



Massachusetts Bay Transportation Authority

Diversity, Equity, & Inclusion Quarterly Update

Fiscal and Management Control Board

April 26, 2021

Steve Poftak, General Manager

Updates on Portfolio of DEI Programming

- **DEI Programming Governance and Leadership**
 - ODCR & DEI
 - DEI Executive Council
 - DEI Employees Advisory Council
- **DEI Personnel**
 - Upgraded Demographics Dashboards
 - DEI Toolkit 1.0 Program Pilot
 - DEI Training Programs via Internal and External Resources
 - Mentorship Program Plan
 - Employee Resource Groups Update
 - Employees Experiences Hotline Services Acquisition
 - DEI in All Staff Survey (deferring to June update)
 - GM DEI Listening Sessions 2.0 (deferring to June update)
- **Supplier Diversity**
 - Federal Funds DBE Program 2017-2020 Update and Milestones
 - New Supplier Diversity Program for State Funds



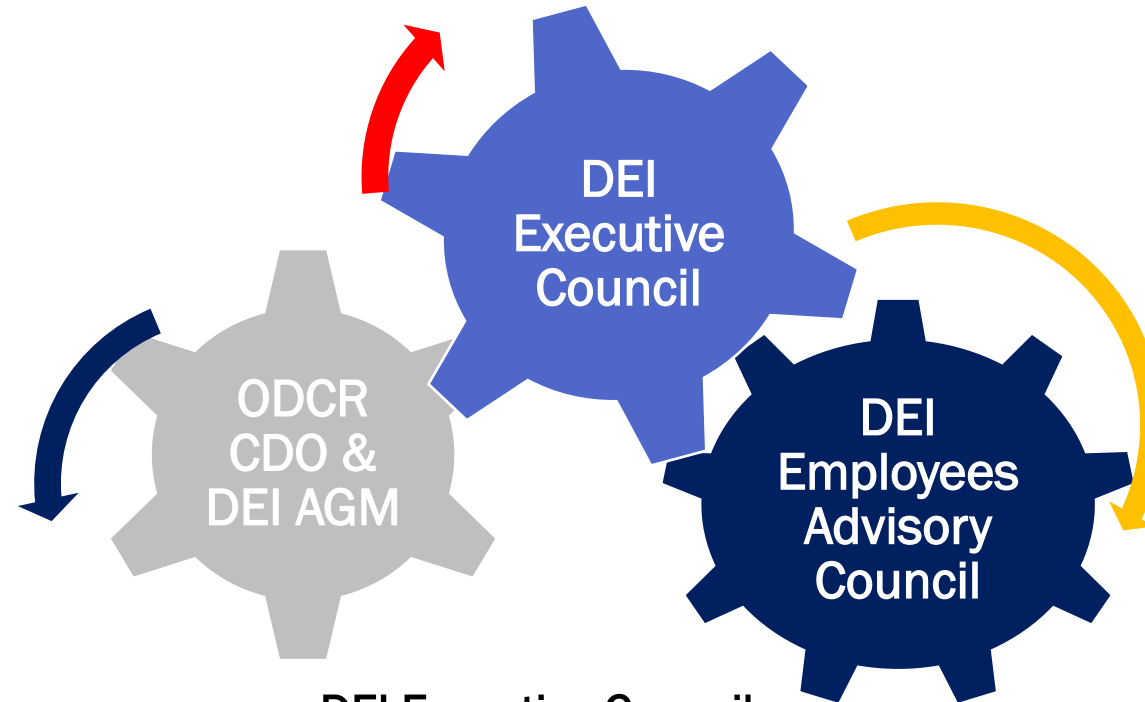
DEI Programming Governance & Leadership



DEI Traction & Impact from New Resources

CDO ODCR & DEI AGM

- Partnership to support, elevate, advance, innovate and expand DEI for personnel, procurement and policy
- Julian Tynes elevated to Chief Diversity Officer for MassDOT & MBTA
- Jabes Rojas hired in November as MBTA Assistant General Manager of DEI
- GM meets monthly with Co-Chairs and 1:1



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
- Decisions, accountability, impact, scale
- Focused on personnel, procurement and policy

DEI Employees Advisory Council

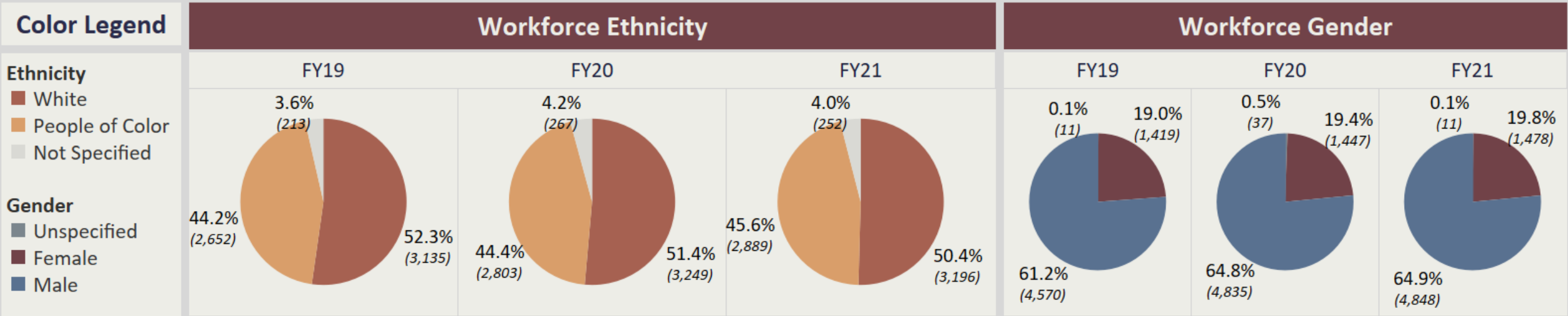
- Co-Chaired by Aisheea Isidor and Ahmad Barnes
- ~20 current members from across the organization
- Received nearly 300 applications for new members
- Advisory, idea generation, validation, champions on workforce DEI
- GM meets monthly with Co-Chairs

Quarterly Demographics Update

Sunsetting Old Templates Used in Oct and Jan
Introducing New Dashboards & Upgrades

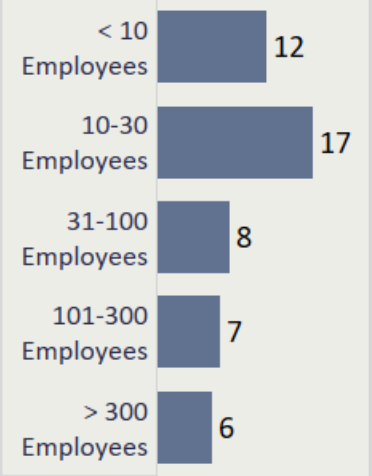


MBTA DIVERSITY OVERVIEW (AS OF 3/27/2021)

