

July 2024



Appendix A: Public Engagement Approach & Results

Final Plan





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1.0 Introduction

Beyond Mobility creates a blueprint for guiding transportation decision-making and investments in Massachusetts, while also advancing the vision for transportation and maximizing the equity and resiliency of the transportation system. This process updates the Massachusetts Department of Transportation's (MassDOT) *weMove Massachusetts*, the 2014 Statewide Long Range Transportation Plan (SLRTP). Engaging with residents and stakeholders was fundamental to developing *Beyond Mobility*, which depends heavily on public guidance to establish a shared vision for transportation in the Commonwealth.

This document summarizes the approach and results of a robust public engagement strategy that is inclusive, accessible, and approachable. The public engagement approach followed Federal and state laws and guidelines and provides a framework to ensure effective engagement. The input needed to inform *Beyond Mobility* required distinct engagement techniques to connect with different groups of people. This Appendix documents tools, techniques, and strategies to achieve effective participation.

The core public engagement philosophy was built around the principles of inclusivity and meeting people where they are. Hearing underrepresented voices requires public engagement across every form of communication and outreach. While many people benefit from virtual outreach and social media posts, just as many individuals lack reliable Internet and technology services, cannot travel easily, and/or sit for multi-hour public meetings. *Beyond Mobility* aimed to reach these people as well. Many engagement activities reached beyond the traditional stakeholders of past statewide transportation planning initiatives by lowering barriers to entry and building public trust. This allowed historically underrepresented communities throughout Massachusetts to connect with the planning process and for MassDOT to build ongoing relationships with the residents and stakeholders who participated. Ultimately, this holistic public engagement allowed for inclusive and data-informed decision-making.

The subsequent sections summarize how MassDOT engaged communities in the planning process, including by:¹

- Establishing early and ongoing engagement opportunities that provide relevant information about transportation issues and the decision-making processes to individuals, affected public agencies, and employees in public transportation, public ports, freight shippers, private transportation providers (like intercity bus), and shuttle operators, as well as those who use public transportation, pedestrian walkways, and bicycle facilities, including individuals who are disabled, provide freight transportation services, and others.
- Providing reasonable public access to information used to develop *Beyond Mobility*.

¹ Subpart A: Transportation Planning and Programming Definitions. Part 450: Planning Assistance and Standards. Code of Federal Regulations. <https://www.ecfr.gov/current/title-23/part-450>.



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- Providing adequate public notice of public engagement activities and time for the public to review and comment at key decision points, including a reasonable opportunity to comment on the final *Beyond Mobility* plan.
- Ensuring public meetings were held at convenient and accessible locations and times.
- Using visualization techniques to describe the proposed *Beyond Mobility* recommendations and supporting studies.
- Making public information available in electronically accessible formats across the Internet.
- Demonstrating explicit consideration and response to public input while developing *Beyond Mobility*.
- Including a process for seeking out and considering the needs of those historically underserved by existing transportation systems, such as low-income and minority households.



2.0 Stakeholder Identification

As a starting point for engagement, a stakeholder database was developed to include previous stakeholders across MassDOT's divisions and previous planning efforts. This initial set of stakeholders, summarized in Table 2.1, was developed in coordination with MassDOT's Office of Diversity and Civil Rights. The database was updated as *Beyond Mobility* progressed to include those participants who expressed an interest in staying engaged in the planning process.

**Table 2.1 Stakeholder Categories, Targeted Groups & Engagement Activities**

Stakeholder Category	Targeted Groups	Public Meetings	Community Activations	Multilingual Focus Groups & Interviews	Meeting-in-a-Box	Custom Presentation	Stakeholder Interviews	Website	Social Media	Surveys	Email Marketing	Ethnic Paid Media
General Public	○ Multilingual Community Leaders	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	○ Previously Hard to Reach Communities—including Brockton, New Bedford, Lawrence, Lowell, Framingham, Worcester, Chelsea, Boston: Dorchester, East Boston, Mattapan, Roxbury, Springfield, and Pittsfield	–	Yes	–	–	–	–	–	–	–	–	–
	○ Outer Cape Focus Group	–	–	–	Yes	–	–	–	–	–	–	–
Local, Regional, State and Federal Agencies, Tribal Governments, and Organizations	○ Metropolitan Planning Organizations (MPOs)	–	–	–	Yes	–	–	–	–	–	–	–
	○ City of Boston	–	–	–	–	–	Yes	–	–	–	–	–
	○ Federal and State Recognized Tribes	–	–	–	–	Yes	–	–	–	–	–	–
	○ Locally Elected Officials	–	–	–	–	Yes	–	–	–	–	–	–
	○ Regional Planning Agencies	–	–	–	–	Yes	Yes	–	–	–	–	–
	○ Massachusetts Department of Public Health	–	–	–	–	Yes	–	–	–	–	–	–
Affected Public Agencies, Groups, and Individuals	○ Berkshire Regional Coordinating Council on Transportation	–	–	–	–	Yes	–	–	–	–	–	–



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	○ Massachusetts Association of Regional Transit Authorities	–	–	–	–	Yes	–	–	–	–	–	–
	○ Massachusetts Municipal Association	–	–	–	–	Yes	Yes	Yes	Yes	–	Yes	–
	○ Massachusetts Public Health Association	–	–	–	–	Yes	Yes	–	–	–	–	–
	○ League of Women Voters—Massachusetts	–	–	–	–	Yes	–	–	–	–	–	–
	○ Western MA Transportation Advocacy Network	–	–	–	Yes	Yes	–	–	–	–	–	–
	○ Worcester Community Action Council	–	–	–	Yes	–	–	–	–	–	–	–
Business Organizations	○ Massachusetts Business Roundtable	–	–	–	–	Yes	–	–	–	–	–	–
	○ Massachusetts Chamber of Commerce Policy Network	–	–	–	–	–	Yes	–	–	–	–	–
	○ Massachusetts Competitive Partnership	–	–	–	–	Yes	–	–	–	–	–	–
	○ Regional and Local Chambers of Commerce	–	–	–	–	Yes	–	–	–	–	–	–
	○ Massachusetts Business Roundtable	–	–	–	–	Yes	–	–	–	–	–	–
	○ Asian American Civic Association	–	–	–	–	–	–	Yes	Yes	Yes	Yes	–



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Community and Environmental Groups	○ Boston Harbor Now	–	–	–	–	–	Yes	–	–	–	–	–
	○ Coalition for Social Justice	–	–	–	–	–	Yes	–	–	–	–	–
	○ Great Neighborhoods Network	–	–	–	–	–	Yes	–	–	–	–	–
	○ Massachusetts Councils on Aging	–	–	–	–	Yes	–	–	–	–	–	–
	○ Massachusetts Healthy Aging Collaborative	–	–	–	–	Yes	–	–	–	–	–	–
	○ Massachusetts Immigrant and Refugee Advocacy Coalition	–	–	–	–	–	Yes	–	–	–	–	–
	○ Transit Matters	–	–	–	–	–	Yes	Yes	Yes	Yes	Yes	–
	○ Transportation for Massachusetts	–	–	–	–	–	Yes	–	–	–	–	–



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Users of Pedestrian, Bicycle Facilities, and Public Transportation	○ The Massachusetts Bicycle and Pedestrian Advisory Board (MABPAB)	–	–	–	–	Yes	Yes	–	–	–	–	–
	○ WalkMassachusetts (formerly WalkBoston)—WalkMassachusetts Network	–	–	–	–	Yes	–	–	–	–	–	–
	○ Western Massachusetts Transportation Advocacy Network	–	–	–	–	Yes	–	–	–	–	–	–
Representatives of Public Transit Employees	○ Transit employees	–	–	–	–	Yes	–	–	–	–	–	–
Freight Transportation Stakeholders	○ Massachusetts Freight Advisory Committee	–	–	–	–	Yes	–	–	–	–	–	–
	○ MassPort	–	–	–	–	–	Yes	–	–	–	–	–
Private Providers of Transportation	○ Regional Transit Authorities	–	–	–	–	Yes	–	–	–	–	–	–
	○ Regional Bus Carriers (Peter Pan Bus Lines, Megabus, Greyhound, etc.)	–	–	–	–	Yes	–	–	–	–	–	–

– (endash) = No



3.0 Public Engagement Framework

The public engagement framework that supported *Beyond Mobility* aligns the audience, tools, and techniques with key milestones where stakeholders, partners, and customers can influence and guide the development of the Plan. Several key phases of outreach were designed to gather public feedback to inform the direction of and decisions within *Beyond Mobility* (Figure 3.1). While Phase 1 focused on sharing information, Phases 2 through 4 focused on gathering public insights to inform and advance the planning process.

