



The Commonwealth of Massachusetts
Massachusetts Department of Transportation (MassDOT)
Office of Transition Management

Quarterly Integration Report May 1, 2011

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Secretary & CEO

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1.0 Executive Summary

“I know that we are on the right course for transportation reform. I am committed to sticking to it.” — *Jeffrey B. Mullan, Secretary & CEO*

This quarterly integration report is focused on the theme of “Innovation Through Collaboration.” The Mass DOT staff along with our local, state, federal partners, and our stakeholders realize that true transportation reform can be realized if we all come together to advance the mission of Massachusetts Department of Transportation (MassDOT).

This seventh Quarterly Integration Report highlights numerous examples of collaboration that has brought about meaningful and lasting change to the organization. Additionally, it provides updates on the ongoing efforts within the divisions and administrative departments of MassDOT. In the last quarter:

- MassDOT participated in an Innovations Charrette, where the staff was given an opportunity to participate in strategy sessions on the ‘how and what’ MassDOT could do to create a culture of innovation within the organization.
- MassDOT has compiled a wide range of stories of collaboration from the last two years that demonstrate the successes of merging into one transportation organization.
- The Office of Transportation Planning has been assisting the Rail and Transit Division as they conduct a review of the Southeastern Regional Transit Authority to identify additional operational efficiencies.
- The IT departments have been working to create a unified communications plan. This plan includes the integration of the radio systems, wireless networks, and telephone systems.
- Governor Deval L. Patrick recently established the Paratransit Commission. It is tasked with identifying synergies with the existing programs to meet the service needs of the customer but in a more cost effective and efficient manner.
- Lastly, work is already under way on the ALARS Modernization project. The project managers are currently assessing and identifying all the business needs and requirements to leverage its use across all government agencies.

These highlights are explained in further detail throughout the report, as well as, other new developments related to the integration of MassDOT.

2.0 Introduction and Background

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 "Act.")

The transportation reform legislation required that on November 1, 2009 the Commonwealth integrate the state's former surface transportation agencies and authorities into the new Massachusetts Department of Transportation. As an independent authority and component organization of the Commonwealth, MassDOT has an appointed board and is organized as a body politic but is also governed by state laws, rules and policies. The organization now oversees four new divisions: Highway, Rail and Transit, Aeronautics and the Registry of Motor Vehicles (RMV), in addition to an Office of Planning and Programming housing executive and administrative functions. MassDOT is administered by a Secretary of Transportation, appointed by the Governor to serve as Chief Executive Officer. A five-member Board of Directors appointed by the Governor with expertise in transportation, finance and engineering oversees the organization, while serving as the governing body of both MassDOT and the Massachusetts Bay Transportation Authority (MBTA).

The Massachusetts Department of Transportation is a merger of the former Executive Office of Transportation and Public Works (EOT), the former Massachusetts Turnpike Authority (MTA), the former Massachusetts Highway Department (MHD), the RMV, the former Massachusetts Aeronautics Commission (MAC), and the Tobin Bridge, previously owned and operated by the Massachusetts Port Authority (MassPort). In addition, the MBTA and Regional Transit Authorities (RTA) are subject to oversight by the new organization. The new organization also assumed responsibility for many of the bridges and parkways previously operated by the Department of Conservation and Recreation (DCR) on November 1, 2009.

3.0 Summary of Reports

This report complies with Section 149 of the Act, which requires that, ninety days after the effective date of the Act and quarterly thereafter until the transition period is complete, a report to the Governor, the Secretary for Administration and Finance, the Joint Committee on Transportation, the Senate and House Committees on Ways and Means, and the Clerks of the Senate and the House of Representatives, shall be filed relative to the progression of the incorporation of the agencies and authorities into the new organization. The report shall include, but shall not be limited to, plans for the assignment and reassignment of resources including personnel, equipment and supplies into the Massachusetts Department of Transportation. The report shall also include the status of the transition of roads, bridges, designated parkways and any other transportation assets of the Massachusetts Turnpike Authority (MTA), Massachusetts Port Authority (MassPort), the Department of Conservation and Recreation (DCR), and the Massachusetts Highway Department (MHD) and shall further include approximate schedules for the completion of the transition.

To date, six integration reports have been filed with the Legislature, in addition to other reports required by the Act. This seventh report provides updates on MassDOT's efforts to create a unified organizational culture and the ongoing integration work of the divisions and administrative departments.

4.0 Innovation Through Collaboration

On February 9th and 10th, the Massachusetts Department of Transportation (MassDOT) participated in an Innovations Charrette sponsored by HNTB. This off-site event took place at Simmons College and brought together HNTB International Transportation Experts and MassDOT senior and middle management, some of whom played a role of presenter or facilitator. The purpose of the charrette was to have strategy sessions on the 'how and what' MassDOT could do to create a culture of innovation.

This event coincides with the Secretary's policy directive to all MassDOT employees to "commit to regular improvement and adopt continual process improvement as a technique to achieve MassDOT's excellence standard".

The first day consisted of six workshops focused on a wide range of areas of potential innovation within MassDOT. MassDOT and HNTB staff worked together to shape the discussions. The MassDOT presenters were chosen because they are experts in their field and have been identified as innovators, reformers and the future leaders of this organization.

The six workshops were as follows:

Innovation in Congestion Relief

Presenter: Stephen Collins, Director of Statewide Tolling

Presenter: Victoria Sheehan, Accelerated Bridge Program – Highway

Discussion Topics:

- MassDOT Practices
- Interoperability and Integration
- Transportation Safety - Innovations That Saves Lives and Open Roads

Innovation in Joint Transit & Highway Projects

Presenter: Paul Brown, Director of Snow and Ice Operations

Presenter: Eric Waaramaa, Deputy Director of Financial Planning – MBTA

Discussion Topics:

- Quality Performance Reporting
- Capital Asset Inventory and Management

Innovation in Funding

Presenter: Linda Bohlinger, HNTB Corporation

Discussion Topics:

- Overview of national, state, and local transportation funding techniques
- Matrix exercise of creative funding techniques used by MassDOT
- Legislative and organizational impediments of techniques
- Pros/Cons of techniques not used by MassDOT and identification of three priority new techniques

Performance Management

Presenter: Tanuja Gopal, Deputy Chief Information Officer

Presenter: Rachel Bain, ARRA Coordinator

Discussion Topics:

- Identification of Outcome Measures
- Accountability and Transparency
- Expectation of Continuous Improvement
- Tools and techniques for implementing an effective performance management system

Innovation in Sustainable Transportation

Presenter: Catherine Cagle, Manager, Sustainable Transportation

Discussion Topics:

- GreenDOT
- Report of Sustainable Actions from 50 U.S. Agency Interviews
 - Environmental Management
 - Design & Construction
 - Operations
- Green Strategies
- Relevant Sustainability Rating Systems
 - Greenroads - University of Washington
 - IN-VEST - FHWA
 - GreenLITES - NYDOT

Innovation in Project Delivery

Presenter: Christine Mizioch, Public Private Partnership (P3) Program Manager, Highway

Discussion Topics:

- Innovative Project Delivery Forms
- P3 Delivery Options (DBB - DBFOM)

The second day consisted of the Senior Leadership meeting in a smaller group to summarize the findings and created a work plan around the areas identified. The thirty ideas were sorted into five areas that will be the focus of the work plan. Those areas include: best practices, customer focus, communications improvements, accountability, and technology. The Senior Leadership will monitor the implementation of the plan.

4.1 Collaboration Successes

All of the workshops brought about a rich discussion and a chance to highlight the many examples of innovation within a single department or a successful collaboration with another department or division. The following section features a number of these examples. They are a testament of the commitment from employees to be a unified transportation organization.

Leveraging MassDOT Staff and Facility to Improve Customer Service and Save Money

In 2010, the RMV Division began experiencing HVAC problems at its privately leased branch in Greenfield. The system maintained by the landlord did not meet the lease specifications to properly heat and cool the site for the comfort and safety of customers and personnel.

Prior collaborations with Highway Division personnel created awareness amongst MassDOT staff to be alert to opportunities to maximize assets for multiple transportation services. The Highway Division suggested the RMV consider using the recently closed Visitors Center near the Greenfield Rotary in Greenfield as a potential branch location. A site assessment determined the facility could accommodate both the needs of the RMV and the current tenant, the Franklin County Chamber of Commerce, which operates the Center.

The Highway Division and RMV worked together to secure funding and establish operational procedures. Within a few months, funding was secured, shared use between the RMV and FCCC was agreed upon, and architectural plans were procured.

MassDOT is utilizing the Special Projects section of the former Turnpike Authority and District Two employees to perform the rehabilitation of the site. To date, demolition of the current office walls and associated work has been completed. The construction of the new office space and visitor's center space, including network infrastructure installation provided by MassDOT IT personnel, is expected to be completed in the near future. Using the construction planning and management expertise of the District 2 staff will enable the RMV to relocate to its new facility in a condensed schedule that will reduce the rental expenditures for FY11 at the current RMV branch and avoid the cooling issues encountered in summer 2010.

The Greenfield RMV project is an example of maximizing transportation assets to ensure customer service delivery while achieving cost savings. It also is an example of how transportation supports local economies. The increased customer traffic to the Visitors Center will provide greater opportunities and revenue potential for the Franklin County Chamber of Commerce also operating at this site.

The site will reopen as a combined Greenfield RMV/Visitors Center and Park and Ride lot in the spring.