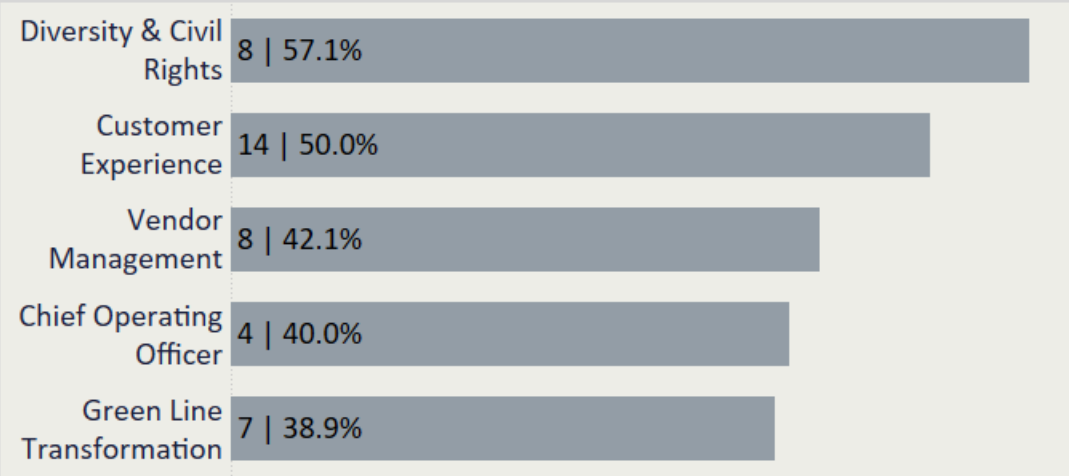


DIVERSITY: TOP 5 DEPARTMENTS (AS OF 3/27/2021)

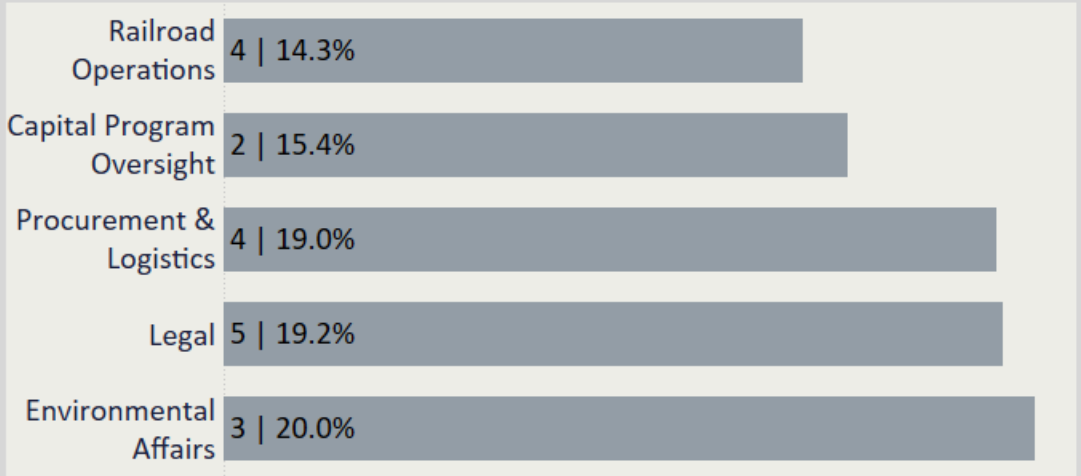
Number of Dept.
by Size in FY21



Top 5 - Most Diverse by Race/Ethnicity in FY21
(For Departments with 10-30 Employees)



Top 5 - Least Diverse by Race/Ethnicity in FY21
(For Departments with 10-30 Employees)



Select a
Department Size

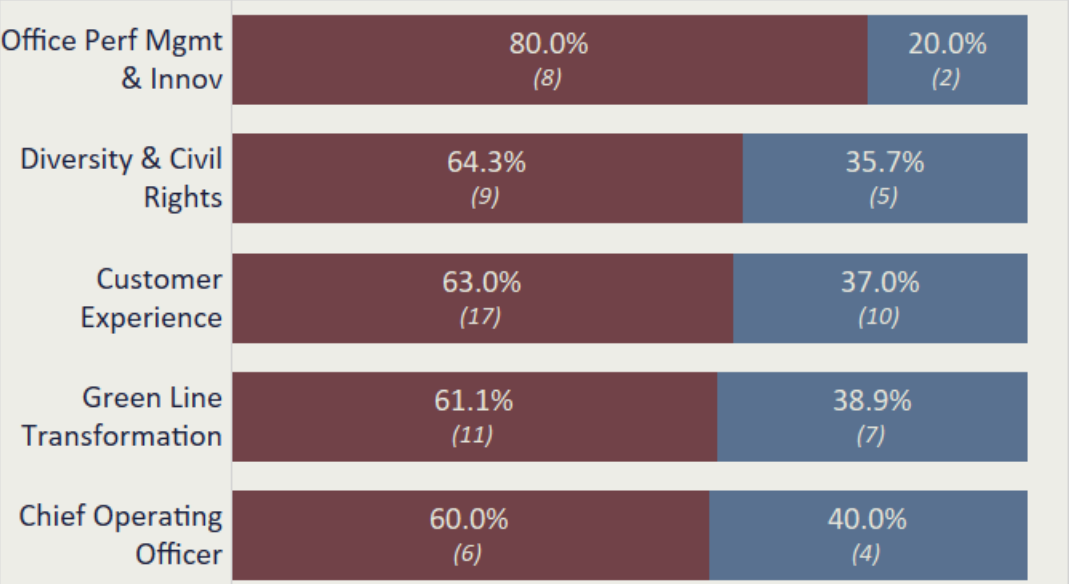
- 10-30 Employees
- 31-100 Employees
- 101-300 Employees
- > 300 Employees