Figure 3.1 Public Engagement Framework

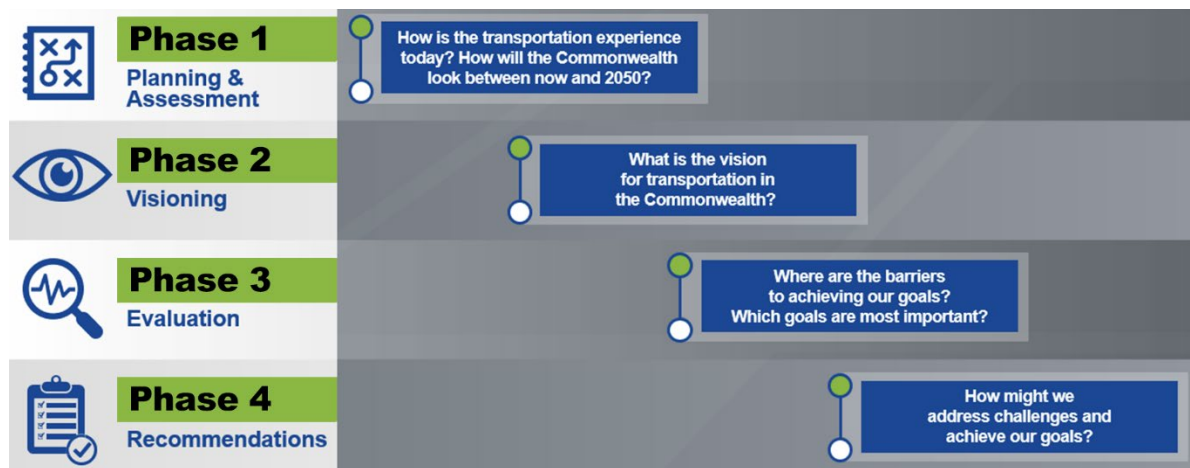


Table 3.1 through Table 3.4 describe the key information and techniques used during each of the four phases of engagement.

Phase 1: Planning and Assessment. Phase 1 focused on planning and assessment, which provided a foundation for seeking input on the vision, values, and policy problem statements in subsequent phases. Key findings related to existing conditions, scenario planning, financial planning, and strategic planning gap analysis.

Table 3.1 Key Information and Engagement Techniques, Phase 1

Key Information or Input Shared/Sought	Key Techniques Used
<ul style="list-style-type: none">○ Conditions and performance of the current transportation system.○ Trends impacting transportation.○ Transportation funding process and constraints.	<ul style="list-style-type: none">○ Website updates: public engagement plan to review figures and frequently asked questions.



Phase 2: Defining Vision, Values, Policy Problem Statements, and Transportation Barriers.

Phase 2 focused on defining the vision, values, and policy problem statements. Existing conditions, future trends, and scenarios impacting transportation set the stage for understanding the *Beyond Mobility* vision for transportation.

Table 3.2 Key Information and Engagement Techniques, Phase 2

Key Information or Input Shared/Sought	Key Techniques Used
<ul style="list-style-type: none"> What do you like most about how you get around in Massachusetts? What do you like least? In your opinion, what are the biggest challenges facing transportation in Massachusetts today? What is one aspect about the current transportation system you want preserved or maintained in your lifetime? What is one aspect about the current transportation system you want improved or changed in your lifetime? How do you see people using the transportation system? Is it working for them? Do you think people feel the transportation system is on the right track for the future? What challenges are individuals facing and how can transportation help? What is your vision for the future of transportation in Massachusetts? What transportation services, programs, policies, or infrastructure do people need to see changed, built, or protected? Why? Should any current transportation services and/or systems be reduced and/or removed? Why? What current barriers do you see preventing access to transportation systems and services? How can these barriers be removed? 	<ul style="list-style-type: none"> Multilingual community focus groups and interviews. Stakeholder interviews and advisory committee meetings. Social media posts focusing on opportunities to provide public comments. Survey accessed at project website through email blast, project website, a QR code shared at the activations and social media promotion. Map-based interactive survey(s) accessed through email blast, project website, and social media posts.

Phase 3: Tradeoffs Across Priorities. Phase 3 built an understanding of how available funding and other barriers impact the ability to achieve the Plan’s vision. Engagement focused on understanding tradeoffs, prioritization across goals, and informing the recommendations, draft, and final Plan. This phase used the budgetary programs within MassDOT’s *Capital Investment Plan* (CIP) to ask stakeholders and members of the public to make tradeoffs between budget programs based on their transportation priorities. These participatory budgeting-style exercises framed tradeoffs between budgetary program sizes and potential performance and outcomes (e.g., a 10 percent reduction in Bridge Program funding could lead to a three percent reduction in bridges in “good” condition, while a 10 percent increase in the Bicycle and Pedestrian program could lead to a six percent increase in the length and number of protected bicycle lanes. What is the preferred allocation of this funding?).

**Table 3.3 Key Information and Engagement Techniques, Phase 3**

Key Information or Input Shared/Sought	Key Techniques Used
<ul style="list-style-type: none"> What does a successful transportation system look like to you? How would you invest and prioritize limited resources? How do you think priorities should be assessed and evaluated? In your mind, what tradeoffs are acceptable? Unacceptable? If you could spend \$100 on transportation, how would you allocate each dollar? (Pre-defined list separated by mode could include, transit-supportive infrastructure, bike and ped infrastructure, bike share/micromobility, park and ride lots and other congestion relief efforts.) 	<ul style="list-style-type: none"> In-person community activations with a kiosk at high traffic outdoor locations in strategic Massachusetts neighborhoods collecting answers to key questions. Virtual public meeting with engagement exercises and opportunity for question and answers. Program-level participatory budgeting exercises and/or survey questions asking participants/respondents to rank funding priorities across various capital programs. Survey focused on understanding general perceptions of tradeoffs and goals. Stakeholder interviews and advisory committee meetings. Social media posts sharing opportunities for public feedback.

Phase 4: Reviewing Recommendations. Phase 4 compiled findings of the planning process into a set of recommendations and a draft Plan. In this planning phase, the Plan acknowledged the resources available for MassDOT to address challenges and achieve the goals determined in the previous plan phases. Engagement focused on the draft plan, feedback on the engagement process, and shared action steps to achieve the vision for transportation.

Table 3.4 Key Information and Engagement Techniques, Phase 4

Key Information or Input Shared/Sought	Key Techniques Used
<ul style="list-style-type: none"> Do you agree with the recommendations made? If not, what would you recommend? Do you feel your concerns have been heard and acknowledged? Do you think your neighborhood has been effectively represented? Do you believe your representatives and constituencies have been well informed to serve your community's needs? Do you think people collectively feel their concerns, constituencies, or organizations were heard? How will you help bring our shared vision for MassDOT's transportation future into reality? Will your organization and/or neighborhood look forward to working with MassDOT again on the next planning process? If not, how can MassDOT improve working with you? 	<ul style="list-style-type: none"> Social media posts directing followers to draft plan for public feedback. Video series to share draft plan components in a public-friendly way. Stakeholder interviews and advisory committee meetings. Comment form accessed through email blast, project website, social media and public meetings.



4.0 Engagement Results

Throughout the *Beyond Mobility* planning process, different engagement techniques were used based on environment and purpose. Virtual, live, and digital models allowed a larger and inclusive approach to participation. Geographic coverage of live events and outreach activities was critical for the outreach strategy along with offering geographically appropriate language options, providing enhanced access to historically underserved populations in their communities.

4.1 Meetings-in-a-Box

“Meeting-in-a-Box” is a technique designed for existing community groups or other organized groups to gather and share opinions about a plan or project impacting their community. Meeting kits were prepared so existing groups could facilitate the discussion and provide feedback. The objective of these meetings was to hear from communities and groups whose perspectives were missing from the broader ongoing engagement efforts to ensure they were captured as part of development of *Beyond Mobility*.

Table 4.1 summarizes the Meetings-in-a-Box held throughout the planning process.

Table 4.1 Meeting-in-a-Box Summary

Group	Meeting Date
Berkshire MPO & Transportation Advisory Committee	December 20, 2022
Amherst Transportation Committee	January 3, 2023
Western Mass Transit Advocacy Network	January 12, 2023
Greater Worcester Community Foundation	January 20, 2023
Outer Cape Focus Group	January 26, 2023
SRPEDD Focus Group	January 27, 2023
Worcester Community Action Council	February 8, 2023
Health Equity Partnership of North Central Massachusetts (CHNA9)	February 16, 2023
Berkshire Regional Coordinating Council on Transportation	March 6, 2023

The main themes that emerged from these meetings fell into several broad categories: **connectivity and equity, improved transit experience, infrastructure investment and operations, and building organizational capacity**. Specific points associated with each of those categories included:

- **Connectivity and Equity Needs**
 - Transit stops and stations lack sufficient bicycle and pedestrian accommodations.
 - Mobility needs differ significantly across the state—on demand transit and micro-transit are realistic solutions to support mobility in Western Massachusetts now.



- People desire passenger rail service for the entire state.
- Individuals who cannot drive lack sufficient and affordable options to reach healthcare services.
- State airports are only accessible by automobile.
- Rural communities lack meaningful transportation options to reach cities and other activity centers.
- Wayfinding signs, painted paths, and directories must increase at transit stations to connect people to key destinations.
- Lack of affordable housing is forcing people away from existing transit networks and increasing reliance on automobiles.
- 27 percent of participants feel pedestrian and bicycle connections are a top funding priority.
- 26 percent of participants want better connections to jobs.
- 21 percent of participants feel connectivity and coverage must be prioritized when funding projects.
- 21 percent of participants want better connections to healthcare services.

○ Improved Transit Experience

- Western Regional Transit Authorities (RTAs) cater their service to universities which leaves residents with unreliable transit during school breaks.
- Expand evening transit services.
- RTAs should consider vans during periods of low ridership to cut costs.
- Expand RTA bus fleets and improve accommodations to support users of all ages and abilities.
- Ensure transit reliability statewide (50 percent of Cape Cod workforce lives off the Cape).
- Bus shelters at all stops to encourage year-round ridership.
- Rural transit hubs require folks come downtown to access transit that connects to destinations outside the city.
- 18 percent of participants feel community shuttle services are necessary to improve the transit network locally and regionally.
- Micro-transit was cited frequently as a need in rural areas where fixed transit will likely not be relevant in the near future.
- 20 percent of participants feel more frequent bus service is the most important feature to improve on the transit network.

