

# TRACKER 2020

## MassDOT's Annual Performance Report

*Secretary and CEO | Stephanie Pollack*

OPMI | FY 2020 Tracker

Prepared by the Office of Performance Management and Innovation

December 2020



# A Letter from the Secretary

I am pleased to file the enclosed report to comply with Chapter 25 of the Acts of 2009, which requires that the Massachusetts Department of Transportation (MassDOT) submit a yearly Performance Management Report to the General Court's House and Senate Ways and Means Committees and the Joint Committee on Transportation.

*Tracker*, MassDOT's Annual Performance Management Report, summarizes MassDOT's activities for Fiscal Year 2020 (July 2019 through June 2020). Organized by division (Aeronautics, Highway, Rail and Transit, and Registry of Motor Vehicles) and inclusive of the MBTA, the report shows MassDOT's progress in reaching its performance goals.

With the onset of the COVID-19 pandemic in March 2020, all aspects of life in the Commonwealth significantly changed, including dramatic shifts in travel patterns. This year's *Tracker* begins to document those changes in every part of MassDOT, from the Aeronautics Division to the Registry of Motor Vehicles, from plummeting ridership at both the MBTA and Regional Transit Authorities to still-changing traffic patterns documented by MassDOT Highway on its [Mobility Dashboard](#). The lasting effects of these travel shifts will show up more clearly in the Fiscal Year 2021 *Tracker* and, quite possibly, for many years to come.

One of the unexpected changes highlighted by the pandemic involves changes in public attitudes toward how space is shared on our streets. Across the state, we have seen an increase in pedestrian activity, a willingness to share street space to improve business, and renewed commitments to green and open spaces in our communities. Over 200 cities and towns applied for funding through the \$10.2 million Shared Streets and Spaces grant program, which helped municipalities quickly implement or expand improvements to streetscapes in support of safety, mobility, commerce, and public health. As of October, the program had provided a total of \$10.2 million to fund more than 100 projects in municipalities throughout the Commonwealth. Shared Streets and Spaces was so well received by city and town officials that a new phase was announced this fall, Shared Winter Streets and Spaces, which will make available a total of \$10 million in the next several months to eligible applicants.

As MassDOT continues scenario planning efforts to understand the longer-term implications of changes in travel patterns and to support recovery of the transportation network, our priority areas remain the same: safety, reliability, accessibility, sustainability and resiliency, and equity.

Changes in travel and other behavior in response to COVID-19 not only impact MassDOT and the MBTA as organizations, but affect our performance indicators as well. In 2015, *Tracker* established a baseline of performance measures, and in 2016, *Tracker* introduced targets (two-year, four-year, and long-term) to measure that performance. Those targets are now updated every two years; this year's *Tracker* includes updated targets. Going forward, MassDOT will continue to evaluate how well the divisions and the MBTA are meeting their targets and adjust performance measures to align with division objectives as recovery from the pandemic continues. The next MassDOT/MBTA 5-year capital plan will also begin to align planned investments with achievement of the targets set in *Tracker*, as well as the goals and objectives of recent planning documents including modal plans (such as the Statewide Bicycle and Pedestrian Plans), the Highway Safety Plan and asset management plans.

Despite the devastating impacts of the COVID-19 pandemic, there are many areas where MassDOT and the MBTA strengthened the delivery of services, and *Tracker* details the tremendous efforts of Department staff to rapidly adapt operations to continue serving the constituents of the Commonwealth safely. For example, with the onset of the pandemic, the RMV encouraged customers to complete eligible transactions online, and as a result, license transactions that were completed online in Fiscal Year 2020 increased 50 percent over Fiscal Year 2019. The RMV also introduced innovative customer transactions, including dedicated in-person hours for individuals 75 and older on Wednesdays at specific locations as this age group must appear at in-person at Service Centers for credential renewals.

The MBTA implemented a multi-pronged approach to ensure safety and reduce crowding where possible, making real-time crowding information available on high-ridership bus routes, requiring riders and operators to wear masks, and implementing disinfecting protocols.

Other FY20 highlights include:

- The Highway Division saw steady performance or slight improvements for its asset condition and on-time, on-budget contract performance. Additionally, the division is improving data availability and quality to help measure active travel modes, and this year's *Tracker* includes additional measures that support the implementation of the 2019 Statewide Bicycle and Pedestrian Plans.
- The Aeronautics Division saw improvement in airport pavements condition in FY20 as well as increases in aircraft registrations throughout the Commonwealth, with a 3 percent improvement to 89 percent in FY20. The Drone Program continues to expand, assisting 11 statewide agencies or departments and completing 195 missions in FY20.
- The Rail and Transit Division set its first-ever rail asset condition targets for bridges, culverts, tracks, and tunnels, building on the Asset Management Plan completed in 2019.
- This year's *Tracker* includes individual score cards and targets for each Regional Transit Authority (RTA) that were developed through two-year Memoranda of Understandings signed by MassDOT and the RTAs. Asset management and financial performance measures include two separate one-year targets for FY20 and FY21, while ridership and customer service targets were set for FY21.
- Following two years of development and extensive review, the MBTA completed its revised, federally required Transit Agency Safety Plan, which utilizes Safety Management Systems (SMS) principals to ensure the safety of customers, employees, contractors, and the public. The plan provides strategic and management performance objectives to affirm and execute the MBTA's commitment to provide a safe, reliable, and sustainable regional transportation service and ensures compliance with federal, state, and local regulations and appropriate industry best practices.
- The MBTA invested nearly \$1.7 billion in FY20 to modernize and improve the system, an increase of over \$600 million over FY19. Major capital projects currently include the Green Line Extension, the Red and Orange Line Transformation Programs, South Coast Rail, and Fare Transformation.
- RMV safety metrics for out-of-state mail processing continues to move towards its 90 percent target, with 86 percent of high priority mail being processed within one business day.

While we celebrate and build on these successes, MassDOT maintains focus on areas where performance has lagged or fallen. As with many public agencies, the COVID-19 pandemic created new challenges for MassDOT and the MBTA; for example, Aeronautics saw decreased performance in FY20 for contracts completed on-time and on-budget, the RMV Contact Center received an increase in calls in the last quarter of the year, pushing wait times and 'abandoned call rates' beyond targets, and the MBTA saw a 25 percent decline in ridership in FY20, which led to a 9.2 percent lower fare recovery ratio than in FY19. Additionally, with less congestion on the roadways, speeding became a greater concern, with proportionally more speeding violations being issued in March 2020 through June 2020 than during the same period in 2019, and also an alarming number of deaths on our roads due to crashes in comparison with the same months in 2019.

I am pleased to present this data and information to you and invite you to read *Tracker* to learn more about our performance metrics and the progress made to meet our goals during FY20.

Our successes are due to many factors, including the dedication of employees, strong partnerships with municipal officials, and ongoing support from our elected leaders.

We look forward to continuing to serve the Commonwealth and make progress toward goals that improve transportation for all who travel in the state, whether they choose to walk, bicycle, drive, or use public transit.

Respectfully submitted,

***Stephanie Pollack***

Secretary & Chief Executive Officer of the Massachusetts Department of Transportation



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# | Introduction

Tracker is the annual report card of the Massachusetts Department of Transportation (MassDOT) 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 2020 (July 2019 through June 2020); 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 and 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. The COVID-19 pandemic impacted the last quarter of the fiscal year and ongoing repercussions will continue into next year. This year’s Tracker discusses the impacts of the pandemic on the transportation network, performance measures and targets across all the divisions.

You also can view the site here: [massdottracker.com](https://massdottracker.com)



# MassDOT Performance Goals

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.



## Safety

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



## System Condition

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



## Budget and 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.



## Healthy and Sustainable Transportation

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

# Division Performance

Each year, MassDOT strives to improve performance in each division, along with improving how performance is tracked and measured. 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. Targets are updated in this edition of Tracker, with targets set for 2020, 2022, 2024 and the long term as appropriate. Going into 2021, MassDOT will assess and revise performance measures and targets as the divisions continue to adapt and recover from the COVID-19 pandemic.

Below are highlights of each division's performance in FY20. Despite the pandemic, improvements in performance outcomes are seen in many areas. Following the highlights are the division scorecards which include all measures, current and past year performance, as well as targets. The scorecards present metrics where targets are set as well as contextual measures that highlight performance in other areas.

## *Highway Division*

In FY20, the Highway Division saw relatively steady performance or slight improvements for the majority of its performance measures compared to the previous year. This is particularly true for asset condition and on-time, on-budget contract performance.

The onset of the COVID-19 pandemic in the final quarter of the fiscal year (March–June 2020) created an abrupt change in travel and roadway usage – vehicle use dropped precipitously then increased quickly, bus ridership declined, and shared use path/trail usage increased. The Highway Division instituted new processes for tracking change and monitoring road usage to help plan for shifting travel patterns going forward.

Throughout FY20, the Highway Division focused on implementing the new Statewide Bicycle and Pedestrian Transportation Plans that were published last year. These plans provide roadmaps for making biking and walking safe, convenient, and comfortable for everyday travel. Implementation of the plans includes initiating new projects, increasing funding for initiatives like the Shared Streets and Spaces Grant program, and improving data availability and quality to help measure active travel modes. MassDOT completed a few noteworthy bicycle and pedestrian projects, including maintenance on the 12-mile Ashuwillticook Rail Trail from Lanesborough to Adams and the extension of the Salisbury Point Ghost Trail under I-95. While the Salisbury Ghost Trail project was less than a mile long, it completed a critical gap in the growing Coastal Trails Network.

[For more information go to massdottracker.com/highway](https://massdottracker.com/highway)

## **Registry of Motor Vehicles (RMV)**

Through unprecedented challenges presented by the pandemic, the RMV adapted to safely serve residents of the Commonwealth and provide continuity of service. While the pandemic changed many things for the RMV, there were some improvements in performance in FY20 over FY19 and the addition of 14 new performance measures to track progress.

