



MINUTES

Meeting of the Massachusetts Bay Transportation Authority Board of Directors

May 23, 2024, AT 10:00 A.M.

10 Park Plaza, 2nd Floor Board Room, Suite 2890
Boston, MA 02116

Public participation and comment occurred via written communication, voice message and in-person public comment.

This meeting was broadcast virtually.

**BOARD MEMBERS
PARTICIPATING IN-
PERSON:**

Chair Tom Glynn, Director Thomas Koch, Director Tom McGee, Director Charlie Sisitsky, Director Mary Skelton Roberts, Director Chanda Smart

**BOARD MEMBERS
PARTICIPATING
REMOTELY:**

Director Robert Butler, Secretary Monica Tibbitts-Nutt

**BOARD MEMBER
ABSENT:**

Director Eric Goodwine

**Others Presenting
and/or Participating for
Various Portions of the
Meeting:**

General Manager Phillip Eng, Deputy Chief of Staff Darrin McAuliffe, Director of Capital Program Planning Ryan Josti, Chief of Policy and Strategic Planning Lynsey Heffernan, MBTA Advisory Board Executive Director Brian Kane, Chief Real Estate Officer Richard Henderson, Chief Financial Officer Mary Ann O'Hara, Cubic Transportation Systems President Peter Torrellas, Acting Chief Administrative Officer Jeff Cook, Acting Deputy Chief of Fare Revenue Elizabeth Winters Ronaldson, Director of Vehicle Engineering Bill Wolfgang, Chief of Transit Oriented Development Scott Bosworth, Chief Safety Officer Tim Lesniak, Assistant General Manager of System-Wide Accessibility Laura Brelsford, Chief Operating Officer Ryan Coholan, Chief of Staff Katie Choe, Assistant General Manager for Diversity, Equity & Inclusion Jabes Rojas, Chief Workforce Officer Ahmad Barnes

Others Present:

General Counsel Douglas McGarrah, Chief Counsel Kevin Scanlon, Counsel- Corporate Governance Noah Potash

1. Safety Briefing

Deputy Chief of Staff Darrin McAuliffe began with a safety briefing, pointing out the board room’s safety features and exit routes.

OPEN OF MEETING/Call to order by the Chair

Chair Tom Glynn called the meeting of the Massachusetts Bay Transportation Authority (“MBTA”) Board to order at 10:00 a.m. Noah Potash called the roll of the MBTA Board of Directors participating, being a quorum of the MBTA Board:

Chair Glynn	Yes
Director Butler	Yes
Director Koch	Yes
Director McGee	Yes
Director Sisitsky	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbitts-Nutt	Yes

2. EXECUTIVE SESSION

Chair Glynn said that the next item on the agenda was an executive session to discuss strategy with respect to collective bargaining. He said that he had determined that an open meeting could have a detrimental effect on the bargaining position of the MBTA. He noted that the Board would return to open session following the discussion.

On motion duly made and seconded, it was by roll call:

VOTED:

To enter executive session to discuss strategy with regard to collective bargaining if an open meeting may have a detrimental effect on the bargaining position of the public body.

Chair Glynn	Yes
Director Butler	Yes
Director Koch	Yes
Director McGee	Yes

Director Sisitsky	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Secretary Tibbitts-Nutt	Yes

Note: The Board entered executive session at 10:02 a.m. and returned to open session at 10:10 a.m.

OPEN SESSION/ACTION ITEMS

3. Consent Agenda

Chair Glynn explained that a vote to adopt the consent agenda would approve the April meeting minutes, authorize the General Manager to enter into Collective Bargaining Agreements with the Building Trades, approve a Silver Line Agreement with Massport, and approve a Bonding Capacity Authorization.

On motion duly made and seconded, it was by roll call:

VOTED:

To adopt the consent agenda.