Making a Difference in the Community

In January 2011, the MassDOT Highway Division, the Massachusetts Bay Transportation Authority (MBTA) and the City of Boston worked in conjunction with the Savin Hill community to install a clock in front of the Savin Hill MBTA Station. The clock is in commemoration of the Honorable Leo J. Lydon and his work in the Dorchester community and the Norfolk County Juvenile Court.

Coordination on this project was critical to completing this work since the MBTA and Highway Division each own portions of the Savin Hill Bridge.

The Savin Hill community purchased the clock through donations received at a local fundraiser. The Highway Division, responsible for the maintenance of the entire structure, was able to obtain the necessary approvals from the City of Boston to commence the project in an expeditious manner. They worked with the MBTA and its consultant, Nitsch Engineering, to expedite the design and specifications, obtain all internal approvals, and selected a contractor to perform the installation. By utilizing the Highway Division's construction expertise and the MBTA's personnel and technical assistance, both entities were able to make the necessary modifications to the curb line and street area.

This project was a very clear example of how a community can work in sync with its local and state government to do something meaningful. The clock is a symbol of positive community action and of how government best serves its constituents.

How Can I Help You Today?

Secretary Mullan and General Manager Davey asked the MBTA Human Resources Department to lead an initiative and develop a customer training program. This initiative, called "How can I help you today?" will be offered to the 5,000 front-line ambassador employees across our organization, including those at the MBTA and Registry call centers.

The Marketing Communications Department developed the marketing campaign, posters and pins that employees will receive at training. A sixteen-member team of trainers and instructors were recruited to share the vision and assist with the development of the program from: MassDOT & MBTA Human Resources Departments, Customer Support Services, System-wide Accessibility, the Office of Diversity & Civil Rights, Operations Control Center & Training, Massachusetts Highway Division, the Registry of Motor Vehicles and Massachusetts Bay Commuter Rail. The program was officially launched on February 9, 2011 and the trainings are offered by the above mentioned teams in multiple locations across MassDOT. This team has "a new attitude" and is showcasing it with their expert program development skills.

Thirty front-line ambassador employees from every division of MassDOT assisted with the development of this program for their peers. The goal is to assure that wherever customers are served at MassDOT, they will receive the same level of quality, friendly, professional, helpful customer service.

In his video message for the program, Secretary Mullan says, "If we begin every single day with the idea of how I can help you, and how you can help the customers, we're going to be a better DOT. You'll be the better for it, we'll have a better organization and our customers will benefit."

Radio System Integration

Currently, MassDOT operates multiple two-way radio communications systems across the Commonwealth. These systems are operated and maintained by multiple MassDOT entities. As these systems operate in multiple frequency bands, MassDOT personnel cannot easily communicate across systems, causing numerous operational and emergency radio communications issues.

A task force has proposed utilizing the existing MassDOT Transit radio system to expand coverage state-wide in support of an all inclusive MassDOT radio system. This approach will leverage MassDOT transit's existing system to provide state of the art radio coverage for all MassDOT entities allowing for integrated communications across districts and entities, instant emergency communications in the case of a significant event, and interoperability with the State Police/MassPort trunked radio system.

This project is expected to be completed in two phases. Phase 1 will require relocating the existing MBTA antenna sites from commercial sites to state owned sites, saving thousands in site lease costs. It will also include the upgrade of the core system and the build out of I-90 as mandated by the FCC. Phase 2 will entail building out the remainder of the State. This will enable MassDOT to utilize funds from a number of sources to integrate the systems but also meet the FCC requirement by 2013. Most importantly, it will allow a single radio to be utilized in a vehicle or in someone's hand, where today our teams are forced to utilize as many as three different radios to communicate.

Identifying Potential Locations for an RMV Branch

District 5 has worked closely with the Registry of Motor Vehicles Division (RMV) and Highway Division headquarters staff to assure adequate signage is erected to guide customers to the relocated RMV offices. District 5 staff has also been meeting with representatives of the RMV to identify and evaluate existing Highway Visitor Center locations in Bourne, North Attleboro and Plymouth as potential satellite RMV offices. Consultations with agencies which provided funding for the construction of these buildings is ongoing to assure RMV functions are an allowable use.

Promoting the Aeronautics Division Utilizing In-House Expertise

The MBTA Marketing Department assisted the Aeronautics Division in developing an exhibit display to promote the 36 public-use general aviation airports across the Commonwealth. In addition, the department assisted in the development and production of marketing materials used at a national aviation trade show in February in Savannah, GA. The MBTA Marketing Department efforts and expertise saved the Division approximately \$5,000 to \$10,000 in graphics setup costs. In addition, the Aeronautics Division's exhibit display will be re-used for numerous Airport Open Houses and other aviation events across the Commonwealth.

Creating a Culture of Learning in the Highway Division

During the integration planning, the former MassHighway model of Environmental Management System (EMS) was adopted for use in the MassDOT Highway Division. Over the past year, EMS representatives have been visiting locations around the state to learn how the merged entities uniquely conducted their work. From there, the first draft of the revised EMS documentation was created to reflect the unified Highway Division.

Over the last couple of months, the EMS representatives have been distributing the new information to all Districts and Boston Headquarters (HQ). In early March, an information exchange/training session was held on the new EMS procedures at the D-6 HQ. In the following weeks, more training sessions were held to do the same for Boston HQ Operation and Maintenance. This experience has been invaluable in understanding the roles and responsibilities within the new organization. The EMS will ultimately strengthen the organization and help reduce regulatory fines and penalties at maintenance facilities and during roadway operations and maintenance activities.

Continuous Process Improvement Resulting in Cost Savings

The Aeronautics Division has been working closely with the Wetland Division of the Department of Environmental Protection (DEP) regarding wetland variances for airport runway safety area projects. In particular, the Wetland Division at DEP committed to work earlier in the environmental process with MassDOT, Federal Aviation Administration (FAA), and Airport Sponsor. In return, the FAA agreed to fund design work up to 75% in the permitting stage. Typically, the FAA does not fund design work until the permitting is complete. As a result of this collaborative effort, the Aeronautics Division and the DEP Wetland Division will be able to save time and money in the wetland variance process.

Re-Allocation of Funding Resources

The Bass River Railroad bridge superstructure was deemed a safety hazard and was removed late in 2010 under the supervision of District 5. Rail Division funding was used to supplement an existing Highway Division District 5 Bridge Maintenance contract and utilized District expertise to expedite the removal of a structure deemed hazardous by local public safety officials and MassDOT.

Levering Existing Resources and Expertise

In most cases larger deck repairs can be prevented when smaller ones are attended to sooner. Repairs totaling 1/2 to 2 cubic yards are not typically given to a contractor and are usually addressed using hot or cold asphaltic patch. These smaller deck repairs are better addressed with a rapid setting concrete mix. The Special Projects crew from the former Massachusetts Turnpike Authority solves this problem. Depending on the size of the repair, the supervisor can call on the Central crew utilizing 3 to 4 people or supplement them with the Western group, providing 6 to 8 total workers. These 2 crews

worked together for the first time on a Highway bridge in February of 2010 when a 2 CY repair was made on Swanson Rd. over I-290 in Auburn. Since then the Special Projects group has performed repairs on bridges on I-190 and I-290 in Worcester, I-495 in Hopkinton, I-290 in Boylston, Rte 20 in Auburn, the Framingham State University footbridge and Princeton St. Bridge in Holden.

Commitment to Safety

Executive Order 511, Development of Health and Safety Plans for Public Employees, was created to ensure there is a focus on safety in all agencies and authorities across the Commonwealth. The Highway Division has been working collaboratively across all of MassDOT to evaluate the successes of the current safety programs. The Division will identify which programs are in need of improvement. The results were discussed at the 2nd Annual Safety Summit on March 31st.

Phone Systems Integration

As MassDOT goes into its second year, the Office of the Chief Information Officer has been collaborating throughout the enterprise on a variety of innovation initiatives. The Unified Communications project will upgrade all MassDOT phone systems in the Metro Boston area (District 6). Five different telephone systems – carryovers from former agencies- now serve District 6 users. These five systems will be replaced by one complete system providing a continuity of services at a lower operating cost to MassDOT. The new telephone system will be scalable and may be combined with prior technology investments.

Wireless Plans Integration

Another initiative is the unified wireless project that IT is collaborating with Highway, RMV, and MBTA. This telecommunications initiative will consolidate and streamline the various Verizon wireless plans that are distributed throughout the MassDOT enterprise. In addition to vendor wireless contracts being combined, governance will be established to ensure that cell phones that are not in use or not needed are discontinued. Both of these items will result in cost savings for MassDOT as well as efficiencies in wireless contract management.

Commitment to Sustainability

District One created a committee in August 2010, to respond to the MassDOT GreenDOT Initiative and the Waste and Paper Reduction Policy. The committee is named, 'District One Resource Conservation Committee', and meets regularly to discuss and implement ideas towards meeting the goals and targets of these initiatives.

In response to Catherine Cagle's presentation on Sustainable Transportation at the Innovations Charette, the committee reached out to her to attend the March meeting. The committee anticipates a fruitful collaboration developing from this relationship.

New Bedford Signage

Cape Air provides daily flights to Nantucket and Martha's Vineyard from New Bedford Regional Airport. Due to the summer tourism season on the islands, the majority of passenger enplanements take place from May through October. With the ongoing road construction on I-195, the existing airport exit off of I-195 is closed. The Airport Director at New Bedford Regional Airport approached the MassDOT Aeronautics Division regarding the lack of airport directional signage in the work zone located on I-195. There were concerns that the lack of adequate airport roadway signage might impact passenger enplanements and ultimately impact the business of Cape Air at New Bedford Regional Airport.

