighborhoods in North Acton. The Rail Shuttle, initially funded with a Congestion Mitigation Air Quality Grant, connected satellite parking to the South Acton MBTA Commuter Rail Station to provide additional parking for commuter rail passengers.
- **Maynard Commuter Shuttle (Maynard/Acton).** Funded in part by the Town of Maynard and in part by a state budgetary amendment, this service uses a COA van before and after regular service hours to connect a satellite parking area and some neighborhoods to the South Acton Commuter Rail station.
- **Littleton Commuter Shuttle (Littleton/Westford).** Funded in part by the Towns of Littleton and Westford, and in part by a Community Transit Grant, this service is operated under contract by the Montachusett Regional Transit Authority and serves the Littleton Commuter Rail Station, as well as businesses in Littleton and Westford. The goal is for businesses to contribute as well.

4.0 DATA ASSESSMENT

This section of the report provides an analysis of the data collected through stakeholder outreach and the examination of other rural TMA models.

STAKEHOLDER OUTREACH ASSESSMENT

The 15 individuals interviewed represented a cross-section of organizations, employers, institutions and municipal staff who were unanimous in their assertions that alternative options to driving are both lacking and needed in the region, particularly for low-income residents, people with disabilities, college students and seniors.

Transportation Needs. The most common transportation needs mentioned were:

- More efficient employment transportation between towns in the region
- Medical and grocery shopping trips for seniors
- Transportation for second- and third-shift workers
- Connections to the Boston and New York City regions
- Connections between the train station, bus stops and local destinations for both residents and visitors

Most agreed that transportation is a “backbone issue” that undergirds many other aspects of life in Berkshire County from health outcomes to economic development to housing patterns to social stratification, and access to it can be the difference between opportunity or poverty for individuals and prosperity or stagnation for municipalities.

A recurring theme was that there is a disconnect between where low-income individuals live and where the jobs are located. Many low-income families and individuals live in North County, while a lot of the tourism- and hospitality-based jobs exist in South County, which has comparatively expensive housing. One individual highlighted the compounding factor that rents can soar in the summer months in towns that draw large numbers of tourists like Great Barrington.

Lack of Affordable Transportation. Under current conditions, without a car it is difficult to find reliable employment, and without reliable employment, it is difficult to own a car. Affordability of transportation, both car ownership and public transportation, was a concern of six respondents. According to the latest Berkshire Regional Coordinated Public Transit — Human Services Transportation Plan (April 2018)¹, of the 66.8% of households with one or more workers in the county, 4.2% (1,533) did not own a vehicle.

¹ Prepared by the Berkshire Regional Planning Commission using data from the U.S. Census American Community Survey (2012-2016).

Somewhat surprisingly, only two respondents mentioned carpooling as a way for people to get around or help each other out. Promoting and assisting in establishing more carpooling/ridesharing is a common service offered by TMAs.

Express Transit Service. While addressing local daily needs trips and the classic “first and last mile” problem are important to most respondents, a key finding of the outreach identified the need for longer direct or “express” routes that connect riders from point A to point B more quickly than traditional public transit. Given the disparity in housing costs, the time it takes to get from north to south on existing public transit (as outlined below), and the lack of access to transit from the most rural areas, the desire for express routes logically follows.

Three respondents referenced the need for direct or express routes that make transit between locations faster, probably with passenger vans or similar, and they stated that this was particularly important for employment. Eleven respondents stated that the existing transportation system impedes people’s access to employment. It is important to note that there were also five respondents who either directly stated that “first/last mile” service was necessary or that access to the spine of the north-south public transit system was lacking in rural areas, especially to the east.

Senior Needs. Four respondents specifically stated that more transportation options are needed for seniors and three referenced seniors’ needs related to transportation to medical facilities. Two of those who reference medical needs also referenced the need for long distance transportation to Bay State Medical Center and hospitals in Boston.

Regional Connections. Five respondents highlighted the lack of options for visitors to the region to get around without driving and three indicated enthusiasm for increasing train and/or transit service from the large cities of the Northeast, including Boston and New York City. Of these, all were concerned about how visitors can get around after arriving.

BRTA Challenges. In terms of existing transit options, respondents noted the rural nature of Berkshire County and characteristic lack of density does not lend itself to traditional fixed routes. Many said they believe the BRTA does the best it can given its financial constraints and the challenges of serving a widely distributed development pattern, but because of inadequate funding and geographical challenges, headways are too long, routes are too long, and in many cases getting from origin to destination requires at least one transfer. For instance, using the BRTA to get from Pittsfield to Great Barrington, a distance of twenty miles, would take over two hours with a transfer in Lee. To get from North Adams to Great Barrington takes three hours with two transfers versus a little over an hour for a direct non-stop drive. The BRTA also does not serve the entire county and people in the more rural areas are not able to access it without first getting to a town center with a bus stop. Finally, some respondents said that even though improvements have recently been made, the hours of operation and lack of service on Sundays still present serious barriers to potential riders.

All 15 individuals interviewed conveyed that BRTA/public transportation schedules are not adequate during nights, early mornings, Sundays, and holidays. Four responded specifically that service is too infrequent, though others seemed to imply the same. Nine respondents explicitly

said that the BRTA is underutilized, while most of the rest said schedules were inadequate, especially for the workforce, which by extension would cause lower ridership.

Other Transportation Services. Many of the stakeholders surveyed either provide “hard” transportation services such as private shuttles to employees/students/customers or provide some sort of subsidy for public transit, taxi, etc. Of the respondents, six provided a form of transportation and three provided a subsidy. The transportation services mentioned were:

- The North Adams Council on Aging van
- Northern Berkshire Community Coalition van for transportation to programs
- Williams College vans for students and/or employees
- Hillcrest Educational Centers stated that they provide all necessary transportation for their students.
- Berkshire Community Action Council van for agency purposes. Sometimes lent to other community organizations.
- Massachusetts College of Liberal Arts van(s) for shuttling students to downtown, the mall, transit hubs, etc.

Other forms of available transportation that respondents were aware their employees/students/customers were using are Transportation Network Companies (TNCs) and a handful of taxis companies. These services are often people’s only option, but can be prohibitively expensive, especially for long trips. It is noted that Uber or Lyft providers are very limited in the region, making it difficult to hail one. Additionally, Council on Aging (COA) vans for seniors and people with disabilities; volunteer driver programs; limited walking and biking; and the various private/institutional vans and shuttles mentioned above that are used primarily by students, clients, and employees were all cited as alternative transportations services.

Despite the availability of the services listed above, their costs, limitations, and requirements effectively mean few options for the general public, and most people do not even consider alternatives to driving unless they have a need. There was an overall consensus that utilization and awareness of the services that exist is low and people default to driving or getting a ride in someone else’s car because it is “the only way to get around.” One COA director even pointed out that because culturally “the car is king” in Berkshire County, clients were reluctant to use the COA van service or the BRTA because they feared trying something new.

Innovation. There was also an interest in innovation with five respondents indicating that because of the lack of density and distances involved, an entirely new model needs to be created for the region. These were envisioned to be smaller vehicles that operate on an on-demand basis similar to Uber or Lyft. Related to this, three respondents specifically referred to the fact that Uber/Lyft is not a viable way to get around because of lack drivers/market saturation.

While there are a host of reasons why people either don’t have access to or cannot drive a car, seniors and people with disabilities are particularly adversely affected by isolation and lack of

access to the community for social, cultural, and utilitarian trips. Several respondents observed that this is an area where innovation is necessary to provide more flexible on-demand type services for rides within town or trips to neighboring communities. In fact, an expanded version of this could be an effective model for moving the general public or getting children to and from afterschool activities. Beyond that, some respondents reported that people have trouble accessing Bay State Medical Center in Springfield and the numerous hospitals in Greater Boston.

Bicycle and Pedestrian Accommodations. Three respondents described an underinvestment in bicycle infrastructure and that biking and walking are generally underemphasized within the region. These responses indicated more investment into bicycle and pedestrian infrastructure is needed for these to be viable and safe commuting/transportation options. Some interventions, such as signage and line painting, can be done at a comparatively low cost. Visitors might also enjoy these amenities as many of them come to experience the natural beauty of the Berkshires.

