massDOT
Massachusetts Department of Transportation

RICHARD A. DAVEY | SECRETARY AND CEO

2013

ANNUAL PERFORMANCE REPORT

OFFICE OF PERFORMANCE MANAGEMENT
AND INNOVATION
Celia J. Blue, Assistant Secretary

MESSAGE FROM THE SECRETARY AND CEO

MassDOT made great strides in FY2013 towards achieving our goal of *Leading the Nation in Transportation Excellence*.

Over the past year, MassDOT has continued to advance Governor Patrick's mandate to increase transparency and accountability, quantify results delivered and enhance performance by expanding the secretariat's comprehensive performance management system.

As a demonstration of MassDOT's commitment to achieve the goals of Executive Order 540 and the Acts of 2009, the Office of Performance Management and Innovation continues to collaborate with our leaders to improve the performance of their programs and employees and assist our operating divisions to achieve MassDOT's organizational goals of ensuring safety, serving customers, managing resources wisely, treating employees fairly and innovating.

MassDOT's performance management system has yielded positive results. The organization has identified its greatest challenges and has developed actionable plans to address the areas of safety, customer service and fiscal responsibility, and simultaneously, has improved employee engagement and has driven innovation beyond expectations.

While MassDOT still has more work to do, I am proud of our organization's accomplishments and of the service we have provided to the citizens of and visitors to the Commonwealth.

As prescribed by Executive Order 540 and the Acts of 2009, the attached legislative report summarizes the year-end performance of the Aeronautics, Highway, Rail and Transit and the Registry of Motor Vehicles Divisions. It includes the legislature's mandated statistics, vital measures and assorted narratives to explain them. Unless otherwise noted, this report's represents our performance for State Fiscal Year 2013 (July 1, 2012 – June 30, 2013).

The secretariat performed admirably in FY2013, and is off to a tremendous start for FY2014. The Commonwealth should expect even greater accomplishments in the coming year.

Richard A. Davey, Secretary and CEO
Massachusetts Department of Transportation

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1.0 INTRODUCTION

In June 2009, Governor Deval Patrick signed **Chapter 25 of the Acts of 2009**, *"An Act Modernizing the Transportation Systems of the Commonwealth of Massachusetts,"* (as amended by Chapter 26 of the Acts of 2009). The legislation integrated the state's transportation offices into a new Massachusetts Department of Transportation (MassDOT), which is governed by an appointed board and state regulations.

MassDOT is charged with one of the Commonwealth's most important responsibilities: ensuring the mobility of our citizens and visitors by investing in, and developing, a safe and efficient transportation network. Our decisions impact the lives of residents and visitors, the health of businesses and clients, and the growth of our economy. Over the past year, the organization continued to achieve its objectives of ensuring safety, serving customers, managing resources wisely, treating employees fairly and innovating.

As part of its reform effort, MassDOT re-launched the Office of Performance Management and Innovation (OPM&I) in October 2011. During 2013, OPM&I has continued to focus its efforts in three critical areas: performance management and reporting, continuous improvement, and innovation.

Performance Management and Reporting

On a monthly basis, the Secretary of MassDOT conducts a detailed performance review of each of the four Divisions: Aeronautics, Highway, Rail and Transit, and the Registry of Motor Vehicles (RMV). This monthly performance review is conducted during the last senior staff meeting of each month, and each Division Administrator is charged with discussing the results of their performance for the month. For those areas which are not meeting expectations, the senior management group works collaboratively to develop action plans to address significant performance deficiencies.

In compliance with the legislative mandate and to further the administration's commitment to transparency, the Secretary's detailed performance review is conducted, once a quarter, in a "town hall" style. This review is held in a public venue and is open to the general public. To improve access to a broader array of citizens, the quarterly public accountability meetings are held in different locations across the Commonwealth. During 2013, the quarterly public accountability meetings were conducted as follows:

- May 2013: University of Massachusetts - Boston
- July 2013: Middlesex Community College - Lowell
- November 2013: Union Station - Worcester

To facilitate these reviews, OPM&I works collaboratively with each Division to collect, collate, and analyze performance data and report on progress against their organizational goals and objectives. These efforts culminate in the production of a monthly Performance Management and Accountability Report (PMAR). Following a review of the report by the Secretary and senior staff, the PMAR is posted on www.massdot.state.ma.us.

The PMAR is organized by Division, and within each section, the report is broken down by the performance measures which correspond to MassDOT's five strategic organizational goals: Safety, Customer Service, Employee Engagement, Fiscal Responsibility and Innovation.

The PMAR is an evolving document. The performance measures and their corresponding performance targets are regularly reviewed and refined. As operational realities dictate, performance targets change. New performance measures are added and old measures retired as they outlive their usefulness. Altering performance measures and targets is not taken lightly. The process for modifying performance measures and/or targets is highly iterative and involves input and approval from OPM&I, the Division Administrators and ultimately require approval from the Secretary.

As MassDOT continues to drive performance management throughout all facets of the organization, the shared services (i.e. Human Resources, Fiscal, Information Technology and Office of Transportation Planning) have begun collecting, analyzing and reporting performance data. In addition, the Highway Division is in the process of cascading the performance reporting process down to its six districts.

Performance of the shared services organizations is only reviewed internally for policy and planning purposes. The Secretary reviews the performance of the shared services organizations with their respective executives directly. The Highway Administrator plans to review the performance of the

MassDOT's Strategic Organizational Goals:

- SAFETY
- CUSTOMER SERVICE
- EMPLOYEE ENGAGEMENT
- FISCAL RESPONSIBILTY
- INNOVATION

individual districts with their corresponding Directors. While MassDOT continues to drive performance based on the specific needs of the Commonwealth, it remains cognizant of the emerging federal mandates of the US Department of Transportation under the emerging MAP 21 performance management program.

Through OPM&I, MassDOT has been an active participant in helping to shape and define the set of standards, performance measures, and performance targets that will be implemented as part of MAP 21 in the coming years. During 2013, OPM&I has represented MassDOT in Washington, DC and through various other mediums including conference calls, webinars, surveys, and questionnaires. OPM&I's participation has helped to ensure that the specific needs of the Commonwealth are adequately considered as the federal government establishes the MAP 21 performance management framework.

Continuous Improvement

Continuous Improvement is an implied mandate of an effective performance management system. In those instances where specific performance measures were continually failing to meet expectations and the root cause of the performance deficiencies remained elusive, a "deeper dive," was necessary to gain greater insight into the underlying problem. During 2013, MassDOT, identified three (3) specific areas which warranted further investigation: the design procurement process, the Right-of-Way process and the wait-time at the RMV.

"Continuous Improvement is an implied mandate of an effective performance management system."

Led by OPM&I working collaboratively with the corresponding Divisions, each of these studies were undertaken with the objectives of: a) determining the validity of the measure, b) identifying the key drivers of performance, and c) recommending corrective actions.

The outcomes of these studies varied, and some have become multi-phased. Ultimately, the results have led to the elimination of some measures that were determined to be less meaningful and to revise certain performance targets.

Ultimately, these types of studies will further refine how performance is measured at MassDOT, and will, in some instances, lead to fundamental process improvement which will better serve the citizens of and visitors to the Commonwealth.

Innovation

As is implied by its name, the second and equally important pillar of OPM&I is the introduction of innovative tools and techniques to the Commonwealth's transportation system. To this end, OPM&I, oversees and manages the Employee Engagement Innovation campaign. Additionally, in collaboration with the Divisions, OPM&I initiated and/or supported the following projects: 1) Re-Imagine the RMV, 2) Technology Collaboration with the Executive Office of Administration and Finance and, 3) "Big Data" to support our congestion management planning 4) RTTM deployment on major corridors and 5) All Electronic Tolling (AET).

OPM&I

INNOVATION INITIATIVES

- **Employee Engagement Innovation Campaign**
- **Re-Imagine the RMV**
- **Technology Collaboration with ANF**
- **"Big Data"**
- **RTTM/ITS Policy group**
- **All Electronic Tolling – Communication/Marketing**

- Employee Innovation Engagement Campaign: Now in its second year, the Employee Innovation Engagement Campaign underscores MassDOT's commitment to innovation by providing incentives to employees to submit new or improved ways to provide a safe transportation network, build credibility with customers and/or efficiently manage budgets with ever-constrained resources. Employees are encouraged to provide any idea which meets both of the campaigns requirements: 1) MassDOT must be able to implement the idea, and 2) the idea must save money or improve the customer experience at MassDOT.

  Once submitted, the idea is reviewed by the Innovation Review Panel. Each idea submitted is scored based on strategic consistency, value, implementation and sustainability. The top five ideas are submitted to the MasssDOT Executive Committee, and the Executive Committee awards the top three honors, which are announced by the Secretary at the MassDOT Board meeting. To-date, over 100 ideas have been submitted.

- Re-Imagine the RMV: In keeping with the Governor's commitment to reform, restructure, and improve our transportation system, the MassDOT Secretary commissioned a working group (lead by OPM&I) to identify opportunities for improving the RMV's efficiency and effectiveness. Focusing on customer service, fiscal responsibility and innovation, the working group produced a white paper: *Modernizing the Registry of Motor Vehicles*. The white paper "re-imagines" the RMV by suggesting the following reforms:
  - Replace the RMV's aging technological infrastructure
  - Streamline its state-wide network of branch offices
  - Expand its menu of in-branch and out-of-branch business options, and increase its website traffic to reduce wait times

- Make it easier for our partners, and our customers, to do business with us
- In January 2013, OPM&I began chairing the steering committee that has spent the past year implementing many of the paper's plans.

- Technology Collaboration with the Executive Office of Administration and Finance: To further delivery on the governor's promise to build a more results oriented government which is more transparent and accountable, MassDOT, through OPM&I has been working collaboratively with the Commonwealth's Office of Performance, Accountability and Transparency (CPAT) to determine the requirements for and to pilot a technology platform to support the statewide performance management system. When fully implemented, this new technology platform will enable each of the Commonwealth's eight secretariats to collect, store and analyze performance data against hundreds of performance measures with thousands of data points.

- "Big Data" Initiative aka Big Data in Transportation (BDiT): In accordance with the legislative mandate outlined in Chapter 25 of the Acts of 2009 and the Big Data Initiative announced by Governor Patrick in May 2012, OPM&I, in conjunction with the Highway Division, Registry of Motor Vehicles Division, MBTA and the Office of Transportation Planning (OTP), is working collaboratively with technology providers and highly advanced computer programmers to use the emerging power of "big data." The following data sets: Real-time traffic management (RTTM) data, volume data, commuter rail corridor data, and highway planned and unplanned data yield huge amount of information that will help understand customer behaviors in the Commonwealth's transportation system. In addition, the power of "big data" technologies will be used to collate and analyze this vast repository of information to help influence customer behavior, provide quantifiable trends, and to support a comprehensive congestion management plan, which will include congestion metrics.

- Real-Time Traffic Management/ITS Policy Group: In FY2013, OPM&I continued to support the Highway Division in the expansion of MassDOT's Real-Time Traffic Management (RTTM) program and other Intelligent Traffic Systems initiatives. This expansion included the Massachusetts Turnpike, Route 3 on the South Shore, and the Mid-Cape Highway. RTTM data is collected in a pilot network of sensors that monitor traffic speed in these three major roadway corridors. Sensors are located at regular intervals on the road and recognize and report the signals of Bluetooth-enabled mobile devices in cars as they travel along roadways, calculating a the vehicle travel speed associated with travel between specific road-segments. Personal identifiable information is not collected. Already successfully tested, this initial pilot network is already in the process of expanding statewide throughout 2014.

  RTTM is an integral part of MassDOT's broader congestion strategy. The Commonwealth's congestion levels are some of the nation's most serious, and we cannot build our way out of the problem. By providing open, accurate, real-time traffic information, MassDOT is helping drivers make well-informed decisions on their commutes. The data will also help the Highway Division improve its highway incident response times, and can be used to calculate congestion metrics for the organization's

performance scorecards. Over the next year, OPM&I will continue to offer its support by serving on the project's working committees.

- All Electronic Tolling (AET): With a broad system-wide need to improve its toll infrastructure for congestion, safety and economic reasons, MassDOT has decided to convert the existing system to "All-Electronic Tolling." The Highway Division is leading this effort. Under AET, all drivers using the system will pay tolls either with their E-ZPass or compatible toll account, or via a video read of their license plate and subsequent invoicing. Drivers will not need to slow down to select and navigate a toll lane, or to handle tickets.

As a member of the Internal Steering Committee and the Marketing and Communications Sub-Committee, OPM&I and MBTA Communication/Marketing were instrumental in the development of the two phased AET Communication/Marketing Plan. Members of the committees included the Highway Division, MBTA Communication and Marketing, the Press Office, the Information Technology Department, Legislative Affairs, Community Affairs, the Office of Transportation Planning, the Human Resources Department and the Fiscal Department.

The overarching goal of the communication plan is to inform the public about the key elements of the program and to encourage existing cash customers to obtain a transponder in advance of the toll plazas switching over to AET. Phase One of the communication plan is tasked with increasing general awareness of the changes and the benefits associated with the new tolling system, and motivating toll-road users to get an E-ZPass as soon as possible. This included a mobile unit to enroll motorist across the Commonwealth, focusing on the northeast, with the Highway Division leading this component of the plan. The objective of Phase Two is to generate a sense of urgency by delivering "countdown" messaging about the imminent transition and "cut over" to the new cashless system.

Asset Management

In 2013, MassDOT successfully completed Phase 1 of the implementation of an Asset Management system for the Highway Division. This phase piloted the use of an Asset Management database (Maximo) to create a work order system for maintenance activities which documents level of effort and cost, as well as generating performance metrics in relation to work orders opened and closed.

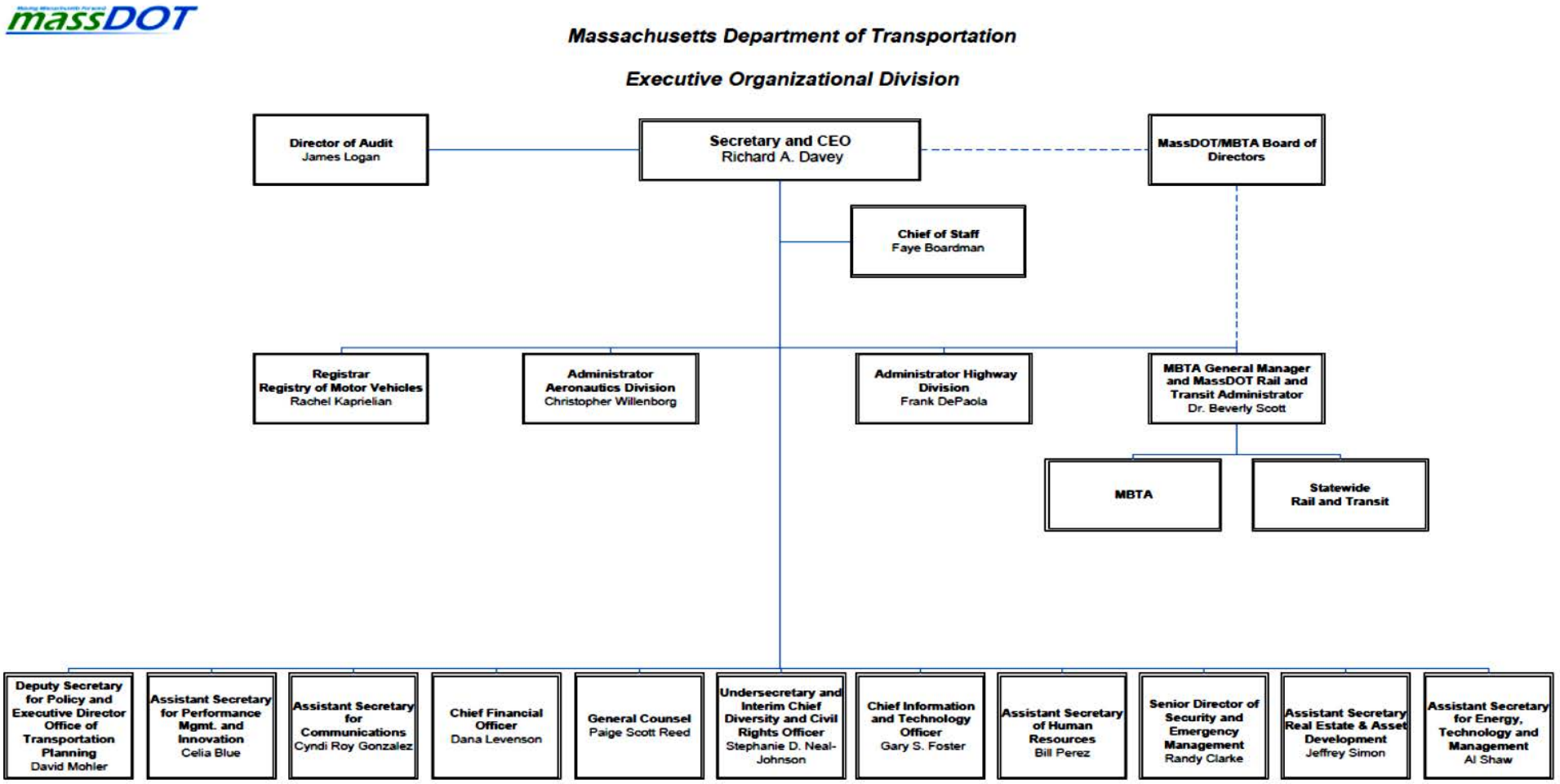
MassDOT has already moved into Phase 2 of the implementation, which focuses on the expansion of the work order system for a larger segment of highway assets: 1) incorporation of the maintenance activities being conducted on the Metropolitan Highway System including the CA/T, 2) merging into the Asset Management system the existing bridge inspection database to provide a central database, and 3) reporting system for all things related to MassDOT maintenance.