Chair Glynn	Yes
Director Butler	Yes
Director Koch	Yes
Director McGee	Yes
Director Sisitsky	Yes
Director Skelton Roberts	Yes
Director Smart	Yes
Director Tibbitts-Nutt	Yes

Public Comment Period #1

State Representative Brandy Fluker Oakley of the 12th Suffolk District thanked MBTA leadership and said she and residents were thrilled about schedule changes on the Fairmount Line. She said that further investments and electrification were critical to her district, which has a diverse population of workers, students, elderly, and folks with disabilities. She said that Mattapan's high asthma rates are impacted by diesel

trains and electrification is needed. She also expressed gratitude towards numerous advocacy groups.

Frank Salvatore, Chair of the Arborway Committee for Public Transit, discussed a proposed extension of the Green Line E Branch 2/3 of a mile to Hyde Square, which has higher population density than the current Heath Street terminus. He noted that Hyde Square is an environmental justice community that has not had service since the 1980s.

Kara Holmquist of the MSPCA Angell expressed support for extending the E Branch to Hyde Square, noting that her facility's 85,000 annual visitors would benefit from the extension, as would over 500 commuters. She noted that it would also reduce the number of cars on the street.

Chair Glynn and Secretary Tibbitts-Nutt both stated that they had adopted pets from MSPCA Angell.

Garrett Wollman said that the fare pass program should be adjusted to account for changing demand due to Covid-19. He said he was concerned about flexing formula funds to the operating budget given the MBTA's huge capital needs and discussed the importance of frequent public updates on in-progress capital projects.

4. General Manager's Report

General Manager Phillip Eng began his report by stating that support from the administration and the legislature has been key to the tremendous progress at the MBTA. He discussed progress on the Track Improvement Program, including the lifting of 10 speed restrictions on the Blue Line, 13 on the Red Line, and non-track improvements completed during recent diversions. Mr. Eng highlighted a partnership with the U.S. Postal

Service to save time on shuttle bus diversions and discussed upcoming Orange Line work. Mr. Eng emphasized that the diversion work is closely coordinated with the Safety Department. He then discussed minor derailments of construction equipment and said that additional operator training would be implemented. The General Manager discussed signals improvements on the Red Line and Orange Line and continuing work on the Dorchester Avenue Bridge. He provided a brief update on Orange Line and Red Line car deliveries and discussed how Automated Fare Collection will make it easier to access the system. Mr. Eng discussed work to advance 1000 units of housing in Attleboro, discussed insights from discussions with the Employee Relations Department, and recognized Asian-American Pacific Islander Heritage Month. The General Manager reviewed recent work at brightening stations with cost efficient improvements to info booths. Director Smart asked about the conditions at Ruggles and Roxbury Crossing. Mr. Eng discussed the need to be proactive and the recent hiring of a Chief of Stations, who is rebuilding his team. He said that reviews of Ruggles and Roxbury Crossing are ongoing and should be done within six months. Director Smart said that she wanted to receive her board book earlier and the General Manager said that staff intend to send drafts earlier. Director Skelton Roberts requested a list of station improvements and the overall plan. Mr. Eng said that he could return with that information and that the goal is to keep stations open while making improvements to design standards and increasing standardization. Director McGee and Mr. Eng discussed the approach to ongoing station work. Director McGee said that the organization does not have the funding to make the system work as wanted and the General Manager said that replacements will be needed beyond a state of good repair and that staff were developing a track renewal program. Director Smart asked what

the MBTA's role with the housing units is and Mr. Eng said that in this case it was a land-swap and re-selling some property, but that other scenarios were possible for other areas.

Public Comment Period #2

State Representative Samantha Montañó of the 15th Suffolk District expressed support for extending the Green Line to Hyde Square and asked for funding to be added in the CIP. She thanked the MBTA for funding Arborway Yard and said that the Orange Line commute has been lovely. She noted her constituents appreciate the work.

Mela Bush of the Fairmount Indigo Transit Coalition said she was thrilled by electrification and 30-minute headways. She noted that electrification was an environmental imperative that would reduce the carbon footprint and address high asthma rates and other health impacts. She said electrification needed to happen on schedule.