Color Legend

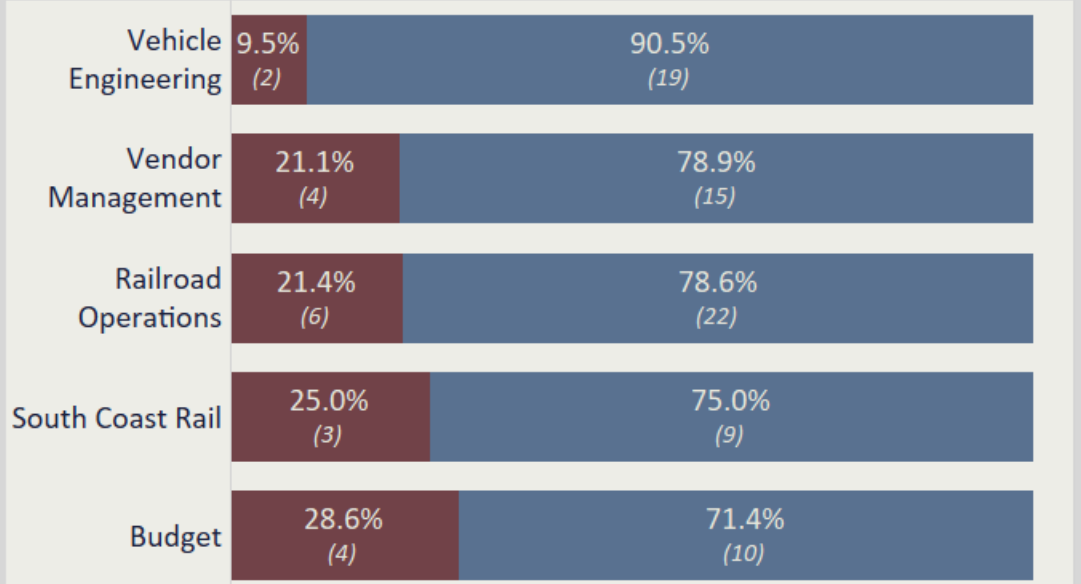
Male

Female

Top 5 - Most Female in FY21
(For Departments with 10-30 Employees)

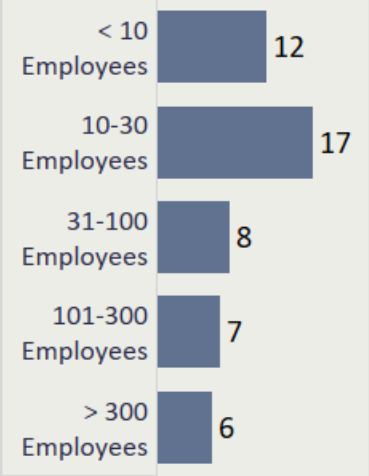


Top 5 - Least Female in FY21
(For Departments with 10-30 Employees)

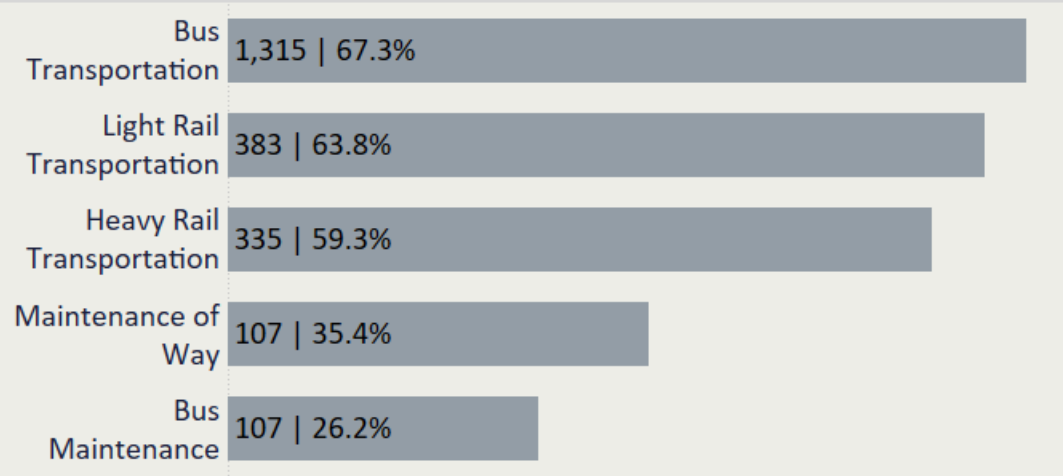


DIVERSITY: TOP 5 DEPARTMENTS (AS OF 3/27/2021)

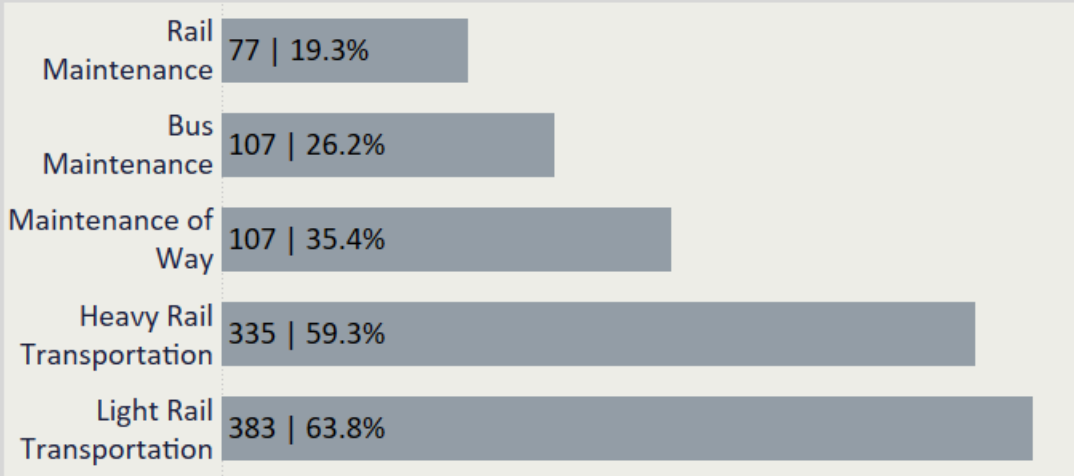
Number of Dept.
by Size in FY21



Top 5 - Most Diverse by Race/Ethnicity in FY21
(For Departments with > 300 Employees)



Top 5 - Least Diverse by Race/Ethnicity in FY21
(For Departments with > 300 Employees)



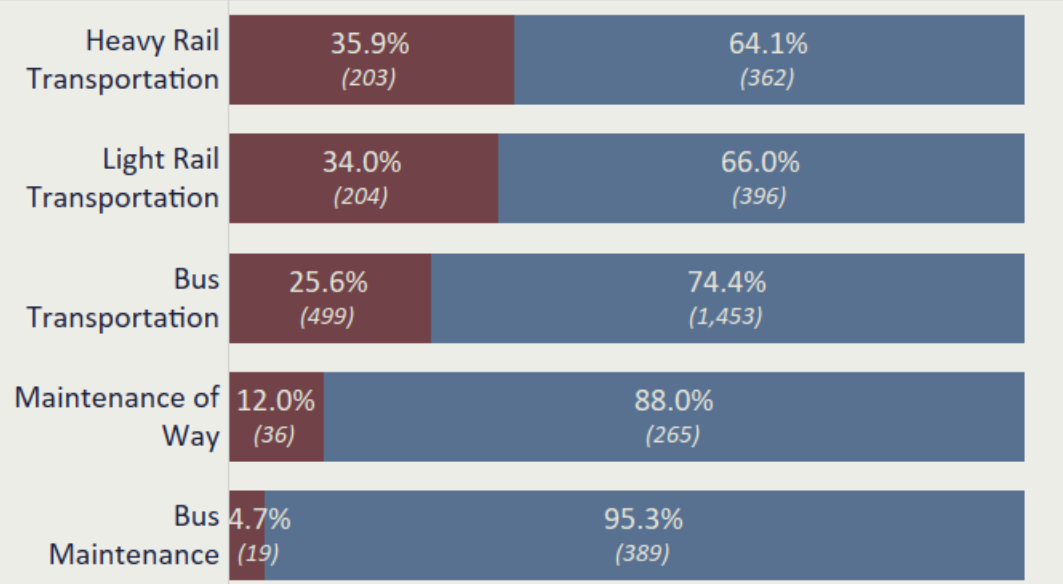
Select a
Department Size

- ☐ 10-30 Employees
- ☐ 31-100 Employees
- ☐ 101-300 Employees
- ☒ > 300 Employees

