

TRACKER

2018

MassDOT's Annual Performance Report

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Photo credit: Derek Kenney

> Introduction

Tracker is the Massachusetts Department of Transportation (MassDOT)'s report card to our stakeholders, including state and local elected officials, DOT administrators, and all who use and rely on our network. It is a review of our progress, designed to track and clarify where we are succeeding in meeting our goals - and where we are falling short. This report responds to Chapter 25 of the Acts of 2009 requiring that "a report of the project information system and performance measurements shall be published annually and made available to the public" by providing a high-level summary - expressed in performance measures - of the work that MassDOT employees are managing day in and day out.

In addition to communicating our work to external audiences, *Tracker* is an important exercise and tool for MassDOT employees as well. The identification of representative measures and selection of appropriate targets help each operating division isolate key activities and data that are crucial to tracking progress. The report helps the executive leadership team make strategic decisions, helps management-level staff to best allocate personnel resources on a daily basis, and helps front-line employees view the impact of their work on our transportation system and on the experience of our customers. Where appropriate, the content presented in *Tracker* aligns with federal performance reporting requirements as described in Moving Ahead for Progress in the 21st Century (MAP-21), the federal transportation legislation enacted in 2012, and Fixing America's Surface Transportation (FAST) Act, which supports the performance management aspects of MAP-21.

This edition of *Tracker* provides an overview of performance across MassDOT for Fiscal Year 2018 (July 2017 through June 2018); instances where the time-period is different are noted. *Tracker* is organized according to MassDOT's five operational divisions (Highway, Aeronautics, the Registry of Motor Vehicles, Rail & Transit, and the MBTA), and the activities of each division are discussed in the context of the five performance goals described on the following page.

This year *Tracker* has gone digital! Our aim in moving to a web-based and mobile-friendly format is to allow a wider audience to access and engage with *Tracker* and to increase interest in how MassDOT is tracking its performance. The new format includes the ability to further drill-down into some of the data behind the metrics and to view more information spatially, through interactive maps. We will continue to improve the design of the digital format in next year's installment of *Tracker*. You can view the site here:

massdottracker.com

> MassDOT performance goals

The Secretary of Transportation established five overarching goals for MassDOT and the MBTA. The purpose of these goals is to articulate the critical drivers for the agency's programs and processes and to provide a framework for the interrelated activities that occur across the operational divisions.

These performance goals, together, inform the work that MassDOT and MBTA employees conduct each day and provide a framework for prioritizing resources. Each operational division's performance measures have been organized by the performance goal categories.

Customer Experience



Provide reliable and accessible services to MassDOT and MBTA customers and ensure that they are satisfied with the services provided.

System Condition



Ensure that the transportation system is well maintained and follows best practices for maintaining, preserving, and modernizing assets.

Budget & Capital Performance



Maximize capital investment effectively and efficiently by delivering programs and projects that produce the greatest benefits to the Commonwealth, its residents, and its visitors.

Safety



Provide and support a multi-modal transportation network that is safe for our workers and all users.

Healthy & Sustainable Transportation



Invest in and support a transportation system that promotes and protects the health of all users and the natural environment.

> Division Performance

In 2016, MassDOT conducted a target-setting process to establish two-year (FY18) and four-year (FY20) targets for the measures included in the original installment of Tracker. In addition, each measure has a long-term, or aspirational, target. These time horizons were adopted to maintain consistency with the MAP-21 target-setting time frame. Every two years the targets are revisited and adjusted if needed, based on availability of new data and insights on unfolding trends in performance across metrics. As such, performance in 2018 Tracker (this site) is measured against the FY18 targets adopted in FY16, while the FY20 targets have become the new two-year targets, and a new four-year target (for FY22) has been set. The long-term targets were also reconsidered and adjusted in FY18.

Below are highlights of each Division's performance in FY18 and following are each of the scorecards for the Divisions that include current and past year performance, as well as 2018, 2020, 2022, and long term targets. The scorecards here, in addition to presenting metrics where targets are set, also include contextual measures that help shed light on performance in other areas.

Highway Division



In FY18, the Highway Division came close to, met, or exceeded most targets set for its performance measures. The Division saw especially strong performance in system condition measures. In fact, not only were there gains in the percent of interstate pavement in good or excellent condition, but there were complementary gains in the percent of non-interstate pavement in good or excellent condition. This reverses a negative trend in non-interstate pavement condition seen in FY17. Bridge

performance, as measured by the area of national highway system bridges in poor condition, saw a dramatic improvement due to the completion of several large bridge projects. With respect to budget and capital performance the Highway Division surpassed its FFY18 advertising target for federally aided projects (STIP), the percent of construction contracts completed on or under budget met the FY18 target, and on time contract completion improved by almost 5%. Important areas where momentum

should be maintained or regained include the number of structurally deficient bridges, which increased slightly over the past year, on-time contract performance, and STIP project advertisement performance, which met its target but declined from FY17.