Marilyn Foreman of the Fairmount Indigo Transit Coalition thanked the MBTA for reducing the headway, noting that she builds affordable housing along the line and more trains mean more emissions, so electrification is needed to alleviate pollution.

Director Skelton Roberts said that the Fairmount Line has to be a priority.

5. Capital Investment Plan Update

Chief of Policy and Strategic Planning Lynsey Hefferan provided an update on the FY25-29 Capital Investment Plan ("CIP"), discussing ongoing progress and the need for further improvements. She noted that the MBTA's financial challenges are in line with transit systems across the country. She stated that transit is the backbone of the Commonwealth and its future, providing economic benefits and liability. Ms.

Heffernan discussed the funding gaps to supporting visionary service, noting that current levels are insufficient to achieve all MBTA goals. She discussed how the CIP works towards the administration's priorities and reviewed highlights of the program. She reviewed a sample of the significant unfunded needs and noted that public comment had closed, and the final Board discussion would take place in June. Director Glynn asked about station rehabilitation in the CIP and Ms. Heffernan said that significant investments will be made, but the need is larger. Director Skelton Roberts discussed the importance of the overall vision and emphasized the importance of discussing the benefits. She added that the Arborway improvements are important for the MBTA's electrification goals. Ms. Heffernan noted that the plan outstrips the resources, but there is enough funding for design in the next fiscal year. She discussed how staff look to find the most efficient use of funding today. Director Skelton Roberts asked about the pedestrian walkway at the North Station Drawbridge and Ms. Heffernan said that although the waterway makes it a complicated regulatory issue, designers are still working on it. Director Skelton Roberts asked about bus improvements and Ms. Heffernan highlighted the Quincy and North Cambridge projects, \$15 for transit priority, and procurement of battery-electric buses. Director McGee and Ms. Heffernan discussed funding available for expansion. Director Smart and Ms. Heffernan discussed the goal of the CIP work. Director Skelton asked about the analysis of economic benefits and Ms. Heffernan discussed strategic, long-term investments in bigger plans such as regional rail. Director Smart requested a presentation on the list of projects.

6. Advisory Board Report on Capital Investment Plan

Executive Director of the Advisory Board Brian Kane provided an overview of the advisory board and acknowledged the work of staff. He said that the advisory board broadly endorsed the CIP and recommended approval. He noted the MBTA is its own largest funder through borrowing and that state support ends within the life of the CIP. He stressed the need for Commonwealth support, noting that the MBTA is still paying off bonds from the 1990s, but must continue borrowing to keep trains on the tracks. He said the funding structures were broken and that annual stopgaps by the legislature would not be sufficient. He discussed the need to fix the MBTA's inadequate revenue sources and said that the CIP needed more vision and strategy. He opined that MBTA staff should design the Program for Mass Transportation instead of MassDOT. Mr. Kane said the MBTA needs to do better on Transit Oriented Development and that bus facilities must be built out. He expressed opposition to the Bus Network Redesign's approach to rearranging service, stating that growing the bus fleet and identifying underused facilities should be considered, and said he wished there were more funds for the Track Improvement Program. Chair Glynn asked which MBTA facilities were underutilized, and Mr. Kane cited Watertown Yard. Director Smart asked about legislative updates and Mr. Kane suggested that the Board request one. General Manager Eng addressed ongoing conversations about the MBTA's needs and said that restoration should be balanced with improvements. He said he was taking every opportunity to meet with legislators and was engaging with APTA. Mr. Kane noted that legislators are offering more money based on the General Manager's leadership and urged the board to ask for an appropriate funding amount. Director Skelton Roberts said the organization should present the funding numbers by year and more work was needed on the Program for Mass Transportation.

