



**Metropolitan Transportation Authority**

# **Diversity Committee Meeting**

## **November 2018**

---

### **Committee Members**

S. Metzger, Chair  
D. Jones  
P. Ward  
N. Zuckerman

# **Diversity Committee Meeting**

**2 Broadway- 20th Floor Board Room**

**New York, NY 10004**

**Monday, 11/5/2018**

**11:30 AM - 12:30 PM ET**

## **1. PUBLIC COMMENT PERIOD**

## **2. APPROVAL OF MINUTES- MAY 21, 2018, FEBRUARY 20, 2018, DECEMBER 13, 2017, AND SEPTEMBER 27, 2017**

*May 21, 2018 Diversity Committee Meeting Minutes - Page 4*

*February 20, 2018 Diversity Committee Meeting Minutes - Page 9*

*December 13, 2017 Diversity Committee Meeting Minutes - Page 19*

*September 27, 2017 Diversity Committee Meeting Minutes - Page 24*

## **3. 2018 DIVERSITY COMMITTEE WORK PLAN**

*2018 Diversity Committee Work Plan - Page 33*

## **4. EXECUTIVE SUMMARY**

*Executive Summary - Page 36*

## **5. BUSINESS AND DIVERSITY INITIATIVES**

*Business and Diversity Initiatives - Page 50*

## **6. DBE CERTIFICATION ACTIVITY REPORT**

*DBE Certification Activity Report - Page 59*

## **7. SECOND QUARTER 2018 EEO ACTIVITIES**

*MTA Wide Diversity 2nd Quarter 2018 - Page 62*

## **8. MTA AGENCY-WIDE STRATEGIES TO IMPROVE WORKFORCE DIVERSITY**

*Chief Diversity Officer Presentation HQ - Page 88*

*MTA Police Chief Presentation - Page 93*

*President's Presentation MTACCC - Page 96*

*President's Presentation B&T - Page 100*

*President's Presentation LIRR - Page 104*

*President's Presentation MNR - Page 108*

*President's Presentation Bus - Page 112*

*President's Presentation NYCT - Page 116*

## **9. SMALL BUSINESS DEVELOPMENT PROGRAM UPDATE**

*Small Business Development Program Update - Page 120*

**10. M/W/DBE and SDVOB CONTRACT COMPLIANCE SECOND QUARTER 2018  
REPORT**

*MWDBE and SDVOB Contract Compliance - Page 140*

**11. M/W/DBE and SDVOB CAPITAL PROJECTS**

*M/W/DBE and SDVOB Capital Projects - Page 170*

**12. FINANCIAL SERVICES**

*Financial Services - Page 172*

**13. ASSET FUND MANAGERS**

*Asset Fund Managers - Page 174*

## **MTA DIVERSITY COMMITTEE**

Meeting Minutes  
2 Broadway, 20<sup>th</sup> Floor  
New York, NY 10004  
Monday, May 21, 2018  
3 p.m.

The following Committee member was present:

Hon. John Molloy, Chairman

The following Committee members were absent:

Hon. David Jones

Hon. Neal Zuckerman

Hon. Susan G. Metzger

Hon. Peter Ward

The following were also present:

Patrick Foye, President, MTA

Veronique “Ronnie” Hakim, MTA Managing Director

Helene Fromm, MTA Chief of Staff

Michael Garner, MTA Chief Diversity Officer, MTA Department of Diversity and Civil Rights ("DDCR")

Anita Miller, Chief Employee Relations and Administrative Officer, MTA Human Resources Department (“HR”)

Naeem Din, Deputy Chief Diversity Officer, DDCR

Gwen Harleston, Deputy Chief Diversity Officer, Minority, Women-owned and Disadvantaged Business Enterprise ("MWDBE") Contract Compliance, DDCR

Joyce D. Brown, Deputy Chief Diversity Officer, Equal Employment Opportunity (“EEO”) & Title VI Compliance, DDCR

George Cleary, Deputy Chief Diversity Officer, Small Business Development Program (“SBDP”), DDCR

Michael Riegel, Program Manager, SBDP, DDCR

L. Danny Camacho, Assistant Deputy Chief Diversity Officer, DDCR

Zenaida Rodriguez, Assistant Director, Business and Diversity Initiatives, DDCR

Satori Samuda, Assistant Deputy Chief Diversity Officer, DDCR

David Sang, Assistant Deputy Chief Diversity Officer, Title VI and Workforce Initiatives, DDCR

