



**Massachusetts Bay
Transportation Authority**

Report from the General Manager

Fiscal and Management Control Board

January 11, 2021

Agenda

- COVID-19 Cases & Ridership
- COVID-19 Transit Relief
- Schedule Changes
- Diversity, Equity, and Inclusion
- Celebrating Accomplishments

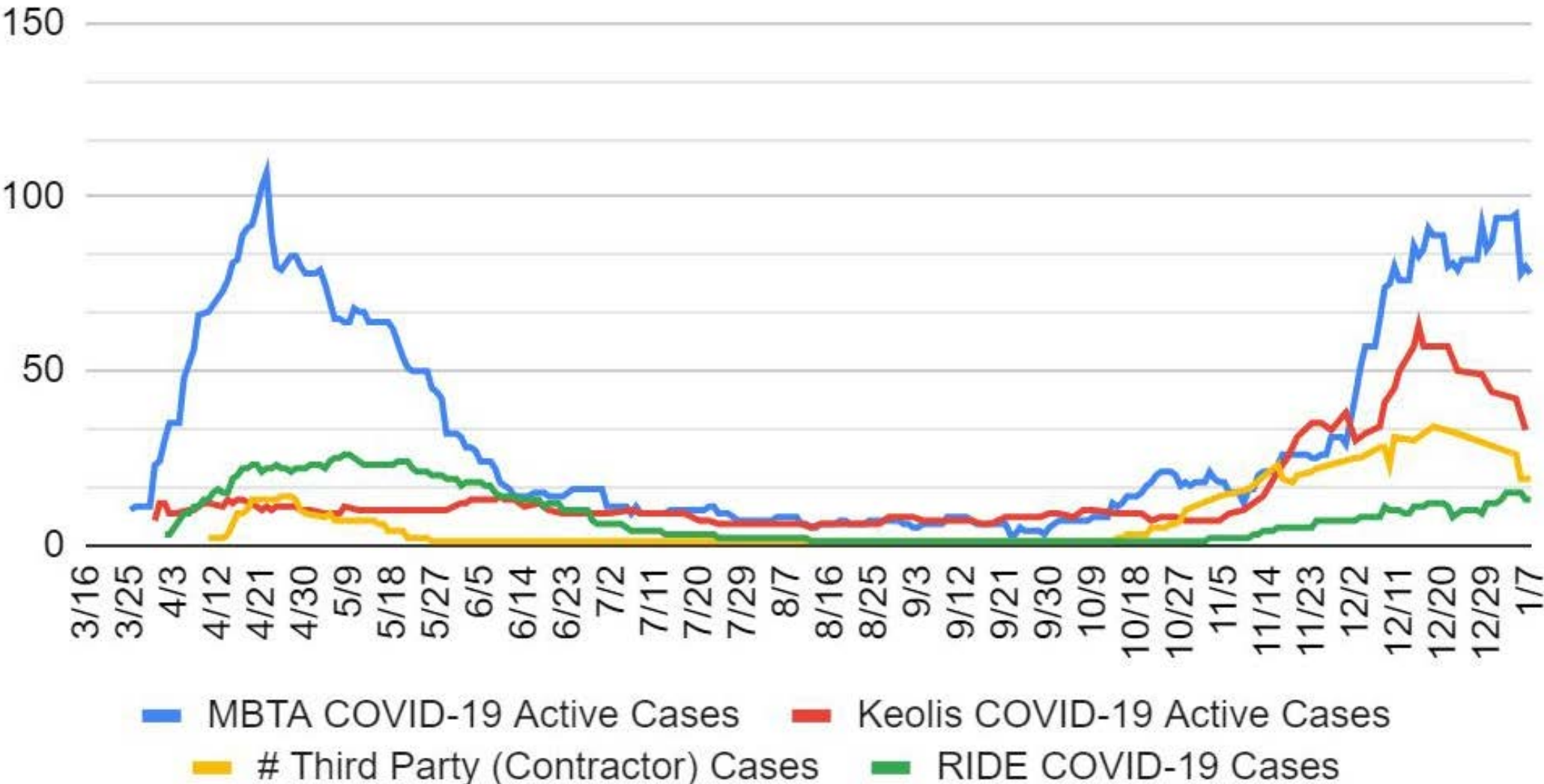


COVID-19 Cases & Ridership

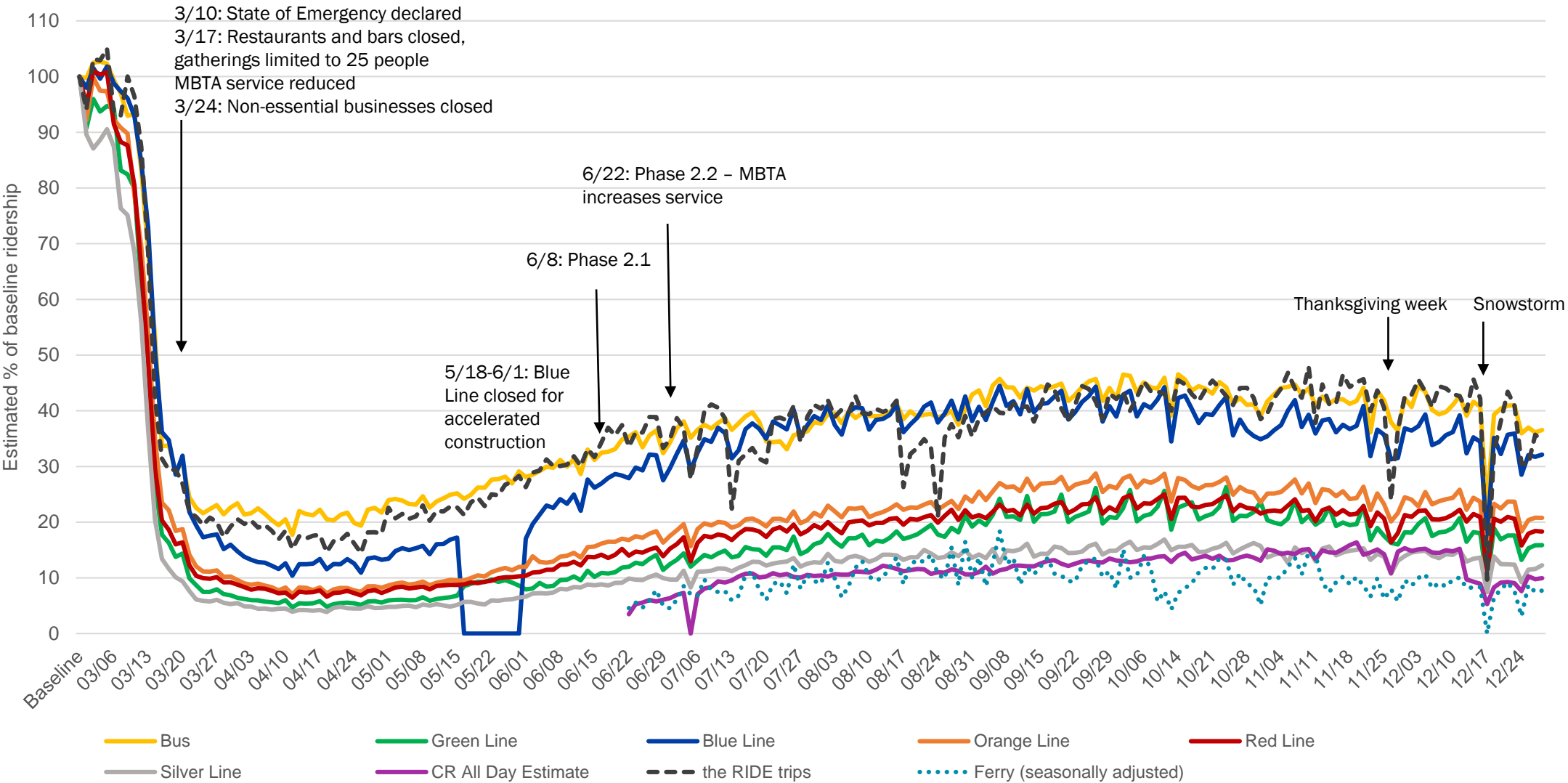


MBTA Active COVID-19 Cases

Source: MBTA HR Business Operations Report, Keolis Daily Dashboard



Weekday Ridership by Line and Mode - Indexed to Week of 2/24



Baseline:
Average weekday from 2/24-2/28

Ferry baseline:
Average weekday from the same month in 2019

Sources:
Faregate counts for subway lines
APC for buses
Manual counts for Commuter Rail
RIDE/Ferry vendor reports

Notes:
Recent data preliminary.

