



Real Time Information on Customer Experience

Registrar Colleen Ogilvie
Registry of Motor Vehicles

RMV Customer Experience

measuring customer needs and behavior in improving day-to-day operations

Topics



Measuring Demand



Change Management



Stakeholder Engagement



Future Initiatives

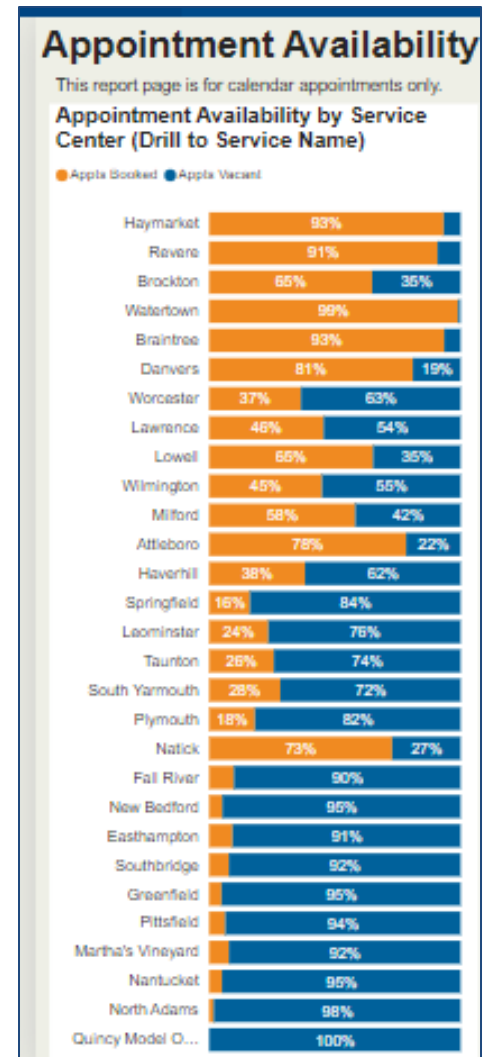
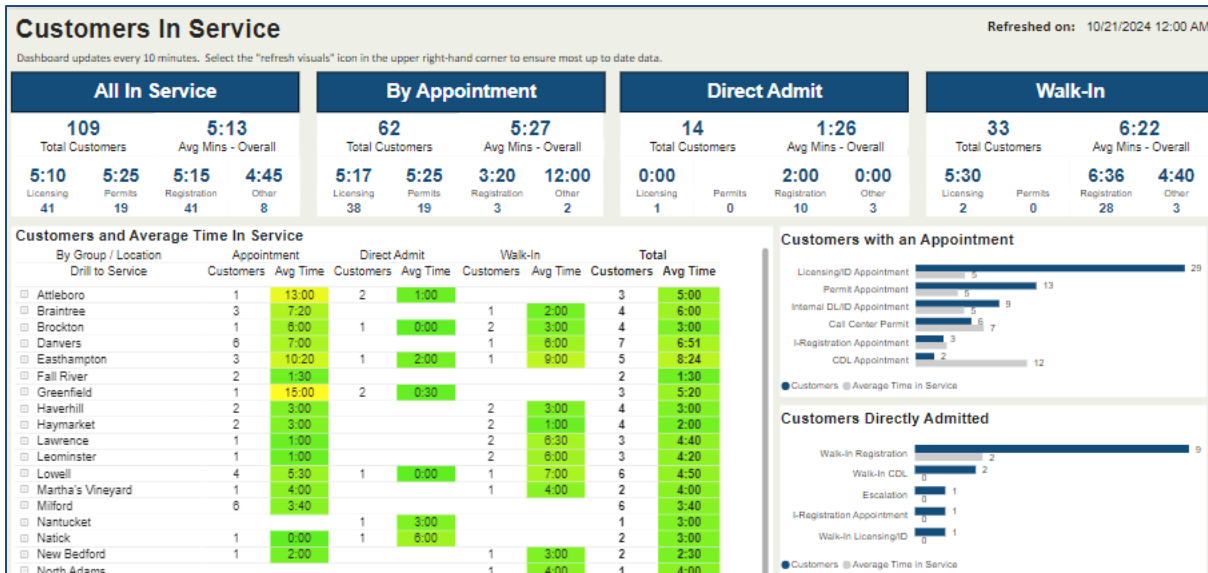
RMV Customer Experience

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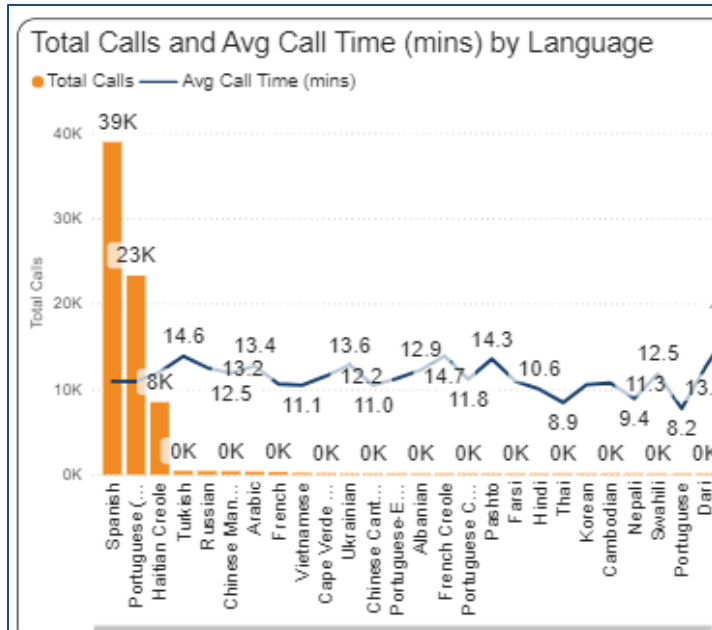
Measuring Demand

- Appointment demand
- Total # weeks to get a driver's license (permit + road test)
- Wait time in Service Center
- Interpreter Support

Measuring Demand - Appointments



Measuring Demand – Language Services



Contact Center

Mass.Gov /RMV

RMV Translated Documents

This page will be updated as more materials are translated.

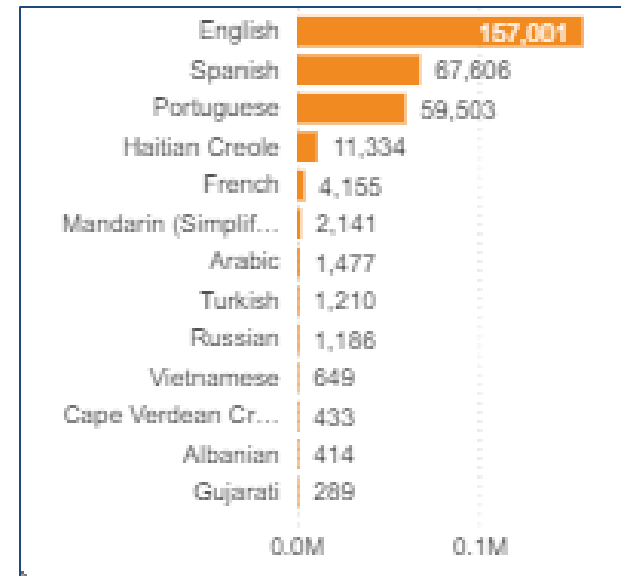
TABLE OF CONTENTS

- ✓ Driver's License, Learner's Permit or ID Card Application Instructions
- ✓ Class D & M Road Test Information Sheets
- ✓ Affidavit of No SSN
- ✓ WFMA Public Flyer
- ✓ Standard Class D or M Driver's License Documents Checklist
- ✓ How to Prepare for a Learner's Permit Appointment
- ✓ How to Transfer Your Out of State Driver's License
- ✓ How to Schedule a Service Center Learner's Permit Appointment
- ✓ Learner's Permit Exam Overview
- ✓ Emails (received after July 1, 2023)

Road Exam Language (Drill to Exam Location)	Scheduled Road Exams
Spanish	39,932
Portuguese	36,664
Haitian Creole	8,879
Turkish	721
Arabic	694
Cape Verdean Creole	424
Russian	406
French	386
Mandarin (Simplified)	352
Vietnamese	280
Total	89,813

Road Tests

Permit Exams



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Change Management

- Targeted messaging to individuals
 - Letters
 - Emails
 - Texts
 - Chatbot
- Communications
 - Press Releases
 - Social Media
 - Website alerts
 - Mailchimp emails to partners

Change Management – Targeted Messaging

Text Messaging Stats

SMS by Selection	
IVR Selection	
SMS Type	SMS Sent
License Support	4,933
Service Center Appointment SMS	2,084
License ID Requirements SMS	2,028
Transfer Out of State License to Massachusetts SMS	821
Susp	3,767
Suspension Hearing Appointment SMS	2,631
Clear Out of State Suspension SMS	1,136
Medical Affairs Bureau	1,701
Replacement Placard SMS	1,135
New Placard SMS	566
Title	1,249
Duplicate Title Information SMS	825
Total	14,661



REGISTRY OF MOTOR VEHICLES


Date: [mm/dd/yyyy]
[Customer Name]
[Customer Address]

Dear [First Last],

 Why did you receive this correspondence?