Nadara Wade, Manager, Title VI Compliance, DDCR

George Llanos, Manager, Business and Diversity Initiatives, DDCR

MTA Diversity Committee Meeting Minutes, Monday, May 21, 2018

Patricia Lodge, Vice President, HR, MTA New York City Transit (“NYC Transit”)  
Eamonn Foley, Special Counsel, NYC Transit  
Joel Andrews, Chief Officer, Office of EEO, NYC Transit  
Patrick Smith, V.P., Human Resources, MTA Bridges and Tunnels (“B&T”)  
Michael Fyffe, Director, Diversity Management, MTA Long Island Rail Road (“LIRR”)  
Shibu Jacob, Manager, Diversity Management, LIRR  
Shawn Moore, V.P. and Chief of Staff, B&T  
Paige Graves, General Counsel, MTA Bus Company (“MTA Bus”)  
Yvonne Hill-Donald, HR Business Manager, MNR  
Patrick Isom, Manager, Financial Analysis, MTA Headquarters (“MTAHQ”)  
David Cannon, Vice President and Chief Procurement Officer, Law and Procurement,  
MTA Capital Construction (“CC”)  
Mayela Velez, Acting Director, EEO and Diversity, MTA Metro-North Railroad  
 (“MNR”)  
Roselyn Green, Chief EEO Officer, CC  
Alberto Richardson, HR Business Strategies, MTA Bus  
Bernadette Nespole, Deputy Director of Diversity and EEO, MNR

### **Public Speakers**

There were no public speakers.

### **Approval of Minutes**

Votes on minutes of the meetings held on September 27, 2017, December 13, 2017, and February 20, 2018 will take place at the following Diversity Committee meeting.

### **2018 Diversity Committee Work Plan**

Chairman Molloy asked if there were any changes to the Work Plan. Mr. Din stated that there were no changes to the work plan.

### **Executive Summary**

#### **Business and Diversity Initiatives**

Mr. Din provided an update on various outreach events for MWDBEs, Service Disabled Veteran-Owned Businesses (“SDVOBs”), and other small businesses that DDCR organized and/or attended.

#### **Certification Activity Report**

Mr. Din reported on the DBE certification activity for the first quarter of calendar year 2018. Mr. Din stated that for the reporting period, 44 new applications were received. He said this number is higher when compared to the same period in the last two years. Mr. Din said a total of 18 applications were processed during this period. He said this number is lower when compared with the number of applications processed during the same period in the last two years. Mr. Din added that for the first quarter of 2018, no applications were returned, which is less than the number of applications returned for the same period in the last two years.

MTA Diversity Committee Meeting Minutes, Monday, May 21, 2018

Additionally, Mr. Din said Mr. Camacho was recently promoted to his current position.

### **First Quarter 2018 EEO Activities**

Mr. Din reported that MTA has over 74,400 employees, of which over 13,000 (18%) are women, and over 50,000 (69%) are minorities. Additionally, Mr. Din said over 1,900 (3%) employees are veterans.

Mr. Din noted that compared to the first quarter of 2017, the representation of women in the workforce has remained the same at 18%. He said however the representation of minorities increased by 1,700 (3%).

Mr. Din stated that each MTA Agency conducted an availability analysis of women and minorities in its workforce. Based on the availability analysis, women, Asians, blacks and Hispanics are underrepresented within the technicians, skilled craft and service maintenance job categories.

Mr. Din also reported that MTA hired over 1,350 employees, of which 310 (23%) are women, 982 (72%) are minorities, and 48 (4%) are veterans. Mr. Din said, both minorities and women were hired at a higher percentage compared to their current representation in the workforce.

Additionally, Mr. Din reported that MTA and its agencies handled 363 EEO complaints, of which 196 were internal and 167 were external complaints. In addition, Mr. Din reported that MTA and its agencies handled a total of 295 Title VI complaints, which number is higher compared with the same period in 2017.

### **SBDP Update**

Mr. Cleary reported that 265 contractors are participating in SBDP.