Employee Origin Studies. Of all respondents, five provided partial zip code information on employee origins for review, five were willing to provide it, two left the question blank, one was unsure, and one responded N/A. Further follow-up will be necessary to collect more data in a format that can be used to create a robust map of origins and destinations. These maps can show the density of employee origins for individual employers. Data can also be combined to view densities by region. For the less dense areas, if employers were willing to provide street address data that can be mapped as well to view possible shuttle routes. The limited zip codes we did receive tended to be scattered throughout the entire county for one organization or all from a single zip code for the next. In order for this information to be statistically significant beyond a single organization, more data is needed.

Funding. When asked if their organization would be likely to financially support a new organization to solve gaps in transportation, four replied “likely,” four were unsure, and six were unlikely or unable.

Tourism. Notably under-represented in the pool of interviewees were some of the cultural venues in the region including Tanglewood among others. The region is home to more than 100 cultural attractions and hosts approximately 2.6 million visitors a year. These venues were hit particularly hard by the COVID-19 pandemic and were closed for an extended period of time. It is important to note that tourism generates its own unique transportation challenges, as visitors to the area may not have cars and may need specific services centered around areas of interest.

Summary. As touched upon in the preceding paragraphs, some employers and institutions provide transportation such as a van service to employees/students/customers, but many do not. In the absence of direct service, some provide limited financial support for transit passes or taxi fares. Of the stakeholders who responded to the survey, private business, workforce development organizations, and colleges were most receptive to the idea of providing financial support for an organization such as a TMA, but many of the respondents were either non-profit organizations or local government agencies that didn’t have the resources or are not allowed to fund other organizations. Because of this, it is clear that further outreach to more businesses than we were able to contact for the purposes of this survey would be necessary when

establishing a TMA. Even with increased contact with the businesses, it seems most probable that additional sources of sustainable funding would need to be identified.

TMA ASSESSMENT

From our outreach to four TMAs located in rural regions similar to Berkshire County, funding, outreach and providing access to information were common themes to each.

Funding Sources. TMAs in Massachusetts have primarily been funded by businesses and property developers through an established dues structure for the organization. While Massachusetts has had grant programs in the past with funding dedicated to TMAs, there is not one in place at this time. One of the newest TMAs, the Watertown TMA (WTMA), is managed by TransAction Associates and is funded entirely by member dues. Annual fees range from \$2,000 to a maximum of \$12,000 depending on number of employees for businesses, number of units for residential developments, or square footage for developers/property owners. A WTMA membership application, which includes the fee structure, is included as **Attachment F**. The rural TMAs in Montana and Maine interviewed for this project were able to obtain funding through CMAQ, 5311 and other sources. Given the size of the region to be served by a Berkshire TMA and the density and size of the businesses in the region, funding sources other than member dues would very likely be needed to operate the organization.

Outreach. Both Missoula in Motion and Eastern Maine TMA mentioned using surveys to gather information to assist with program development and to engage respondents on issues related to transportation. A survey component can be incorporated into the TMA programs in a number of different ways. Asking employers to conduct surveys of their employees, as well as conducting a household survey by community or region, could help to collect valuable information on commuting habits and preferences, and begin to build awareness of a TMA and transportation resources in the region. The fact that the survey form posted on the 1Berkshire website received 104 responses, with only limited promotion, indicates that a bigger survey to collect data from commuters in the region with more outreach to promote it, could have a high response rate and yield useful information for planning purposes.

Access to Information. Both the Eastern Maine TMA and CrossTown Connect found that access to information on commuting options was an essential component of their programs. While there was information available, it was often difficult to locate and access. The Eastern Maine TMA (www.gettingtheremain.com) launched a comprehensive website where people could get access to information that would help them plan their transportation. CrossTown Connect (www.crosstownconnect.org) established both a website and the Shared Dispatch Call Center, both of which are places where people can go to get more information on all of the resources that are available to them.

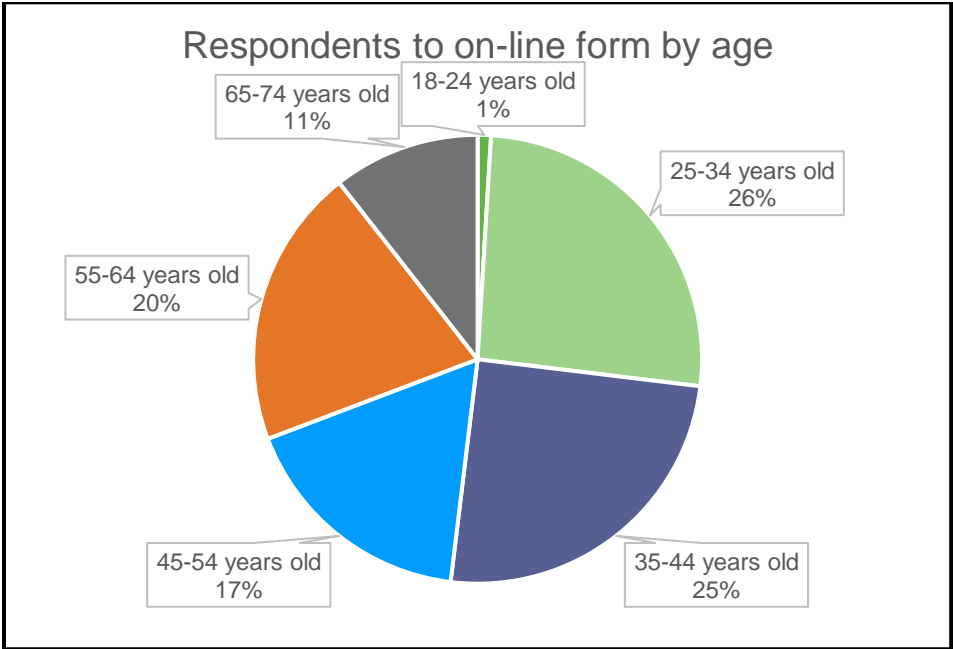
Alternative Transportation Resources. Once a very popular commuting option in Massachusetts, interest in vanpooling seems to have waned recently. There is currently no central entity in the state working to promote this option, and there are no funding programs to support vanpooling. Traditionally, vanpools are groups of commuters who work similar hours and travel to and from

similar origins and destinations sharing the cost of a leased vehicle that typically includes maintenance and insurance. There are vendors such as Enterprise who offer vehicles for lease, but setting up and keeping a group together can be labor intensive. Often an employer, statewide rideshare agency, transit authority or other group assists vanpool groups. The MRTMA/IRIDE VANPOOL model in Montana, or another similar model in California (CalVans, www.calvans.org) that has been used to transportation agricultural workers, are examples of programs that a TMA could manage for the Berkshires region. The key to keeping costs down for these programs has been ownership of the vehicles by the organization.

ON-LINE FORM DATA ASSESSMENT

The 104 respondents to this survey were self-selected as they voluntarily completed the form and no one specifically reached out to them directly for comment. A summary of responses can be found in **Attachment E**.

Age. Among those who responded, age groups with the highest representation were 25-34 (27) and 35-44 (26) years old. Also well represented were the 55-64 (21) and 45-54 age groups. Of note, only one person between the ages of 18-24 responded. The following chart summarizes the breakdown of respondents by age category:



Residence. Respondents resided overwhelmingly in central and north Berkshire County, with the highest numbers in Pittsfield, North Adams, and Adams. This correlates well to population counts in the county, though South County appears to be slightly underrepresented, particularly Great Barrington. The table below summarizes respondents by the community where they reside:

Respondents to on-line survey by community:	
Community	Number of Respondents
Adams	16
Cheshire	1
Clarksburg	1
East Nassau	1
Great Barrington	2
Housatonic	2
Lakeville	2
Lanesboro	2
Lee	6
Lenox	2
North Adams	19
Pittsfield	41
Springfield	1
Stephentown	1
Stockbridge	4
Williamstown	3

Employer location. When analyzing the survey data indicating where respondents work, the pattern shifts southward from where respondents reside. Pittsfield and North Adams still lead by wide margins, but Lee, Sheffield, and Great Barrington figure more prominently in the employment picture than they do in the residential one, implying north-south commuting patterns are common. One of the early actions a TMA could take is to analyze anonymous employee zip code data for key employers to get a more comprehensive picture of commute patterns in the region and, through this analysis, the TMA could identify potential shuttle or vanpool routes where demand would support them. Of note is that the younger group of respondents tends to be employed in higher percentages in the hospitality industry. Only three respondents noted that they were retired. Data on where respondents work is summarized in the table below.