 What do you need to do?

 Are you responsible for any fees?

 What if you have questions?

Sincerely,
The Massachusetts Registry of Motor Vehicles

RMV Letter Template

RMV Chatbot

Ask MA chatbot

Need help?

Ask MA chatbot

What can I help you with in Registry of Motor Vehicles (RMV)?

You

Driver's License

Ask MA chatbot

What can I help you with in Driver's License?

You

Driver's License

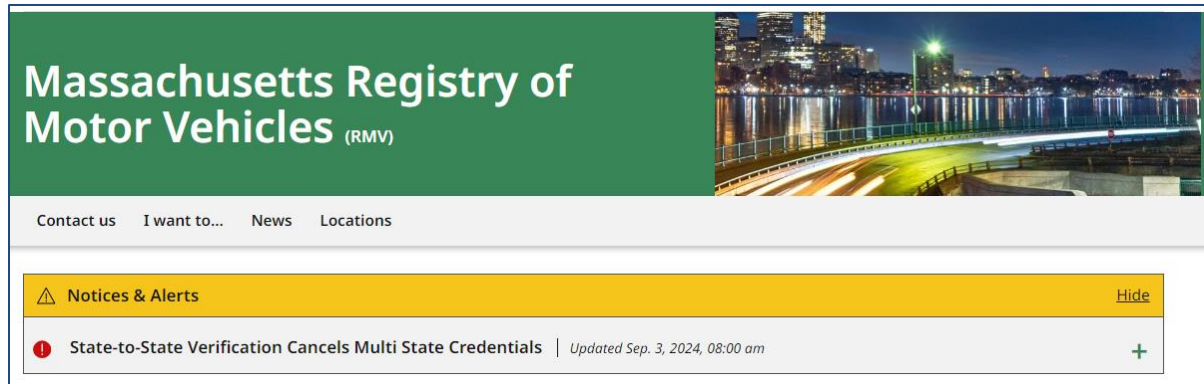
Ask MA chatbot

Visit the RMV's [Online Service Center](#) to complete many driver's license or ID transactions, including renewing your driver's license or ID card, changing

Eng

Start typing...

Change Management – Communication Examples



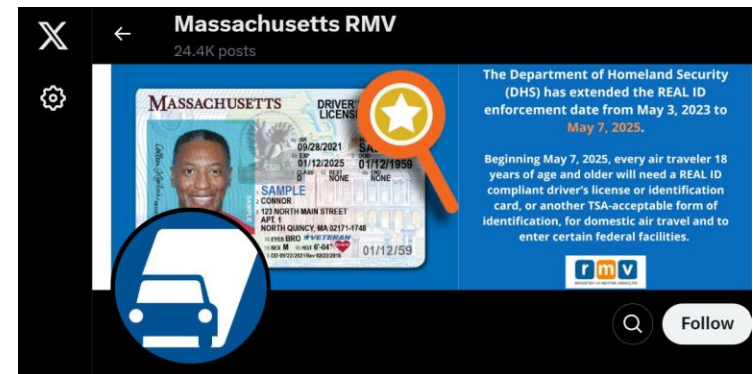
For immediate release:

June 17, 2024

Massachusetts Registry of Motor Vehicles Announces 2024 Low Number Plate Lottery

298 total license plates available this year

Applications will be available online beginning at 9:00 a.m. on Monday, June 17, and will be accepted through 5:00 p.m. on Friday, August 16



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Stakeholder Engagement

Business Partners	Methods
Driving schools	<ul style="list-style-type: none">• Webinars• Mailchimp emails• Virtual and in-person meetings• Attend association meetings• Dedicated webpages
School transportation	
Auto dealer associations	
Insurance agent associations	
Law enforcement	
Vehicle Inspection station	
Municipalities	
Advocacy groups	

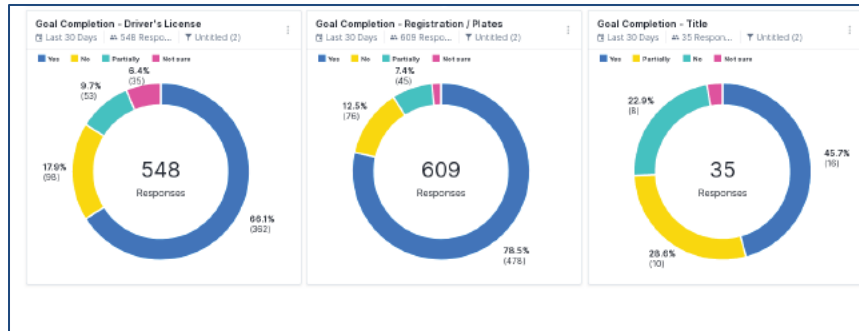
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Customer Feedback

- Monthly RMV Customer Satisfaction Report
- Weekly Customer Journey Meetings
- Social Media
- Ombudsman

Customer Feedback



Monthly RMV Customer Satisfaction Report

Weekly RMV Customer Journey Meeting

Customer Journey weekly meeting		Meeting Insights
Organizer	🕒 McPartlin, James (DOT)	Sent Fri 5/3/2024 4:07 PM
Time	Wednesday, October 23, 2024 3:00 PM-3:30 PM	
Location	Microsoft Teams Meeting	
Response	✓ Accepted Change Response	
<ol style="list-style-type: none">1. Identify Opportunities where we can improve the customers experience by calling out fixable pain points that occur during the customers journey.2. Collaborate and prioritize actions that will improve / fix the opportunity.3. Assign owners and partners.4. Track progress.5. Report successes.		

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Future Initiatives

- Beyond Mobility
 - Enhancing Driver's Education for JOLs
 - Adult Driver's Education
- Governor's Equity Assessment Program to:
 - Assess equity, fairness, accountability, transparency
 - Set actionable goals and implement



A Customer-Centric Rail & Transit Division

Meredith Slesinger, Rail & Transit Administrator

Massachusetts Department of Transportation

MassDOT Rail & Transit Division

Freight Rail

- Maintain state-owned assets
- Administer programs to strengthen network
- Manage operating agreements

Passenger Rail

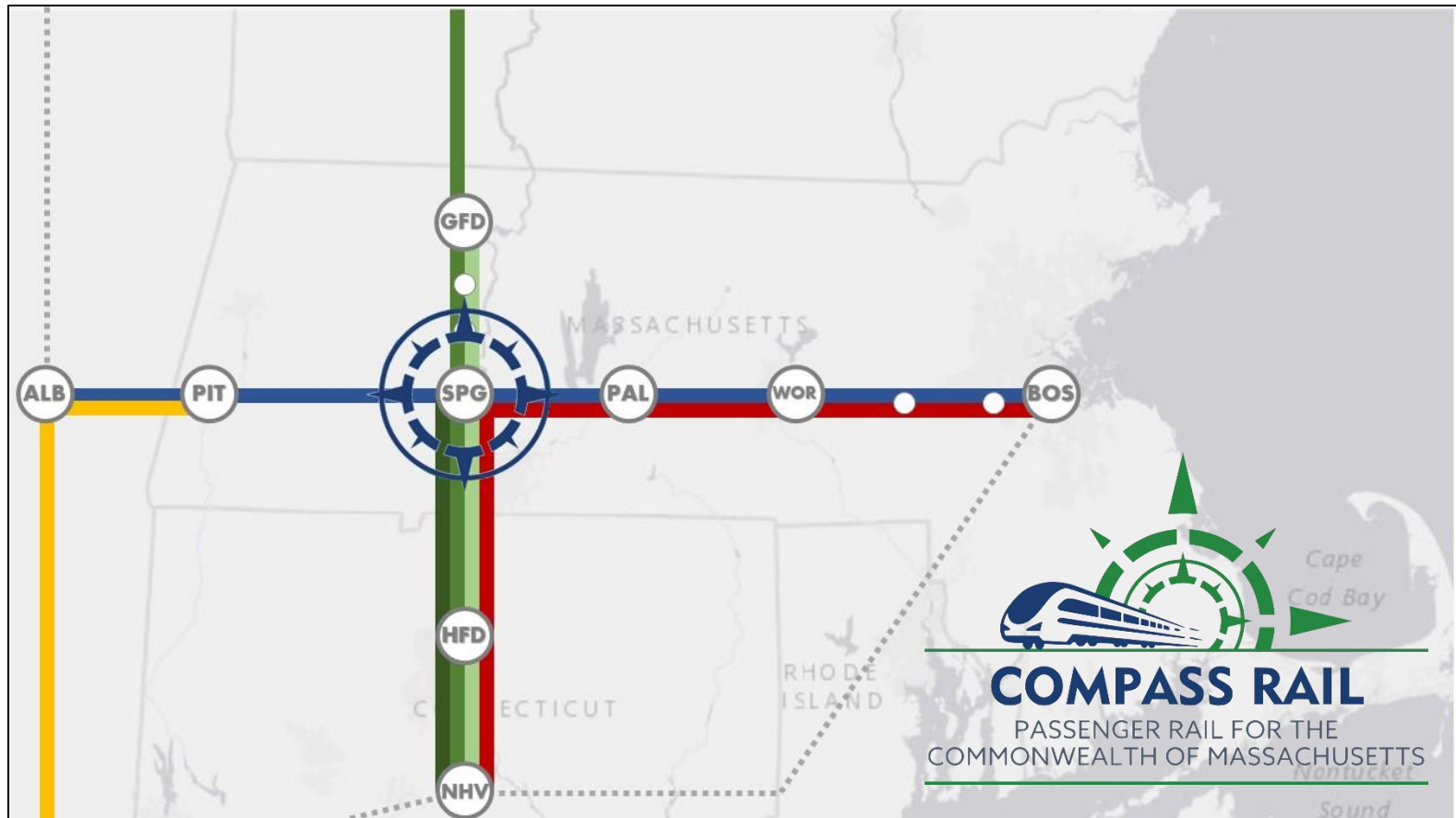
- Administer intercity passenger rail program
- Build and managed assets
- Coordinate multimodal connections