Mr. Cleary said since program inception, 311 projects totaling \$295 million in prime contracts have been awarded. He said in the Loan Program, 103 loans have been approved totaling \$14.4 million, and 86 projects have been completed with loans since program inception.

With regards to the Surety Bond Assistance Program, Mr. Cleary said the program has yielded \$242 million single and \$460 million aggregate bonding for the Tier 2 and Federal Program contractors. He said 86 contracts have been awarded in Tier 2 and the Federal Program since inception. Mr. Cleary also reported that estimated 7,000 jobs have been created or maintained so far within the small business, MWDBE and SDVOB communities.

Mr. Garner said it is anticipated that \$75-\$80 million will be awarded in contracts by the end of the current program year in July 2018. He said while some MTA agencies have withdrawn projected projects from the program, it is expected that for the next program year the agencies will assign more projects to the program.

### **M/W/DBE and SDVOB Contract Compliance First Quarter 2018 Report**

Mr. Din stated that DDCR is in the process of preparing the DBE participation report for the first six months of Federal Fiscal Year ("FFY") 2018, which will be submitted to the Federal Transit Administration by June 1, 2018.

Mr. Din reported that for FFY 2017, MTA and its agencies awarded approximately \$1.5 billion in federally-funded portion of contracts, with DBE participation of \$244 million (16%). He said a total of \$1.4 billion was paid to prime contractors in federally-funded contracts, with DBE participation of \$285 million (21%). Mr. Din said the DBE participation goal for FFY 2017 was 17%. He said for FFY 2018, that goal has slightly increased to 18%.

Mr. Din also reported that MTA's overall MWBE goal is 30%. He stated that approximately \$5 billion was awarded in state-funded contracts, with MWBE participation of approximately \$618 million (13%). He said approximately \$2.4 billion was paid to prime contractors with MWBE participation of \$634 million (27%).

Mr. Din also reported that MTA's overall SDVOB goal is 6%. He said during the reporting period, \$1.7 million was awarded to SDVOBs. He said a total of \$5.5 million was paid to prime contractors with SDVOB participation of \$1.8 million (33%).

Mr. Din reported that for discretionary procurements, out of a total of \$47.5 million with a value of \$400,000 or less, \$11 million (23%) was awarded to MWBEs, and \$1.6 million (3%) was awarded to other Small Business Concerns.

Mr. Din said for Architectural and Engineering ("A&E") awards through the discretionary procurement process, 3 projects were awarded to MWBEs during this reporting, totaling \$583,234. He said since inception \$2.2 million has been awarded to MWBEs.

Mr. Din said for Information Technology ("IT") awards, a total of 24 awards were made through the discretionary procurement process with value of \$4 million. Mr. Din said since inception, \$59 million has been awarded in this area.

Mr. Garner commended Wael Hibri, Senior Director, MTA Business Service Center and his team for the MWBE participation achieved in this area. Mr. Garner said since inception, there have been about 316 awards totaling almost \$60 million. Mr. Garner also said that he will meet with the agency chief engineers to explore ways to increase MWBE participation in A&E contracts.

With regards to legal fees, Mr. Din said for the reporting period MWBE law firms received \$3 million (8%) out of a total of \$38 million paid in outside counsel fees.

Mr. Din reported that as of March 31, 2018, DDCR has closed over 1,200 contracts, with an additional 18 contracts in the process of being closed, and 49 contracts pending agency action. Mr. Din also reported that DDCR conducted 163 site visits, which equals about 54 visits per month during the reporting period. Mr. Din said that on average each DDCR manager is required to conduct at least eight site visits per month.

### **M/W/DBE Capital Projects**

Mr. Din reported on MWDBE participation in MTA's Capital Projects for first quarter of calendar year 2018. He said \$332 million was awarded in federally-funded construction projects, including \$37 million (11%) awarded to DBEs. Additionally, \$1.64 billion was awarded in state-funded construction projects, including \$47 million (3%) awarded to MBEs, and \$22 million (1%)

awarded to WBEs. Mr. Din said total MWBE participation is 4%, and there is no additional SDVOB participation.