In the months prior to the pandemic, the RMV served 81 percent of customers in under 30 minutes. Since the pandemic began, more customers chose an online option for license and registration transactions, with 53 percent of license transactions and 77 percent of registrations transactions conducted outside of a Service Center (online, phone, AAA, and mail transactions). License transactions conducted online increased 50 percent over FY19. The RMV now uses an appointment-based system for Service Centers and Tracker includes measures on appointment availability and no-shows.

In addition to new appointment-based metrics, new to Tracker this year are additional safety-based and sustainable transportation metrics. Safety metrics include out of state mail processing, which continues to move towards its 90 percent target with 86 percent of high priority mail being processed within 1 business day. Additionally, the percent of hybrid and electric personal vehicles in the Commonwealth are included, as reductions in transportation emissions are required to meet the goals of the Global Warming Solutions Act.

For more information go to [massdottracker.com/rmv](https://massdottracker.com/rmv)

## **Rail and Transit Division**

Over the past two years, the Rail and Transit Division worked closely with the Regional Transit Authorities (RTAs) to move towards a performance-based planning approach. The RTAs and MassDOT worked together in FY18 to develop a report intended to guide the RTAs in developing metrics and aligning goals. From this process, MassDOT entered into two-year Memoranda of Understanding (MOUs) with the RTAs that set several targets. Asset management and financial performance measures include two separate one-year targets for FY20 and FY21, while ridership and customer service targets were set for FY21 with a one-year milestone.

Like all other transit agencies, the RTAs were impacted by the COVID-19 pandemic. Ridership dropped in the last quarter of FY20, and at the same time, fare collection was temporarily paused on some systems to protect operators from virus transmission. These factors coupled with reduced service operations led to lower farebox recovery across the state. At the same time, RTAs have seen stronger recovery from the ridership low point in April – ridership increased for all RTAs from that month to June, the end of the fiscal year. Despite the challenges from the pandemic, most RTAs have reached their on-time performance goals.

For MassDOT Rail, the division set its first-ever rail asset condition targets for bridges, culverts, tracks, and tunnels. These targets build off of the 2019 Asset Management Plan, which evaluated and catalogued rail assets across the state. The division is now tracking the number of asset inspections completed during the fiscal year. In addition, all reported safety measures have also improved (number of derailments, number of hazmat incidents, and number of highway-rail incidents).

For more information go to [massdottracker.com/rail-transit](https://massdottracker.com/rail-transit)

## **Aeronautics Division**

In FY20, The Aeronautics Division's performance exceeded and improved upon prior performance measurement in FY19 within areas of safety, customer experience, and system condition. The division saw increases in the percent of aircraft registered, training attendance rates, and pavement condition. Due to the Covid-19 pandemic, there were impacts to the budget and capital performance and those performance measures failed to meet the targets. New context measures (measures without targets) were added for the drone department. Future performance targets may be developed for the drone program as utilization of drones increases.

For more information go to [massdottracker.com/aeronautics](https://massdottracker.com/aeronautics)

## **Massachusetts Bay Transportation Authority (MBTA)**

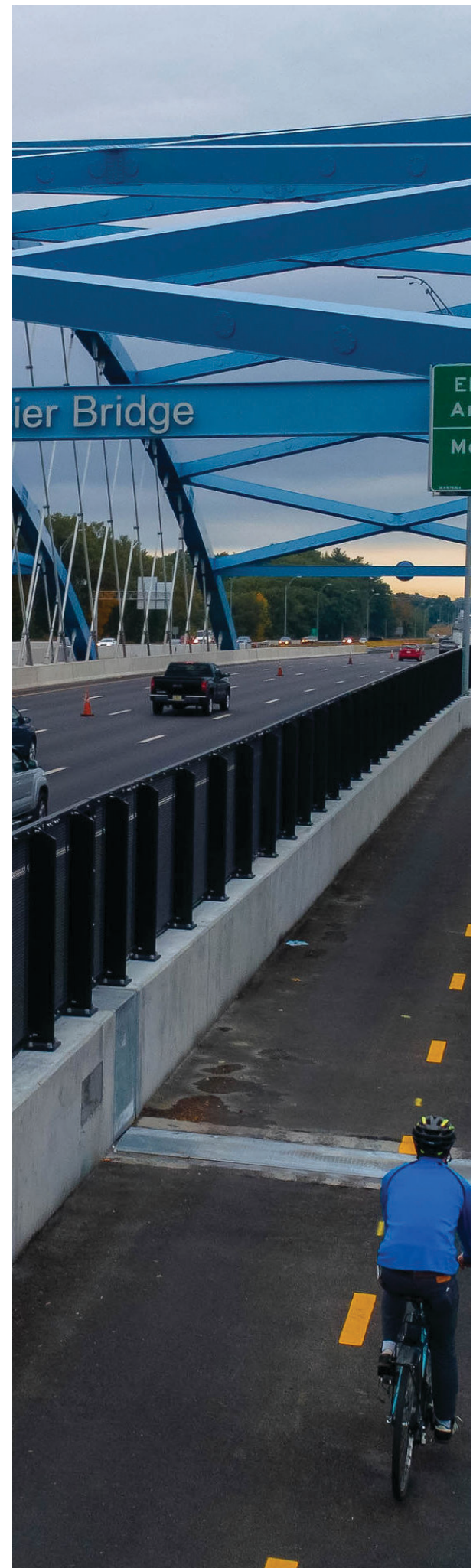
The onset of the COVID-19 pandemic in spring 2020 had significant impacts on the MBTA, primarily through drastic declines in MBTA ridership, and associated revenue losses that will present an unprecedented challenge for the MBTA in coming fiscal years. Riders took 274 million trips in FY20, a 25 percent decrease from 367 million trips in FY19 because of the pandemic. By the end of June 2020, ridership had returned to only 26 percent of February 2020 ridership levels. The MBTA recovered 33.5 percent of operating funds from fare revenues in FY20, a decrease of 9.2 percent from FY19. Despite the lost fare revenue, federal funding from the CARES Act mitigated the budget imbalance in FY20; the remaining balance from the CARES Act is expected to be spent entirely in FY21.

The MBTA spent nearly \$1.7 billion on capital improvement projects in FY20, a record for the agency and over \$600 million more than the previous year. Reliability increased in FY20 for nearly all modes from the previous fiscal year, likely due in part to decreased congestion and ridership during the pandemic. Bus comfort standards were revised to accommodate social distancing guidelines for pandemic travel, and the implementation of new transit priority projects in FY20 increased bus lane mileage and transit priority signals, improving service for bus riders. The MBTA also developed a revised Transit Safety Plan - certified in July 2020 after two years of development and review - with strategic and management performance objectives to strengthen the safety culture across the authority and affirm and execute the MBTA's commitment to provide a safe, reliable, and sustainable regional transportation service.



For more information go to [massdottracker.com/mbta](https://massdottracker.com/mbta)

## Highway Division 2020 SCORECARD




The Highway Division plays a key role in coordinating across all levels of roadway design, construction, maintenance, and operation in the Commonwealth. The Highway Division divides the state into six districts in order to manage the 9,599 roadway miles owned by MassDOT, which includes all interstates and limited-access freeways. The division is responsible for over 5,000 bridges, of which it owns 3,498. Beyond what is owned, MassDOT oversees the design and construction of municipal projects that are federally funded and oversees the construction of shared use paths for active transportation across the state.




HIGHWAY DIVISION - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	2020 TARGET	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 Customer Experience	Average commute time (5-year ACS estimate)	29.7	29.3	Context Only			
	Rate of incidents that have caused a delay or closure per VMT	0.04	0.04	Context Only			
	Percent of statewide trips between a half-mile and a mile made by pedestrians	61%	N/A	Context Only			
	Percent of statewide trips between a half-mile and 3 miles made by bicycle	0.9%	N/A	Context Only			
	Percent of the population that live near a MassDOT roadway with access to bicycle infrastructure	17%	N/A	Context Only			
	Percent of the population that live near a MassDOT roadway with access to sidewalks	88%	N/A	Context Only			
	Percent of the population with at least 50 percent sidewalk coverage near their homes	45%	N/A	Context Only			
 System Condition	PSI - Interstate (% good and excellent condition)	89%	85%	88%	88%	90%	90%
	PSI - Non-Interstate (% good and excellent condition)	68%	64%	60%	62%	70%	75%
	PSI - Interstate (% poor)	2%	3%	<4%	<4%	<4%	<4%
	PSI - Non-Interstate (% poor)	10%	10%	<20%	12%	10%	10%
	Structurally deficient deck area (NHS only)	13%	13%	13%	12%	12%	<10%
	% of deck area in good condition (NHS only)	16%	16%	15%	16%	16%	20%
	Statewide bridge condition - % poor bridges by count	9%	9%	N/A	<10%	<10%	<10%
	Pavement repair backlog (miles)	2,405	2,795	Context only			
	Failed or missing curb ramps	4,106	4,684	40% reduction from FY12 (6,300)	4,250	4,000	Continue to decrease
	Total miles of MassDOT owned designated bicycle facilities	75	N/A	Context Only			
	% of MassDOT roads with designated bicycle facilities	2.5%	N/A	Context Only			
	% of Statewide roads with designated bicycle facilities	2%	N/A	Context Only			
	% of medium and high potential roads with designated bicycle facilities	4%	N/A	Context Only			