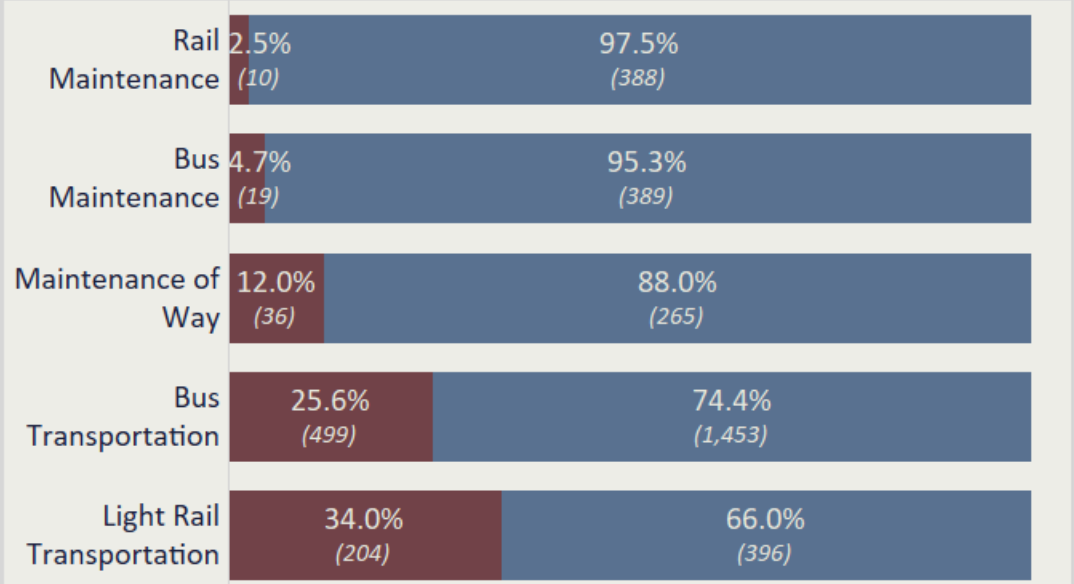
Color Legend

- Male
- Female

Top 5 - Most Female in FY21
(For Departments with > 300 Employees)



Top 5 - Least Female in FY21
(For Departments with > 300 Employees)



DEI Toolkit 1.0 Program Pilots

Introduction to 6-Months Program Pilots

Technical Assistance: Procurement, Capital Programs Support and Railway Maintenance



Toolkit Goal & Objectives

Goal from GM:

Develop tools to assess areas of underrepresentation and develop corresponding tactics for leaders and departments to foster and increase diversity and inclusion.

Objectives:


- Build HR Dashboard and ODCR EEO Dashboard to assess diversity representation by departments, including areas of underrepresentation
- Provide tactics for department leaders and managers to attract, hire, retain, and develop diverse and inclusive teams
- Provide department leaders a tool to develop DEI KPIs

Dashboard: Operations (Overview)

Select Functional Area

Select Department

Affiliated or Unaffiliated

 **Massachusetts Bay Transportation Authority**

Select a Functional Area

☐ Administration
☐ Capital
☒ Operations

Select a Department

All

Select to View

Affiliated/Unaffiliated

☒ All
☐ Affiliated
☐ Unaffiliated

Select a Measurement
(To review Count or Percentage)

Percentage

Select a Year to View Tenure

FY21

Tenure - FY21

<6 months

2%

6 mos- 2 yrs

11%

2 yrs - 5 yrs

16%

5 yrs - 10 yrs

23%

10 yrs - 15 yrs

20%

>15 years

28%

All Workforce in Operations Functional Area (Dept.: All)