Respondents to on-line survey by work location:	
Community	Number of Respondents
Adams	2
Dalton	1
Great Barrington	5
Huntington	1
Lee	9

Lenox	3
North Adams	20
Pittsfield	42
Sheffield	9
Stockbridge	1
Williamstown	5

Transportation modes. The vast majority of respondents (80) drive their own cars around the region with only seven reporting they take the bus and seven reporting they get a ride from a friend. There were a number of other creative solutions that respondents had devised. This is illustrative of both how important the car is to everyday life in Berkshire County and how difficult life can be without one.

When asked how likely they would be to use public transportation if there were a convenient option for them, 62 respondents (over 60%) replied either very likely (38) or somewhat likely (24), suggesting an appetite for alternative modes to driving a car. When asked for what purpose they would use this public transportation, daily needs trips such as getting to and from work (64), food shopping (41), and school (13) were the most heavily represented. Leisure activities such as dining, visiting/attending cultural attractions, and entertainment also figured significantly (collectively, 15) into where people would want to go. Lastly, accessing healthcare (3), access to the broader transportation network (airport, trains) (3), and access to large cities (4) appeared in several responses.

When it comes to bicycling, 29 respondents replied they were interested in using bikes for transportation, 24 replied that they were not, and nearly half (51) left this question blank, indicating an ambivalence toward biking in the region among these respondents. Of those who did respond to the question, a few reported that the distances were too great and the terrain too hilly to be conducive to commuting. Far more of those who were interested said that safety and lack of infrastructure were holding them back. Dedicated bike lanes and especially paved bike paths, make biking a more viable option.

Finally, although a question about walking was not specifically asked, a number of respondents indicated that walking is at least part of their commute, usually in combination with public transportation or getting a ride with someone else.

In general, the responses to this survey showed that residents and workers in Berkshire County desire more transportation options to get around the region for work, errands, and leisure. The main barriers to transit use were convenience and availability of routes to potential users while the main barriers to biking were safety and lack of infrastructure.

Work schedules. Among those who responded to the poll, there was a diversity of times at which they need to arrive at and depart from their place of employment. Generally, the 9-5 workday was the most heavily represented, but a significant number of people arrive earlier in the morning (49) and depart earlier in the afternoon (25). Also notable, 16 respondents depart work at 6:00 PM or later. In addition to routing, when considering possibilities for transportation

services it will be important to do further analysis and determine the best times for arrivals and departures to make sure the schedules are accessible to the highest number of riders.

An interesting takeaway from the survey is that more than 60% of respondents indicated they had flexible work schedules. This means that even with the diversity of arrival and departure times from work, many employees do have the ability to at least somewhat alter their workday to meet a transportation service schedule.

Summary. The responses to this survey show a heavy reliance on personal automobiles, which was expected given anecdotal evidence from the stakeholders and the geography of the region. But respondents also indicated strong desires for more options to get around the region, especially more public transportation-type solutions. A TMA could partner with employers to develop shuttle routes and carpool programs to help get employees to their locations, both increasing hiring opportunities for employers and the pool of potential matches for employees while increasing employees' options for green commuting at the same time. Additionally, there is a strong appetite for more public transportation options to run personal errands and get to leisure destinations such as restaurants, entertainment venues, and cultural institutions. Although more data is needed, which a TMA could help gather and analyze, the survey strongly suggests that an organization such as a TMA could develop services that help fill in gaps in the current transportation landscape in Berkshire County. These services would benefit employers, institutions, and the general public, making the region more livable to residents and attractive to visitors.

5.0 RECOMMENDATIONS

Based on the transportation needs summarized above, it is recommended that Berkshire County establish a TMA with the following objectives:

- Create a group with a central focus on transportation and commuting issues in the region.
- Provide a structure for collaboration and cost-sharing of shared transportation solutions.
- Marshal the resources of businesses, communities, and other stakeholders.
- Develop individual profiles for businesses in the region so that custom commuting plans can be tailored to their individualized needs.
- Establish a website that is a clearinghouse for information on transportation.
- Introduce carpool matching, Emergency Ride Home, vanpooling and other options to the employers in the region as valid ways to address commuter needs.

GENERAL CONSIDERATIONS

In 2001 the Association for Commuter Transportation published an update to the ***TMA Handbook, A Guide to Successful Transportation Management Associations***. They defined a TMA as “public-private partnerships that address localized transportation issues and operate under a variety of organizational structures, depending upon the nature and duration of the problems addressed, the selected mission, the members involved and the sources of funding. These organizations can vary in legal formality, including ad hoc task forces, committees within other agencies and private nonprofit organizations.” This version of the handbook that was originally developed in 1989, acknowledged that there would be future updates “due to the continually changing environment in which TMAs operate.” The authors note that while some seek a clear definition of what a TMA is, “the most defining characteristics of a TMA are their diversity and flexibility.”

In developing a TMA, the organization’s structure, membership, funding sources and programs offered all need to be considered. Below is some general guidance for each of these areas, followed by specific recommendations for a Berkshire County TMA.

Structure. One of the first steps in developing a TMA is to establish the formal structure for the organization. Often TMAs form as non-profit organizations overseen by a Board of Directors comprised of TMA member organizations. This is effective where there isn’t a clear organization that could host the TMA, or where a collaboration outside of the existing structures makes more sense than partnering through an existing organization. Looking at other TMAs in Massachusetts for comparison, the Alewife TMA, Watertown TMA and Neponset Valley TMA are all 501 (c)(4) non-profit organizations. CrossTown Connect took a unique approach to formation and organized around an Intermunicipal Agreement. This has worked well for them as the effort to work together was being led by the communities and the structure needed to accommodate municipal requirements. The Middlesex 3 TMA formed as a sub-organization of the Middlesex 3

Coalition, a group committed to “fostering economic development, job growth and retention, diversifying the tax base, and enhancing the quality of life for our residents” in a region that encompasses 10 communities along the Route 3 corridor. This is similar to the Eastern Maine TMA that formed under the Economic Development Corporation. Using those models as an example, a Berkshire Region TMA could be formed as a sub-organization under 1Berkshire. As work on the project progresses, the group can assess on an annual basis if it makes sense to split apart at some point and form the TMA as a separate non-profit.

Often in a TMA, each member has a seat on the Board of Directors that oversees the organization so those making a financial contribution to the organization have a voice in the priorities that are set. The group can either decide to make community participants advisory members, or establish a membership category for community participation. Stakeholder groups, including legislative staff, or community-based groups, are generally invited to participate as advisory members and usually do not have a vote in organizational matters.

Membership. Since TMA members typically receive direct services from the TMA for their employees or tenants, such as carpool matching, an Emergency Ride Home program, and even transit incentives, it is important to establish at the outset what services are included with each category of TMA membership. A Memorandum of Understanding outlining what is included in TMA membership should be signed by each member of the organization in order to clearly set expectations for participation in the organization.

Typical TMA Programs. Below is an overview of the programs and services that are typically offered by a TMA to its members:

- **Ridematching** to assist with the formation of carpools and vanpools.
- **Emergency Ride Home Program** that guarantees people who carpool, vanpool, take transit, bike or walk, a ride home in an emergency at no cost to the individual.
- **Shared Shuttles** where participating members take advantage of the opportunity to split costs and offer a shuttle service connecting to transit or an off-site parking location.
- **Incentive programs** that help people take the first step in trying a new transportation mode by providing an incentive to help them overcome the initial obstacles to getting started.
- **Vanpool formation assistance** so that groups interested in vanpooling can be educated about this often-underutilized option and get started sharing the ride together in a leased vehicle.
- **Active commuting options** are often sidelined because they are weather and distance dependent, but they offer many health and environmental benefits, and can be a good way to engage people in a bigger conversation about commuting and their choices.
- **Marketing and promotion** of commuting options is essential to raising awareness about where people can obtain information and assistance with their transportation planning.
- **One-on-one meetings** to develop individualized programs tailored to a location are an opportunity for TMA staff to work one on one with members to plan on-site programs that best match their needs and their culture.