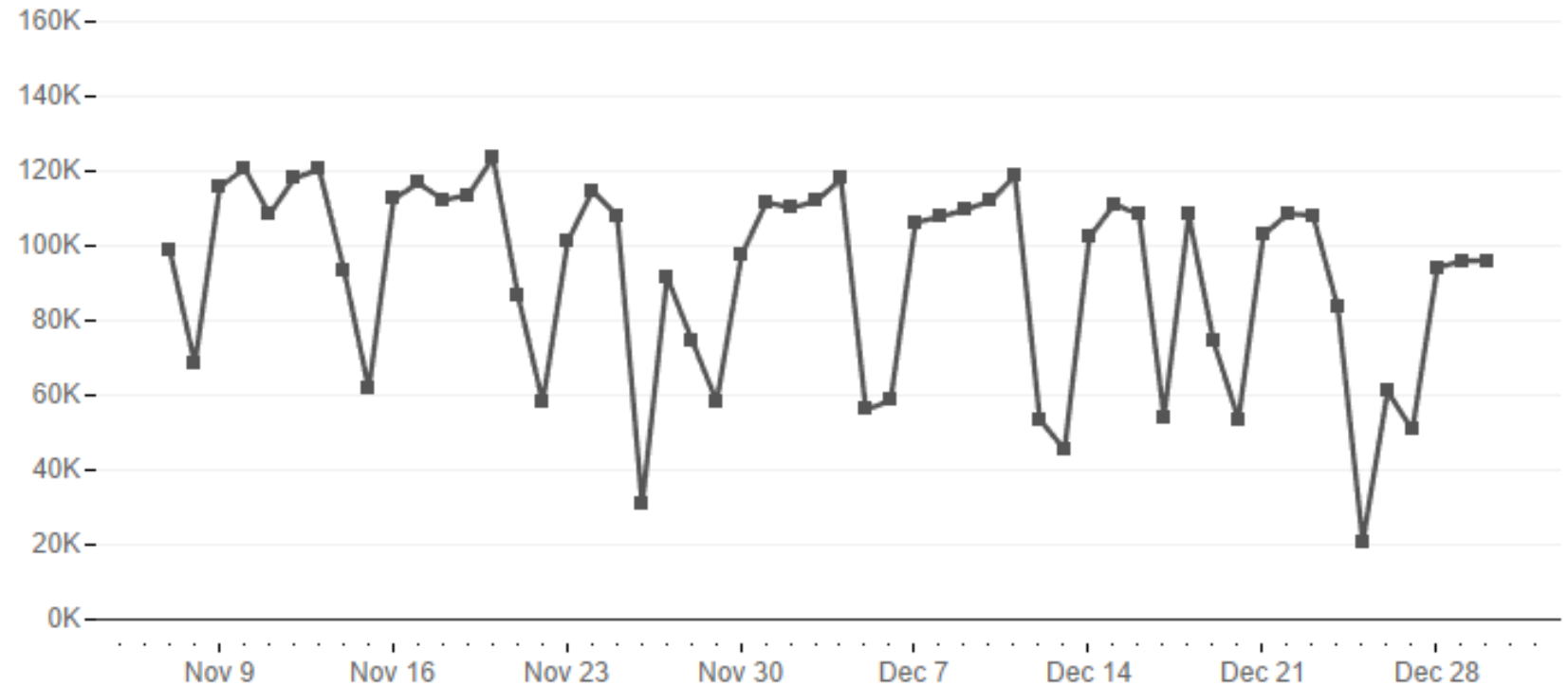


Gated Rapid Transit Stations

Line	Change in validations: Dec 2019 weekday average vs. weekday average for Dec 28 – Dec 30, 2020
Blue Line	-65%
Green Line*	-83%
Orange Line	-76%
Red Line	-79%
Silver Line	-85%
Total Gated Stations	-78%

*Green Line shuttling:
North Station – Lechmere

Total Gated Station Validations (last 60 days)

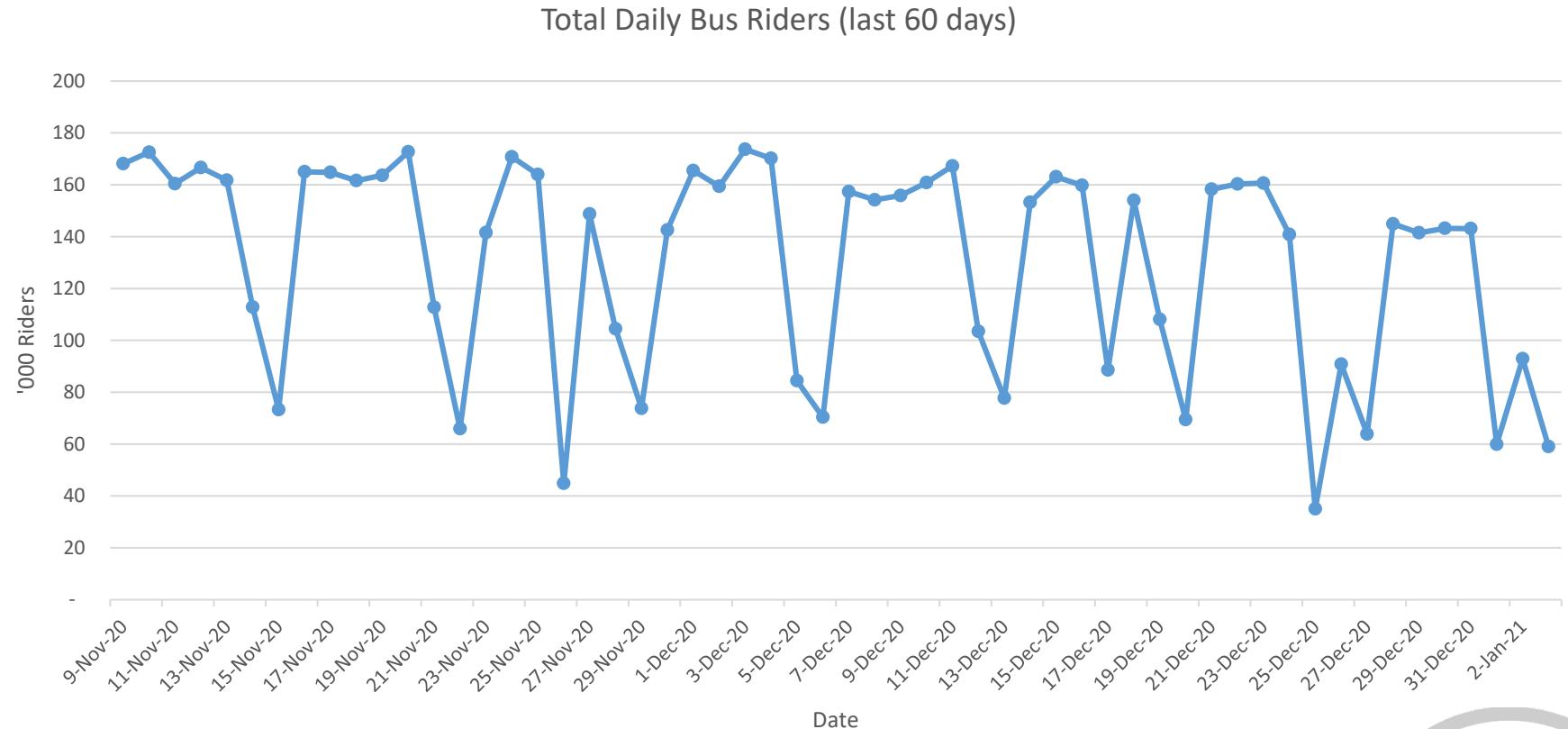


Gated validations data by line and station are available in this [public folder](#) and continue to be updated on the [Data Blog](#). The data is also continuously updated and visualized on the [MassDOT Mobility Dashboard](#).



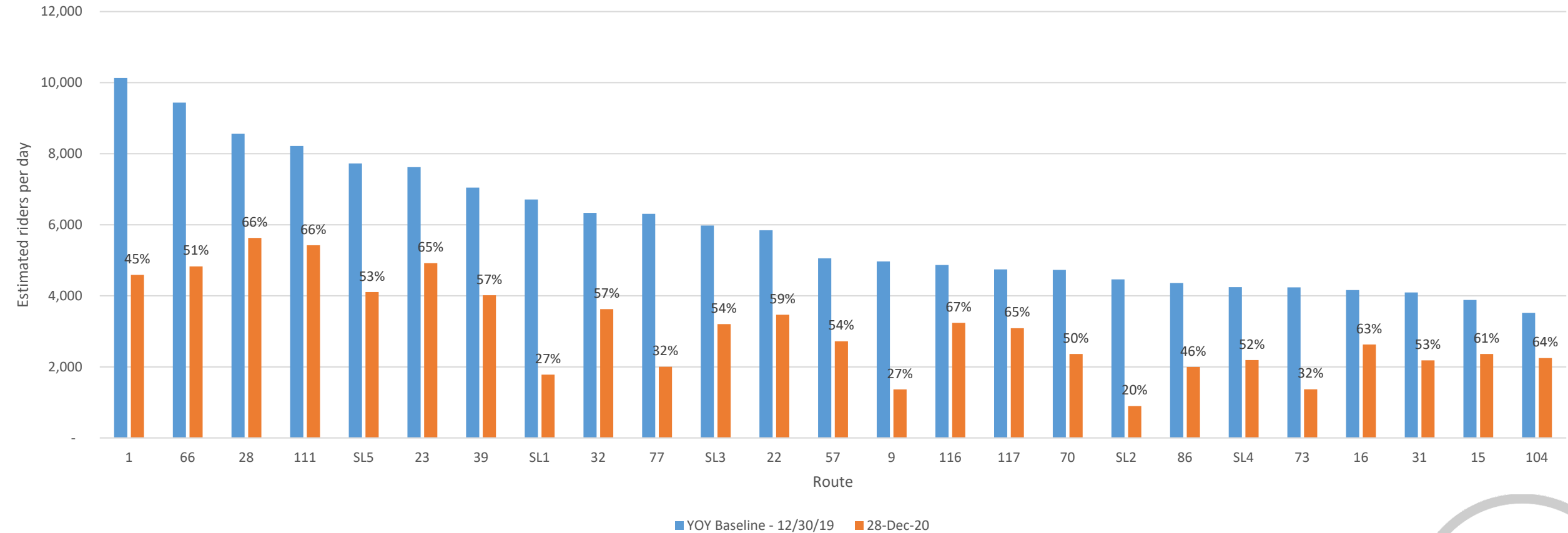
Bus Ridership Trends

- Ridership estimated from Automated Passenger Counters.
- Ridership for the most recent days is continuously revised as information on dropped trips is received.
- Route-level ridership has a higher level of uncertainty due to run-as-directed trips that are not in the schedule.