○ Infrastructure Investment and Operations

- Prioritize intersection safety projects and Intelligent Transportation Systems (ITS).
- Better first- and last-mile connections for existing and any new transit services.



- Improvements to local roads and bridges do not have to be part of major projects: potholes, road lines, and sign improvements are needed intermittently.
- Climate resilient infrastructure must be incorporated in every project to prepare for sea level rise, flooding, and extreme weather.
- Bus-only lanes connecting to transit hubs and major activity centers.
- 51 percent of participants think transit improvements are the most important funding priority for the state.
- 20 percent of participants feel the most important features to improve on roadways are pedestrian and bicycle infrastructure.
- 17 percent of participants feel more bus-only lanes are a priority.

○ Building Organizational Capacity

- Municipalities often lack the capacity to maintain new infrastructure as part of Complete Streets projects and other MassDOT investments.
- New Chapter 90 formula funding and additional funding are needed to help communities take advantage of grant opportunities.
- Additional RTA staff to operate community shuttle services that would get people to, from, and around major activity centers.
- Increase vehicle capacity and numbers to provide access to care givers to be transported with patients to appointments.
- RTAs must provide more opportunities for public input and improve communication of available services and changes.

The key takeaways overall from the Meeting-in-a-Box were:

- Individuals who lack the ability to drive face many barriers, including access to affordable transportation alternatives. Availability of options is the greatest barrier, followed by cost. Some services also lack appropriate features to support various needs and abilities.
- Dedicated transit services to access critical destinations across the state, especially jobs, childcare and medical facilities, does not exist. This greatly limits where people can live and age affordably.
- Rural populations that lack transit infrastructure view the transition to electric vehicles in their communities as critical to meeting climate and sustainability goals.
- Municipalities across the state struggle to stay on top of funding opportunities and require dedicated assistance from MassDOT for planning studies, grant writing, and project development. Chapter 90 funding is not enough to support these needs.
- Rural populations feel isolated and without sufficient transportation options due to lack of transit service and incomplete bicycle and pedestrian networks.



4.2 Community Activations

Community activations, held from August 18, 2022 through September 27, 2022, were designed to foster opportunities for community engagement with *Beyond Mobility*. The planning process included 11 community activations which were spread across the state: Roxbury, Lynn, Mattapan, Lowell, Lawrence, New Bedford, Brockton, Worcester, Springfield, Framingham, and Pittsfield. Cities and locations were selected based on the following characteristics:

- Contained some of the largest concentrations of Massachusetts' underserved communities.
- Situated in a heavily trafficked area during a busy time.
- Provided access to people using multiple modes of transportation.

Each community activation was personalized to the location's needs, including kiosks at high profile public events and along heavily traveled routes on certain days during busy times. Table 4.2 indicates the locations and outcomes of each community activation.

Figure 4.1 Nubian Station Community Activation



Figure 4.2 Lowell and Lawrence Community Activation



**Table 4.2 Community Activations Overview**

City/Date	Location	Summary of Results
Boston—Mattapan 9/9/22	Location 1: Bus Station Blue Hill Ave (busier than T-station due to nearby stores) Location 2: Mattapan T-station	<ul style="list-style-type: none"> 76 unique survey participants who were heavily reliant on transit buses and subways for transportation. 56% of participants were male. 37% were between the ages of 45 to 64. 96% of participants self-identified as non-white. 17% identified as Hispanic.
Boston—Roxbury 9/6/22	Location 1: Nubian Station	<ul style="list-style-type: none"> 70 unique survey participants who were heavily reliant on transit buses and subways for their selected transportation modes. 46% of participants were female. 46% were between the ages of 45 to 64. 94% of participants identified as non-white. 31% of participants identified as Hispanic.
Brockton 9/19/22	Location 1: BAT main bus station Location 2: Market Basket	<ul style="list-style-type: none"> 67 unique survey participants who were heavily reliant on transit buses and subways for their selected transportation modes. 58% of participants were female. 30% were between the ages of 35 to 44. 69% of participants self-identified as non-white. 33% of participants identified as Hispanic.
Framingham 9/27/22	Location 1: Commuter Rail station Location 2: Stop 'n Shop	<ul style="list-style-type: none"> 43 unique survey participants who were heavily reliant on transit buses and private vehicles for their selected transportation modes. 56% of participants were male. 40% were between the ages of 45 to 64. 40% of participants self-identified as non-white. 26% identified as Hispanic.
Worcester 9/20/22	Location 1: WRTA Union Station bus section Location 2: Polar Park	<ul style="list-style-type: none"> 84 unique survey participants who were heavily reliant on transit buses and subways for their selected transportation modes. 50% of participants were female. 31% were between the ages of 35 to 44. 39% of participants self-identified as non-white. 43% of participants identified as Hispanic.
New Bedford 9/17/22	Location 1: Market Basket (adjacent to a bus terminal).	<ul style="list-style-type: none"> 21 unique survey participants who were heavily reliant on transit buses and private vehicles for their selected transportation modes. 71% of participants were female. 38% were between the ages of 45 to 64. 62% of participants self-identified as non-white. 24% of participants identified as Hispanic.

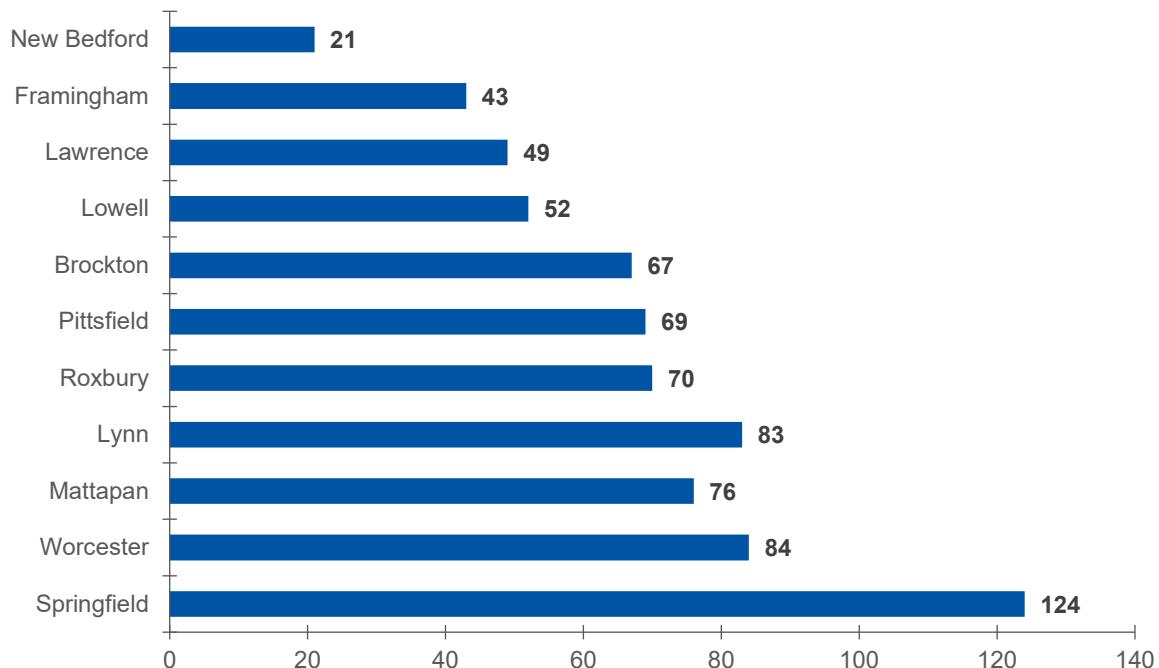


City/Date	Location	Summary of Results
Lawrence 9/14/22	Location 1: Commuter Rail station Location 2: America's Food Basket	<ul style="list-style-type: none"> 49 unique survey participants who were heavily reliant on transit buses and private vehicles for their selected transportation modes. 53% of participants were female. 41% were between the ages of 45 to 64. 51% of participants self-identified as non-white. 78% of participants identified as Hispanic.
Lynn 9/9/22	Location 1: Commuter rail station/Farmer's Market Location 2: Bus Station (busier than the community rail station) Location 3: Fresh Market	<ul style="list-style-type: none"> 83 unique survey participants who were heavily reliant on transit buses and subways for their selected transportation modes. 58% of participants were female. 28% were between the ages of 22 to 34. 51% of participants self-identified as non-white. 59% of participants identified as Hispanic.
Lowell 9/12/22	Location 1: Bus & Commuter rail station Location 2: Market Basket	<ul style="list-style-type: none"> 52 unique survey participants who were heavily reliant on transit buses and subways for their selected transportation modes. 50% of participants were female. 35% were between the ages of 45 to 64. 65% of participants self-identified as non-white. 40% of participants identified as Hispanic.
Springfield 9/21/22	Location 1: Union Station Location 2: Downtown Springfield—Main St.	<ul style="list-style-type: none"> 124 unique survey participants who were heavily reliant on transit buses and private vehicles for their selected transportation modes. 61% of participants were male. 17% were between the ages of 35 to 44. 50% of participants self-identified as non-white. 58% identified as Hispanic
Pittsfield 8/16/22	Location 1: "Third Thursday" event in downtown Pittsfield	<ul style="list-style-type: none"> 69 unique survey participants who were heavily reliant on private vehicles for their selected transportation modes. 59% of participants were female. 33% were between the ages of 22 to 34. 32% of participants self-identified as non-white. 9% of participants identified as Hispanic.