Mr. Kane reiterated his support for the MBTA designing the program. The General Manager said that the MBTA is stretched too thin to meet all of its many obligations. Mr. Kane said that the MBTA should be getting more federal funding. Chair Glynn noted a recent MassDOT presentation and said that planning work is underway. Mr. Kane said that the agency could not wait for the Program for Mass Transportation. Ms. Heffernan said that staff were planning to talk about the Program for Mass Transportation in June and that her team works closely with the Office of Transportation Planning. Director McGee said that the funding amount needs to be known and that transparency with the legislature was key. Director Koch noted that the Proposition 2 ½ cap was making it difficult to fund the MBTA appropriately and that despite Massachusetts' reputation, it is 26th in the country in tax burden. He said the point needed to be made that the MBTA means a great deal to the economy of the region. He stressed the need for a more permanent fix and said that MassDOT was doing great work. He also cited the importance of meeting with legislators and the need to maintain the system.

7. Preliminary FY25 Budget

Chief Financial Officer Mary Ann O'Hara reviewed the history of the budget and the looming fiscal cliff. She summarized the pro forma and budget, noting that staff were seeking approval to release the budget to the advisory board. She discussed additional investments and said that the MBTA would be using formula funds and the deficiency fund. She provided overviews of revenue and spending assumptions, noting that the increase in expenses is outpacing the increase in revenue. Ms. O'Hara said that the main drivers of expense growth were hiring and new collective bargaining agreements, with lesser impacts from expansion and the low-income fare program. She discussed the

headcount in more detail and explained how additional funding and workforce support are accelerating improvements to service. Ms. O’Hara recapped the Pro Forma and discussed work to achieve \$93 million in savings. She discussed growing budget gaps over time and provided more details on cost savings. Director McGee asked what the financial position would be if the sales tax had met expectations and Ms. O’Hara said that MBTA would have received between \$9 and 16 billion.

On motion duly made and seconded, it was by roll call:

VOTED: That the General Manager is hereby authorized and directed to submit the Preliminary FY25 Itemized Budget, in the name and on behalf of the Authority, to the MBTA Advisory Board; and That following the Advisory Board review, a Final FY25 Itemized Budget will be submitted to the MBTA Board of Directors no later than June 15, 2024, in accordance with section 20 of chapter 161a of the Massachusetts General Laws as amended by chapter 56 of the acts of 2020.

Chair Glynn	Yes
Director Koch	Yes
Director McGee	Yes
Director Skelton Roberts	Yes
Director Sisitsky	Yes
Director Smart	Yes
Director Tibbitts-Nutt	Yes

8. Own Source Revenue

Chief Real Estate Officer Richard Henderson defined Own Source Revenue as including revenue from Real Estate, parking, advertising, and a small amount of miscellaneous funding. He reviewed the rent roll, broken down by categories, and noted that real estate has been challenged by ridership loss and certain physical conditions. Mr. Henderson discussed new initiatives, including the impact of new technology on telecoms and utilities, reviewing facilities for revenue opportunities, advancing Transit Oriented Development Opportunities, and advocating for mitigation. He then discussed parking,

with revenue growing back after falling during the pandemic. He added that parking revenue was impacted by deferred maintenance and discussed initiatives, including parking enforcement technology, state-of-good-repair, price adjustments, and partner deals. Mr. Henderson reviewed advertising, which has seen its revenue impacted by ridership changes. He said that initiatives are looking at street furniture, digital billboards, screens at station entrances, and process improvements. He then summarized the presentation.

9. AFC Amendment

Acting Chief Administrative Officer Jeff Cook began the presentation on the AFC Amendment by stating that staff were not asking for more funding and intended to bring modernized fare collection to the MBTA during the summer. Cubic Transportation Systems President Peter Torrellas discussed Cubic's work with the MBTA and other transit agencies and said that the new contactless payment system would enhance the rider experience, making it convenient and reliable. He assured the Board that Cubic will devote all available resources to a smooth rollout. Mr. Cook provided an executive summary of the procurement with OpCo, a joint venture between John Laing and Cubic. He noted that the MBTA has paid \$23 million to date, while OpCo has paid \$312 million. He explained that the contract has been adjusted to deliver functionality sooner. Acting Deputy Chief of Fare Revenue Elizabeth Winters Ronaldson said that the outdated legacy payment system will be replaced by the modern system meeting multiple goals. She said that contactless payments on subway and bus would be available by Summer 2024 (except for the Mattapan High-Speed Line), with new Charlie Cards and group sales rolled out in Spring 2025, and expansion to commuter rail and ferry in Spring 2026. Mr. Cook