MassDOT's Manager of Airport Engineering, reached out to the MassDOT Highway Division to address the signage issue. As a result, proper signage was installed to better inform motorists using the highway system.

Bus Stop/Shelter Snow Removal

The Authority has changed its policy on clearing snow at the bus stops/shelters to the cities and towns in the service area. Previously, snow in these heavily used stops was left to melt in place. In January, crews from the MBTA Engineering and Maintenance Department cleared snow from over 100 bus stops/shelters along key bus routes. MassDOT – Highway Division crews also assisted the MBTA in this effort as well. The Authority is working on a new standard operating procedure to prioritize snow clearing of bus stops/shelter along the key routes with high ridership. The MBTA believes by working together with MassDOT and its municipal partners, bus customers should experience improvements during future winter snowstorms.

5.0 Organizational Updates

The Office of Planning and Programming, as required by the Act, consists of MassDOT's central offices that direct administrative functions of the organization. It includes the Office of the Secretary and CEO, Office of Transportation Planning, Office of the Chief Administrative Officer, Office of Public Affairs and Transition Management, Office of the Chief Financial Officer, Office of the Chief Information Officer, Office of the General Counsel, Office of Real Estate and Asset Development, and Office of Performance Management.

The organizational updates include progress made by the offices in supporting the day-to-day functioning of MassDOT.

5.1 Office of the Secretary/CEO

The Office of the Secretary and CEO directs daily operations and the overall management of the organization, develops and administers state transportation policy, assigns and oversees operational responsibility of projects to various transportation divisions or departments, and coordinates interagency activities and long term state transportation planning.

Key positions within the Office include the Secretary, members of the Board of Directors, the Chief of Staff, and the Deputy Secretary. The expertise of this senior leadership team in core administrative functions and related fields leaves the Office of the Secretary well-positioned to manage transportation reform and develop strategies to address the short term and long term needs of the organization.

5.2 Office of Transportation Planning

The Office of Transportation Planning (OTP) is comprised of a team of over 40 professional and technical staff under the leadership of the Executive Director. The OTP serves as the primary source of transportation planning for MassDOT and develops transportation plans, programs, and projects to advance the policies and objectives of the Governor and the Secretary. The OTP also ensures compliance with federal and state transportation and environmental laws and regulations to ensure a continued stream of federal transportation funding to the Commonwealth.

5.2.1 Continued Sustainability Efforts

Consistent with MassDOT's goals of increased collaboration and innovation, the OTP continued to make substantial progress with a variety of efforts related to sustainability. These efforts include GreenDOT, the Healthy Transportation Compact, and Complete Streets.

GreenDOT

GreenDOT is the comprehensive environmental responsibility and sustainability initiative launched in June 2010 for "greening" the Commonwealth's transportation

system. GreenDOT has three primary goals: reduce greenhouse gas (GHG) emissions; promote the healthy transportation options of walking, bicycling, and public transit; and support smart growth development.

Healthy Transportation Compact

The Healthy Transportation Compact, created as part of the 2009 transportation reform legislation, is a multi-state agency collaboration to balance all transportation modes, expand mobility, improve health, support a cleaner environment, and create stronger communities.

Complete Streets

The “Complete Streets” design approach seeks to provide appropriate accommodation of pedestrians and bicycles in all transportation and development projects that use federal funds, state funds, or require state permits.

The OTP has begun developing a set of training modules for delivery statewide to help raise awareness and understanding of implementing Complete Streets, and will make this design policy consistent with the award-winning Project Development and Design Guide. The Complete Street training will be made available to all municipalities and the consultant community, as a way of promoting increased bicycle and pedestrian accommodation throughout the Commonwealth.

Reduce GHG Emissions

The OTP has begun advancing specific strategies to reduce GHG emissions, including:

- Developing a pilot “pay as you drive” insurance initiative
- Leveraging partnerships within MassDOT and the Executive Office of Environmental Affairs to help drivers save money and energy with easy ‘smart driving’ practices
- Streamlining the Transportation Enhancements process to better serve customers
- Creating financial incentives for the metropolitan planning organizations (MPOs) to program healthy transportation projects

The OTP is working with the Commonwealth’s 13 MPOs to integrate the GreenDOT goals into their regional transportation plans. By having the MPOs track regional GHG emissions, MassDOT will be able to evaluate the outcomes that will help meet the statewide target for greenhouse gas emissions reduction.

Through all these innovative and collaborative activities, MassDOT is gaining national recognition with clear and public promotion of our sustainability and livability vision. By embedding these values throughout MassDOT, we are better aligning our assets, actions, and activities across all divisions and in turn integrating sustainability into our core mission.

5.2.2 Southeastern Regional Transit Authority (SRTA) Review

Continuing to assist with various MassDOT integration activities, and in response to a request from the Federal Transit Administration (FTA), the OTP has begun to perform a detailed review of one of the regional transit authorities. This undertaking is part of MassDOT's efforts to identify efficiencies and support more unified organizational structures and procedures within the entire MassDOT family of divisions, agencies and programs.

Initial work has involved the Southeastern Regional Transit Authority (SRTA) in New Bedford. The OTP has worked closely with SRTA, the Southeastern Regional Planning and Economic Development District, FTA, and area bus companies to document procedures and policies, as well as, operational and financial performance. This information is being gathered through site visits, document collection, and staff interviews.

Many subject matter experts from throughout MassDOT have been reviewing the initial findings. As problem areas are identified, recommendations will be developed for corrective actions that MassDOT may be able to implement immediately. In some cases, potential solutions to identified problems will require additional collaboration between the Rail and Transit Division and SRTA in the coming months.

The review has proven to be an ideal opportunity for sharing expertise across agency lines within the MassDOT family, and is in keeping with MassDOT's goals of better collaboration and increased efficiencies. It is expected the results of this review will not only improve service delivery and compliance with required regulations, but also lead to operational changes that better respond to customers' needs for increased mobility.

5.3 Office of the Chief Administrative Officer

The Office of the Chief Administrative Officer (CAO) manages all of the administrative functions of MassDOT and reports directly to the Secretary. This office is responsible for coordinating, overseeing and reviewing human resource, payroll, and other administrative operations and actions, ensuring that all employment policies, programs and procedures are in compliance with state and federal laws, regulations, and guidelines.

These Administrative Services programs include personnel management and administration, recruitment, human resource planning and development, training, employee assistance, performance appraisal, professional development, collective bargaining, benefits and payroll administration, absence management (workers' compensation, FMLA, etc), facilities management, vehicle management, civil rights, and security planning and emergency preparedness.

MassDOT continues to develop its workforce culture through the Transportation Round Table, which is a major component of the employee engagement strategy coordinated

by Administrative Services. The Round Table has been a forum for two way communication between senior leaders in transportation and the larger transportation workforce. It leverages the knowledge, insights and experience of transportation employees in order to identify solutions for any obstacles that impede MassDOT's ability to achieve and promote a diverse, engaged, and inclusive workforce.

5.3.1 Human Resources

The Office of Human Resources (HR) is responsible for developing strategic plans to integrate human resource activities and services into one system. It provides a variety of services including: classification/compensation, benefits administration, absence management, human resource processing and payroll, employment law counseling, hiring, strategy and succession planning, management, wages, occupational conditions and standards, and retirement.

Policy Development

HR continues to update, reconcile, and modernize its workplace and personnel policies. The Policy Committee has identified 65 workplace and personnel policies and has finalized all but eight. The Director of the Policy Committee has been working with the Office of Labor Relations and MassDOT's Labor Unions in order to implement all policies that have been finalized within the Policy Committee.

Talent and Professional Development

Commonwealth Management Certificate Program

Talent and Professional Development unit recruited nine managers to participate in the Commonwealth's Management Certificate Program. This program is now underway. The Talent and Professional Development unit is actively recruiting supervisors to participate in the Commonwealth's Supervisor's Certificate Program, which is offered by the Human Resources Division (HRD).

Talent Acquisition & Staffing

Seasonal Workforce Planning

The Talent Acquisition and Staffing unit has been working closely with District personnel in order to ensure that MassDOT is prepared for this year's construction season. This effort is part of an overall strategic partnership that has been developed between HR and MassDOT's operating divisions.

Employee Engagement

HR Open House

The Human Resources Department continues to expand the reach of the HR Open House initiative. This program has allowed HR employees to meet directly with other operational transportation employees in order to present the range of HR programs and services that are available. The MBTA's HR Department also decided to participate in this customer services initiative and the first Transportation HR Open House took place in March 2011.

Compensation and Benefits

HRCMS Reconfiguration

Since the Master Labor Integration Agreement (MLIA) was signed and completed, the Processing Unit has been working with Payroll, HRD, and ITD staff in order to develop and reconfigure the processes and procedures agreed upon during the bargaining process. This implementation work includes reclassifying all former turnpike union employees into state titles and placing all employees into the new bargaining unit structure that was outlined in the MLIA.