Transit

- Assist, fund and/or collaborate with Regional Transit Authorities (RTA)
- Administer grant programs
- Promote mobility through transit

Compass Rail

Passenger Rail for the Commonwealth



Compass Rail – Rider Experience

A safe, reliable rider experience is paramount.

Goals:

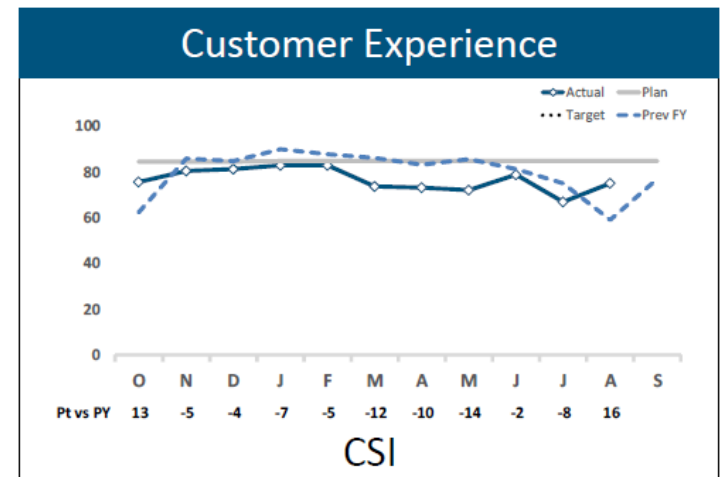
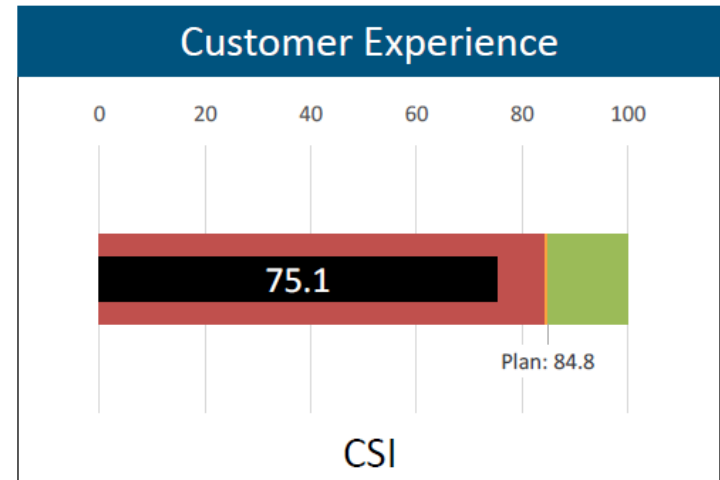
- Safe
- On-time
- Clean, comfortable
- Easy to use
- Useful



Compass Rail – Rider Experience

Amtrak Customer Service Index (CSI)

- Likelihood to Recommend
- Overall Trip Satisfaction
- Boarding Station Overall
- Communication about train status
- Comfort of your seat on the train
- Cleanliness of the train
- Etc.



Regional Transit Authorities (RTAs)

MassDOT funds RTAs through discretionary grants and annual operating funds.

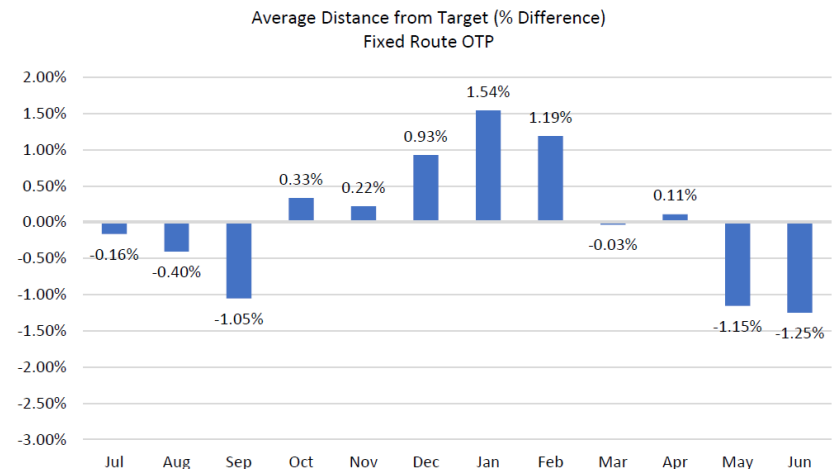
- MassDOT contact with riders is via RTAs
- MassDOT invested in customer experience
- Customer experience is always a consideration in awarding discretionary grants
- MassDOT tracks metrics for rider experience



RTAs – Rider Experience

MassDOT/RTA Biennial Memoranda of Understanding values the customer experience:

- MassDOT tracks customer service and satisfaction metrics for each RTA such as:
 - On-time performance (OTP)
 - Scheduled trips operated (STO)



Example OTP tracking from 2023 Annual Report on the Regional Transit Authority Performance Management Program

Thank you.



Relaunch of ValleyBike Share

Micromobility in the Pioneer Valley

Mayor Gina-Louise Sciarra

City of Northampton

ValleyBike History

- 6 Communities
 - Springfield, Holyoke, Northampton, Amherst, South Hadley & UMass Amherst
- 2 Cost Components
 - Infrastructure (Bikes, Docks, Kiosks)
 - Operations
- Funding
 - Infrastructure = MassDOT & Federal Congestion Mitigation & Air Quality (CMAQ) funds



Administrative Structure



PVPC Funded/Initiated Feasibility Study

Northampton Leads

- RFP & procurement for a vendor
- Signatory of 5-year contract with vendor
- Signatory for MassDOT contract to secure bike infrastructure on behalf of the communities.



