

# TRACKER

2021

MassDOT's Annual  
Performance Report

Secretary and CEO | *Jamey Tesler*

OPMI | FY 2021 Tracker

Prepared by the Office of Performance  
Management and Innovation

December 2021

# A LETTER FROM THE SECRETARY

I am pleased to file the enclosed information 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 2021 (July 2020 through June 2021). 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. Please note that due to the COVID-19 pandemic, there were continued impacts to the budget and capital performance and some of those performance measures failed to meet the targets.

The pandemic did also impact how people traveled and used outdoor spaces. Across the state, we have seen since spring 2020, a continued increase in pedestrian activity, a willingness to share street space to improve business, and renewed commitments to green and open spaces in our communities. As MassDOT continues support recovery of the transportation network, our priority areas remain the same, focused first on safety, and with an emphasis in our daily operations and larger scale planning on creating a transportation system which is also focused on reliability, accessibility, sustainability and resiliency, and equity.

In FY21, the Highway Division saw steady or improved outcomes for the majority of its performance measures. At the present time, the COVID-19 pandemic continues to impact high level travel trends and measures, like mode share and vehicles miles travelled (VMT). This year saw a decrease in VMT per capita, due to the continued trend of working from home, and at the same time saw an increase in bicycle and pedestrian mode share across the state. There has also been an increase in freight travel, as delivery of goods became more popular with the decrease in non-essential travel and the increase in telework.

Through unprecedented challenges presented by the pandemic, the RMV adapted to safely serve residents of the Commonwealth and provide continuity of service. The RMV moved to an appointment-based reservation system with an average customer wait time of 9 days for a Service Center appointment. Since the pandemic began, more customers chose an online option for license and registration transactions, with 68 percent of license transactions and 86 percent of registration transactions conducted outside of a Service Center. While the pandemic changed many things for the RMV, there were some improvements in performance in FY21 over FY20 and the addition of new performance measures to track progress.

In transit, the ongoing COVID-19 pandemic continued to have significant impacts on the MBTA in the 2021 fiscal year, primarily through steep declines in MBTA ridership from pre-pandemic levels, and associated revenue losses that will continue to challenge the MBTA in future fiscal years. Riders took 119 million trips in FY21, a 57 percent decrease from 274 million trips in FY20. By the end of the fiscal year in June 2021, ridership had returned to 45 percent of pre-pandemic ridership levels for the same month.

The MBTA spent more than \$1.9 billion on capital improvement projects in FY21, a record for the agency and \$250 million more than the previous year. Implementation of new transit priority projects in FY21 nearly doubled both active bus priority miles and active transit priority signals; approximately 42 percent of bus passenger miles in spring 2021 were on trips benefitting from transit priority projects.

Meanwhile, like all other transit agencies across the country, Regional Transit Authorities (RTAs) continued to be impacted by the COVID-19 pandemic. Since a pandemic-era low in April 2020, RTA ridership partially rebounded during the summer of 2020, shrunk again during the winter, and closed out FY21 with similar ridership levels as at the end of FY20. Despite the challenges from the pandemic, most RTAs continue to reach their on-time performance goals.

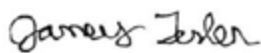
For MassDOT Rail, all reported safety measures have improved such as a decrease in the number of derailments, number of hazmat incidents, and number of highway-rail incidents.

For the Aeronautics Division, performance exceeded and improved upon prior performance measurement in FY20 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.

Our successes are due to many factors, including the dedication of employees, strong partnerships with municipal officials, and ongoing support from our elected leaders. While we celebrate our successes highlighted in this report, MassDOT maintains focused on areas where performance has lagged or fallen.

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,  
MassDOT Secretary & CEO, Jamey Tesler



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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 2021 (July 2020 through June 2021); 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.

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 reliable transit options and support a multi-modal transportation network that is safe for all of our workers and all of our 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 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 transportation division, while also 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; each of these measures has an aspirational long-term 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 were updated in the 2020 edition of Tracker, with targets set for 2020, 2022, 2024 and the long term as appropriate. Going into 2022, 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 FY21, which chart progress against the performance targets updated in FY20. Despite the pandemic's impact throughout the entire year, improvements in performance outcomes are seen in many areas. Following the highlights are division scorecards that include all measures for FY21. Some measures are included for context only, while the associated performance targets for other measures are notes in the right-hand column.

## HIGHWAY DIVISION

In FY21, the Highway Division saw steady or improved outcomes for the majority of its performance measures. The COVID-19 pandemic continues to impact high level travel trends and measures, like mode share and vehicles miles travelled (VMT). This year saw a decrease in VMT per capita, due to the continued trend of working from home, and at the same time saw an increase in bicycle and pedestrian mode share across the state – largely driven by trips occurring outside of Boston and the major college towns across the state. There has also been an increase in freight travel, as delivery of goods became more popular with the decrease in non-essential travel and the increase in telework.

Throughout FY21, the Highway Division focused on implementing the new Statewide Bicycle and Pedestrian Transportation Plans that were published two years ago, investments through the pandemic Shared Streets program, and other asset management and construction projects. In FY21, the new 2.4 miles of Cochituate Rail Trail was constructed providing connections to the Natick Mall, along with a 3+ mile segment of the Old Eastern Marsh Trail that crosses the state line into Seabrook, New Hampshire. In Springfield, a new undercrossing was constructed (the North End Underpass), that provides a critical, safe connection for school children and residents by removing the danger of crossing an active railroad between Plainfield Street and Birnie Avenue. Beyond the projects listed above, MassDOT continues to make progress on its pavement condition performance measures, with bridge condition measures remaining steady.

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 FY21 over FY20 and the addition of new performance measures to track progress.

The RMV has moved to an appointment-based reservation system with an average customer wait time of 9 days for a Service Center appointment. Since the pandemic began, more customers chose an online option for license and registration transactions, with 68 percent of license transactions and 86 percent of registrations transactions conducted outside of a Service Center (online, phone, AAA, EVR, and mail transactions). License transactions conducted online increased from 53 percent in FY20. The RMV now uses an appointment-based system for Service Centers and Tracker will now include measures on appointment availability and no-shows.

In addition to new appointment-based metrics, included in Tracker are additional safety-based and sustainable transportation metrics. Safety metrics include out of state mail processing, which has increased to 99 percent, well above the target with 90 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 the meet goals of the Global Warming Solutions Act.

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

## RAIL AND TRANSIT

Over the past two years, the Rail and Transit Division worked closely with the Regional Transit Agencies (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 a one-year target for FY21, while ridership and customer service targets were set for FY21 with a one-year milestone in FY20.

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. Since a pandemic-era low in April 2020, RTA ridership partially rebounded during the summer of 2020, shrunk again during the winter, and closed out FY21 with similar ridership levels as at the end of FY20. Despite the challenges from the pandemic, most RTAs continue to reach their on-time performance goals.

For MassDOT Rail, the targets set for the first time in FY20 for asset conditions 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

In FY21, The Aeronautics Division's performance exceeded and improved upon prior performance measurement in FY20 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 continued 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/aero](https://massdottracker.com/aero)

## MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA)

The ongoing COVID-19 pandemic continued to have significant impacts on the MBTA in the 2021 fiscal year, primarily through steep declines in MBTA ridership from pre-pandemic levels, and associated revenue losses that will continue to challenge the MBTA in future fiscal years. Riders took 119 million trips in FY21, a 57 percent decrease from 274 million trips in FY20. By the end of the fiscal year in June 2021, ridership had returned to 45 percent of pre-pandemic ridership levels for the same month. The MBTA recovered 10.2 percent of operating funds from fare revenues in FY21, a significant decrease from 33.5 percent in FY20 and 42.7 percent in FY19 before the pandemic. To mitigate the lost fare revenue in FY21 and expected losses in FY22, the MBTA received over \$842 million in one-time federal relief funding between the CARES Act and CRRSAA in FY21.

During the fall of 2020, when federal relief funding was still uncertain, the MBTA launched its Forging Ahead program to develop a system to guide potential service reductions and gather public feedback on the changes. Central to this process was a guiding framework to ensure that service decisions would be focused on ridership and equity for the many essential workers that continued to use the system. The MBTA also updated its Service Delivery Policy in 2021 to reflect the ongoing prioritization of service for transit critical riders.

The MBTA spent more than \$1.9 billion on capital improvement projects in FY21, a record for the agency and \$250 million more than the previous year. Implementation of new transit priority projects in FY21 nearly doubled both active bus priority miles and active transit priority signals; approximately 42 percent of bus passenger miles in spring 2021 were on trips benefitting from transit priority projects. The MBTA also published a revised Transit Safety Plan in July 2020, 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. And finally, a new electricity procurement contract supplied by 100 percent renewable energy sources went into effect on January 1, 2021, resulting in complete avoidance of the 36 percent of the MBTA's GHG emissions that typically come from electricity usage.