5.3.2 Office of Labor Relations and Employment Law

MassDOT's Office of Labor Relations and Employment Law (OLEL) continues to work closely with HR, Payroll, Fiscal, HRD, and ITD in order to implement all of the provisions outlined in the Master Labor Integration Agreement (MLIA). This includes organizing and chairing key labor/management committee meetings (as detailed in the MLIA) that addresses, among other things; in-sourcing and pay equity. OLEL has conducted 13 training sessions and has trained over 200 supervisors and managers on the MLIA. OLEL leads negotiations on MassDOT's goal to implement a uniform set of workplace policies.

In addition to implementation and training activities, OLEL continues to represent MassDOT in proceedings before various administrative forums such as the Civil Service Commission (CSC), Division of Labor Relations (DLR), Division of Unemployment Assistance (DUA), and the Massachusetts Commission Against Discrimination (MCAD) and at grievance arbitration before the American Arbitration Association, and before rotating arbitration panels. OLEL also represents MassDOT in Superior Court and Appeals Court actions when designated as Special Assistant Attorney General by the Attorney General.

5.3.3 Office of Employee Relations

The MassDOT Office of Employee Relations is staffed by a Director, a Deputy Director, two Employee Relations Managers, and an Employee Relations Specialist. It serves as a resource to Directors, Managers, Supervisors and Employees across MassDOT including the MBTA. It will help create and maintain employer-employee relationships that contribute to high levels of productivity, motivation and morale.

The Office has addressed a number of issues and problems brought to its attention. It coordinates with other units within the Office of the Chief Administrative Officer to develop programs to address and correct the issues and problems identified.

The Office is responsible for the coordination of the Transportation Round Table and the implementation of any initiatives and/or recommendations coming from the Round Table.

During this last quarter the Round Table held meetings at the MBTA Everett Shops and Highway District 6 in Boston. Discussions at the meetings have been focused on ways to improve communication among and between the various levels within MassDOT. As a

direct result of these discussions, Secretary Mullan held meetings with MassDOT's union leadership, Mid-Level Managers and employees identified as "Transportation Reformers" to get feedback on how MassDOT leadership can better communicate to its employees their purpose and role in executing MassDOT's strategic plan. Meetings with these groups will continue on a periodic basis.

The process for graduating Round Table members and adding new members is underway. The application for recruiting new members was distributed in March. Approximately eight current members will graduate in May and eight new members will join. This process will continue in August and again in November. It is the hope that graduating members will start a Round Table within their work area.

5.3.4 Civil Rights

The Office of Civil Rights (OCR) ensures that MassDOT meets its obligations and commitments on equal opportunity and/or affirmative action in employment, contracting and within programs and activities. MassDOT's focus on diversity in its programs is based on the simple premise that the transportation system should mirror the diverse communities it employs and serves. While this office is included as a part of the CAO and closely associated with those responsibilities, the head of the OCR reports directly to the Secretary.

Federal Transit Administration (FTA) - Title VI

MassDOT Civil Rights has received approval for a Work Plan submitted to the Federal Transit Administration on issues of concern related to the State Management of FTA related grants and programs. This work is specifically focused on Title VI of the Civil Rights Acts of 1964, where there is renewed federal emphasis on this law and its implementation. The result of this plan will be a much better structured and staffed effort to oversee the programs in this area. Thus far, Secretary Mullan has executed a revised Notice of Nondiscrimination, which includes a complaint procedure and the identification of the Director of Civil Rights as the responsible person for Title VI implementation.

Civil Rights Administrative Issues

Civil Rights is looking to strengthen and leverage the department within MassDOT. The office is looking to fill several key positions, including a Title VI Specialist and Internal and External Civil Rights managers. MassDOT has also been working through an internal management team to develop a plan for a shared Civil Rights space with the MBTA's Office of Diversity and Civil Rights.

Affirmative Action Plan Implementation

A revised MassDOT Reasonable Accommodation Policy is under review with the Massachusetts Office on Disability for opinion on compliance with state requirements. A Civil Rights and Human Resources work group has been meeting to discuss the hiring process from recruitment through hire for an EEO/AA program implementation. Additionally, there is a MassDOT-wide Diversity training program curriculum under development to incorporate MBTA and MassDOT training components.

ADA Transition Plan Team

The MassDOT Americans with Disabilities/Section 504 Committee has held three meetings focused on implementing a scope of work targeted to identify accessibility deficiencies across MassDOTs' assets, policies and procedures. The group has established preliminary subcommittees focused on: Construction Standards and Design Guidance, Snow and Ice/Maintenance, Inventory, Accessible Public Meetings, Public Participation, Buildings and Policy. Several of the subcommittees have made presentations on their plans to implement scope of work tasks.

Federal Highway Update

MassDOT has created a detailed Work Plan to improve the several areas of compliance with federal mandates, including the DBE Program, Title VI, the Americans with Disabilities Act and On the Job Training. Work to implement the plan is proceeding positively on many fronts. MassDOT has been meeting with the MBTA and community stakeholders concerning the possibility of developing a strategy to incorporate non-profits across the Commonwealth to increase the opportunity for employment as trainees for construction job seekers.

5.3.5 Security Planning and Emergency Preparedness

The Office of Security Planning and Emergency Preparedness continues to ensure that the four divisions of MassDOT develop an ongoing emergency management program to mitigate, prepare for, respond to, and recover from natural and human-caused emergencies and disasters that could impact its jurisdiction and operations, and cooperates with other external entities as may be necessary to ensure the safety and well being of the public and property in the Commonwealth.

The Office of Security Planning and Emergency Preparedness continues to spearhead initiatives with all divisions for the conduct of vulnerability assessments, the development of mitigation strategies, the development of emergency management plans, response plans and procedures, the design and conduct of training and exercise programs, and the development of a Workplace Safety Program to comply with Executive Order 511.

Operation Hermes; Training and Exercises

The Office recently completed the design, development, and conduct of a multiple transportation agency/public safety drill and exercise program, funded by a grant from the Transit Security Grant Program known as Operation Hermes. The Office worked with a multiple agency task force to conduct the final exercise of the series, a Full Scale Exercise on March 6, 2011 at the MBTA Bowdoin Station. The emergency response full scale exercise was aimed at improving the emergency response integration between transportation agencies and the public safety agencies and departments that provide first response actions during an emergency. The exercise simulated the exchange of gunfire on the platform of the station, and the finding of improvised explosive devices that required the deployment of bomb squads to the scene. Agencies that participated in the exercise included the MBTA, MBTA Transit Police, MassDOT, Massachusetts State Police, Boston Fire Department, Boston Police Department, Boston Emergency Medical

Services and the FBI. Students from the Massachusetts Maritime Academy and Tufts University portrayed the roles of commuters and victims at the scene.

Interoperable Communications

The Office of Security Planning and Emergency Preparedness has successfully worked with the Executive Office of Public Safety and Security to secure grant funding for the for the Massachusetts Emergency Transportation Fiber Optic Network (METFON), under the Public Safety Interoperable Communications Grant Program, which will facilitate transportation and public safety agencies collaborating virtually through their operations control centers with real time video and information regarding escalating emergency incidents in different jurisdictions. A strategic plan has been developed to accelerate performance of work on this important project which should commence in the next quarter.

Information Technology Security System Review

The Office of Security Planning and Emergency Preparedness also recently completed a project with the Office of the Chief Information Officer on a Department of Homeland Security (DHS) grant funded project for the conduct of an Information Technology Security Systems Review to ensure MassDOT systems are secure and that vulnerabilities are mitigated. MassDOT will take the reports from the review to develop a long term strategy to protect critical IT systems from potential attack, sabotage, or other failures.

Emergency Management Planning

The Office continues to work with a multiple agency task force to develop common nomenclature and protocols for incident notifications and continues to work on developing a common platform for dissemination. The Office is also assisting Troop E of the Massachusetts State Police in updating its senior officer field emergency operations manual. Additionally, the Office is assisting the Highway Division in developing an updated Unified Response Manual through the Traffic Incident Management Task Force. The Office was recently notified it has also received a grant through the EOPSS to review, assess, and enhance its current emergency planning documents and its overall program to ensure it complies with new federal program standards. That project will commence in the next quarter.

State Emergency Operations Center

The Office continued to coordinate how the four divisions of MassDOT interface with the Massachusetts Emergency Management Agency (MEMA) to ensure appropriate protocols are in place for requesting transportation resources during various emergency situations and share critical incident information as events occur throughout the Commonwealth that could impact transportation operations.

Executive Order 511 Compliance

The Office is also working with all four MassDOT Divisions to ensure compliance with the requirements of Executive Order 511 for workplace safety. Nineteen committees across four divisions were established at each division by occupational groupings and workplace hazards with both labor union and management representatives serving as members of the committees. Committees completed workplace surveys regarding

hazards faced in the workplace and identified standards that could be adopted to mitigate those hazards and made recommendations to improve workplace safety. Completed surveys have been forwarded to the Massachusetts Department of Labor for compilation and for the identification and adoption of statewide standards and best practices. MassDOT hosted the Second Annual Workplace Safety Summit on March 31, 2011 where findings and priorities from the surveys were presented and an organizational structure was proposed to improve workplace safety across all levels of employment.

Other Projects

The Office also continues work closely with the Executive Office of Public Safety and Security (EOPSS) on a number of projects, including the NIMS Advisory Group, the Regional Catastrophic Planning Project, and the Unified Command Center Project. MassDOT also continues to provide support to EOPSS in reviewing regional homeland security plans and proposed projects.