Figure 4.3 summarizes the number of survey responses by location.

Figure 4.3 Survey Responses by Community Activation Location



4.3 Public Meeting

As part of the planning process, a virtual public meeting for *Beyond Mobility* was hosted on October 20, 2022 from 6:00 p.m. to 8:00 p.m. At this meeting, MassDOT introduced the *Beyond Mobility* planning process, information related to trends affecting transportation in the future, and summary results from the first public survey.

Virtual Public Meeting by the Numbers

- 67 participants out of 129 registrations
- 3 live interpreters
- 11 percent of participants “rarely engage in transportation or community plans”

This virtual meeting was conducted using the Zoom platform, and the general public was invited to participate through multiple digital communication methods. Spanish, Portuguese, and Chinese interpreters were provided. The purpose of the public meeting was to share information and seek input related to priorities and vision for the Commonwealth’s transportation system. In addition to providing input, the public meeting provided an opportunity for questions from the general public to be answered by MassDOT.

Marketing

A variety of marketing tactics were used to inform residents of the Fall 2022 *Beyond Mobility* virtual public meeting, including media advisories, website materials, flyers, social media, and email outreach. Multilingual flyers and media advisories were prepared in the following languages:

- Haitian Creole
- Arabic
- Chinese (Simplified & Traditional)
- French
- Portuguese
- Spanish
- Vietnamese

Public meeting notices were provided to all members of the *Beyond Mobility* project email distribution list. Social media was used to promote the public event, including multiple posts on Twitter, Instagram and Facebook.

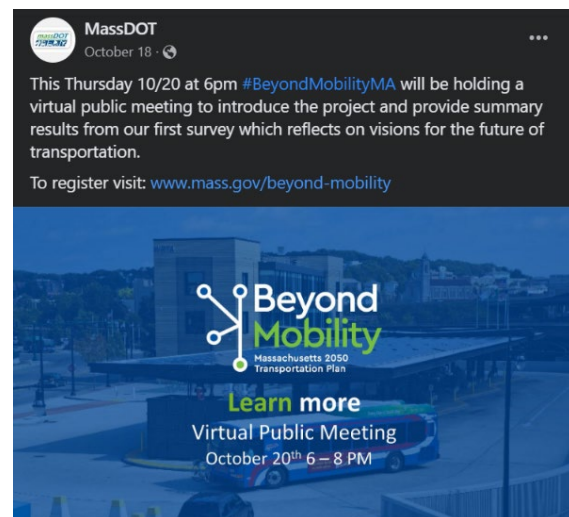
Overview

The public meeting began with a presentation with real-time polling questions for attendees to provide their thoughts through their phones or computers. The presentation agenda included the following topics:

- **Why Plan for 30 Years from Now?** The Purpose for a Statewide Long Range Plan Vision.
- **What Are We Hearing?** Insights from Ongoing Community Conversations.
- **What Will Impact the Way We Get Around in the Future?** Trends Impacting the Way Residents, Visitors and Freight will Move.
- **How Can You Stay Engaged?** Keep the Conversation going and Help Shape the Future of Transportation in the State.
- **Questions & Answers.** Massachusetts is Going Places—and Getting There Begins with You.

The public meeting concluded with the question and answer session.

Figure 4.4 Social Media Post on Facebook





Why Plan for 30 Years from Now?

The presentation provided an overview of the purpose of *Beyond Mobility*, the desired outcomes, the planning process, and supporting plans and policies.

Attendees learned that the purpose of *Beyond Mobility* is to **articulate a vision** that will guide the future of transportation in Massachusetts. The plan provides direction for **the future of MassDOT** and its role in shaping the Commonwealth's transportation future. It will serve as a strategic plan for MassDOT and **inform future modal plans** that focus on bicycle and pedestrian transportation, transit, freight, pavement and bridges, airports, and ports. It also guides future capital planning, which covers **how *Beyond Mobility* directs investment of MassDOT funding** to different priorities using limited resources.

What Are We Hearing?

Attendees learned about MassDOT's public engagement in the *Beyond Mobility* planning process, such as who is being heard and what is being learned. The presentation focused on identified priorities and challenges.

Connectivity and reliability were recurring themes. Participants expressed that transportation barriers limit access to jobs, services, and other cultural activities and communities; transportation should provide greater options in terms of how people move; reliable travel times and safely connecting people to the places they want to go are the top priorities; improvements are desired in connectivity, reliability, efficiency, and the user experience of the transportation system; and that many participants placed a high value on convenience and affordability.

What Will Impact the Way We Get Around in the Future?

MassDOT provided an overview of the trends that will impact the way residents get around today and in the future. *Beyond Mobility* reflects a range of potential futures possible in Massachusetts. The five categories of trends include Climate Crisis, Future of Work, People and Places, Prosperity, and Technology.

The presentation summarized the impacts of the **climate crisis** expected between 2022 and 2050 in Massachusetts, such as heatwaves, extreme weather, and infrastructure failures. The *Beyond Mobility* planning process will account for climate change trends and ensure alignment with targets and goals that are part of the Massachusetts Executive Office of Energy & Environmental Affairs' Clean Energy and Climate Plan for 2025 and 2030. This Plan notes that transportation is the largest source of greenhouse gas (GHG) emissions in the Commonwealth, responsible for 42 percent of statewide GHG emissions as of 2019.

Attendees were provided an overview of how habits and patterns for the **future of work** might impact transportation. The flexible time and remote work that existed during the COVID-19 pandemic has come to be expected by many Massachusetts workers in many industries. At the same time, benefits may not be distributed fairly; white-collar employees enjoy benefits that essential workers do not, presenting equity problems. MassDOT shared that the *Beyond Mobility* vision statements will



take into account how telework trends could look in the future and how our long range strategies match those potential realities.

Participants learned about the trends impacting the **people and places** across the Commonwealth. Overall, young people arriving from other countries have outnumbered the total out-migration from Massachusetts in the past decade, creating a young, diverse population in Massachusetts. However, these migration trends do not impact each region equally. Regions such as the Berkshires and Cape Cod have an aging population and may need medical, social, and transportation services more than other regions. MassDOT shared that future growth patterns are unclear, but important to consider, and coordinating housing and transportation is critical to achieving many goals.

The presentation addressed **prosperity**, noting the large racial wealth gap in Massachusetts and noted that residents of Gateway Cities pay nearly double the recommended 15 percent of their income on transportation. MassDOT shared that *Beyond Mobility* will intentionally prioritize equity and how transportation can help to make the Commonwealth more affordable in all its regions.

MassDOT shared key **technology** trends that could impact transportation by 2050, such as vehicle automation and electrification. As the Commonwealth works toward electrification and more electric vehicles on our roadways, renewable energy sources will be critical to develop.

How Can You Stay Engaged?

Attendees were provided several ways to continue to engage with the *Beyond Mobility* planning process, including:

- Hosting MassDOT speakers to share information at attendees' groups or organizations.
- Signing up to join the email list to stay up to date on the planning process.
- Following MassDOT on social media to get updates on more engagement opportunities and to follow along as conversations continue across the community.

Questions and Answers

The final portion of the public meeting was dedicated to questions and comments from attendees. Attendees were able to ask questions verbally or by typing using the "Q&A" box and received responds to each question from MassDOT. Attendees were asked to complete a brief survey after exiting the meeting to provide feedback on their experience during the public meeting.

Real-Time Polling Questions

Approximately half of the attendees participated in the real-time polling throughout the presentation. Below is a summary of the responses to each of the polling questions.

In the first poll, 18 of 27 respondents indicated that they participate in transportation or community planning processes very regularly or very often.

Public Meeting Question 1

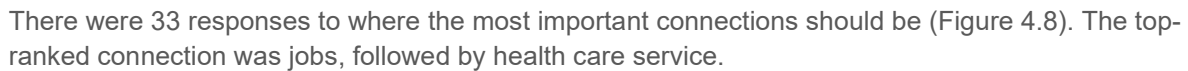


There were 32 open-ended responses for features of a great transportation system (Figure 4.6). Some of the most common responses included walkability, reliability, affordability, and frequency.