Due to the need for close coordination with our partners at the Federal Highway Administration (FHWA), the Highway Division has established a governance structure for the project as it moves forward. The Executive Committee includes representatives from the Information Technology Department, the Office of Transportation Planning, the Chief Engineer, the Highway Administrator, the Director of Operations and the FHWA. This committee, supported by outside consulting firms, will direct the development of the evolving Asset Management system.

2.0 KEY ORGANIZATION ACCOMPLISHMENTS

MassDOT is one transportation organization focused on customer service and safety. Its mission is to: deliver excellent customer service to people who travel in the Commonwealth, and to provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life.

The organization is overseen by a seven-member board of directors appointed by the Governor, and as of December 9, 2013, the executive leadership team is organized as depicted below:



Enterprise

MassDOT University

MassDOT University (MassDOT U) is the organization's strategic umbrella to link learning across the enterprise and is designed to provide managers and supervisors with training to enhance their leadership abilities and employees with training to hone their skills and prepare for future opportunities. MassDOT U's strategy incorporates five institutes focused on various aspects of learning: Leadership & Management, Employee & Career Development, Engineering & Technical, Health & Wellness, and Safety & Security. MassDOT U celebrated its two-year anniversary October 2013. Some key accomplishments include:

- MassDOT U team trained over 8,000 employees.
- MassDOT U's signature program, "How can I help you today?" has trained over 4,900 employees to date.
- Launched the mentoring and training program "Lifting as We Climb" MassDOT-wide January 2013 with 150 employees participating in the year-one program.
- Offered two leadership programs MassDOT-wide: Managing with Respect and Leading in Transportation.
- In collaboration with the Office of Diversity & Civil Rights, launched "Diversity: Leading on the Road to Inclusion" training for managers MassDOT-wide September, 2013. To date, 275 managers have been trained. The goal is to train 1,200 managers and supervisors by September 2014.
- Hosted Engineer Forums
- Celebrated 2013 National Engineers' Week
- Provided computer skills training days, evenings and weekends to honor the multiple schedules of our workforce. To date over 1,000 employees have taken classes.
- Hosted monthly health awareness campaigns.
- Launched Weight Watchers at work where members have lost over 230 pounds.
- Provided over 4,000 free flu shots for employees.
- Placed over 60 informational racks for MassDOT U Health & Wellness and other institute program information across the organization at the Highway Districts, MBTA and Registry locations.

- Offered employees a chance to learn new languages through our Rosetta Stone/Learn a New Language Program. We currently have 50 language licenses and twenty-four laptop computers allowing us to serve 74 employees on a quarterly basis. The initial roll out of this program resulted in 250 employees signing up on a waiting list.
- Hosted two Educational Fairs in collaboration with local colleges and universities for over 600 employees: one at headquarters and one at the Highway District 2 Northampton location.
- Trained over 4,900 employees in the "Prevention of Violence in the Transportation Workplace" program.

MassDOT Energy Initiative

The MassDOT Office of Energy, Technology & Management (OET&M) identifies new parcels for renewable energy and energy conservation projects that would yield energy savings in the short-term. Energy consumption and its associated costs are in excess of $120 million for this fiscal year and are increasing. The Secretary continues to reinforce the idea that saving energy is everyone's responsibility at MassDOT.

Asst. Secs. Shaw & Blue, Secs. Davey & Sullivan

- OET&M in collaboration with OPM&I held the first-ever **MassDOT Energy and Innovation Expo** at the State Transportation Building. The two-day expo brought together public and private sector energy related agencies and organizations who provided information to better educate attendees on energy topics such as conservation, innovation, measurement, renewable initiatives, research and storage. Based on the success of the event, another two-day program is being planned for 2014.

- Historically, the MBTA's energy-efficiency programs have focused on lighting upgrades to facilities and they have been extremely successful by reducing electricity consumption by 7.8 million kilowatt hours per year and saving nearly $1 million in annual operating costs. This year, the MBTA began exploring the installation of third-rail and switch heaters that the Operations staff can control as weather conditions require. If installed, this new system would not only be more energy-efficient, but also far more reliable, and service to customers in extreme winter weather would be improved.

- After completing the solar demonstration project (70kW) last year at MassDOT's District 2 Headquarters in Northampton, OTE&M has been working with the Highway Division to install 6MW of power along the Massachusetts Turnpike. The locations identified for installation span from 1.5 to 20 acres and are located in the towns of Framingham,

Natick, Woburn, Plymouth, Wareham, Stockbridge and Millbury.

- In 2012, MassDOT commissioned its first behind-the-meter wind turbine generator at the Kingston Commuter Rail Layover Facility. The 100 kW on-site wind project is a highly replicable model and in June 2013, MassDOT took the critical step forward in the development of its second wind turbine project by providing a Notice to Proceed for the manufacture of a 750 kW turbine located in Bridgewater. The power produced by the Bridgewater turbine will be fed directly back into the electric grid, using a process called Virtual Net Metering (VNM). VNM will allow MassDOT to accumulate energy credits to offset its usage costs elsewhere within the National Grid territory.

- Continuing its commitment to smart energy use, the MBTA implemented the MBTA Electric Vehicle Charging Station Program (EVCS). Through a collaborative effort by the Department of Energy Resources, Coulomb Technologies and the MBTA, the program has successfully installed a total of 30 EVCS at various MBTA station parking facilities across the Commonwealth. EVCSs will be included in all new parking facilities and are available to all MBTA garage customers who want to use them. To "fill" an electric vehicle (EV) with the equivalent of a gallon of unleaded gas, it costs the MBTA $2.89, compared to the June 2013 Massachusetts average of $3.48 per gallon. Given their increased level of energy efficiency, the cost per mile to operate an EV is 85% less than the cost to operate a standard vehicle.

- The Highway Division also successfully installed, 6 Vehicle Charging Stations at 10 Park Plaza to reduce its' gas cost for car pool vehicles.

Healthy Transportation Compact

In accordance with the Transportation Reform Legislation of 2009, MassDOT continues to abide by the Healthy Transportation Compact (HTC). Co-chaired by the Secretary of Transportation and the Secretary of Health and Human Services and including the Secretary of Energy and Environmental Affairs, MassDOT Highway Administrator, MassDOT Transit Administrator, and Commissioner of Public Health, this inter-agency initiative is designed to facilitate transportation decisions that balance the needs of all transportation users, expand mobility, improve public health, support a cleaner environment and create stronger communities. The key elements of the initiative are:

- Promoting inter-agency cooperation to implement state and federal policies and programs that support healthy transportation.

- Reducing greenhouse gas emissions, improving access to services for persons with mobility limitations and increasing opportunities for physical activities.
- Increasing bicycle and pedestrian travel and facilitating implementation of the Bay State Greenway Network.
- Working with the Massachusetts Bicycle and Pedestrian Advisory Board (MABPAB) to effectively implement a policy of complete streets for all users, consistent with the current edition of the Project Development and Design Guide.
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- Implement health impact assessments to for use by planners, transportation administrators, public health administrators and developers.
- Expanding service offerings for the Safe Routes to Schools program.
- Initiating public-private partnerships that support healthy transportation with private and nonprofit institutions.
- Establishing an advisory council with private and nonprofit advocacy.
- Developing goals for the Compact and measuring progress toward these goals.

Other Enterprise-Wide Accomplishments

Office of Transportation Planning

- Completed the GreenDOT Implementation Plan that identifies a broad range of specific action items to guide MassDOT's compliance with the Global Warming Solutions Act

- Meetings with key marine transportation stakeholders in statewide ferry and ports compacts and initiated comprehensive analyses of opportunities for expanding use of this critical transportation mode

- Completed alternatives analysis of congestion mitigation and safety strategies for the I-495 Corridor between Route 9 and the Massachusetts Turnpike

- Reached consensus with local stakeholders on a preliminary design for a Silver Line bus rapid transit extension from South Boston to East Boston and Chelsea

Fiscal Department

- Secured an additional $5 million from the Lehman Bankruptcy claim. *Funds received in FY'14 (restricted to MHS).*

- Implemented new liquidity construct for outstanding variable rate Metropolitan Highway System debt, resulting in a diversification of liquidity providers, modes of payment, and extended maturities. *Total annual savings of $1.9 million.*

- Exceeded $1 million prompt payment discount goal for FY'13. *Total discounts taken savings of $1,056,638, an increase of $108,383 over last year.*

- Exceeded goal to close out 524 Federal Aid Projects. *Total projects closed 531, including 73 ARRA projects.*

Aeronautics Division

General Overview

The Aeronautics Division regulates 36 public-use general aviation airports, private use landing areas and seaplane bases throughout the Commonwealth. The Aeronautics Division certifies airports and heliports, licenses airport managers, conducts annual airport inspections, and enforces safety and security regulations. In addition, its responsibilities include:

- Overseeing the statewide Airport Capital Projects Program
- Developing statewide aviation safety programs
- Overseeing state-owned navigational aids
- Conducting Statewide Aviation Planning Studies
- Licensing airport managers
- Conducting annual airport safety inspections
- Implementing statewide airport security initiatives
- Promoting statewide aviation education outreach across the Commonwealth

Key Accomplishments

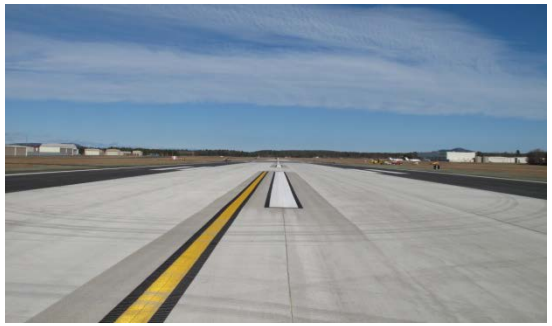
Aeronautics Division Key Accomplishments

- ***Statewide Airport Pavement Management System***
- ***Westfield-Barnes Runway Reconstruction Project***

- Statewide Airport Pavement Management System – Earlier this year, the MassDOT Aeronautics Division Engineering Staff unveiled its first Statewide Airport Pavement Management System (APMS) for the 36 public-use general aviation airports across the Commonwealth. In an effort to better preserve and enhance airport pavements throughout our statewide system of airports, the Aeronautics Division needed to develop the APMS that would be used as a critical planning tool in prioritizing projects in the five (5) year airport capital improvement program. There is approximately 41.6 million square feet of pavements at the MassDOT regulated airports which includes 17.2 million square feet of runway pavement at the public-use general aviation airports across the Commonwealth.

- Westfield-Barnes Regional Airport Runway 02/20 Reconstruction Project – Working with Governor Patrick's Military Asset and Security Strategy Task Force, the Aeronautics Division was

able to gain support from five different funding agencies on a federal, state, and local level to complete this $15M project in five months. The Runway 02/20 Reconstruction project was completed and reopened for aircraft operations on November 25, 2013. The previous civilian/military joint-use runway was over 30 years old and was deteriorating rapidly due to the military operations of F-15 fighter jet aircraft. This project significantly enhances the safety of aircraft operations at the airport as well as stimulates regional economic development opportunities in Western Massachusetts.



Highway Division

General Overview

MassDOT's Highway Division consists of over 3,300 employees, who aim to maintain a safe and durable highway network that supports job growth, industrial development, and the Commonwealth's economy.

Its core responsibilities are to:

- **Ensure Highway Safety** – Ensure the highest standards of public and employee safety on the highway system and in the work place. Massachusetts maintains the lowest fatality rate in the nation per 100 million miles traveled. MassDOT's Highway Division, in conjunction with their partners in safety, implements safety improvements and initiatives to maintain this standing. Worker safety is critically important, and the Highway Division continues to implement best practices in safety equipment, safety training, and awareness.

- **Design Highway Infrastructure** – Oversee the design of transportation improvement projects in a comprehensive and consistent manner, with a focus on safety, context sensitive design, innovation, and multimodal considerations. Projects are designed in accordance with the Massachusetts Project Development and Design Guide, as well as State and Federal regulations. Permits and right-of-way acquisitions are secured in advance of construction. A comprehensive Public Outreach program exists to ensure that all road users and stakeholders have the opportunity and forum for vetting their concerns. These concerns are evaluated during the project development process. All projects are then be aligned with the state, local and regional transportation plans.

- **Construct and Preserve Highway Infrastructure** – Oversee the annual road and bridge construction program, closely managing projects to ensure they are delivered safely, with high quality, and ensure they are delivered on time and on budget. Implement innovative construction techniques and effective traffic management strategies, to minimize the impact of MassDOT projects on roadway users and abutting communities. Provide sufficient oversight to guarantee cost effectiveness, high quality materials and premium workmanship, ensuring capital investments result in long-term benefits for the Commonwealth.

- **Maintain and Operate Highway Infrastructure** – Operate and maintain the State Highway System in a safe and effective manner that responds to customer needs. Minimize clearance times associated with operator, weather, and maintenance related incidents, to improve safety and reduce congestion. Prioritize maintenance projects to ensure a high performing and attractive highway system that is accessible to all.

Key Accomplishments

- Initiated an Engineering Fellowship Program within the Highway Division and welcomed our first class of six Engineering Fellows to MassDOT.
- Completed the award and began construction of all five of the Accelerated Bridge Program "Mega Projects." These five contracts alone represent a $1.1 billion investment.
- Initiated procurement of a statewide modernization of our toll collection technology which will implement the use of All Electronic Tolling (AET) by June 2016.
- Continued reducing the number of structurally deficient (SD) bridges in the state. In November, the SD bridges count was 454, compared to 466 at the same time last year.
- Continued integrating "Best Practices" of the Accelerated Bridge Program into the rest of the Highway Division Capital Program.
- Initiated the creation of a Highway Division Customer Service Center to work in conjunction with the new MassDOT One Voice system. As part of this effort the Highway Division is conducting a customer satisfaction survey.
- Expanded the coverage of the Real Time Travel Management System to include I-90, Route 3 South and the Cape Highways.

Highway Division Key Accomplishments

- ***Engineering Fellowship Program***
- ***Accelerated Bridge Program Five "Mega Projects"***
- ***Procurement of All Electronic Tolling (AET)***
- ***Reduced Structurally Deficient Bridges***
- ***Accelerated Bridge Program "Best Practices" Capital Program Implementation***
- ***Created Customer Service Center in Conjunction with One Voice System***
- ***Coverage Expansion of Real Time Traffic Management System***

Rail and Transit Division

General Overview

The Transit Division is responsible for all transit initiatives including overseeing and managing the Massachusetts Bay Transportation Authority (MBTA) and having oversight responsibilities for all Regional Transit Authorities (RTAs) of the Commonwealth. The MBTA is one of the nation's oldest and largest public transportation agencies, transporting over 1.3 million passengers daily. As of the end of October 2013, the MBTA has approximately 5,976 employees.

Its main services include:

- **Bus** – The MBTA operates a variety of bus lines, including local, key, commuter, express, and community routes.
- **Light Rail** – The MBTA's primary light rail system, the Green Line, provides street-running service to outlying areas and subway service through the center of the city. The MBTA also operates the Mattapan High Speed Line which services as a Red Line extension from Ashmont to Mattapan.
- **Heavy Rail** – The MBTA operates three heavy rail lines – the Red Line, Blue Line and Orange Line. Collectively, these lines provide core subway service.
- **Commuter Rail** – The MBTA's commuter rail routes link cities and towns around the state with downtown Boston. The Commuter Rail is operated, under contract, by the Massachusetts Bay Commuter Rail Company.
- **Boat** – The MBTA provides ferry service between downtown Boston, the South Shore and Logan Airport.
- **Paratransit** – The MBTA provides parallel paratransit service via The Ride to eligible customers in 60 cities and towns in Eastern Massachusetts

Key Accomplishments

- The MBTA, Cape Code Regional Transit Authority, and Rail & Transit Division collaborated to return passenger rail service to Cape Cod for the first time since 1988. Service operated on summer weekends, and proved so successful that in October 2013 Governor Patrick announced the extension of CapeFlyer service each summer permanently. Ridership on the service was over 16,500 last summer.

- The MassDOT Board of Directors approved plans to construct the Boston Landing commuter rail station in Allston-Brighton. This new station will serve the Allston-Brighton neighborhood, and includes the redevelopment of thousands of square feet of underutilized commercial space.

- The MBTA reconstructed the Littleton Commuter Rail station. This project will improve customer service on the Fitchburg Line and includes expanded platforms, accessibility improvements, increased parking, and overhead enclosures to improve customer comfort.

- The MBTA re-opened Wedgemere Station in Winchester following a $2.2 million improvement initiative. Improvements included two new mini-high platforms with accessible ramps, and parking and lighting upgrades.

- The MBTA continues to improve the Fairmount Line in Roxbury, Dorchester, and Mattapan. The project includes three new stations and two rebuilt stations, as well as track, and bridge renovations.