- **Keeping members informed** about key issues nationally, in the state, and in the region so that members can keep abreast of what is happening and how it impacts them, even if they are unable to attend all of the meetings being held.
- **Holding regular meetings** brings the group together and fosters a close working relationship that ensures that progress is being made in all of the key areas outlined in the workplan.
- **Advocating for transportation funding**, programs, and improvements that will benefit the members and the region is critical to making long-term progress for the group.
- **Recruiting new members** is essential to keeping the organization fiscally sound and sustainable for the long-term.

BERKSHIRE REGION TMA

There are some challenges that would be specific to this region and some less traditional programs that would help to make this TMA successful. These are outlined below:

- As 1Berkshire is already an established entity with its own leadership structure, the Berkshire TMA could be formed as a separate committee within the existing organization. Operating guidelines for the TMA can be established to make it clear how the Board works as the decision-making entity for the members. 1Berkshire could act as the fiscal agent for the organization, which would be efficient and would reduce start-up time.
- Having the home-base for the TMA at 1Berkshire will give the staff access to resources that will enable a quick start-up of programs and services. The TMA staff person will have access to local businesses and can build on programming that is already in place.
- 1Berkshire is a member-based organization and the TMA is typically funded at least in part by member dues as well, so joining forces will enable them to be part of the same structure and work closely together, rather than be in competition with each other for members. A dues structure would have to be worked out so that the establishment of the TMA does not in any way conflict with the financial well-being of 1Berkshire. The TMA could become another service offered to members of the organization. In the Middlesex 3 TMA model, partners may be members of the M3 Coalition and also members of the M3TMA for an additional fee if they elect to join.
- TMAs typically cover a relatively small specific geographic area. The Berkshire region is much larger than what is covered by a typical TMA and this could prove to be a challenge. Dividing the region into the north, central and south areas that are commonly used would be helpful. Staff can then ensure that they divide their time among the regions. Eventually as the TMA grows, it may be possible to consider additional staff to cover each of these regions. The TMA Workplan can also be structured so that projects are prioritized and divided into long-term and short-term categories.
- One of the first tasks for a TMA Director would be to meet individually with the larger businesses in the region, conduct employee surveys and prepare individual maps of employee origins in order to develop customized programs for each member/region.

- Although it is understood that this TMA is interested in a shared dispatch model like what is used at CrossTown Connect, this would be a challenge for such a large area. Where the BRTA is already the brokerage entity for the region, it makes sense to partner with them to see if a call center can be established at that location using existing software. Looking through the many reports prepared on transportation in the area, an idea like this has already been explored by the BRTA. The TMA could partner with the BRTA and make this a shared project.
- **The Berkshire Rides** group that was merged with the **Berkshire Community Action Council** previously developed a successful model using vans for demand-response service and vanpooling. This model should be revisited as part of another partnership for the TMA. It would be a way to offer a lower cost vanpool option that could be effective at moving groups of people working the second or third shift when the BRTA is not operating. One of the keys to the success of this program would be to own the vans that would be used in order to lower the costs for the riders.
- The BRTA has developed a concept for on-demand services using smaller vehicles. This was outlined in their FY2019 Annual Report. The smaller vehicles would be used to make on-demand trips in communities that are not well-served now. The vehicles would connect into the spine of the BRTA where it provides regular service. This has the potential to be another successful model that would serve the needs identified for the region. The TMA could be a partner to the BRTA on this project as well, providing marketing and outreach support and promoting the services to businesses and groups within the communities.
- Tourism-related transportation is not typically provided by a TMA. However, as hospitality and tourism are important drivers for the economy in the region, it would make sense for a Berkshire TMA to play a role in transportation programs that address the needs of the sector. One idea to consider that has been utilized in New Haven, Connecticut, among other places, is a pilot microtransit project. Wheels2U is operated for Norwalk Transit by Via. It operates as an on-demand shuttle service using an app Thursday – Saturday from 5:00 PM – midnight, and on Sunday from noon – 9:00 PM. It was designed to improve connections between a number of attractions in the downtown New Haven area. The service can be “geofenced” so that rides can only be requested to and from areas that are included in the program. It may even be possible to use small vans that are available to commuters during the day to provide this service at night and on the weekends. Salem, Massachusetts, another location that sees a huge influx of seasonal tourism, piloted a transportation program in 2019 in the month of October called Haunted Happenings. They identified off-site parking locations and the operated school buses throughout the day and night from the lots to key locations.
- Given the number of businesses and the lack of density in the region, operating this TMA using only member dues would likely be a challenge. Other funding sources would need to be secured in order to ensure that the TMA’s basic operating budget could be sustained. As noted in the research of the rural models in Montana and Maine, 5311 or CMAQ seem like potential sources of funding.

BERKSHIRE REGION TMA BUDGET

TMA budgets can vary depending on whether there is full-time or part-time staff, and what programs and services are offered. The proposed annual budget below takes into consideration what would be needed for a Berkshire region TMA including the following assumptions:

- A more experienced Director would be required given the size of the region and the issues specific to making this TMA successful.
- The TMA would begin with only the Director on staff.
- The TMA Director may have to travel great distances to meet with members.
- Marketing costs are higher for the first year of the program to account for the development of a TMA website.
- The TMA would use TransAction’s cost-effective eCommuter database. Other Massachusetts TMAs have partnered to offer ridematching in partnership with Ride Amigos, which is an option, but annual costs would more likely be between \$5,000 - \$7,500.

Sample TMA Budget	
	Budget
Staff:	
FT Program Manager Salary	\$85,000
Staff Oversight	\$25,000
Marketing Costs:	
Promotional items, print materials, design time, events, prizes	\$10,000
Travel & Entertainment/Meetings	\$5,000
TMA Programs/Services:	
Emergency Ride Home Program	\$5,000
Ridematching System	\$2,500
Bicycle/Pedestrian Programs	\$5,000
Transit Incentive Program	\$5,000
Office and administrative costs:	
Office Supplies	\$2,000
Taxes, Insurance & Annual Reports	\$3,500
Total Expense	\$148,000

6.0 IMPLEMENTATION AND FUNDING

Given that TMA models have become much more flexible, and that there is a wide variety of organizational structures that can be implemented for these organizations, it is clear that a TMA model could be developed for the Berkshire region that would meet some of the already identified needs.

STEPS TO FORMING A TRANSPORTATION MANAGEMENT ASSOCIATION FOR THE BERKSHIRE REGION

1. Establish the core group of committee members who will work on TMA formation.
2. Find a location where the organization can be hosted in the target region.
3. Set a budget for the organization, this can grow over time, so the initial budget may be smaller and include just a few committed partners to start.
4. Identify sources of funding based on the budget.
5. Determine the plan for the organizational structure of the group. This should include any organizational documents needed, such as by-laws or operating guidelines.
6. Select the initial TMA programs to be launched and create a timeline and a workplan that can be updated annually. Include a mission statement for the organization and set goals.
7. Decide on how the organization will be staffed and managed.

POTENTIAL FUNDING SOURCES

Below are several different state and federal grants that could be considered as possible sources of funding for a Berkshire TMA.

Metropolitan Planning Organization (MPO). The MPO for the region, the Berkshire Regional Planning Commission is responsible for conducting the federally required metropolitan transportation-planning process. Funding sources that come from the MPO include the *Congestion Mitigation and Air Quality (CMAQ) Improvement Program*. The purpose of the program is to provide a flexible funding source to state and local governments for transportation projects and programs to help meet the requirements of the Clean Air Act. Funds may be used for a transportation project or program that is likely to contribute to the attainment or maintenance of a national ambient air quality standard, with a high level of effectiveness in reducing air pollution, and that is included in the metropolitan planning organization's (MPO's) current transportation plan.

The Boston MPO has identified \$742,000 in Fiscal Year 2021 through the CMAQ program for a Community Connections Program. This is an opportunity to apply for funds that could be used for TMA programs. The Berkshire region could identify CMAQ funds to put toward a Berkshire Region TMA.

Workforce Transportation Program. The MassDOT Rail & Transit Division has launched a new program that provides funding for projects designed to meet workforce transportation needs around the Commonwealth. MassDOT recently awarded \$4.2 million using a combination of federal and state funds to projects that centered around commuter transportation services. This is a competitive grant program and communities are eligible to receive the funding. A number of shuttle services were funded in the first year of the program.

Community Transit Grant. Massachusetts distributes federal and state funds for community transportation to expand services for older adults and people with disabilities through this program. It includes the federal 5310 program and the state Mobility Assistance Program (MAP). Transit authorities, state agencies, municipalities, non-profits, and for-profits can apply annually for capital or operating assistance.