HIGHWAY DIVISION - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	2020 TARGET	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>System Condition</p>	Total miles of MassDOT owned sidewalks	1,296	N/A	Context Only			
	% of MassDOT roads with sidewalks	43%	N/A	Context Only			
	% of Statewide roads with sidewalks	27%	N/A	Context Only			
	% of medium and high potential roads with sidewalks	69%	N/A	Context Only			
 <p>Budget &amp; Capital Performance</p>	Percent of STIP projects advertised in year	90%	95%	85%	90%	95%	95%
	Percent of contracts completed on or under budget	81%	73%	75%	80%	80%	80%
	Percent of contracts completed on time	57%	51%	75%	70%	75%	80%
	Number of contracts in construction phase	348	390	Context Only			
	Number of contracts planned for next year	168	226	Context Only			
	Number of construction contracts completed in year	87	116	Context Only			
 <p>Healthy &amp; Sustainable Transportation</p>	Number of municipalities registered for Complete Streets	240	230	250	275	305	351
	Number of Complete Streets policies approved	215	200	200	250	305	351
	Number of Complete Streets Municipal construction awards	148	104	Context Only			
	Daily vehicle miles traveled per capita	25.8	24.4	24.3	Context Only		
	Daily bicycle miles traveled	406,993	N/A	Context Only			
	Daily pedestrian miles traveled	6,253,328	N/A	Context Only			
	Number of electric charging sessions	2,879	N/A	Context Only			
	GHG avoided through electric charging station use (metric tons)	29	N/A	Context Only			
	Fuel-use avoided through electric charging station use (gallons)	5,253	N/A	Context Only			
	CO2 reduction from solar energy generated (tons)	2,392	N/A	Context Only			

HIGHWAY DIVISION - SAFETY SCORECARD (CY18)

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY18	CY17	2020 TARGET	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>Safety</p>	Number of fatalities (actual)	360	347	330	320	311	Towards Zero
	Number of fatalities (5-year rolling average)	358	357	347	333	320	Towards Zero
	Rate of fatalities per 100 million VMT (5-year rolling average)	0.58	0.59	0.56	0.55	0.52	Towards Zero
	Number of serious injuries (5-year rolling average)	2,816	2,943	2,869	2,533	2,342	Towards Zero
	Rate of serious injuries per 100 million VMT (5-year rolling average)	4.5	4.84	4.3	4.16	3.81	Towards Zero
	Number of motorcycle fatalities (5-year rolling average)	51	48	Towards Zero			
	Number of bicycle fatalities (5-year rolling average)	9	9	Towards Zero			
	Number of pedestrian fatalities (5-year rolling average)	77	78	Towards Zero			
	Number of non-motorist serious injuries and fatalities (5-year rolling average)	538	546	517	502	494	Towards Zero
	Fatalities in roadway work zones	6	2	0	0	0	0
	Number of Distracted Driving Citations	16,395	NA	Context Only			
	Number of Speeding Violations	186,340	NA	Context Only			
	Percent Citations Issued with Speeding Violations	32%	NA	Context Only			




## Registry of Motor Vehicles 2020 SCORECARD

The RMV is responsible for administering the motor vehicle laws of the Commonwealth related to the issuance of identification cards, driver's licenses, Real IDs, motor vehicle registrations and titles, as well as the inspection of vehicles and buses.



The RMV plays a critical safety role through the administration of driver's education curriculum, the road test program, and the vehicle safety and compliance program. The RMV also administers policy related to drunk driving and habitual traffic offenses, and supports communication with the courts regarding criminal complaints and convictions.



RMV - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	2020 TARGET	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 Customer Experience	Service Center customer wait time (system wide): % of total customers waiting less than 30 minutes - Partial (July-February)	81%	87%	Context Only			
	Service Center customer wait time (system wide): % of total customers waiting one hour or more - Partial (July-February)	6%	3%	Context Only			
	% of system wide license transactions conducted outside of Service Center	53%	40%	Context Only			
	% of system wide registration transactions conducted outside of Service Center	77%	66%	Context Only			
	Average number of days to wait for a Service Center appointment (March-June)	7.4	N/A	Context Only			
	Average daily Service Center no-shows (March-June)	20%	N/A	Context Only			
	% of system wide license transactions conducted online	33%	18%	40%	40%	65%	75%
	% of system wide registration transactions conducted online	40%	37%	40%	50%	65%	75%
	Contact Center wait time (average speed of answer)	36:15	17:43	30 min	20 min	5 min	3 min
	Contact Center % of calls abandoned	59%	N/A	60%	40%	20%	10%
	% of people that have a REAL ID vs standard vs legacy	27%	N/A	25%	40%	45%	50%

RMV - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY20)	FY19	2020 TARGET	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>Safety</p>	% of 18+ customers who passed a road test exam	60%	N/A	50%	55%	60%	65%
	% of JOL customers who passed a road test exam	86%	N/A	80%	85%	85%	90%
	OOS Mail - High Priority: Volume of OOS mail processed within the next business day	86%	N/A	90%	90%	95%	100%
	OOS Mail - Low Priority: Volume of OOS mail processed within 5 business days	76%	N/A	90%	90%	95%	100%
	% of failed vehicle inspections due to safety	5%	N/A	Context Only			
	% of overdue vehicle safety inspections	19%	N/A	Context Only			
	% of citations submitted via e-citation	38%	N/A	70%	75%	80%	85%
	Total volume of license suspensions	145,222	N/A	Context Only			
	% of license suspensions that are CDL suspensions	4.6%	N/A	Context Only			
	Total volume of suspension hearings held in person	65,264	N/A	Context Only			
	Total volume of suspension hearings held on the phone	25,439	N/A	Context Only			
	Average number of days to close a suspension hearing	3	N/A	Context Only			
 <p>Healthy &amp; Sustainable Transportation</p>	% of vehicles that are hybrid/ electric	2.6%	N/A	Context Only			
	% of failed vehicles inspections due to emissions	4.6%	N/A	Context Only			

## Rail and Transit Division 2020 SCORECARD




The Rail and Transit Division provides oversight and manages funding for all 15 Regional Transit Authorities (RTAs), and manages freight, passenger, and seasonal rail lines across the state. MassDOT owns 14 rail lines (totaling to 285 miles of track), 165 bridges, 747 culverts, 314 grade crossings, and 12 rail yards, and works cooperatively with Amtrak and private railroad companies to provide intercity passenger and freight rail service to residents and businesses.

Unlike other Tracker sections, RTA targets are not split into 2-year, 4-year, and long term targets. Instead, targets are derived from Transit Asset Management (TAM) Plans, Safety Plans, and Memoranda of Understanding, producing different time horizons for each measure. Asset management and financial performance targets use one year targets (evaluated for FY20), while ridership and customer service targets will be evaluated for FY21 - the scorecards below look at the interim milestones set by the RTAs.



At time of publication, both TAM Plans and Safety Plans are currently under review by the Federal Transit Administration.






## BROCKTON AREA TRANSIT (BAT) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	100%	99.80%	Context Only
	On time performance - fixed-route bus	98.07%	-	97.50%
	On time performance - paratransit	90.76%	-	88.75%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$9.69	\$8.96	\$8.86
	Operating expense per VRM - paratransit	\$6.71	\$6.23	\$6.62
	Operating expense per VRH - fixed-route bus	\$118.11	\$108.84	Context Only
	Operating expense per VRH - paratransit	\$61.47	\$63.45	Context Only
	Farebox recovery ratio - fixed-route bus	16.45%	22.80%	22.25%
	Farebox recovery ratio - paratransit	24.97%	29.09%	29.00%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	1,987,197	2,636,726	2,432,457
	Annual ridership - paratransit	127,816	173,880	168,312
	Unlinked passenger trips per VRM - fixed-route bus	1.68	2.02	Context Only
	Unlinked passenger trips per VRM - paratransit	0.23	0.25	Context Only
	Unlinked passenger trips per VRH - fixed-route bus	20.45	24.51	22.57
	Unlinked passenger trips per VRH - paratransit	2.14	2.56	2.47
	% of fleet that uses alternative fuels	0%	-	Context Only



BROCKTON AREA TRANSIT (BAT) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Safety	Injuries per 100k UPT - fixed-route bus	1.06	0.26	0.38
	Injuries per 100K UPT - paratransit	0	1.16	2.31
	Injuries - fixed-route bus	28.00	7.00	10.00
	Injuries - paratransit	0	2.00	4.00
	Injury rate (per million VRM) - fixed-route bus	21.42	5.32	7.60
	Injury rate (per million VRM) - paratransit	0	2.93	5.90
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	4.00	5.00	6.00
	Total safety events - paratransit	0	2.00	4.00
	Safety event rate (per million VRM) - fixed-route bus	3.06	3.80	4.60
	Safety event rate (per million VRM) - paratransit	0	2.93	5.90
	Mean distance between failures - fixed-route bus (FY20)	26,145.10	-	20,000.00
	Mean distance between failures - paratransit (FY20)	46,123.67	-	30,000.00
	Preventable accidents per 100k UPT - fixed-route bus (FY20)	0.53	0.56	0.98
Preventable accidents per 100k UPT - paratransit (FY20)	4.03	4.04	8.09	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 System Condition	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	2.17%	-	5.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	100.00%	-	50.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - vans	17.24%	-	20.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	33.33%	-	34.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	37.50%	-	50.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%

## BERKSHIRE REGIONAL TRANSIT AUTHORITY (BRTA) - 2020 SCORECARD




PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	95.40%	99.80%	Context Only
	On time performance - fixed-route bus	91.82%	-	90.81%
	On time performance - paratransit	95.84%	-	96%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$5.45	\$5.96	\$5.57
	Operating expense per VRM - paratransit	\$3.41	\$3.91	\$3.70
	Operating expense per VRH - fixed-route bus	\$95.91	\$99.98	\$94.93
	Operating expense per VRH - paratransit	\$40.15	\$56.09	\$48.92
	Farebox recovery ratio - fixed-route bus	12.02%	12.60%	11.59%
	Farebox recovery ratio - paratransit	10.62%	10.24%	10.37%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	429,730	497,498	512,838
	Annual ridership - paratransit	21,118	27,298	27,518
	Unlinked passenger trips per VRM - fixed-route bus	0.47	0.56	0.51
	Unlinked passenger trips per VRM - paratransit	0.10	0.10	0.09
	Unlinked passenger trips per VRH - fixed-route bus	8.21	9.39	8.71
	Unlinked passenger trips per VRH - paratransit	1.16	1.42	1.23
	% of fleet that uses alternative fuels	0%	-	Context Only