Figure 4.6 Features of a Great Transportation System



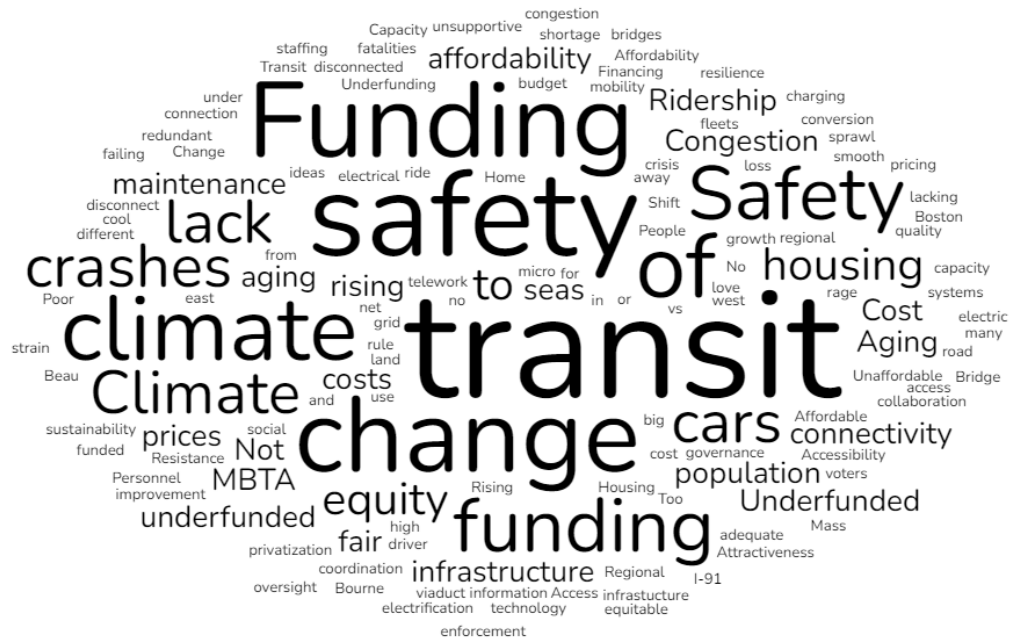
Figure 4.7 Ideal Future Transportation System



Sector	Priority Index
Jobs	100
Health care services	60
Food retailers	55
Educational opportunities	55
Public housing	54
Parks and open space	45

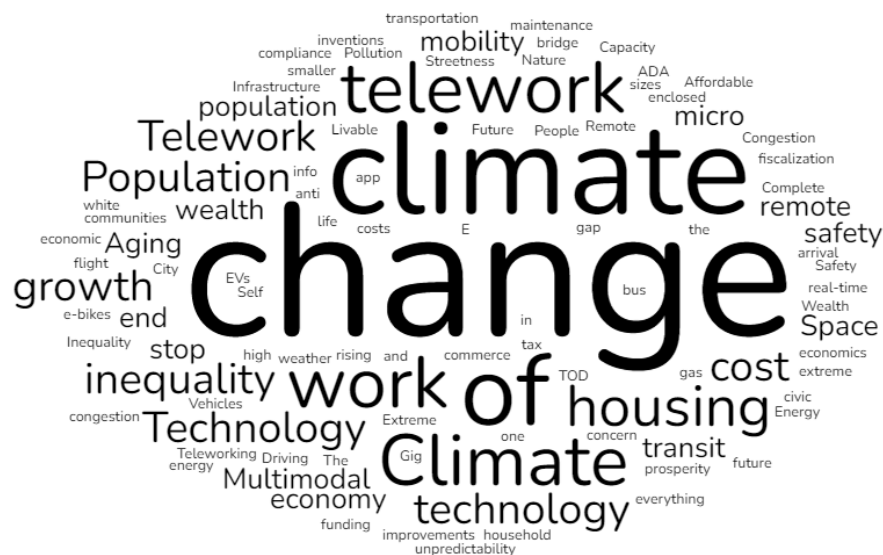
There were 31 open-ended responses to the largest challenges (Figure 4.9). The challenges most frequently cited included funding, safety, climate change, and underfunded transit.

Figure 4.9 Largest Challenges Facing Transportation



There were 27 open-ended responses to which future trends will have the largest impact (Figure 4.10). The top trends reported include climate change, technology, telework, and population growth.

Figure 4.10 Trends with the Largest Impact





Event Evaluation

There were 27 anonymous respondents who completed the event evaluation survey. Over half of the respondents (52 percent) heard about the meeting through social media or the MassDOT website. Others reported finding out about the meeting through MPOs/RPAs/RTAs or nonprofit/community-based groups. There were a few respondents who heard about the meeting through family and friends. The respondents that saw the *Beyond Mobility* project flyer (52 percent) felt it was helpful in giving information about the meeting.

All respondents felt that instructions provided during the meeting were helpful. Two respondents noted that they requested accommodations, and both were addressed. Respondents felt that purpose and intent of the meeting were clearly explained; 85 percent of the respondents felt that it was clearly explained, while the other 15 percent felt that it was somewhat clear.

In terms of the quality and clarity of the information provided during the virtual public meeting, 52 percent of respondents felt that the information exceeded expectations and 44 percent felt that it met expectations. Four percent of the respondents felt that some improvements were needed with the information. Overall, respondents noted they were able to use the tools provided using the Zoom platform. Around 96 percent of the respondents were able to use the tools provided, while 4 percent were not able.

4.4 Focus Groups and Interviews

Focus groups and interviews targeting traditionally hard-to-reach communities were held in March 2022 as part of public engagement for *Beyond Mobility*. Recruitment for all groups and interviews relied on both a database of existing relationships and a network of partner community-based organizations. Recruitment was focused on targeted communities across the state. Potential participants completed a screening questionnaire to confirm eligibility, and participants completed a pre-discussion survey ahead of discussions. Finally, groups participated in a focus group or one-on-one interview.

Pre-discussion survey questions were coded and summarized using frequency tables, and interview and focus group recordings were transcribed and coded based on themes and subthemes using NVIVO software tools.²

Demographic Characteristics

A total of 40 participants were included across six study groups. Participants ranged from 21 to 72 years of age. Only 10 percent of participants earned more than \$152,000 per year. Participants came from diverse geographic areas of Massachusetts representing 25 unique zip codes. Communities included Boston, East Boston, Framingham, Brockton, Worcester, Shrewsbury, Randolph, Roxbury, Mattapan, Dorchester, Springfield, Hyde Park, Watertown, Waltham, Somerville, Gardner, Revere, Amherst, Fall River, Everett, Malden, Cotuit, Chicopee, Holyoke, Stoughton, Plainville, and Lawrence.

² NVIVO is a software program used for qualitative and mixed-methods research.



Table 4.3 Focus Group and Interview Participants

Focus Group	Number (%)
English-speaking Black community	7 (17.5%)
Spanish speaking	7 (17.5%)
Mandarin speaking	3 (7.5%)
Vietnamese speaking	3 (7.5%)
Haitian creole speaking	11 (27.5%)
Portuguese speaking	9 (22.5%)
Total	40 (100%)

Findings and Results

Both the pre-discussion survey and discussion questions were aimed at better understanding existing conditions (e.g., modes of transportation drivers of transportation choices), barriers, and the future vision of transportation in Massachusetts.

Modes of Transportation

When asked about modes of transportation, participants were able to select more than one response. More than half of all respondents (56 percent) reported driving a private vehicle, and almost half of respondents reported riding the bus (44 percent) or walking (42 percent). More than one-third of respondents (36 percent) reported riding the subway, with an additional 31 percent reporting using a shared vehicle (e.g., taxi, Uber, Lyft).

Overall, two-thirds (67 percent) of comments about the Massachusetts transportation system were negative and 33 percent were positive.

When discussing public transportation, participants were motivated by the convenience and relatively lower cost of public transportation versus other methods. However, participants also felt that public transportation was less reliable than other modes of transportation, lacked sufficient connectivity and coverage in areas outside of Boston, and was less safe than other modes of transportation.

When discussing personal vehicle usage, participants felt that there was more connectivity, coverage, and reliability than using public transportation. Transit connectivity and coverage are seen as particularly problematic in the suburbs, where participants viewed vehicles as essential for mobility. However, personal vehicles were also seen as more expensive and less convenient than other modes of transportation in part due to traffic and limited parking.

Shared vehicles such as taxis, Uber, or Lyft were described as safer and more reliable than public transportation but also more expensive than other modes of transportation.

Walking was perceived as affordable but was limited by the distance to the destination, weather conditions, and insufficient sidewalks for pedestrian safety.



Participants did not commonly discuss bicycling. The few references to bicycling discussed the lack of bicycle infrastructure, including insufficient bicycle lanes and the need to improve bicycle lane quality.

Impact of Identity and Culture

Participants felt identity and culture influenced transportation choices across three key areas:

1. Low-income households that live closer to the urban core rely more heavily on public transport due to the lack of affordability of a personal vehicle.
2. Immigrants may be unable to obtain a driver's license. This leads to reliance on a personal vehicle or simply lacking transportation due to limited connectivity and coverage in certain areas.
3. Immigrants or those with diverse cultural experiences may have cultural habits about the transportation system. For example, participants from China often discussed their high-efficiency public transportation system. Participants from Brazil discussed the fact that they more commonly walked before coming to the US.

Impact of COVID-19 Pandemic

When asked, "Have any of the following changes caused you to adjust the way you travel?" participants could select more than one response. Eighty-six percent of participants (31 people) reported that they changed their travel habits due to a cause highly correlated with the COVID-19 pandemic. In qualitative focus groups and interviews, participants reported less public transportation usage due to the need for social distancing and lack of sufficient space in buses, subways, and trains. Mandarin-speaking and Vietnamese-speaking participants also commented on the rise of anti-Asian hate crimes, which has led to less perceived safety and avoidance of using public transportation.

Barriers/Challenges

Participants described dangerous path conditions including potholes on the roads, aggressive driving habits, and the lack of sufficient sidewalks and bike paths. The geographic locations of these challenges are throughout the state, including downtown areas, highways, and suburbs. Participants also perceived public transit to lack sufficient security from potentially harmful individuals.