MOU: Northampton and participating members

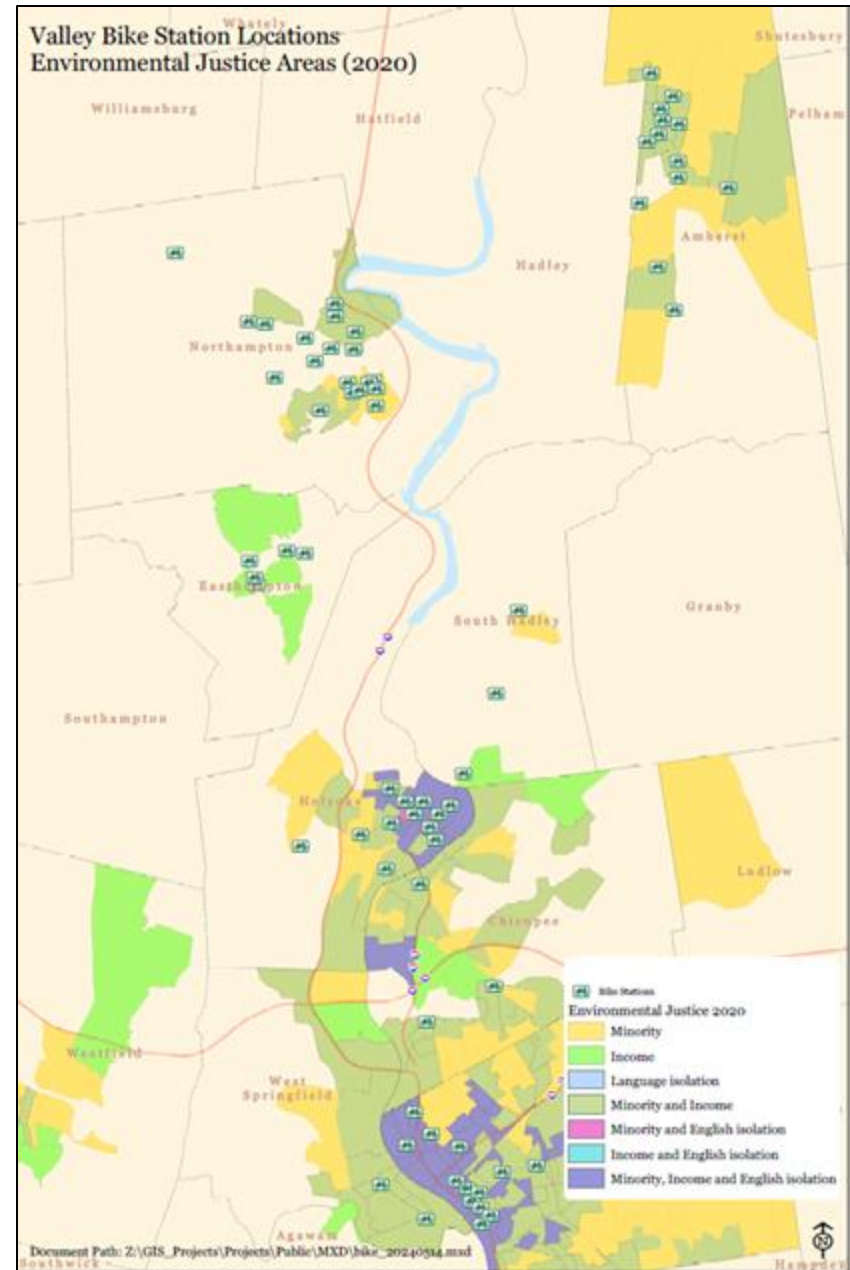


Communities Responsibilities

- Electricity
- Participating in monthly decision-making
- Station location, local permits, pad installation

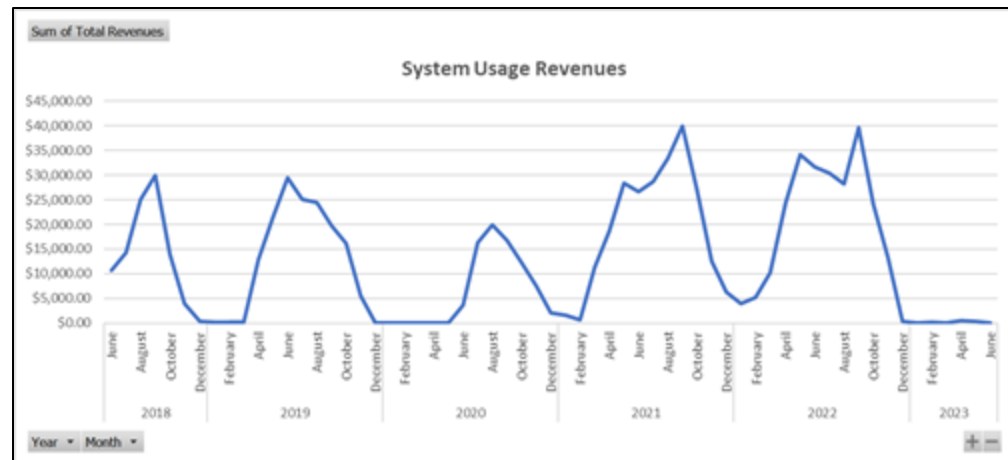
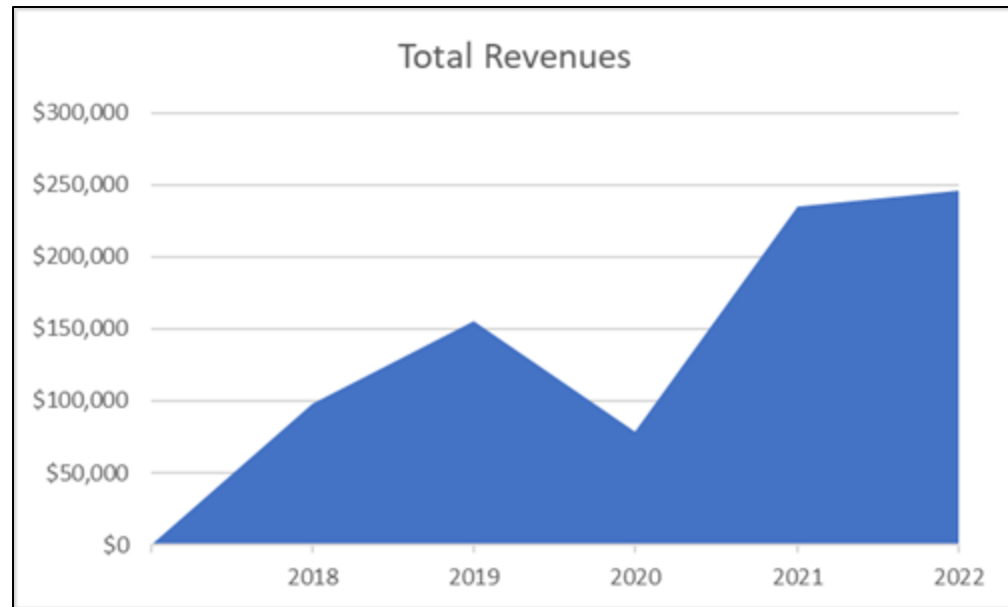
System At Launch

- 500 E-Assist Bikes & 41 Stations
 - Serve dispersed/low density population
 - Extend first/last mile for PVTa access
- Key Goal: Social Equity For All
 - Station Location
 - Access Passes (~20% passes)
- Commuter & Recreational Use
- Unique Operations Model
 - \$0 for communities



Growth & Success

- 3 New Communities, 9 Total
 - Springfield, Holyoke, Northampton, Amherst, South Hadley, UMass Amherst, **West Springfield, Easthampton, Chicopee**
 - Interest by other adjacent communities
- Expanded: 41 ➡ 78 Stations
 - Looked at Customer Needs/Requests
 - Extension of PVTa reach first/last mile
- 70% weekday rides, avg. 2 miles
- 30% weekend rides



Disappointment!

- Spring 2023 - Bewegen (vendor) filed for bankruptcy
- Northampton moved all bikes to storage
- Residents across BikeShare communities urged leaders to find solution
- Communities committed to restarting/passionate about positive impacts
 - First year operations funding commitment only
 - No long term operational funding source
 - No private sponsors
- Early 2024 - Northampton issued new RFP



Relaunch!

- Restarted August 2024
- 9 municipalities including UMass Amherst
- 300 existing bikes, 50 Drop Mobility e-bikes



Northampton Mayor Sciarra, Springfield Planner Alvin Allen, Chicopee Mayor Vieau

Transition to New Technology & Preliminary Data

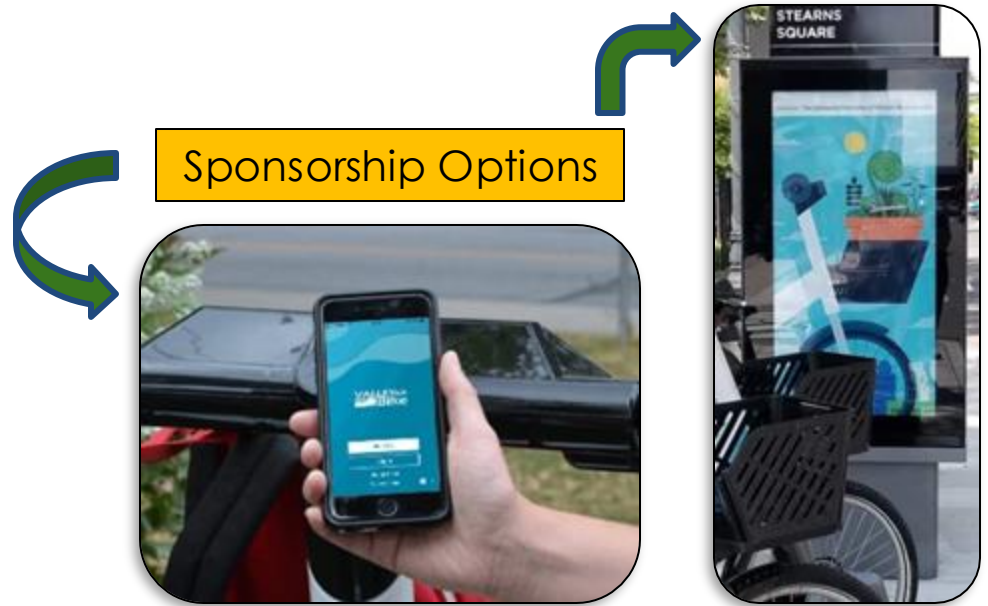
- Drop Mobility bikes
- Performance Guarantee & Grant sourced new bike purchase
- Typical operational model: Communities Pay
- Successfully building back ridership