### **Financial Services**

Mr. Isom reported that from April 2017 to March 2018, approximately \$15 million in underwriter fees was paid, with MBE participation of approximately \$3.4 million (22%), and WBE participation of approximately \$2.4 million (16%). Mr. Isom stated that of the total fees paid, MWBE participation was \$5.8 million (38%) -- the highest in the state. Mr. Isom said an additional \$921,000 (6%) was paid to SDVOBs. He said these numbers were the same as reported during the February 2018 Committee meeting because there was no activity between January and March 2018.

Mr. Isom stated that the program is doing well and has received positive feedback from the underwriters participating in the program. Mr. Garner commended MTA chief financial officer, Robert Foran and Mr. Isom for the outstanding efforts in increasing MWBE participation in this area.

### **Asset Fund Managers**

Mr. Din reported that total assets managed by MWBEs are \$ 1.1 billion (15%). He said a majority of the assets are in traditional asset classes.

Mr. Garner commended former MTA chief investment officer, Sean Crawford for his outstanding work in this area.

### **Adjournment**

Chairman Molloy concluded the meeting, and the meeting was adjourned.

Respectfully submitted,

Faith Beauzile,

Administrative Assistant

Department of Diversity and Civil Rights

## **MTA DIVERSITY COMMITTEE**

Meeting Minutes

2 Broadway, 20<sup>th</sup> Floor

New York, NY 10004

Tuesday, February 20, 2018

3:00 p.m.

The following Committee member was present:

Hon. John Molloy, Chairman

The following Committee members were absent:

Hon. David Jones

Hon. Neal Zuckerman

Hon. Susan G. Metzger

Hon. Peter Ward

The following were also present:

Patrick Foye, President, MTA

Helene Fromm, Chief of Staff, MTA

Anita Miller, Chief Employee Relations and Administrative Officer, MTA

Catherine Rinaldi, President, MTA Metro-North Railroad ("MNR")

Andy Byford, President, New York City Transit ("NYC Transit")

Darryl Irick, President, MTA Bus

Patrick Nowakowski, President, Long Island Rail Road ("LIRR")

Janno Lieber, Chief Development Officer, MTA

Cedrick Fulton, President, Bridges and Tunnels ("B&T")

Michael Garner, Chief Diversity Officer, MTA Department of Diversity and Civil Rights ("DDCR")

Sean Crawford, Chief Investment Officer, MTA

Naeem Din, Deputy Chief Diversity Officer, DDCR

Gwen Harleston, Deputy Chief Diversity Officer, Minority, Women-owned and Disadvantaged Business Enterprise ("MWDBE") Contract Compliance, DDCR

Joyce D. Brown, Deputy Chief Diversity Officer, Equal Employment Opportunity ("EEO") & Title VI Compliance, DDCR

George Cleary, Deputy Chief Diversity Officer, Small Business Development Program ("SBDP"), DDCR

Michael Kalish, Director, Human Resources

Owen Monaghan, Chief of Police, MTA

L. Danny Camacho, Manager, Certification, DDCR

Satori Samuda, Assistant Deputy Chief Diversity Officer, DDCR

MTA Diversity Committee Meeting Minutes, Tuesday, February 20, 2018

David Sang, Manager, EEO, DDCR  
Patricia Lodge, Vice President, Human Resources, NYC Transit  
Patrick Smith, Chief Officer, Human Resource Strategic and Business Partnerships, NYC Transit  
Michael Fyffe, Director, Diversity Management, LIRR  
Shawn Moore, Acting Vice President & Chief of Staff, B&T  
Patrick Isom, Manager, Financial Analysis, MTA Headquarters (“MTAHQ”)  
David Cannon, Vice President & Chief Procurement Officer, Law and Procurement, MTA Capital Construction (“CC”)  
Joel Andrews, Chief Officer, Office of EEO, NYC Transit  
Eamonn Foley, Special Counsel, NYC Transit  
Shibu Jacob, Manager, Diversity Management, LIRR  
Paige Graves, General Counsel, MTA Bus  
Alberto Richardson, Operations Analysis Officer, MTA Bus

### **Public Speaker**

There were no public speakers.

### **Approval of Minutes**

A vote on the minutes of the meetings held on September 27, 2017, and December 13, 2017 will take place at the following Diversity Committee Meeting.

### **2018 Diversity Committee Work Plan**

Chairman Molloy asked if there were any changes to the Work Plan. Mr. Din said there were no changes to the 2018 Work Plan.