5.4 Office of Public Affairs and Transition Management

The Office of Public Affairs and Transition Management ensures transparency within the Secretariat through its communications with its internal and external stakeholders. The Office is responsible for developing and implementing a communications strategy for the Department of Transportation and advises officials within the Department on how best to communicate issues and priorities of public interest. It also promotes the participation of Massachusetts residents in an effort to enhance customer service. Lastly, the Office ensures all requirements of the Transportation Reform Act are met while driving transformation of the existing culture to align with MassDOT's vision and mission.

5.4.1 Public Affairs

The Public Affairs team is responsible for accurate and timely responses to all public and media inquiries and to communicate internally and externally the accomplishments and milestones of MassDOT.

The Civic Engagement team is focused on creating and maintaining a comprehensive internal program and public/community process for significant road and bridge projects such as the Accelerated Bridge Program's Mega Projects. Their work provides a transparent public process that gives community stakeholders and citizens an opportunity to participate in the decision making process for a particular project.

Social Media

MassDOT initiated an aggressive social media presence in keeping with Governor Deval Patrick's top priorities of open government, transparency and MassDOT's focus on customer service. MassDOT's "Commonwealth Conversations" transportation blog remains one of the most active and viewed in Massachusetts state government, with more than 850 separate blog posts and more than 433,000 views since its inception in 2009.

Secretary Mullan saw the potential in social media as a tool in reaching customers. The MassDOT Twitter account has more than 6,220 followers with Tweets about road and bridge projects, traffic, MassDOT in the news, and Tweet links to the blog. Among the more than 3,400 Tweets, many are from Secretary Mullan himself. Often times, they include a Twitpic attached of a bridge, road or gathering of transportation leaders. MassDOT also maintains a presence on YouTube and Flickr, where nearly 600 road and bridge construction and event photos and 40 YouTube videos have been posted since MassDOT's inception.

Civic Engagement

The Civic Engagement Team is also supporting the Accelerated Bridge Program's Mega Projects that include the Longfellow, Fall River, Fore River, and Whittier Bridges, among others, with community and task force meetings, briefings, and traffic alerts.

5.4.2 Office of Transition Management

The Office of Transition Management (OTM) as mandated by the Act was organized in June 2009 to manage all transition activities. The day-to-day management of the OTM remains fully delegated by EOAF to MassDOT, with EOAF maintaining an oversight role through regular finance integration meetings with MassDOT and the Office of the Comptroller.

The Transportation Advisory Committee continues to meet. The group formed three subcommittees focused on Best Practices, Communications, and Finance. The subcommittees have all met several times and are creating work plans for the next 12-18 months, which will include both short-term and long-term deliverables to MassDOT leadership.

The Secretary has focused and organized the work around transportation reform for the coming year. The Senior Leadership Team members are responsible for leading the overall change process within the organization and implementing actions in their own Division or Department. The efforts going forward are to fit within these four themes: Drive the MassDOT strategy, Innovate how we work together, Promote one culture and workplace, and Monitor progress and communicate our success story.

Driving the MassDOT strategy is centered on creating a five year strategic roadmap; managing the strategic and operational planning of the organization; completing and implementing the findings of the core vs. non-core assessment; launching an effective performance management system; and aligning the organization's efforts to the Governor's priorities and MassGoals.

Innovating how we work together entails implementing a continuous process improvement policy across the organization; creating a system-wide digital strategy; sharing best practices; actively pursuing horizontal integration efforts; and reporting any cost savings that may arise to the Budget & Efficiency Committee.

Promoting one culture and workplace consists of ensuring the services of the Employee Relations Department reach all employees; treating all employees as our customer by actively seeking their feedback; indentifying key talent within the organization and fostering their development through the Talent Management Program; leveraging the successes o f the Round Table to create culture change; and launching MassDOT University as a center of excellence for training and development.

Lastly, the customer focus and data gathering program requires establishing a unified internal and external communication strategy; engaging external stakeholders through the Transportation Advisory Committee; articulating what transportation reform means for the average person; and seeking out national recognition for initiatives.

The work of the Office of Transition Management will be winding down shortly. In anticipation, a lot of the work that began in the OTM will be re-assigned to other departments within MassDOT. Efforts that will remain, including the Transportation Advisory Committee, validating cost savings, and the weekly Senior Leadership Team meetings, among others, are a true testament to what the Office was able to create and implement as part of the new normal at MassDOT. The next report will highlight the achievements of the OTM, as well as, MassDOT's greatest achievements over the past two years.

The OTM continues to track compliance with the reform legislation. In addition, the OTM continues to submit periodic progress reports to the legislature and other stakeholders as required by statute.

5.5 Office of the Chief Financial Officer

The Office of the Chief Financial Officer is responsible for formalizing and implementing financial management and investment guidelines that enable all divisions and departments to achieve goals in a fiscally prudent manner, through the coordination of various activities, including the development of annual operating and capital budgets, financial management and accounting controls, long term capital plans, construction project finance plans, note and bond issuances, investor relations, procurement, and risk management. The Office oversees all of the fiscal-related functions for MassDOT and reviews all fiscal management, budget, and capital expenditure and program office functions and related operations. These programs include accounting, revenue operations, fiscal operations, federal grants, operating and capital budgets.

On February 22, 2011, the Office of the Chief Financial Officer presented to the MassDOT Committee on Finance and Audit the second quarterly financial report. It included budget versus actuals for all MassDOT Divisions. The report also includes operating and capital results for the MBTA.

Public Hearings for the FY 2012 budget were held January 3rd in Northampton and January 4th at 10 Park Plaza in Boston. A Legislative Budget Hearing for the FY 2012 budget was held at the Berkshire Community College in Pittsfield.

On March 31st, MassDOT released preliminary Chapter 90 figures to the cities and towns of the Commonwealth in anticipation of an appropriation to be passed by the legislature. On April 11th, Governor Patrick signed a historic appropriation bill allocating \$200 million to rebuild and repair local roads and bridges. This represents a 29% increase compared to last year and the highest level provided.

In January, Secretary Mullan established the Standing Committee on Budget and Efficiency to coordinate, facilitate and monitor progress towards reducing costs while improving services provided to the public. The Committee is chaired by the MassDOT and MBTA Chief Financial Officers. All divisions and departments have been empowered to identify and implement ideas to further reduce costs and eliminate obsolete or inefficient business practices or activities. To date, the Committee has been working with the divisions and departments to evaluate and pursue further cost reduction activities. Many of these proposals are still under development, but include a staffing study of the organization, options to consolidate cellular communication contracts, build a common shared radio network, share vehicle maintenance functions and consolidate terms, pricing and contracts for items commonly used between the various divisions and departments. As these initiatives are completed and savings identified, the results will be announced via the MassDOT website.

5.6 Office of the Chief Information Officer

The Office of the Chief Information Officer is responsible for ensuring that MassDOT is equipped with advanced materials and technical resources to facilitate the accessibility, exchange, maintenance, and recovery of information and communication 24 hours a day, and plans for the acquisition and deployment of technological enhancements for MassDOT and its divisions to maximize organizational efficiencies. The Office manages the daily maintenance and operation of the new organization's network and telecommunications infrastructure. This includes business applications, networks, servers, architecture, telephones, mobile devices, and desktop computers, data on equipment, fiber, electronic mail, and Internet services. It also manages MassDOT's internal- and external-facing websites and various business applications, including financial and accounting systems, human resource management systems, payroll, time and attendance systems, project management systems, software development, database administration, recordkeeping and storage systems, reporting systems, quality assurance systems, and intelligent transportation systems.

Broadband Projects

Massachusetts Emergency Transportation Fiber Optic Network (METFON)

The Massachusetts Emergency Transportation Fiber Optic Network (METFON) was conceived as a consortium of state transportation and public safety agencies and authorities that would pool their fiber and microwave communication assets to form a high speed, secure and resilient statewide fiber optic communications network. This vital network will link essential elements of the existing public safety and transportation infrastructure, resulting in a closed loop communication system. METFON offers a valuable opportunity to support multiple agencies simultaneously, while providing real-time information and a clear channel pathway between Massachusetts' transportation

and public safety agencies. The primary benefit of shared communication and faster response times is a safer, more effective transportation system. METFON will strengthen the state's multi-modal transportation system through improved network security, seamless system redundancy and expedited delivery of vital information. Re-routing between agencies will be available upon demand, reducing the impact of a large-scale communications failure. A kickoff meeting was held on March 16th to discuss next steps and the implementation plan.

Massachusetts Broadband Institute

In July 2009, the Massachusetts Broadband Institute (MBI) provided one of the spare shared resource conduits with fiber optic cable. Additional connection points (nodes) have been installed along the corridor, offering municipal and state agencies the opportunity to benefit from high-speed telecommunications. Outside plant construction is near completion – just minor system tweaking remains. The Acceptance Testing Plan is close to final, with testing anticipated to start next week. Testing is estimated to take 2-3 weeks, with a rolling 60-day test period starting as test items are accepted. District Two Operation Center (DTOC) operator training is also scheduled for next week. The lease document between MassDOT and the Massachusetts Technology Collaborative has been executed.

Upgrade I-90 ITS

The I-90 corridor currently serves as the main backbone from Boston to the western part of the Commonwealth for MassDOT's Highway Division. This project creates and expands upon a shared Wide Area Network (WAN) to transport voice, video, and data to support interoperability and enhance safety. This approach will significantly upgrade the capacity of existing fiber optic cable along I-90. The new wide area network will complement and expand the benefits of the ongoing I-91 ITS Design/Build Project. Transportation-related stakeholders will be provided with significantly greater communications capacity. Cost savings can be achieved by integrating activities among participating state agencies, including ITD, Executive Office of Public Safety, City of Boston and several MassDOT agencies. These tests began in March 2011.