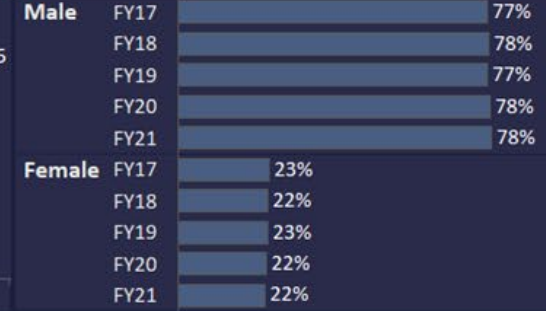
Headcount



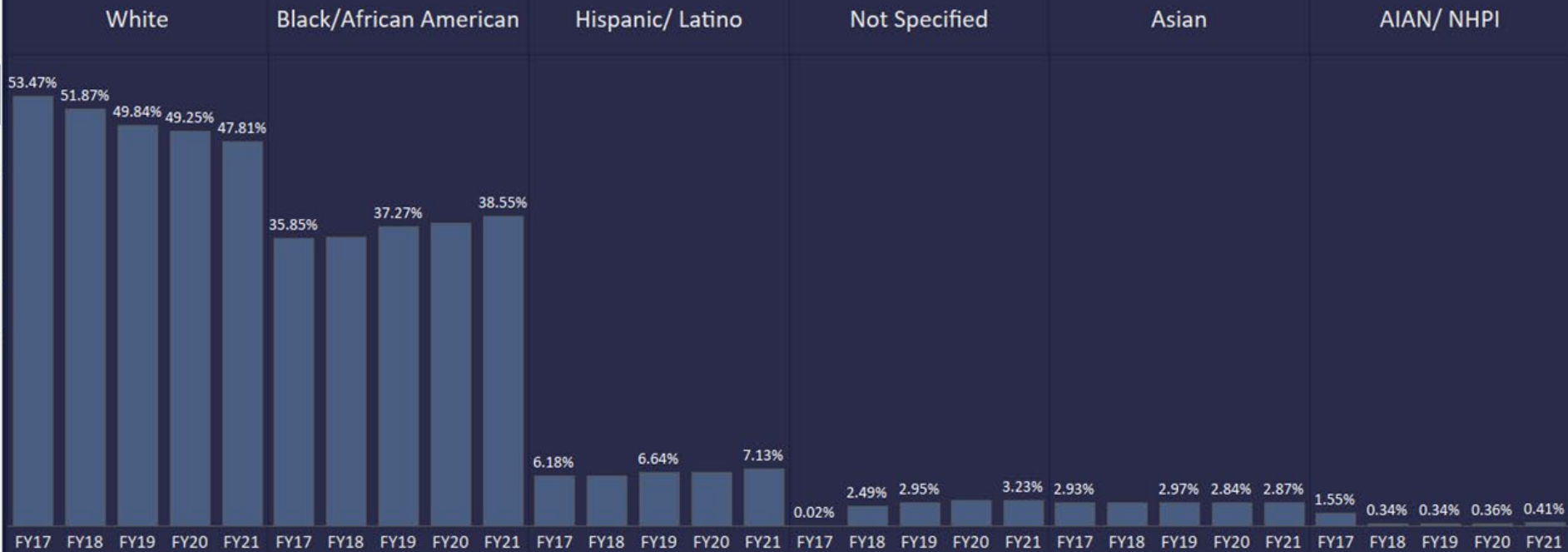
Average Base Salary



Gender



Ethnicity



Objective	Tactics for Department Leaders
Attract & Hire	<ul style="list-style-type: none">• Ensure your department hiring managers and interviewers are aware of and use the revamped hiring process and complete ODCR's "EEO Legal Interviewing" training• Set up intake meeting with HR to develop a recruitment strategy that will attract a diverse candidate pool for upcoming or open positions• Survey department to see what diverse professional networks and associations they may belong to. Use these networks to post open positions and share information with HR to aid recruitment talent via LinkedIn and other diverse networks that your department may not yet be familiar with.• Meet with ODCR to review EEO Utilization Dashboard and learn about how your department's ethnicity and gender representation compares to the local labor market
Retain & Develop	<ul style="list-style-type: none">• Encourage your team to spend 30 mins every month in the Learning Hub self-guided DEI Trainings• Encourage your team to participate in the ERGS mentioning the ERGs during meetings or team/department communications• Nominate and encourage staff to participate in DEI Employees Advisory Council and IDEAL Program• Invite ODCR and DEI teams to one of your team meetings so your team can learn more about current and upcoming programs and projects as well as best practices• Participate in and encourage your staff to join ODCR events dedicated to diversity, equity, and inclusion

Agency Wide Department Level Deliverables

Sharing with ~25 Departments with 25+ Employees

Functional Area	Department Name	Dept. Size
Admin	Police	238
	Fare Transformation / AFC 1.0	72
	Information Technology Dept	51
	Safety	35
	Human Resources	33
	Occupational Health Services	31
	Customer Experience	27
	Legal	26
	Treasurer Controller	25
Capital	Capital Delivery	263
	Green Line Extension	40
Operation	Bus Transportation	1971
	Light Rail Transportation	603
	Heavy Rail Transportation	571
	Bus Maintenance	404
	Rail Maintenance	398
	Maintenance of Way	303
	Power Systems Maintenance	238
	Transit Facilities Maintenance	187
	Everett Main Repair	179
	Signals & Comm Maintenance	165
	Operations Control Center & Training	137
	Plans & Schedules	40
	Office of Chief Engineering	33
	Railroad Operations	29



Dashboard Access

Provide department leaders across the agency with access to the HR Dashboards



Tactics

Provide tactics on how dept leaders can attract, hire, develop and retain diverse and inclusive teams



Feedback

Provide channel for departments to offer input feedback and suggestions on tools and tactics

Technical Assistance Purpose & Objectives

Procurement, Capital Programs Support and Railway Maintenance

Purpose: Provide in depth support for one department in each function area from a team of HR, ODCR & DEI to help make team more diverse and inclusive

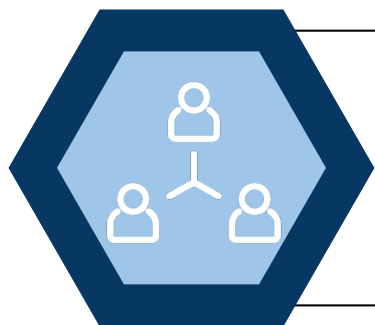
Objectives:



Help departments assess areas of under representation using HR Dashboard



Provide department leaders develop tactics to attract, hire, and retain 5 key underrepresented groups



Strengthen a collaborative relationship between ODCR, HR, DEI, & department leaders



Identify and document best practices to share and implement across agency



Toolkit 1.0 Pilots Look Ahead to Toolkit 2.0

	Wave 1 for Toolkit 1.0	Wave 2 for Toolkit 2.0
Timeline	May - November (6 months)	January- June 2022 (6 months)
Departments Selected for Technical Assistance	Administration - Procurement Capital Program- Capital Support Operations - Rail Maintenance	TBD TBD TBD
Goals for Departments	<ul style="list-style-type: none"> • Improve their standing on DEI with support from working group HR/ODCR/DEI • Utilize, and provide feedback on toolkit to evolve it • Share DEI challenges, opportunities, successes, and goals within department 	
Time Commitment For Technical Assistance Pilots	4-6 hours per month: <ul style="list-style-type: none"> • Monthly working group meeting • Weekly follow-up on action items • Monthly update to leadership 	

DEI Trainings



Sustain, Expand and Prepare for New Content

All Staff

5 Courses by OCR

- 5 trainings introduced years ago and continually updated
- Administered via cohorts with instructor via in-person and/or virtual formats
- Trainings are scheduled by ODCR at pre-set dates monthly
- Leads- Julian Tynes, Mary McCauley

All Staff

20+ Courses by HR

- 13 online sessions introduced Q2 CY20 plus additional 10 to be unveiled in Q2 CY21
- Topics range from inclusion, equity, diversity, unconscious bias and other topics
- Online opt-in self-serve sessions are a variety of 5mins to 15mins and 30mins
- Leads- Jabes Rojas, Julian Tynes, Tom Waye, Chris McColgan, Lyn Van Huben

Managers & Supervisors

~10 Courses by Vendor

- Fundamentals of DEI and Management for all managers and supervisors
- Currently in procurement to contract with DEI training vendor to start in Q3 CY21
- Core course via cohorts followed by collection of dozens of opt-in self-serve sessions
- Leads- Julian Tynes, Michael McDonald, Jabes Rojas, Tom Waye, Lyn Van Huben

Executives

~5 Courses by Vendor

- MassDOT and MBTA executives will receive training sessions via external vendor
- Currently in procurement to contract with DEI training vendor to start in Q3 CY21
- Leads- Julian Tynes, Michael McDonald, Jabes Rojas, Tom Waye, Lyn Van Huben