For more information go to massdottracker.com/highway

Rail & Transit



MassDOT does not set evaluation targets for the Rail and Transit Division, as MassDOT does not impose targets where RTAs and private freight companies establish their own. However, there has been noted progress in the Division's service quality and delivery metrics over the past year. With respect to rail, there have been some improvements in safety, with the (five-year rolling average) number of derailments stayed the same

from FY17 to FY18; however, the number (again, a five-year rolling average) of incidents at highway-railway intersections decreased. The number of reported hazmat incidents also slightly rose. With respect to the performance of the state's Regional Transit Authorities (RTAs), many saw improved performance, particularly with respect to budget and capital performance on paratransit services. Out of 15 total RTAs, 7 decreased

operating expenses and 6 were able to increase farebox recovery ratio on on-demand vehicles. Like most transit agencies in the U.S. ridership is falling in most RTA systems, although paratransit ridership increased in every RTA.

For more information go to massdottracker.com/rail-transit

Aeronautics



The Aeronautics Division met or exceeded four out of its seven targets in FY18: capital budget disbursement, contracts completed on-budget, safety and emergency management training attendance rate, and the number of completed airport safety inspections. However, in spite of meeting many targets, performance in some areas in FY18 fell compared to the previous year (FY17). For example, although the

Division disbursed 92% of its capital budget in FY18 exceeding the target of 90%, the Division disbursed a full 100% of its capital funds in FY17. Some measures have yet to meet targets, including airport pavement condition and the number of contracts completed on time; however, it is important to note that although the Division still fell short in some areas, performance improved in others.

For more information go to massdottracker.com/aero

MBTA



The MBTA has improved in many of its performance measures in FY18; that being said, performance in some areas decreased in FY18 compared to FY17. For example, reliability on buses, boats, and the Red and Orange rail lines was lower in FY18 compared to FY17, as was the percent of bus service that was operated. However, ADA accessibility improved for both subway platforms and Green Line vehicles. Moreover, reliability on The

RIDE also improved to its highest level in the past five years. The mean number of miles that vehicles travel between failures or breakdowns show that progress has been made in vehicle maintenance: on average, buses travelled over 22,000 miles between breakdowns, compared to under 12,000 in FY17. Although the percent of heavy rail vehicles that are being used past their useful life is now over 50%, the MBTA will replace the entire fleet of Orange

and Red line cars over the next five years, which will substantially improve asset conditions next year and into the future.

For more information go to massdottracker.com/mbta

Registry of Motor Vehicles






The introduction of federally mandated Real ID presented challenges for the RMV and for customers in early CY18. New rules took effect requiring customers to present more documents than ever before to receive RMV credentials, meaning customers had to have an awareness of the new requirements, present specific proof of residence and citizenship information, and RMV staff had to be trained in recognizing and scanning

the documents received from the customer. Additional verification and scanning responsibilities for RMV staff led to an increase in wait times when new software that was Real ID compliant was launched March 26, 2018. FY18 saw the percent of customers waiting at a Service Center less than 30 minutes fall (from 80% to 70%) and the percent of customers waiting for more than an hour triple over FY17 figures (from 4% to 12%). However, the



percent of systemwide transactions conducted online rose 2%, and the percent conducted outside of Service Centers (either online or at AAA locations) nearly doubled from 35% to 63%. Armed with both gains in the volume of off-site transactions and a set of reflections and lessons learned over the past year, the RMV is poised to substantially improve the customer experience over FY19.