BERKSHIRE REGIONAL TRANSIT AUTHORITY (BRTA) - 2020 SCORECARD



PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>Safety</p>	Injuries per 100k UPT - fixed-route bus	0	0	0.74
	Injuries per 100K UPT - paratransit	0	0	0
	Injuries - fixed-route bus	0	0	4.00
	Injuries - paratransit	0	0	0
	Injury rate (per million VRM) - fixed-route bus	0	0	4.20
	Injury rate (per million VRM) - paratransit	0	0	0
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	0	0	3.00
	Total safety events - paratransit	0	0	0
	Safety event rate (per million VRM) - fixed-route bus	0	0	3.20
	Safety event rate (per million VRM) - paratransit	0	0	0
	Mean distance between failures - fixed-route bus (FY20)	88,943.90	-	80,000.00
	Mean distance between failures - paratransit (FY20)	No Failures Reported	-	150,000.00
	Preventable Accidents per 100k UPT - fixed-route bus (FY20)	0.93	0.80	2.15
Preventable Accidents per 100k UPT - paratransit (FY20)	37.88	32.97	0	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>System Condition</p>	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	46.15%	12.00%	46.16%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	44.44%	50.00%	29.63%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	100.00%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	77.78%	-	16.67%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%






## CAPE ANN TRANSPORTATION AUTHORITY (CATA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	100%	100%	Context Only
	On time performance - fixed-route bus	-	-	CATA has set a stretch goal of developing an OTP collection/reporting system
	On time performance - paratransit	-	-	CATA has set a stretch goal of developing an OTP collection/reporting system
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$8.03	\$8.50	Context Only
	Operating expense per VRM - paratransit	\$7.22	\$6.74	Context Only
	Operating expense per VRH - fixed-route bus	\$110.01	\$120.33	\$124.58
	Operating expense per VRH - paratransit	\$88.97	\$84.39	\$89.70
	Farebox recovery ratio - fixed-route bus	5.48%	8.53%	9.11%
	Farebox recovery ratio - paratransit	2.44%	3.44%	3.23%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	167,502	206,000	198,650
	Annual ridership - paratransit	24,377	29,371	29,989
	Unlinked passenger trips per VRM - fixed-route bus	0.62	0.94	Context Only
	Unlinked passenger trips per VRM - paratransit	0.20	0.22	Context Only
	Unlinked passenger trips per VRH - fixed-route bus	8.46	13.37	8.46
	Unlinked passenger trips per VRH - paratransit	2.37	2.79	3.04
	% of fleet that uses alternative fuels	0%	-	Context Only



CAPE ANN TRANSPORTATION AUTHORITY (CATA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>Safety</p>	Injuries per 100k UPT - fixed-route bus	0.49	0	0.52
	Injuries per 100K UPT - paratransit	0	0	3.59
	Injuries - fixed-route bus	1.00	0	1.00
	Injuries - paratransit	0	0	1.00
	Injury rate (per million VRM) - fixed-route bus	4.59	0	4.80
	Injury rate (per million VRM) - paratransit	0	0	8.20
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	1.00	0	1.00
	Total safety events - paratransit	0	0	1.00
	Safety event rate (per million VRM) - fixed-route bus	4.59	0	4.80
	Safety event rate (per million VRM) - paratransit	0	0	8.20
	Mean distance between failures - fixed-route bus (FY20)	27,259	-	70,000.00
	Mean distance between failures - paratransit (FY20)	131,633	-	125,000.00
	Preventable Accidents per 100k UPT - fixed-route bus (FY20)	0	0.97	4.60
Preventable Accidents per 100k UPT - paratransit (FY20)	4.10	0	5.20	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>System Condition</p>	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	25.00%	-	25.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	33.00%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	33.33%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%





## CAPE COD REGIONAL TRANSIT AUTHORITY (CCRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	97.90%	100.00%	Context Only
	On time performance - fixed-route bus	77.13%	-	67.80%
	On time performance - paratransit	93.27%	-	93.05%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$4.29	\$5.63	Context Only
	Operating expense per VRM - paratransit	\$2.03	\$4.23	Context Only
	Operating expense per VRH - fixed-route bus	\$82.89	\$68.16	\$62.32
	Operating expense per VRH - paratransit	\$33.20	\$61.62	\$24.53
	Farebox recovery ratio - fixed-route bus	12.64%	14.01%	17.45%
	Farebox recovery ratio - paratransit	11.32%	67.45%	21.61%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	651,881	610,171	620,285
	Annual ridership - paratransit	389,864	569,604	457,105
	Unlinked passenger trips per VRM - fixed-route bus	0.51	0.49	-
	Unlinked passenger trips per VRM - paratransit	0.16	0.13	-
	Unlinked passenger trips per VRH - fixed-route bus	8.73	5.99	6.19
	Unlinked passenger trips per VRH - paratransit	2.32	1.83	2.04
	% of fleet that uses alternative fuels	15%	-	Context Only

CAPE COD REGIONAL TRANSIT AUTHORITY (CCRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>Safety</p>	Injuries per 100k UPT - fixed-route bus	0	0	0.17
	Injuries per 100K UPT - paratransit	0	0	0.26
	Injuries - fixed-route bus	0	0	-
	Injuries - paratransit	0	0	-
	Injury rate (per million VRM) - fixed-route bus	0	0	-
	Injury rate (per million VRM) - paratransit	0	0	-
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	0	0	-
	Total safety events - paratransit	0	0	-
	Safety event rate (per million VRM) - fixed-route bus	0	0	-
	Safety event rate (per million VRM) - paratransit	0	0	-
	Mean distance between failures - fixed-route bus (FY20)	-	-	-
	Mean distance between failures - paratransit (FY20)	-	-	-
	Preventable Accidents per 100k UPT - fixed-route bus (FY20)	0	0.16	0.17
	Preventable Accidents per 100k UPT - paratransit (FY20)	0	0	0.26
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>System Condition</p>	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	0%	-	0%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	9.35%	-	10.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - minivans	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	0%	-	10.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%




## FRANKLIN REGIONAL TRANSIT AUTHORITY (FRTA) - 2020 SCORECARD

PERFORMANCE GOAL*	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	98.20%	100.00%	Context Only
	On time performance - fixed-route bus	-	-	-
	On time performance - paratransit	87.47%	-	78.12%
 System Condition**	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	0%	-	10.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	0%	-	14.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - vans	80.95%	-	10.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	100.00%	-	33.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	28.57%	-	10.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	50%	-	100.00%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$5.05	\$5.24	Context Only
	Operating expense per VRM - paratransit	\$7.22	\$4.99	Context Only
	Operating expense per VRH - fixed-route bus	\$101.71	\$104.20	\$131.01
	Operating expense per VRH - paratransit	\$91.76	\$61.25	\$61.44
	Farebox recovery ratio - fixed-route bus	5.60%	6.38%	6.08%
	Farebox recovery ratio - paratransit	9.93%	12.28%	15.02%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	93,006	132,146	128,834
	Annual ridership - paratransit	19,739	25,450	27,948
	Unlinked passenger trips per VRM - fixed-route bus	0.27	0.33	Context Only
	Unlinked passenger trips per VRM - paratransit	0.13	0.13	Context Only
	Unlinked passenger trips per VHR - fixed-route bus	5.37	6.62	8.69
	Unlinked passenger trips per VRH - paratransit	1.64	1.59	1.69
	% of fleet that uses alternative fuels	2%	-	Context Only



\* Reduced Reporters have limited safety reporting requirements.

\*\* Part of the MassDOT Group TAM Plan; current performance reflects FRTA only, as the Mashpee Wampanoag Tribe does not report to NTD until April 2021.




GREATER ATTLEBORO-TAUNTON REGIONAL TRANSIT AUTHORITY (GATRA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	98.50%	100.00%	Context Only
	On time performance - fixed-route bus	91.30%	-	92.00%
	On time performance - paratransit	91.48%	-	93.00%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$4.85	\$4.79	Context Only
	Operating expense per VRM - paratransit	\$5.74	\$4.85	Context Only
	Operating expense per VRH - fixed-route bus	\$90.07	\$89.88	\$78.25
	Operating expense per VRH - paratransit	\$69.92	\$62.44	\$59.30
	Farebox recovery ratio - fixed-route bus	9.40%	10.18%	9.30%
	Farebox recovery ratio - paratransit	5.62%	4.57%	6.00%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	543,247	716,680	768,450
	Annual ridership - paratransit	226,492	317,392	320,100
	Unlinked passenger trips per VRM - fixed-route bus	0.36	0.43	0.42
	Unlinked passenger trips per VRM - paratransit	0.18	0.19	0.23
	Unlinked passenger trips per VRH - fixed-route bus	6.68	8.10	6.30
	Unlinked passenger trips per VRH - paratransit	2.15	2.44	2.70
	% of fleet that uses alternative fuels	0%	-	Context Only

GREATER ATTLEBORO-TAUNTON REGIONAL TRANSIT AUTHORITY (GATRA) - 2020 SCORECARD



PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Safety	Injuries per 100k UPT - fixed-route bus	0	0.27	0.41
	Injuries per 100K UPT - paratransit	1.26	0	0.63
	Injuries - fixed-route bus	0	2.00	3.00
	Injuries - paratransit	4.00	0	2.00
	Injury rate (per million VRM) - fixed-route bus	0	1.22	1.80
	Injury rate (per million VRM) - paratransit	2.38	0	1.30
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	0	2.00	3.00
	Total safety events - paratransit	2.00	0	2.00
	Safety event rate (per million VRM) - fixed-route bus	0	1.22	1.80
	Safety event rate (per million VRM) - paratransit	1.19	0	1.30
	Mean distance between failures - fixed-route bus (FY20)	29,131	-	45,000.00
	Mean distance between failures - paratransit (FY20)	46,591.89	-	55,000.00
Preventable Accidents per 100k UPT - fixed-route bus (FY20)	0.37	1.12	-	
Preventable Accidents per 100k UPT - paratransit (FY20)	1.77	1.89	-	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 System Condition	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	18.75%	-	17.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	0%	-	1.75%
	% of revenue vehicles that have met or exceeded their useful life benchmark - vans	29.41%	-	4.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	33.33%	-	33.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	40.00%	-	40.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%