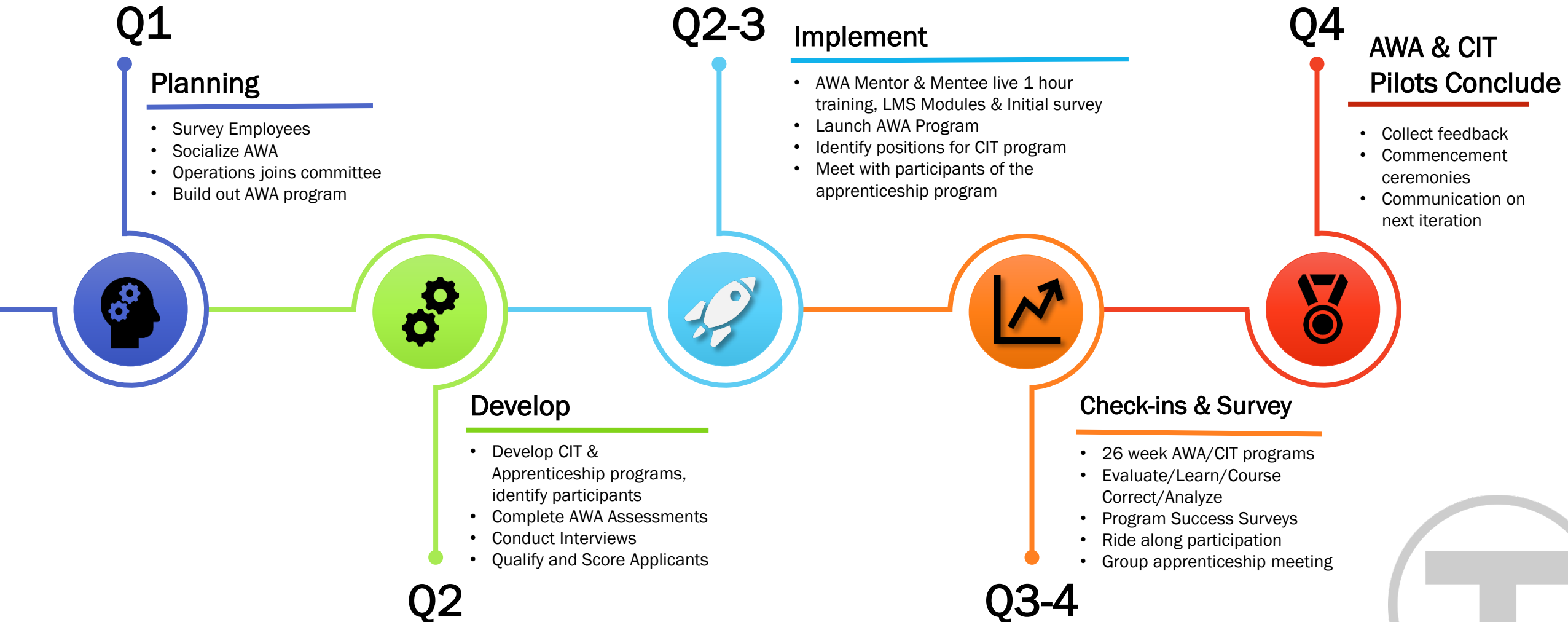


DEI & Mentorship Pilots

GM DEI Listening Sessions ‘promise’
Upgrading Talent Development and Focus on Diverse Personnel



FY22 Proposed Mentor Pilots Timeline



Employee Resource Groups



ERGs Active in Ramping Up Since January

Re-Activated ERGs

Women's Employee Resource Group

- Lynsey Heffernan, MBTA Executive Sponsor

Accessibility and Inclusion Employee Resource Group

- Laura Brelsford, MBTA Executive Sponsor

New ERGs

Multicultural Employee Engagement Resource Group

- Danny Levy, MBTA Executive Sponsor

Veterans' Employee Resource Group

- Dave Abdoo, MBTA Executive Sponsor

Pride Employee Resource Group

- Dave Panagore, MBTA Executive Sponsor

Benefits of ERGs



MBTA & MassDOT

- Promote diversity and inclusion
- Foster and strengthen workplace effectiveness
- Serve as a communication channel between the ERG and senior leadership
- Enhance workplace productivity and innovation
- Support recruitment and retention strategies



Employees

- Promote career growth and success
- Enhance professional development
- Give them a voice in decision making
- Provide mentoring and support of ERG members



Employees Hotline



Hotline

Purpose	<ul style="list-style-type: none"> • Shared service for MassDOT + MBTA employees administered by external vendor • Our Q4CY20 DEI listening sessions and roundtables surfaced need for additional channels that employees can use to generate assistance on concerning workforce-related experiences given a fear of retaliation. • Our Strategic Plan also surfaced the need to modernize and expand access points for employees to share concerns. • The employee hotline will allow any employee to share a confidential or anonymous complaint, challenge, or issue of concern so that HR, ODCR, Legal, and other relevant departments can look further into the matter, including resolution and intervention as needed. • 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
MBTA Sponsors	Dave Panagore, Jabes Rojas, Julian Tynes, Tom Waye
Update	<ul style="list-style-type: none"> • In procurement process to introduce in Q3 CY21 • Due to this procurement's life cycle, we will have more details in a future DEI updates

Update on Federal Funds DBE Program



MBTA Federal Funds DBE Program Summary

- The MBTA Triennial goal has increased from 14% for the 2016-2019 period to 20% for the 2020-2023 reporting period.
- In the last 4 years the highest percentage of awards to DBE's as primes for any reporting period was 2.22% of the total awarded to primes.(June of 2020)
- In the last 4 years the highest percentage of awards to DBE's as sub-primes for any reporting period was 98.67% of the total awarded to sub-primes (June of 2019)
- Though June of 2019 is an extreme example, the fact remains very little awards for contracts go to DBE's performing the work as a prime. The vast majority of work performed as DBE is as sub-contractors, indeed DBEs get the majority of subcontract work at the MBTA, over 50%.
- If the DBE participation is to grow it must be through reviewing, targeting and developing the DBE marketplace to develop strategies to develop the DBE prime marketplace.



2017 Reports

Awards/Commitments Made During This Reporting Period

June 2017	Total Dollars to All Firms	Total Awards to All Firms	Total Dollars to DBEs	Total Awards to DBEs	% Total Dollars to DBEs
Prime Contracts Awarded	\$6,463,724	305	\$830	8	0.01%
Subcontracts Awarded/Committed	\$572,344	8	\$161,619	3	28.24%
Total			\$162,449	11	2.51%

December 2017	Total Dollars to All Firms	Total Awards to All Firms	Total Dollars to DBEs	Total Awards to DBEs	% Total Dollars to DBEs
Prime Contracts Awarded	\$162,439,050	184	\$331,927	11	0.20%
Subcontracts Awarded/Committed	\$26,096,476	32	\$7,834,690	13	30.02%
Total			\$8,166,617	24	5.03%

2018 Reports

Awards/Commitments Made During This Reporting Period

June 2018	Total Dollars to All Firms	Total Awards To All Firms	Total Dollars to DBEs	Total Awards to DBEs	% Total Dollars to DBEs
Prime Contracts Awarded	\$1,640,431,268	2680	\$9,572,015	15	0.58%
Subcontracts Awarded/Committed	\$111,485,450	41	\$10,495,380	26	9.41%
Total			\$20,067,395	41	1.22%