Rail and Transit Key Accomplishments

- ***Collaboration for restoration of Cape Cod commuter services, "CapeFlyer"***
- ***Re-opened the Littleton Commuter Rail station***
- ***Re-opened Wedgemere Station in Winchester***
- ***Construction of the Fairmount Line in Roxbury***
- ***MBTA's Mobile Ticketing project named one of top ten transportation projects in USA***

- The MBTA now regularly coordinates with its colleagues from the Highway Division and Massport to complete infrastructure improvements simultaneously, saving public funds and reducing the amount of time assets are removed from service for maintenance. Enhancing project coordination within MassDOT improves the outcome for all parts of MassDOT, and for the traveling public.

- In November 2012, the MBTA released a mobile ticketing phone application for its commuter rail and ferry lines. This first-in-the-nation program allows riders to purchase one- or multi-ride passes without having to wait at counters or vending machines. In fall 2013, the "mTicket" was recognized by the American Association of State Highway and Transportation Officials (AASHTO) as being one of the country's top ten transportation projects for the year.

Ridership

Through the end of September 2013, the Authority provided 292,992,000 unlinked trips. This compares to 301,291, 000 unlinked trips for the same period last year, a 2.75% decline. The 2.75% decline in ridership is less than the 5.3% ridership loss predicted as a result of the fare increase effective 7/1/12.

Ridership By Mode CY 2013 (unlinked, thousands)

Month	Commuter Rail	Bus & TT	Heavy Rail	Light Rail	Boat	Private Bus	Ride	Total
13-Jan	3,041.40	9,736.80	13,268.10	5,690.10	77.1	58.8	172.9	31,986
13-Feb	2,557.10	8,508.20	12,046.10	5,244.60	66.2	55.7	148.1	28,570
13-Mar	2,981.90	10,159.40	14,369.50	6,238.30	80.9	60	177.4	34,007
13-Apr	2,866.70	9,896.40	13,938.40	6,179.70	93.1	57.4	176.5	33,151
13-May	3,070.00	10,388.90	14,725.40	6,384.90	108.4	66.1	188.2	34,866
13-Jun	2,745.00	9,241.20	13,647.30	5,874.40	122.1	68.2	173.7	31,872
13-Jul	3,014.40	9,294.80	14,015.40	6,047.50	157.2	72.7	173.9	32,776
13-Aug	2,990.90	9,278.50	13,964.10	5,784.50	166.4	73.3	176	32,434
13-Sep	2,790.90	9,656.70	14,329.20	6,187.00	117.9	73.8	174.1	33,330
Total	**26,058.30**	**86,160.90**	**124,303.50**	**53,631.00**	**989.30**	**586.00**	**1,560.80**	**292,992.00**




Registry of Motor Vehicles

General Overview

The RMV is responsible for collecting over $1.2 billion in annual revenue and staffs approximately 730 employees who regulate the Commonwealth's motor vehicles, identification cards, driver's licenses, motor vehicles registrations and titles, and vehicle and bus inspections.

Specifically, the RMV is responsible for:

- Licensing 4.73 million drivers to ensure that only qualified individuals operate motor vehicles in the Commonwealth
- Registering and titling over 5 million vehicles to protect drivers and provide a database of motor vehicle assets
- Issuing 700,000 license suspension notices, every year, to operators prohibited from driving on the Commonwealth's roadways
- Inspecting 9,000 school buses three times a year to protect students safety
- Overseeing more than 1,600 commercial and non-commercial inspection stations
- Overseeing annual safety and emission checks on over 4.4 million vehicles to ensure the safety of vehicles traveling on Massachusetts roadways
- Certifying more than 400 driving schools and nearly 1,800 driving instructors to ensure that Massachusetts' motorists receive proper education
- Administering road tests to Massachusetts license applicants

Registry of Motor Vehicles Key Accomplishment

- ***Updating Central Computer Network (ALARS) – Automated License and Registration System***
- ***New and enhanced website***
- ***OneVoice - Voice menu for customers***

Key Accomplishments

<u>Automated License and Registration System</u>

The RMV is updating its central computer network: the Automated License and Registration System (ALARS). Now over 25 years old, ALARS processes 6 million transactions per day and generates $1 billion in annual revenue, more than any other non-tax source. The system, however, is aging, its operating costs are rising, and the risks of failures are growing.

This modernization project, (the RMVM Program) is archiving the past 25 years of computer data, removing the old software, and building a modern ALARS that provides the RMV new streams of

information and will reduce wait times by making it easier for RMV staff to conduct transactions. It will also improve the customer experience by expanding future self-service and alternative service options. The RMVM Program will help the RMV to build new external partnerships and will bring the RMV closer to its' customers. The RMV is also planning for a framework that is resilient, adaptable, and that minimizes the barriers between customer service representatives and their transactions. It is also designing more sophisticated security provisions to protect its customers' information.

As of 6/30/2013, the program had formally begun, and its project team is working on its technical designs and general requirements. When the project is completed by 2017, officials will be able to easily access data for reports, economic analyses, and other intra-agency projects. The program will yield the additional benefits, including: customers enjoying more efficient service as transactions times fall; system maintenance and updating is being simplified, and new media (i.e. social networking and apps) will be included in the RMV's menu of offerings. There will even be positive spillovers into other agencies and partners, such as state and local law enforcement and the judicial system and private partners, including the insurance industry, who use the system for their own business.

New Website

In late 2012, the RMV switched over to its new website: www.massrmv.com. Its layout is simple: there are direct links to the Registry's most popular transactions on its front page, below a menu ribbon with other forms, services, and information portals. The main page also includes space for service alerts, special alerts, and advertisements. It is positioned horizontally, rather than vertically, so that customers can navigate it without horizontally scrolling their mouse. Users are able to access anything that they need with two-clicks, and are not distracted by clutter or chaotic interfaces.

OneVoice

OneVoice is an ongoing project that is refurbishing MassDOT's telecommunications systems. In FY2012, Phase I upgraded the RMV's legacy infrastructure and streamlined the number of messaging prompts offered to customers, and expanded self-service. Phase II of One Voice united the Highway Division, the State Transportation Building, and the RMV networks by replacing them with a common directory. Customers now use one phone number to access the department (857-DOT-INFO) and conduct their business. FY2014 will see the completion of Phase III, which will further expand self-service options for RMV customers and offer them new conveniences, such as voice-activated menus and virtual queues.

Restoration of License Renewal Reminder Service

Due to budget cuts that began in 2008, the RMV had to reduce discretionary costs to preserve core services. These fiscal constraints included the discontinuance of the practice of sending courtesy reminders to customers to advise them of the need to renew their driver's license. In November 2013, the RMV was able to resume this courtesy service through a public-private partnership with a

vendor, Globe Direct, which developed a way for the RMV to send the notices in a more cost effective manner. Customers will now receive a postcard in advance of their license expiration date and will be informed of the most expedient way to conduct their renewal. Customers that are able to renew online will be directed to the RMV's website and only those customers that are required to conduct a renewal in-person will be directed to a RMV branch location. The restored renewal service is being offered at a reduced cost for the RMV than the prior service, as production costs are being defrayed by advertising revenue.

3.0 YEAR-END PERFORMANCE

Strategic Plan Overview

In January 2013, MassDOT published its 2013-15 strategic plan[1]. The strategic plan outlines the five (5) overarching organizational goals which, once realized, will position MassDOT to achieve its vision of "*Leading the Nation in Transportation Excellence*."

The overarching organizational goals are:

SAFETY – CUSTOMER SERVICE – EMPLOYEE ENGAGEMENT – FISCAL RESPONSIBILITY - INNOVATION

- Safety – Work with unwavering commitment to maximize the safety of the public and employees. Minimize risks and injuries through thoughtful design, construction, oversight, enforcement, and employee empowerment.
- Customer Service – Deliver superb service that both anticipates and responds to customer needs. Move people in a way that "give them time back" by cultivating system-wide efficiencies.
- Employee Engagement – Maintain a work environment that is diverse, challenging, and accommodating. Support and encourage employees. Treat our employees as our internal customers and give them the tools necessary to excel at their jobs.
- Fiscal Responsibility – Invest and manage public funds and other resources wisely. Instill a dedication to thrift across our organization. Carefully plan and prioritize projects.
- Innovation – Pursue constant improvement in our work and services. Create an environment where employees are eager to use their talents to find better ways to do business and deliver service.

[1] The 2013-15 MassDOT strategic plan is published on www.massdot.state.ma.us and is provided in **Appendix A**.

To achieve these five organizational goals, MassDOT identified a set of corresponding sub-goals and established key performance indicators by which to gauge progress against each of these goals.

The results of MassDOT's 2013 year-end performance against these sub-goals are outlined below and the performance dashboards/scorecards which detail MassDOT's 2013 performance are provided in **Appendix B**.

Safety

During FY2013, MassDOT made significant advances towards enhancing the overall safety of the Commonwealth's transportation network for both its users and operators. While improvement opportunities remain, MassDOT will continue its commitment to safety.

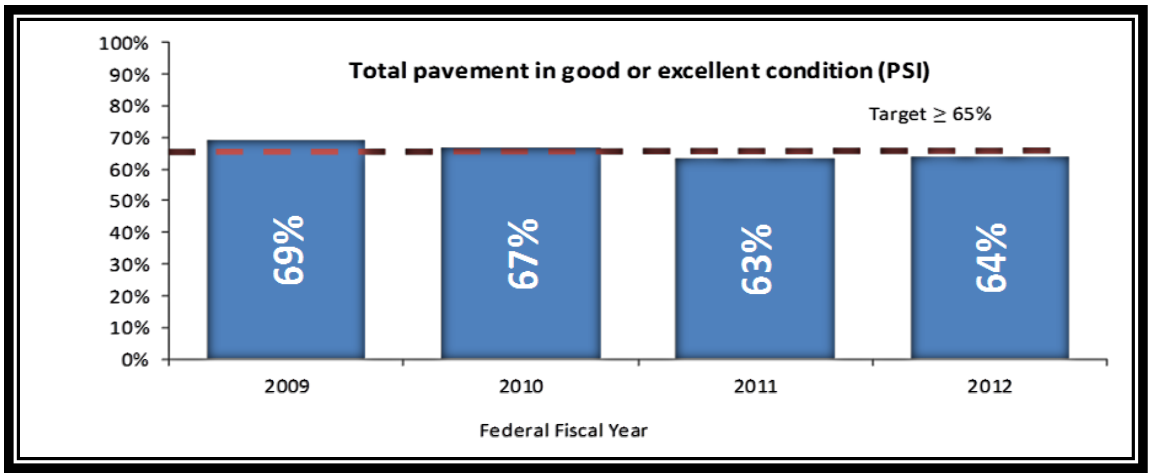
Maintain public safety at public general use airports

The Aeronautics Division remained ahead of schedule to achieve its goal of inspecting all 36 public use airports during the calendar year. Changes in weather conditions have a significant impact on the airport inspect schedule, but as of December 31, the Aeronautics Division had successfully inspected all 36 of the Commonwealth's public use airports.

Ensure excellent roadway conditions

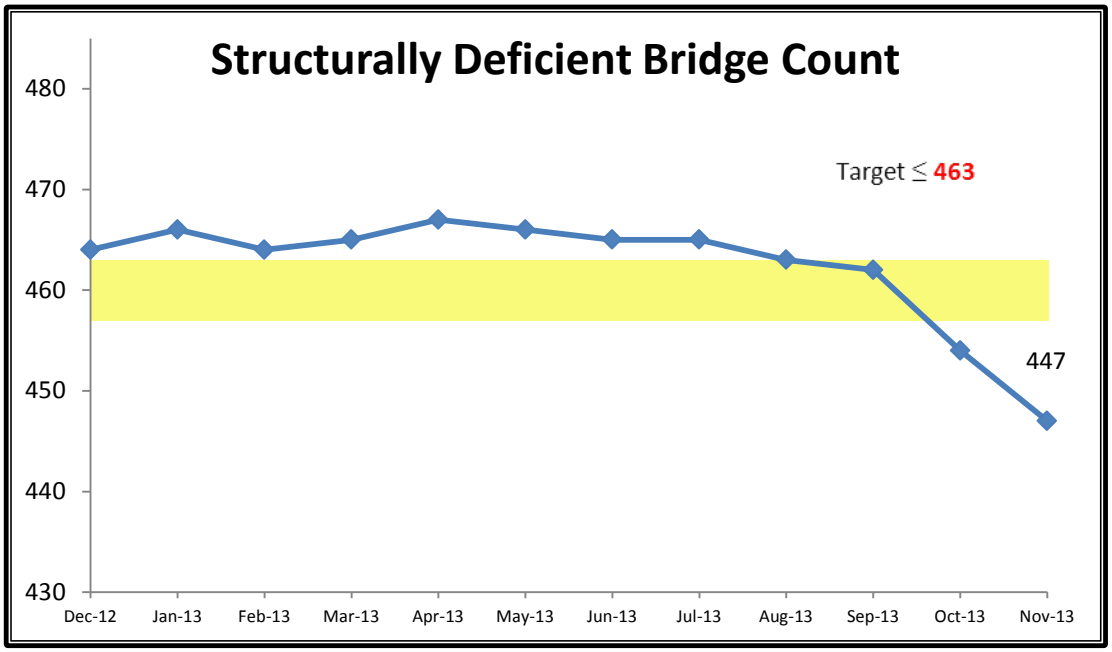
Roadway conditions across the Commonwealth are nearly meeting expectations. The Pavement Serviceability Index (PSI) measures the severity of highway cracking, rutting, raveling and ride quality. It is reported on a scale ranging from "0" (impassable) to "5" (perfectly smooth). Based on its PSI, MassDOT classifies a road as "Poor," "Fair," "Good," or "Excellent." This measure only applies to the National Highway System (NHS), which includes Interstate Highways and major highways (such as Route 1 and Route 24).

The Highway Division has successfully maintained 64.1% of the total pavement owned by MassDOT in good or excellent condition – just shy of its goal of 65%.

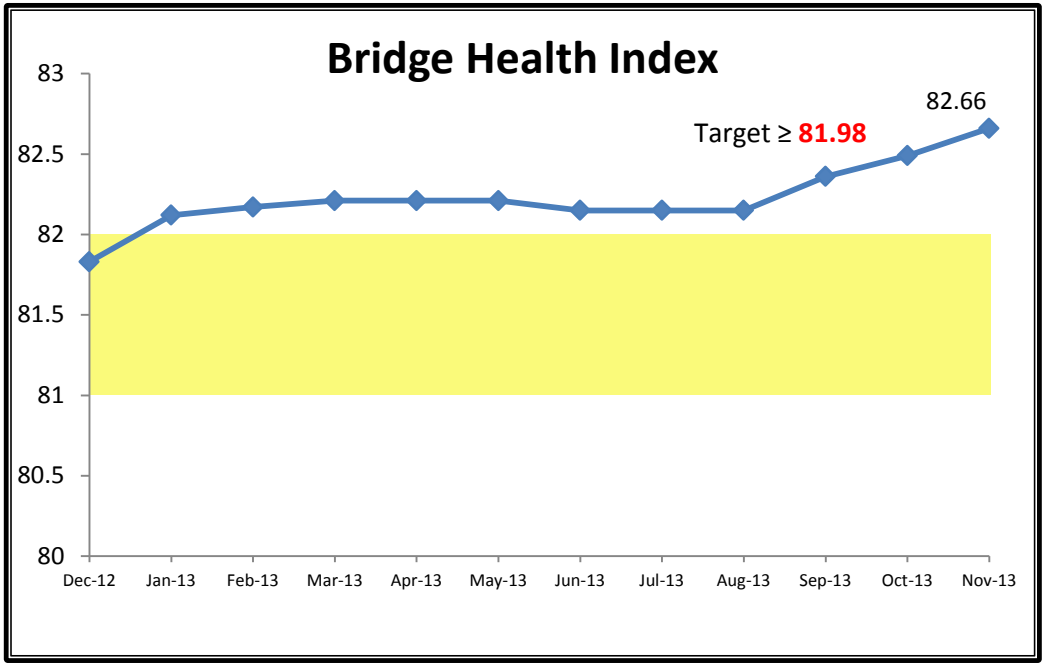


Manage asset conditions

There are over 5,000 bridges in service across the Commonwealth and the MassDOT Highway Division remains vigilant in maintaining these critical assets. Structural deficiency is a key indicator of bridge safety and capacity. Using regular inspection data, bridges are rated on a scale of "1" (worst) to "10" (best). A structurally deficient (SD) bridge receives a rating of 4 or less, and is subject to weight and capacity restrictions if it remains unrepaired. By the end of CY2013, there remained only 447 structurally deficient bridges, which exceeded expectations based on a goal of preventing the number of structurally deficient bridges from exceeding 463.



Another important indicator of bridge condition is the System-Wide Bridge Health Index (BHI). The BHI ranges from 1 to 100 and encompasses all health areas of every MassDOT-owned bridge. The Highway Division exceeded expectations on this key performance indicator as well, by maintaining a state-wide BHI of 82.66 against a goal of maintaining a BHI score of at least 81.98.