explained how the changes would resequence the rollout, restructure the payments, and extend functionality. He provided a cost overview, highlighting incentives for on-time delivery. Mr. Cook noted that the system must meet metrics or Cubic will be subject to penalties. He discussed the payment mechanism and funding, noting that specific amounts are assigned to each functionality and no payments will be made until the system works and metrics are met. Chair Glynn asked staff to explain why Mattapan is not included in the initial phase and Ms. Winters Ronaldson said that because of street-level boarding, the trolleys do not have power available for the validators, so they will be installed at the stations. She noted that a different solution—handheld validators—would be used for the ferry system. Director Smart asked if that solution could be used on the Mattapan Line and Ms. Winters Ronaldson said that staff were looking into it. Director Skelton Roberts asked about a backup plan and Ms. Winters Ronaldson discussed work to shore up the current system during the planned multi-year transition. Mr. Cook said that staff are being proactive. Director Smart asked how low-income fares are integrated and Ms. Winters Ronaldson explained that the technology will apply reduced fare credentials to cards.

On motion duly made and seconded, it was by roll call:

VOTED: To authorize the General Manager or his designee to execute Change Order 13 to the Amended and Restated Project Agreement (“ARPA”) with Boston AFC 2.0 OpCo LLC to launch Contactless EMV payments to the public, re-schedule Availability Payments and Milestone Payments to align payments to public launch and successful operation of the revised system rollout stages, and amend other contract terms as necessary to effect those changes, in a form approved by the Chief Counsel. The General Manager or his designee is further authorized to execute any necessary or ancillary documents on behalf of the MBTA to effectuate such agreement.

Chair Glynn

Yes

Director Butler	Yes
Director Koch	Yes
Director McGee	Yes
Director Skelton Roberts	Yes
Director Sisitsky	Yes
Director Smart	Yes
Director Tibbitts-Nutt	Yes

Note: Director Koch left the meeting at 12:59 p.m.

10. Bi-Level Coaches

Director of Vehicle Engineering Bill Wolfgang presented the proposed purchase of 41 bi-level coaches, noting that the current fleet is over 35 years old and that ridership on the commuter rail is leading all modes. He said that 72 of the 83 coaches have been delivered under the existing contract and that the project is on schedule and within budget. Mr. Wolfgang discussed the upgrades over the single-level coaches in safety and passenger comfort and said that the additional coaches were fully funded. He said the option coaches would be manufactured at the same facility, with deliveries beginning twenty-four months from the notice of award. He said it was the best value and would save on design time and costs, require no additional testing, and would increase standardization. Mr. Wolfgang reviewed the overall budget and said that 39 coaches remained in the option. Director Butler asked about components manufactured in the United States and Mr. Wolfgang explained that certain interior components are built in the U.S., then are shipped to South Korea for final assembly. Director Butler asked how many manufacturers could do this work and Mr. Wolfgang said that the manufacturers were Siemens, Hyundai-Rotem, CaF, CRRC, Alstom, and Kinki Sharyo.

On motion duly made and seconded, it was by roll call:

VOTED: To authorize the General Manager/CEO of the Massachusetts Bay Transportation Authority to award and exercise Forty-One (41) of the

Eighty (80) Options on Formal Contract FC-712 to Hyundai Rotem USA Corporation to manufacture, furnish, and deliver additional Commuter Rail Bi-Level Blind Trailer Coaches for a total delivered amount not to exceed \$175,793,035 and to execute any necessary or ancillary documents in the name of and on behalf of the MBTA to effectuate this Agreement.