Bus Ridership Top Routes

Daily Bus Ridership YOY, Week of 12/30/19 vs. Week of 12/28/20, Top Routes by Ridership



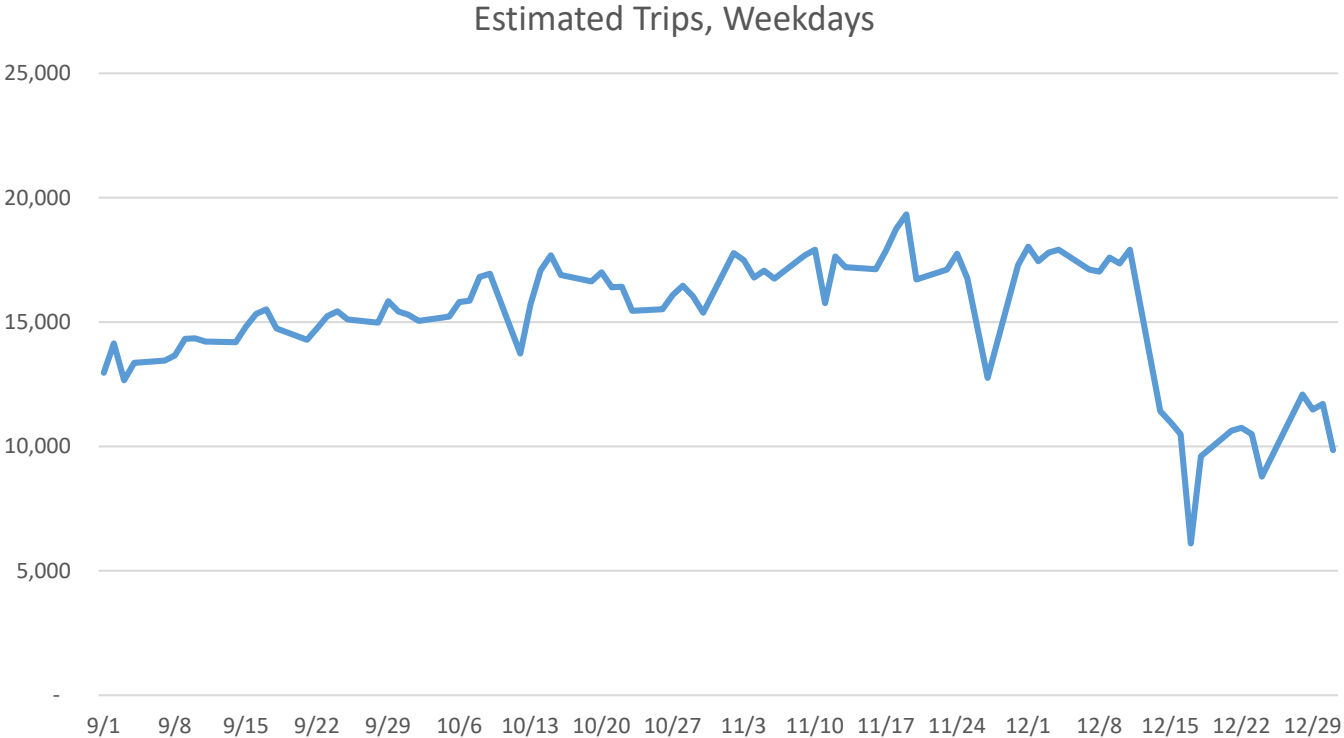
*This chart displays average daily ridership by week, representing the most recent week available. The included routes represent the current top 20 as well as the top 20 routes pre-COVID.



Commuter Rail Ridership

- Commuter Rail has been operating a reduced schedule since 12/14/20.
- Chart **to the right** shows total estimated trips for each weekday.
- Chart **below** shows a snapshot of estimated all-day ridership by line, compared with 2018 CTPS counts. The time period is the week of 12/28-12/31
- The current baseline comparison is approx. 114,700 trips, putting the period of 12/28-12/31 at 9.8% of normal.

	Estimated Daily Ridership (12/28-12/31/20)	Estimated % of 2018 Weekday CTPS Counts (all day)
Fairmount Line	425	16%
Fitchburg Line	843	9%
Framingham/Worcester Line	1180	6%
Franklin Line	758	6%
Greenbush Line	265	4%
Haverhill Line	582	8%
Kingston/Plymouth Line	469	8%
Lowell Line	953	9%
Middleborough/Lakeville Line	945	14%
Needham Line	407	6%
Newburyport/Rockport Line	1785	12%
Providence/Stoughton Line	2672	10%

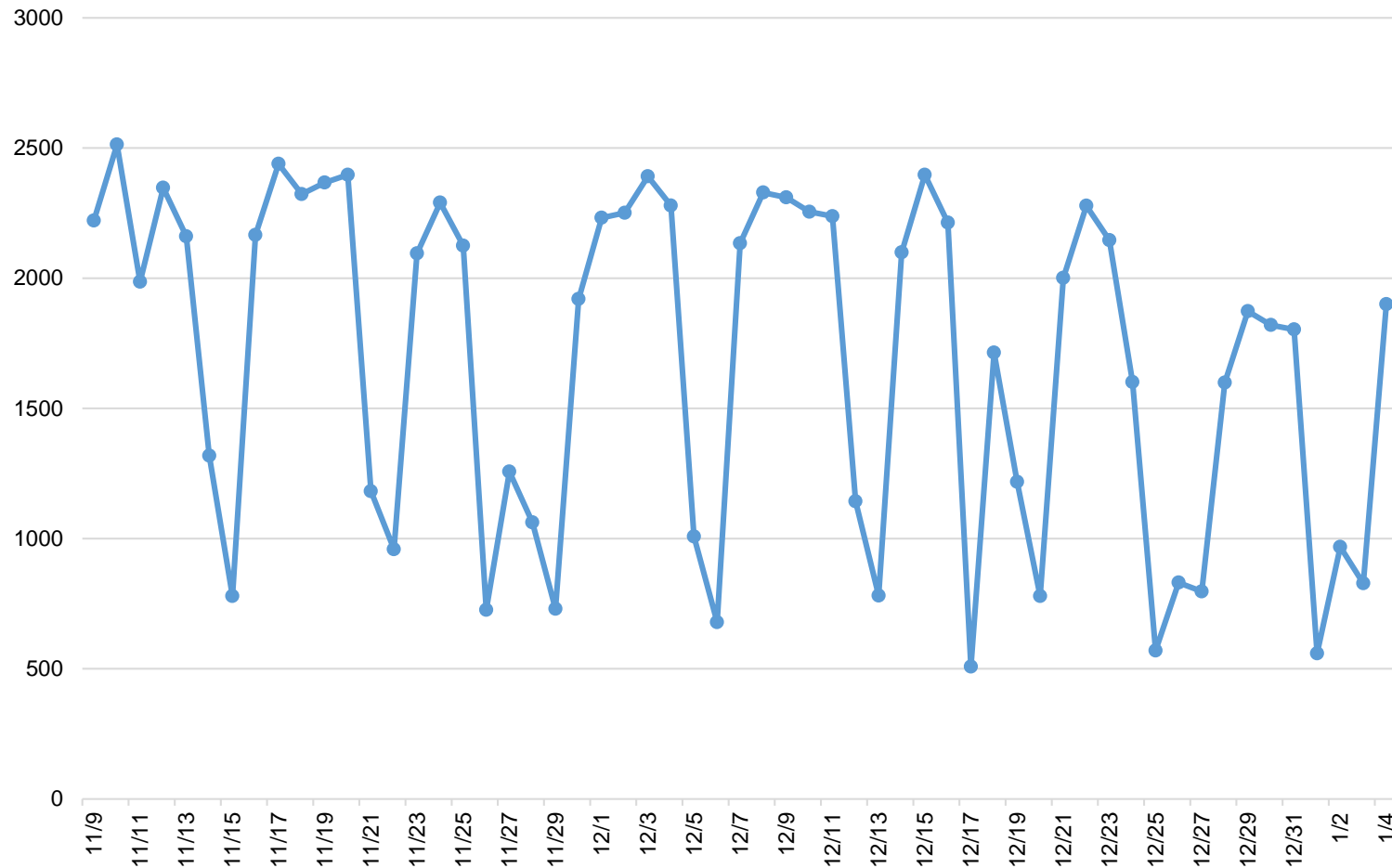


Ridership totals are aggregated from a combination of on-board conductor counts, counts of trains arriving at terminals, and automated passenger counters on-board trains.



The RIDE

The RIDE Trips per Day



The RIDE reported an average of 1,774 trips per weekday last week. This about 12% lower than the previous week and 66% lower than the baseline (2/24 - 2/28).

Recent ridership may be revised.