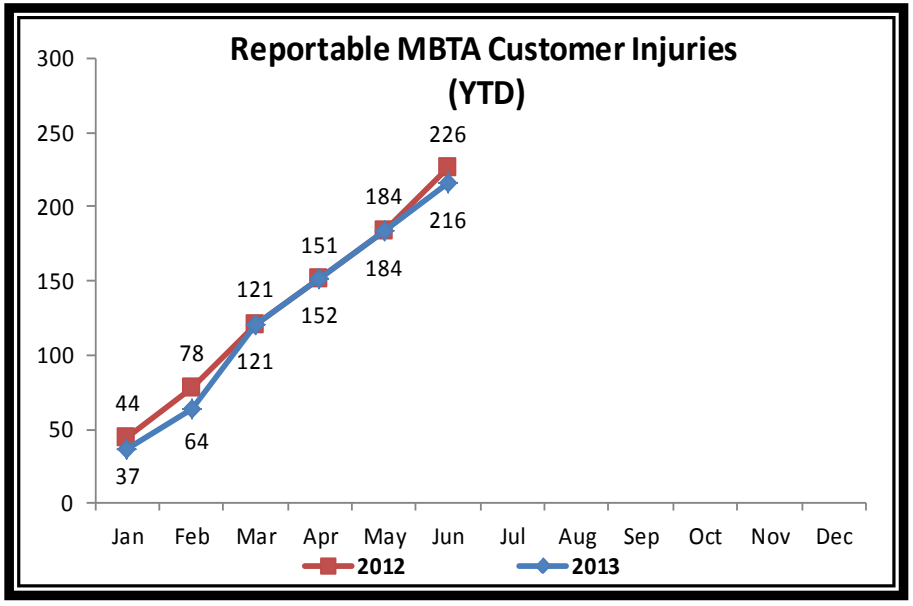
Plan for safety and collision prevention

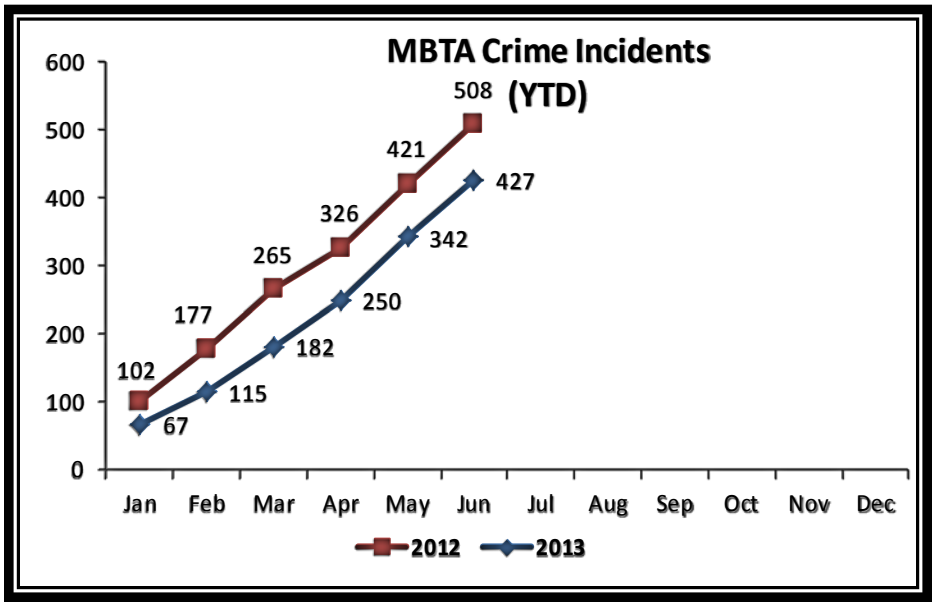
The Highway Division has remained vigilant in planning for safety and collision prevention and continues to reduce dangerous road conditions and promote safe habits in the Commonwealth's drivers. To this end, MassDOT continues to lead the nation in highway safety by having the lowest highway fatality rate in the country. In the future, MassDOT will continue its practices of reducing fatalities by reconstructing accident-prone areas and improving driver education. It is also developing a Strategic Highway Safety Plan, as required by Federal government regulations.

Ensure customer and employee safety

Customer and employee safety are paramount for a world-class public transit system. While MassDOT exceeded expectations by reducing MBTA customer injuries and crime incidents from the previous year, the organization strives to do even better.

Beginning in FY2014, MassDOT has modified these performance metrics to better conform to national measurements standards. Instead of measuring reportable injuries and crimes as absolute numbers, MassDOT will review and manage customer injuries and crime incidents per 1 million unlinked trips. These changes will enable MassDOT to more easily benchmark its performance against other major transit systems.

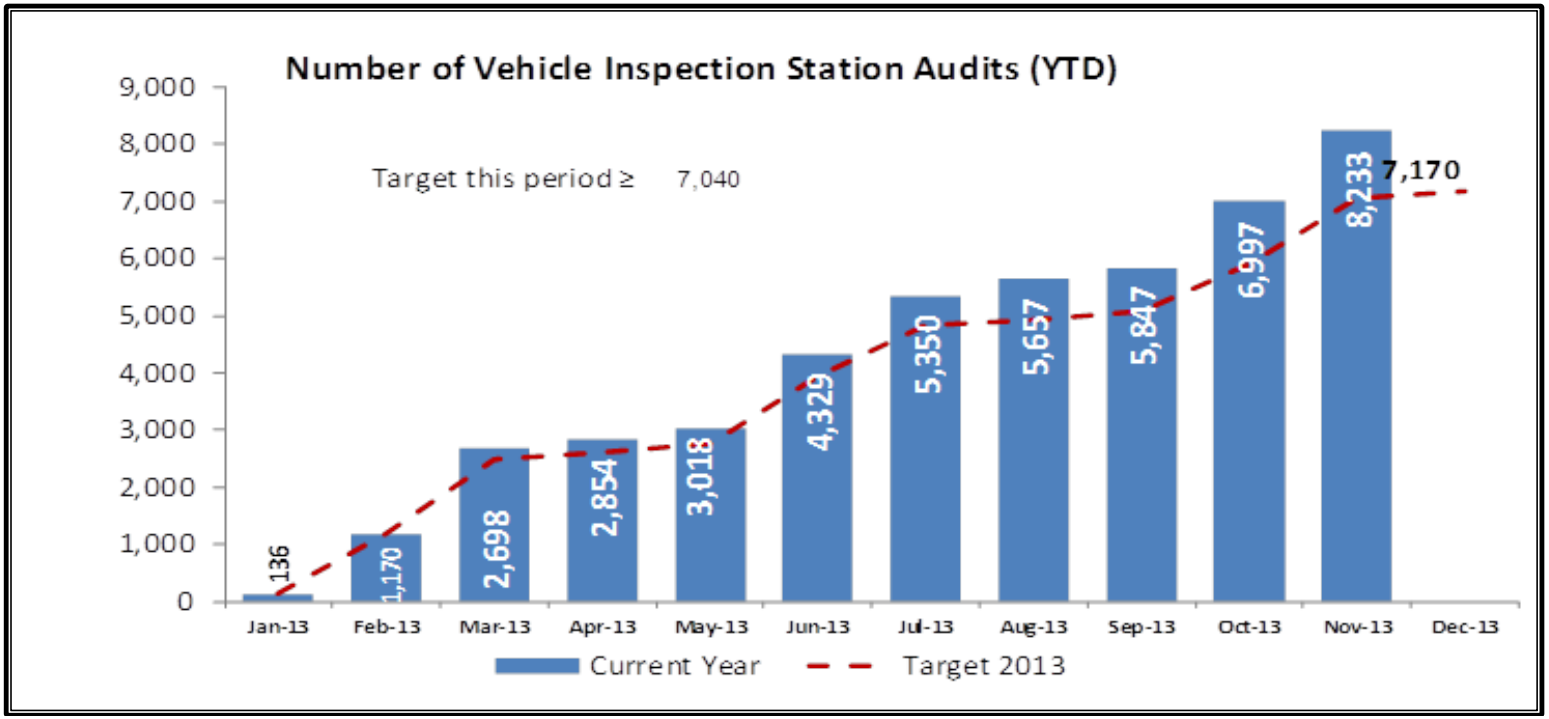




Identify safety and environmental impact of vehicles

To further ensure safety on Massachusetts roads and to continue MassDOT's commitment to be a good steward of the environment, the RMV audits each of the state's vehicle inspection stations at least three (3) times each year.

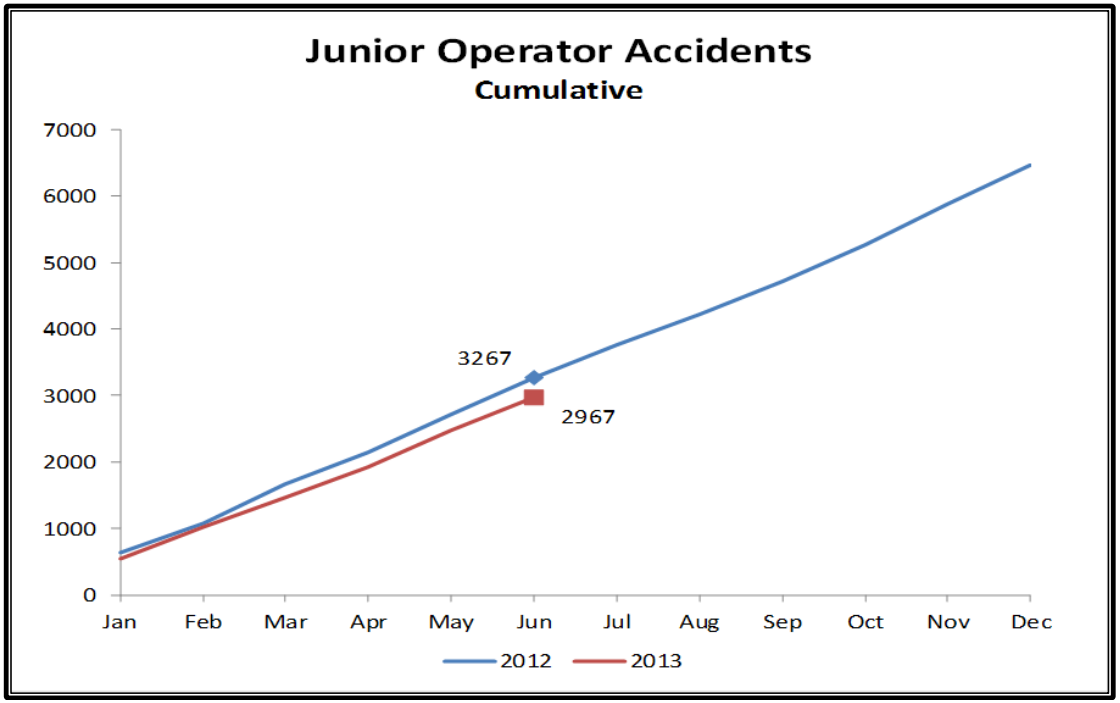
To achieve these goals, the RMV must perform 7,170 inspection audits by the end of the calendar year. The RMV exceeded its objective and performed 8,382 inspections by the end of CY2013. Of these inspections, the Commonwealth's inspection stations achieved a 98% pass rate.



Ensure operator competence

MassDOT tracks the number of vehicle accidents involving junior drivers as a measure of overall operator fitness. This performance indicator provides insight into the efficacy of the Commonwealth's driving training schools and instructors. The RMV's performance target is to annually reduce the number of accidents involving junior motor vehicle operators.

While the data is six (6) months offset due to availability, by June 2013, there had been only 2,967 accidents involving junior operators, which is a 9% reduction during the same period in 2012.



Customer Service

MassDOT's is committed to providing high quality service to the citizens, business, and visitors of the Commonwealth. To this end, the organization has made significant progress in improving its service to its customers. MassDOT did not meet all of its customer service performance objectives, but initiatives are currently in-place to help ensure higher levels of customer satisfaction in the foreseeable future.

Ensure the availability of the Massachusetts air travel infrastructure

Beginning in late 2012, the MassDOT Aeronautics Division began a project to fully implement a comprehensive Airport Pavement Management system. This new pavement management system monitors and manages the condition of the pavement across the all of the state's 36 public use general aviation airports. The project met all of its scheduled benchmarks on time and was completed on June 30, 2013 as scheduled.

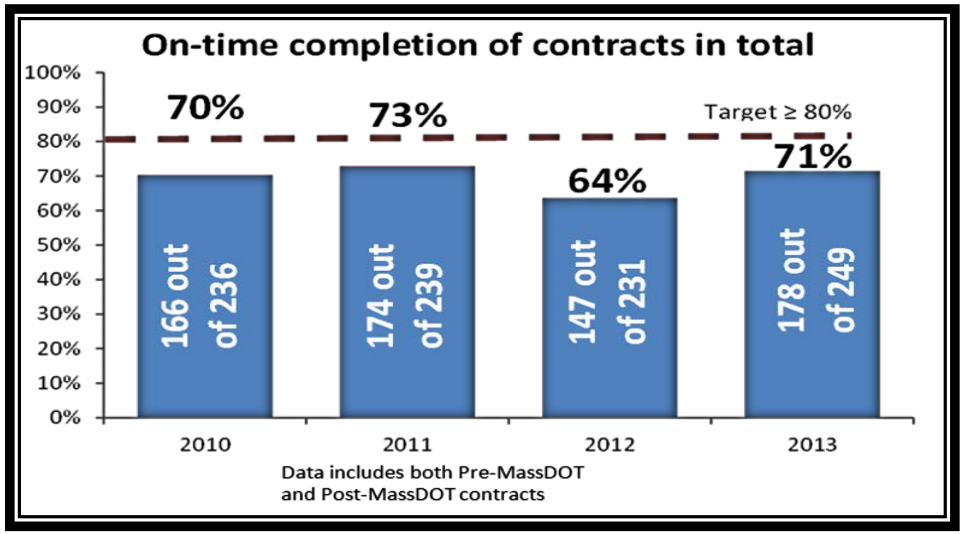
Mitigate and manage congestion

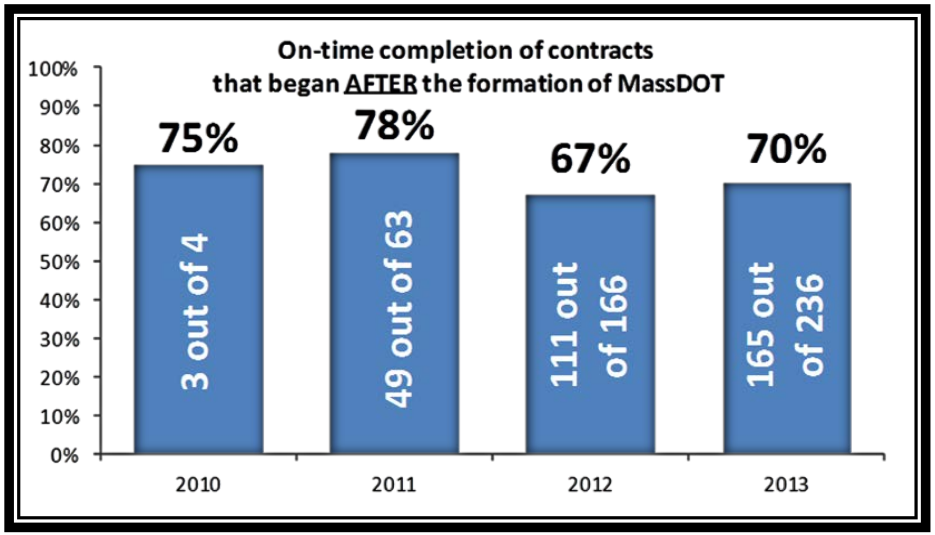
Congestion continues to be a major challenge in the Commonwealth, particularly on the major arteries. Construction projects have a significant impact on traffic flows and therefore, to minimize their contribution to the congestion challenges, should be completed as quickly as possible. To help mitigate congestion problems and improve the roadway customer experience, MassDOT has established a goal to complete at least 80% of its highway construction projects on-time. Performance at this level reduces the public impact and ensures that infrastructure and travel improvements are made quickly.

Highway projects are declared "complete" when the roadway is restored to *full beneficial use* (that is, when they are open to the public). The on-time completion performance indicator measures MassDOT's ability to manage construction projects and contractor schedule adherence.

Unfortunately, the Division did not meet expectations as on-time completion of projects was 71% at the end of SFY2013 and had reached 75% by the end of the calendar year. Possible sources of delay include changes in conditions, unforeseen utility issues, design omissions, and weather related disruptions.

The Highway Division is actively exploring more effective ways to mitigate some of the sources of delay that are within the Division's control including incentive driven contracts and late penalties. It is expected that 2014 performance will improve.