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






# THE HIGHWAY DIVISION

## *2021 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.





**THE HIGHWAY DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 Customer Experience	Average Commute Time (5-Year ACS Estimate)	30.2	29.7	Context Only		
	Percent of Statewide Trips Made by Pedestrians (For Trips 0.5 - 1 Mile)	72%	61%	Context Only		
	Percent of Statewide Trips Made by Bicycle (For Trips 0.5 - 1 Mile)	1.9%	0.9%	Context Only		
 System Condition	PSI - Interstate (Percent in Good and Excellent Condition)	91.8%	88.6%	88%	90%	
	PSI - Non-Interstate (Percent in Good and Excellent Condition)	71.2%	68.0%	62%	70%	75%
	PSI - Interstate (Percent in Poor Condition)	1.5%	2.1%	< 4%		
	PSI - Non-Interstate (Percent in Poor Condition)	9.8%	9.7%	12%	10%	
	Structurally Deficient Deck Area (NHS only)	13%	13%	12%		< 10%
	Percent of Deck Area in Good Condition (NHS only)	16%	16%	16%		20%
	Statewide Bridge Condition (Percent of Poor Bridges)	9%	9%	< 10%		
	Failed or Missing Curb Ramps	3,975	4,106	4,250	4,000	Continue to Decrease
	Pavement Repair Backlog (Lane Miles)	2,107	2,405	Context Only		
 Budget & Capital Performance	Percent of STIP Projects Advertised in Year	93%	90%	90%	95%	95%
	Percent of Contracts Completed On or Under Budget	81%	81%	80%		
	Percent of Contracts Completed On Time	57%	57%	70%	75%	80%
	Number of Contracts in Construction Phase	343	348	Context Only		
	Number of Contracts Planned for Next Year	163	168	Context Only		
	Number of Construction Contracts Completed in Year	108	87	Context Only		



**THE HIGHWAY DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>Safety</p>	Number of Fatalities (Actual)	336 (CY19)	355 (CY18)	320	311	Towards Zero
	Number of Fatalities (Five-Year Rolling Average)	354 (CY19)	357 (CY18)	333	320	Towards Zero
	Rate of Fatalities per 100 Million VMT (Five-Year Rolling Average)	0.56 (CY19)	0.57 (CY18)	0.55	0.52	Towards Zero
	Number of Serious Injuries (Five-Year Rolling Average)	2757 (CY19)	2816 (CY18)	2,533	2,342	Towards Zero
	Rate of Serious Injuries (Five-Year Rolling Average)	4.4 (CY19)	4.5 (CY18)	4.16	3.81	Towards Zero
	Number of Motorcycle Fatalities (Five-Year Rolling Average)	51 (CY19)	51 (CY18)	Towards Zero		
	Number of Bicycle Fatalities (Five-Year Rolling Average)	9 (CY19)	9 (CY18)	Towards Zero		
	Number of Pedestrian Fatalities (Five-Year Rolling Average)	77 (CY19)	76 (CY18)	Towards Zero		
	Number of Non-Motorist Serious Injuries and Fatalities (Five-Year Rolling Average)	508 (CY19)	517 (CY18)	502	494	Towards Zero
	Fatalities in Roadway Work Zones (Five-Year Rolling Average)	7 (CY19)	5 (CY18)	0	0	0
 <p>Healthy &amp; Sustainable Transportation</p>	Number of Municipalities Registered for Complete Streets	276	240	275	305	351
	Number of Complete Streets Policies Approved	246	215	250	305	351
	Number of Complete Streets Municipal Construction Awards	172	148	Context Only		
	Daily Vehicle Miles Traveled per Capita	21.5	25.8	24.3		
	Daily Bicycle Miles Traveled	649,594	406,993	Context Only		
	Daily Pedstrian Miles Traveled	7,028,907	6,253,328	Context Only		
	Number of Electric Charging Station Sessions	2,802	2,879	Context Only		
	GHG Avoided Through Electric Charging Station Sessions (Metric Tons)	30	29	Context Only		
	Fuel-Use Avoided Through Electric Charging Station Use (Gallons)	5,400	5,253	Context Only		
	CO2 Reduction From Solar Energy Generated (Tons)	2,320	2,392	Context Only		

# THE REGISTRY OF MOTOR VEHICLES

## 2021 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.





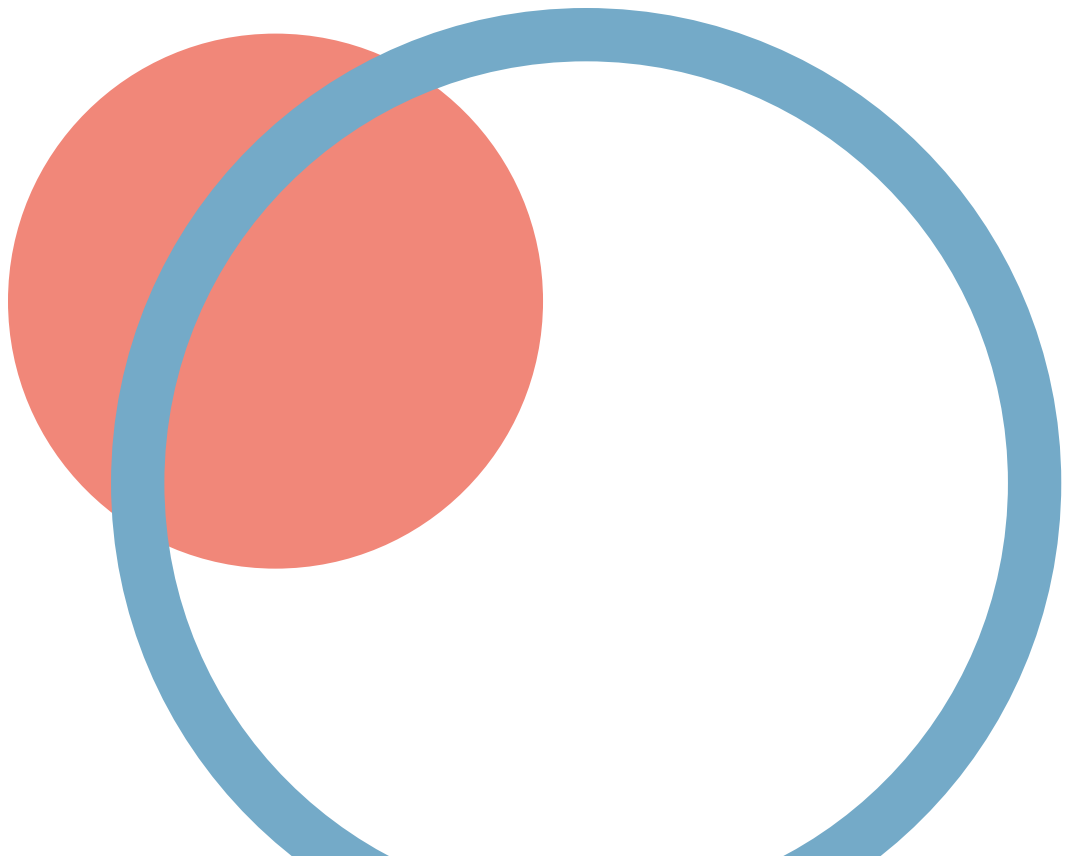


**THE REGISTRY OF MOTOR VEHICLES - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>Customer Experience</p>	Average Number of Days to Wait for a Service Center Appointment	9.0	7.4	Context Only		
	Percent of System Wide License Transactions Conducted Outside of Service Centers	68%	53%	Context Only		
	Percent of System Wide Registration Transactions Conducted Outside of Service Centers	86%	77%	Context Only		
	Average Daily Service Center No Shows	18%	20%	Context Only		
	Percent of System Wide License Transactions Conducted Online	55%	33%	40%	65%	70%
	Percent of System Wide Registration Transactions Conducted Online	43%	40%	50%	65%	75%
	Contact Center Wait Time (Average Speed of Answer in Minutes)	47	36	20	5	3
	Contact Center Percent of Calls Abandoned	53%	59%	40%	20%	10%
 <p>Safety</p>	Percent of 18+ Customers Who Passed a Road Test Exam	65%	60%	55%	60%	65%
	Percent of JOL Customers Who Passed a Road Test Exam	89%	86%	85%	85%	90%
	Percent of People That Have a REAL ID	31%	27%	40%	45%	50%
	Volume of High Priority OOS Mail that MRB has Processed Within the Next Business Day	99%	86%	90%	95%	100%
	Volume of Low Priority OOS Mail that MRB has Processed Within 5 Business Days	99%	76%	90%	95%	100%
	Percent of Failed Vehicle Inspections Due to Safety	4%	5%	Context Only		

**THE REGISTRY OF MOTOR VEHICLES - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>Safety</p>	Overdue Vehicle Safety Inspections	17%	19%	Context Only		
	Percent of Citations Submitted via Ecitation	52%	48%	75%	80%	85%
	Total Volume of License Suspensions	91,584	145,222	Context Only		
	Percent of CDL Suspensions	2.5%	4.6%	Context Only		
	Total Volume of Suspension Hearings Held in Person	0	65,264	Context Only		
	Total Volume of Suspension Hearings Held on the Phone	134,338	25,439	Context Only		
	Average Number of Days to Close a Suspension Hearing	2	3	Context Only		
 <p>Healthy &amp; Sustainable Transportation</p>	Percent of Vehicles That Are Hybrid/Electric	2.9%	2.6%	Context Only		
	Percent of Failed Vehicle Inspections Due to Emissions	3.0%	4.6%	Context Only		





# THE RAIL AND TRANSIT DIVISION




## *2021 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) and 165 bridges, and works cooperatively with Amtrak and private railroad companies to provide intercity passenger and freight rail service to residents and businesses.