drop

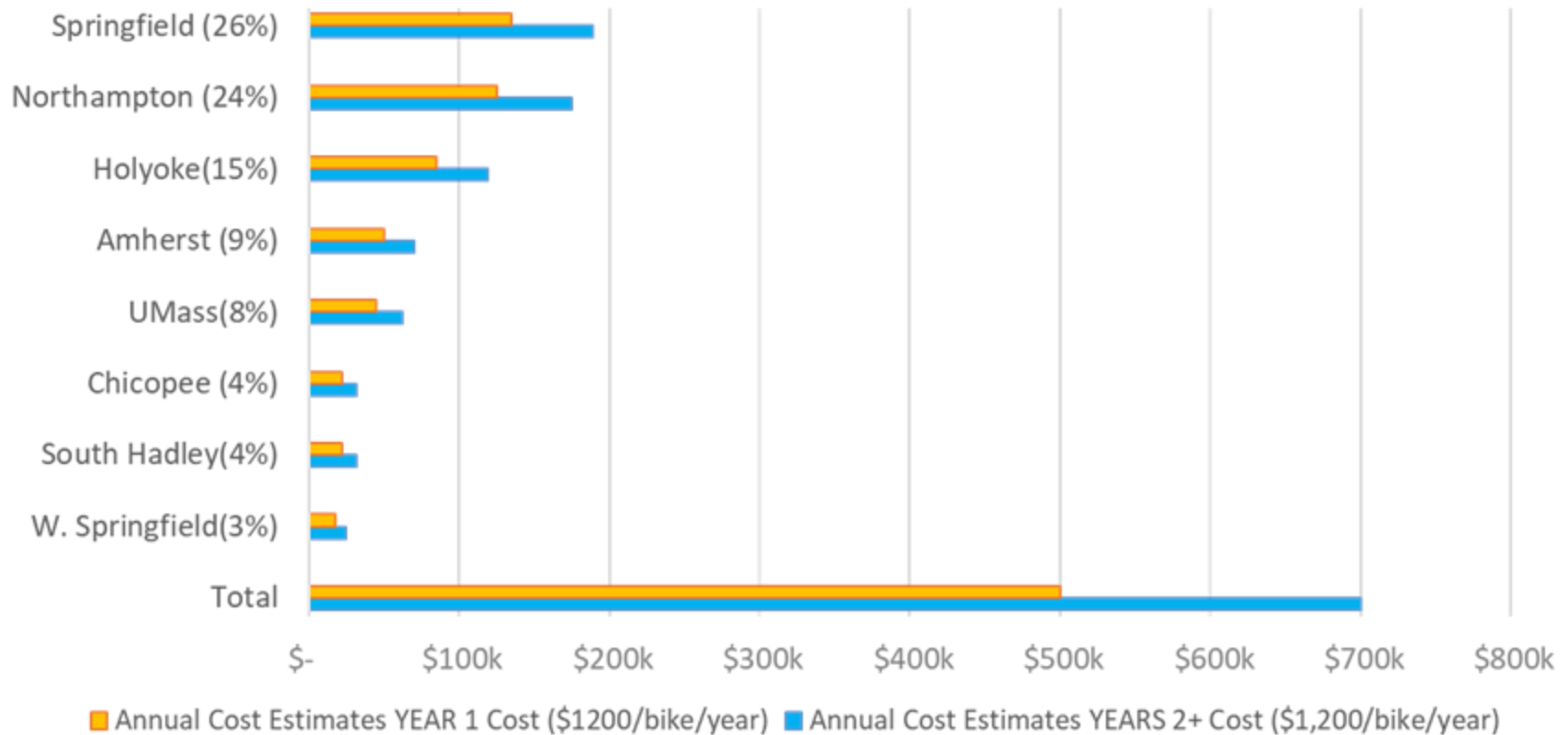
Not Out of the Woods

- Limited grant options, not sustainable
- Title Sponsorship Unlikely, Multiple Private Sponsors
 - 10% in smaller markets
- Memberships/Riders
 - 20-25% of operational costs
- Transit targeted funds
 - Expand to micromobility?
 - MassDOT/Federal?



ValleyBike Costs & Funding Needs

Annual Operating Costs
(*Does not include ridership offset ~20%)



Successful Community-Centered Transportation Includes Micromobility

- **<\$10M/year** could fund bikeshare/micromobility operations across Commonwealth
 - Blue Bikes, ValleyBike, Pittsfield, Greenfield, Central & Southeast
- Accelerates decarbonization of transportation sector - especially in lower density, dispersed communities
- Bikeshare/micromobility = Transit
- Complements existing mass transit
- Dovetails with Complete Streets infrastructure investments
 - Safer streets = increased ridership



Bike Facilities





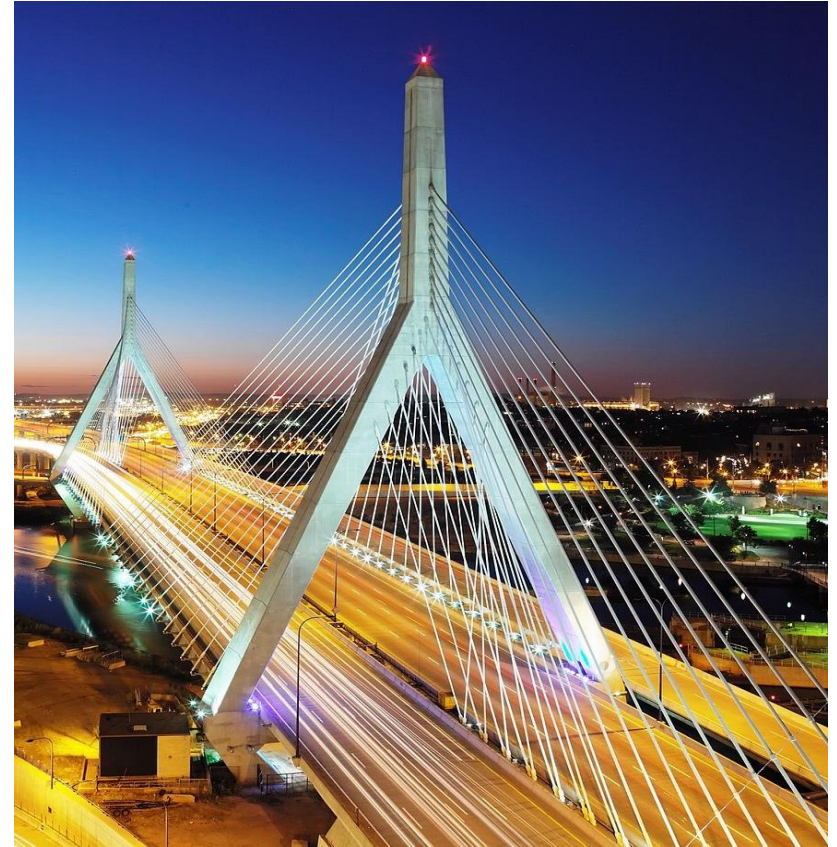
2024 Moving Together Conference

Jonathan Gulliver

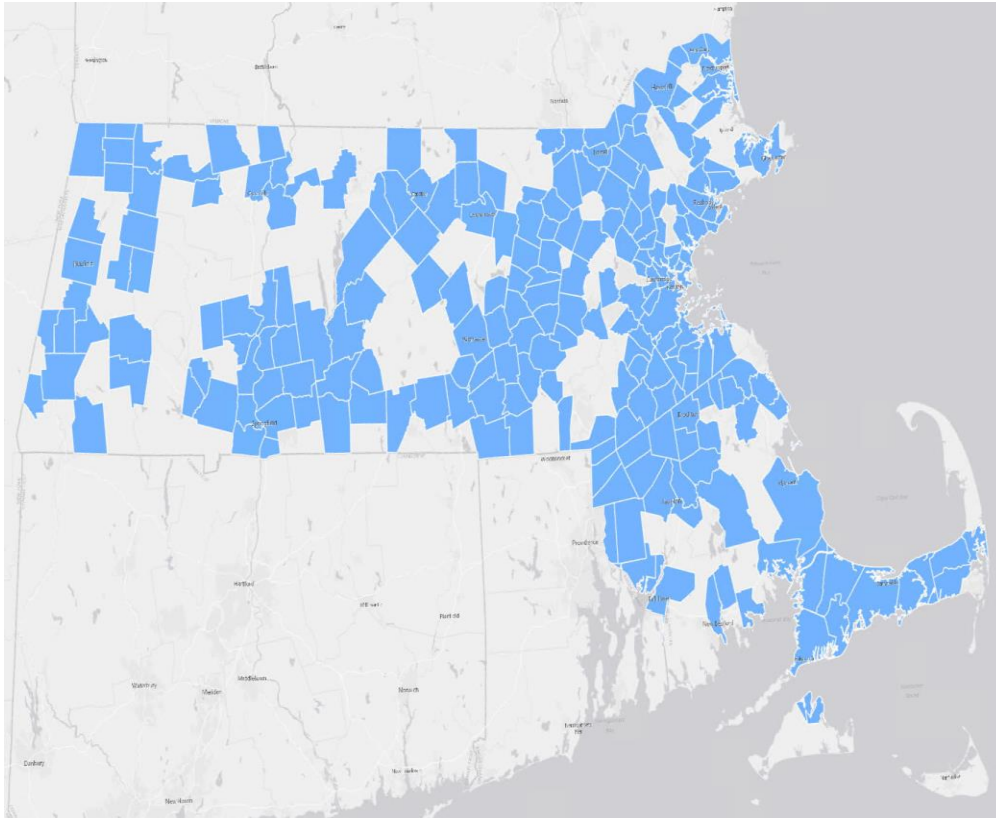
MassDOT Highway Administrator

Highway Division

- \$2.4B capital program, \$800M operating budget, \$300M municipal assistance
- Over 2800 Employees operating out of HQ and 6 Highway Districts
- One of the largest federal grant recipients in the United States
- 9,561 lane miles of interstate, numbered routes, and toll roads
- Owns 3,492 bridges and inspects 1,615 municipally owned bridges
- 35 lane miles of tunnels