### **2018 Departmental Goals Update**

Mr. Garner provided an update on the 2018 Departmental Goals. He said the Small Business Mentoring Program (“SBMP”) training will begin in March 2018. Mr. Garner said these classes, with average weekly attendance of about 50 companies, provide training on how to do business with the MTA. He said, in addition, the training classes are also a source of recruitment for the SBMP. Mr. Garner said he will be meeting with Donald Spero, MTA Deputy Chief Financial Officer, and the MTA agency presidents to ensure that the \$146 million in contract awards in the SBMP will be achieved this year. In addition, Mr. Garner said DDCR is working with Empire State Development (“ESD”) to make sure that MTA is maximizing MWDBE inclusion at the prime and subcontractor levels.

Mr. Garner stated that DDCR is working with the agencies in debundling larger projects into smaller projects, and is actively seeking and recruiting MWDBE firms who have bonding capacity to bid on projects as prime contracts.

Mr. Garner also said that the goal on a state-funding projects is 30%, and on federally-funded projects is 18%. Mr. Garner said in 2009, MTA paid \$116 to state certified firms, which represented 6% MWBE participation. In comparison to last year, MTA paid \$387 million (24%). Mr. Garner anticipates for the first time in history that the MTA will be at about \$700

MTA Diversity Committee Meeting Minutes, Tuesday, February 20, 2018

million in MWBE payments this year, and within two years these payments will reach \$1 billion.

Mr. Garner also stated that he is in discussion with Mr. Irick about creating a mentor-protégé program in the Paratransit area.

Mr. Garner said DDCR will continue its outreach efforts throughout the MTA service region.

## **Executive Summary**

### **Business and Diversity Initiatives**

Mr. Din provided an update on various events that DDCR has organized and attended to reach out to MWDBEs, Service Disabled Veteran-Owned Businesses (“SDVOBs”), and other small businesses.

### **Certification Activity Report**

Mr. Din reported on the DBE certification activity for calendar year 2017. He said that 123 new applications were received. He said the number of new applications is higher than previous two years’ numbers for the same period. He said a total of 127 applications for DBE certification were processed. He said the number of applications processed is lower than last year but higher than the year before.

### **Fourth Quarter 2017 EEO Activities**

Mr. Din reported that the MTA’s overall workforce is comprised of 74,500 employees; of which over 13,000 (18%) are women, and almost 51,000 (68%) are minorities. Mr. Din said compared to the end of 2016, the overall percentage of women has increased by 5%. As it relates to race/ethnicity, Mr. Din said the percentage of minorities has increased by over 2,000 (4%) employees, compared to the fourth quarter 2016.

Mr. Din reported that MTA-wide, based on the availability analysis, females, Asians, Blacks and Hispanics were underrepresented in some of the job categories.

For the reporting period of 2017, Mr. Din stated that MTA Agencies hired 7,600 employees; of which over 1,800 1,874 (25%) are females, almost 5,800 (76%) are minorities, and over 200 (3%) are veterans.

Mr. Din said females were hired at a higher percentage compared to their current workforce representation of 18%. He said minorities were also hired at a higher percentage compared to their current workforce representation of 68%.

Mr. Din also reported that MTA and its agencies handled a total of 586 EEO complaints; of these, 340 were internal, and 246 were external complaints. Mr. Din said MTA and its agencies also handled 404 Title VI complaints.

### **Agency Strategies to Address Utilization**

Each MTA agency president and representatives from MTAHQ and MTAPD reaffirmed their commitment to EEO and diversity. They also outlined their respective agency or department’s efforts to increase representation of women and minorities in the workforce, and efforts to increase contracting opportunities for small businesses, including MWDBEs and SDVOBs. They also reported on the representation of women and minorities in the current workforce,

MTA Diversity Committee Meeting Minutes, Tuesday, February 20, 2018

new hires and promotions. This information is provided in the Committee book and contained in the videotape of this meeting. The following is a summary of what was stated at the meeting.

## **MTAHQ**

Ms. Brown stated that workforce data for MTA and its agencies has been compiled, and workforce utilization analysis has been completed. Mr. Garner said DDCR is meeting with Human Resources to focus on creating strategies for more inclusive hiring, and to address underutilization, focusing on those areas where MTA needs to establish working relationships with outside groups.