COVID-19 Transit Relief



COVID-19 Transit Relief: “CARES II”

- On December 27, the President signed into law the FY 2021 Consolidated Appropriations Act, which provides **\$14 billion in operating relief for transit agencies** as a follow-on to similar funding provided in the CARES Act.
- We are awaiting FTA guidance, but based on preliminary calculations, the **MBTA will receive less than \$300 million.**
- These funds are available **to reimburse operating expenses and backfill lost revenue.**
 - Consistent with our use of CARES Act funds, the MBTA anticipates applying the federal relief to eligible payroll expenses. The revenues that would have been used for those costs can be reallocated, reserved for future needs, or returned to their original purposes.
- As with the overall Forging Ahead initiative, we propose applying net revenue to **service, capital, and FY22 operating costs.**



CARES II Execution

- **Service Planning (up to \$17M):** proceed with the majority of service changes voted by the FMCB with targeted restoration where ridership is most likely to return and preserve span/access.
 - Some evening Commuter Rail service and some bus service on routes with durable ridership
- **Capital Reallocation (up to \$178M):** return one year of 5307/5337 formula fund reallocation to capital program to advance priority projects.
 - Previous budget projections anticipate the transfer of up to \$460 million in 5307/5337 funds; this reallocation restores \$178 million of FFY21 funds
 - Majority of funds would be prioritized via the CIP process with the exception of Winchester Center Station, which will be advanced given pending station closure
- **Operating Expenses (Remainder of funds):** allocate remainder of net revenues to maintain the authority's flexibility to manage long-term financial impacts of COVID-19 and restore service commensurate with demand.
 - Funds will be programmed during FY22 operating budget process



Schedule Changes

Commuter Rail

Ferry



Commuter Rail Schedule Changes

- Following direction given at the December 14 FMCB meeting, amended service plans will take effect on January 23.
- The amended schedules will provide more than 50% of weekday service levels from the same time last year. Current ridership levels are approximately 10%.
- The new Winter Service Schedules will be available on MBTA.com on January 15.
- Plans for an amended weekday service schedule for implementation in early Spring 2021 are also in development, with the aim of providing a lower peak intensity but better all-day frequency than the pre-COVID schedule.



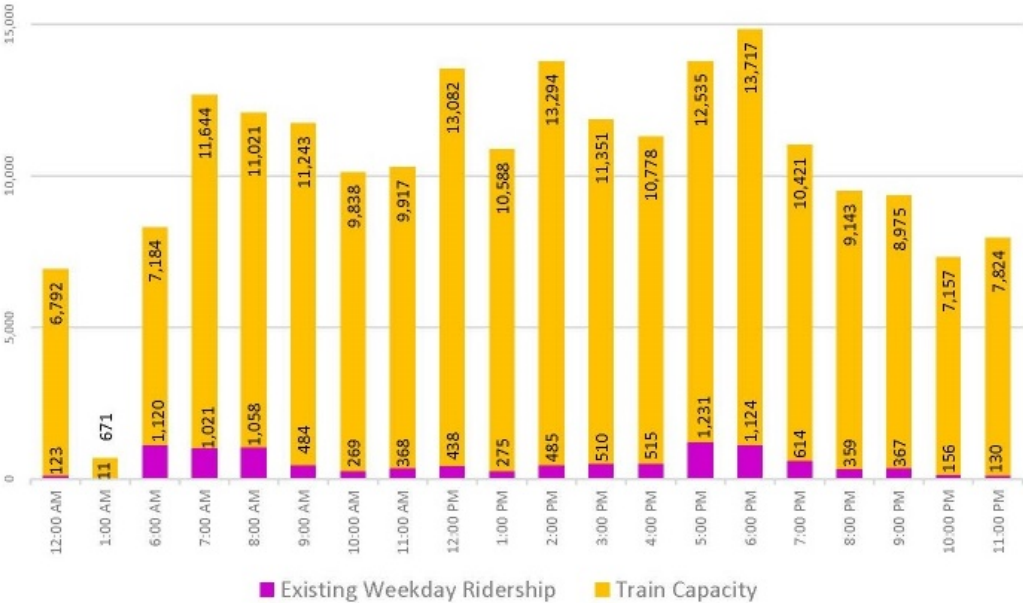
Commuter Rail Winter Schedule Changes

- Additional weekday service to Lynn (3 add'l round-trips), Brockton (2 add'l round-trips), and Fairmount (3 add'l round-trips) will be implemented on January 25.
- Weekend service will run on 5 lines starting January 23:
 - **Newburyport:** Train hourly between Beverly and Boston, train every 120 minutes to Newburyport
 - **Fairmount:** Train every 90 minutes
 - **Worcester:** Train every 120 minutes
 - **Providence:** Train every 120 minutes
 - **Middleborough:** Train every 90 minutes



Commuter Rail Service Capacity vs. Ridership

Winter Schedule Capacity
Compared to Existing Ridership



Utilization



Ferry Schedule Changes

- Following direction given at the December 14 FMCB meeting, amended service plans will take effect on January 23.
- Direct Charlestown (F4) and Hingham (F1) ferry service will be temporarily suspended.
- Weekday Hingham/Hull service will operate with reduced frequency.
 - A total of 17 weekday trips to Boston will make stops from Hingham to Long Wharf (11 total) and from Hull to Long Wharf (7 total), with the first trip from Hingham at 5:40AM and Hull beginning at 6 AM, the last trip from Hingham at 7 PM, and the last trip from Hull at 4:20 PM.
 - 17 weekday return trips to Hingham/Hull will make stops between Long Wharf, Hull, and Hingham, with the first trip from Long Wharf to Hingham at 6:30 AM and the last trip between Long Wharf, Hull, and Hingham at 8 PM.
- There will be no weekend Hingham/Hull ferry service.
- The complete schedule of ferry trips will be available at www.mbta.com/schedules soon.



Diversity, Equity, and Inclusion

Governance and Process

Current State



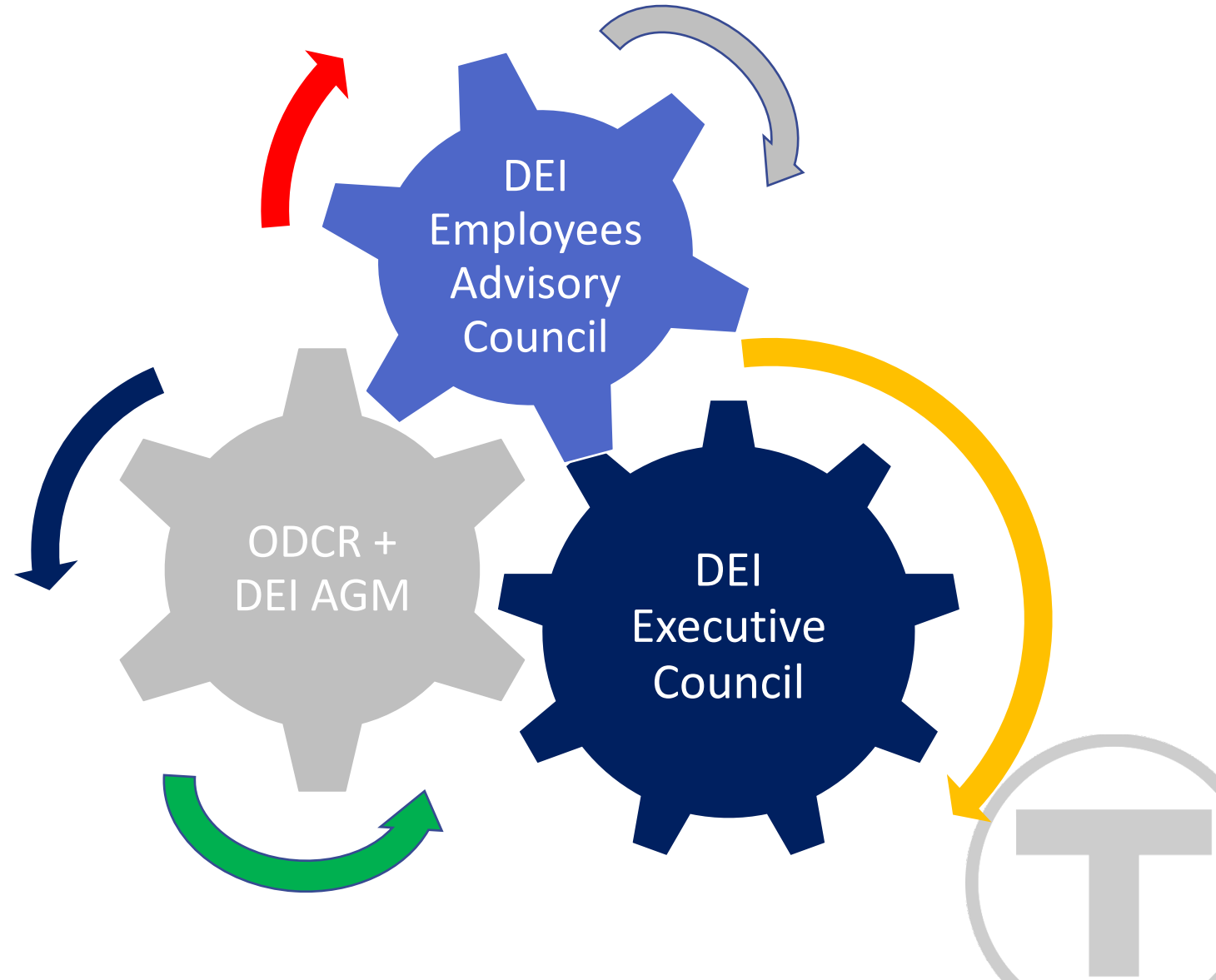
Recent Expansions on DEI

As we look to 2021, we have elevated and introduced two new DEI councils, centers of excellence and resources to support, expand and innovate.

- ODCR & DEI AGM
- DEI Employees Advisory Council
- DEI Executive Council

Together these resources offer a blend of opportunities to improve and innovate on DEI in 2021 and beyond.