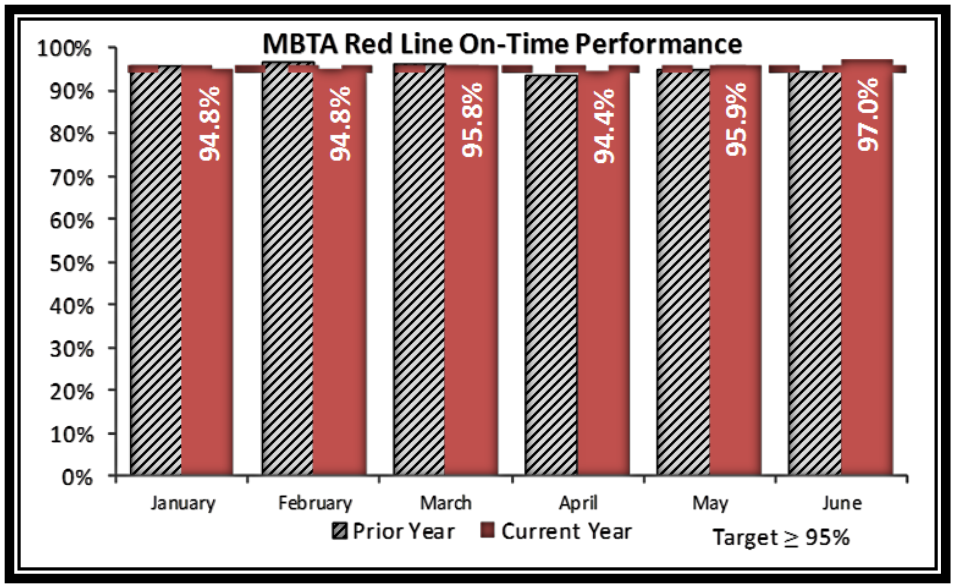


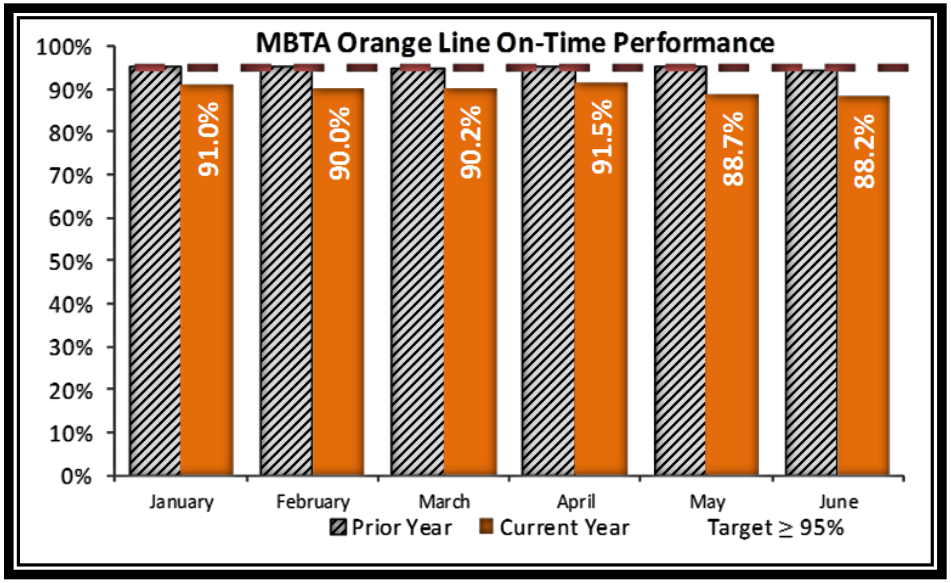


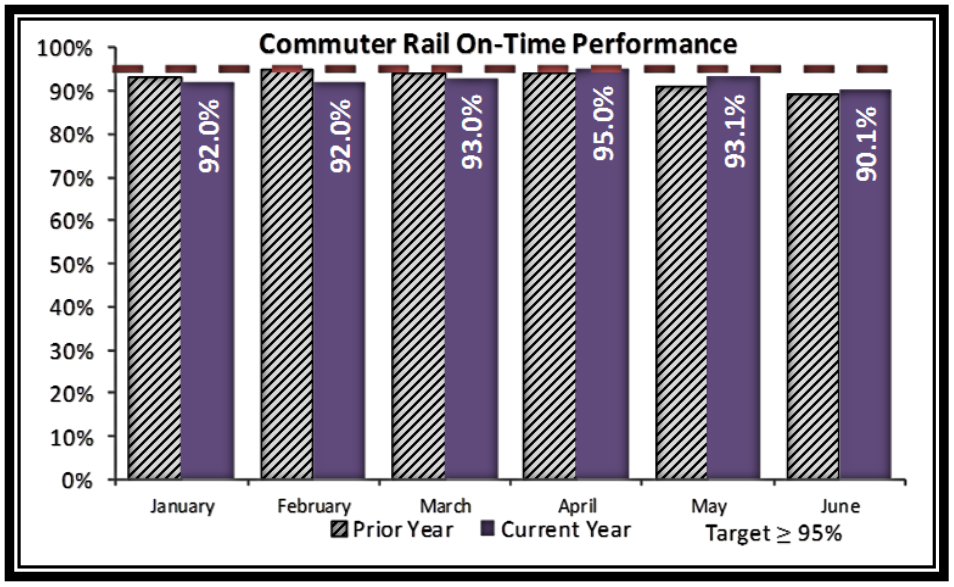
Ensure reliable service delivery

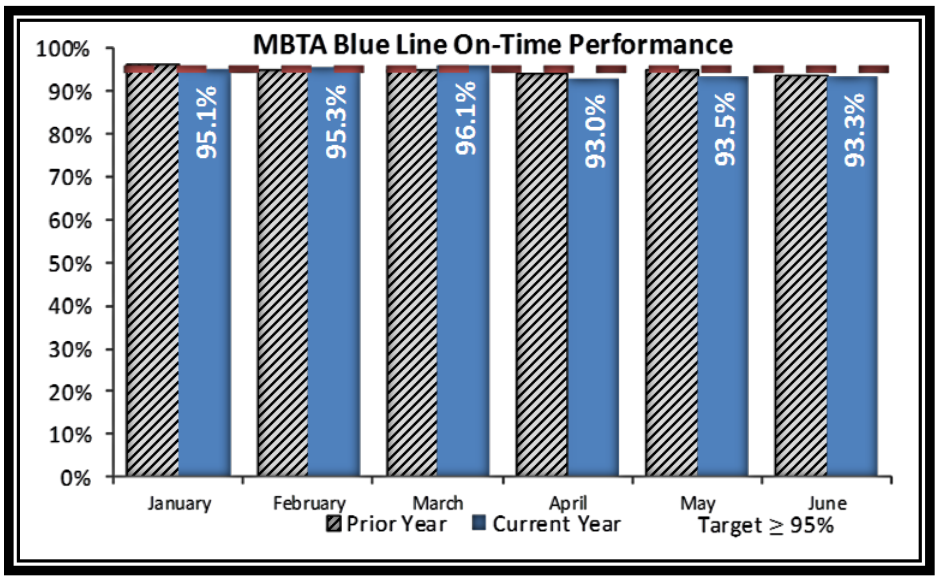
On-time performance is one of the MBTA's most important customer service metrics. During SFY2013, on-time performance was still calculated by comparing the frequency of a line's scheduled runs to the actual gap between trains.[2] Using this measurement technique, a uniform target of 95% on-time performance was established for each of the three heavy rail lines and for the Commuter Rail[3]. Based on these targets, only the Red Line's average performance met expectations during the first half of the year. The Blue Line, Orange Line and the Commuter Rail's performance nearly met expectations, but still required improvement.

[2] As of SFY 2014, the MBTA is measuring on-time performance in accordance with national standards.
[3] Due to current structural limitations, light rail (Green Line) on-time performance data is not yet available

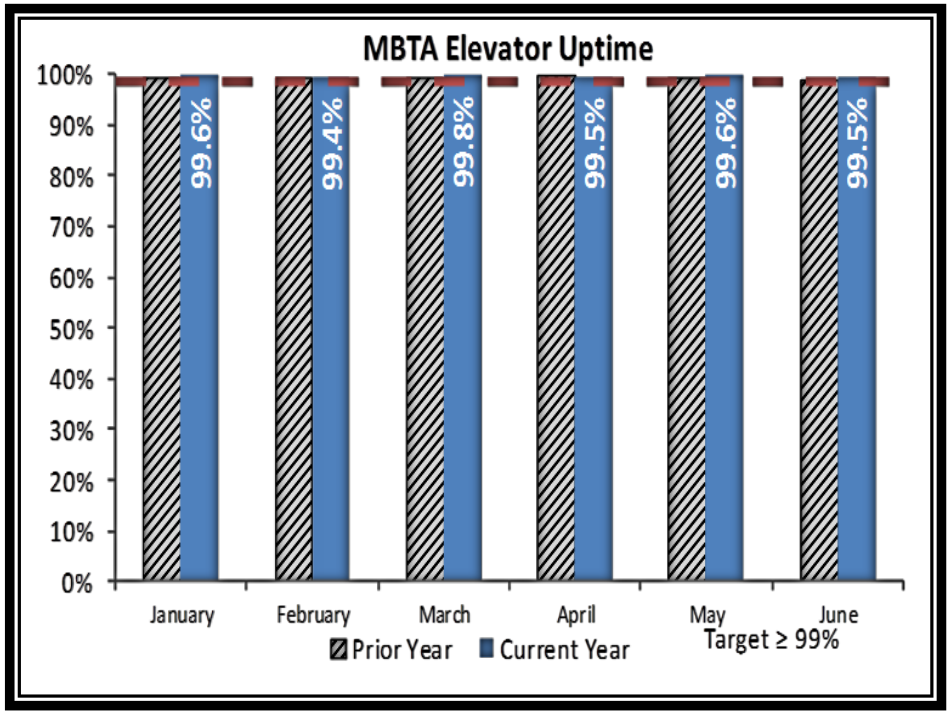

MBTA Red Line On-Time Performance
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
94.8%
94.8%
95.8%
94.4%
95.9%
97.0%
January
February
March
April
May
June
Prior Year
Current Year
Target ≥ 95%

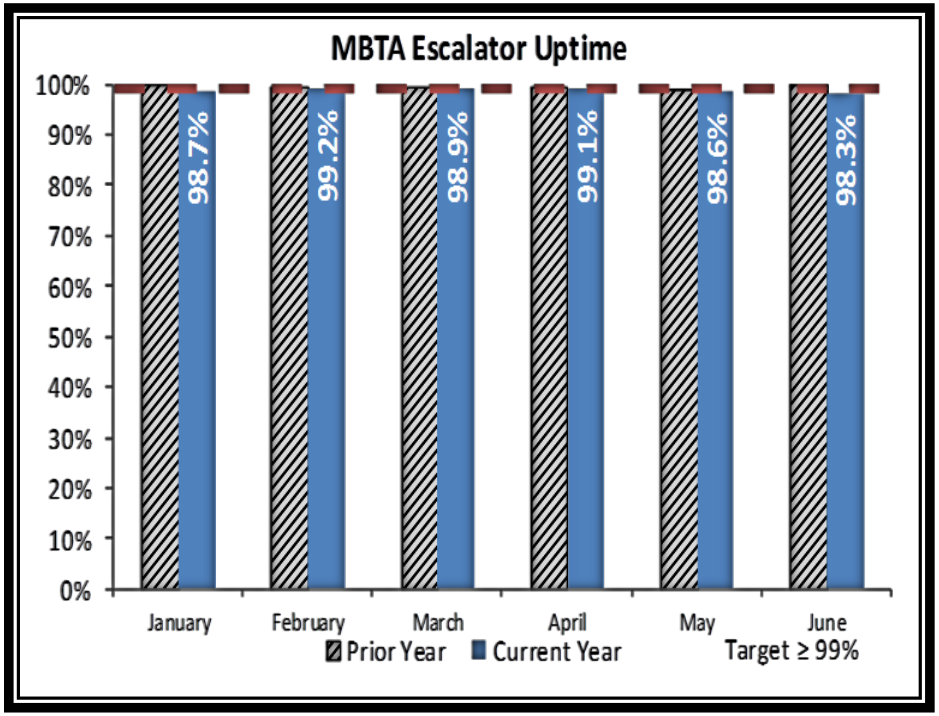

MBTA Orange Line On-Time Performance
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
91.0%
90.0%
90.2%
91.5%
88.7%
88.2%
January
February
March
April
May
June
Prior Year
Current Year
Target ≥ 95%


Commuter Rail On-Time Performance
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
92.0%
92.0%
93.0%
95.0%
93.1%
90.1%
January
February
March
April
May
June
Prior Year
Current Year
Target ≥ 95%

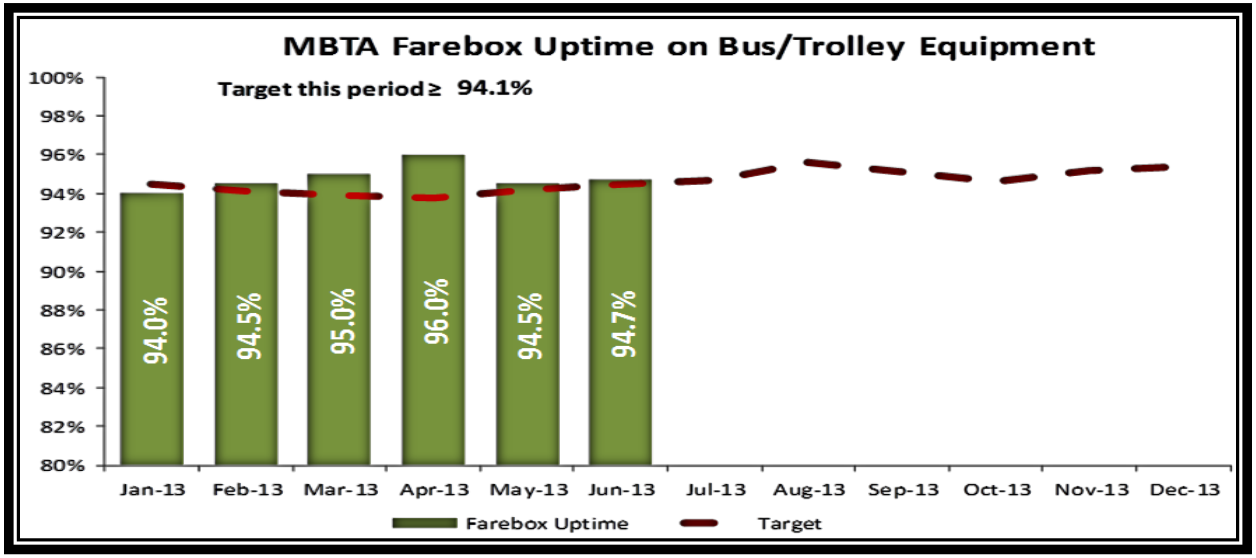

MBTA Blue Line On-Time Performance
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
95.1%
95.3%
96.1%
93.0%
93.5%
93.3%
January
February
March
April
May
June
Prior Year
Current Year
Target ≥ 95%

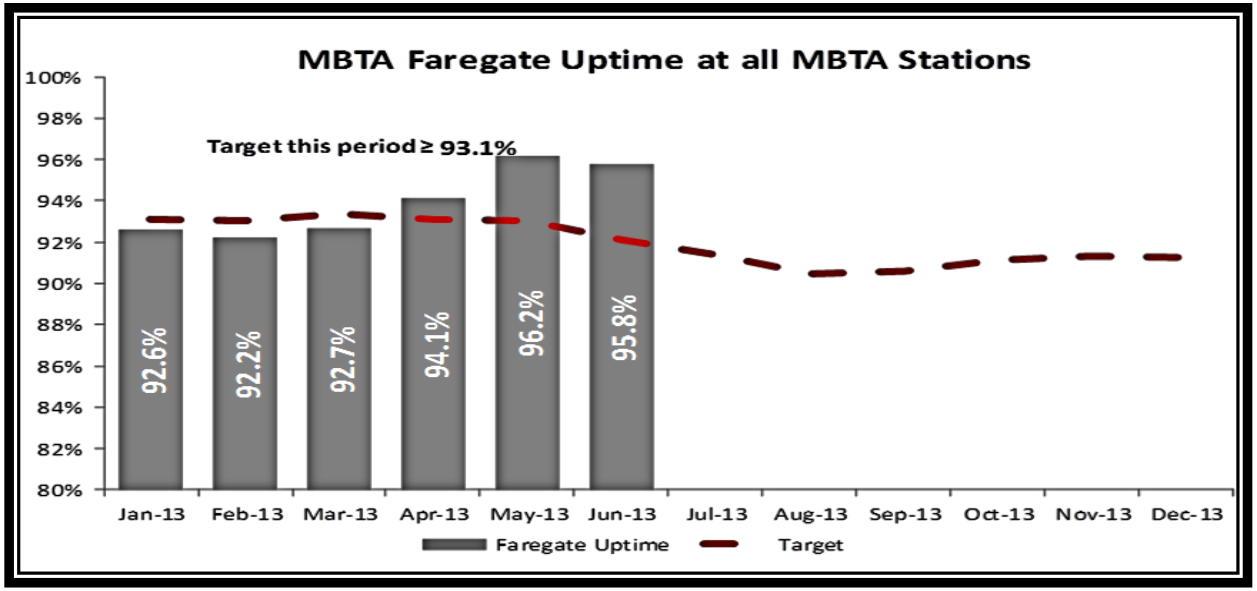
In addition, in SFY2013 the MBTA measures the performance of its vertical transit systems (i.e. elevators and escalators). The expectation is that elevators and escalators will be available for use at least 99% of the time. During 2013, vertical transit system availability consistently met expectations. These measures will be discontinued in 2014.