Helping Hands Mini-Grants. These are small grants of up to \$1,000 offered through the Massachusetts Rural Transit Assistance Program (MARTap) used to support transit services in rural and small urban area. They are offered via an annual competitive process typically in the spring. They have been used to cover the cost of things like equipment (laptops, printers, etc.), safe steps to help older adults access a vehicle, or marketing supplies.

Rural Business Development Grant. Available through the U.S. Department of Agriculture (USDA), the program provides technical assistance and training for small businesses (fewer than 50 new workers, less than \$1 million in gross revenue). Rural public entities including non-profits can apply for funding and the grants may be used for the purpose of rural transportation improvement.

Efficiency and Regionalization Grant Program. Is a potential source of funds for TDM-related programs such as a TMA. The funds are available to help regionalize services and are affiliated with the Community Compact program. The application process generally opens in mid-January.

Commonwealth Transportation Infrastructure Fund. The Commonwealth Transportation Infrastructure Fund requires transportation network services like Uber or Lyft to report the number of rides from the previous year that originated in each city or town and pay a per-ride assessment, half of which (\$0.10 per ride) is paid to cities and towns to be used for transportation-related costs. While TNC ridership has been relatively low in the Berkshire Region as compared to the rest of Massachusetts, if ridership increases over time this could represent a potential source of funding. In total, Berkshire communities had approximately 50,000 rides in 2019 and so received roughly \$5,000 from the fund.

Massachusetts Community Health and Healthy Aging Funds. These funds are available through the Department of Public Health and are available to help improve health outcomes via sustainable approaches that involve a variety of partners. The program recognizes that transportation is a social determinant of health that affects communities.

Transportation Demand Management (TDM) Requirements. In July 2015 the Metropolitan Area Planning Council authored a study entitled “Transportation Demand Management Case Studies and Regulations.” The report made recommendations that if adopted could potentially result in

the availability of funds to help support community-based transportation programs, including a TMA. This includes the requirement that new developments participate in Transportation Demand Management initiatives either through a condition of approval for individual projects, or by adopting a by-law that includes language with very specific triggers for requirements and also ensures that there is a clear transfer of responsibility in the event of a change in ownership or tenant turnover (e.g., incorporate in deed, link to an occupancy permit). It is important to note, however, that if towns require employer participation in a TMA through a mitigation effort, they should be certain that the services being established will serve that facility.

ATTACHMENT A – Berkshire TMA Study Identified Stakeholders

Agency	Address
MassHire Berkshire Workforce Board	160 North St, Pittsfield
1Berkshire	66 Allen St #6227, Pittsfield
Berkshire Regional Planning	1 Fenn St #201, Pittsfield
Pittsfield Council on Aging	330 North St, Pittsfield
Berkshire Immigrant Center	67 East Street, Pittsfield
Berkshire Regional Transportation Authority	1 Columbus Ave, Pittsfield
MassHire Berkshire Career Center	160 North Street, Pittsfield
Berkshire Community Action Council	1531 East Street, Pittsfield
Pittsfield Public Schools	269 1st St, Pittsfield
Berkshire County Community College	1350 West Street, Pittsfield
City of Pittsfield	70 Allen Street, Pittsfield
Berkshire Medical Center	725 North St, Pittsfield
Berkshire Regional Planning	1 Fenn St, #201, Pittsfield
Brien Center	333 East St, #227, Pittsfield
State Senator	100 North Street, Pittsfield
Senator Hinds' District Aide	100 North Street, Pittsfield
Berkshire Interfaith Organizing	175 Wendell Ave, Pittsfield
United Way	200 South St, Pittsfield
Hillcrest	169 Valentine Rd, Pittsfield
SABIC Innovative Plastics	1 Plastics Ave, Pittsfield
General Dynamics	100 Plastics Ave, Pittsfield
BRTA	1 Columbus Ave Pittsfield

Fairfield Hospital	725 North Street, Pittsfield
City of North Adams	10 Main Street, North Adams
BFAIR	771 Church St, North Adams
Northern Berkshire Community Coalition	61 Main Street, 218, North Adams
Crane & Company	1466 Curran Hwy, North Adams
North Adams Public Schools	191 E Main Street, North Adams
Massachusetts College of Liberal Arts	375 Church St, North Adams
North Adams Council on Aging	116 Ashland Street, North Adams
MASS MoCA	1040 Mass MoCA Way, North Adams
Great Barrington Transportation Committee / Simons Rock Student	334 Main Street, Town Hall, Great Barrington
Great Barrington Council on Aging	917 S Main St, Great Barrington
Community Health Programs	444 Stockbridge Rd, Great Barrington
Railroad Street Youth Project	60 Bridge Str, Great Barrington
Kutsher's Sports Academy	25 Deerwood Park Rd, Great Barrington
Jacob's Pillow	358 George Carter Rd, Becket
Tanglewood	West St, Lenox
Canyon Ranch	165 Kemble St, Lenox
Cranwell Resort Spa - Golf Club	55 Lee Road, Lenox
Williamstown Commons	25 Adams Rd, Williamstown
Williams College / Berkshire Interfaith Organizing	39 Chapin Hall Drive, Williamstown
Williamstown Theater Festival	1000 Main Street, Williamstown
Berkshire Bridges	140 E Housatonic St, Dalton

Berkshire Education Task Force	n/a
Town of Adams	8 Park Street Adams
Kripalu Center for Yoga-Health	57 Interlaken Road, Stockbridge
Mead Corp Specialty Paper	40 Willow Street, Lee

ATTACHMENT B – Berkshire Region Transportation Management Association Feasibility Study Stakeholder Interview Questions

Name: _____

Organization: _____

1. What do you see as the biggest challenges around transportation in the Berkshire region?
2. Do you feel there are transportation resources that are underutilized? If so, please explain
3. Do you see any gaps in transportation that you think need to be filled?
4. What do you see as the biggest challenges around commuting for your employees/students/customers?
5. Would you be willing to share the zip codes of your employees so we could map them out for transportation option purposes (anonymous data only, no names or addresses need to be included)?
6. What local transportation services are you aware of that people are using?
7. What do you think we should know about transportation in the Berkshire region as we conduct this study?
8. If a new organization is formed to address transportation challenges in the region, how likely would your organization be to play a role in providing funding for it?
9. Please provide a brief description of any transportation services that you offer employees or students or customers (include route and stops):
Is there any additional information that you would like to share with us with regard to regional transportation?

ATTACHMENT C – Summary of Participant Responses

Summary of On-Line Survey Responses	
Question	Stakeholder Responses
<p>What do you see as the biggest challenges around transportation in the Berkshire region?</p>	<ul style="list-style-type: none"> • Lack of frequent, convenient public transportation • BRTA has long routes and riding takes too long • Expanded hours and Sunday service are needed on BRTA • Low density development & rural nature of region • Lack of adequate funding for transportation • Not enough innovative thinking to solve transportation challenges • Distances between where employment opportunities and workforce housing • Cost of car ownership • Cost of public transportation • Limited view of what “transportation” means • No public transportation in many locations, but low density makes expanded routes cost prohibitive • Transportation is a barrier to employment, social services, and healthcare • Need more options for people to get to medical appointments outside the region • Ride hailing services do not have a significant presence • Lack of information about existing services
<p>Do you feel there are transportation resources that are underutilized? If so, please explain:</p>	<ul style="list-style-type: none"> • Council on Aging vehicles • School buses • Biking and walking are under-encouraged • Ridesharing and carpooling • BRTA buses have plenty of extra capacity • Retirees could benefit from volunteer driving for community members • Organizations that provide transportation do not coordinate with each other
<p>Do you see any gaps in transportation that you think need to be filled?</p>	<ul style="list-style-type: none"> • BRTA during nights, early mornings, Sundays, holidays • Transportation beyond the “spine” of the region • First/last mile • North/south express routes • Quality access to taxi, Uber, Lyft • More bicycle paths and infrastructure is needed • More creative models needed • Afterschool programming for children • Train access to surrounding cities • Senior transportation • Coordination of secondary transportation services (vans, shuttles) • Employment transportation • Tourist employment from Pittsfield
<p>What do you see as the biggest challenges around commuting</p>	<ul style="list-style-type: none"> • Many un- and underemployed individuals do not own cars • High school students often have to rely on parents to get to apprenticeships