Unified Communications Implementation Plan

The Unified Communications project will upgrade all MassDOT phone systems in the Metro Boston area (District 6). Five different telephone systems - carryovers from former agencies - now serve District 6 users. These five systems will be replaced by one complete system providing continuity of services at a lower operating cost to MassDOT.

This plan will provide a unified telecommunications system readily expandable to support statewide services. Many features, including on-net dialing will be available. MassDOT will integrate IT Help Desk at Ten Park Plaza with the Business Support Help Desk at 25 Newport Avenue Ext. location. This system will be scalable, and may be combined with prior technology investments.

Process Improvement and Efficiencies

In order to enable the business divisions to post content changes within a consistent MassDOT structure that aligns to the larger Commonwealth strategy for websites, the

implementation of the Web Content Management System for the MassDOT website has been actively pursued. The web page functions, such as calendar updates, have been rewritten in the Content Management tool. A mid-May completion date is anticipated.

In addition, IT has taken steps to increase the presence of the RMV transactions on the internet. Another milestone that has been met this quarter is the delivery of real time citations. The new transaction will result in the following customer service benefits:

- The payment will be processed in real time and at the end of the transaction.
- The customer will be notified whether the payment was successful and the obligation was resolved.
- The customer will also be sent an email to notify him/her of the transaction.
- Citations with associated late fees or release fees can be processed online, preventing the need for a customer to visit a branch, call the RMV, or use the mail.
- During the transaction, the customer will be provided with information about the citation, helping to ensure the transaction is processed correctly.

MBTA Website Performance

The MBTA's website performance improved to support four times the number of concurrent users and stress tests completed to validate ability to handle spikes due to emergencies. In addition, the MBTA has added a continuity capability to supply a "lite" website in extreme circumstances. This is a best practice in transit and very similar to New York's Metropolitan Transportation Authority. This work was completed using funds within the operating budget and a minimal capital expense for purchasing additional servers.

One Voice

Voice Recognition

At its core, OneVoice features Interactive Voice Recognition (IVR) architecture and Service-Oriented Architecture (SOA). The system is designed to be easily adopted across the entire secretariat. IVR software will improve agent productivity, while reducing customer wait times and lowering the percentage of abandoned calls.

Multi Media Channels

The benefits from this software will leverage and expand the technology through six OneVoice media channels. This feature will allow users to receive pertinent information at their convenience and on the device of their choice.

Other features include:

- Voice Channel with Speech Recognition to enhance interactive services
- Email Channel to submit inquiries and receive replies via Email
- Web Channel with Instant Messaging and Web Chat
- Text Message Channel to enable users to receive text alerts on cell phones and other hand-held devices

- Blast Messaging Channel to send bulk Emergency, Amber Alerts and Weather Alerts
- Social Network Channel to send Travel Alerts and other announcements through a variety of social media forums.

5.7 Office of Performance Management & Innovation

The Office of Performance Management (OPM&I) at MassDOT is charged with developing mechanisms to assess performance of the new organization and to present that information to the public.

Secretary Mullan initiated the second phase of performance management and innovation at MassDOT. Following up on the recommendations of the Charrette and from senior and middle management, a reorganized OPM&I will focus on short-term strategic planning, sharing best practices across divisions, mission critical integration and scorecards to report our progress. Over the course of the next several months, OPM&I will be working with the divisions and senior managers to produce a roadmap based upon best practices to achieve the statutory requirements of this office.

6.0 Division Updates

Reform continues to remain the mantra for MassDOT. The four divisions are reorganized and recommitted to improving customer service, identifying cost efficiencies, and instilling an innovative spirit. With the spirit and intent of transportation reform feeding the new enterprise, the focus is shifting towards a more holistic environment where reform efforts and day-to-day operations operate uniformly.

6.1 Highway Division Update

The Highway Division includes the roadways, bridges, and tunnels of the former Massachusetts Highway Department (MHD), Massachusetts Turnpike Authority (MTA), Tobin Bridge and certain assets of the Department of Conservation and Recreation (DCR). The Highway Division is responsible for the design, construction and maintenance of the Commonwealth's state highways and bridges. The Division is also responsible for overseeing traffic safety, engineering activities and snow and ice removal to ensure safe road and travel conditions and for providing technical and financial assistance to all 351 Massachusetts cities and towns for design, construction and maintenance of locally-owned roads and bridges.

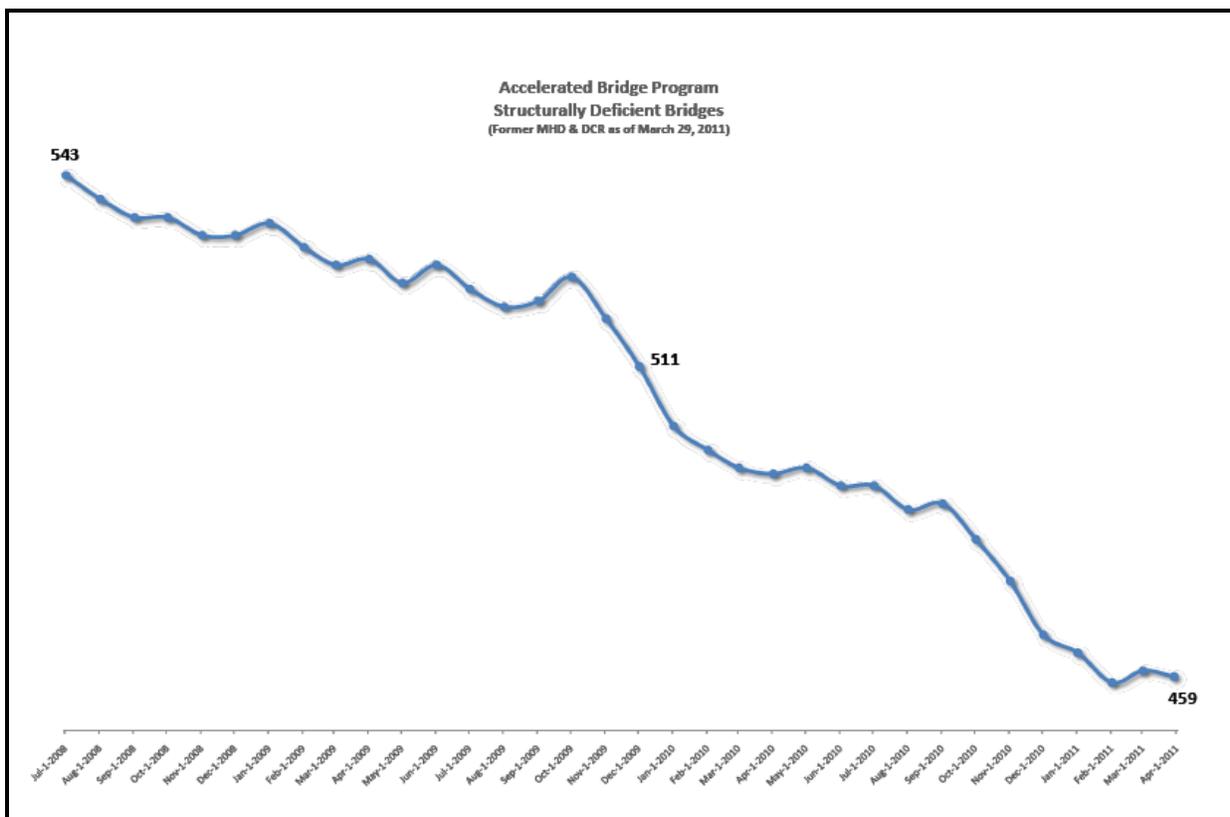
In February 2011, MassDOT awarded a \$78.5 million Design-Build contract to a joint venture team headed by J.F. White Contracting and Kiewit Infrastructure for the replacement of 14 bridge superstructures along I-93 in Medford. This project – coined as the “Fast 14” – will use innovative technologies to allow for the bridge decks to be replaced in an accelerated fashion over a series of weekends during the summer of 2011. Each weekend, at least one bridge deck will be replaced and reopened to traffic in time for the Monday morning commute. To allow for the work to be done and for I-93 traffic to be maintained in both directions at all times, the contractor will establish temporary “cross-over” patterns through which vehicles moving in one direction will cross over the I-93 median to the adjacent side of the highway through the work zone. In these work areas during weekend closures, one side of the highway will carry two-way traffic while the bridge decks on the other side of the highway are replaced. The new bridge decks will be pre-constructed adjacent to each location and will be lifted into place during the weekends. This project also involves a massive public outreach effort to effectively communicate to the travelling public and the neighboring communities in order to mitigate potential impacts to traffic and local mobility. Completing significant infrastructure improvements on a major highway like I-93 in a short time period will yield tremendous benefits to the Commonwealth in areas of economy, mobility and convenience. This project has gained national attention and could be a model for future similar efforts in Massachusetts and throughout the United States.

MassDOT first used the “Heavy Lift” technology that will be used on the “Fast 14” project to replace the bridge carrying Route 2 over Route 2A in the Town of Phillipston. This project, completed in October 2010, was recently awarded with a prestigious Gold Award for Design Excellence by the American Council of Engineering Companies of

Massachusetts. The entire process to move and lift the new bridge into place occurred during one night, and the bridge was closed for only 121 hours.