Capital Program

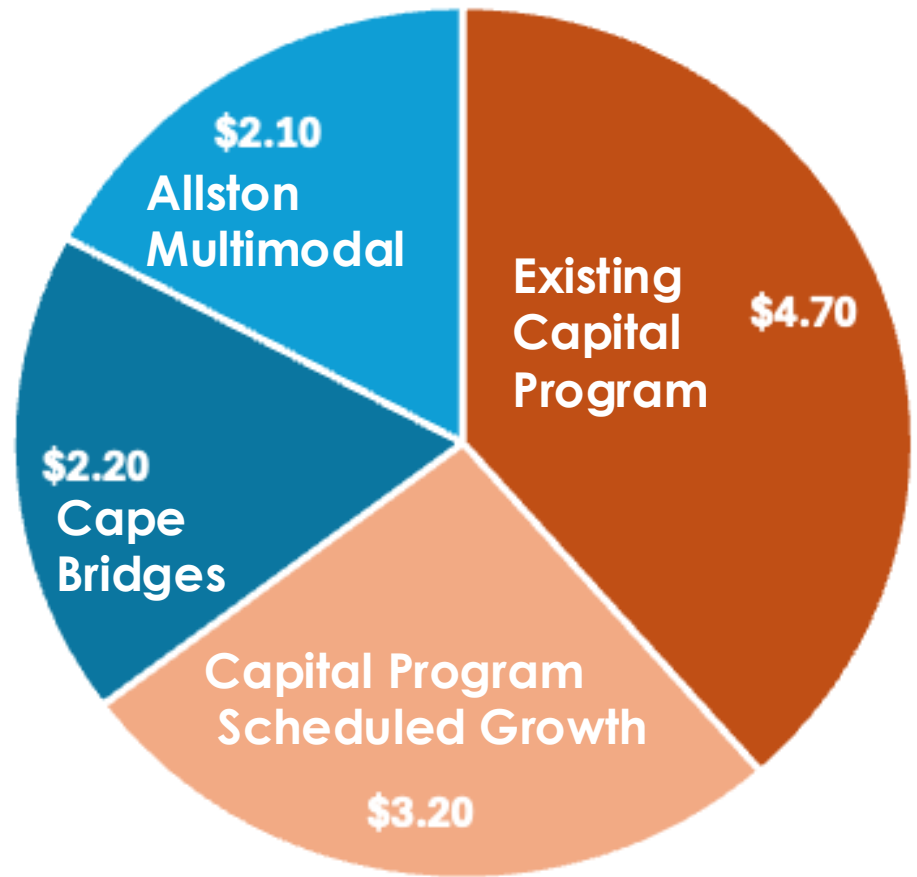


657 active maintenance and construction contracts in 2024

Bridge	185
Roadway Improvements	98
Roadway Reconstruction	79
Safety Improvements	77
Non-Interstate Pavement	57
Facilities	35
Intersection Improvements	34
Intelligent Transportation Systems	17
ADA Retrofits	15
Shared Use Paths	14
Interstate Pavement	12
Tunnels	11
Bicycle and Pedestrian	8
Capacity	8
Safe Routes to School	7

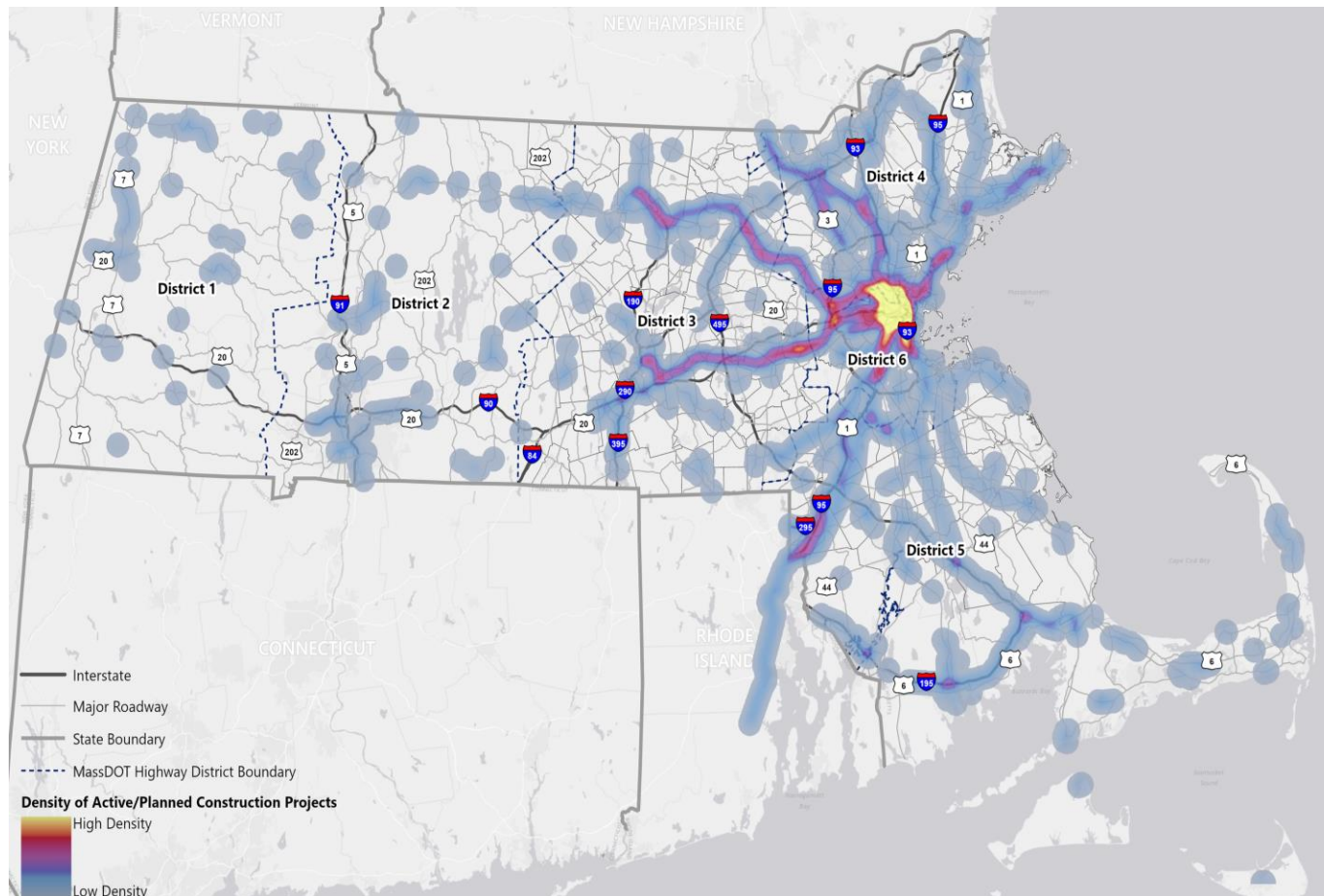
Capital Program

- Excluding upcoming mega projects, the value of construction projects under contract is scheduled to grow by 69% over this timeframe – from \$4.7B to \$7.9B
- With Allston and Cape, this is an increase of \$7.5B or 160% over current levels – from \$4.7B to \$12.2B
- There will be 683 projects under construction



Projects under contract by 2026
(in billions)

Data Driven Project Sequencing



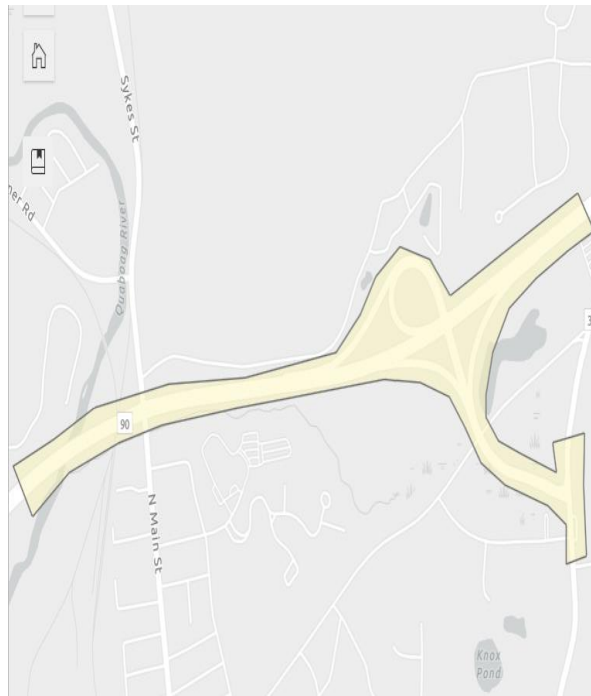
Project Type	Number	Percent of Total
Roadway*	329	55%
Bridge	157	26%
Transit	73	12%
Ped/Bike	23	4%
Utilities	19	3%