LOWELL REGIONAL TRANSIT AUTHORITY (LRTA) - 2020 SCORECARD




PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	98.60%	100.00%	Context Only
	On time performance - fixed-route bus	83.52%	-	85.00%
	On time performance - paratransit	94.31%	-	90.00%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$6.20	\$7.54	Context Only
	Operating expense per VRM - paratransit	\$3.04	\$4.31	Context Only
	Operating expense per VRH - fixed-route bus	\$91.16	\$110.04	Context Only
	Operating expense per VRH - paratransit	\$37.61	\$53.99	Context Only
	Farebox recovery ratio - fixed-route bus	12.69%	13.47%	Context Only
	Farebox recovery ratio - paratransit	5.10%	5.85%	Context Only
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	1,024,645	1,370,690	1,485,940
	Annual ridership - paratransit	82,097	109,779	111,722
	Unlinked passenger trips per VRM - fixed-route bus	0.82	1.05	Context Only
	Unlinked passenger trips per VRM - paratransit	0.18	0.19	Context Only
	Unlinked passenger trips per VRH - fixed-route bus	12.03	15.34	15.78
	Unlinked passenger trips per VRH - paratransit	2.26	2.40	2.31
	% of fleet that uses alternative fuels	4%	-	Context Only





LOWELL REGIONAL TRANSIT AUTHORITY (LRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Safety	Injuries per 100k UPT - fixed-route bus	0	0.21	0.14
	Injuries per 100K UPT - paratransit	3.64	1.74	1.80
	Injuries - fixed-route bus	0	3.00	2.00
	Injuries - paratransit	4.00	2.00	1.00
	Injury rate (per million VRM) - fixed-route bus	0	2.29	1.50
	Injury rate (per million VRM) - paratransit	6.99	3.24	2.40
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	0	3.00	2.00
	Total safety events - paratransit	2.00	1.00	1.00
	Safety event rate (per million VRM) - fixed-route bus	0	2.29	1.50
	Safety event rate (per million VRM) - paratransit	3.49	1.62	2.40
	Mean distance between failures - fixed-route bus (FY20)	59,666.00	0	70,000.00
	Mean distance between failures - paratransit (FY20)	80,000.00	0	80,000.00
	Preventable Accidents per 100k UPT - fixed-route bus (FY20)	1.17	1.09	-
Preventable Accidents per 100k UPT - paratransit (FY20)	3.65	10.02	-	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 System Condition	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	18.18%	-	20.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	17.02%	-	24.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - minivans	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	33.33%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	66.67%	-	67.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	20.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%




MONTACHUSETT REGIONAL TRANSIT AUTHORITY (MART) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	99.40%	100%	Context Only
	On time performance - fixed-route bus	-	-	MART has set a stretch goal of developing an OTP data collection/ reporting system for its fixed-route service
	On time performance - paratransit	97.23%	-	96.78%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$7.61	\$6.36	\$8.68
	Operating expense per VRM - paratransit	\$5.50	\$3.61	\$4.28
	Operating expense per VRH - fixed-route bus	\$120.82	\$103.39	\$130.15
	Operating expense per VRH - paratransit	\$83.67	\$73.16	\$65.00
	Farebox recovery ratio - fixed-route bus	8.69%	12.57%	12.38%
	Farebox recovery ratio - paratransit	25.46%	23.92%	35.45%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	443,428	537,385	547,791
	Annual ridership - paratransit	294,489	583,431	404,350
	Unlinked passenger trips per VRM - fixed-route bus	0.55	0.59	0.80
	Unlinked passenger trips per VRM - paratransit	0.17	0.14	0.16
	Unlinked passenger trips per VRH - fixed-route bus	8.79	9.59	12.01
	Unlinked passenger trips per VRH - paratransit	2.54	2.88	2.42
	% of fleet that uses alternative fuels	2%	-	Context Only



MONTACHUSETT REGIONAL TRANSIT AUTHORITY (MART) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>Safety</p>	Injuries per 100k UPT - fixed-route bus	1.49	0.93	1.00
	Injuries per 100K UPT - paratransit	1.54	0.76	1.00
	Injuries - fixed-route bus	8.00	5.00	5.00
	Injuries - paratransit	9.00	3.00	5.00
	Injury rate (per million VRM) - fixed-route bus	8.79	7.31	7.50
	Injury rate (per million VRM) - paratransit	2.19	1.17	2.00
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	5.00	5.00	5.00
	Total safety events - paratransit	7.00	3.00	5.00
	Safety event rate (per million VRM) - fixed-route bus	5.49	7.31	7.50
	Safety event rate (per million VRM) - paratransit	1.71	1.17	2.00
	Mean distance between failures - fixed-route bus (FY20)	17,548.51	-	20,000.00
	Mean distance between failures - paratransit (FY20)	95,278.63	-	100,000.00
Preventable Accidents per 100k UPT - fixed-route bus (FY20)	1.80	1.67	1.50	
Preventable Accidents per 100k UPT - paratransit (FY20)	9.51	8.06	12.00	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>System Condition</p>	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	18.18%	-	21.74%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	17.02%	-	18.52%
	% of revenue vehicles that have met or exceeded their useful life benchmark - vans	41.67%	-	22.22%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	100.00%	-	100.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	11.76%	-	11.11%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%




MERRIMACK VALLEY REGIONAL TRANSIT AUTHORITY (MVRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	98.90%	99.70%	Context Only
	On time performance - fixed-route bus	75.65%	-	70.00%
	On time performance - paratransit	94.26%	-	98.00%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$8.71	\$10.23	Context Only
	Operating expense per VRM - paratransit	\$3.25	\$3.00	Context Only
	Operating expense per VRH - fixed-route bus	\$96.39	\$116.00	\$97.45
	Operating expense per VRH - paratransit	\$51.02	\$48.91	\$52.74
	Farebox recovery ratio - fixed-route bus	7.52%	9.68%	9.40%
	Farebox recovery ratio - paratransit	5.83%	7.10%	7.37%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	1,501,464	2,013,710	1,959,569
	Annual ridership - paratransit	71,158	91,944	87,885
	Unlinked passenger trips per VRM - fixed-route bus	1.08	1.35	Context Only
	Unlinked passenger trips per VRM - paratransit	0.10	0.10	Context Only
	Unlinked passenger trips per VRH - fixed-route bus	11.91	15.27	15.51
	Unlinked passenger trips per VRH - paratransit	1.61	1.69	1.71
	% of fleet that uses alternative fuels	11%	-	Context Only



## MERRIMACK VALLEY REGIONAL TRANSIT AUTHORITY (MVRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Safety	Injuries per 100k UPT - fixed-route bus	0	0.09	0.33
	Injuries per 100K UPT - paratransit	0	0	1.40
	Injuries - fixed-route bus	0	2.00	30.00
	Injuries - paratransit	0	0	30.00
	Injury rate (per million VRM) - fixed-route bus	0	1.33	1.98
	Injury rate (per million VRM) - paratransit	0	0	1.98
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	0	2.00	31.00
	Total safety events - paratransit	0	0	31.00
	Safety event rate (per million VRM) - fixed-route bus	0	1.33	2.05
	Safety event rate (per million VRM) - paratransit	0	0	2.05
	Mean distance between failures - fixed-route bus (FY20)	-	-	46,462.00
	Mean distance between failures - paratransit (FY20)	-	-	46,462.00
	Preventable Accidents per 100k UPT - fixed-route bus (FY20)	1.13	1.89	1.19
Preventable Accidents per 100k UPT - paratransit (FY20)	11.24	16.31	5.62	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 System Condition	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	16.07%	-	0%
	% of revenue vehicles that have met or exceeded their useful life benchmark - over-the-road bus	33.33%	-	33.33%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	18.18%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%





METROWEST REGIONAL TRANSIT AUTHORITY (MWRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	99.10%	99.50%	Context Only
	On time performance - fixed-route bus	99.45%	-	97.00%
	On time performance - paratransit	99.12%	-	97.00%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$4.97	\$4.37	Context Only
	Operating expense per VRM - paratransit	\$5.80	\$5.17	Context Only
	Operating expense per VRH - fixed-route bus	\$69.74	\$61.76	Context Only
	Operating expense per VRH - paratransit	\$83.12	\$73.36	Context Only
	Farebox recovery ratio - fixed-route bus	5.00%	12.44%	10.54%
	Farebox recovery ratio - paratransit	3.98%	4.75%	5.04%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	478,258	592,164	560,000
	Annual ridership - paratransit	143,998	208,608	212,228
	Unlinked passenger trips per VRM - fixed-route bus	0.40	0.48	Context Only
	Unlinked passenger trips per VRM - paratransit	0.19	0.20	Context Only
	Unlinked passenger trips per VRH - fixed-route bus	5.57	6.72	6.98
	Unlinked passenger trips per VRH - paratransit	2.68	2.90	2.74
	% of fleet that uses alternative fuels	12%	-	Context Only