<p>for your employees/students/customers?</p>	<ul style="list-style-type: none"> • Existing transit service is not convenient • Travel distance • Affordability • 24-hour operation means no public transportation option for many employees • Expanded hours and Sundays needed on the BRTA • Length of time on bus • Service industry workers don't have set work schedules and thus cannot plan a regular commuting schedule • Getting college students off campus to our location • Bicycle travel • Need direct routes from areas not served by the BRTA
<p>Would you be willing to share the zip codes of your employees so we could map them out for transportation option purposes (anonymous data only, no names or addresses need to be included):</p>	<ul style="list-style-type: none"> • Yes: 5 • No: 0 • Unsure: 5 • N/A: 2 • Unanswered: 2
<p>What local transportation services are you aware of that people are using?</p>	<ul style="list-style-type: none"> • BRTA • Taxi (pre-scheduled and on-demand) • Bicycle/walking paths • Paratransit • Council on Aging vans • Rose & Coles Transport Co-op • Carpooling • Uber • Volunteer drivers • Southern Berkshire Elderly Transportation Corp. • Organizational vans/shuttles • School bus • Cabulance
<p>What do you think we should know about transportation in the Berkshire region as we conduct this study?</p>	<ul style="list-style-type: none"> • Connectors are needed between main "spine" of public transportation and more remote areas • Many people in the region are unable to afford cars • Limited transportation options are responsible for unfilled jobs in the private sector. Companies could contribute. • "Express" vans needed for workforce transportation • Lack of transportation holds people with low incomes back from moving into higher income brackets • Employee retention and reliability are challenges for employers who hire entry level workers without access to reliable transportation
<p>If a new organization is formed to address transportation challenges in the region, how likely would your organization be to play a role in providing funding for it?</p>	<ul style="list-style-type: none"> • Likely: 2 • Somewhat likely: 2 • Unlikely/unable: 5 • Unsure: 4 • Unanswered: 1

Please provide a brief description of any transportation services that you offer employees/students/customers (include route and stops):

- Financial support for bus or taxi services
- Share information on transportation providers
- Provided full cost of taxi rides and bus passes
- Leased van provides transportation to programs
- Funding for the BRTA so students ride for free
- Fleet of vans for student transportation around the region
- Van for agency purposes. Sometimes lent to other community organizations
- Council on Aging vans for seniors and people with disabilities
- Chartered bus to Alewife Station during holiday breaks
- Shuttle Fri-Sun on regular schedule to get students around town and to Peter Pan bus stop
- Campus bikeshare program

Is there any additional information that you would like to share with us with regard to regional transportation?

- The ability to get to work on time for all shifts would benefit our regional employers as well as go far to lift people out of poverty.
- Lessons can be learned from Berkshire Rides and other efforts to inform any new initiatives.
- Issues with transportation consistently come up as a barrier to employment and or retaining workers.
- Excited about West-East Rail and Berkshire flyer but concerned that local public transportation is not robust enough to support riders that would be arriving.
- Need to be thoughtful about incentivizing infrastructure investments to meet the needs of low-income families and recreational needs of visitors.
- In such a car-centric region supporting car purchasing options such as Good New Garage is another strategy to help people.
- Bikes can/should take more of a role in commuting.

TRANSPORTATION STUDY

Share Your Thoughts Today!

We are looking at transportation throughout the Berkshire region. Information on your commuting habits and preferences, and any challenges that you face, will help us to develop better transportation programs. Please share your thoughts so we can learn as much as possible about local commuting.

I am:

- A local resident interested in transportation
- An employee looking to get to and from a local business

Age:

- 18-24 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55-64 years old
- 65-74 years old
- 75 years or older

Where do you live?

Town and Zip Code

Where do you work?

Town and Zip Code

How do you typically get around in the Berkshires?

- With my own car
- A friend drives me
- I take a bus
- I use Lyft/Uber

I ride my bike

Other (please specify):

Approximately what time do you need to arrive at work?

6:30 - 7:00 am

7:00 - 7:30 am

7:30 - 8:00 am

8:00 - 8:30 am

8:30 - 9:00 am

Other (please specify):

Approximately what time do you need to leave work?

5:00 - 5:30 pm

5:30 - 6:00 pm

6:00 - 6:30 pm

6:30 - 7:00 pm

7:00 - 7:30 pm

Other (please specify):

Do you have any flexibility in your arrival and departure times for work?

Yes

No

Are you interested in bicycle transportation? If yes, please tell us more about what you would like to see:

Please tell us what you think, in general, about transportation options that are available in the Berkshire region:

If a convenient public transportation option was available to get you to where you want to go (work, school, shopping, etc.) how likely would you be to use it?

- Very likely
- Somewhat likely
- Neutral
- Somewhat unlikely
- Very unlikely

If you were to use this public transportation option, where would you most likely to go (choose all that apply)?

- Work
- School
- Food Shopping
- Other Shopping

- Other
-

Please provide your contact information if you would like to receive information about commuting in the Berkshire region:

Name

<input style="width: 80px; height: 25px;" type="text"/>	<input style="width: 120px; height: 25px;" type="text"/>
First	Last

Address

Street Address

Address Line 2

City

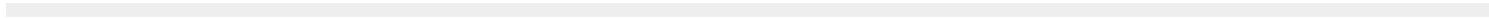
State / Province / Region

Postal / Zip Code

Country

Email

Phone Number

 - - 

ATTACHMENT E – Summary Responses To Public Input Collected

Survey Attribute	Category	Response
Age	18-24	1
	25-34	27
	35-44	26
	45-54	18
	55-64	21
	65-74	11
Town of Residence	Adams	16
	Cheshire	1
	Clarksburg	1
	East Nassau	1
	Great Barrington	2
	Housatonic	2
	Lakeville	2
	Lanesboro	1
	Lee	6
	Lenox	2
	North Adams	20
	Pittsfield	41
	Springfield	1
	Stephentown	1
	Stockbridge	4
Williamstown	3	
Town Where Employed	Adams	2
	Dalton	1
	Great Barrington	5
	Huntington	1
	Lee	9
	Lenox	3
	North Adams	20
	Pittsfield	42
	Sheffield	9
	Stockbridge	1
	Williamstown	5
	Unspecified (all aged 65 or over)	6
Typical Transportation Mode	A friend drives me	7
	Combination of Uber and bus	1
	I borrow a car	1
	Ride my bike or drive my car	1
	Take a bus	7
	Walk or take a cab	1
	Walk to and from work and drive my car	1
	Wife drives me. My car died and we cannot afford another	1

	Shared car	1
	Prearrange rides by posting on Facebook Exchange Group	1
	Walk, bus, cab, ride with friend, beg rides	1
	Walk	1
	With my own car	80
Arrival Time at Place of Employment	4:00 AM	1
	5:30 AM	1
	6:30-7:00 AM	6
	7:00-7:30 AM	9
	7:30-8:00 AM	20
	8:00-8:30 AM	13
	8:30-9:00 AM	34
	9:45 AM	1
	10:00 AM	2
	10:00-11:00 AM	1
	8:30 AM 2 days; 10:30 AM 2 days	1
	1:00-4:00 PM	1
	2:30 PM	1
	Sometimes 11:00 AM; sometimes 3:00 PM	1
	Variable/flexible	5
Departure Time from Place of Employment	8:30 AM	1
	Sometimes 10:30 AM; sometimes 2:30 PM	1
	11:30 AM	1
	1:00 PM	2
	2:00 PM	2
	2:30-3:30 PM	1
	3:00 PM	4
	3:00-4:00 PM	1
	3:00-11:00 PM	1
	Sometimes 3:30 PM; sometimes 6:00 PM	1
	4:00 PM	6
	4:00-4:30 PM	1
	4:30 PM	3
	4:30-5:00 PM	2
	5:00-5:30 PM	38
	5:00 PM 2 days; 7:00 PM 2 days	1
	5:30-6:00 PM	9
	6:00-6:30 PM	4
6:30-7:00 PM	3	
7:00-7:30 PM	3	