At the time of publishing, select RTA data was not yet available and will be added at a later date.

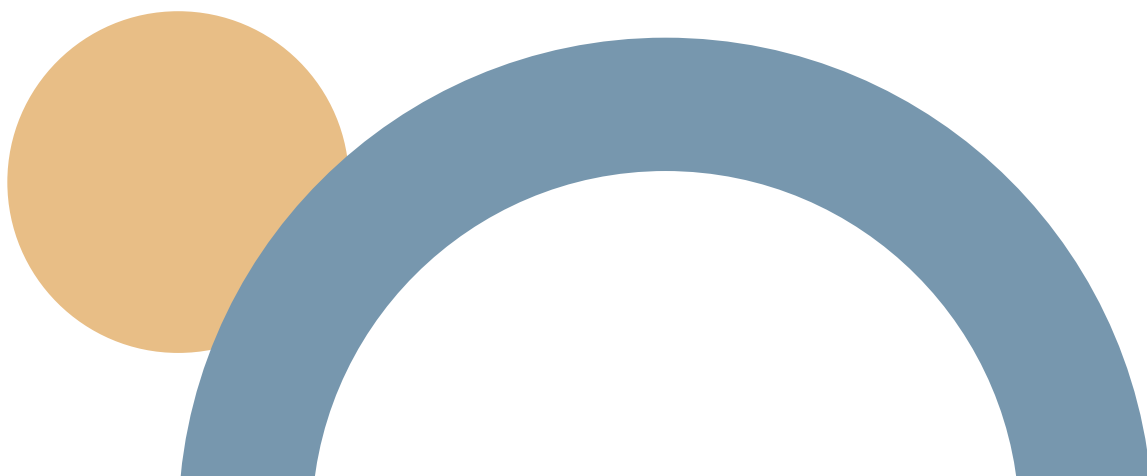


**BROCKTON AREA TRANSIT AUTHORITY (BAT) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	100%	98%	98%
	On-Time Performance (Paratransit)	94%	91%	89%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	0.3	1.1	0.4
	Injuries per 100K UPT (Paratransit)	1.6	-	2.3
	Injuries (Fixed Route Bus)	4.0	28.0	10.0
	Injuries (Paratransit)	1.0	-	4.0
	Injury Rate per Million VRM (Fixed Route Bus)	3.5	21.4	7.6
	Injury Rate per Million VRM (Paratransit)	2.7	-	5.9
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	7.0	4.0	6.0
	Total Safety Events (Paratransit)	1.0	-	4.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	6.2	3.1	4.6
	Safety Event Rate per Million VRM (Paratransit)	2.7	-	5.9
PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	7%	2%	16%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	25%	100%	30%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (VN - Van)	16%	17%	20%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	33%	33%	35%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	38%	38%	40%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%



**BROCKTON AREA TRANSIT AUTHORITY (BAT) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 <p>Budget &amp; Capital Performance</p>	Operating Expense per VRM (Fixed Route Bus)	\$9.55	\$9.69	\$9.04
	Operating Expense per VRM (Paratransit)	\$9.17	\$6.71	\$6.76
	Operating Expense per VRH (Fixed Route Bus)	\$124.81	\$118.11	Context Only
	Operating Expense per VRH (Paratransit)	\$70.22	\$61.47	Context Only
	Farebox Recovery Ratio (Fixed Route Bus)	10%	16%	23%
	Farebox Recovery Ratio (Paratransit)	19%	25%	29%
 <p>Healthy &amp; Sustainable Transportation</p>	Annual Ridership (Fixed Route Bus)	1,146,570	1,987,197	2,466,511
	Annual Ridership (Paratransit)	61,793	127,816	168,783
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	1.0	1.7	Context Only
	Unlinked Passenger Trips per VRM (Paratransit)	0.2	0.2	Context Only
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	13.2	20.5	22.7
	Unlinked Passenger Trips per VRH (Paratransit)	1.3	2.1	2.5
	Percent of Fleet Using Alternative Fuels (Paratransit)	16%	0%	Context Only










**BERKSHIRE REGIONAL TRANSIT AUTHORITY (BRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	86%	92%	91%
	On-Time Performance (Paratransit)	97%	96%	96%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	0.3	-	0.7
	Injuries per 100K UPT (Paratransit)	6.7	-	-
	Injuries (Fixed Route Bus)	1.0	-	4.0
	Injuries (Paratransit)	1.0	-	-
	Injury Rate per Million VRM (Fixed Route Bus)	1.1	-	4.2
	Injury Rate per Million VRM (Paratransit)	7.2	-	-
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	1.0	-	3.0
	Total Safety Events (Paratransit)	2.0	-	-
	Safety Event Rate per Million VRM (Fixed Route Bus)	1.1	-	3.2
	Safety Event Rate per Million VRM (Paratransit)	14.4	-	-




**BERKSHIRE REGIONAL TRANSIT AUTHORITY (BRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	11%	46%	11%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	19%	44%	19%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (MV - Minivan)	0%	0%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	100%	100%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	0%	78%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$6.02	\$5.45	\$5.68
	Operating Expense per VRM (Paratransit)	\$4.70	\$3.41	\$3.77
	Operating Expense per VRH (Fixed Route Bus)	\$105.34	\$95.91	\$96.83
	Operating Expense per VRH (Paratransit)	\$44.79	\$40.15	\$49.89
	Farebox Recovery Ratio (Fixed Route Bus)	10%	12%	12%
	Farebox Recovery Ratio (Paratransit)	18%	11%	10%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	1,146,570	429,730	532,838
	Annual Ridership (Paratransit)	61,793	21,118	28,343
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.4	0.5	0.5
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.1	0.1
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	6.3	8.2	9.0
	Unlinked Passenger Trips per VRH (Paratransit)	1.0	1.2	1.3
	Percent of Fleet Using Alternative Fuels (Paratransit)	45%	0%	Context Only



**CAPE ANN TRANSPORTATION AUTHORITY (CATA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	0%	CATA has set a stretch goal of developing an OTP data collection/reporting system	98%
	On-Time Performance (Paratransit)	0%		89%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	-	0.5	0.5
	Injuries per 100K UPT (Paratransit)	-	-	3.6
	Injuries (Fixed Route Bus)	-	1.0	1.0
	Injuries (Paratransit)	-	-	1.0
	Injury Rate per Million VRM (Fixed Route Bus)	-	4.6	4.8
	Injury Rate per Million VRM (Paratransit)	-	-	8.2
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	-	1.0	1.0
	Total Safety Events (Paratransit)	-	-	1.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	4.6	4.8
	Safety Event Rate per Million VRM (Paratransit)	-	-	8.2

**CAPE ANN TRANSIT AUTHORITY (CATA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**




PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 <p>System Condition</p>	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	43%	25%	40%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	25%	33%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	100%	33%	100%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 <p>Budget &amp; Capital Performance</p>	Operating Expense per VRM (Fixed Route Bus)	-	\$8.03	Context Only
	Operating Expense per VRM (Paratransit)	-	\$7.22	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$81.61	\$110.01	\$127.07
	Operating Expense per VRH (Paratransit)	\$83.08	\$88.97	\$91.49
	Farebox Recovery Ratio (Fixed Route Bus)	2%	5%	9%
	Farebox Recovery Ratio (Paratransit)	3%	2%	3%
 <p>Healthy &amp; Sustainable Transportation</p>	Annual Ridership (Fixed Route Bus)	139,883	167,502	204,609
	Annual Ridership (Paratransit)	19,062	24,377	30,889
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	-	0.6	Context Only
	Unlinked Passenger Trips per VRM (Paratransit)	-	0.2	Context Only
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	4.4	8.5	14.1
	Unlinked Passenger Trips per VRH (Paratransit)	2.0	2.4	3.1
	Percent of Fleet Using Alternative Fuels (Paratransit)	0%	0%	Context Only