Mr. Kalish said MTAHQ has been aggressively advertising through a variety of diverse publications. Outlining 2017 accomplishments, he said 64% of MTAHQ new hires have been minorities.

Mr. Kalish stated that in 2017, MTAHQ hired 457 employees, of which 64% were minorities. In addition, he said 6 out of the 10 hires recruited through an IT Open House were female.

Mr. Kalish also said MTAHQ hired an assistant deputy chief diversity officer for EEO compliance in June 2017, and an assistant deputy chief diversity officer, Title VI and workforce initiatives in December 2017.

Mr. Kalish said MTAHQ participated in, and organized multi-agency attendance at 11 military job fairs and outreach events. In addition, he said the MTA and its agencies hired a total of 226 veterans.

Mr. Kalish stated that the outreach efforts will continue in 2018 with a focus on women, minorities, the disabled population, the LGBTQ community, and veterans.

He said MTAHQ will coordinate quarterly meetings with DDCR to establish diversity talent acquisition plans based on workforce underutilization.

## **MTAPD**

Chief Monaghan said increasing diversity in all ranks is MTAPD's priority, and the command staff has been instructed to encourage all officers particularly women and minorities to take the upcoming promotional exams to sergeant and lieutenant. Furthermore, he said for the first time in the history of the MTAPD, an African American employee has attained the rank of assistant chief.

Chief Monaghan reported that MTAPD hired 37 police officers in January 2018; of these, 13.5% are female and 43% are minority. In addition, he said 38 police officers were hired in the July 2017, of which 8% are female, and 58% are minority.

He also reported that MTAPD promoted 41 employees to supervisor and command staff ranks from sergeant through assistant chief; of these, 9.8% are female and 39% are minority.

Chief Monaghan reported that MTAPD filled 6 civilian positions in September 2017; of these, 5 are female and 5 are minorities.

Chief Monaghan said midyear initiatives include hiring 20-25 diverse police officers in the 2nd quarter of 2018. In addition, he said MTAHQ plans to administer the sergeant and lieutenant promotional examinations to a diverse pool of applicants in February 2018 with a focus on

MTA Diversity Committee Meeting Minutes, Tuesday, February 20, 2018

encouraging females and minorities to take the exam. He said approximately 25 sergeants applied for the lieutenant examination, of which 5 are minority. Chief Monaghan also reported that approximately 225 police officers applied for the sergeant examination; of which, 29 are females and 91 are minority.

Finally, Chief Monaghan stated that MTAPD has reached out to outside organizations, such as the Guardians Association in seeking their assistance in outreach to minorities and women for new hires and promotions.

## **CC**

Mr. Lieber said CC is a growing construction management organization dedicated to building large infrastructure but is also responsible for key advertising and real estate functions.

He said CC extended the summer internships for seven STEM<sup>1</sup> college students (six minority, three females) in engineering and finance disciplines to increase diversity in the workplace. He said CC successfully collaborated with the DDCR on an initiative to develop self-identification forms for applicants and employees with disabilities.

Mr. Lieber said CC managers developed a succession plan in order to retain diversity in the ranks of junior staff. He said CC partnered with other MTA agencies to share costs, resources and best practices that strengthened recruitment strategies that target females, minorities and veterans.

In 2018, Mr. Lieber said CC will hire a Director of EEO to ensure the agency is making good faith efforts to increase, retain, and/or promote and foster an inclusive environment for females, minorities, veterans, and individuals with disabilities. In addition, he said CC will submit its EEO Program to DDCR, develop and deliver staff training that focuses on diversity and unconscious bias, and will hire 3 graduating interns (minority/female) in entry-level professional positions.

Mr. Garner thanked Mr. Lieber and Mr. Cannon for the use of a group of diverse college interns, recruited from City College's engineering school to the work on the second phase of the Second Ave Subway project.

## **B&T**

Mr. Fulton discussed the strategies employed at B&T. Regarding the 2017 accomplishments, he reported that B&T participated in five minority, women, and veteran-owned business outreach events to promote opportunities for design-build construction projects. He said B&T's Enterprise Asset Management Program ("EAM"), held a recruitment event in September 2017 to increase the number of females interested in engineering, maintenance, and operations fields.