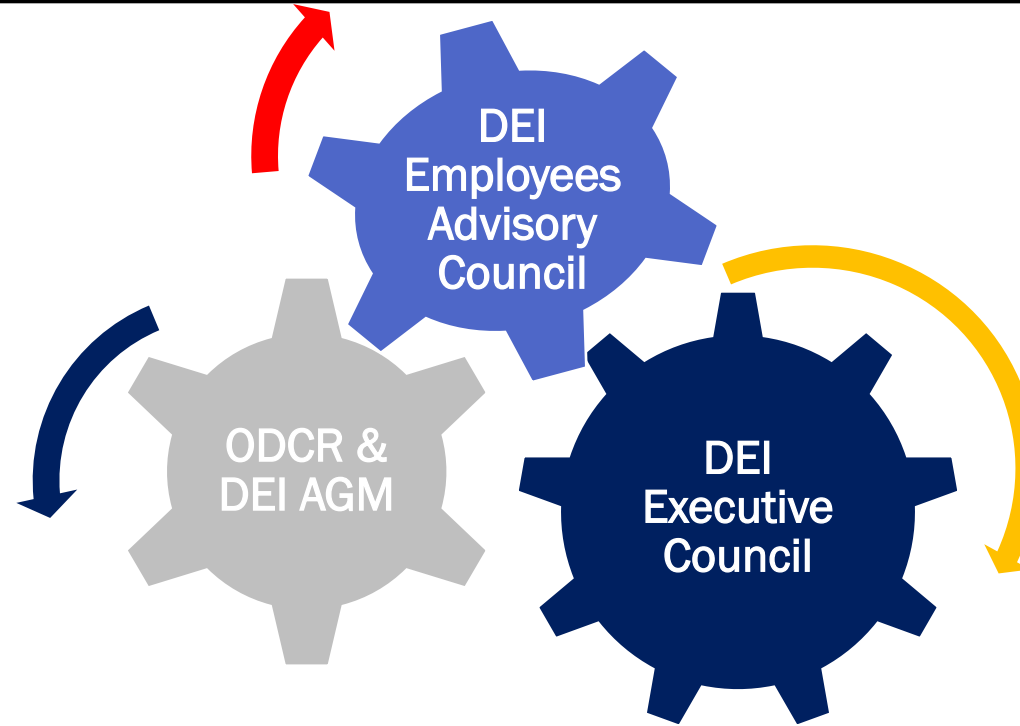
In CYQ1 2021, we'll have an integrated strategy on DEI powered by these centers of excellence.



Expansion of Capacity

ODCR & DEI AGM

- Partnership to support, elevate, advance, innovate and expand DEI for personnel, procurement and policy
- ODCR has numerous decades of advancing civil rights, diversity, inclusion and equity.
- Julian Tynes elevated to Chief Diversity Officer for MassDOT & MBTA leading a team of ~35 staff
- Jabes Rojas hired in November as MBTA Assistant General Manager of DEI



DEI Executive Council

- Co-Chaired by Julian Tynes & Jabes Rojas
- Monthly Meetings attended quarterly by GM Poftak
- 12 executives, incl Co-Chairs of DEI Working Group
- Launching December 17, 2020
- Decisions, accountability, impact, scale
- Focused on personnel, procurement and policy

DEI Employees Advisory Council

- Co-Chaired by Aisheea Isidor and Ahmad Barnes
- ~20 members from across the organization
- Started in Q1-CY 2020
- Advisory, idea generation, validation, champions
- Focused on workforce



DEI Executive Council Members

- Julian Tynes, Chief Diversity Officer (Co-Chair)
- Jabes Rojas, Assistant General Manager of Diversity, Equity and Inclusion (Co-Chair)
- Jeff Gonneville, Deputy General Manager
- Todd Johnson, Chief Operating Officer
- David Panagore, Chief of Administration
- David Abdoo, Chief of Staff
- Christine McColgan, Acting Chief of Human Resources
- Danny Levy, Chief of Customer Experience
- Darnell Williams, ODCR Deputy Chief
- Aisheea Isidor, Chief of Training (Co-Chair DEI Working Group)
- Ahmad Barnes, Chief of Labor Relations (Co-Chair DEI Working Group)
- Michelle Kalowski, Chief Legal Counsel
- Lynsey Heffernan, Deputy Director of Strategic Planning





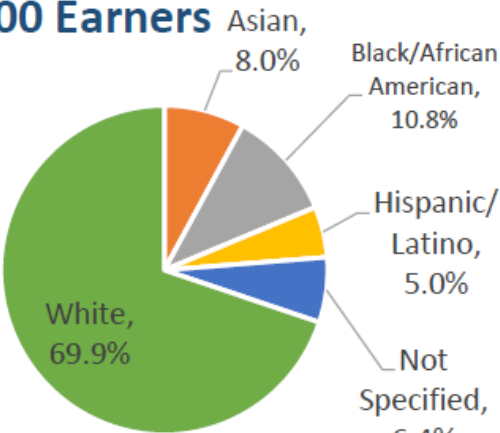
Ethnic Diversity

Workforce Ethnicity

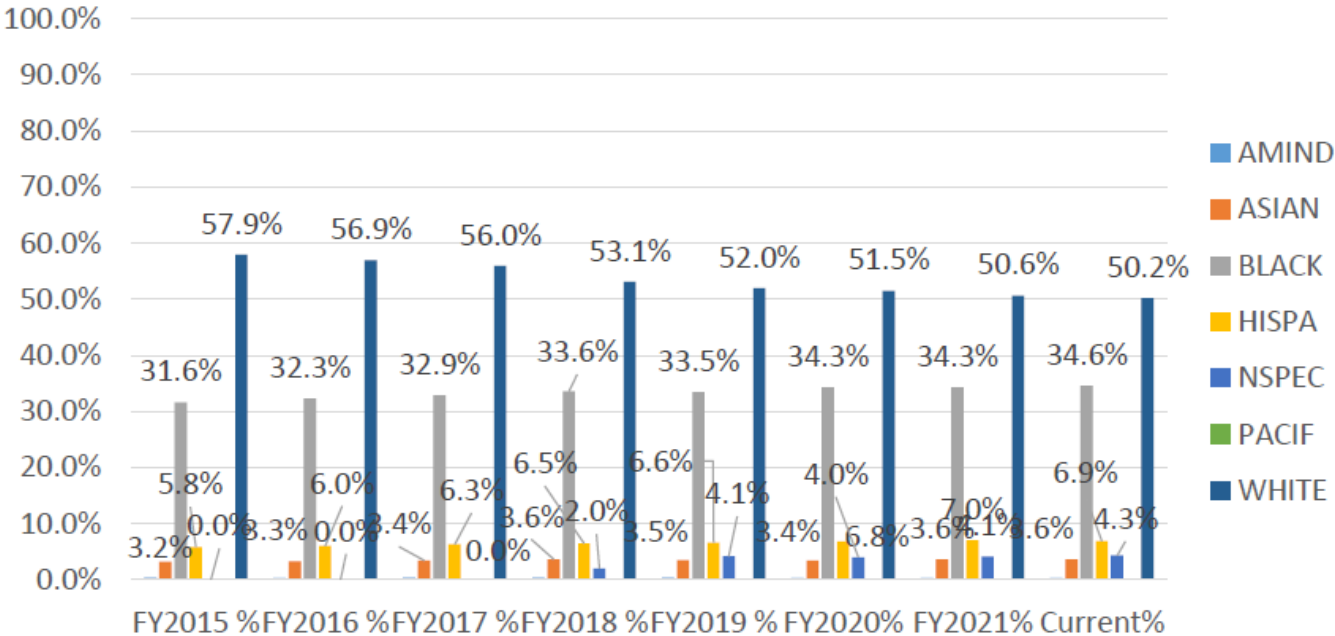


- AMIND
- ASIAN
- BLACK
- HISPA
- NSPEC
- PACIF
- WHITE

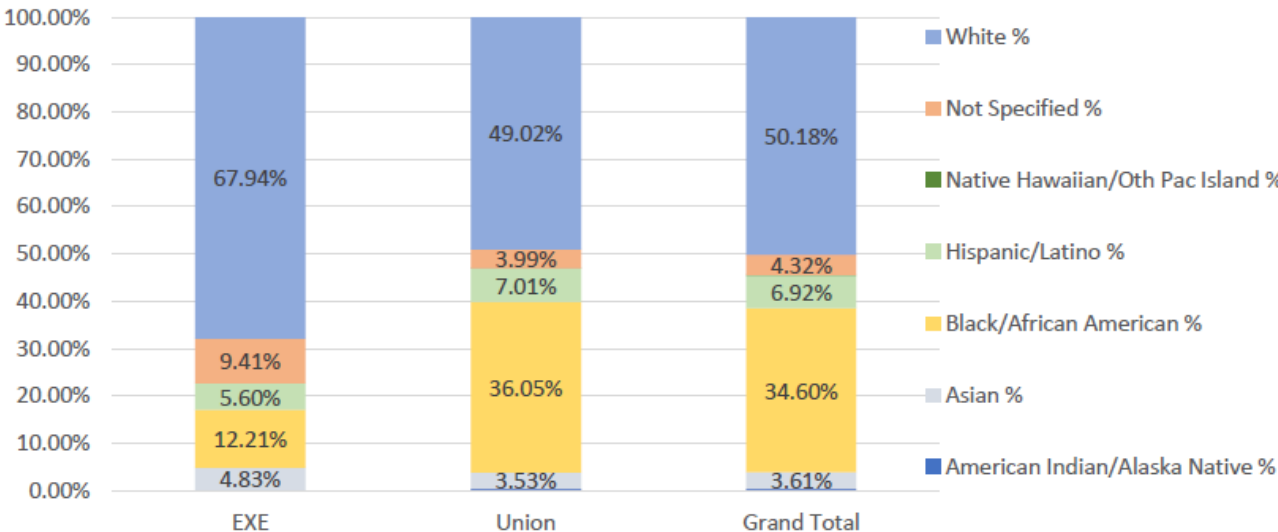
Top 500 Earners



Year to Year Breakdown



Ethnicity EXE vs. Union



Top 10 – Most Diverse Depts. Top 10 – Least Diverse Depts.