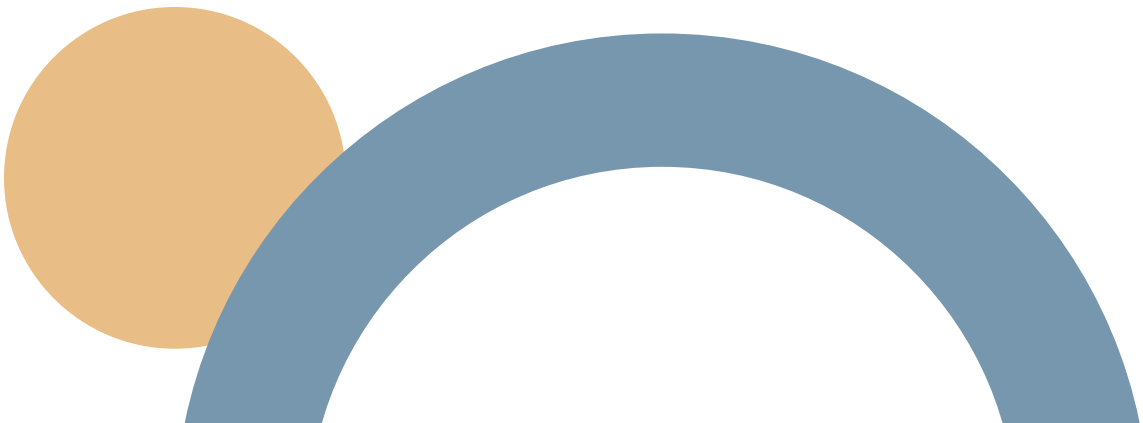
**CAPE COD REGIONAL TRANSIT AUTHORITY (CCRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	0%	77%	68%
	On-Time Performance (Paratransit)	0%	93%	94%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	-	-	0.2
	Injuries per 100K UPT (Paratransit)	-	-	0.3
	Injuries (Fixed Route Bus)	-	-	-
	Injuries (Paratransit)	-	-	-
	Injury Rate per Million VRM (Fixed Route Bus)	-	-	-
	Injury Rate per Million VRM (Paratransit)	-	-	-
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	-	-	-
	Total Safety Events (Paratransit)	-	-	-
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	-	-
	Safety Event Rate per Million VRM (Paratransit)	-	-	-







**CAPE COD REGIONAL TRANSIT AUTHORITY (CCRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 <p>System Condition</p>	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	0%	0%	0%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	5%	9%	10%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (MV - Minivan)	0%	0%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	0%	0%	10%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	-
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	-
 <p>Budget &amp; Capital Performance</p>	Operating Expense per VRM (Fixed Route Bus)	-	\$4.29	Context Only
	Operating Expense per VRM (Paratransit)	-	\$2.03	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$81.61	\$82.89	\$63.84
	Operating Expense per VRH (Paratransit)	\$83.08	\$33.20	\$25.13
	Farebox Recovery Ratio (Fixed Route Bus)	2%	13%	17%
	Farebox Recovery Ratio (Paratransit)	3%	11%	22%
 <p>Healthy &amp; Sustainable Transportation</p>	Annual Ridership (Fixed Route Bus)	139,883	651,881	626,427
	Annual Ridership (Paratransit)	19,062	389,864	457,105
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	-	0.5	-
	Unlinked Passenger Trips per VRM (Paratransit)	-	0.2	-
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	4.4	8.7	6.2
	Unlinked Passenger Trips per VRH (Paratransit)	2.0	2.3	2.1
	Percent of Fleet Using Alternative Fuels (Paratransit)	0%	15%	Context Only





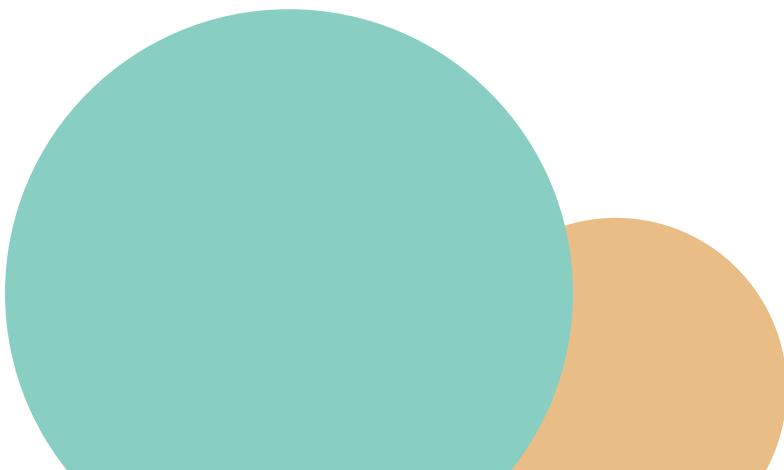
## FRANKLIN REGIONAL TRANSIT AUTHORITY\* (FRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	54%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	0%	-	-
	On-Time Performance (Paratransit)	90%	87%	80%
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	0%	0%	10%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	0%	0%	14%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (VN - Van)	42%	81%	10%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	-	100%	33%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	-	29%	20%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	-	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	-	50%	50%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$6.09	\$5.05	Context Only
	Operating Expense per VRM (Paratransit)	\$12.15	\$7.22	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$167.82	\$101.71	\$133.63
	Operating Expense per VRH (Paratransit)	\$150.51	\$91.76	\$62.66
	Farebox Recovery Ratio (Fixed Route Bus)	0%	6%	6%
	Farebox Recovery Ratio (Paratransit)	6%	10%	15%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	34,553	93,006	131,140
	Annual Ridership (Paratransit)	13,686	19,739	28,507
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.1	0.3	Context Only
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.1	Context Only
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	3.7	5.4	8.8
	Unlinked Passenger Trips per VRH (Paratransit)	1.5	1.6	1.7
	Percent of Fleet Using Alternative Fuels (Paratransit)	7%	2%	Context Only




\*FRTA's targets are inclusive of the Mashpee Wampanoag Tribe; due to the Tribe's reporting timeline (April 2022), the above performance is reflective only of FRTA's data

**GREATER ATTLEBORO-TAUNTON REGIONAL TRANSIT AUTHORITY (GATRA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**



PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	87%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	90%	91%	96%
	On-Time Performance (Paratransit)	97%	91%	94%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	-	-	0.4
	Injuries per 100K UPT (Paratransit)	3.0	1.3	0.6
	Injuries (Fixed Route Bus)	-	-	3.0
	Injuries (Paratransit)	4.0	4.0	2.0
	Injury Rate per Million VRM (Fixed Route Bus)	-	-	1.8
	Injury Rate per Million VRM (Paratransit)	4.1	2.4	1.3
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	-	-	3.0
	Total Safety Events (Paratransit)	6.0	2.0	2.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	-	1.8
	Safety Event Rate per Million VRM (Paratransit)	6.1	1.2	1.3



**GREATER ATTLEBORO-TAUNTON REGIONAL TRANSIT AUTHORITY (GATRA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**




PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	0%	19%	0%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	0%	0%	0%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (VN - Van)	0%	29%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	0%	33%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	0%	40%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$4.91	\$4.85	Context Only
	Operating Expense per VRM (Paratransit)	\$6.77	\$5.74	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$92.74	\$90.07	\$81.00
	Operating Expense per VRH (Paratransit)	\$78.93	\$69.92	\$59.30
	Farebox Recovery Ratio (Fixed Route Bus)	11%	9%	10%
	Farebox Recovery Ratio (Paratransit)	7%	6%	7%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	315,145	543,247	788,950
	Annual Ridership (Paratransit)	132,534	226,492	342,000
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.3	0.4	0.5
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.2	0.3
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	4.9	6.7	7.0
	Unlinked Passenger Trips per VRH (Paratransit)	1.6	2.1	3.0
	Percent of Fleet Using Alternative Fuels (Paratransit)	5%	0%	Context Only

**LOWELL REGIONAL TRANSIT AUTHORITY (LRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**



PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	88%	84%	85%
	On-Time Performance (Paratransit)	96%	94%	90%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	0.9	-	0.1
	Injuries per 100K UPT (Paratransit)	-	3.6	1.8
	Injuries (Fixed Route Bus)	5.0	-	2.0
	Injuries (Paratransit)	-	4.0	1.0
	Injury Rate per Million VRM (Fixed Route Bus)	-	-	1.5
	Injury Rate per Million VRM (Paratransit)	-	7.0	2.4
	Fatalities (Fixed Route Bus)	4.00	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	10.0	-	2.0
	Total Safety Events (Paratransit)	-	2.0	1.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	-	1.5
	Safety Event Rate per Million VRM (Paratransit)	-	3.5	2.4