Another set of service reliability metrics used to evaluate the performance of the MBTA are the fare box uptime for bus and light rail equipment and the fare gate uptime at all of the MBTA train stations. Target performance for the fare box uptime during this period is 94.1% and is 93% for the fare gates. As with the vertical transit system availability metrics, the MBTA is consistently meeting expectations for it fare box and fare gate uptime performance.[4]

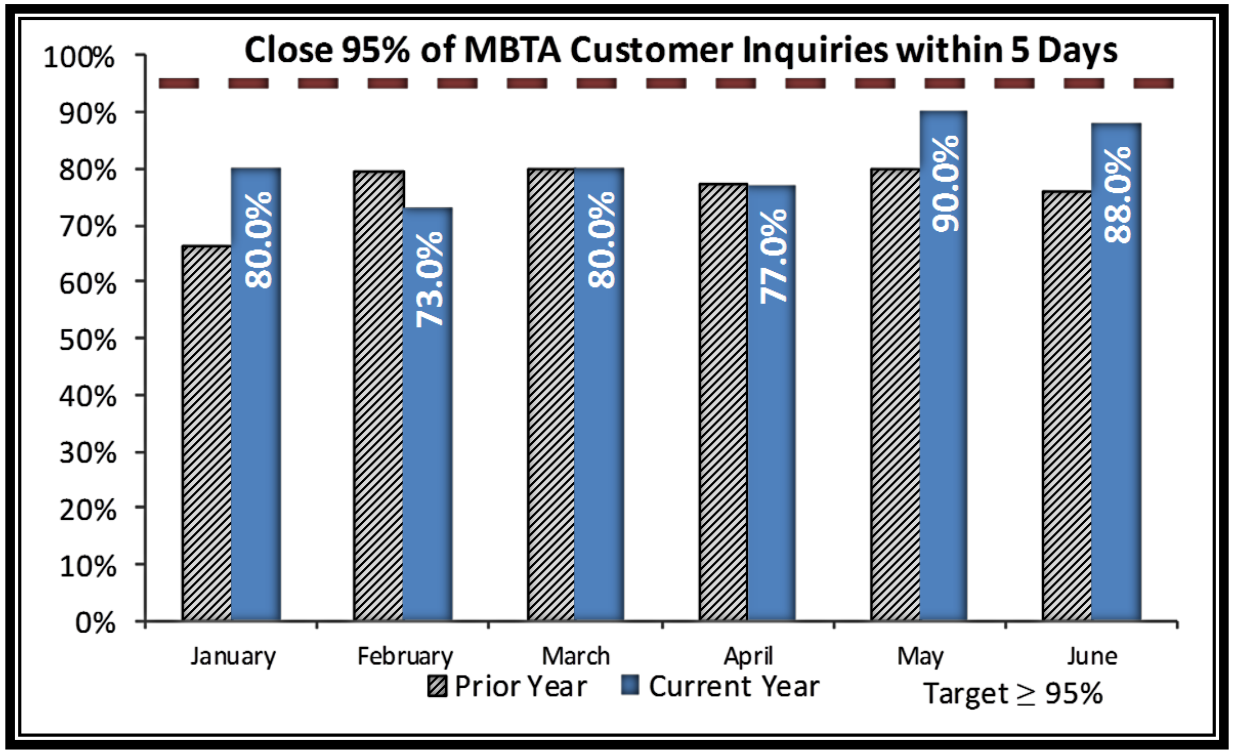


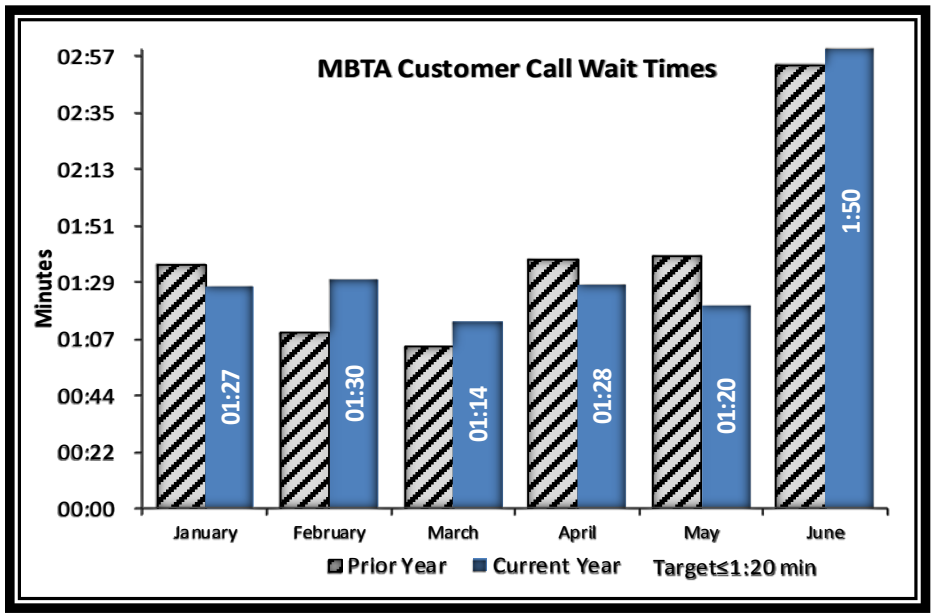


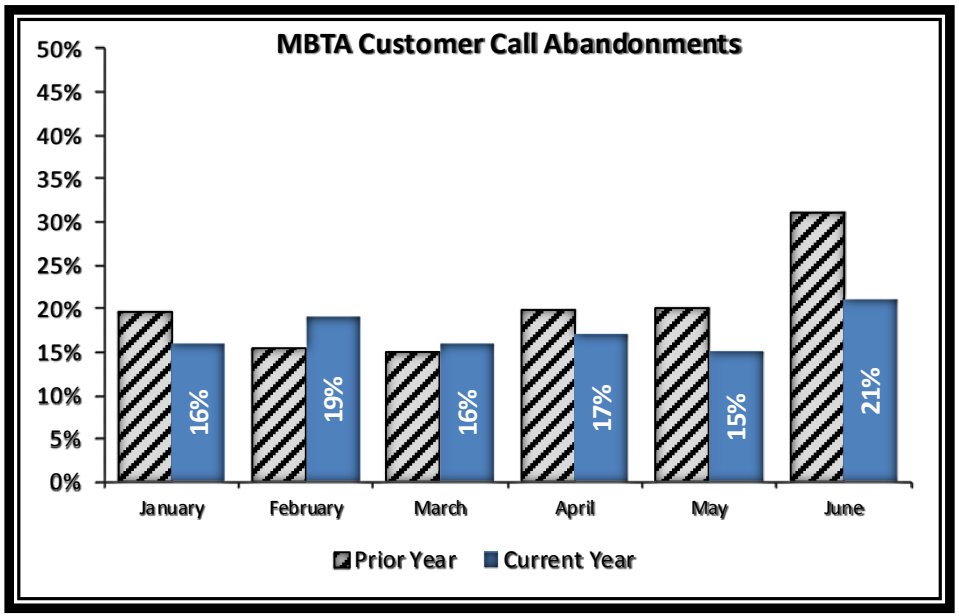
[4] The red target line is "wavy" for Farebox and Faregate performance metrics because it refects last year's performance for the same month. The period target is an average for the period.

Provide excellent customer service

For the MBTA, excellent customer service is measured by prompt responses to customer inquiries, customer call center wait-times and customer call abandonment rates. These represent areas of opportunity for improvement at the MBTA. Performance during 2013 was not as strong as 2012 for customer call wait-times or the speed at which customer inquiries were closed. The General Manager for the MBTA acknowledged that performance in these areas required additional attention for 2014 and worked with department head on ways to improve.







Optimize branch work flows and improve wait times

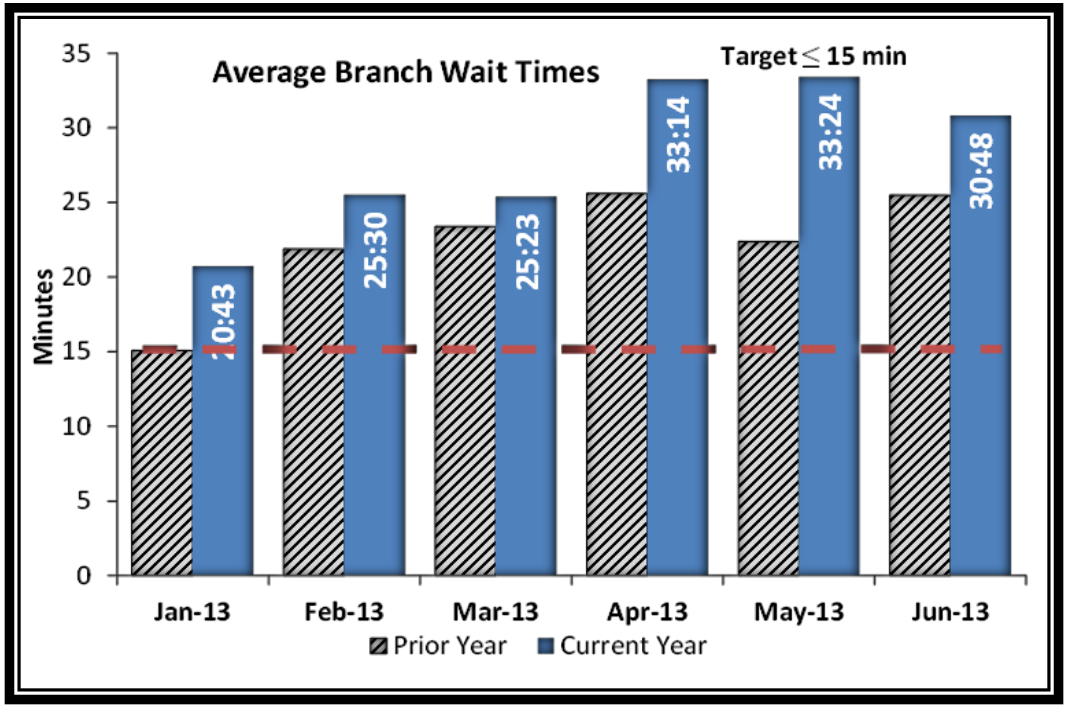
As a primary customer facing Division of MassDOT, the RMV measures customer service by its success in optimizing branch work flows and improving wait times. The most well publicized performance indicator is the RMV customer service average wait-time in its 33 statewide branches.

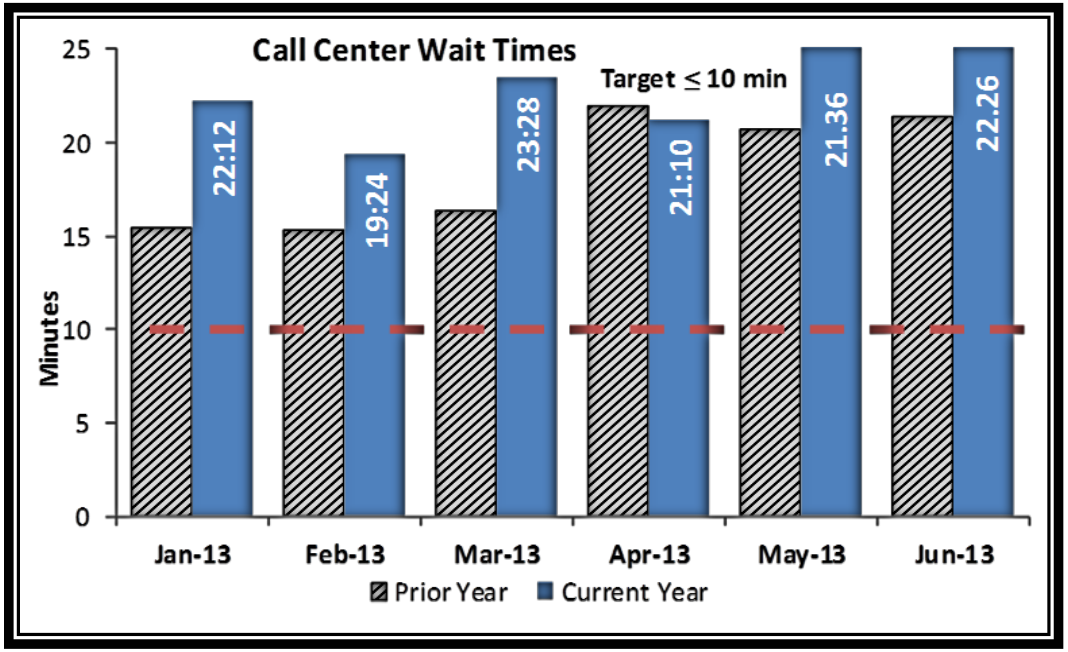
To provide its branch customers with prompt and accurate service, the RMV aims to maintain a 15-minute statewide average wait-time (AWT) across its network of branches. During 2013, the RMV failed to meet its AWT performance target.

OPM&I and the RMV are working together to determine ways to improve its operating procedures, and enhance the customer's experience. The offices are conducting a staffing study that will help the RMV maximize employee productivity. As part of the "Re-Imagining the RMV" Initiative, the Registry is also building new telephone and computer systems that will process transactions more efficiently, and offer its customers opportunities to conduct more business out-of-branch. Because of these efforts, and increasing staff levels, MassDOT expects that branch average wait-time performance will improve in 2014.

In addition to AWT, the RMV also measures wait time performance within its call center as well as the number of days a driver's license applicant must wait to be scheduled for a road test.

As with AWT, neither call center, nor road test wait times met expectations in 2013. The average call center wait time



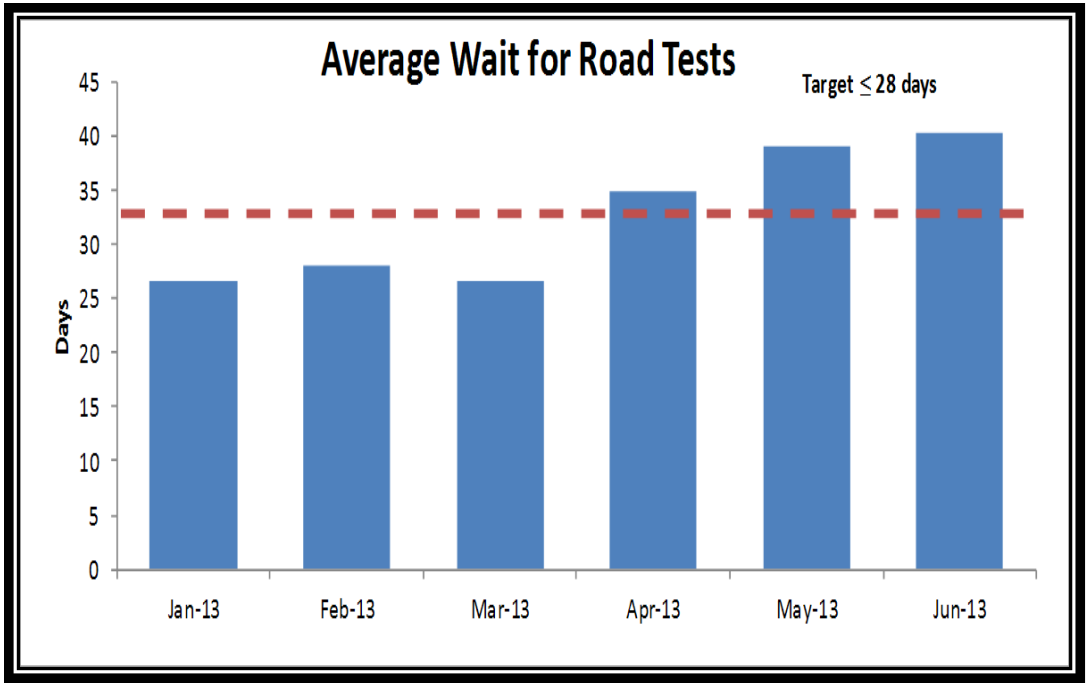


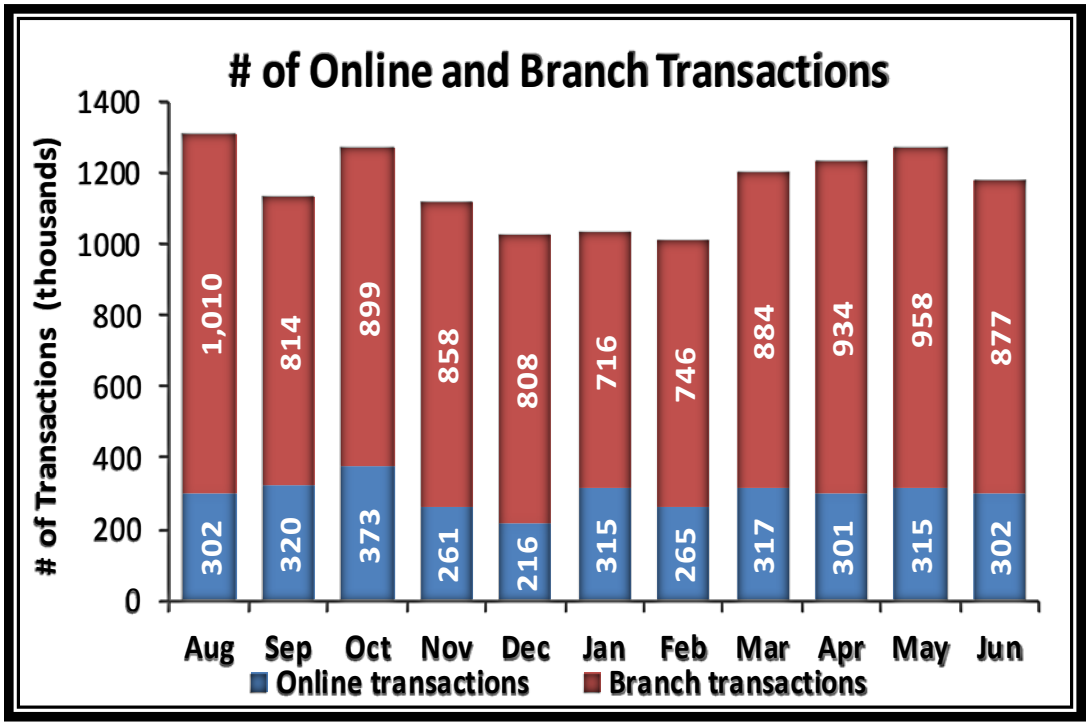
was double its 10 minute target, and road test wait times far exceeded their 28 day performance goal. MassDOT recognizes the importance of these performance indicators as drivers of overall customer satisfaction. For 2014, the Registrar plans to enhance the customer experience by introducing software changes to increase flexibility in road test scheduling and integrating self-service speech capabilities and virtual hold options into the RMV's telephone system.