Owner/Proponent	Number	Percent of Total
MassDOT Highway	478	79%
MBTA	70	12%
Other	53	9%

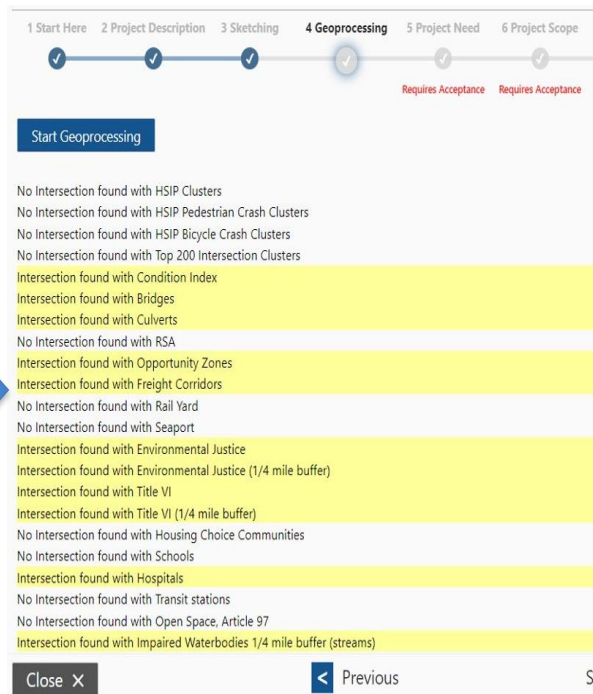
*Roadway projects also include maintenance projects with flexible impacts.

As of Spring 2024. Highway and transit projects with roadway lane closures, transit service disruptions/diversions, and/or parking impacts during all time periods. Not all projects have fixed work zones.

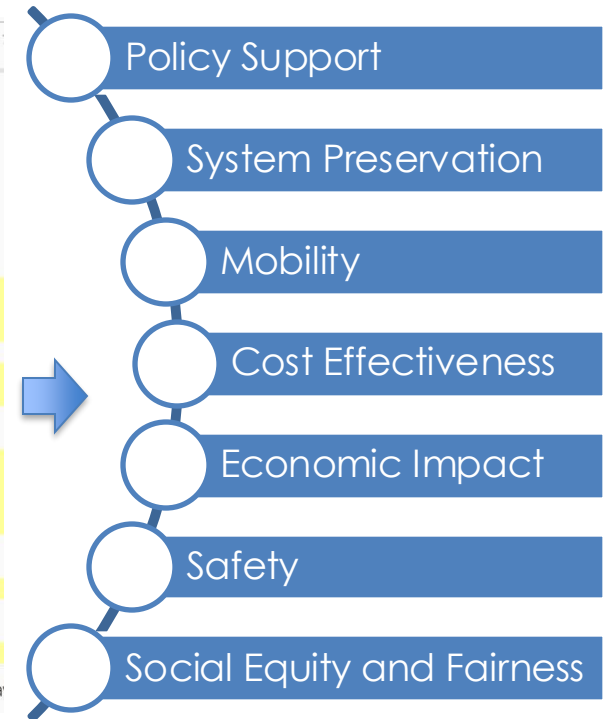
Project Prioritization



Project is mapped



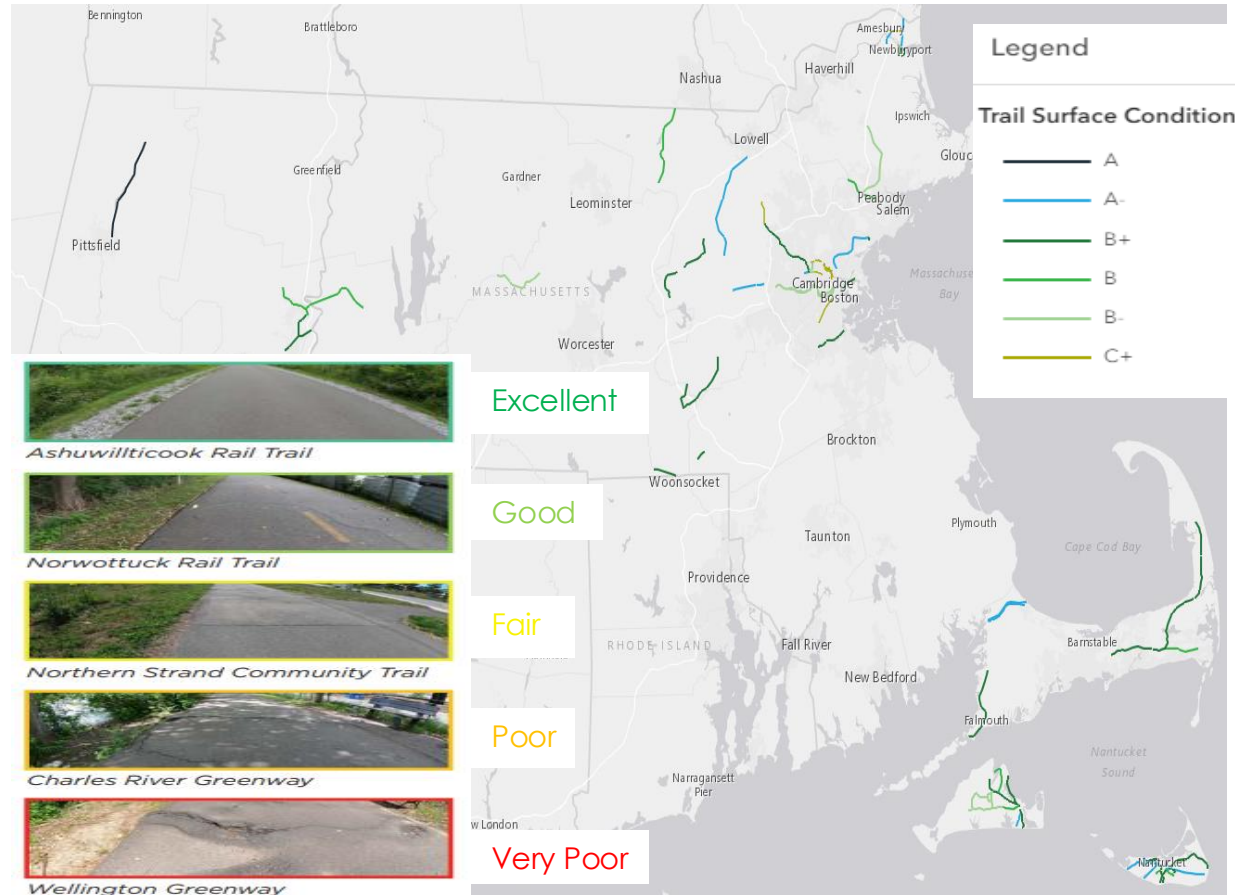
Project location screened for intersections with known data layers



Output is evaluated within eight priority areas

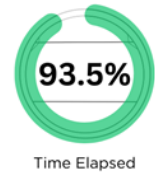
Trail Condition Ratings

- Allow municipalities and agencies to assess trail conditions and prioritize segments for maintenance
- Trail condition study captured data on 345 miles of trails
 - 89% paved, 11% unpaved
 - 71% of trail miles are in excellent condition
- Last 5 years-
 - \$135M spend on trails
 - 14 trail projects completed
 - 20 miles of new trails open
- Currently programmed in 2025-29 CIP
 - 31 trails/ segments
 - 50 miles of new or rehabilitated trail
 - \$325M in funding, which is a 250% increase

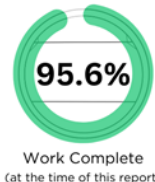


Sumner Tunnel

- Coordination with all major capital projects
- Live traffic monitoring and daily reporting
- Incorporated existing traffic configurations for fixed works zones into the management plan
- Coordination with MBTA, MassPort, Public Safety Officials & others to develop a significant mitigation plan over both full closures



Day 29
2 Days Remaining



Work Summary

- Fireboard installation - East Boston box ceiling
- Concrete patching in supply plenum
- Radio system testing w/ BPD
- Decommission / remove existing standpipe supply plenum
- Standpipe flow test
- Clean out drain inlets w/ vac truck
- As-build roadway
- General clean up
- Fireboard installation - Boston box section (south wall) - 2nd shift

Items	Qty Completed/Total	% Completed
Granite Curb Replacement (LF)	320/320	100%
Drain Inlet Installation (EA)	69/69	100%
Concrete Roadway Rehabilitation (SY)	13516/13516	100%
Asphalt Paving (TN)	4307/4307**	100%
Fireboard - East Boston Ceiling (SF)	12148/13988	78%

Traffic Summary

AM Traffic

- Intermittent diversions* were observed on both the arrivals and departures levels of the airport roadways during the AM peak.
- Bennington St/Route145 ramp open through the AM peak.
- TWT Airport relief lane activated at 9:40 AM.
- Chelsea St Bridge open to traffic 6 AM - 10 AM.
- McArdle Bridge assumed** to be closed at similar times to Chelsea St Bridge.