The Highway Division is also using other innovative technologies as part of its Accelerated Bridge Program. These include “Folded Plate Girder” and “Next Beam” bridges, and a unique “Bridge in a Backpack” application in the Town of Fitchburg. For that application, the bridge components can be delivered to the site in a package that fits into the back of a pickup truck. The components are a series of hollow tubes that can be uncoiled and placed in an arch pattern to form the ribs of the new bridge. The tubes are then filled with concrete and the bridge is completed on top of the now-rigid tubes. This is a fairly simple process that demonstrates MassDOT’s commitment to innovation.

MassDOT’s investment in bridges during the past few years – highlighted by the \$3 billion Accelerated Bridge Program – has resulted in 15.5% reduction in the number of structurally deficient bridges (former MHD and DCR bridges) since July 2008.



Construction Spending Totals for FY 2011 through March 31, 2011:

Construction Program	Total Spent (in millions)
Statewide Road and Bridge Program	\$329.8
Accelerated Bridge Program	\$96.9
American Recovery and Reinvestment Act Program	\$101.2
Grand Total	\$527.9

6.2 Rail and Transit Division Update

The Rail & Transit Division is responsible for directing all transit and Commonwealth-controlled freight initiatives, overseeing the Massachusetts Bay Transportation Authority (MBTA), and funding programs for all fifteen independent Regional Transit Authorities in the Commonwealth.

6.2.1 Connecting with the Customer

The MBTA ridership decreased slightly in the 3rd quarter of FY11. In January, the MBTA's average weekday ridership totaled 1.15 million unlinked passenger trips, which is a slight decrease during the same month in 2010. The change in ridership could be contributed to the unusually heavy snowfall.

Systemwide average weekday ridership for February 2011 increased by 0.8% from February 2010 and totaled 1.221 million unlinked passenger trips per weekday. Nine out of the previous twelve months (from March 2010 through February 2011) have shown ridership growth.

After coordinating with the City of Boston and the Town of Brookline, the MBTA is operating three-car train service on three of the four branches ("D" Line – Riverside, "B" Line - Boston College, and "E" Line – Heath Street) of the Light Rail system. The MBTA has received positive feedback from its customers. Early indications show that running up to thirty-two, 3-car trips each day has great potential for increasing ridership in the coming fiscal year.

To increase service reliability and fuel efficiency, the MBTA recently put into service two new locomotives purchased from the Utah Transit Authority. The Authority is also leasing five locomotives, previously used by Maryland Area Regional Commuter, from Motive Power Industries. The MBTA is inspecting and testing these locomotives and will replace existing equipment that will undergo maintenance and repair activities. These additional locomotives will allow the MBTA to provide service that is more satisfactory to commuter rail customers.

Building upon the success of the 2010 "Join the GM" sessions, General Manager Davey continues to promote transparency and accountability with these sessions. In first quarter of CY11, three stations were visited, including Downtown Crossing, Charles/MGH, and Salem. To date, MBTA personnel talked to a total 1,139 customers and received 282 commendations, 753 complaints, 134 suggestions, and 13 inquiries.

Lastly, the MBTA successfully transitioned to MBCR the process of posting T-Alerts by moving alert entry to the commuter rail's dispatch facilities. This switch should accelerate the posting of service alerts and delay information to commuter rail customers. Additionally, the MBTA plans to launch its next open data initiative by releasing a tool to developers that will allow them to build applications to give our customers the ability to send in pictures, comments, and concerns about the system.

This initiative, called “Commuter Connect,” builds on a similar application used by City of Boston. Ultimately, this application will allow customers to help the MBTA better know what is happening in the system.

6.2.2 Managing through Engagement

Under the maxim, “you can’t manage it if you don’t measure it”, the MBTA Safety Department published a comprehensive monthly safety report in January. This data-driven comprehensive report is designed to focus senior management, line management, and employees on the why, where and when of accidents and incidents. By understanding the root cause of accidents and close calls, senior managers at the MBTA can pinpoint weaknesses in operational procedures and identify systems and practices to improve worker and customer safety.

In association with Federal Homeland Security Secretary Janet Napolitano, Lt. Governor Murray, Transportation Chairmen McGee and Strauss, Boston Police Commissioner Ed Davis, and other state and federal officials, the MBTA launched its refreshed “If you see something, say something” campaign in mid-March. Car cards, platform posters, and oversized “suspicious package” props located at North Station, South Station, and Back Bay were installed to catch customer’s attention and ask them to report suspicious packages or activity.

The Safety Department also initiated two new proactive programs. The first is the safety liaison program, which dedicates a safety inspector to each subway line, garage, and facility. The second program is the snow safety field team that assists in station safety, fire life safety and snow removal safety. These programs are part of the ongoing effort to prevent both employee and customer injuries and position the MBTA as a leader in transit safety.

6.2.3 Being Fiscally Responsible

Over the first two quarters of FY11, the MBTA expenses were under budget by 0.6%. However, revenues continue to lag behind projections; down \$13M against projected revenue.

The MBTA continues to prioritize and maximize non-fare revenue. During first two quarters of FY11, the MBTA Real Estate Department entered into 36 new Licenses for Entry, 136 Licenses and Leases, and completed 16 land sales, which generated about \$6.4M in non-fare revenue. In the same period, the MBTA estimates total non-fare revenue from real estate, including parking, to be about \$21.6M. The MBTA also estimates about \$1.4 in revenue from billboards and sponsorship advertising during the same period.

The MBTA Board has approved the FY12 budget of \$1.656B. The Authority started this budget process with a \$136M projected budget deficit and a goal to close that gap without increasing fares or reducing service. With assistance and guidance from the MBTA CFO and his staff, they are aggressively looking for ways to reduce expenses.

These include controlling headcount and energy costs, realizing efficiencies in operations, engineering, and maintenance. As well as, mitigating risk by requiring prudent management of the debt portfolio and seeking discount in prices and fees from vendors in the FY12 budget. Furthermore, the MBTA will continue to implement cost savings measures and leverage possibilities to collaborate with MassDOT on ways to cut costs while improving service.

The MBTA is continuing its review of The RIDE program. The review is an in-depth evaluation of the possibilities for cost cutting and efficiencies, while still providing a high quality service. Preliminary recommendations on strategies to drive down costs and ensure efficiencies include examining those using the RIDE services to determine eligibility and encouraging RIDE customers to try the fixed route system. General Davey has ordered three recommendations to be implemented: in-person eligibility assessments, optimizing run structures, and starting a pilot program to test taxi vouchers in lieu of RIDE services.

In April, Governor Patrick established a Commission through an Executive Order, to study paratransit services provided by MBTA's RIDE program, the Regional Transit Authorities, and the Executive Office of Health and Human Services. The Commission will include members from various Executive Offices, service providers and operators, customers, and other stakeholders. The Governor charged the members with examining paratransit programs to ensure needs are aligned with the service and current delivery methods and assessing whether the current level of service delivery properly aligns with federal and state requirements. The findings and recommendations from the Commission are expected to be issued in late October.

On April 15, 2011, judgment was formally entered dismissing the lawsuit filed by Local 589, and other MBTA unions against the Commonwealth, the Group Insurance Commission, and the MBTA regarding implementation of section 140 of the Transportation Reform Act. This section of the reform act transfers MBTA employees and retirees, upon termination of applicable collective bargaining agreements, to the same benefit plans provided by the GIC to other state employees. Judge Giles specifically held that section 140 of the reform act (1) doesn't violate or retract the Commonwealth's contract protecting MBTA employees affected by Federal Project Assistance (and is not unconstitutional under the United States Constitution or the Massachusetts Declaration of Rights), (2) does not impair contracts in violation of either the United States or Massachusetts Constitutions, and (3) does not require a taking of rights without due process of law. The trial court portion of the case has now concluded, and the plaintiffs will decide whether or not to pursue an appeal.

Once the employees have been transferred to the Group Insurance Commission, the MBTA is expected to save \$31M.

6.2.4 Executing on the ARRA Projects

During the first quarter of CY 2011, the MBTA continued work on its 40 ARRA-funded projects, in close coordination with the Federal Transit Administration, municipalities

and other project stakeholders. In terms of economic impact, the Authority has entered into 393 ARRA-funded contracts, task orders and purchase orders to date, and has hired 70 temporary employees out of local union halls to work on projects. ARRA project spending is anticipated to peak during 2011.

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Overview - ARRA Activity during 1st Quarter of CY11:

- ARRA Grants: No new ARRA grants were executed during the first quarter of CY 2011. MassDOT is currently working with the Federal Rail Administration to execute a \$70.0 million "High Speed Intercity Passenger Rail" grant for the Knowledge Corridor project, which the MBTA will manage.
- ARRA Commitments (e.g., Contracts, Purchase Orders): \$9.3 million (as of 2/28/11)
- ARRA Project Spending: \$16.2 million (as of 3/18/11)
- ARRA Job Hours: Over 75,700 job-hours (as of 2/28/11)

Overview - ARRA Activity through 1st Quarter of CY11:

- ARRA Grants Awarded: 11 ARRA-funded grants to date, totaling \$369.2 million, which includes the \$20.0 million New Bedford Bridges grant awarded to MassDOT but managed by the MBTA.
- ARRA Commitments (e.g., through contracts, purchase orders): \$210.3 million committed to date (as of 2/28/11)
- ARRA Projects: 40 separate projects
- ARRA Project Spending: \$115.6 million expended to date (as of 3/18/11)
- ARRA Jobs Hours: More than 888,700 job-hours (as of 2/28/11)

6.2.5 Regional Transit Authority (RTA) Programs

Veterans Outreach

MassDOT continues to work closely with the Veterans Outreach Initiative that was launched in Fall 2010 to address identified gaps in transportation needs of Veterans throughout the Commonwealth. This initiative was jointly developed with the Executive Office of Health and Human Services and the Massachusetts Department of Veterans Services. In addition to the two lead agencies, current participants include the Cape Cod Regional Transit Authority, Greater Attleboro-Taunton Regional Transit Authority, MetroWest Regional Transit Authority, Montachusett Regional Transit Authority, and the Nathan Hale Foundation Veterans Outreach Centers.