METROWEST REGIONAL TRANSIT AUTHORITY (MWRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>Safety</p>	Injuries per 100k UPT - fixed-route bus	0	0.17	-
	Injuries per 100K UPT - paratransit	1.44	1.30	-
	Injuries - fixed-route bus	0	1.00	12.00
	Injuries - paratransit	3.00	3.00	8.00
	Injury rate (per million VRM) - fixed-route bus	0	0.86	1.00
	Injury rate (per million VRM) - paratransit	2.94	2.73	1.00
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	2.00	1.00	24.00
	Total safety events - paratransit	4.00	3.00	16.00
	Safety event rate (per million VRM) - fixed-route bus	1.61	0.86	2.00
	Safety event rate (per million VRM) - paratransit	3.92	2.73	2.00
	Mean distance between failures - fixed-route bus (FY20)	-	-	75,000.00
	Mean distance between failures - paratransit (FY20)	-	-	75,000.00
	Preventable Accidents per 100k UPT - fixed-rate bus (FY20)	2.30	2.87	-
	Preventable Accidents per 100k UPT - paratransit (FY20)	6.25	3.83	-
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>System Condition</p>	% of revenue vehicles that have met or exceeded their useful life benchmark - automobile	100.00%	-	100.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	17.65%	-	25.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - vans	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	100.00%	-	100.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	46.15%	-	50.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%




NANTUCKET REGIONAL TRANSIT AUTHORITY (NRTA) - 2020 SCORECARD

PERFORMANCE GOAL*	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	99.80%	99.00%	-
	On time performance - fixed-route bus	96.50%	-	100%
	On time performance - paratransit	79.08%	-	95.00%
 System Condition*	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	0%	-	68.40%
	% of revenue vehicles that have met or exceeded their useful life benchmark - vans	50.00%	-	50.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	0.00%	-	0%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$8.37	\$8.57	\$9.25
	Operating expense per VRM - paratransit	\$20.65	\$19.74	\$9.10
	Operating expense per VRH - fixed-route bus	\$95.35	\$97.00	\$86.00
	Operating expense per VRH - paratransit	\$117.57	\$142.64	\$82.00
	Farebox recovery ratio - fixed-route bus	18.74%	23.71%	25.00%
	Farebox recovery ratio - paratransit	0.60%	1.35%	0.34%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	235,590	290,591	320,000
	Annual ridership - paratransit	2,918	4,661	7,450
	Unlinked passenger trips per VRM - fixed-route bus	0.84	0.98	1.20
	Unlinked passenger trips per VRM - paratransit	0.27	0.30	0.30
	Unlinked passenger trips per VHR - fixed-route bus	9.55	11.05	15.50
	Unlinked passenger trips per VRH - paratransit	1.55	2.18	2.90
	% of feets that uses alternative fuels	10%	-	Context Only



\* Reduced Reporters have limited safety reporting requirements.






## PIONEER VALLEY TRANSIT AUTHORITY (PVTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated - fixed-route bus	100%	100.00%	Context Only
	On time performance - fixed-route bus	77.04%	-	80.00%
	On time performance - paratransit	93.66%	-	90.00%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$7.95	\$8.04	\$6.86
	Operating expense per VRM - paratransit	\$3.80	\$3.61	\$3.23
	Operating expense per VRH - fixed-route bus	\$104.88	\$106.10	\$92.11
	Operating expense per VRH - paratransit	\$53.08	\$53.30	\$47.39
	Farebox recovery ratio - fixed-route bus	14.59%	17.17%	20.20%
	Farebox recovery ratio - paratransit	7.03%	7.96%	8.68%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	8,131,759	10,120,344	10,600,000
	Annual ridership - paratransit	196,590	260,582	261,007
	Unlinked passenger trips per VRM - fixed-route bus	1.81	2.08	2.08
	Unlinked passenger trips per VRM - paratransit	0.09	0.09	0.09
	Unlinked passenger trips per VRH - fixed-route bus	23.92	27.38	27.89
	Unlinked passenger trips per VRH - paratransit	1.31	1.39	1.38
	% of fleet that uses alternative fuels	4%	-	Context Only



PIONEER VALLEY TRANSIT AUTHORITY (PVTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Safety	Injuries per 100k UPT - fixed-route bus	0.07	0.3	-
	Injuries per 100K UPT - paratransit	0.77	3.08	-
	Injuries - fixed-route bus	7.00	33.00	-
	Injuries - paratransit	2.00	9.00	-
	Injury rate (per million VRM) - fixed-route bus	1.44	6.57	-
	Injury rate (per million VRM) - paratransit	0.72	3.07	-
	Fatalities - fixed-route bus	0	0	-
	Fatalities - paratransit	0	0	-
	Fatality rate (per million VRM) - fixed-route bus	0	0	-
	Fatality rate (per million VRM) - paratransit	0	0	-
	Total safety events - fixed-route bus	6.00	26.00	-
	Total safety events - paratransit	3.00	2.00	-
	Safety event rate (per million VRM) - fixed-route bus	1.23	5.18	-
	Safety event rate (per million VRM) - paratransit	1.09	0.68	-
	Mean distance between failures - fixed-route bus (FY20)	17,510.00	-	11,000.00
	Mean distance between failures - paratransit (FY20)	40,886.00	-	40,613.00
Preventable Accidents per 100k UPT - fixed-route bus (FY20)	1.05	1.02	-	
Preventable Accidents per 100k UPT - paratransit (FY20)	10.75	12.67	-	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 System Condition	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	27.15%	-	35.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	18.37%	-	30.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - articulated bus	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	60.00%	-	25.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	31.71%	-	35.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	25.00%





## SOUTHEASTERN REGIONAL TRANSIT AUTHORITY (SRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated bus - fixed-route bus	100.00%	100.00%	Context Only
	On time performance - fixed-route bus	83.58%	-	80.00%
	On time performance - paratransit	98.20%	-	90.00%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$10.35	\$9.10	Context Only
	Operating expense per VRM - paratransit	\$15.44	\$7.09	Context Only
	Operating expense per VRH - fixed-route bus	\$143.48	\$114.78	\$115.21
	Operating expense per VRH - paratransit	\$95.46	\$113.63	\$115.21
	Farebox recovery ratio - fixed-route bus	10.58%	15.78%	15.48%
	Farebox recovery ratio - paratransit	4.40%	4.56%	15.48%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	2,225,259	2,666,570	2,687,760
	Annual ridership - paratransit	79,524	82,500	79,381
	Unlinked passenger trips per VRM - fixed-route bus	1.55	1.69	Context Only
	Unlinked passenger trips per VRM - paratransit	0.14	0.13	Context Only
	Unlinked passenger trips per VRH - fixed-route bus	19.57	21.30	20.94
	Unlinked passenger trips per VRH - paratransit	2.15	2.14	1.93
	% of fleet that uses alternative fuels	0%	-	Context Only

SOUTHEASTERN REGIONAL TRANSIT AUTHORITY (SRTA) - 2020 SCORECARD




PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Safety	Injuries per 100k UPT - fixed-route bus	0.08	0.27	0.30
	Injuries per 100K UPT - paratransit	0	1.35	1.35
	Injuries - fixed-route bus	2.00	7.00	8.00
	Injuries - paratransit	0	1.00	1.00
	Injury rate (per million VRM) - fixed-route bus	1.27	4.49	5.20
	Injury rate (per million VRM) - paratransit	0	1.86	1.90
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	2.00	7.00	8.00
	Total safety events - paratransit	0	1.00	1.00
	Safety event rate (per million VRM) - fixed-route bus	1.27	4.49	5.20
	Safety event rate (per million VRM) - paratransit	0	1.86	1.90
	Mean distance between failures - fixed-route bus (FY20)	37,121.00	-	35,000.00
	Mean distance between failures - paratransit (FY20)	536,282.00	-	250,000.00
Preventable Accidents per 100k UPT - fixed-route bus (FY20)	0.72	1.50	1.18	
Preventable Accidents per 100k UPT - paratransit (FY20)	3.77	7.27	7.23	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 System Condition	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	48.44%	-	25.00%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	80.65%	-	25.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	75.00%	-	50.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	41.18%	-	60.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	50.00%	-	0%

## MARTHA'S VINEYARD TRANSIT AUTHORITY (VTA) - 2020 SCORECARD



PERFORMANCE GOAL*	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated bus - fixed-route bus	98.80%	96.10%	Context Only
	On time performance - fixed-route bus	96.15%	-	95.00%
	On time performance - paratransit	92.16%	-	91.80%
 System Condition	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	8.33%	-	19.35%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	0%	-	33.33%
	% of revenue vehicles that have met or exceeded their useful life benchmark - minivans	0%	-	0%
	% of revenue vehicles that have met or exceeded their useful life benchmark - vans	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	83.33%	-	83.33%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$6.19	\$4.40	\$3.80
	Operating expense per VRM - paratransit	\$7.94	\$6.08	\$7.14
	Operating expense per VRH - fixed-route bus	\$94.38	\$71.95	\$61.81
	Operating expense per VRH - paratransit	\$126.47	\$88.62	\$85.08
	Farebox recovery ratio - fixed-route bus	38.92%	34.54%	36.43%
	Farebox recovery ratio - paratransit	13.44%	4.99%	5.36%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	891,783	1,305,195	1,354,074
	Annual ridership - paratransit	8,610	12,298	13,230
	Unlinked passenger trips per VRM - fixed-route bus	1.12	1.19	1.18
	Unlinked passenger trips per VRM - paratransit	0.11	0.12	0.12
	Unlinked passenger trips per VHR - fixed-route bus	17.03	19.47	19.20
	Unlinked passenger trips per VRH - paratransit	1.68	1.68	1.80
	% of feets that uses alternative fuels	17%	-	Context Only

\* Reduced Reporters have limited safety reporting requirements.