**LOWELL REGIONAL TRANSIT AUTHORITY (LRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	5%	18%	10%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	40%	17%	35%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (MV - Minivan)	0%	0%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	33%	33%	33%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	75%	67%	67%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	-	\$2.83	Context Only
	Operating Expense per VRM (Paratransit)	-	\$1.39	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$0.00	\$91.16	Context Only
	Operating Expense per VRH (Paratransit)	\$0.00	\$37.61	Context Only
	Farebox Recovery Ratio (Fixed Route Bus)	-	13%	Context Only
	Farebox Recovery Ratio (Paratransit)	-	5%	Context Only
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	538,834	1,024,645	1,500,799
	Annual Ridership (Paratransit)	50,746	82,097	111,722
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	-	0.8	Context Only
	Unlinked Passenger Trips per VRM (Paratransit)	-	0.2	Context Only
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	6.5	12.0	15.9
	Unlinked Passenger Trips per VRH (Paratransit)	1.9	2.3	2.3
	Percent of Fleet Using Alternative Fuels (Paratransit)	10%	4%	Context Only



**MONTACHUSETT REGIONAL TRANSIT AUTHORITY (MART) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

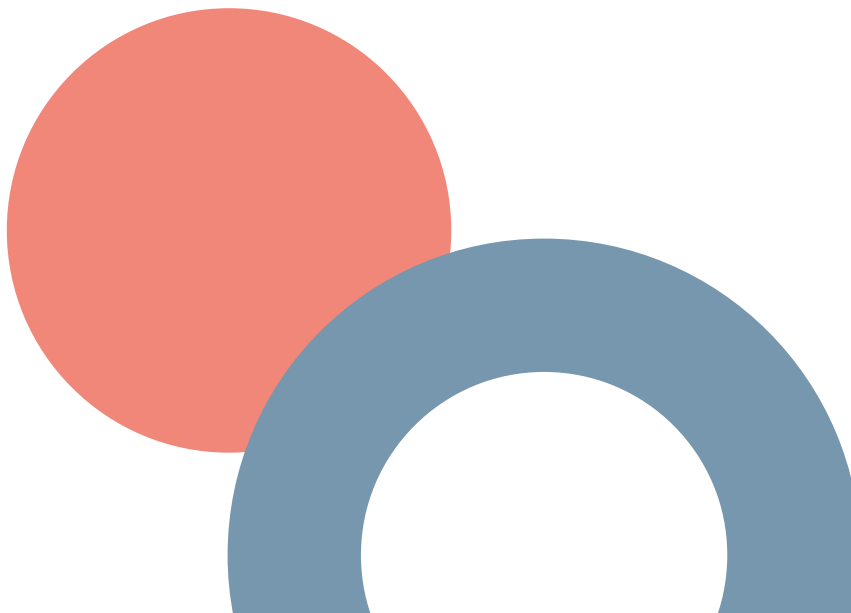
PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100.00%	Context Only
	On-Time Performance (Fixed Route Bus)	-	MART has a Goal of Developing an OTP Data Collection/ Reporting System for Fixed-Route Service	-
	On-Time Performance (Paratransit)	99%	97.23%	97.27%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	-	1.49	1.00
	Injuries per 100K UPT (Paratransit)	-	1.54	1.00
	Injuries (Fixed Route Bus)	-	8.00	5.00
	Injuries (Paratransit)	-	9.00	5.00
	Injury Rate per Million VRM (Fixed Route Bus)	-	8.79	7.50
	Injury Rate per Million VRM (Paratransit)	-	2.19	2.00
	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)	-	5.00	5.00
	Total Safety Events (Paratransit)	-	7.00	5.00
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	5.49	7.50
	Safety Event Rate per Million VRM (Paratransit)	-	1.71	2.00

**MONTACHUSETT REGIONAL TRANSIT AUTHORITY (MART) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**




PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	23%	18%	15%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	18%	17%	21%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (VN - Van)	0%	42%	22%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	100%	100%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	7%	12%	12%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$8.99	\$7.61	\$8.55
	Operating Expense per VRM (Paratransit)	\$6.38	\$5.50	\$4.21
	Operating Expense per VRH (Fixed Route Bus)	\$141.28	\$120.82	\$128.20
	Operating Expense per VRH (Paratransit)	\$98.84	\$83.67	\$64.02
	Farebox Recovery Ratio (Fixed Route Bus)	7%	8.69%	12.63%
	Farebox Recovery Ratio (Paratransit)	18%	25.46%	36.16%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	245,422	443,428	564,225
	Annual Ridership (Paratransit)	157,150	294,489	412,437
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.3	0.55	0.824
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.17	0.162
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	5.3	8.79	12.37
	Unlinked Passenger Trips per VRH (Paratransit)	1.8	2.54	2.47
	Percent of Fleet Using Alternative Fuels (Paratransit)	8%	2%	Context Only

**MERRIMACK VALLEY REGIONAL TRANSIT AUTHORITY (MVRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	83%	76%	72%
	On-Time Performance (Paratransit)	97%	94%	98%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	-	-	0.3
	Injuries per 100K UPT (Paratransit)	-	-	1.4
	Injuries (Fixed Route Bus)	-	-	30.0
	Injuries (Paratransit)	-	-	30.0
	Injury Rate per Million VRM (Fixed Route Bus)	-	-	2.0
	Injury Rate per Million VRM (Paratransit)	-	-	2.0
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	-	-	31.0
	Total Safety Events (Paratransit)	-	-	31.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	-	2.1
	Safety Event Rate per Million VRM (Paratransit)	-	-	2.1





**MERRIMACK VALLEY REGIONAL TRANSIT AUTHORITY (MVRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**




PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BR - Over-the-Road Bus)	33%	33%	25%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	2%	16%	16%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	4%	4%	70%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	100%	0%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	0%	18%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$9.03	\$8.71	Context Only
	Operating Expense per VRM (Paratransit)	\$3.44	\$3.25	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$98.83	\$96.39	\$100.37
	Operating Expense per VRH (Paratransit)	\$53.74	\$51.02	\$54.32
	Farebox Recovery Ratio (Fixed Route Bus)	4%	8%	10%
	Farebox Recovery Ratio (Paratransit)	5%	6%	8%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	994,873	1,501,464	1,969,367
	Annual Ridership (Paratransit)	43,821	71,158	88,763
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.7	1.1	Context Only
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.1	Context Only
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	7.5	11.9	15.6
	Unlinked Passenger Trips per VRH (Paratransit)	1.4	1.6	1.7
	Percent of Fleet Using Alternative Fuels (Paratransit)	17%	11%	Context Only







**METROWEST REGIONAL TRANSIT AUTHORITY (MWRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	0%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	99%	99%	97%
	On-Time Performance (Paratransit)	100%	99%	97%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	-	-	-
	Injuries per 100K UPT (Paratransit)	-	1.4	-
	Injuries (Fixed Route Bus)	-	-	12.0
	Injuries (Paratransit)	-	3.0	8.0
	Injury Rate per Million VRM (Fixed Route Bus)	-	-	1.0
	Injury Rate per Million VRM (Paratransit)	-	2.9	1.0
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	-	2.0	24.0
	Total Safety Events (Paratransit)	-	4.0	16.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	1.6	2.0
	Safety Event Rate per Million VRM (Paratransit)	-	3.9	2.0



**METROWEST REGIONAL TRANSIT AUTHORITY (MWRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 <p>System Condition</p>	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (AO - Automobile)	100%	100%	100%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	13%	18%	25%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (VN - Van)	0%	0%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	0%	100%	100%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	50%	47%	50%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 <p>Budget &amp; Capital Performance</p>	Operating Expense per VRM (Fixed Route Bus)	-	\$4.97	Context Only
	Operating Expense per VRM (Paratransit)	-	\$5.80	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$85.07	\$69.74	Context Only
	Operating Expense per VRH (Paratransit)	\$100.62	\$83.12	Context Only
	Farebox Recovery Ratio (Fixed Route Bus)	0%	5%	11%
	Farebox Recovery Ratio (Paratransit)	0%	4%	5%
 <p>Healthy &amp; Sustainable Transportation</p>	Annual Ridership (Fixed Route Bus)	191,412	478,258	570,000
	Annual Ridership (Paratransit)	64,199	143,998	212,228
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	-	0.4	Context Only
	Unlinked Passenger Trips per VRM (Paratransit)	-	0.2	Context Only
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	2.7	5.6	7.0
	Unlinked Passenger Trips per VRH (Paratransit)	1.8	2.7	2.7
	Percent of Fleet Using Alternative Fuels (Paratransit)	68%	12%	Context Only