For more information go to massdottracker.com/rmv

HIGHWAY DIVISION - 2018 SCORECARD






PURPOSE	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17	2018 TARGET	2020 TARGET	2022 TARGET	LONG-TERM TARGET
	E-ZPass payment rate (vs pay-by-plate)	86%	-	90%	90%	90%	90%
	Average commute time ¹ (5-year ACS estimate)	29 minutes	+0.3 mins	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Number of incidents that have caused a delay or closure per VMT	0.04 (CY17)	0 (CY16)	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Number of fatalities (rolling average/actual)	367/395	+4/+45	354/ n/a	347/318	320/299	Move towards zero
	Rate of fatalities per 100 million VMT ^{3,4} (CY 12- CY16 rolling average)	0.64	-0.01	0.63	0.56	0.51	Move towards zero
	Number of pedestrian fatalities (CY12- CY16 rolling average)	79	+2	73	reverse the trend	Move towards zero	Move towards zero
	Number of motorcycle fatalities (CY 12-16 rolling average)	49	0	48	continue to decrease	Move towards zero	Move towards zero
	Number of bicycle fatalities (CY12- CY16 rolling average)	10	+1	8	reverse the trend	Move towards zero	Move towards zero
	Number of serious injuries (rolling average/actual) ³	3,132/ 2,980	-120/ +130	3,299	2,689/2,206	2,467/1,897	Move towards zero
	Rate of serious injuries per 100 million VMT ^{3,4} (CY12-CY16 rolling average)	5.44	-0.33	5.9	4.12	3.5	Move towards zero
	Fatalities in roadway work zones	5	0	5	0	0	Move towards zero
	PSI - Interstate (% good and excellent condition, FFY17)	92.9%	+5.1%	85%	88%	88%	90%
	PSI - Non-interstate (% good and excellent condition, FFY17)	62.6%	+2.7	62%	60%	62%	70%
	PSI - Interstate (% poor, FFY17)	1.3%	-1.0%	5%	<4%	<4%	<4%
	PSI - Non-interstate (% poor, FFY17)	13.4%	-1.2%	12.6%	<20%	<20%	15%
	Pavement repair backlog	2,619 lane miles	-323 lane miles	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Structurally deficient bridge count	471	+4	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Structurally deficient deck area (NHS only)	12%	-5%	14%	13%	12%	<10%
	% of deck area in good condition (NHS only)	16%	-	n/a	15%	16%	20%
	Bridge Health Index	85.2	0	88	92	92	92
	Failed or missing curb ramps	5,097	-103	40% reduction from FY12	Continue to decrease	Continue to decrease	Move towards zero

HIGHWAY DIVISION - 2018 SCORECARD

PURPOSE	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17	2018 TARGET	2020 TARGET	2022 TARGET	LONG-TERM TARGET
	Number of contracts in construction phase	319	+79	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Number of contracts planned for next year	209	+89	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Number of construction contracts completed in year	95	-58	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Percent of STIP projects advertised in year	89%	-8%	80%	85%	90%	95%
	Percent of contracts completed on or under budget	75%	-7%	n/a ²	75%	80%	80%
	Percent of contracts completed on time	59%	+4%	n/a ²	75%	80%	80%
	Daily vehicle miles traveled per capita (CY17)	24.4	0	24.3	24.3	24.3	24.3
	Number of municipalities registered for Complete Streets	207	+40	200	250	275	351
	Number of Complete Streets policies approved	162	+32	--	200	250	275
	Number of Complete Streets Municipal construction awards	73	--	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set
	New miles of sidewalk paved or created	70 miles	+4 miles	Context only - no targets set	Context only - no targets set	Context only - no targets set	Context only - no targets set

1. Based on US Census American Community Survey (ACS)
2. Due to the multi-year process associated with construction contracts, a 2018 target was not set.
3. Required by MAP-21.
4. The measurements of VMT used in these safety calculations are different from the measurements used for other measures (number of incidents that have caused a delay or closure per VMT and average VMT per capita), because MassDOT submitted the latest safety data to the federal government prior to the revision of the VMT measurements. The VMT measurements used to calculate safety measures and targets will be updated to be aligned with the average VMT per capita measure in Tracker 2019.