WORCESTER REGIONAL TRANSIT AUTHORITY (WRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 Customer Experience	% of scheduled trips operated bus - fixed-route bus	100%	99.50%	Context Only
	On time performance - fixed-route bus (Weekday & Saturday)	81.67%	-	81.00%
	On time performance - fixed-route bus (Sunday)	83.52%	-	83.00%
	On time performance - paratransit	-	-	-
 Budget & Capital Performance	Operating expense per VRM - fixed-route bus	\$11.95	\$10.68	\$11.01
	Operating expense per VRM - paratransit	\$6.62	\$4.69	\$5.07
	Operating expense per VRH - fixed-route bus	\$142.37	\$125.71	\$128.91
	Operating expense per VRH - paratransit	\$95.07	\$69.32	\$73.36
	Farebox recovery ratio - fixed-route bus	10.21%	14.06%	16.60%
	Farebox recovery ratio - paratransit	4.37%	6.56%	8.10%
 Healthy & Sustainable Transportation	Annual ridership - fixed-route bus	2,380,920	3,013,268	3,150,000
	Annual ridership - paratransit	141,965	180,596	185,000
	Unlinked passenger trips per VRM - fixed-route bus	1.42	1.59	1.60
	Unlinked passenger trips per VRM - paratransit	0.15	0.16	0.20
	Unlinked passenger trips per VRH - fixed-route bus	16.89	18.71	19.00
	Unlinked passenger trips per VRH - paratransit	2.15	2.32	2.30
	% of fleet that uses alternative fuels	15%	-	Context Only

WORCESTER REGIONAL TRANSIT AUTHORITY (WRTA) - 2020 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>Safety</p>	Injuries per 100k UPT - fixed-route bus	0.27	0.45	0.32
	Injuries per 100K UPT - paratransit	0.55	1.63	0.54
	Injuries - fixed-route bus	8	14	10.00
	Injuries - paratransit	1	3	1.00
	Injury rate (per million VRM) - fixed-route bus	4.22	7.37	5.10
	Injury rate (per million VRM) - paratransit	0.87	2.59	0.80
	Fatalities - fixed-route bus	0	0	0
	Fatalities - paratransit	0	0	0
	Fatality rate (per million VRM) - fixed-route bus	0	0	0
	Fatality rate (per million VRM) - paratransit	0	0	0
	Total safety events - fixed-route bus	9.00	11.00	9.00
	Total safety events - paratransit	1.00	1.00	1.00
	Safety event rate (per million VRM) - fixed-route bus	4.75	5.79	4.60
	Safety event rate (per million VRM) - paratransit	0.87	0.86	0.80
	Mean distance between failures - fixed-route bus (FY20)	10,937.00	-	10,000.00
	Mean distance between failures - paratransit (FY20)	203,055.00	-	100,000.00
Preventable Accidents per 100k UPT - fixed-route bus (FY20)	1.01	1.92	-	
Preventable Accidents per 100k UPT - paratransit (FY20)	0.70	1.11	-	
PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20 PERFORMANCE	FY19 PERFORMANCE	SHORT TERM TARGET (USUALLY 2 YEARS)
 <p>System Condition</p>	% of revenue vehicles that have met or exceeded their useful life benchmark - buses	21.15%	-	21.15%
	% of revenue vehicles that have met or exceeded their useful life benchmark - cutaways	19.67%	-	15.79%
	% of revenue vehicles that have met or exceeded their useful life benchmark - minivans	0%	-	0%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - automobiles	66.67%	-	100.00%
	% of service (non-revenue) vehicles that have met or exceeded their useful life benchmark - trucks	75.00%	-	50.00%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - passenger/parking	0%	-	0%
	% of facilities with a condition rating below 3.0 on the FTA TERM scale - administrative/maintenance	0%	-	0%

RAIL DIVISION- 2020 SCORECARD

PERFORMANCE GOAL	MEASURE	FY20	FY19	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>Safety</p>	Number of derailments (per 1,000 track miles 5-year rolling average)	6.2	6.4	0		
	Number of reported hazmat incidents (per 1,000 track miles 5-year rolling average)	1.7	2	0		
	Number of highway-rail incidents (per 1,000 track miles 5-year rolling average)	3.3	3.7	0		
 <p>System Condition</p>	Track segment (% good and excellent condition)	28%	62%	72%	80%	85%
	Track segment (% poor and non-operable)	2%	1%	1%	1%	1%
	Bridge (% good and excellent condition)	23%	15%	33%	39%	85%
	Bridge (% poor and non-operable)	7%	12%	2%	3%	1%
	Culvert (% good and excellent condition)	10%	8%	12%	15%	85%
	Culvert (% poor and non-operable)	13%	10%	11%	9%	1%
	Grade crossing (% good and excellent condition)	35%	50%	48%	51%	85%
	Grade crossing (% poor and unoperable)	11%	2%	7%	4%	1%
	Inspections by asset type - track segment	93%	-	100%	100%	100%
	Inspection by asset type - bridge	92%	-	100%	100%	100%
	Inspection by asset type - culvert	91%	-	100%	100%	100%
	Inspection type - grade crossing	90%	-	100%	100%	100%
 <p>Budget &amp; Capital Performance</p>	Capital budget spent	91%	88%	95%		
 <p>Healthy &amp; Sustainable Transportation</p>	CapeFLYER ridership (6/6/2020 - 8/23/2020)	2,027	-	Context Only		
	ValleyFlyer ridership (10/1/2019 - 6/30/2020)	6,793	-	Context Only		
	Vermonter ridership (10/1/2019 - 3/30/2020)	15,428	-	Context Only		
	Number of miles of MassDOT-owned rail that MBTA Commuter Rail uses	82	-	Context Only		
	Number of miles MassDOT-owned rail that AMTRAK Commuter Rail uses	94.3	-	Context Only		







# Aeronautics Division

## 2020 SCORECARD

The mission of the Aeronautics Division is to promote aviation throughout the Commonwealth while establishing an efficient, integrated airport system that will enhance airport safety, customer service, economic development, and environmental stewardship. The Aeronautics Division has jurisdiction over the Commonwealth's 36 public use airports and multiple heliports, private restricted landing areas, and seaplane bases.



AERONAUTICS DIVISION - 2020 SCORECARD


PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	2020 TARGET	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 Customer Experience	Percent of aircraft registered	89%	86%	85%	85%	87%	90%
	Number of drone missions	195	Context Only				
	Number of drone flights	460	Context Only				
	Number of departments utilizing drones	11	Context Only				
 Safety	Airport safety and emergency management training attendance rate	83%	93%	70%	75%	75%	75%
	Airport safety inspections completed (CY19)	14	14	12	12	12	12
 System Condition	Pavement condition (PCI)	70	69	70	70	72	72
 Budget & Capital Performance	Capital budget disbursement	100%	100%	92%	95%	95%	100%
	Contracts completed on budget	87%	97%	85%	90%	92%	92%
	Contracts completed on time	71%	83%	90%	90%	92%	92%

# Massachusetts Bay Transportation Authority *2020 SCORECARD*

The MBTA owns and operates one of the oldest and largest public transportation agencies in the US, serving more than 1.2 million trips daily (prior to the pandemic). The MBTA's services include bus, light rail, heavy rail, commuter rail, ferry, and paratransit.




MBTA - 2020 SCORECARD


PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	FY20 TARGET	FY22 TARGET	FY24 TARGET	LONG-TERM TARGET
 Customer Experience	Subway reliability - Red Line	91.0%	89.4%	90%	90%	Pending new on time performance (OTP) measures	
	Subway reliability - Orange Line	91.8%	91.7%	90%	90%	Pending new OTP measures	
	Subway reliability - Blue Line	96.0%	94.8%	90%	90%	Pending new OTP measures	
	Subway reliability - Green Line	81.5%	78.1%	90%	90%	Pending new OTP measures	
	Passenger travel time performance - Red Line	94.1%	95.7%	Context Only			
	Passenger travel time performance - Orange Line	97.2%	96.5%	Context Only			
	Passenger travel time performance - Blue Line	97.8%	97.9%	Context Only			
	Passenger travel time performance - Green Line	97.2%	96.6%	Context Only			
	Bus reliability - Silver Line	81.7%	77.8%	80%	80%	Pending new OTP measures	
	Bus reliability - key bus	78.5%	76.6%	80%	80%	Pending new OTP measures	
	Bus reliability - other bus	66.6%	63.1%	75%	75%	Pending new OTP measures	
	Bus passenger minutes in comfortable service - pre-pandemic*	92.1%	-	96%	96%	96%	96%
	Bus passenger minutes in comfortable service - pandemic (Spring 2020)	94.2%	-	Context Only			
	Commuter rail reliability	90.2%	89.7%	90%	90%	Pending new OTP measures	
	Commuter rail service operated	99.8%	99.8%	100%	100%	100%	100%
	Ferry reliability - pre-pandemic (Jul-Feb)	98.0%	95.6%	97%	97%	Pending new OTP measures	
	The RIDE reliability	92.4%	90.4%	90%	90%	90%	90%
	Station accessibility	232 stations	-	-	250 stations	251 stations	307 stations (100%)
	Platform accessibility (elevator uptime)	99.4%	99.4%	99.6%	99.6%	99.7%	99.8%
	Bus stop accessibility - critical stops	243 stops	-	-	Eliminate all critical barriers	Eliminate all critical barriers	Eliminate all critical barriers
	Bus stop accessibility - high priority stops	659 stops	-	-	Reduce to 520 stops with high-priority barriers	Eliminate all high-priority barriers	Eliminate all high-priority barriers
	Total bus priority miles implemented	9.8	6.8	Context Only			
	Total transit signal priority (TSP) signals implemented	44	22	Context Only			
	Average weekday passenger miles in bus priority corridors	29,697	-	Context Only			
	Average weekday passenger miles with direct benefit from bus priority corridors*	3%	-	Context Only			
	Average weekday passenger miles with indirect benefit from bus priority corridors*	41%	-	Context Only			