	8:00 PM	1
	8:30 PM	1
	8:00-9:00 PM	1
	Variable/flexible	6
Are your arrival and departure times flexible?	Yes	63
	No	36
Are you interested in bicycle transportation?	Yes	29
	No	24
	Unanswered	51
If a convenient public transportation option were available, how likely would you be to use it?	Very likely	38
	Somewhat likely	24
	Neutral	12
	Somewhat unlikely	14
	Very unlikely	16
Where would you most likely go using public transportation?	Work: 64	64
	School	13
	Food shopping	41
	Cultural/entertainment/dining/social	15
	Healthcare	3
	Childcare	1
	Parks, libraries, etc.	1
	Place of worship	1
	Meetings	1
	Travel to major cities	4
Airport/train station	3	
Are you interested in bicycle transportation? If yes, please tell us more about what you would like to see:	<ul style="list-style-type: none"> • The bike path connecting North Adams and Williamstown will be a valued asset. • Yes. Covered bike racks. More bike infrastructure such as true bike lanes. • Yes, motorized bike short term daily rentals • Yeah, bike lanes! Roads are too narrow especially with snow on the ground to commute safely • Spots are used to park my bicycle. • I'm interested, but are they feasible in the winter months? • Yes, only if the rail trail between Adams and North Adams is completed. • No. I live high up the trail. • " I think the electric assist bikes and stations would be awesome around here. I love using them in Northampton. Also extended the bike trail. " 	
Please tell us what you think, in general, about transportation options that are available in the Berkshire region:	<ul style="list-style-type: none"> • Having independent travel is almost wholly necessary for getting around the Berkshires, even if it's most dense urban areas. 	

- extremely minimal. Public transportation is pretty much useless and taxi services are overpriced for the average consumer. Without your own vehicle, its very challenging to live here.
- If you don't have a car transportation is challenging. It's expensive and it's inconvenient.
- Dismal
- I am living in North Adams. The only available transportation are busses. I feel we are cut off. Going to Pittsfield round trip, you can be on the bus for 3+ hours. There is nothing going to Greefield. Many people want to go to various things in Boston. Many people wish to have medical appt. in Boston. It is a 6+ hours round trip to Boston if you can schedule appt. that doesn't coincide with rush hour.
- Very poor
- We need another route going north and south within the county. Traffic traveling south from north county has significantly increased over the last 10 years.
- the options are really drive yourself or walk. The bus only stops and is accessible to certain parts of town, if you live outside of those very limited spots, just walking to the bus can take half an hour or more. The same with North Adams and all the areas of Berkshire County. If you miss the bus, you need to wait an hour to hopefully get it next time. You have to pay so much for such an inconvenient system. No one wants to waste a whole day waiting for the bus to get where they need to go. I would go without a car if i could. I do it when i go to Boston or other cities because their transportation is so much better there.
- Bus transportation does not offer enough options based on expanding work schedule expectations. Too few buses offered to cover entire county. Taxi, Uber or Lyft options limited and unreliable. I own a car, but have coworkers who have needed to arrive an excessive amount of time prior to a shift or wait excessive amounts of time post work for public transportation.
- Public transportation is presently such that it makes transportation for working people extraordinarily challenging if not completely impractical. BRTA does it's best to utilize it's limited resources to benefit the most people they can, and they are to be commended for being responsive to ridership requests for things like a Great Barrington circulator, but in its present state, the limited footprint and hours make public transit less attractive than it ought to be.

- They are inadequate. Despite living and working in the same city, there is no feasible bus route for me to use to get to work.
- I wish there were more options for getting out of the Berkshires- specifically from Pittsfield to Boston and back.
- Needs to be more transportation, more affordable.
- The current transportation system does not serve our families 24/7 and many of our families do not work traditional 9-5 jobs, therefore needing access to a bus system that runs later continually. Also, the current system requires families to use half their day to go to Pittsfield and back on the bus, partly due to the several bus change overs they have to do. If a bus is late, they miss their connection and have to wait an hour plus sometimes for the next one. We need a rail system, something more affordable in order for us to succeed as a County.
- I would like to have more train schedule between Springfield and Pittsfield
- They are too infrequent. A few in the evening would be great, especially on the weekends. I don't have my own personal vehicle, so I generally rent a car to get around in the evening because cabs are sometimes not available
- Although I do not depend on public transportation, the options seem limited for people who do. The bus does not run early or late enough to accommodate many schedules, and connecting between different routes seems to take so long that transportation takes too long for many people.
- They are fine
- I wish transportation was available more hours in the evening. Saturday and Sunday all day hours. I wish I didn't have to have a car with all the payments that come with it.
- "They are very very limited, restrictive, can be costly and unaffordable to some.
- "very limited for visitors and for front line workers to get to jobs
- would be interested in rideshare services and shuttles from north to south county"
- Driving a car is the only real option. I wish there was something cheap, easy and conveniently scheduled.
- I think there are good options but not at times needed for all. Personally I get to work 40 minutes early and have to

wait 50 minutes after work, plus the time it takes to walk to and from ITC.

- Crap. Absolutely horrible. We don't have any options! In the cities there are bus services that come through the main streets every 30 minutes. When you travel abroad, the same there are more buses than personal transport and that is what works not only to drive transport but the economy as people have many options for travel to and from their destinations and all times! Buses, trains, cabs, personal transport are just some! How about it!
- Not great the taxis are a nightmare and the bus system is pretty bad too
- There needs to be more bus schedules
- There needs to be more options for poor people. Cabs are too expensive and they have so many physical disabilities that they can't or won't walk to the bus route. I work in affordable Housing and the residents have very limited options.
- Should focus more on smaller but more frequent "inter-city" connections between city and town centers,
- We will be moving in the next 2-3 years and it may mean giving up my awesome job because we will be cutting back to one car and relying on public transportation- which doesn't make it likely we can move to the Berkshires
- Terrible. If your car breaks down, the BRTA is not within walking distance and costly because you have to walk a mile or more after they drop you off. I don't think we have Uber in Berkshire County
- The lack of efficient public transportation is a barrier to many residents. It creates economic disparities and limits opportunities.
- biking better but needs safer routes between North Adams and Adams and to Williamstown
- My needs are around getting to and from Albany or Hartford airports for work travel. My family shares one car so I'm often shelling out ~\$200 to hire a stranger to get me there and back.
- Too limited
- Not enough options
- "Having you're own car is pretty important. The BRTA buses, from what I've heard, are not great in terms of scheduling. I've never known anyone who wasn't poor choosing to use them, which I think is too bad. I'd love to see the buses used

for commuting more like they are in larger cities. However, this is difficult without centralized areas that people would be commuting too.

- I would also like to see the expansion of east-west and north-south (Williamstown->Pittsfield->Great Barrington?) Rail."
- Not enough to get to the jobs
- "You can't buy a Greyhound tx for the 7:30 for the bus to Boston at the bus station. you have to buy it on line. There is only 1 train to and from Boston per day. Why does every bu to South County go thru Lenoxdale?"
- Limited/limiting bus service within county. Very poor to non-existent train service. Altho I am aware of taxi service, there is little easily accessible info on how it works throughout the county.
- The bus services are good but could be better. I've never used Uber
- I'm responding to say that I was a driver with Uber and LYFT in the Berkshires for a year. The vast majority of ride requests were in Pittsfield and for people that needed transportation to minimum wage type jobs. Sunday's were particularly challenging for riders because the buses do not run and I was frequently asked if I'd be driving later in the evening for their return to home because they feared the long wait with Rainbow Taxi. Additionally they spoke of the poor service, dirty cars and drivers at the taxi company. Imagine what visitors then experience. The Uber and LYFT fleet is small and fledging and needs to grow. I recommend that 1Berkshire shine a light on this and help to grow the ride share ecosystem by calling for drivers to sign up and to educate the local population that either doesn't know about ride share 101 and/or doesn't know it is available, particularly in Pittsfield. You might also consider working with Uber/Lyft to create micro regions -No County and South County.
- I will admit that I have not explored the options here much but they seem really limited. I lived in Boulder, CO for several years and in my opinion that city, county and Front Range region have a really exemplary bus system - notably the park and ride system along Hwy 36 (picking up commuters btw Boulder and Denver). I would really love to see a public transportation option between Berkshire County and Albany Airport.
- Options are limited for those who don't have a car or who are unable to drive their car for some reason. The bus hours