Adequate public transportation is perceived as an essential means of transportation for predominantly Black, low-income, and/or communities living in inner-city neighborhoods where personal vehicle ownership is less common. Public transportation is perceived as necessary for individuals living with a disability. While some participants felt that buses were "great" for individuals living with a disability, others felt there was room for improvement, particularly in terms of train accessibility as not every train is accessible. Language and driver's license requirements are also seen as making some groups more reliant on public transportation than others.

Public transportation is not generally perceived as a reliable mode of transportation due to limited operating hours and frequent delays.



Connectivity and coverage of public transportation are seen as inadequate in areas outside of Boston, impacting individuals requiring regular access to Boston for work.

Overall, participants relied on public transportation as a more affordable mode of transportation. Spanish-speaking participants were most likely to cite cost issues related to public transportation.

Future Vision

Participants felt positive about the existence of public transit, in general, including the commuter rail, bus network, and subway. Notably, participants wanted to see the public transit system expanded and modernized. Participants also felt positive about programs aimed at making public transit more affordable (e.g., reduced fare programs) and wanted to keep these programs in the future. Other aspects of the Massachusetts transportation system that participants wanted to keep included the CharlieCard, multimodal station accessibility, time estimates of transport arrival, and the taxi system.

Maintaining and improving the condition and reliability of the transportation system was most frequently ranked “most important” (47 percent). Modernization and expansion were each ranked as most important at approximately equivalent rates (28 percent and 25 percent, respectively). Transit infrastructure was considered the most important to maintain (with a mean score of 2.1, in which lower scores equal higher importance) followed closely by roadway pavement (2.2) and sidewalks (2.8).

In qualitative responses, participants most commonly discussed the need for improved infrastructure (including connectivity and coverage), modernization, improved reliability of the existing transportation system, affordability, and safety as the top five goals for the future Massachusetts transportation system.

Key Needs and Concerns

The top five areas for improvement within Massachusetts transportation system based on thematic analysis of the pre-discussion survey and qualitative focus groups and interviews include:

1. **Improve reliability:** Operating hours of public transit should expand to later in the evening with more operating hours on the weekends. This is particularly true in areas outside of Boston. More efforts are needed to ensure public transit adheres to timetables with better communication when updates and changes are made.
2. **Improve maintenance:** There is a need to fix potholes to make driving safer for those that rely on personal vehicles for commuting. More regular cleaning and maintenance of vehicles (e.g., buses, trains, subways).
3. **Expand infrastructure:** There is a need to expand access to public transportation including commuter rail, trains, and buses in areas outside of Boston. Currently, there is insufficient connectivity and coverage in areas outside of downtown Boston. Within Boston, there is a need for more sidewalks.



4. **Maintain affordability:** Affordability is a key driver of how certain groups (e.g., low-income, Spanish-speaking, immigrant, inner-city) use the transportation system. Participants felt it is important to maintain affordability by minimizing fare increases and continuing reduced fare programs.
5. **Improve security:** There is a desire to make public transit stations more secure, especially for communities that are the target of race or gender-based violence. Suggested improvements include more security cameras and on-site personnel.

4.5 Web-Based Surveys

Beyond Mobility Phase I Vision, Values, & Needs Survey

The *Beyond Mobility* Phase I Vision, Values, & Needs Survey was distributed in Summer 2022 via emails, social media, paid media, and stakeholder group networks. The survey collected 1,107 unique responses.

Demographic Characteristics

Responses to the survey were mostly English, with five surveys completed in a foreign language. Responses came from a wide range of zip codes (over half of the active zip codes in the Commonwealth), with a majority from urban or suburban zip codes; only 3.25 percent of respondents reported living in rural zip codes.

Demographic characteristics of the respondents were compared to statewide demographics to better understand which populations may have been under- or over-represented in the results. Among respondents, that largest equity group was older people aged 65 and above (13 percent) and people of color (11 percent). At the same time, there was slight over-representation of working-age people (ages 22 to 64) compared to statewide numbers, and a related slight under-representation of people aged 65 and over and significant underrepresentation of people under age 18 (only one percent of respondents). There was also over-representation of white respondents compared to the statewide population. People of color and the Hispanic population were underrepresented.

Overall, household incomes among respondents were higher than the statewide median. Household income among survey respondents was about \$100,000 compared with the state median of \$84,000. Only 60 responses (5.4 percent) were from individuals in households earning less than \$29,000 a year.

Findings and Results

Across all question types, results were analyzed for all respondents as a group as well as responses of four distinct equity groups: rural residents; people of color; low-income households; and people aged 65 and older. This was an effort to better understand and contextualize the needs of specific groups in the Commonwealth.



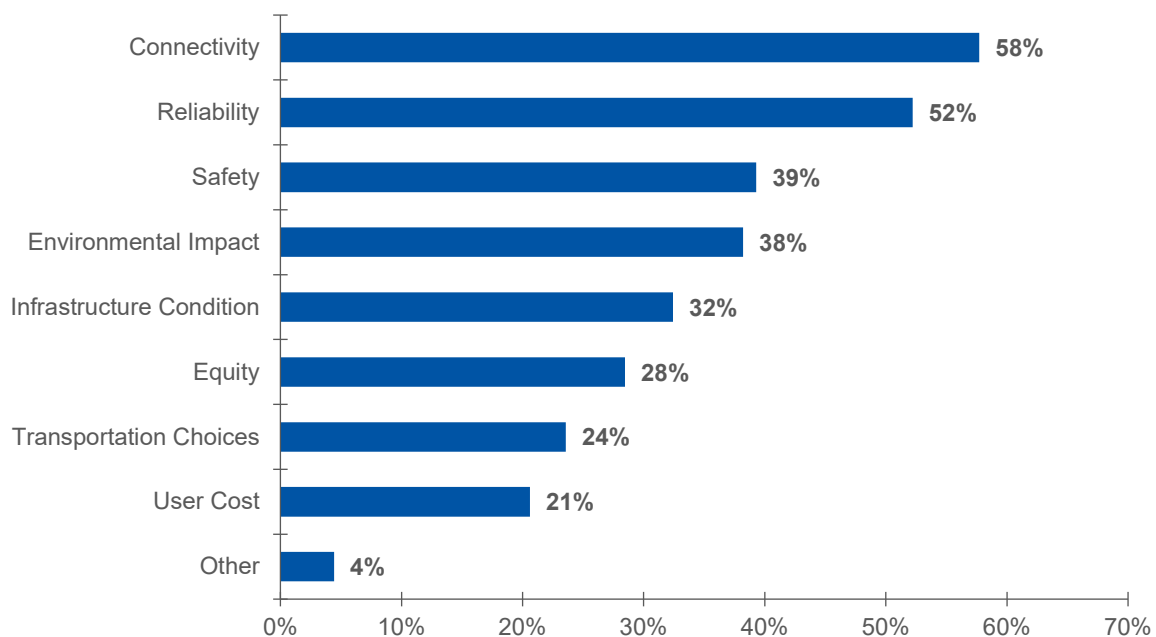
Open-ended questions were analyzed through development of a detailed “code book,” by which response types were coded and quantified. Open-ended questions asked respondents to identify core functions of a transportation system and their priorities for the system in the future. Key findings were as follows:

- Respondents indicated an interest in core functions of a transportation system: connectivity, reliability, efficiency, and user experience. Affordability and safety were also priorities across groups.
- Rural respondents differ in priorities, valuing system expansion, efficiency, and transit accessibility more than other equity groups.
- Fewer responses highlighted flexibility, state of good repair, resilience, intelligent transport, unimposing (minimum inconvenience to non-users), and supportive land uses.
- Respondents recognize that transportation is a pathway to opportunity (e.g., access to jobs, services, and other cultures and communities). By providing options of how they move, it improves their quality of life and the quality of the places around them.

Multiple choice questions asked respondents to identify elements they would like to see improved or changed in the transportation system and to rank certain types of improvements. Key findings were as follows:

When asked what they would like to see improved or changed, respondents emphasized connectivity, reliability, and safety (Figure 4.11).

Figure 4.11 “What aspects would you like to see improved or changed?”

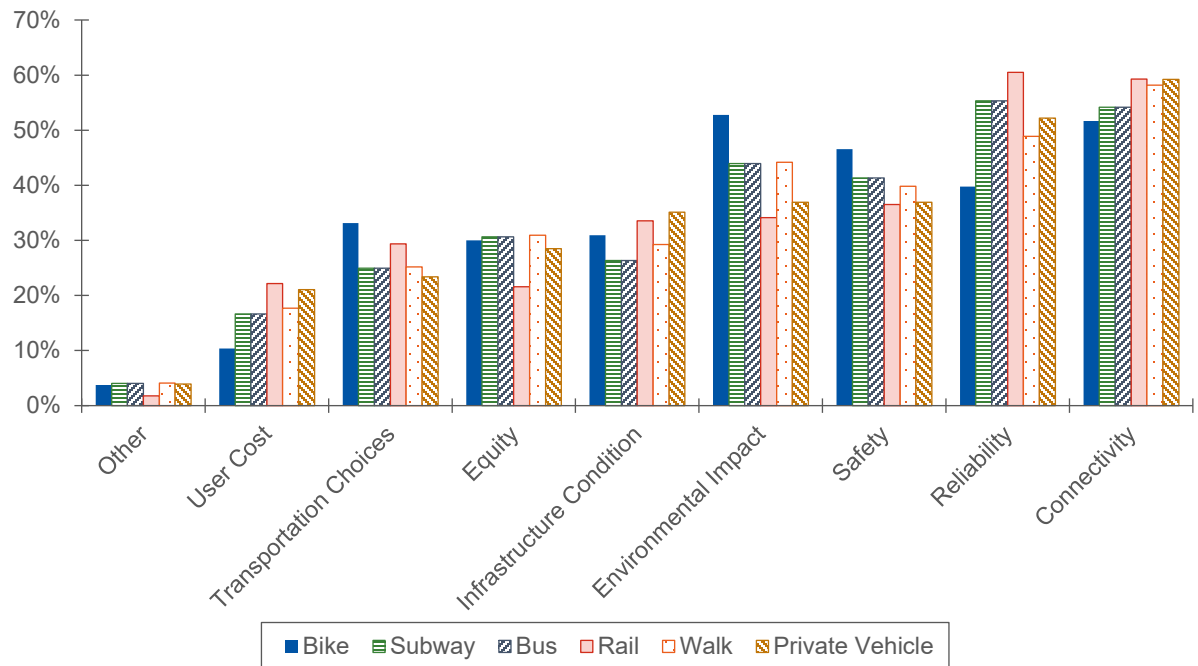


Source: *Beyond Mobility Phase I Vision, Values, & Needs Survey, Summer 2022.*



Rail and private vehicle users were the most likely to rank connectivity highly (Figure 4.12). Subway, bus, and rail users were among those who ranked reliability most highly. Safety ranked highly among people who reported bicycling.