AM Incidents

- No incidents to report.

PM Traffic

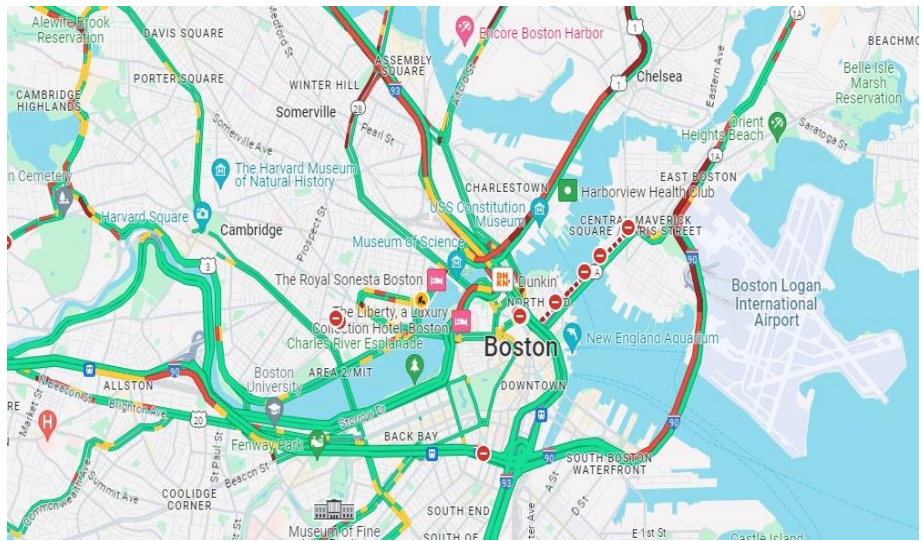
(previous weekday's traffic data)

- Intermittent diversions* were observed on both the arrivals and departures levels of the airport roadways during the PM peak.
- Bennington St/Route145 ramp closed for intermittent diversions between 3:26 PM and 8:40 PM.
- Airport Relief Lane deployed from 11:23 AM - 10:42 PM.
- Chelsea St Bridge open to traffic from 2PM - 6PM.
- McArdle Bridge assumed** to be closed at similar times to Chelsea St Bridge.

PM Incidents

- 4:44 PM - 5:08 2-car crash blocking right travel lane on I-90 EB Before exit 134.

*Access from the airport departures and arrivals levels to I-90 TWT is intermittently diverted by MSP to MA 1A NB to allow the queues backing up into the terminals to clear
**Headoff Traffic does not have access to McArdle Bridge opening logs. The McArdle Bridge is assumed to open to boats and close to vehicles at similar times to the Chelsea St Bridge.



Sumner Tunnel

Providing alternative modes of travel

- Expanded ferry service with free and discounted fares
- Free blue line
- Free and discounted commuter rail
- Free and expanded transit parking
- Expanded service options for silver line and logan express
- Working groups throughout construction to identify opportunities and mitigate issues



Bowker Overpass

Project will replace the structurally deficient Bowker Overpass over I-90 and replace and the reconfigure Storrow Drive eastbound bridge over the Bowker ramps

As a result-

- Safer traffic configuration
- Improved bicycle and pedestrian accommodations
- Increased green space of 4 acres
- Reconnect community to the Charles River



Bowker Overpass

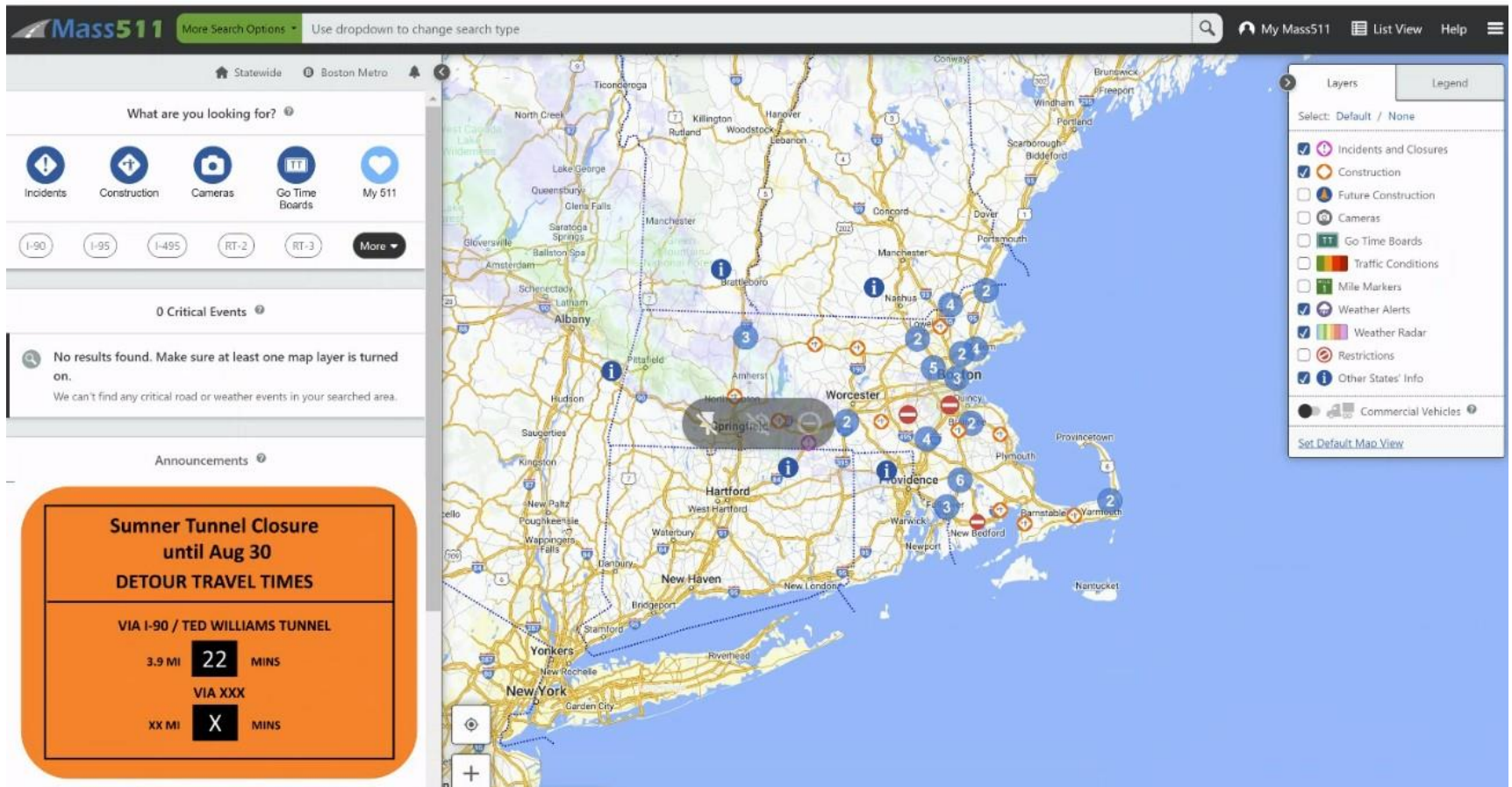


Bowker Overpass



Mass511

The platform provides up-to-date traffic information for interstates, U.S. routes and state highways across Massachusetts



Municipal Grant Programs

Chapter 90

- \$200M allocated for FY25
- Every municipality allocated program dollars based on a formula of local road mileage (58.33%), population (20.83%), and employment (20.83%)

Complete Streets

- \$15M allocated for FY25
- The program has invested approximately \$105 million through 508 Tier 2 and Tier 3 grants

Fair Share

- The first \$50M will be distributed using the Chapter 90 formula
- The other \$50M will be distributed using a formula based on road mileage

Local Bottleneck Reduction

- \$6M allocated for FY25
- The program has invested approximately \$8.5M through 47 grants

Municipal Pavement

- \$25M allocated for FY25
- The program has invested approximately \$75M to improve over 325 lane miles of roadway

Municipal Small Bridge

- \$15M allocated for FY25
- The program has invested approximately \$75.25M through 210 grants

Rural Roads

- The \$25M program will be distributed as \$5M over 5 years

Shared Streets and Spaces

- \$6.5M allocated for FY25
- The program has invested approximately \$56.5M through 524 grants

Grant Central

- The online grant management tool launched on May 2nd
- Cities and towns can use the portal to apply for program funding, enter project requests, and submit expense reimbursements
- MassDOT Highway offered multiple training sessions and user guides