**NANTUCKET REGIONAL TRANSIT AUTHORITY (NRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	-
	On-Time Performance (Fixed Route Bus)	98%	97%	100%
	On-Time Performance (Paratransit)	99%	79%	96%
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	0%	0%	68%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (VN - Van)	50%	50%	50%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	25%	0%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$9.04	\$8.37	\$9.00
	Operating Expense per VRM (Paratransit)	\$27.58	\$20.65	\$9.05
	Operating Expense per VRH (Fixed Route Bus)	\$37.26	\$95.35	\$85.00
	Operating Expense per VRH (Paratransit)	\$242.39	\$117.57	\$81.00
	Farebox Recovery Ratio (Fixed Route Bus)	16%	19%	28%
	Farebox Recovery Ratio (Paratransit)	1%	1%	0%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	142,783	235,590	330,000
	Annual Ridership (Paratransit)	700	2,918	7,500
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.5	0.8	1.4
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.3	0.4
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	2.3	9.5	16.0
	Unlinked Passenger Trips per VRH (Paratransit)	1.2	1.5	3.0
	Percent of Fleet Using Alternative Fuels (Paratransit)	10%	10%	Context Only

**PIONEER VALLEY TRANSIT AUTHORITY (PVTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**



PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	81%	77%	85%
	On-Time Performance (Paratransit)	97%	94%	90%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	0.3	0.1	-
	Injuries per 100K UPT (Paratransit)	9.1	0.8	-
	Injuries (Fixed Route Bus)	12.0	7.0	-
	Injuries (Paratransit)	10.0	2.0	-
	Injury Rate per Million VRM (Fixed Route Bus)	2.7	1.4	-
	Injury Rate per Million VRM (Paratransit)	8.0	0.7	-
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	23.0	6.0	-
	Total Safety Events (Paratransit)	20.0	3.0	-
	Safety Event Rate per Million VRM (Fixed Route Bus)	5.2	1.2	-
	Safety Event Rate per Million VRM (Paratransit)	16.0	1.1	-

**PIONEER VALLEY TRANSIT AUTHORITY (PVTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**




PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (AB - Articulated Bus)	0%	0%	0%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	33%	27%	35%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	38%	18%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	83%	60%	60%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	33%	32%	35%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$8.21	\$7.95	\$7.36
	Operating Expense per VRM (Paratransit)	\$5.63	\$3.80	\$3.27
	Operating Expense per VRH (Fixed Route Bus)	\$109.57	\$104.88	\$94.87
	Operating Expense per VRH (Paratransit)	\$75.19	\$53.08	\$48.65
	Farebox Recovery Ratio (Fixed Route Bus)	8%	15%	20%
	Farebox Recovery Ratio (Paratransit)	4%	7%	8%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	3,885,177	8,131,759	10,706,000
	Annual Ridership (Paratransit)	109,449	196,590	258,397
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.9	1.8	2.2
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.1	0.1
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	11.7	23.9	28.3
	Unlinked Passenger Trips per VRH (Paratransit)	1.2	1.3	1.4
	Percent of Fleet Using Alternative Fuels (Paratransit)	13%	4%	Context Only

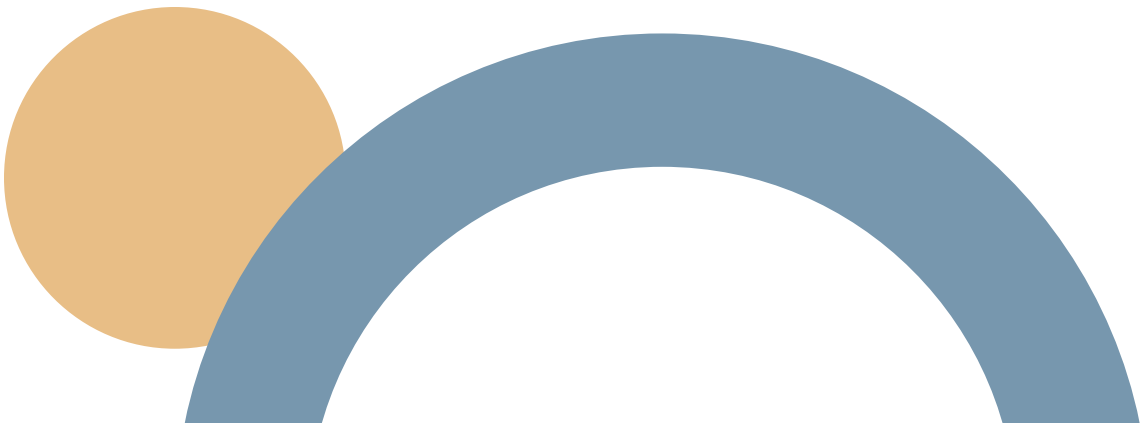


**SOUTHEASTERN REGIONAL TRANSIT AUTHORITY (SRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**





PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	88%	84%	85%
	On-Time Performance (Paratransit)	89%	98%	85%
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	0.2	0.1	0.3
	Injuries per 100K UPT (Paratransit)	1.4	-	1.4
	Injuries (Fixed Route Bus)	3.0	2.0	8.0
	Injuries (Paratransit)	1.0	-	1.0
	Injury Rate per Million VRM (Fixed Route Bus)	-	1.3	5.2
	Injury Rate per Million VRM (Paratransit)	-	-	1.9
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	6.0	2.0	8.0
	Total Safety Events (Paratransit)	2.0	-	1.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	-	1.3	5.2
	Safety Event Rate per Million VRM (Paratransit)	-	-	1.9

**SOUTHEASTERN REGIONAL TRANSIT AUTHORITY (SRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**



PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 <p>System Condition</p>	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	41%	48%	0%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	48%	81%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	67%	75%	1%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	56%	41%	1%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	50%	50%	0%
 <p>Budget &amp; Capital Performance</p>	Operating Expense per VRM (Fixed Route Bus)	-	\$10.35	Context Only
	Operating Expense per VRM (Paratransit)	-	\$15.44	Context Only
	Operating Expense per VRH (Fixed Route Bus)	\$138.39	\$143.48	\$117.51
	Operating Expense per VRH (Paratransit)	\$96.87	\$95.46	\$117.51
	Farebox Recovery Ratio (Fixed Route Bus)	2%	11%	15%
	Farebox Recovery Ratio (Paratransit)	1%	4%	15%
 <p>Healthy &amp; Sustainable Transportation</p>	Annual Ridership (Fixed Route Bus)	1,665,867	2,225,259	2,714,638
	Annual Ridership (Paratransit)	73,408	79,524	83,350
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	-	1.5	Context Only
	Unlinked Passenger Trips per VRM (Paratransit)	-	0.1	Context Only
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	13.6	19.6	21.2
	Unlinked Passenger Trips per VRH (Paratransit)	2.0	2.2	2.0
	Percent of Fleet Using Alternative Fuels (Paratransit)	3%	0%	Context Only






**MARTHA'S VINEYARD TRANSIT AUTHORITY (VTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	98%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	98%	96%	96%
	On-Time Performance (Paratransit)	92%	92%	94%
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	0%	8%	12%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	0%	0%	17%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (MV - Minivan)	100%	0%	0%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (VN - Van)	0%	0%	0%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	56%	83%	36%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$5.59	\$6.19	\$3.98
	Operating Expense per VRM (Paratransit)	\$10.37	\$7.94	\$7.48
	Operating Expense per VRH (Fixed Route Bus)	\$88.85	\$94.38	\$62.12
	Operating Expense per VRH (Paratransit)	\$142.55	\$126.47	\$85.50
	Farebox Recovery Ratio (Fixed Route Bus)	30%	39%	35%
	Farebox Recovery Ratio (Paratransit)	22%	13%	6%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	557,692	891,783	1,360,810
	Annual Ridership (Paratransit)	4,406	8,610	13,300
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	0.7	1.1	1.3
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.1	0.1
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	11.2	17.0	19.5
	Unlinked Passenger Trips per VRH (Paratransit)	1.3	1.7	1.8
	Percent of Fleet Using Alternative Fuels (Paratransit)	38%	17%	Context Only

**WORCESTER REGIONAL TRANSIT AUTHORITY (WRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**




PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 Customer Experience	Percent of Scheduled Trips Operated (Fixed Route Bus)	100%	100%	Context Only
	On-Time Performance (Fixed Route Bus)	82%	82%	82%
	On-Time Performance (Paratransit)	0%	-	-
PERFORMANCE GOAL	PERFORMANCE MEASURE	CY 2020	CY 2019	SHORT TERM TARGET
 Safety	Injuries per 100K UPT (Fixed Route Bus)	0.0	0.3	0.3
	Injuries per 100K UPT (Paratransit)	-	0.6	0.5
	Injuries (Fixed Route Bus)	1.0	8.0	10.0
	Injuries (Paratransit)	-	1.0	1.0
	Injury Rate per Million VRM (Fixed Route Bus)	0.5	4.2	5.1
	Injury Rate per Million VRM (Paratransit)	-	0.9	0.8
	Fatalities (Fixed Route Bus)	-	-	-
	Fatalities (Paratransit)	-	-	-
	Fatality Rate per Million VRM (Fixed Route Bus)	-	-	-
	Fatality Rate per Million VRM (Paratransit)	-	-	-
	Total Safety Events (Fixed Route Bus)	1.0	9.0	9.0
	Total Safety Events (Paratransit)	-	1.0	1.0
	Safety Event Rate per Million VRM (Fixed Route Bus)	0.5	4.7	4.6
	Safety Event Rate per Million VRM (Paratransit)	-	0.9	0.8