Chair Glynn	Yes
Director Butler	Yes
Director McGee	Yes
Director Skelton Roberts	Yes
Director Sisitsky	Yes
Director Smart	Yes
Director Tibbitts-Nutt	Yes

Note: The Board took a lunch break from 1:07 p.m. to 1:25 p.m. Secretary Tibbitts-Nutt left at approximately 1:18 p.m.

11. Transit Oriented Development Innovative Delivery

Chief of Transit Oriented Development and Innovative Delivery Scott Bosworth began the presentation by introducing his team. Mr. Henderson discussed the focus of the real estate department and reviewed transit-oriented development (“TOD”) projects from 2004 to 2024, including over 8,000 housing units. Deputy Chief of TOD Jen Mecca provided context on the scale of the projects, ranging from 35 large-scale projects to 39 mid-impact projects, to 147 transit adjacent projects and 17 active transportation corridors. She noted that planning and design are underway on TOD projects across over 15 communities, encompassing 1500 residential units. She listed North Quincy, South Station, Parcel 12, and Back Bay Station as examples. Ms. Bosworth discussed the Innovative Delivery Initiative, which aims to improve the process with more progressive tools and better partnerships with developers. He discussed the example of the Alewife Joint Development, which he said would turn a potential liability into cash, and reviewed a list of priority projects. Director Butler

requested a list of all projects and updates on partners. Director Butler mentioned issues with past projects and said he wanted Commonwealth residents working on the projects. Director Skelton Roberts asked about the percentage of cost-sharing and revenue. Mr. Bosworth said that every project was different and discussed the relevant considerations, stating that the MBTA always seeks the maximum value. Director Smart asked about the contribution to the affordable housing fund and Mr. Henderson said that the MBTA usually seeks 20-25%. Director McGee requested further briefings.

Public Comment Period #3

Dan MacElhenney thanked the MBTA for fixing the Blue Line and urged the MBTA to do more work in-house. He said that the MBTA should not delay projects long-term, noting that the Green Line A Branch has never been officially abandoned despite being closed for over 60 years.

Evan Foss raised concerns that emergency exhaust fan replacement was underbudgeted in the CIP and said he was worried about air quality. He also expressed concern about emergency egress times.

12. Safety Program Update

Chief Safety Officer Tim Lesniak discussed safety measures for the Track Improvement Program and collaboration between departments. He discussed work to track risks and mitigations and safety risk management workshops. He then reviewed specific mitigations. Mr. Lesniak continued with Safety Performance Indicators, noting that bus experienced a slight increase in events and injuries and a decrease in the mean miles between mechanical failures. He discussed the resulting safety campaign. Mr.

Lesniak said that rail fell short of safety event targets but found success in system reliability. He also noted progress on injuries. Director Smart asked about the highest number of incidents and Mr. Lesniak said that he would follow up.

13. Freestanding Mini-High Platform Initiative

Assistant General Manager of Systemwide-Accessibility Laura Brelsford discussed the accessibility of Commuter Rail Stations, noting that 81% are somewhat accessible. She reviewed the types of station platforms, including full-high level platforms, which are 800 feet long and at 39% of stations, short full-high level platforms, which vary in length and are at just 1% of stations, and mini-high level platforms, which are 45-60 feet long and exist at 42% of stations. She said that 19% of stations still have low-level inaccessible platforms. Ms. Brelsford explained that because of the high costs of full upgrades (\$55-90 million per platform, over \$1.25 billion total) and long timeline (4-8 years for design/construction, 15 years for the whole system), full upgrades are unfeasible. She explained that traditional mini-high platforms would require altering the underlying platforms, which would trigger a federal regulatory obligation for full upgrades. Ms. Brelsford said that accordingly, staff have developed a free-standing mini-high level platform that would sit on top of existing low-level platforms without altering the existing platform. She noted that these platforms would address minor and moderate accessible needs while costing just \$3 million per platform and having 6-month timelines. She said that designs for many will be complete by 2025 and then those platforms can be installed by Keolis. Ms. Brelsford said that funding has been secured from Fair Share revenue and discussed potential future opportunities. She reviewed the longer-term strategy, which would have designs for 7 complex stations following the initial upgrades, with eventual