RAIL & TRANSIT DIVISION- 2018 TRANSIT SCORECARD

PURPOSE	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17
	% of scheduled trips operated -Fixed-route bus	98.15% - 100%	5 out of 15 RTAs increased
	All injuries as a result of transit accidents (injuries per 100k UPT) -Fixed-route bus	0.1 - 1.0	4 out of 12 RTAs decreased or remained the same
	All injuries as a result of transit accidents (injuries per 100k UPT) -Paratransit	0.0 - 2.4	7 out of 12 RTAs decreased or remained the same
	Preventable accidents (per 100k UPT) -Fixed-route bus	0.1 - 3.8	7 out of 15 RTAs decreased or remained the same
	Preventable accidents (per 100k UPT) -Paratransit	0.0 - 27.4	8 out of 15 RTAs decreased or remained the same
	Fleet age -Fixed-route bus	4.3 - 9.0	7 out of 15 RTAs decreased or remained the same
	Fleet age - Paratransit	1.8 - 6.1	6 out of 15 RTAs decreased or remained the same
	Revenue vehicle condition ¹ -Fixed-route bus	1.8 - 4.9	8 out of 15 RTAs increased
	Revenue vehicle condition ¹ -Paratransit	2.7 - 5.0	7 out of 15 RTAs increased
	Facility condition ¹ -Fixed-route bus	3.0 - 5.0	6 out of 15 RTAs increased
	% of capital dollars spent by year's end -All	76.9% - 100.5%	6 out of 15 RTAs increased
	Operating expense per vehicle revenue mile -Fixed-route bus	\$4.07 - \$9.78	5 out of 15 RTAs decreased or remained the same
	Operating expense per vehicle revenue mile -Paratransit	\$3.10 - \$6.25	7 out of 15 RTAs decreased or remained the same
	Farebox recovery ratio -Fixed-route bus	8.5% - 21.8%	3 out of 12 RTAs increased
	Farebox recovery ratio -Paratransit	3.4% - 64.2%	6 out of 12 RTAs increased
	Annual ridership ² -Fixed-route bus	115,922 - 10,931,362	3 out of 15 RTAs increased
	Annual ridership ² -Paratransit	6,000 - 544,000	15 out of 15 RTAs increased
	% of MA residents with access to transit -Fixed-route bus	52.4%	-0.4%
	Ridership in CapeFLYER -Rail	14,000	226

Note: Current (FY18 unless otherwise noted) is listed as a range where applicable (minimum and maximum value per RTA). Change from FY17 (or the most recent year prior as noted) is listed as the number of RTAs showing a change in the desired direction. Where noted as n/a, presenting an aggregate change is not feasible.





1. Ranges on a scale from 1 to 5. These measures are an average rating per each RTA.
2. Total trips

RAIL & TRANSIT DIVISION- 2018 TRANSIT SCORECARD




PURPOSE	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17
	Number of derailments (per 1,000 track miles FY14-18 rolling average)	6.0	0
	Number of reported hazmat incidents (per 1,000 track miles FY14-18 rolling average)	1.9	+0.1
	Number of highway-rail incidents (per 1,000 track miles FY14-18 rolling average)	3.2	-0.4
	Capital budget spent to date vs. planned	83%	-11%

Note: Current includes FY18 unless otherwise noted; Change from FY17 includes the amount of change from FY17 to FY18 or change from the most recent year prior as noted.




AERONAUTICS DIVISION - 2018 SCORECARD

PURPOSE	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17	2018 TARGET	2020 TARGET	2022 TARGET	LONG-TERM TARGET
	Percent of aircraft registrations registered	82%	-4%	85%	85%	87%	90%
	Airport safety and emergency management training attendance rate	90%	+1%	75%	75%	75%	75%
	Airport safety inspections completed (CY17)	12	0 (from previous CY)	12	12	12	12
	Pavement condition (PCI)	68	N/A	72	74	74	75
	Capital budget disbursement	92%	-8%	90%	92%	95%	95%
	Contracts completed on budget	96%	+6%	85%	90%	92.5%	95%
	Contracts completed on time	74%	-7%	90%	90%	90%	90%

MBTA - 2018 SCORECARD

PURPOSE	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17	2020 TARGET	2022 TARGET	LONG TERM TARGET
	Subway reliability - Red Line	91.4%	-0.7%	90%	90%	95%
	Subway reliability - Blue Line	95.2%	+0.2%	90%	pending evaluation in capital program	pending evaluation in capital program
	Subway reliability - Orange Line	92.6%	-1.5%	90%	90%	95%
	Subway reliability - Green Line	77.6%	+1.1%	90%	pending evaluation in capital program	pending evaluation in capital program
	Subway passenger travel time - Blue Line	97.3%	-0.8%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Subway passenger travel time - Orange Line	94.9%	-2.8%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Subway passenger travel time - Red Line	93%	-3.7%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Subway passenger travel time - Green Line	98.1%	+1.8%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Bus reliability - Silver Line	79.3%	-0.9%	80%	pending evaluation in Better Bus Project and network redesign	pending evaluation in Better Bus Project and network redesign
	Bus reliability - Key bus routes	75.9%	0%	80%	pending evaluation in Better Bus Project and network redesign	pending evaluation in Better Bus Project and network redesign
	Bus reliability - Other routes	62.7%	-0.1%	75%	pending evaluation in Better Bus Project and network redesign	pending evaluation in Better Bus Project and network redesign
	Bus service operated	97.7%	-0.6%	99.5%	pending evaluation in Better Bus Project and network redesign	pending evaluation in Better Bus Project and network redesign
	Bus passenger comfort	93.8%	-0.4%	96%	pending evaluation in Better Bus Project and network redesign	pending evaluation in Better Bus Project and network redesign
	Commuter Rail reliability (adjusted)	93.7%	+0.5%	92%	92%	pending evaluation in capital program
	Commuter Rail service operated	99.7%	+0.1%	100%	100%	pending evaluation in capital program
	Boat reliability	96.1%	-1.5%	97%	98%	pending evaluation in capital program
	The RIDE reliability	92.9%	+1.0%	90%	90%	pending evaluation in capital program
	Platform accessibility (Rapid Transit, excluding surface stops)	93.1%	+0.7%	94.2%	95.7%	pending evaluation in capital program
	Vehicle accessibility (Green Line)	99.1%	+0.5%	99%	99%	100%
	Fatalities as a result of transit incidents	27	+1	Move towards zero	Move towards zero	Move towards zero
	Mean miles between failures - Red Line	47,144	-27,594	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Mean miles between failures - Blue Line	80,556	+12,022	Context only - no targets set	Context only - no targets set	Context only - no targets set