**WORCESTER REGIONAL TRANSIT AUTHORITY (WRTA) - THE RAIL AND TRANSIT DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	SHORT TERM TARGET
 System Condition	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (BU - Bus)	38%	21%	32%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (CU - Cutaway)	54%	20%	52%
	Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark (MV - Minivan)	100%	0%	100%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Autos)	50%	67%	67%
	Equipment - Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark (Trucks)	75%	75%	75%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Passenger/Parking Facilities)	0%	0%	0%
	Facility - Percent of Facilities Rated Below 3 on the Condition Scale (Administrative/Maintenance Facilities)	0%	0%	0%
 Budget & Capital Performance	Operating Expense per VRM (Fixed Route Bus)	\$11.27	\$11.95	\$11.56
	Operating Expense per VRM (Paratransit)	\$7.36	\$6.62	\$5.32
	Operating Expense per VRH (Fixed Route Bus)	\$131.87	\$142.37	\$135.35
	Operating Expense per VRH (Paratransit)	\$107.05	\$95.07	\$77.03
	Farebox Recovery Ratio (Fixed Route Bus)	0%	10%	17%
	Farebox Recovery Ratio (Paratransit)	0%	4%	8%
 Healthy & Sustainable Transportation	Annual Ridership (Fixed Route Bus)	2,185,761	2,380,920	3,180,000
	Annual Ridership (Paratransit)	98,333	141,965	187,000
	Unlinked Passenger Trips per VRM (Fixed Route Bus)	1.2	1.4	1.7
	Unlinked Passenger Trips per VRM (Paratransit)	0.1	0.1	0.2
	Unlinked Passenger Trips per VRH (Fixed Route Bus)	13.9	16.9	19.2
	Unlinked Passenger Trips per VRH (Paratransit)	1.8	2.1	2.3
	Percent of Fleet Using Alternative Fuels (Paratransit)	36%	15%	Context Only



**RAIL DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	2022 TARGET	2024 TARGET	LONG TERM TARGET
 <p>Safety</p>	Number of Derailments - Per 1,000 Track Miles (Five Year Rolling Average)	4.9	6.2	0		
	Number of Reported Hazmat Incidents - Per 1,000 Track Miles (Five Year Rolling Average)	1.3	1.7	0		
	Number of Highway-Rail Incidents - Per 1,000 Track Miles (Five Year Rolling Average)	2.9	3.3	0		
 <p>System Condition</p>	Track Segment (Percent Good and Excellent Condition)	35%	28%	72%	80%	85%
	Track Segment (Percent Poor and Non-Operable)	1%	2%	1%	1%	1%
	Bridge (Percent Good and Excellent Condition)	23%	23%	33%	39%	85%
	Bridge (Percent Poor and Non-Operable)	7%	7%	2%	3%	1%
	Culvert (Percent Good and Excellent Condition)	12%	10%	12%	15%	85%
	Culvert (Percent Poor and Non-Operable)	12%	13%	11%	9%	1%
	Grade Crossing (Percent Good and Excellent Condition)	46%	35%	48%	51%	85%
	Grade Crossing (Percent Poor and Non-Operable)	2%	11%	7%	4%	1%
	Inspections by Asset Type Track Segment	93%	93%	100%	100%	100%
	Inspections by Asset Type Bridge	96%	92%	100%	100%	100%
	Inspections by Asset Type Culvert	94%	91%	100%	100%	100%
	Inspections by Asset Type Grade Crossing	92%	90%	100%	100%	100%
 <p>Budget &amp; Capital Performance</p>	Capital Budget Spent	89%	91%	95%		
	Vermonters Ridership (Did Not Run)	0	15,428	Context Only		
	Hartford Line Ridership (10/1/2020 - 6/30/2021)	29,386	-	Context Only		





# THE AERONAUTICS DIVISION

## *2021 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 35 public use airports and multiple heliports, private restricted landing areas, and seaplane bases.



**THE AERONAUTICS DIVISION - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 Customer Experience	Percent of Aircraft Registered	97%	89%	85%	87%	90%
	Number of Drone Missions	352	195	Context Only		
	Number of Drone Flights	999	460			
	Number of Departments Utilizing Drones	18	11			
 Safety	Airport Safety and Emergency Management Training Attendance Rate	100%	83%	75%	75%	75%
	Airport Safety Inspections Completed (CY20)	7	14	12	12	12
 System Condition	Pavement Condition (PCI)	70.8	70	70	72	72
 Budget & Capital Performance	Capital Budget Disbursement	100%	100%	95%	95%	100%
	Contracts Completed on Budget	85%	87%	90%	92%	92%
	Contracts Completed on Time	82%	71%	90%	92%	92%






# MASSACHUSETTS BAY TRANSPORTATION AUTHORITY (MBTA)

## *2021 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 before the COVID-19 pandemic. The MBTA's services include bus, light rail, heavy rail, commuter rail, ferry, and paratransit.




**THE MBTA - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	2022 TARGET	2024 TARGET	LONG-TERM TARGET
 <p>Customer Experience</p>	Subway Reliability (Red Line)	92.8%	91.0%	90%	Pending New OTP Measures	
	Subway Reliability (Orange Line)	89.9%	91.7%	90%	Pending New OTP Measures	
	Subway Reliability (Blue Line)	97.0%	96.0%	90%	Pending New OTP Measures	
	Subway Reliability (Green Line)	81.5%	81.5%	90%	Pending New OTP Measures	
	Bus Reliability (Silver Line)	83.9%	81.7%	80%	Pending New OTP Measures	
	Bus Reliability (Key Bus)	80.6%	78.5%	80%	Pending New OTP Measures	
	Bus Reliability (Other Bus)	70.4%	66.6%	75%	Pending New OTP Measures	
	Commuter Rail Reliability	94.0%	90.2%	90%	Pending New OTP Measures	
	Ferry Reliability	99.6%	98.2%	97%	Pending New OTP Measures	
	The RIDE Reliability	91.7%	92.4%	90%	90%	90%
	Station Accessibility (Unweighted)	75.2%	75.2%	77.3%	80.4%	100%
	Elevator Uptime	99.5%	99.5%	99.7%	99.7%	99.7%
	Vehicle Accessibility*	100%	-	100%	100%	100%
	Bus Stop Accessibility (Critical Stops)	242	243	Eliminate All Critical Barriers		
	Bus Stop Accessibility (High-Priority Stops)	654	659	Reduce to 520 Stops with High-Priority Barriers	Eliminate All High-Priority Barriers	
	Total Active Bus Priority Miles	17.7	9.8	Context Only		
	Total Active Transit Signal Priority (TSP) Signals	81	44	Context Only		
	Average Weekday Passenger Miles in Bus Priority Corridors †	36,000	57,000	Context Only		
	Average Percent of Weekday Passenger Miles with Direct Benefit from Bus Priority Corridors †	8.1%	5.6%	Context Only		
	Average Percent of Weekday Passenger Miles with Indirect Benefit from Bus Priority Corridors †	42%	33%	Context Only		

\* Evaluated on the spring rating of FY21



† Evaluated on the spring rating of FY21 and the fall rating of FY20

## THE MBTA - 2021 SCORECARD


PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT 2020	2019	2021 TARGET
 Safety	Mean Miles Between Failures (Heavy Rail)	47,567	38,956	47,000
	Mean Miles Between Failures (Light Rail)	8,021	6,744	7,000
	Mean Miles Between Failures (Bus)	33,874	24,784	22,000
	Mean Miles Between Failures (The RIDE)	40,640	61,460	66,000
	Fatalities (Heavy Rail)	0	1	0
	Fatalities (Light Rail)	0	0	0
	Fatalities (Bus)	2	1	0
	Fatalities (Commuter Rail)	0	0	0
	Fatalities (The RIDE)	0	0	0
	Rate of Fatalities (Heavy Rail - Per 1M Revenue Miles)	0.00	0.04	0.00
	Rate of Fatalities (Light Rail - Per 1M Revenue Miles)	0.00	0.00	0.00
	Rate of Fatalities (Bus - Per 1M Revenue Miles)	0.09	0.04	0.00
	Rate of Fatalities (Commuter Rail - Per 1M Revenue Miles)	0.00	0.00	0.00
	Rate of Fatalities (The RIDE - Per 1M Revenue Miles)	0.00	0.00	0.00
	NTD Reportable Injuries (Heavy Rail)	136	232	221
	NTD Reportable Injuries (Light Rail)	53	101	100
	NTD Reportable Injuries (Bus)	219	392	367
	NTD Reportable Injuries (The RIDE)	13	40	36
	Rate of NTD Reportable Injuries (Heavy Rail - Per 1M Revenue Miles)	6.03	10.06	9.45
	Rate of NTD Reportable Injuries (Light Rail - Per 1M Revenue Miles)	9.62	17.72	17.25
	Rate of NTD Reportable Injuries (Bus - Per 1M Revenue Miles)	10.37	16.06	15.50
	Rate of NTD Reportable Injuries (The RIDE - Per 1M Revenue Miles)	1.47	2.56	2.30
	Rate of Safety Events (Heavy Rail - Per 1M Revenue Miles)	0.71	1.47	1.00
	Rate of Safety Events (Light Rail - Per 1M Revenue Miles)	5.26	6.67	5.83
	Rate of Safety Events (Bus - Per 1M Revenue Miles)	3.84	5.33	6.00
	Rate of Safety Events (The RIDE - Per 1M Revenue Miles)	2.03	1.99	2.22
	Mainline Revenue Train Derailments (Heavy Rail)	0	1	0
	Mainline Revenue Train Derailments (Light Rail)	1	4	2
	Mainline Revenue Train Derailments (Commuter Rail)	1	3	-
	Mainline Non-Revenue Train Derailments (Heavy Rail)	0	0	0
Mainline Non-Revenue Train Derailments (Light Rail)	4	1	1	