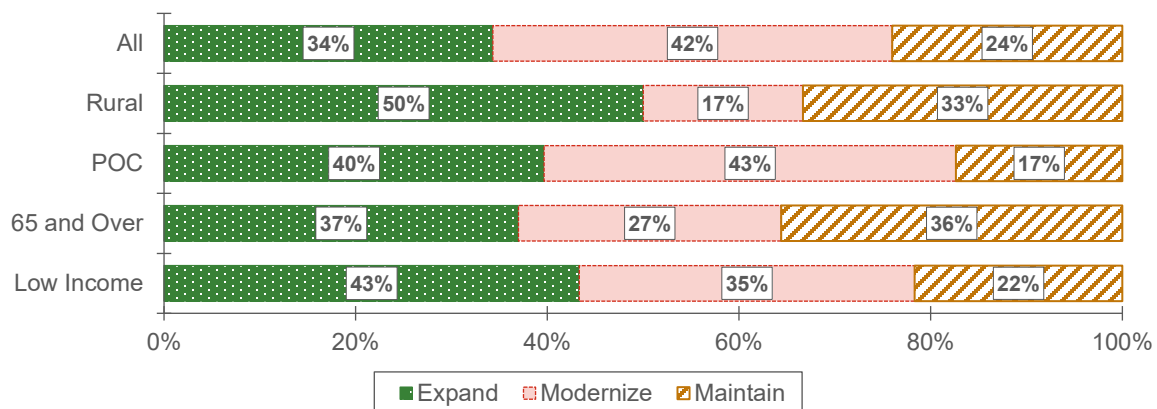
Figure 4.12 “What aspects would you like to see improved or changed?”



Source: *Beyond Mobility Phase I Vision, Values, & Needs Survey, Summer 2022.*

When asked to rank components of the transportation system they found most important, responses between equity groups and the general population differed (Figure 4.13). Rural, low-income, and older respondents emphasized expansion, while respondents of color most valued modernization. Maintenance was ranked most highly among rural and older respondents.

Figure 4.13 “Which qualities are most important to you?”



Source: *Beyond Mobility Phase I Vision, Values, & Needs Survey, Summer 2022.*



Beyond Mobility Phase II Priorities & Tradeoffs Survey

The *Beyond Mobility* Phase II Priorities & Tradeoffs Survey was distributed in Fall 2022 via community activations, emails, social media, and stakeholder group networks. The survey collected 2,542 unique responses.

Demographic Characteristics

Community activations and providing incentives allowed the Phase II survey to reach more people from different equity groups. Ultimately, these efforts succeeded in capturing far more diverse perspectives when compared to the Phase I survey. Nearly half (47 percent) of those surveyed were part of at least one equity group. In part, this was because the *Beyond Mobility* Phase II Priorities & Tradeoffs Survey offered a more nuanced understanding of equity, asking respondents for their disability status. The portion of people reporting disability roughly matched the overall state percent of the disabled population.

In all, differences in demographics compared to Phase I included:

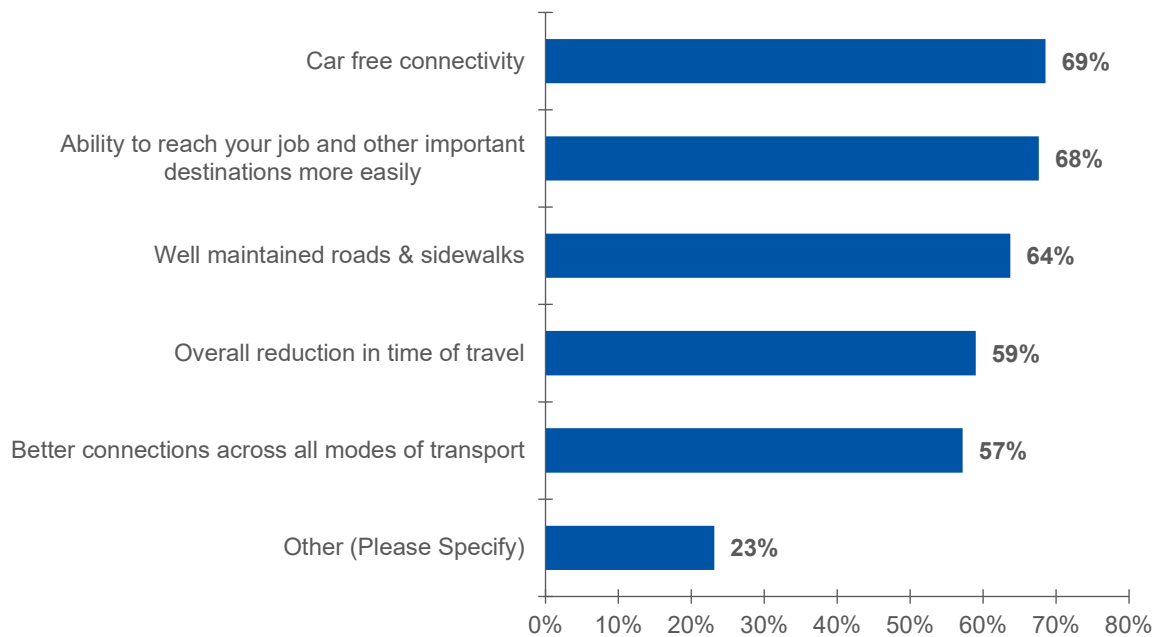
- Phase II respondents reported biking, walking, and using private vehicles less frequently, while more Phase II respondents reported riding the bus.
- There were more people of color, non-English speaking, low-income respondents in Phase II than Phase I, while there were fewer older and rural respondents.
- There were more respondents from zip codes in urban centers like Boston, Worcester, Lawrence, and Springfield.
- While Phase I median income was about \$100,000 per year, Phase II median income was \$83,000 per year, which is below the statewide median income of \$84,400.
- 88 percent of responses were in English in Phase II, compared to 99.5 percent in Phase I. 10 percent (253) of surveys were completed in Spanish, with 1.3 percent (32) completed in Haitian Creole and 0.6 percent (14) completed in Portuguese. There were also French, Arabic, and Chinese responses.



Findings and Results

When asked to identify key features of a great transportation system, 69 percent of respondents highlighted car-free connectivity (Figure 4.14). This feature was identified most readily among respondents who bike, walk, or ride the subway, but was also the top choice among the group as a whole. Similarly, 68 percent selected the ability to reach important destinations.

Figure 4.14 What does a great transportation system offer?