rebuilt of full-high platforms. Director Smart asked if there is a time stipulation for the regulation and Ms. Brelsford said there was not, the federal regulation would be triggered by altering the platform. Director Smart asked about the funding for accessibility in the CIP and Ms. Brelsford said that \$1 billion is allocated to projects that provide some accessibility benefits. Director Skelton Roberts asked how long Ms. Brelsford had been in her role and Ms. Brelsford said that she has been in her current position for twelve of her fifteen years at the MBTA.

14. Summer Service Changes

Chief Operating Officer Ryan Coholan presented an update on Summer Service Changes, noting that only minor adjustments were being made to the Commuter Rail, Ferry, Orange Line, Blue Line, and Green Line. On the Red Line, he said that faster service and more trips had been enabled by the Track Improvement work. He noted that a slight increase in peak trip times would be offset back frequency improvements in the late morning and evenings. On bus, Mr. Coholan said that many spring changes would be maintained, with supplemental school trips removed. He noted additional Route 111 service, updates to Route 424 run times to make the route more predictable, early morning and evening service for routes 714 and 716, and more Silver Line 1 service to mitigate the Sumner Tunnel Closure. He also reviewed other additional service and free and reduced cost options to mitigate the Sumner closure.

15. Transforming the MBTA for Women Employees

Chief of State Katie Choe said the goal was to develop innovative programs to transform the MBTA as an employer for women, engaging, recruiting, hiring, retaining, supporting, and advancing more women. She said that staff would examine the full

spectrum of the MBTA experience and have already engaged employees across the organization. She said the effort would take a sustained long-term investment and that staff are focusing on recruitment and hiring today. Assistant General Manager for Diversity, Equity & Inclusion Jabes Rojas discussed work to understand the situation and learn best practices. He noted that the MBTA is consistent with national peers, but on the low end of local employers and below MassDOT on gender representation. He did a historical lookback, noting that the percentage of women has been static even as the overall number has increased. The MBTA is short of the EEO aggregate goal. Mr. Rojas discussed hiring rates in various groups and reviewed associated trends. He discussed recent hires and said that numbers are increasing or consistent across categories. Discussing operations, Mr. Rojas said that there are a low percentage of women in maintenance, with better results in bus operations and rail. He reviewed the representation of women in leadership, including data on race and ethnicity. Mr. Rojas discussed work on best practices from other organizations and studies and some potential partnerships. Chief Workforce Officer Ahmad Barnes reviewed several initiatives, including a recurring Career Fair, reviewing job descriptions and applications for gender bias, and launching partnerships with external organizations. He said that women will be included on all interview panels and work will be done to improve the representation of women of color at director-plus levels. Director Smart asked about the women of color in the conversation and Mr. Rojas said that 7 of the 10 participants in the Working Group of Women in Operations were women of color and noted participation in the DEI Employee Advisory Council and the roundtable of executives. He also noted that the Employee Resource Group has women from across the organization and MassDOT.