don't always accommodate for early morning hrs, late night or weekends

- I have never used any public transportation but used it all my life--buses, subways, trams before living here.
- "Lacking.
- I would be most interested in train service to/from Boston, as I need to travel there for meetings often and would prefer to take a train. "
- It is nearly impossible to go from many points in the Berkshires to other points because of the time involved.
- Would love to see more train options to Boston
- "The pace of public transportation is cost prohibitive -time equals money, and the routes are not aligned with contemporary pace of life and cost of living.
- There is also an interesting social stigma attached to using public transportation. When I grew up in Pittsfield, all of us used the buses with ease and frequency. I don't know a single youth who is willing to conceive of using the bus to move about, even when motivated by activities they are interested in.
- I am also quite concerned about the safety issues presented with recreational drug use - how can we address this? How can an uber type system keep everyone connected socially AND safe?!
- I'm extremely concerned about our community's children and youth vis a vis social emotional connection. The isolation of a rural context is greatly compounded by parents work lives and presence of technology. A functional, engaging, fun and non-stigmatized transportation focused on empowering youth to access internships, social engagements, funky and creative opportunities could literally catapult the perception needed to invite new residents and visitors to the Berkshires! This has every opportunity to be incredibly creative, and a catalyst to much needed ripples of social change."
- Transportation options seem nonexistent, at least in southern Berkshire County where I work. I am dependent on my car.
- Lack of information unless you look online.
- The bus needs to run more often, later at night and on Sundays.

- Limited times. It's hard for people who live in North County to work in Central because the bus stops running early.
- They are severely lacking. In such a forward, community-driven county, people should be able to access affordable and reliable public transportation from town to town.
- Very little . Train or bus options are needed.
- I think it's typical of a rural area with a low density of population. Private transportation becomes the key, there aren't enough customers to make public transportation more viable.
- Limited options.
- We need expanded bus routes and routes that operate to at least 7:30 pm. Most current routes end at 5-5:30pm. Expanded weekend routes would help people who work or would like to shop on the weekends. Currently, there is no Sunday service which makes it difficult to function in the city. There are too many people who rely on the bus system and find it frustrating to have to home by 6pm(when the buses stop running) and unable to go anywhere on Sundays.
- Limited transportation for workforce for local work. I need to go to and from Boston but currently the schedule doesn't fit business and is unreliable.
- We need more options
- there a no good transportation options in the Berkshire region.
- "I would love for there to be rail options to Boston from the Berkshires. I currently have to travel to boston several times per year for work and currently i end up driving the whole way, but i would definitely take a train if it was available.
- Would like service to and from NYC, Boston, and all airports.
- Need more transportation in the evenings. Most jobs are service jobs thst pay nothing to be able to buy a car. Hard to get home at night. Times have changed. Office jobs arte scarce.
- I work for an organization that serves young adults. Most of the young adults do not have cars and rely on public transportation. Many have complained about the hours public transit run and how often a bus is picking up or dropping off. This greatly impacts and limits the adults abilities to get jobs in the community and explore the community on the weekends.
- Very limited options

- Do not seem to be plentiful, but I rarely need them for myself.
- Hopelessly inadequate. Live in North Adams and want to work t Walmart? Bus transport adds a lot of time to your commute. Want to get to Pittsfield? Rearrange your entire day for your trip. To South County? Fuhgeddaboutit.
- I think it's so wasteful as I drive 20 minutes to work each morning that there are so many vehicles with only one person in them. There should be better mass transit options. We talk about how important the environment is to us and yet there aren't many good options to get around town than a car.
- Tons of bus options around Pittsfield but barely any elsewhere. If you don't drive in this region you are extremely limited in options for housing/employment/access to culture. More people would ride the bus if there were more plentiful and efficient options but BRTA doesn't communicate well with those who aren't already riders.
- They underserved, as public transportation is unavailable or limited in the evenings
- Terrible.
- Poor options. Very few non-car means to commute.
- Weeknights & Sundays are needed as well as shorter ride times and more frequent stops.
- Very few
- Buses need to be more available on weekends and evenings. Having a train that goes from Pittsfield to Boston is great, but we also need one to New York City. This will be used by tourists, of course, but local professionals also often need to travel to New York for meetings and have to go all the way to Albany to get a train.
- Interested in rail transportation to Boston & NYC
- Lacking.
- "I work with bright, engaged and motivated college age students with disabilities who by and large do not have cars or driver's licenses. The limited public transportation in the Berkshires is a HUGE impediment for them in accessing viable career opportunities and attending vital medical appointments. On behalf of my students, I urge the community to look at this important issue of accessibility. I am happy to speak further with anyone pursuing positive change on this issue. Thank you,

- The transition in the Berkshires is very limited and makes it very hard for people who do not drive or have vehicles.
- They are limited, people reliant on the bus do not have a wide range of times available to them and there is not a bus available in our area on Sunday. Uber and Lyft are expensive for those working with a lower income and again this is not a plentiful service in my area.
- If you miss a bus, you have to wait to long for the next one to come. I would use the bus for transportation to events outside of my area if it were available. Mainly to attend music/art/cultural events in south county.
- Public transportation needs to improve in both frequency and hours of operation.
- "They are limited in scope and depending on the time of day and the day of the week. For example, it isn't feasible for many of our students to go to and from BCC. No direct busses. No late busses.
- Equally, if people don't have cars and live in Pittsfield, they seem to have limited means by which to get to cultural venues."
- The bus system coverage is good but times are not complete enough for me to use them.
- It is challenging that the buses have such limited schedules. I work with students who have learning differences in Lee. Most of them either do not drive or do not have a car with them. Many ride share services (such as Lyft, Uber) are unreliable here due to the low number of drivers. The bus is a great option, especially if they are going to Great Barrington, Lenox or downtown Pittsfield. However, there are many times the bus does not run, which impacts the students' ability to have jobs with evening or weekend hours. It also impacts their involvement with the community.
- "It is very hard for people to travel if you do not drive or just want to go enjoy a night out and not have to drive (getting a taxi/uber). I have tried and have supported students, who do not drive, try to request uber/lift and I would say 9/10 times there is no ride available.
- It is very hard for young adults who are trying to be independent and want to socialize to get anywhere if they don't drive. Buses are very limited, and Uber/Lift is unreliable."
- more ride share services, better bus service & routes to all ends of Berkshire County.



Membership Application

Member Name: _____

Street Address: _____ Unit/Suite: _____

Town/City: _____ State: _____ Zip Code: _____

Telephone: _____ Fax: _____

Hours of Operation: _____ (if applicable)
 Hours of Van/Shuttle Operation: _____ (if applicable)

Annual Membership Category

Please see below for breakdown of Membership dues based on category and level.

Developers		Residential		Town		Employers	
# of ft ²	Dues	# of Units	Dues	# of Residents	Dues	# of Employees	Dues
Under 50,000	\$2,000	50-100	\$2,000	Ex-Officio	\$2,000	1-100	\$2,000
50,001-100,000	\$4,000	101-200	\$4,000	10,000-15,000	\$4,000	101-250	\$3,000
100,001-200,000	\$6,000	201-300	\$6,000	15,001-30,000	\$6,000	251-500	\$4,000
200,001-400,000	\$8,000	301-400	\$8,000	30,001-45,000	\$8,000	501-750	\$6,000
400,001-600,000	\$10,000	401-500	\$10,000	over 45,000	\$10,000	751-1,000	\$8,000
over 600,000	\$12,000	over 500	\$12,000			1,001-2,000	\$10,000
						over 2,000	\$12,000

Estimated Annual Dues: _____

Membership Category: _____ Membership Level: _____
 (please provide exact ft², units, employees, or residents)

Designated Representatives to the TMA

The person who will represent your organization at the TMA meetings and who will be authorized to cast your vote and two designated alternates who are authorized to fill the role whenever needed.

Name: _____ Email: _____

Alternate Name: _____ Email: _____

Alternate Name: _____ Email: _____

Designated Employee Transportation Advisor

The person who will assist the TMA director with distributing information about programs and events the TMA offers.

Name: _____

Email: _____

Return application with a check payable to:

Watertown TMA

c/o TransAction Associates, Inc.

5 Wheeling Avenue, Woburn, MA 01801

For more information, please call 781.404.5008

Please note that additional services requested by members, such as shuttles, may be billed on a fee for service basis in addition to annual membership investments.

Membership dues will be pro-rated for members joining after January 1.

Membership fees for the TMA are tax-deductible as a business expense.