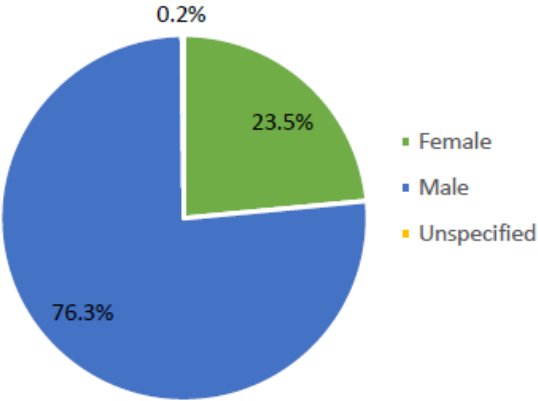
Dept.	% People of Color
T_BUS	69.6%
T_LR	68.7%
ODCR	66.7%
CEX	65.4%
T_HR	61.9%
OPMI	61.5%
WH	57.1%
TC	55.6%
GLT	55.6%
ITD	52.5%

Dept.	% People of Color
INTER	0.0%
PUBAF	0.0%
SW_AC	0.0%
CAPPL	0.0%
CAO	0.0%
ENVIR	20%
CTX	20%
EVE	21.1%
RROPS	21.9%
PSM	22.1%

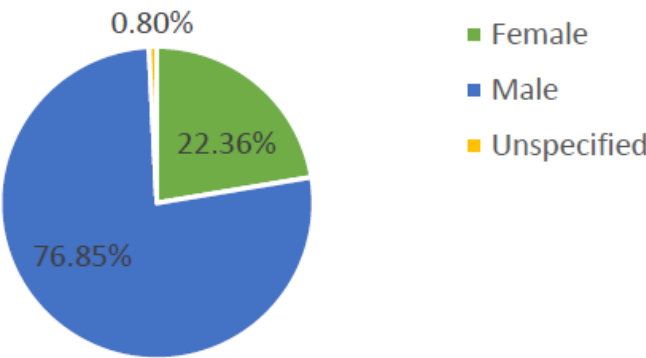


Gender Diversity

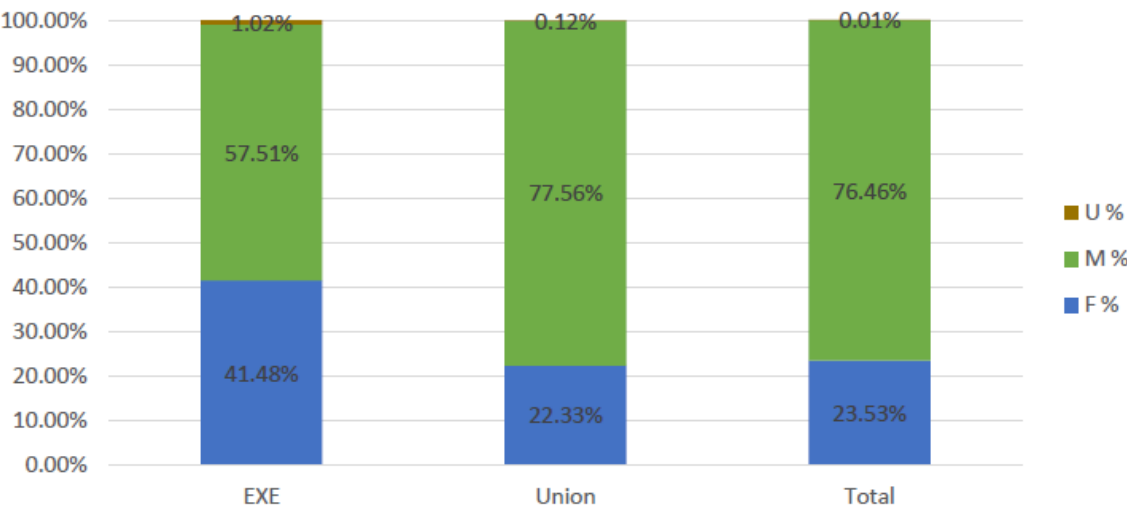
Workforce Gender



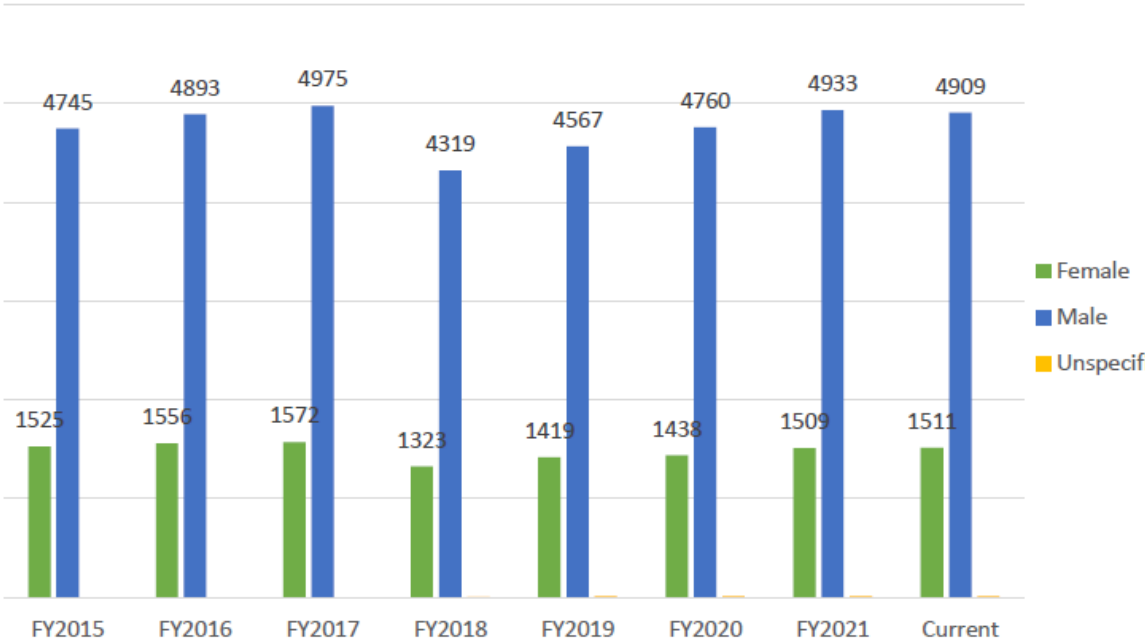
Top 500 Earners



Gender – EXE vs. Union



Gender - Historical



Top 10 – Most Female Dept.

Dept.	F %	M %	U %
INTER	100%	0%	0%
HR	77.1%	22.9%	0%
OPMI	69.2%	28.6%	0%
ODCR	66.7%	33.3%	0%
SW_AC	66.7%	33.3%	0%
CEX	61.5%	34.6%	3.8%
GLT	61.1%	38.9%	0%
CAPPL	60%	40%	0%
ENVIR	60%	40%	0%
OHS	58.1%	41.9%	0%

Top 10 – Least Female Dept.

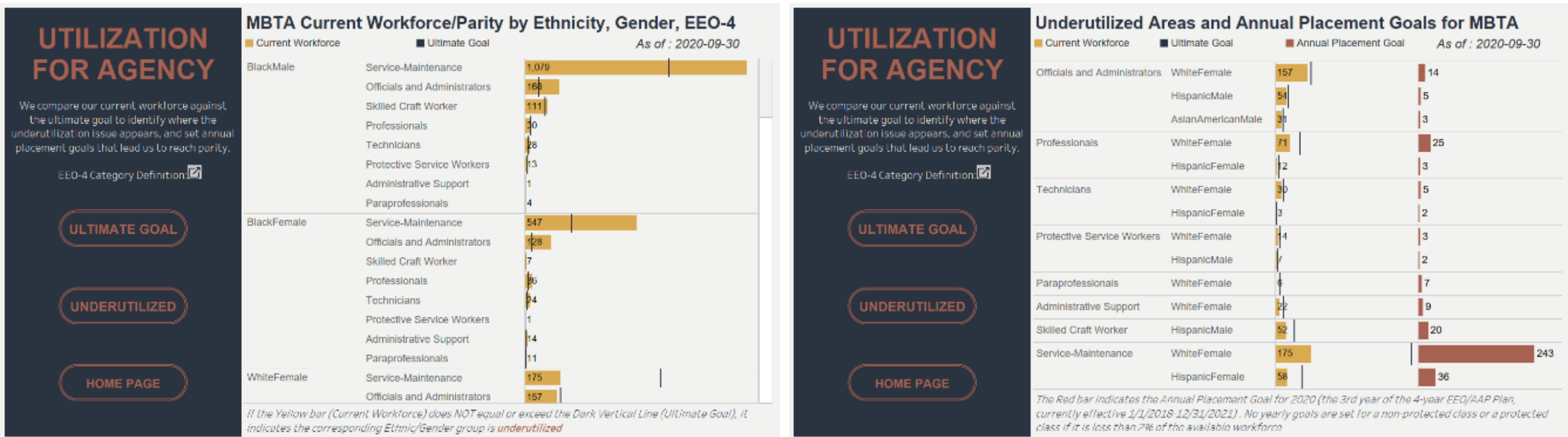
Dept.	F %	M %	U %
MRAIL	2.2%	96.8%	0.3%
PSM	4.2%	95.8%	0%
MBUS	4.4%	95.6%	0%
EVE	7.2%	92.8%	0%
SCM	7.2%	92.3%	0%
VHENG	9.5%	90.5%	0.3%
MOW	11.9%	87.8%	0%
POL	12%	88%	0%
FTATC	16.4%	83.6%	0%
TFM	18.3%	81.2%	0.5%