Among its first tasks, new outreach and marketing materials were produced with the financial assistance of the Massachusetts Association of Regional Transit Authorities. These materials are a first step to improving veterans' access to community services and transportation. MassDOT supported and attended the Massachusetts Veterans Services Officers Conference on February 28, 2011, and provided a direct link between local Veterans Service Officers and their public and human service transportation service resources.

FTA State Program Management & Oversight

The Division has been working with the Federal Transit Administration to update and improve MassDOT's oversight program of its four FTA funding programs that provide vital community transit service across the Commonwealth. The Plan and its implementation is a key piece of our ability to accept and distribute over \$10M in FTA funds. This updated MassDOT State Management Plan represents a significant change in approach, mission, reach and commitment. Informed by its best practices review of other best in class state oversight programs, this MassDOT plan offers a sizeable change to our program, including a renewed commitment to a broader ongoing conversation with state-wide stakeholders, customers and the communities these programs serve.

Greenfield Intermodal Transit Center

Despite a difficult winter construction season, this \$12.8M ARRA construction project continues to progress on schedule and budget. Structural steel continues to be erected as the project moves towards its December 2011 opening. This state of the art "net zero" transit and office facility will offer Franklin Regional Transit Authority (FRTA) and intercity bus customers with a new intermodal center that uses solar, wood pellet and other innovative features to deliver one of the Commonwealth's first "green" buildings that will offer a near-neutral environmental footprint. Future passenger rail service will also serve this facility when the Knowledge Corridor service returns to Franklin County. This FRTA project is jointly supported by both MassDOT and the MBTA Design & Construction department.

Intercity Bus Program ARRA and 5311 Fleet Purchase

FTA is providing ARRA program funds for the purchase of five new Motor Coach Industries D4500 model coaches for Peter Pan Bus Lines and the Plymouth & Brockton Street Railway as part of its rural transportation program. These coaches will support and upgrade service for regularly scheduled public transportation service in Massachusetts, including the latest safety systems and improved accessible access for customers with disabilities. MassDOT will maintain continuing control of these assets and serve as a steward of this equipment.

6.2.6 Rail Property Programs

Inactive Railroad Bridge Inspection Program

In 2010 the Federal Railroad Administration mandated that every inactive railroad bridge must be inspected every 540 days by the bridge owner. MassDOT Rail and Transit Division managers collaborated with MassDOT Highway Division and their bridge engineering consultant team to identify and inspect these structures on

MassDOT owned lines. The bridge engineering team is now conducting field inspections. When complete, the engineering team will recommend corrective actions to ensure the inactive bridges are not a public safety hazard.

Southeastern Heavy Repair Program

MassDOT, as owner of several rail lines in Southeastern Massachusetts and on Cape Cod, recognized the need for significant capital investment in the railroad infrastructure to halt further deterioration of the rail lines. MassDOT Rail and Transit Division conducted a comprehensive evaluation of maintenance and repair requirements and developed an in-depth program heavy repairs and maintenance. To date, upgrading the Buzzard's Bay Canal Bridge interlocking system, rehabilitating the Dean Street Industrial Track, and improving crossings, track structures and bridge repairs along the lines have been completed. Work continues to make improvements to rail, track and tie conditions at several locations along the rights-of-way.

6.3 Aeronautics Division Update

The Aeronautics Division has jurisdiction over the Commonwealth's public use airports, private use landing areas, and seaplane bases. It is responsible for airport development and improvements, aviation safety, aircraft accident investigation, navigational aids, and statewide aviation planning. The Division certifies airports and heliports, licenses airport managers, conducts annual airport inspections, and enforces safety and security regulations.

In April 2011, the MassDOT Aeronautics Division opened bids for the Statewide Crack Sealing and Markings Project at 21 airports throughout the Commonwealth. The purpose of the project is to extend the life of the runway pavements before runway reconstruction is required. In addition, it will enhance the existing runway markings thus improving the safety of the airports. For this project, the state was divided into two sections for Contract A and Contract B.

The following airports are included in Contract A:

- Pittsfield Municipal Airport
- Turners Falls Municipal Airport
- Westfield-Barnes Airport
- Southbridge Municipal Airport
- Orange Municipal Airport
- Gardner Municipal Airport
- Fitchburg Municipal Airport
- Lawrence Municipal Airport
- Beverly Municipal Airport
- Norwood Memorial Airport

The following airports are included in Contract B:

- Mansfield Municipal Airport
- Marshfield Municipal Airport

- Taunton Municipal Airport
- Plymouth Municipal Airport
- New Bedford Regional Airport
- Martha's Vineyard Airport
- Nantucket Memorial Airport
- Provincetown Municipal Airport
- Chatham Municipal Airport
- Barnstable Municipal Airport

The construction phase of this project began in April and is expected to be completed by June 30, 2011. The engineers estimate for the construction phase of the project is \$2M.

6.4 Registry Division Update

The Registry of Motor Vehicles (RMV) Division is responsible for vehicle operator licensing and vehicle and aircraft registration available both online and at branch offices across the Commonwealth. The RMV oversees commercial and non-commercial vehicle inspection stations.

The RMV Division saw a slight increase in statewide average wait times in the months of February and March 2011. The statewide average wait time for branch visits was 8 minutes, 33 seconds in December 2010. The statewide average wait decreased to 7 minutes, 41 seconds in January 2011, but increased to 11 minute, 34 seconds in February and 10 minutes, 36 seconds in March 2011. An analysis of business transactions being conducted in offices during these time periods determined these increased wait times are attributed to an increase in transactions that can only be performed in branch offices. Examples of this type of branch dependent transactions include an increase in permit tests. The RMV had to reduce the number of offices offering permit tests due to budget constraints. The reduction in sites and increase in customer demand for permit tests contributed to the average wait time across the Commonwealth.

In the interest of expanding customer service options in branch offices, the RMV completed in March 2011 the implementation of a new audio feature for permit tests. This feature provides customers with the option to hear an automated voice read the test questions and possible answers through headphones connected to the testing equipment. This option is available in both Spanish and English for Class D (passenger vehicles) and M (motorcycle) permits. The audio component is available in English only for Commercial Driver's License (CDL) applicants due to federal requirements. The time limit for customers to take the Class D and M permit audio exams is 45 minutes and 90 minutes for CDL applicants. The time allotment for customers taking the audio exam has been increased to allow sufficient time for this type of exam to be administered. While the availability of audio exams increases service options for customers, the increased demand for permits generally and the longer audio exams has the potential to increase branch wait times.

In other areas of service expansion, the RMV introduced in March 2011 a revised online transaction for motor vehicle citation payments that allows those payments to be made in real time. Previously, it could take up to a day for a customer's citation payment to be processed and the customer only had the option to pay the citation amount due and not any other associated fees. The customer benefits realized by the implementation of a real time transaction include notifying the customer at the end of the transaction if the payment was successful and the obligation was resolved. The revised Internet payment options also allow for the payment of late fees, release fees, and court filing fees associated with a citation, which provides more customers the option of resolving citations over the Internet, as opposed to via the mail, telephone or branch visit. The revised online transaction also allows the RMV to collect the \$25 court filing fee for civil citations. A new legislative mandate implemented in July 2010 requires the RMV to perform all the administrative functions associated with collecting a \$25 filing fee from all violators wishing to contest a civil motor vehicle citation and transmit those fees to the Trial Courts.

The RMV Division continues to maximize opportunities to replace privately leased office locations with transportation assets. MassDOT has embarked on a collaborative effort to relocate the RMV's Greenfield branch office to the Visitor's Center in Greenfield. The RMV's current privately leased site no longer meets operational specifications within the lease agreement, which requires the division to relocate. Utilizing the MassDOT's Visitor Center will help the RMV to save approximately \$60,000 annually in private lease costs, while also supporting the Franklin County Chamber of Commerce by increasing customer volume into the Center.

MassDOT IT and the RMV are continuing with the modernization of the division's business and technical infrastructure. CGI Group, Inc. was selected in November 2010 as the vendor that is updating the division's current and future state documents compiled originally in 2007-2008. Since January 2011, CGI has worked with the ALARS Modernization Program team to develop and issue a Request for Quotation (RFQ) to obtain proposals from qualified bidders to identify, organize, rationalize, and document RMV's business rules that are driven by statutes, regulations, and business policies and practices; publish rules internally for employees' use and externally for customers to provide transparency and clarity in RMV business; and continue the development of self-service question and answer style web transactions for expanded customer convenience. The benefits of the work resulting from this RFQ will include state government transparency, which is an important goal of MassDOT; an increase in the number of customers that will be able to complete successfully RMV transactions with one visit to an office; and a reduction in branch and phone center wait times.