December 2018	Total Dollars to All Firms	Total Awards to All Firms	Total Dollars to DBEs	Total Awards to DBEs	% Total Dollars to DBEs
Prime Contracts Awarded	\$194,770,714	152	\$44,517	7	0.02%
Subcontracts Awarded/Committed	\$8,007,921	17	\$8,002,041	15	99.93%
Total			\$8,046,558	22	4.13%

2019 Reports

Awards/Commitments Made During This Reporting Period

June 2019	Total Dollars to All Firms	Total Awards to All Firms	Total Dollars to DBEs	Total Awards to DBEs	% of Total Dollars to DBEs
Prime Contracts Awarded	\$294,229,144	126	\$206,620	7	0.07%
Subcontracts Awarded/Committed	\$22,299,585	24	\$22,003,660	18	98.67%
Total			\$22,210,280	25	7.55%

December 2019	Total Dollars to All Firms	Total Awards to All Firms	Total Dollars to DBEs	Total Awards to DBEs	% of Total Dollars to DBEs
Prime Contracts Awarded	\$238,526,866	279	\$236,746	6	0.10%
Subcontracts Awarded/Committed	\$143,529,497	143	\$66,388,994	75	46.25%
Total			\$66,625,740	81	7.93%

2020 Report

Awards/Commitments Made During This Reporting Period

June 2020	Total Dollars to All Firms	Total Awards to All Firms	Total Dollars to DBEs	Total Awards to DBEs	% of Total Dollars to DBEs
Prime Contracts Awarded	\$250,022,446	243	\$5,552,771	15	2.22%
Subcontracts Awarded/Committed	\$130,581,722	269	\$71,219,821	131	54.54%
Total			\$76,772,592	146	30.71%

December 2020	Total Dollars to All Firms	Total Awards to All Firms	Total Dollars to DBEs	Total Awards to DBEs	% of Total Dollars to DBEs
Prime Contracts Awarded	\$112,318,848	120	\$1,868,454	10	1.66%
Subcontracts Awarded/Committed	\$268,223,664	202	\$43,021,408	91	16.04%
Total			\$44,889,862	101	39.97%

State Funds Supplier Diversity Program



Vision Statement

- **Adding supplier diversity** within our ecosystem of contractors, suppliers and vendors who do business with the MBTA is part of our growing **commitment to diversity, equity and inclusion** internally and externally with our personnel, procurement and policies.
- We aim to more intentionally and increasingly **attract and integrate diverse suppliers, contractors and vendors into our supply** chain of goods & services as well as contractors for design & construction.
- As such, the MBTA is launching a new, comprehensive **supplier diversity program for state funds** procurements and capital projects to pair alongside our **longstanding DBE federal program**.
- This new initiative will **start in FY22**, utilizing **best practices** for supplier diversity to (wherever possible) leverage, follow, and partner with the recently unveiled **innovations and expansions from the Executive Branch and quasi-public state agencies**.



Program Summary

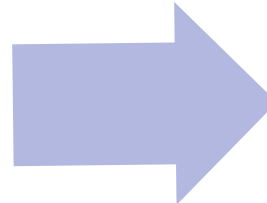
- Introduce and ramp up the supplier diversity program for **Goods & Services** and **Design & Construction** for state funded operating and capital spend:
 - Q3-Q4 FY21 assessments, planning and readiness
 - Q1 FY22 program introduction and ramp-up
 - FY23 expansion and growth
- **Introduce and increase the weight afforded to RFP diversity plans** as key components of the evaluation criteria as permitted by law and informed by best practices on state supplier diversity to include:
 - Start with at least 10% diversity plans criteria weight afforded to RFPs in selection process for FY22 and ramping-up to 25% in FY23 or earlier
 - Plan and develop for a small business program and encourage joint ventures with diverse suppliers



Supplier Diversity Program Timeline

FY21 – FY22 Q1

- Establish **current MBTA baseline data** to measure recent performance and path forward
- Develop **deeper understanding of Diversity Spend Opportunities**
 - **Identify DEI companies** capable of delivering services aligning with MBTA procurement spend categories by partnering and using information from DEI Office, ODCR, and State
 - **Develop promotion process** to have DEI companies sign up on MBTA bid platforms for procurement participation
 - Develop process and infrastructure **to track and report on “second tier” DEI participation** on prime procurements (currently not available)
- Prepare industries **externally via communications** on innovations
- Prepare **policies and program details** internally

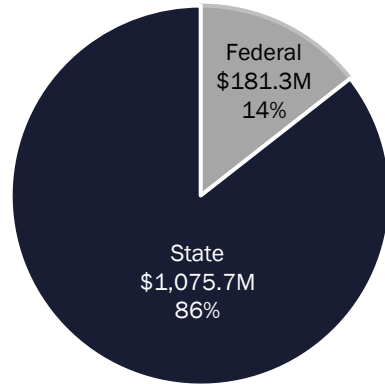


FY22 – FY23

- Establish **10% evaluation criteria** for supplier diversity and expand no later than FY23 to **mirror the State’s 25% evaluation criteria**
 - Consider possible **Design-Build criteria** for construction awards
- **All RFP procurements of \$250K+ use 10%** and then in FY23 fully implement for all procurements to mirror the State’s 25%
- Plan and develop a **Small Business Purchase/Construction Award Program** or other similar initiative
- Encourage **joint ventures or partnership** on appropriate procurements
- Partnering with ODCR, DEI, and State Supplier Diversity Office, the Procurement CPO will participate in **outreach activities** to meet new, diverse, and local suppliers

MBTA Procurement Department Vendor Diversity Spend Baseline and Marketplace of Opportunities (FY18-FY20)

Procurement Department Average
Annual Spend (FY18-FY20)



Procurement Department Baseline
Diversity Spend (FY18-FY20)

Procurement Dept
Avg Annual Spend
(Excludes Federal Funding)

\$1,075.7M

Avg DEI
Spend Rate

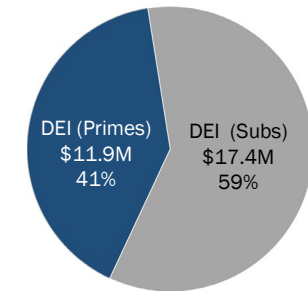
2.74%

Business Enterprise (BE) Categories:

DBE: Disadvantaged
LBGT: Lesbian, Gay, Bisexual, Transgender
SDVOBE: Service-Disabled Veteran owned

MBE: Minority owned
VBE: Veteran owned
WBE: Women owned

Diverse Prime & Sub 3 Year Avg Spend



DEI Spend (Primes)	\$11.9M	1.11%
DEI Spend (Subs)	\$17.4M	1.63%
Total	\$29.3M	2.74%

Procurement Diverse Spend
Opportunity (3 Year Avg)