Mr. Barnes said that numerous iterations were conducted with feedback from all executive women. Director Smart asked about women in leadership and Mr. Rojas said that there were 13 Asian women, 20 Black women, 9 Hispanic women, and 9 with non-disclosed race. Director Smart noted that there were 99 white women in leadership and asked about the number in executive positions. Ms. Choe said that two of the six women reporting to the General Manager were women of color. Mr. Rojas said that the conversation was wider beyond the General Manager's direct reports and that conversations were ongoing. Director Smart asked why women are quitting and Mr. Barnes said that he was not sure if there is a specific issue, and that staff would look into the attrition rates. Director Smart asked why rates are decreasing and Ms. Choe said that due to record hiring of men, the percentage of women is going down despite the number going up. Director Smart asked why the MBTA is not doing more to hire internally, and Ms. Choe said that staff are looking at potential initiatives and can return with more information. Director Skelton Roberts said that the plan is a good foundation and that an executive search firm would be good. She noted that the transportation field is difficult for women and asked what happens to new employees if the MBTA hits the fiscal cliff. Mr. Barnes said that with regard to staffing needs, safety is the priority, and that safety and management oversight would be prioritized. Director McGee requested more data on why people are leaving the MBTA and Mr. Barnes discussed changes to the exit interview process and said he would analyze the data further and communicate his findings.

EXECUTIVE SESSION

16/17. Chair Glynn said that the final items on the agenda were executive sessions to consider the purchase, lease or value of real property and to discuss strategy with

respect to litigation. He said that he had determined that an open meeting could have a detrimental effect on the negotiating and litigating positions of the MBTA. He noted that the Board would not return to open session following the discussion.

On motion duly made and seconded, it was by roll call:

VOTED:

To enter executive session to consider the purchase, lease or value of real property and to discuss strategy with respect to litigation if an open meeting may have a detrimental effect on the negotiating and litigating positions of the public body.

Chair Glynn	Yes
Director Butler	Yes
Director McGee	Yes
Director Skelton Roberts	Yes
Director Sisitsky	Yes
Director Smart	Yes

Note: The Board entered executive session at 2:47 p.m.

Documents relied upon for this meeting:

- May 23, 2024 Agenda
- Minutes of April 25, 2024 Board Meeting
- MBTA May Presentation
- 3. i. (a). CONSENT AGENDA_5. QCO Update May Board 2024
- 3. i. CONSENT AGENDA_TIP Update Full Board 05.23.2024 v5
- 3. ii. 4.25.2024 MBTA Board Meeting Minutes
- 3. ii. (a). FINAL_Building Trades - Collective Bargaining Authorization_v3-2024.05.01
- 3. ii. (b). MBTA MassPort Interagency Agreement -Execution Version 4-5-24 (003)
- 3. ii. (c). Memo re. Massport Silver Line Agreement
- 3. ii. (d). FINAL_MBTA Bond Authorization May 23
- 3. ii. (e). MBTA Board authorization of 2024 sales tax bonds (Vote Language)
- 3. ii. (f). MBTA 2024 Sales Tax Plan of Finance Memorandum 5_6_24vFinal
- 3. ii. (g). Widett Financing memo 5.6.24 FINAL
- GM Report to the Board 05.23.2024 v9c
- 5. FINAL and REVISED_Proposed FY25-29 CIP - May Full Board
- 5a. CIP_FY25-29 Unfunded Project List_Large_May Update
- 6. Capital Budget Oversight Report- combined (002)
- 7. FINAL and REVISED_FY25 Preliminary Budget Final 5.23.24 FULL BOARD

- 8. Own Source Revenues MBTA Board May 23 2024
- 9. FINAL and REVISED_20240327_AFC 2.0 Board Vote Deck_vSent_5.22.24
- 10. FINAL and DRAFT 2_MassDOT Board HRU Option Presentation_05172024_FINAL
- 10a. HRU_Option_Staff_Summary_05172024
- 10b. Tab A - Board Vote 05.16.2024 v1
- 10c. Tab B - HRU Option_Full_Discussion_05162024
- 11. FINAL_TOD.ID BOD Presentation Updated 5.20.2024
- 12. FINAL_MBTA Board of Directors Safety Deck Draft May 17 2024
- 13. DRAFT Board Presentation_Freestanding Mini High Platform Initiative_5.10.24
- 14. FINAL_Summer 2024 Schedule Changes_Board Meeting Slides_May 2024
- 14. FINAL_Summer 2024 Schedule Changes_Board Meeting Slides_May 2024
- 15. FINAL and REVISED_Women at MBTA for Board 5.21.24