MBTA - 2018 SCORECARD

PURPOSE	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17	2020 TARGET	2022 TARGET	LONG TERM TARGET
	Mean miles between failures - Orange Line	45,734	-13,043	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Mean miles between failures - Green Line	8,240	+1,091	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Mean miles between failures - Bus	22,363	+10,650	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Revenue vehicle condition ¹ - Bus	25%	+22%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Revenue vehicle condition ¹ - Light Rail	46%	+1%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Revenue vehicle condition ¹ - Heavy Rail	58%	+13%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Revenue vehicle condition ¹ - Commuter Rail	11%	-4%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Revenue vehicle condition ¹ - The RIDE	35%	0%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Revenue vehicle condition ¹ - Boat	0%	+6%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Track condition ² - Commuter Rail	1%	n/a	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Track condition ² - Light Rail	9%	0%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Track condition ² - Heavy Rail	12%	+5%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Fare recovery ratio	42.8%	-0.3%	43%	45%	50%
	Projects completed in FY18	26	+7	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Projects ongoing into next year	50	-4	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Projects planned for next year	49	+1	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Average elapsed time between advertising and notice to proceed	100 days	--	90 Days	90 Days	90 Days
	Base coverage (residents within one half mile of transit)	79.4%	-1%	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Frequent service coverage (residents within one half mile)	59.4%	n/a	70%	70%	70%
	Low-income households coverage (households within one half mile of transit)	85.8%	n/a	Context only - no targets set	Context only - no targets set	Context only - no targets set
	Ridership (unlinked passenger trips)	372 Million	-2.8%	Context only - no targets set	Context only - no targets set	Context only - no targets set

1. Measured as a % of vehicles that are beyond their Useful Life Benchmark (i.e. equal to or older than the age they are expected to last per industry standards). Lower percentages represent newer vehicles.

2. Measured as a % of track distance where maintainers have reduced speeds to ensure a safe and comfortable ride. Lower percentages represent better track conditions.

RMV - 2018 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY18)	CHANGE FROM FY17	2018 YEAR TARGET	2020 YEAR TARGET	2022 TARGET	LONG-TERM TARGET
	Service Center customer wait time (systemwide): Percent of total customers waiting less than 30 minutes	70%	N/A	80%	80%	80%	80%
	Service Center customer wait time (systemwide): Percent of total customers waiting one hour or more	12%	N/A	10%	4%	4%	0%
	Contact Center wait time	19:25	+0:33	3:30	5:00	3:30	3:00
	% of license renewals conducted online (as a percentage of eligible transaction volume)	79%	+8%	80% of eligible transaction volume	50% of eligible transaction volume	50% of eligible transaction volume	95% of eligible transaction volume
	% of registration renewals conducted online (as a percentage of eligible transaction volume)	67%	0%	92% of eligible transaction volume	92% of eligible transaction volume	95% of eligible transaction volume	97% of eligible transaction volume
	% of systemwide license transactions conducted outside of service center	48%	+8%	65%	65%	70%	75%
	% of systemwide registration transactions conducted outside of service center	70%	0%	65%	65%	70%	75%
	% of systemwide license transactions conducted online	34%	+12	35%	40%	65%	75%
	% of systemwide registration transactions conducted online	35%	0%	35%	40%	65%	75%
	Class D, M-F, Road test availability (Offered supply/demand ratio)	0.14	-0.01	n/a	3 Week wait time (pending new metric)		



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View the full report at: massdottracker.com