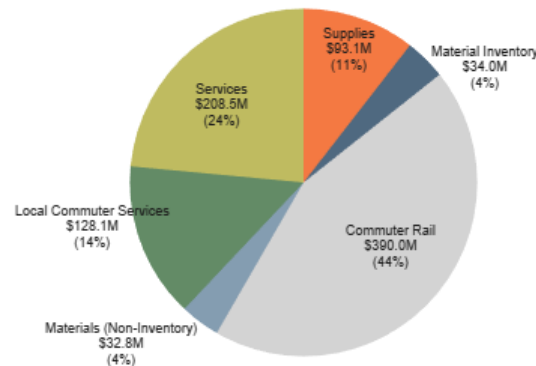
Excluded from Opportunity
(18% of Annual Spend)

	Annual Avg
Pension	\$107.4M
Utilities	\$47.4M
Payroll Taxes	\$13.6M
Insurance	\$6.9M
Bldg Rental	\$4.0M
Financial Svcs	\$3.3M
Debt/Lease Srvc	\$3.2M
Land Acquisition	\$3.0M
Employee Benefits	\$0.4M
Annual Avg \$	\$189.2M

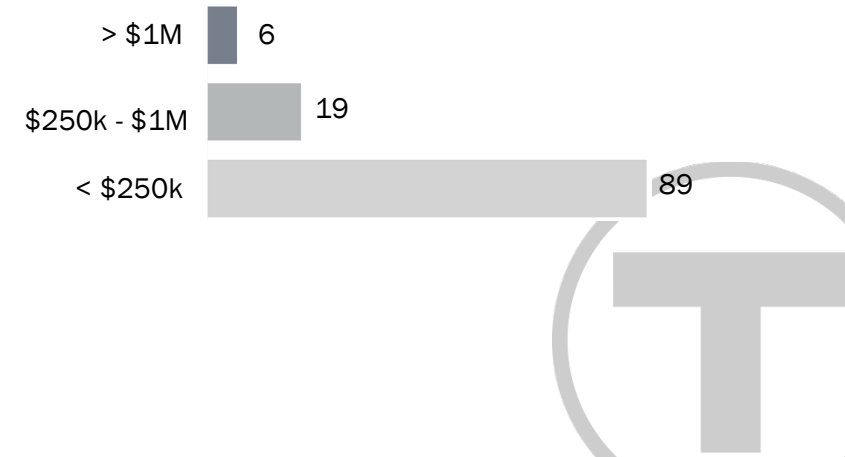
Spend Opportunity
(82% of Annual Spend)

	Annual Avg
Commuter Rail	\$390.0M
Services	\$208.5M
Local Commuter Services	\$128.1M
Supplies	\$93.1M
Material Inventory	\$34.0M
Materials (Non-Inventory)	\$32.8M
Annual Avg \$	\$886.5M

Spend Opportunity
Categories (\$886.5M)



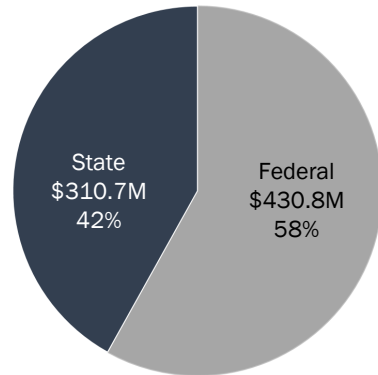
Procurement Department Diverse Vendor 3
Year Avg Count by Spend Level (FY18-20)



MBTA Capital Programs Vendor Diversity

Spend Baseline and Marketplace of Opportunities (FY18-FY20)

Capital Programs Average Annual Spend (FY18-FY20)



Capital Programs Baseline Diversity Spend (FY18-FY20)

Capital Programs
Avg Annual Spend
(Excludes Federal Funding)

\$310.7M

Avg DEI
Spend Rate

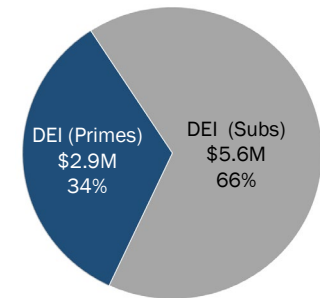
2.72%

Business Enterprise (BE) Categories:

DBE: Disadvantaged
LBGT: Lesbian, Gay, Bisexual, Transgender
SDVOBE: Service-Disabled Veteran owned

MBE: Minority owned
VBE: Veteran owned
WBE: Women owned

Diverse Prime & Sub 3 Year Avg Spend



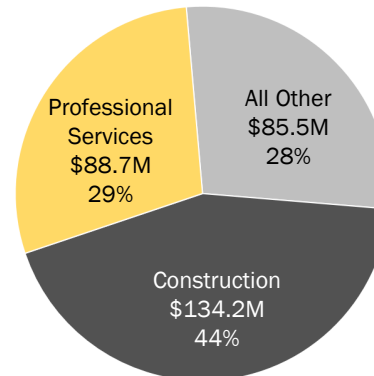
DEI Spend (Primes)	\$2.9M	0.92%
DEI Spend (Subs)	\$5.6M	1.80%
Total	\$8.4M	2.72%

Capital Programs Diverse Spend Opportunity (3 Year Avg)

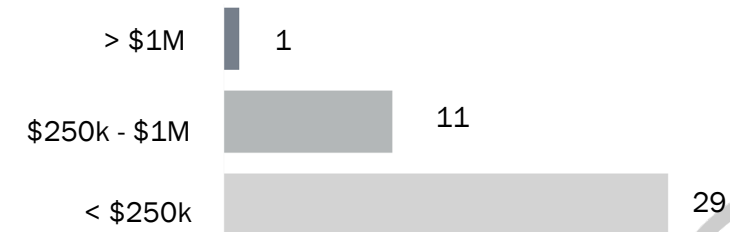
Excluded from Opportunity (0.8% of Annual Spend)	
	Annual Avg
Land Acquisition	\$1.4M
Financial Svcs	\$0.8M
Utilities	\$0.2M
Revenue Exp	\$0.2M
Annual Avg \$	\$2.6M

Spend Opportunity (99.2% of Annual Spend)		
Contract Type	Acctg Subcategory	Annual Avg
All Other	Services	\$56.2M
	Commuter Rail	\$15.5M
	Supplies	\$12.6M
	Local Commuter Services	\$1.0M
	Materials (Non-Inventory)	\$0.0M
Construction	Services	\$134.2M
Professional Services	Services	\$88.3M
	Supplies	\$0.4M
Annual Avg \$		\$308.4M

Spend Opportunity By Contract Types (\$308.4M)



Capital Programs Diverse Vendor 3 Year Avg Count by Spend Level (FY18-20)



Key Next Steps



Complete research on best practices, engage key stakeholders and draft policy details



Prepare and fund detailed operational plans to launch in FY22



Share program outline with thousands of existing vendors who do business with the MBTA



Announce full program details publically to our vendors and on website



Initiate outreach and convenings to attract, integrate and do business with diverse vendors including BECMA and MassMinority Contractors



Track, report and manage progress



Thank You