The Registrar is cognizant of the evolving customer expectations for expanded on-line solutions to address customer needs. Recognizing that these "out-of-branch" transactions also reduce branch customer volumes and should reduce AWT, MassDOT has established a performance indicator to track the number of license transactions conducted on-line.

MassDOT has long been a technology leader in the motor vehicle industry. In 1995, it became the first US motor vehicle agency to offer on-line transactions. Since then, MassDOT has proactively worked to improve and expand its on-line presence and drive transactions from "brick and mortar" branches to the RMV website.

While in-branch transactions continued to be the dominate mode of customer interface, the average number of RMV transactions conducted on-line met performance expectations and exceeded their 2012 levels. During 2012, on-line transactions fluctuated from 250,000 - 300,000 per month. In the first six months of 2013, on-line transactions consistently exceeded the 300,000 per month mark.





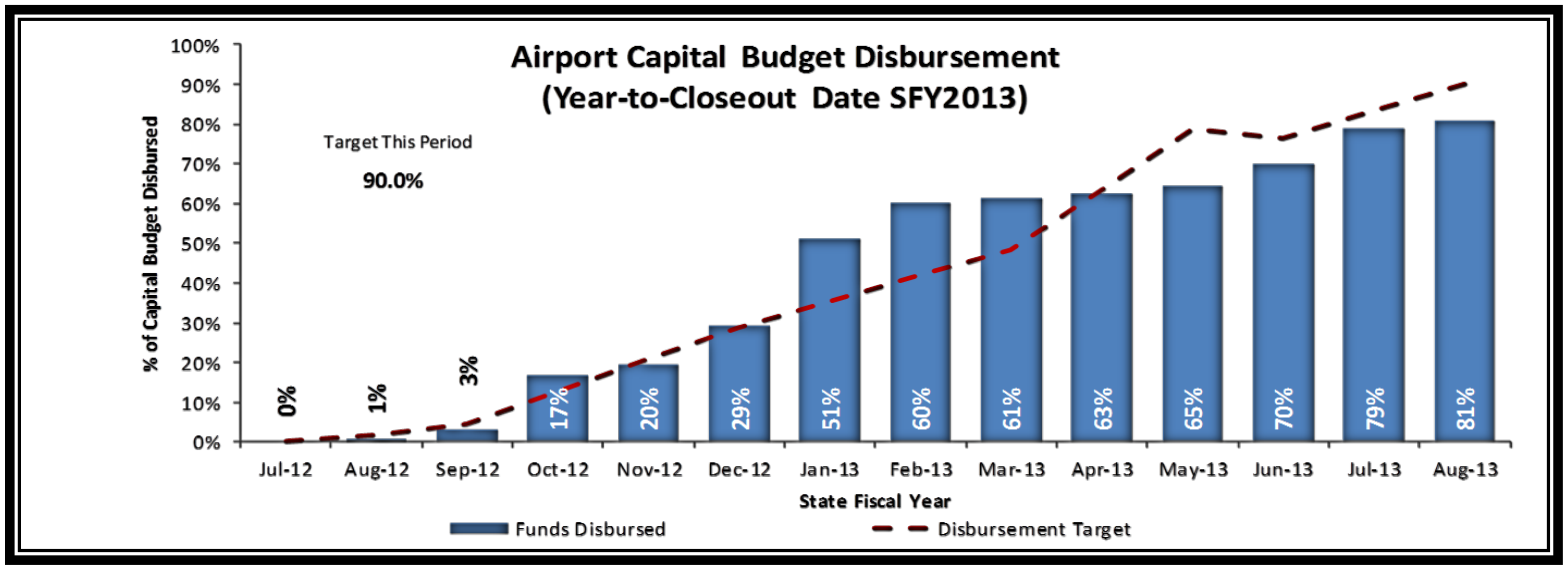
Fiscal Responsibility

Fiscal responsibility continues to require additional attention from the MassDOT leadership team. While performance has improved, it is still not uniformly meeting expectations.

In keeping with the Administration's desire to provide greater transparency into the performance of state government programs, MassDOT has included (in **Appendix E**) a listing of its budgetary programs for measurement and their corresponding measures as outlined in the Governor's 2014 budget recommendation.

Ensure the ability of the Massachusetts air travel infrastructure to meet evolving needs

The Aeronautics Division measures its ability to address the evolving needs of the Commonwealth's air travel infrastructure by the level of disbursement of its annual Airport Capital budget. The Division expects to disburse at least 90% of its capital budget by the end of the fiscal year. Performance in 2013 fell short of expectations, with only 81% of the Airport Capital budget being disbursed by the fiscal year end.[5]



[5] The red "wavy" line represents a seasonal trend.

Operating fiscally responsibly

MassDOT evaluates the MBTA's success in operating fiscally responsibly based on its ability to ensure that the actual operating budget is below the projected operating budget. The MBTA met expectations and kept its actual operating budget .3% below its projected operating budget.

Operating Expense Budget

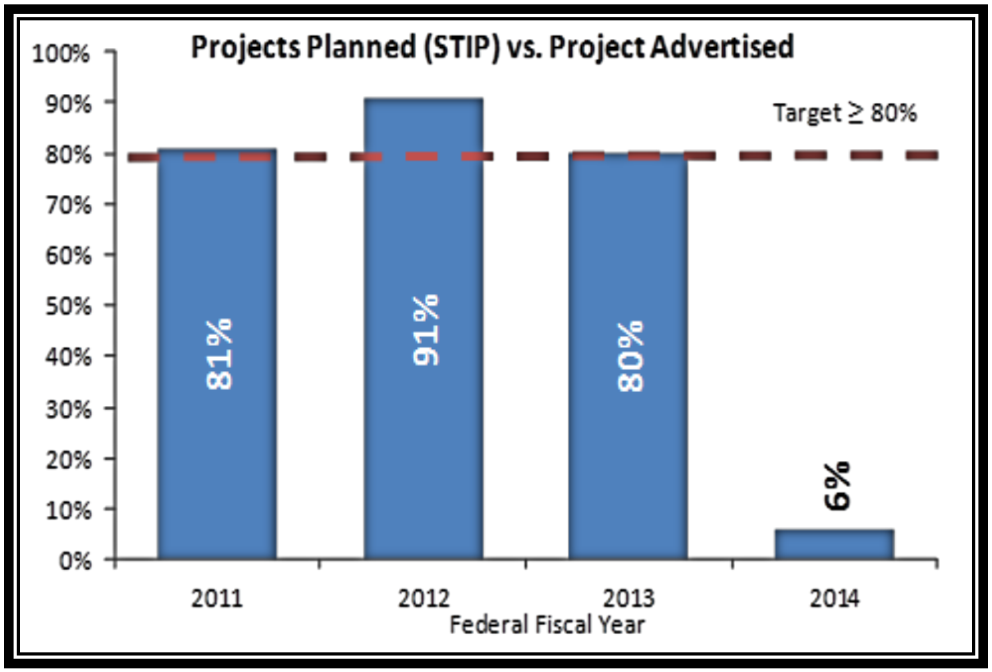
MBTA operating expense budget vs. YTD actual July 2012 - May 2013 (FY 2013)		
Actual	**Budgeted**	**Variance**
$1,618,455,692	**$1,623,177,589**	**-$4,721,897**

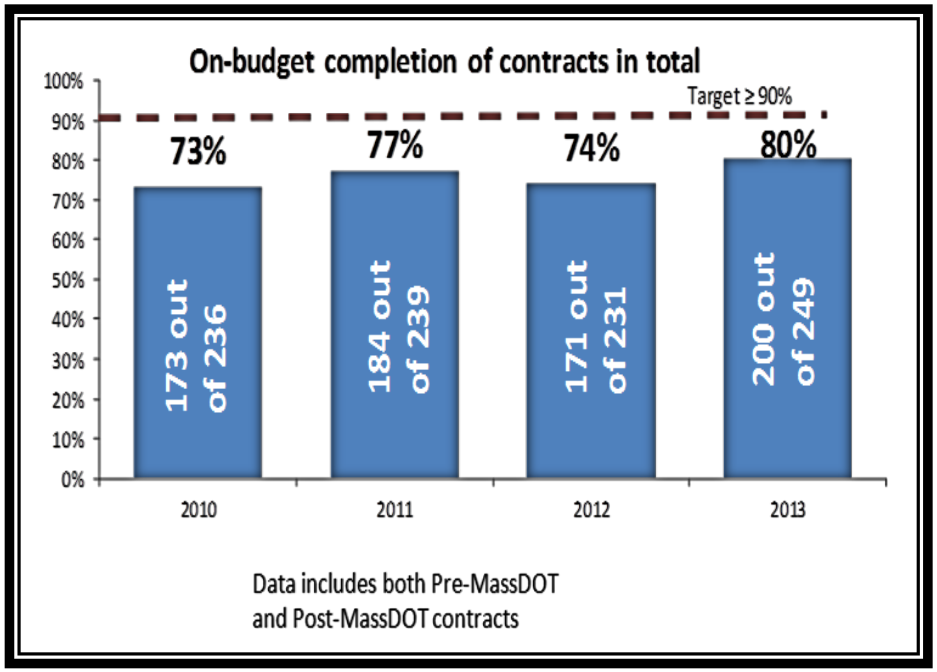
Manage and oversee capital projects

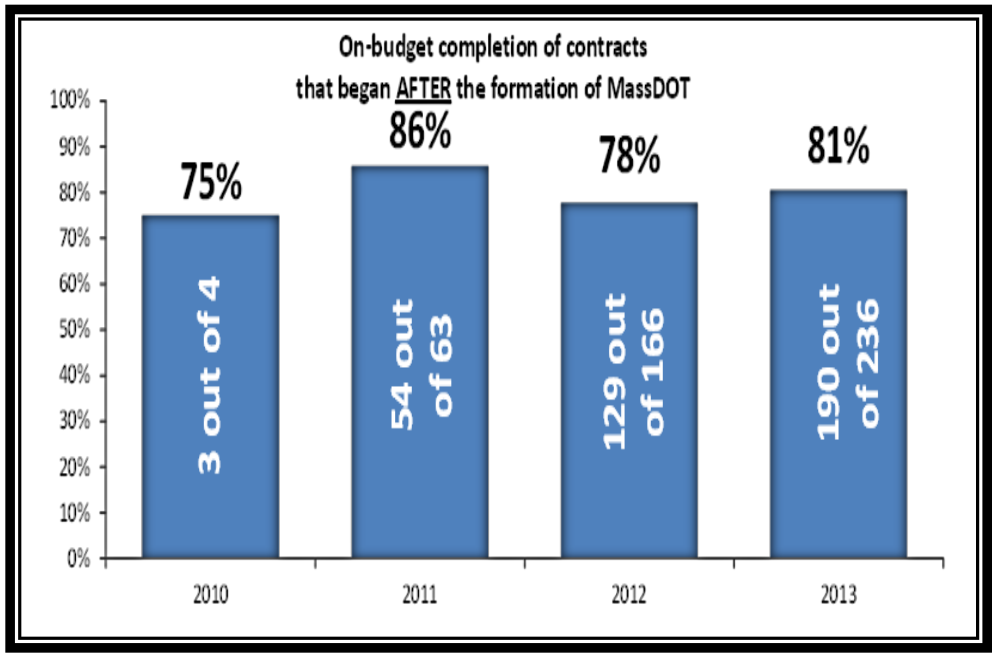
The MassDOT Highway Division tracks three measures of fiscal responsibility. These measures, all of which relate to managing and overseeing capital projects, are: 1) advertising projects that are outlined in the State Transportation Improvement Program (STIP); 2) on-budget completion of construction projects and; 3) the length of time between advertising a project and delivering the notice to proceed.

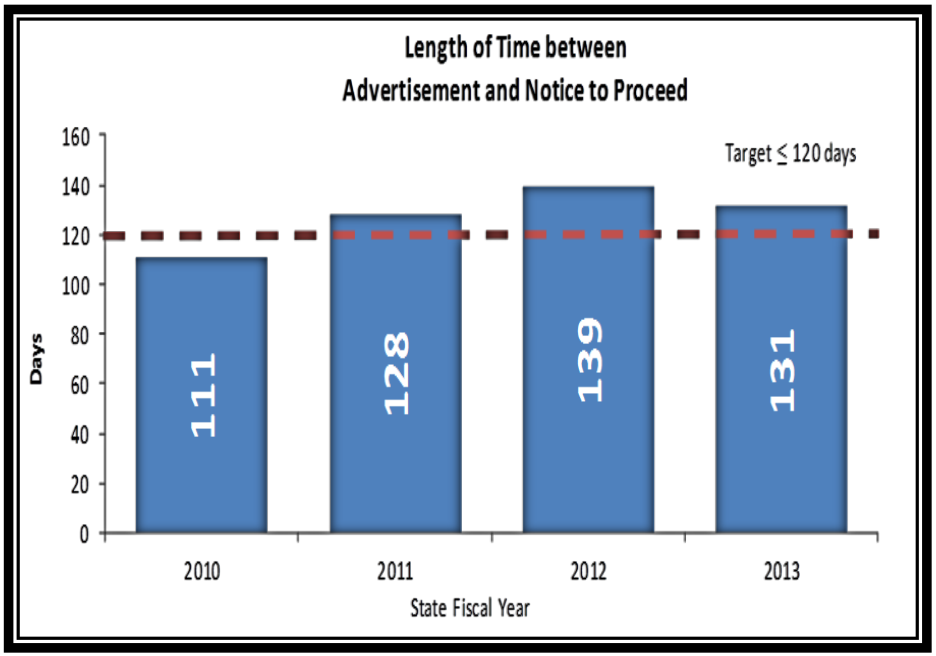
Fiscal responsibility was, and continues to be, a priority area of attention for the Highway Division Administrator and his staff. While the Division did not reach its targets, its performance did improve across all key indicators for managing and overseeing capital projects.

The Division did meet its goal of advertising 80% or more of the projects outlined on the STIP. Unfortunately, it did not achieve its target of having a 90% on-budget completion rate for its construction projects. Although it's on-budget construction project completion rate for FFY2013, capped at 80%, it was an improvement from the FFY2012 on-budget project completion rate of 74%. Similarly, the length of time between advertising and delivering the notice to proceed exceeded the 120 day benchmark. By the end SFY2013 performance was still at 131 days, however, by the end of the calendar year, performance was down to 124 days. While not meeting expectations, the length of time between advertising and delivery of the notice to proceed had improved and was shorter in 2013 than the 139 days from 2012.


Projects Planned (STIP) vs. Project Advertised
Target ≥ 80%
81%
91%
80%
6%
2011
2012
2013
2014
Federal Fiscal Year


On-budget completion of contracts in total
Target ≥ 90%
73%
77%
74%
80%
173 out of 236
184 out of 239
171 out of 231
200 out of 249
2010
2011
2012
2013
Data includes both Pre-MassDOT and Post-MassDOT contracts


On-budget completion of contracts
that began AFTER the formation of MassDOT
75%
86%
78%
81%
3 out of 4
54 out of 63
129 out of 166
190 out of 236
2010
2011
2012
2013


Length of Time between
Advertisement and Notice to Proceed
Target ≤ 120 days
Days
111
128
139
131
2010
2011
2012
2013
State Fiscal Year

Employee Engagement

Employee engagement was strong during FY2013. MassDOT continues to strive to be an employer of choice in the Commonwealth. The goals outlined in the strategic plan highlight the importance of our employees and the positive work environment MassDOT continues to provide.

Create a supportive working environment for employees

MassDOT continued to demonstrate its support for professional growth and development of its employees by setting the expectation that employees in all divisions would attend "How Can I Help You Today" training. This training had a two-fold benefit. In addition to providing its employees with a portable skill set that could be used to advance their progress towards achieving their professional aspirations, the "How Can I Help You Today" training is thought to have made a positive impact on overall customer satisfaction. All training spots established for each of the Divisions were used during 2013.