Current Portfolio of DEI Programs & Initiatives

PROGRAM & INITIATIVE LIFE STAGE	PROGRAM & INITIATIVE NAME	IMPLEMENTATION CY-2020				IMPLEMENTATION CY-2021			
MAINTAINING, INNOVATING & EXPANDING		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
For many years these programs and initiatives have been part of the portfolio of DEI efforts managed from ODCR. We are aware that even with a rich legacy, all are ready for either innovation, modernization, reaffirmation and/or expansion.	DEI Workforce Development Trainings								
	Employees Resource Groups								
	DBE & Supplier Diversity								
	Federal EEO Workforce Goals								
	ODCR Investigations and Mediations								
	ODCR Monthly Diversity Events								
RECENTLY INTRODUCED & UNVEILED									
	DEI Employee Advisory Council								
	DEI Executive Council								
	DEI Workforce Performance Goals								
PLANNING & DEVELOPMENT FOR NEARTERM ROLLOUT									
These programs and initiatives are relatively new and most are set to be unveiled in the next few quarters. Not all are DEI-only as some are DEI-related (i.e. Hotline), but they are all critical to the success, expansion and modernization of our DEI offerings. We must be good stewards of these programs and initiatives in the near-term to ensure they are sustainable and impactful.	HR Dashboard & ODCR Utilization Analysis								
	Addressing Culture of Retaliation								
	Employees Hotline								
	ODCR & DEI Intranet Web Portal								
	DEI in Culture All Staff Survey								
	Diversity Mentorship Program Pilot								
	MassDOT & MBTA DEI Coaching & Training for Leadership Team								

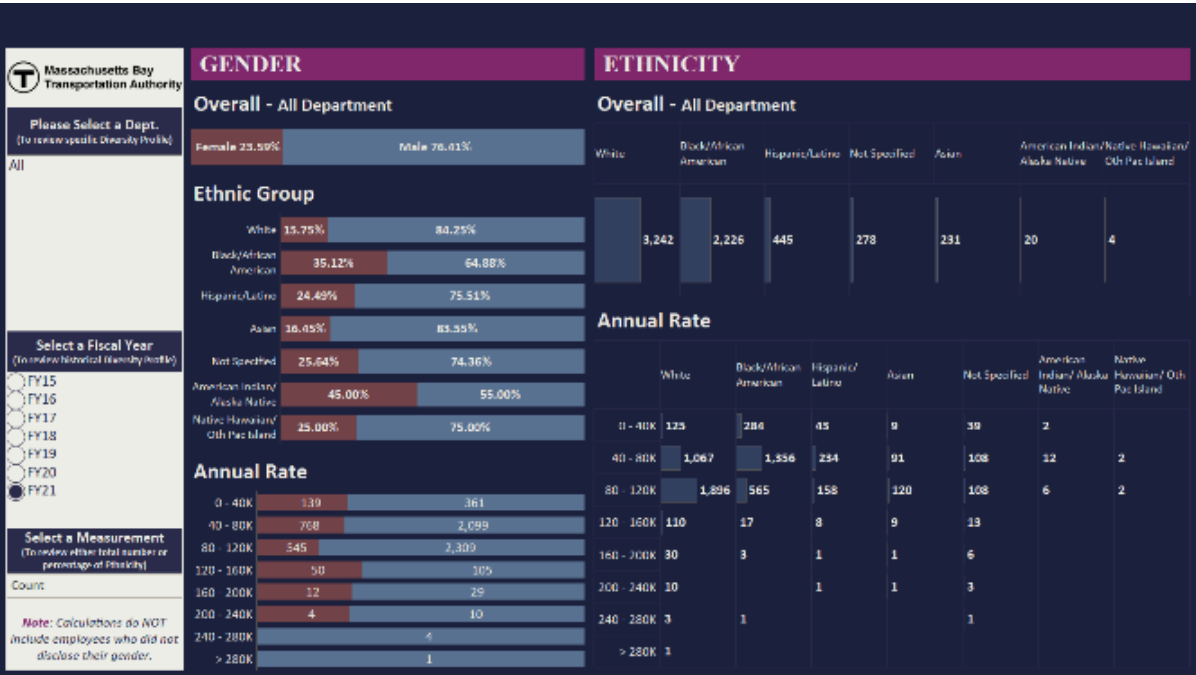
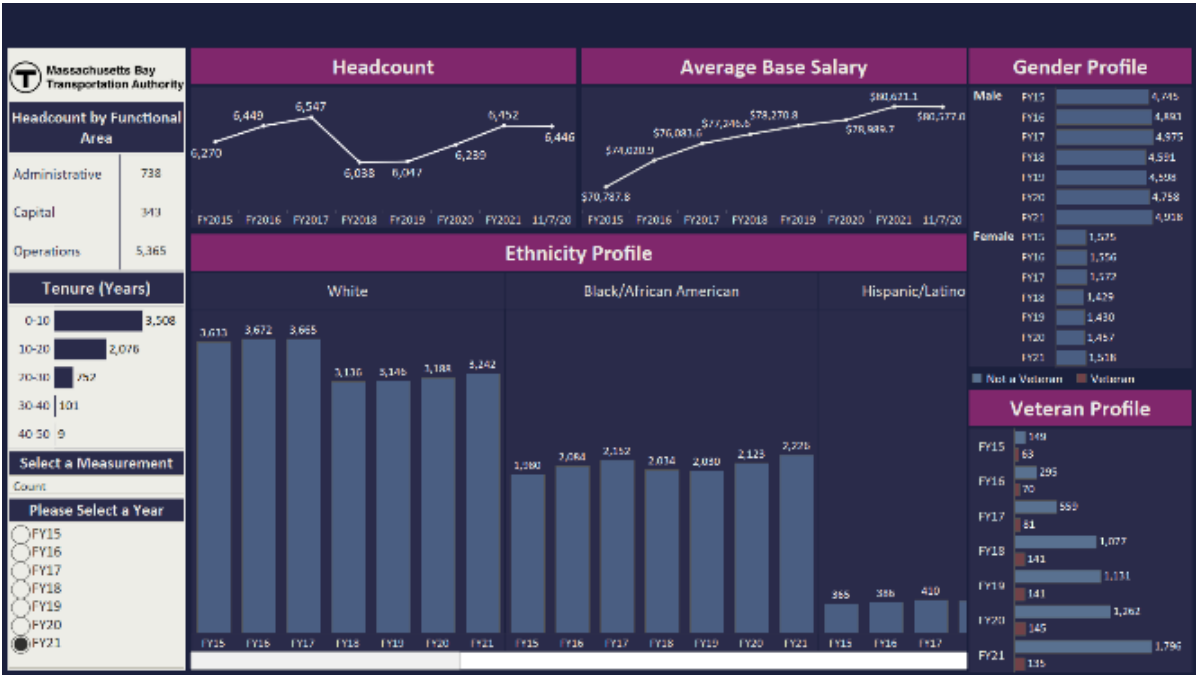
These new DEI tools will soon be available
in beta testing phase to be released in the next two months

ODCR Utilization Dashboard (*leading indicator*): **Future** suggested goals
Data and analysis about the status and progress toward the MBTA’s goal of a workforce that reflects the diversity of communities we serve



These new DEI tools will soon be available
in beta testing phase to be released widely in next two months

HR Dashboard (*lagging indicator*): **Historic** and **current** workforce composition



Next steps: Develop targeted strategies by department where there are disparities between utilization rates and current composition of workforce.

DEI Workforce Performance Areas

- **Purpose**

- Consistent with MassDOT (and the Executive Branch), the MBTA has introduced DEI-related workforce performance areas and goals in CY20 Q4 for the second half of FY21.
- Departments, leaders, management and staff will also be asked to fold DEI into their FY22 goals.

- **Owners:** Gil Alzate, Lyn Van Huben, Derrick Mann

- **Sponsors:** Christine McColgan, Julian Tynes and Jabes Rojas

- **Update:**

- These DEI areas of workforce performance focus have been introduced alongside the other agency performance management areas with a goal to move them all online with KPIs this fiscal year and beyond.
- HR provided a workshop in November 2020 for all staff on the DEI performance goals and on using the online KPIs tool to upload, track and manage all workforce performance goals.
- Additionally, Julian Tynes and Jabes Rojas provided a workshop for managers in December 2020 as part of the Strategic Plan Update session.
- Additional support will be needed from ODCR and DEI for managers and teams to introduce their inaugural performance goals on DEI.



DEI is prominent in several performance areas for FY21



Equity: We strive to treat all customers and employees fairly and to consult diverse voices and perspectives in decision-making



Diversity, Equity, and Inclusion: Invest in a more diverse, equitable, and inclusive organization



Workforce Development: Recognize diverse talent that we have and provide opportunities for meaningful professional development and career pathways

DEI Workforce Development & Trainings

- **Purpose:**

- Promote, update and expand the portfolio of workforce development trainings on a variety of DEI topics provided by ODCR and MassDOT University to support and promote the increased DEI awareness, skills and capabilities for staff, managers and executives.

- **Owners:** ODCR and MassDOT University

- **Sponsors:** Christine McColgan, Matt Knosp, Julian Tynes and Jabes Rojas

- **Update:**

- 2020 enabled 384 MBTA employees to be trained by ODCR on various trainings via 43 virtual and in-person classes. Additionally, MassDOT Univ started offering DEI specific and related virtual courses. MassDOT Univ and ODCR are procuring training services for Managers to receive foundational DEI skills.
- On a rolling basis starting this and next quarter CY21, the inventory of trainings currently offered and in development for 2021 by ODCR and MassDOT University will be shared as a curated syllabus with recommendations on foundational and secondary trainings.
- These DEI courses will be offered widely and feedback from employees will help refine portfolio and program of offerings. Determinations will be made in Q2/Q3 on additional DEI trainings to invest in to add to the existing inventory and capabilities.