Mr. Fulton said B&T participated in a one-day EAM training on October 30, 2017, which included 45 employees (50% were females) to increase female participation as leaders in reliability and asset management professions. He said in the fourth quarter 2017, B&T hired five Management Associates to full-time positions in engineering and construction, of which 40% were females and minorities.

Mr. Fulton stated that in 2018 B&T will launch a succession planning committee in the first quarter to address the under-representation of females in critical mid-level positions. He said

---

<sup>1</sup> Science, Technology, Engineering and Mathematics

B&T recognizes the strategic approach to talent management and recruiting as necessary to attain diversified and long-term, sustainable results. Accordingly, Mr. Fulton said B&T will conduct targeted recruitment to increase the under-representation of females in the second quarter.

Finally, Mr. Fulton said B&T will compile workplace climate survey data and create strategies to address recruitment, hiring and retention practices of females, minorities, veterans, and persons with disabilities in the second quarter 2018.

Mr. Fulton also stated that the Small Business Mentoring Program and Discretionary Architecture and Engineering Programs include awards of \$869,000, and 14 discretionary architecture and engineering awards in the amount of \$1.3 million.

Mr. Fulton also welcomed B&T's newest member, Mr. Smith as Vice President for Human Resources; Mr. Smith will serve as a strategic advisor in addressing female and minority underutilization. Mr. Garner thanked Mr. Fulton for his promotion of diversity, and for B&T's exceeding its SBMP participation goals.

## **MNR**

Ms. Rinaldi discussed MNR's 2017 key accomplishments and best practices: establishment of Women's Book Club, which attracts a cross-section of MNR employees and has provided an opportunity for women to network and share their stories in terms of advancing within the company. Ms. Rinaldi said in partnership with CUNY & Cornell Tech, MNR hosted three female interns who participated in the Women in Technology and Entrepreneurship Program and learned about railroad technology.

Ms. Rinaldi reported that MNR participated in the annual New York State MWBE forum to network and develop business partnerships.

Ms. Rinaldi also stated that MNR participated in the Circle of Sisters event held in September 2017 to promote employment opportunities for females. In addition, she said MNR participated in a panel discussion led by the New York City Department of Education to look at the school electrical curriculum and how it aligns with the transportation industry.

Ms. Rinaldi said MNR attended the Recruit Military Job Fair and the CUNY Military Job Fair to provide information sessions about job opportunities, and overall attended 14 military and veteran outreach events in 2017.

For the 2018 key initiatives, Ms. Rinaldi said MNR will continue its annual Internship Program, Associate Engineer Program, and will hold a Skilled Craft Job Fair to enhance MNR's diverse workforce, and to increase veteran representation. In addition, she said MNR will continue its commitment to partner with MTAHQ in attending job fairs and outreach events to increase awareness of employment opportunities. Ms. Rinaldi said MNR will work with DDCR to host an SDVOB vendor outreach forum by June 2018. She said MNR will also schedule outreach events to create a diverse and competitive pool of suppliers. She said MNR will also establish the first hiring goals for individuals with disabilities.

## **LIRR**

Mr. Nowakowski said LIRR makes every effort to attract, develop and retain a workforce profile that reflects the diversity of its service region. He also said LIRR operates its services

without regard to race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964. In addition, he reported on LIRR workforce underutilization.

Mr. Nowakowski reported on LIRR's 2017 key accomplishments: attendance at job fairs; hired 240 new employees between July and December, of which, 6% were veterans, 18% were female, and 36% were minority. Mr. Nowakowski said total minority headcount and percentage of minority representation increased by 99 employees (1%) since January 2017. He also reported on LIRR's Upward Mobility Program new hires from July to December 31<sup>st</sup>: 4 project manager trainees were hired, including 1 female; and 2 junior engineers were hired, including 1 minority male.

Mr. Nowakowski added that in 2018, LIRR will attend college career events and job fairs. He said LIRR will also attend job fairs for veterans, and collaborate with MTAHQ on veteran outreach.

## **NYC Transit**

Mr. Byford provided updates for NYC Transit. He listed his priorities as follows: to drive the morale and motivation of the 50,000 agency employees and customers; employee engagement and culture change; respecting and valuing the diversity of customers and employees; and thinking like a customer.