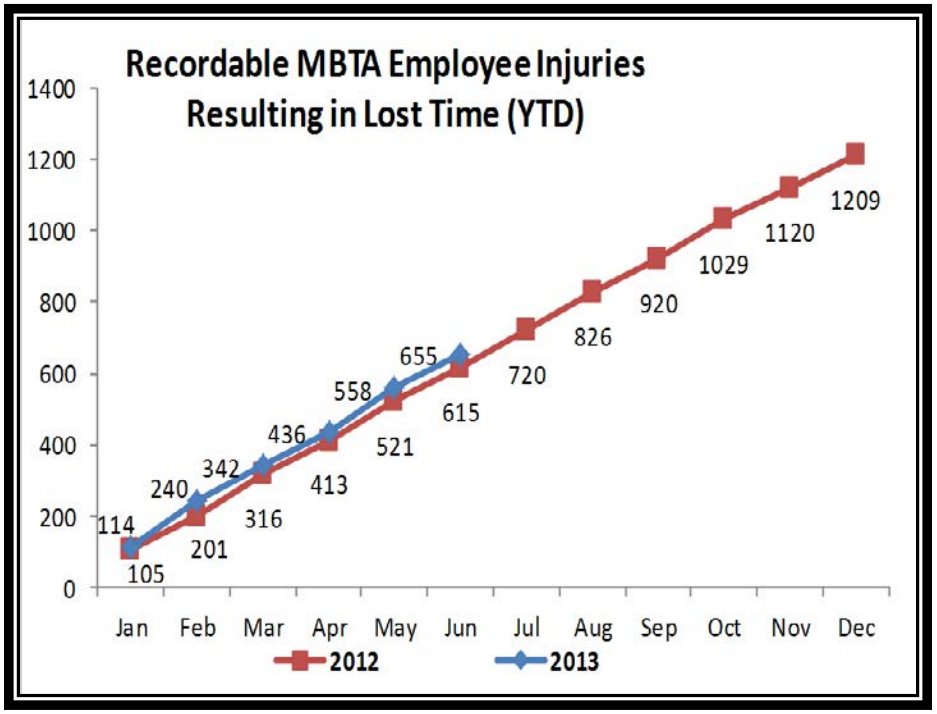
Finally, throughout FY2013, MassDOT U offered regular class regimens that were open to employees from every section of the organization. Its catalogue included courses ranging from computer basics to professional writing, advanced Excel programming, and management programs.

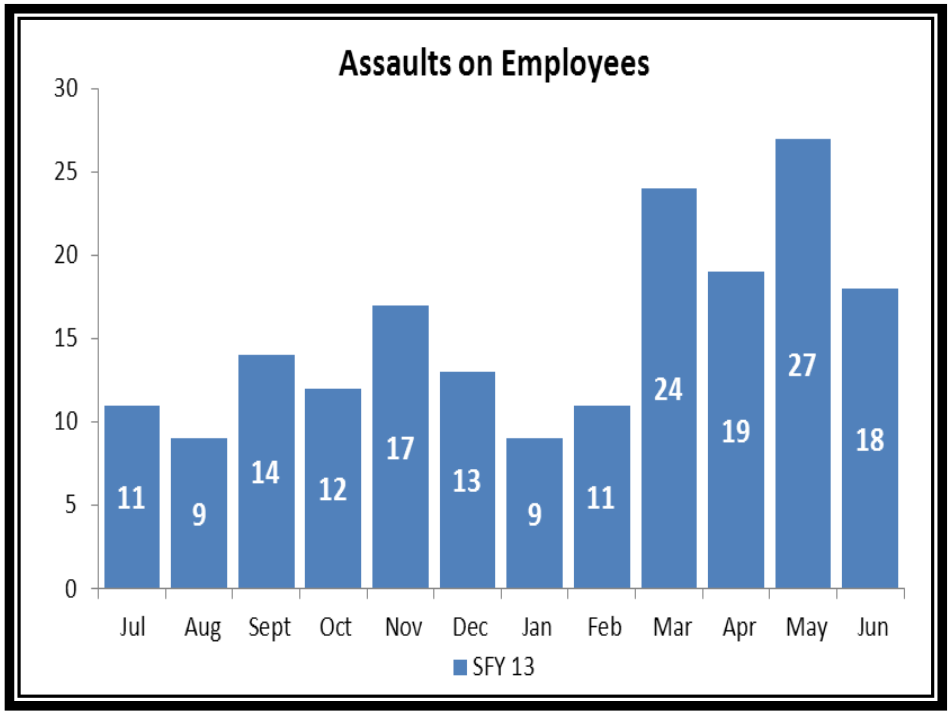
Ensure employee safety

To demonstrate its concern for the safety and well-being of its employees, the Highway and RMV Division established a mandatory CPR training program. All employees who were scheduled and expected to attend, participated in one of the various training sessions held throughout the year.

In addition to training initiatives, the Highway and Rail and Transit Divisions track, monitor and report on workplace injuries. In addition, the Rail and Transit Division also tracks, monitors and reports on assaults on employees. Ultimately, the Divisions are striving towards zero injuries; however, their explicit goal is to reduce the number of injuries and/or assaults from the previous year.

The Highway Division was successful in reducing its number of employee injuries from 267 during FY2012 down to 202 for FY2013. Rail and Transit, however, saw a slight increase in both employee injuries that resulted in lost time and the number of assaults on employees. The Rail and Transit Administrator identified employee injuries and assaults on employees as two of her highest priorities to address in 2014.


Recordable MBTA Employee Injuries
Resulting in Lost Time (YTD)
1400
1200
1000
800
600
400
200
0
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
105 201 316 413 521 615 720 826 920 1029 1120 1209
114 240 342 436 558 655
2012
2013


Assaults on Employees
30
25
20
15
10
5
0
Jul Aug Sept Oct Nov Dec Jan Feb Mar Apr May Jun
11 9 14 12 17 13 9 11 24 19 27 18
SFY 13

Innovation

BLOCKBUSTER YEAR

For *Innovation*

FY2013 was a blockbuster year for innovation at MassDOT. Each Division achieved all of their established Innovation goals.

Manage and oversee capital projects and asset conditions

During FY2013, the Highway Division completed projects to incorporate the lesson learned from the Accelerated Bridge Program (ABP) and the "Maximo" Asset Management system into all of its construction practices.

The ABP uses innovative and cutting edge construction management techniques, tools and processes to dramatically improve performance; and Phase 1 of the "Maximo" Asset Management system provides a work order system for maintenance activities documenting, level of effort and cost as well as generating performance metrics in relation to work orders opened and closed. Both of the aforementioned projects were initiated and completed by the Highway Division by June 2013 and met all project milestones in FY 2014. The Highway Division anticipates it will begin to realize the benefits of these projects in the coming fiscal year. In addition, the Highway Division is working with a consulting team, staff, the Federal Highway Administration, and other stakeholders in the organization to expand the Maximo/Asset Management Program.

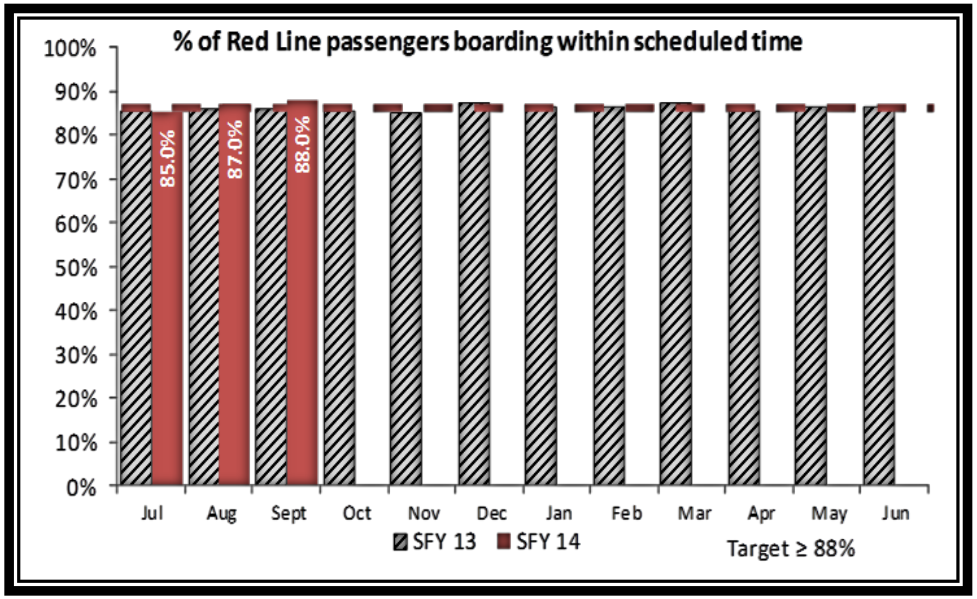
To further enhance performance through innovative means, the Highway Division completed piloting and testing the use of a new mobile devise that can be used to inspect and monitor bridge conditions. The project met seven of its eight milestones on-time, and the project was completed in May 2013 as scheduled.

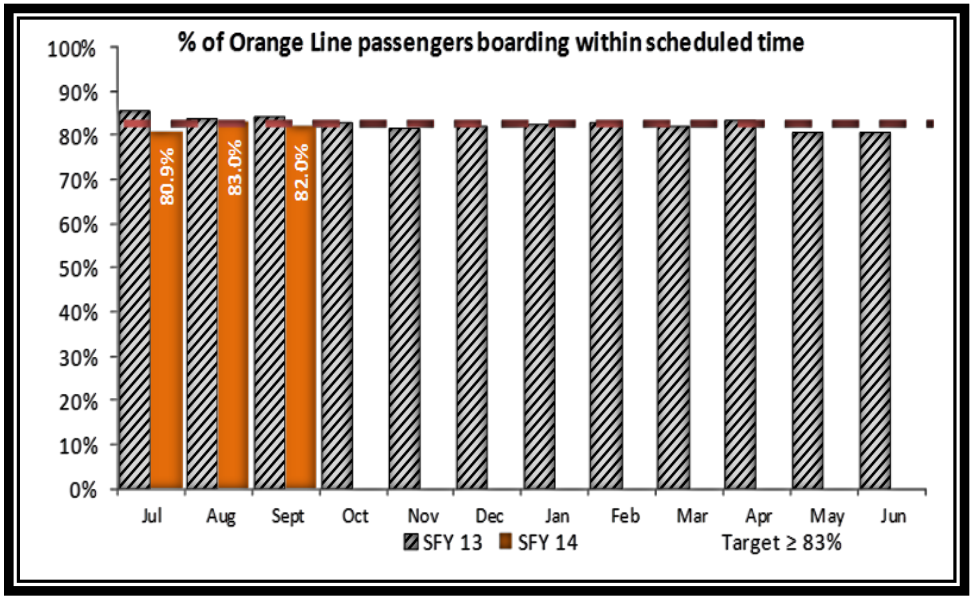
Ensure reliable service delivery

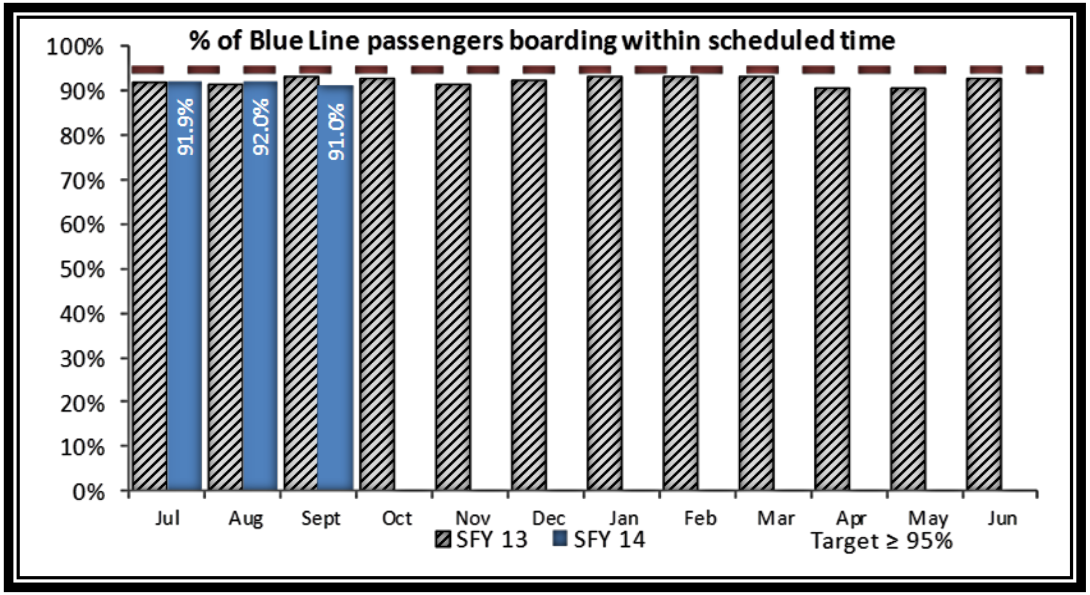
As noted in the MassDOT 2012 Annual Performance Report, a new on-time performance measurement technique for the heavy rail lines was employed starting in July 2013.

In collaboration with the Massachusetts Institute of Technology (MIT) and OPM&I, the Rail and Transit Division has developed a new on-time performance measurement technique which attempts to mirror the actual customer experience on the platform, and measure performance based on the time a rider should expect to wait on the platform for the next arriving train. The improved accuracy of this performance indicator, also takes into account the inherent differences between the assets and infrastructure of the heavy rail lines and as such, performance targets between the Red, Blue and Orange lines are based on realistic expectations of service delivery.

Using this new rubric, performance targets for the Red, Blue and Orange lines are set at 88%, 95% and 83% respectively, and on average, on-time performance for all three lines needs improvement.







Target investments

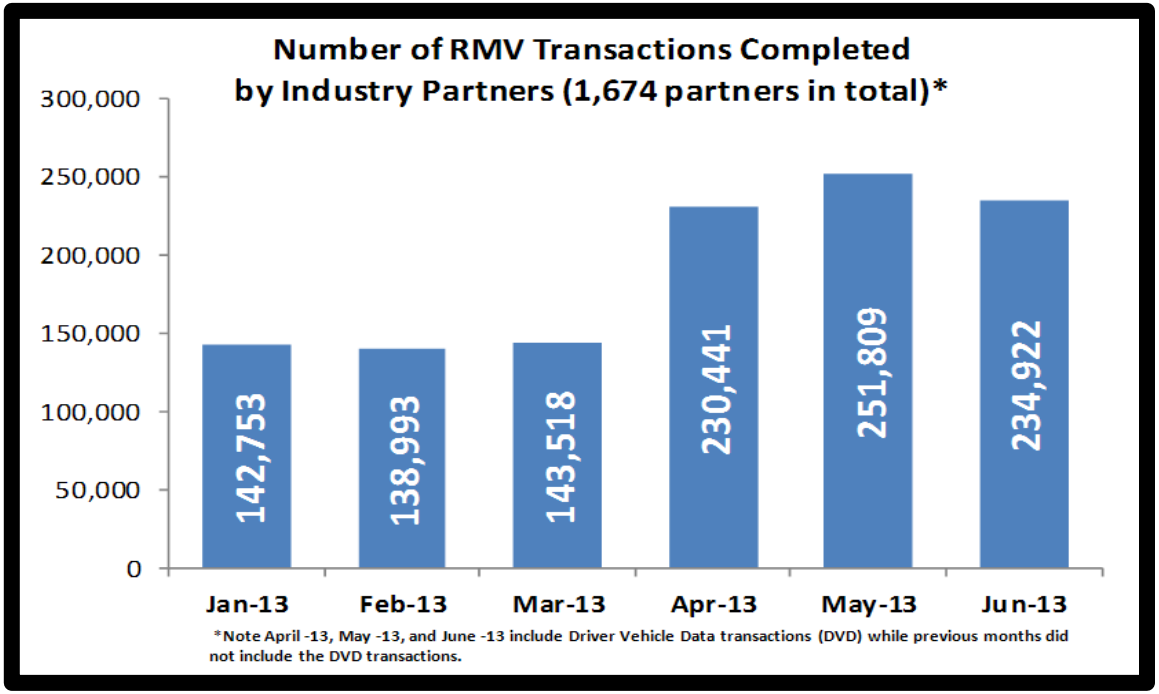
Continuing the trend of enhancing the customer experience, during 2013 the MBTA undertook efforts to install countdown clocks at all of the MBTA heavy rail stations. The project achieved milestones and received overwhelming customer approval and since its debut in November 2012.

The Division was successful in installing the countdown clocks in 50 of its 52 stations. Technical issues have delayed the installation at the two outstanding stations, but it is expected that the installation at these stations will be completed by the end of FY2014.

Optimize branch work flows and improve wait times

As previously referenced in the Introduction, the RMV is initiating an extensive modernization effort which should ultimately lead to optimized branch work flows and improved customer wait-times. Two elements of these efforts that began in FY2013 were the upgrading of the ALARS and an increase in the number of RMV transactions conducted through industry partners (e.g. American Automobile Association (AAA), automobile dealerships and insurance agents).

The RMVM Program to update ALARS is meeting all of the project milestones on-time and Industry partner transaction volumes for FY13 were nearly 2.4 million, well above the near 1.5 million Industry partner transactions from FY12.



4.0 CONCLUSION

During FY2013, MassDOT continued to achieve the administration's goals of improving performance and accountability and enhancing transparency of government operations. In addition, the secretariat continued to promote innovative solutions across all modes in the Commonwealth's transportation system.

The key performance indicators outlined in the MassDOT 2013-15 strategic plan were consistently monitored and evaluated, and when necessary corrective actions were taken to address performance deficiencies. As an organization, MassDOT achieved its goal of improving engagement of employees and it drove innovation to new levels. While not consistently meeting expectations, MassDOT continued its positive trajectory in the areas of safety, customer service and fiscal responsibility.

In addition, MassDOT provided an unprecedented level of transparency by posting its monthly performance on www.massdot.state.ma.us as well as conducting three public accountability meetings in different parts of the state.

The accomplishments of MassDOT demonstrate the hard work and dedication of the secretariat's people and successfully enabled the transportation of millions of citizens and visitors across the Commonwealth.

MassDOT continues to evolve and improve, as it strives towards *Leading the Nation in Transportation Excellence*.

5.0 APPENDICES