Source: *Beyond Mobility Phase II Priorities & Tradeoffs Survey, Fall 2022.*

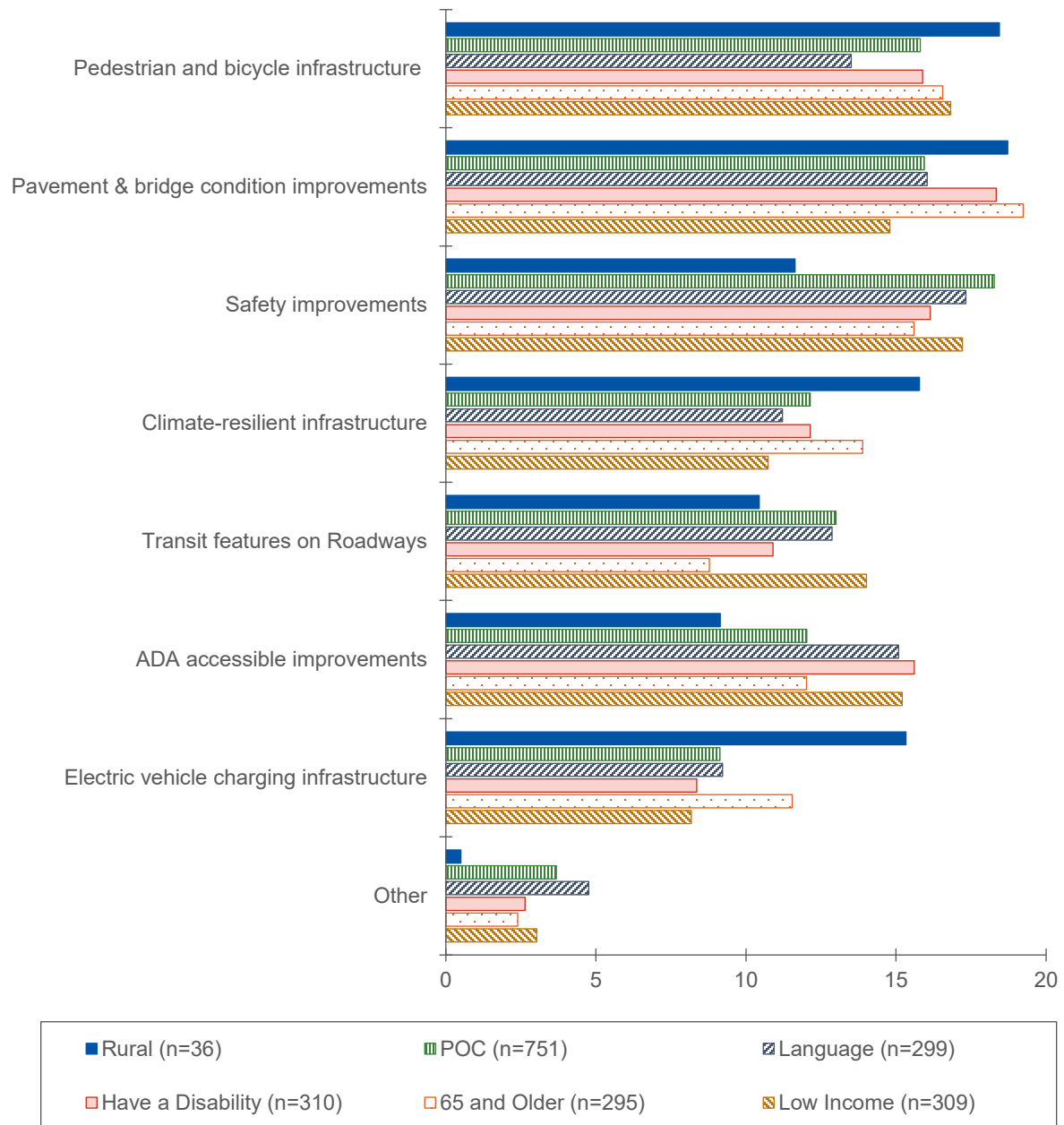
When asked to allocate “tokens” across reestablished sets of roadway improvements, responses differed across equity groups (Figure 4.15).

Pedestrian and bicycle infrastructure received the most selections among survey respondents overall. Among equity populations, rural, low-income, and older respondents prioritized bicycle and pedestrian infrastructure the most. Pavement and bridge condition was the second highest category for allocated tokens, with older and rural respondents again prioritizing this over other groups.

Across all categories but rural respondents, electric vehicle charging infrastructure was the category with the fewest overall allocated tokens. For rural respondents, ADA accessible improvements received the fewest tokens overall.



Figure 4.15 Token Allocation by Equity Group

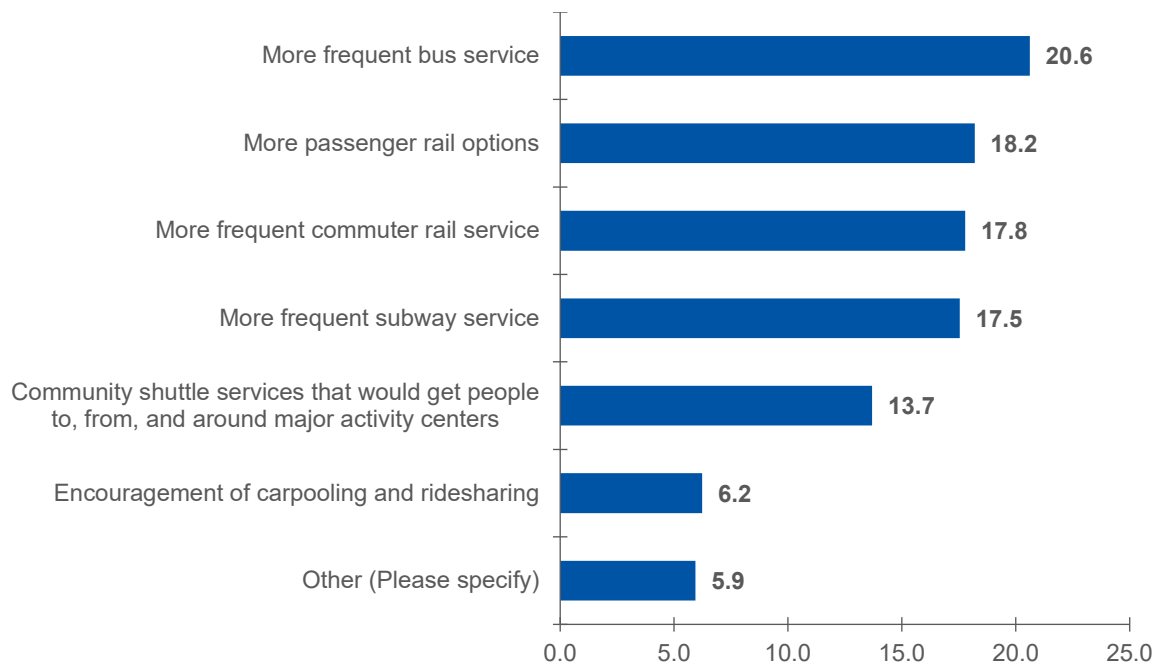


Source: *Beyond Mobility Phase II Priorities & Tradeoffs Survey, Fall 2022.*



When asked to allocate tokens among transit-related topics, respondents chose frequency of bus and commuter rail service, as well as passenger rail options, as their top three priorities (Figure 4.16). Among equity groups, low-income, disabled, and non-English speaking household prioritized more frequent bus service. Of those selecting more passenger rail options, rural residents were the group to allocate the most tokens by far.

Figure 4.16 Token Allocation Across Transit Improvements



Source: *Beyond Mobility Phase II Priorities & Tradeoffs Survey, Fall 2022.*

4.6 Stakeholder Interviews and Advisory Committee Meetings

External stakeholders representing transportation, equity, business, and environmental interests assisted with the development of *Beyond Mobility's* Priority Areas, vision statements, Problem Statements, and Action Items. This group of stakeholders was engaged through interviews and small group sessions.

An advisory committee called the Implementation Group (IG), comprised of individuals with roles or fields that represent subject matter experts within MassDOT and MBTA, was convened. The IG guided proposed strategies, policies, and performance measures and helped develop the *Beyond Mobility* Priority Areas, vision statements, Problem Statements, and Action Items.



The list below summarizes the organizations and MassDOT divisions involved in the IG:

- MassDOT Highway Division
- MassDOT Aeronautics Division
- MassDOT Office of Performance Management and Innovation (OPMI)
- MassDOT Rail & Transit Division
- MassDOT Secretary's Office
- Massachusetts Bay Transit Authority (MBTA)
- MassDOT Registry of Motor Vehicles (RMV)

4.7 Online Presence and Marketing

Beyond Mobility's online presence was established through a website, social media posts, and virtual public engagement. A variety of marketing tactics informed and educated residents about the planning process. Based on the type of message and the target market, multilingual communication strategies were developed for traditional and digital marketing.

Website

The website was the primary forum for communicating project updates. Throughout the process, the website provided information on public meetings, links to surveys, and multilingual content translated into Haitian Creole, Arabic, Chinese (Simplified & Traditional), French, Portuguese, Spanish, Vietnamese through the UMass Translation Center and/or the Statewide Language Services Contract.

Social Media

Social media outreach was designed to bolster public engagement throughout the process. In coordination with MassDOT Communications, social media outreach for *Beyond Mobility* served as a key channel for announcements, key findings, and general information across platforms.

Traditional Media Activities

Both earned and paid media efforts were part of the strategy with local radio (online and digital) and newspaper partners in underserved communities. Tactics included interviews, paid radio and newspaper ads, community flyer distribution, bodega signs, media advisories, and press releases.

Earned media refers to material produced for public consumption about *Beyond Mobility* that was not produced by MassDOT. This could include radio spots, news articles, or television coverage. *Beyond Mobility* had nine instances of earned media over the course of the plan, including one television (LynnTV), one radio (NPR), and seven online news media stories.



Paid media refers to material produced by MassDOT about *Beyond Mobility* for public consumption. This included 24 advertisements distributed in various formats via radio, Facebook, print newspapers, and online news outlets. This paid media was targeted towards media outlets catering to specific ethnic groups. In total, the paid media amounted to a potential for 7,135,671 people reached. Most of these paid media placements were not equipped to measure subsequent engagement (e.g., listeners or viewers). Of those four placements that did measure engagement, they logged 1,510 total clicks.

Email Campaign

Beyond Mobility included an email campaign to reach out to stakeholders, advisory committee members, and interested members of the public. Messaging focused on keeping recipients well-informed of all activities, including upcoming public meetings and events, survey availability for public participation, new findings, and the release of the draft plan.

Registry of Motor Vehicles and Outdoor Advertising

To further help promote awareness and participation in all outreach engagements, MassDOT utilized MassDOT-owned assets to promote engagement opportunities. *Beyond Mobility* engagement opportunities were advertised in waiting areas of Registry of Motor Vehicles facilities across the state. Outdoor signage was also used to promote survey opportunities in collaboration of the Highway Division and the MBTA.

Thank you