\* Evaluated on the fall rating of the corresponding fiscal year

## MBTA - 2020 SCORECARD


PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	FY20 TARGET	FY21 TARGET
 System Condition	Revenue vehicle condition, beyond useful life - bus	30%	40%	30%	23%
	Revenue vehicle condition, beyond useful life - light rail	40%	44%	39%	39%
	Revenue vehicle condition, beyond useful life - vintage trolley	100%	100%	100%	100%
	Revenue vehicle condition, beyond useful life - heavy rail	55%	58%	52%	52%
	Revenue vehicle condition, beyond useful life - commuter rail locomotive	24%	27%	27%	24%
	Revenue vehicle condition, beyond useful life - commuter rail coach	13%	13%	13%	13%
	Revenue vehicle condition, beyond useful life - ferry	0%	0%	0%	0%
	Revenue vehicle condition, beyond useful life - paratransit automobile	100%	51%	0%	0%
	Revenue vehicle condition, beyond useful life - paratransit minivan	0%	0%	0%	0%
	Revenue vehicle condition, beyond useful life - paratransit van	28%	18%	3%	19%
	Non-revenue service vehicle condition, beyond useful life - transit and commuter rail	21%	26%	28%	30%
	Facility condition, % of assets <3 on TERM scale - transit passenger/parking	14%	14%	11%	12%
	Facility condition, % of assets <3 on TERM scale - transit admin/maintenance	68%	68%	67%	68%
	Facility condition, % of assets <3 on TERM scale - commuter rail passenger/parking	4%	4%	3%	3%
	Facility condition, % of assets <3 on TERM scale - commuter rail admin/maintenance	22%	22%	22%	22%
	Track condition, % of miles with speed restrictions - heavy rail	3%	6%	5%	3%
	Track condition, % of miles with speed restrictions - light rail	7%	10%	8%	5%
	Track condition, % of miles with speed restrictions - commuter rail	1%	1%	1%	1%

MBTA - 2020 SCORECARD


PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	FY20 TARGET	FY22 TARGET	FY24 TARGET	LONG-TERM TARGET
 <p>Healthy &amp; Sustainable Transportation</p>	Ridership	274M	367M	Context Only			
	Span of service - subway*	100%	100%	100%	100%	100%	100%
	Span of service - bus*	98%	97%	95%	95%	95%	95%
	Span of service - commuter rail (weekday only)*	100%	100%	100%	100%	100%	100%
	Span of service - ferry*	85%	-	100%	100%	100%	100%
	Frequency - subway*	100%	100%	100%	100%	100%	100%
	Frequency - bus*	88%	87%	95%	95%	95%	95%
	Frequency - ferry*	100%	100%	100%	100%	100%	100%
	Frequency - commuter rail (weekday only)*	100%	100%	100%	100%	100%	100%
	Coverage - base coverage*	83.3%	83.2%	Context Only			
	Coverage - frequent service in dense areas*	60.8%	60.6%	70%	70%	70%	70%
	Coverage - low-income households*	88.8%	88.8%	85%	85%	85%	85%
	Total greenhouse gas emissions (kg CO2e)	355M	401M	Context Only			
	Rate of greenhouse gas emissions (per UPT)	1.29	1.09	Context Only			
	Bus fleet composition - electric	3%	-	Context Only			
	Bus fleet composition - hybrid	39%	-	Context Only			
	Bus fleet composition - compressed natural gas (CNG)	15%	-	Context Only			
	Bus fleet composition - diesel	43%	-	Context Only			

\* Evaluated on the fall rating of the corresponding fiscal year

## MBTA - SAFETY SCORECARD (CY19)


PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	CY20 TARGET
 Safety	Mean miles between failures - heavy rail	38,956	54,976	47,000
	Mean miles between failures - light rail	6,744	9,287	7,000
	Mean miles between failures - bus	24,784	26,244	22,000
	Mean miles between failures - the RIDE	61,460	53,219	66,000
	Fatalities - heavy rail	1	0	0
	Fatalities - light rail	0	0	0
	Fatalities - bus	1	1	0
	Fatalities - commuter rail	0	0	0
	Fatalities - the RIDE	0	0	0
	Rate of fatalities - heavy rail (per 1M revenue miles)	0.04	0	0
	Rate of fatalities - light rail (per 1M of revenue miles)	0	0	0
	Rate of fatalities - bus (per 1M of revenue miles)	0.04	0.04	0
	Rate of fatalities - commuter rail (per 1M revenue miles)	0	0	0
	Rate of fatalities - the RIDE (per 1M revenue miles)	0	0	0
	NTD reportable injuries - heavy rail	232	230	-
	NTD reportable injuries - light rail	101	103	-
	NTD reportable injuries - bus	392	380	-
	NTD reportable injuries - the RIDE	40	29	-
	Rate of NTD reportable injuries - heavy rail (per 1M revenue miles)	10.06	9.8	9.45
	Rate of NTD reportable injuries - light rail (per 1M revenue miles)	17.72	17.66	17.25
	Rate of NTD reportable injuries - bus (per 1M revenue miles)	16.06	16.44	15.5
	Rate of NTD reportable injuries - the RIDE (per 1M revenue miles)	2.56	1.83	2.3
	Safety events - heavy rail	34	22	-
	Safety events - light rail	38	30	-
	Safety events - bus	130	157	-
	Safety events - the RIDE	31	33	-
	Rate of safety events - heavy rail (per 1M revenue miles)	1.47	0.94	1.00
	Rate of safety events - light rail (per 1M revenue miles)	6.67	5.14	5.83
	Rate of safety events - bus (per 1M revenue miles)	5.33	6.79	6.00
	Rate of safety events - the RIDE (per 1M revenue miles)	1.99	2.08	2.22

MBTA - SAFETY SCORECARD (CY19)

PERFORMANCE GOAL	PERFORMANCE MEASURE	CY19 PERFORMANCE	CY18 PERFORMANCE	CY20 TARGET
 <p>Safety</p>	Mainline revenue train derailments - heavy rail	1	0	0
	Mainline revenue train derailments - light rail	4	2	2
	Mainline revenue train derailments - commuter rail	3	2	-
	Mainline non-revenue train derailments - heavy rail	0	0	0
	Mainline non-revenue train derailments- light rail	1	3	1
	Mainline non-revenue train derailments - commuter rail	2	1	-
	Yard/shop train derailments - heavy rail	6	2	4
	Yard/shop train derailments - light rail	8	2	6
	Yard/shop train derailments - commuter rail	8	4	-
	Collisions - heavy rail	18	10	-
	Collisions - light rail	40	35	-
	Collisions - bus	2086	2031	-
	Rate of collisions - heavy rail (per 1M revenue miles)	0.76	0.43	0.76
	Rate of collisions - light rail (per 1M revenue miles)	6.83	5.85	6.65
	Rate of collisions - bus (per 1M revenue miles)	86.18	87.68	85.63
	Reportable fire/smoke - heavy rail	136	136	125
	Reportable fire/smoke - light rail	47	59	45
	Reportable fire/smoke - bus	16	27	15
	Customer injuries - heavy rail	199	199	-
	Customer injuries - light rail	84	74	-
	Customer injuries - bus	281	279	-
	Rate of customer injuries - heavy rail (per 1M passenger trips)	1.33	1.22	1.22
	Rate of customer injuries - light rail (per 1M passenger trips)	1.64	1.3	1.69
Rate of customer injuries - bus (per 1M passenger trips)	2.43	2.41	2.39	



## MBTA - 2020 BUDGET &amp; CAPITAL PERFORMANCE SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	FY20	FY19	FY21 BUDGET	FY22 TARGET	FY24 TARGET	LONG TERM TARGET
 Budget & Capital Performance	Fare recovery ratio - pre-pandemic (Jul-Feb)	43.4%	42.7%	Context Only			
	Fare recovery ratio - pandemic (Mar-Jun)	12.9%	42.7%	Context Only			
	Total spend vs CIP goal	120%	107%	Context Only			
	Total CIP spend	\$1.68B	\$1.07B	\$1.75B	-		
	Total CIP spend - reliability/modernization	\$1.20B	\$857M	\$1.30B	-		
	Total CIP spend - expansion	\$481M	\$208M	\$450M	-		
	Actual closing balance (revenue - expenses)	\$155.4M	\$108.7M	-\$17.5M*	-		
	Actual total expenses	\$2.12B	\$2.06B	\$2.29B*	-		
	Actual total expenses growth rate	2.7%	2.3%	Context Only			
	Actual total operating expenses	\$1.63B	\$1.57B	Context Only			
	Actual operating expenses growth rate	3.6%	2.0%	Context Only			
	Actual operating expense details - wages and benefits	\$784.2M	\$752.5M	Context Only			
	Actual operating expense details - materials and services	\$264.8M	\$247.9M	Context Only			
	Actual operating expense details - contracted transit services	\$546.2M	\$549.4M	Context Only			
	Actual operating expense details - other	\$35.2M	\$24.0M	Context Only			
	Actual total non-operating expenses - debt service	\$486.4M	\$486.9M	Context Only			
	Actual total revenues	\$2.27B	\$2.17B	\$2.28B*	-		
	Actual total revenues growth rate	4.7%	1.3%	Context Only			
	Actual total operating revenues	\$619.5M	\$761.9M	Context Only			
	Actual operating revenues growth rate	-18.7%	1.7%	Context Only			
	Actual operating revenue details - fares	\$545.7M	\$671.7M	Context Only			
	Actual operating revenue details - other	\$73.8M	\$90.2M	Context Only			
	Actual total non-operating revenue	\$1.65B	\$1.28B	Context Only			
	Actual non-operating revenue details - state and local	\$1.38B	\$1.22B	Context Only			
	Actual non-operating revenue details - other	\$274.0M	\$57.2M	Context Only			
	Projects completed on or under budget	54%	-	Context Only			
	Projects completed on or ahead of schedule	8%	-	Context Only			
	Average elapsed days between advertising and NTP	95	95	-	<90	<90	<90

\* As of November 2020



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