**THE MBTA - 2021 SCORECARD**



PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT 2020	2019	2021 TARGET
 Safety	Mainline Non-Revenue Train Derailments (Commuter Rail)	1	2	-
	Yard/Shop Train Derailments (Heavy Rail)	5	6	4
	Yard/Shop Train Derailments (Light Rail)	2	8	6
	Yard/Shop Train Derailments (Commuter Rail)	8	8	-
	Rate of Collisions (Heavy Rail - Per 1M Revenue Miles)	0.84	0.76	0.53
	Rate of Collisions (Light Rail - Per 1M Revenue Miles)	3.63	6.83	6.65
	Rate of Collisions (Bus - Per 1M Revenue Miles)	56.84	86.18	85.63
PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	FY22 TARGET
 System Condition	Revenue Vehicle Condition - Beyond Useful Life (Articulated Bus)	0%	30%	0%
	Revenue Vehicle Condition - Beyond Useful Life (Bus)	25%	28%	26%
	Revenue Vehicle Condition - Beyond Useful Life (Trolley Bus)	100%	100%	100%
	Revenue Vehicle Condition - Beyond Useful Life (Light Rail)	0%	40%	0%
	Revenue Vehicle Condition - Beyond Useful Life (Vintage Trolley)	100%	100%	100%
	Revenue Vehicle Condition - Beyond Useful Life (Heavy Rail)	53%	55%	51%
	Revenue Vehicle Condition - Beyond Useful Life (Commuter Rail Locomotive)	24%	24%	20%
	Revenue Vehicle Condition - Beyond Useful Life (Commuter Rail Coach)	8%	13%	8%
	Revenue Vehicle Condition - Beyond Useful Life (Ferry)	0%	0%	0%
	Revenue Vehicle Condition - Beyond Useful Life (Paratransit Automobile)	33%	100%	28%
	Revenue Vehicle Condition - Beyond Useful Life (Paratransit Van)	43%	28%	14%
	Non-Revenue Service Vehicle Condition - Beyond Useful Life (Transit and Commuter Rail)	19%	21%	21%
	Facility Condition - Assets Scoring Lower Than 3 on TERM Scale (Passenger/Parking Facilities)	8%	8%	8%
	Facility Condition - Assets Scoring Lower Than 3 on TERM Scale (Administrative/Maintenance Facilities)	50%	45%	44%
	Track Condition - Miles with Speed Restrictions (Heavy Rail)	3%	3%	2%
	Track Condition - Miles with Speed Restrictions (Light Rail)	5%	7%	2%
Track Condition - Miles with Speed Restrictions (Commuter Rail)	4%	1%	2%	

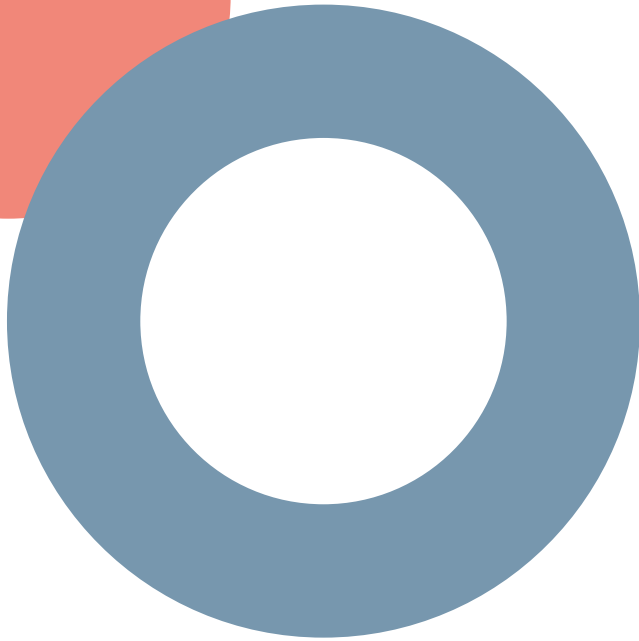
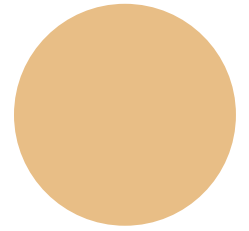
**THE MBTA - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	FY22 BUDGET	FY22 TARGET	FY24 TARGET	LONG TERM TARGET
 <p>Budget &amp; Capital Performance</p>	Fare Recovery Ratio	10.2%	33.5%	Context Only			
	Total Spend vs. CIP Spend Target	110%	120%	Context Only			
	Total CIP Spend	\$1.93B	\$1.68B	\$2.00B ‡	-		
	Total CIP Spend (Reliability/Modernization)	\$1.36B	\$1.20B	\$1.45B ‡	-		
	Total CIP Spend (Expansion)	\$563M	\$481M	\$548M ‡	-		
	Actual Closing Balance (Revenue - Expenses)	\$487M	\$155M	\$417M	-		
	Actual Total Expenses	\$2.16B	\$2.12B	\$2.35B	-		
	Actual Total Expenses Growth Rate	1.8%	2.7%	Context Only			
	Actual Total Operating Expenses	\$1.64B	\$1.63B	Context Only			
	Actual Operating Expenses Growth Rate	0.8%	3.6%	Context Only			
	Actual Operating Expense Details (Wages and Benefits)	\$745M	\$743M	Context Only			
	Actual Operating Expense Details (Contracted Transit Services)	\$543M	\$546M	Context Only			
	Actual Operating Expense Details (Materials and Services)	\$288M	\$265M	Context Only			
	Actual Operating Expense Details (Other)	\$67M	\$77M	Context Only			
	Actual Total Non-Operating Expenses (Debt Service)	\$512M	\$486M	Context Only			
	Actual Total Revenues	\$2.64B	\$2.27B	\$2.77B	-		
	Actual Total Revenues Growth Rate	16.3%	4.7%	Context Only			
	Actual Total Operating Revenues	\$201M	\$619M	Context Only			
	Actual Operating Revenues Growth Rate	-67.5%	-18.7%	Context Only			
	Actual Operating Revenue Details (Fares)	\$167M	\$546M	Context Only			
	Actual Operating Revenue Details (Other)	\$34M	\$74M	Context Only			
	Actual Total Non-Operating Revenues	\$2.44B	\$1.65B	Context Only			
	Actual Non-Operating Revenue Details (State and Local)	\$1.53B	\$1.38B	Context Only			
	Actual Non-Operating Revenue Details (Other)	\$909M	\$274M	Context Only			

‡ Spend Target

**THE MBTA - 2021 SCORECARD**

PERFORMANCE GOAL	PERFORMANCE MEASURE	CURRENT (FY21)	FY20	FY22 TARGET	FY24 TARGET	LONG TERM TARGET
 Budget & Capital Performance	Projects Completed On or Under Budget	94%	54%	Context Only		
	Projects Completed On or Under Time	57%	8%	Context Only		
	Average Elapsed Days Between Advertising and NTP	126	95	< 90	< 90	< 90
 Healthy & Sustainable Transportation	Ridership (UPT)	119M	274M	Context Only		
	Total Greenhouse Gas Emissions (kg CO2e)	287M	355M	Context Only		
	Rate of Greenhouse Gas Emissions (kg CO2e Per UPT)	2.41	1.29	Context Only		
	Bus Fleet Composition (Electric)	2.5%	-	Context Only		
	Bus Fleet Composition (Hybrid)	44.1%	-	Context Only		
	Bus Fleet Composition (Compressed Natural Gas - CNG)	13.2%	-	Context Only		
	Bus Fleet Composition (Diesel)	40.2%	-	Context Only		



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