Employee Resource Groups (ERGs)

- **Purpose:** Promote career development, inclusion awareness, support, and networking for allies and members of diverse communities at MassDOT and the MBTA, including people who are LGBTQ, multicultural (including Persons of Color), women, disabled, and veterans.
- **Owners:** Derrick Mann, Julian Tynes
- **Sponsors:**
 - Each ERG will be employee-led with programming supported by ODCR and DEI.
 - Each ERG will have MassDOT & MBTA Executive Co-Sponsors, including David Panagore (LGBTQ), David Abdoo (Veterans), Danny Levy (Multicultural/Persons of Color), Persons with a Disability (Laura Brelsford), Lynsey Heffernan (Women).
- **Update:**
 - Several of these ERGs have already been existing formally or informally, and we are glad to add ODCR and DEI resources to help them grow and thrive.
 - The MBTA will partner with MassDOT to support a shared programming experience for each ERG.
 - Throughout CY21 Q1, MBTA and MassDOT will encourage membership participation, create charters, and ramp up program focus areas for each ERG.



Employee Hotline

- **Purpose:**

- Our CY20 Q4 listening sessions and roundtables on DEI surfaced a need for additional channels that employees can use to generate assistance on workforce related experiences of concern given the culture with a fear of retaliation.
- Our Strategic Plan also surfaced the need to modernize and expand access points of communication from employees to share concerns.
- The employee hotline will expand the availability of ways in which any employee can share a confidential or anonymous complaint, challenge or issue of concern so that HR, ODCR, Legal and other relevant department follows up to look further into the matter including resolution and intervention as needed.
- This tool is commonly used as an essential best practice at Fortune1000 companies and major institutions of scale, so we are confident this will help us better respond to our employees.

- **Owners:** Maria Buccieri (Chief Compliance Officer MassDOT/MBTA), Marie Breen, Julian Tynes, Christine McColgan, Jabes Rojas, Michelle Kalowski

- **Sponsors:** Dave Panagore

- **Update:**

- In planning mode to introduce in Q1/Q2.
- Due to this procurement's stage, we will have more details in a future DEI quarterly update.



Next Steps

- Develop strategies to address areas of underrepresentation
- Roll out employee hotline and track follow-up
- Continue to integrate DEI into broader workforce development and training efforts
- Address culture of retaliation problem
- Expand supplier diversity programs
- Explore mentorship programs

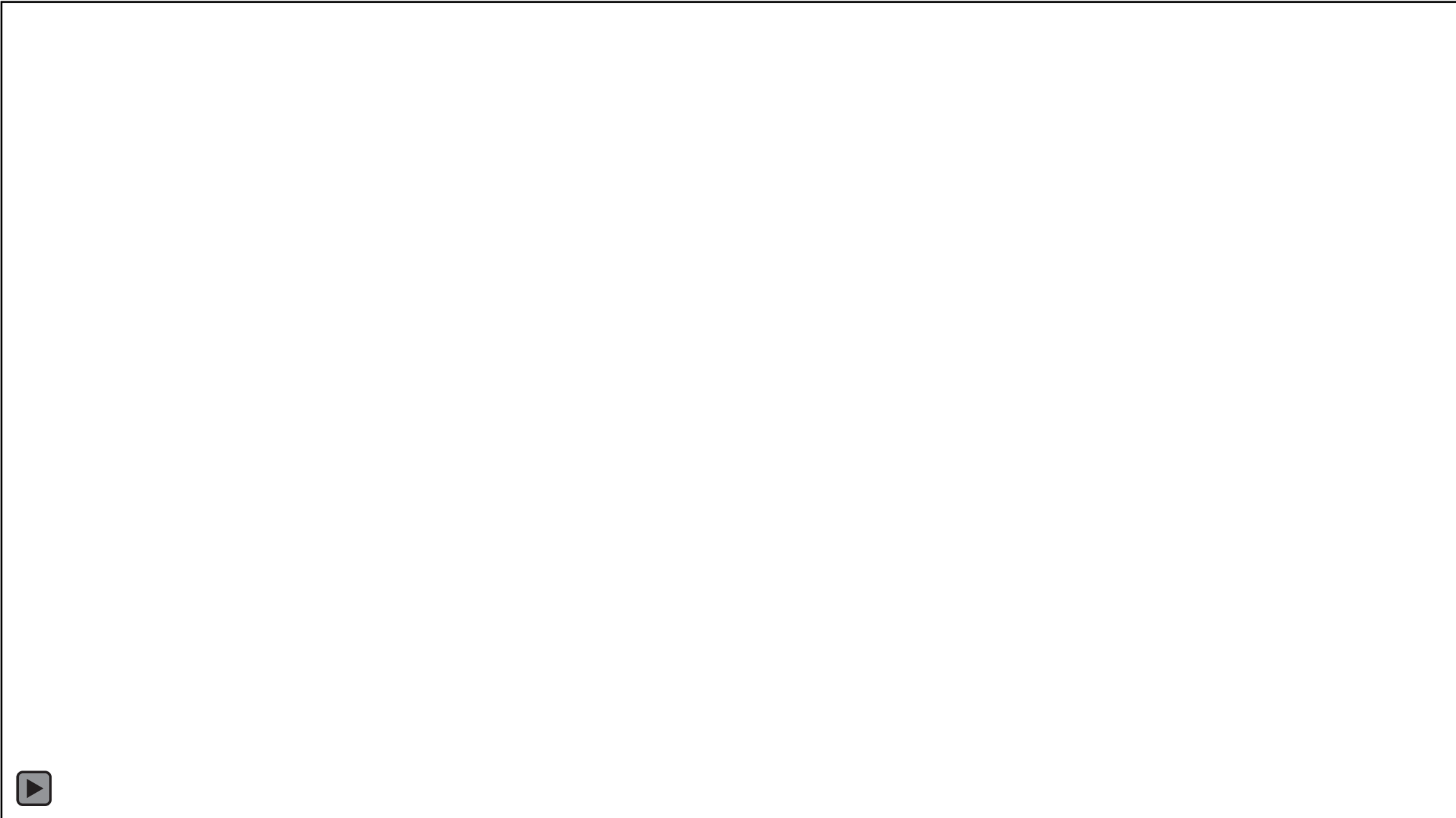


Celebrating Accomplishments

*New Red Line Trainset
PTC Completion*



Introduction of Red Line Trainset



PTC Completion

- The PTC System was completed prior to the December 31, 2020 deadline. The MBTA is in full compliance with FRA PTC regulations.
- All 15 of the MBTA's Commuter Rail lines have PTC in operation (394 of 394 route miles - 100%); the last segment (the Worcester line between Framingham and Boston) was placed in service on August 15, 2020.
- All MBTA Commuter Rail revenue vehicles have PTC equipment installed and fully operational; all defective onboard PTC equipment has been replaced and is performing well.
- Interoperability testing with tenant railroads (Amtrak, CSX, and Pan Am) has been completed.
- The MBTA was formally recognized by the FRA for implementing an FRA-certified and interoperable PTC system before the statutory deadline.

JOHN THUNE SOUTH DAKOTA
JOY BLUNT MISSOURI
TED CRUZ TEXAS
DEE FISCHER NEBRASKA
JERRY MORAN KANSAS
DAN BULIVANT ALASKA
CORY GARDNER COLORADO
MARSHA BLACKBURN TENNESSEE
SHELLEY MOORE CAPITO WEST VIRGINIA
MIKE LEE UTAH
RON JOHNSON WISCONSIN
TOMMY TUBES NICHOLS
RICK SCOTT FLORIDA

MARPA CANFIELD WASHINGTON
AMY KLOBUCHAR MINNESOTA
RICHARD BLUMENTHAL CONNECTICUT
BRYAN SCHATZ HAWAII
EDWARD MARKEY MASSACHUSETTS
TOM UDALL NEW MEXICO
GARY PETERS MICHIGAN
TAMMY BALDUCCI VERMONT
SHARIF BOOZWORTH ALABAMA
JOY HESTER ARIZONA
KIRSTEN SINEMA ARIZONA
JACOB ROSEN NEVADA

United States Senate

COMMITTEE ON COMMERCE, SCIENCE,
AND TRANSPORTATION

WASHINGTON, DC 20510-6125

Website: <http://commerce.senate.gov>

December 31, 2020

The Honorable Stephanie Pollack
Secretary and Chief Executive Officer
MassDOT
10 Park Plaza, Suite 3910
Boston, MA 02116

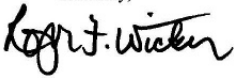
Mr. Steve Poflak
General Manager
Massachusetts Bay Transportation Authority
7 Wells Avenue, Suite 34
Newton, MA 02459

Dear Secretary Pollack and Mr. Poflak:

The U.S. Senate Committee on Commerce, Science, and Transportation commends all railroads that were required to implement positive train control (PTC) by December 31, 2020 on successfully meeting the deadline. As Chairman, I would like to congratulate you and your employees for achieving this significant accomplishment.

The path to PTC implementation has been long and complex. It has spanned many years and cost billions of dollars. This year, the path was made even more complicated by the COVID-19 pandemic, which has affected frontline workers across all sectors. I commend your employees on their work to meet the deadline despite this year's challenges, and I appreciate your continued dedication to employee health and safety.

I look forward to working with you to build upon this success. Thank you for your contributions to public safety.

Sincerely,

Roger F. Wicker
Chairman

CC: The Honorable Elaine Chao, Secretary, U.S. Department of Transportation
The Honorable Ronald L. Batory, Administrator, Federal Railroad Administration, U.S. Department of Transportation