Regarding the 2017 accomplishments, Mr. Byford stated that 32% of NYC Transit recruitment outreach in the second-half of 2017, targeted women, organizations that support hiring people with disabilities, and veterans.

Mr. Byford stated that for the 2018 mid-year key diversity initiatives, NYCT will establish employee affinity groups and a diversity advisory council with executive sponsors for diversity and inclusion. In addition, NYCT will develop a diversity and inclusion analytics dashboard to provide management information for tracking EEO & Title VI case trends and workforce demographics. Additionally, Mr. Byford announced the appointment of Sarah Meyer as a Senior Vice President and Chief Customer Officer.

## **MTA Bus**

Mr. Irick said MTA Bus expanded its engagement in mentorship programs with area technical high schools; this included matching skilled supervisors with students interested in the same area of expertise. Mr. Irick said MTA Bus engaged 14 students at five depot locations. He said MTA Bus also increased outreach efforts to area technical high schools by promoting various employment opportunities. He said MTA Bus continued its commitment to hire more veterans by participating in multiple recruitment efforts.

Mr. Irick stated that 16 veterans were hired during in 2017, compared to the seven hired in 2016. He said MTA Bus hosted a Women's Symposium that included panel discussions on making the successful transition into management positions, and on how to thrive within the MTA; over 70 women attended this event.

As part of the 2018 mid-year key diversity initiatives, Mr. Irick stated that MTA Bus will continue to increase engagement by hosting spring and summer apprenticeship and mentorship programs. He said there are 10 participants registered for spring so far and recruitment for summer will begin in March. In addition, Mr. Irick said MTA Bus will host a spring event with the New York City Mayor's Office for people with disabilities to promote disability awareness

MTA Diversity Committee Meeting Minutes, Tuesday, February 20, 2018

in the workplace. Mr. Irick also said that MTA Bus will participate in veterans outreach, and will take part in “Today’s Girl/Tomorrow’s Woman” event to promote employment opportunities for young women.

### **SBDP Update**

Mr. Cleary provided an update on the SBDP. He said currently 273 firms are participating in the program. He said since program inception, SBMP has had 296 projects totaling \$278 million in prime contracts that have been awarded, and 101 loans have been approved totaling \$14 million.

He stated that since program inception, \$242 million in single surety bonding and \$460 million in aggregate bonding has been provided for Tier 2 of the program and for the Small Business Federal Program. Mr. Cleary added that 73 contracts have been awarded in the Tier 2 and Federal Program since program inception.

Mr. Cleary stated that approximately 6,500 estimated jobs have been created within the small business community, including the MWDBE/SDVOB community.

Mr. Garner reiterated that he will be meeting with MTA agency presidents and respective staff members to ensure that approximately \$146 million goal for the SBDP is realized. Mr. Garner said so far the agencies have identified \$115 million in projects.

### **M/W/DBE Contract Compliance Fourth Quarter 2017 Report**

Mr. Din reported that for the Federal Fiscal Year (“FFY”) 2017, MTA and its agencies awarded approximately \$1.5 billion in federally-funded portion of contracts, with DBE participation of \$244 million (16%). He said the overall DBE goal for FFY 2017 was 17%. Mr. Din said at the start of FFY 2018 on October 1, 2017, the overall DBE goal increased to 18%. He said for FFY 2017, a total of \$1.4 billion was paid to prime contractors in federally-funded contracts, with DBE participation of \$285 million (21%).

Mr. Din said the overall MWBE goal is 30%. For New York State fiscal year 2017-2018, Mr. Din reported that \$2.75 billion was awarded in state-funded contracts, with MWBE participation of \$413 million (15%). He said a total of \$1.85 billion was paid to prime contractors with MWBE participation of \$478 million (25%).

Mr. Din said the overall SDVOB goal is 6%. He said during 2017, \$2.3 million was awarded to SDVOBs, and a total of \$1.8 billion was paid to prime contractors, with SDVOB participation of \$3 million (0.17%).

Mr. Din stated that the only area that has continued to achieve consistently 6% participation is in underwriter fees.

Mr. Din said for discretionary procurements, out of a total of \$328.3 million, with a value of \$400,000 or less, \$62 million (19%) was awarded to MWBEs, and an additional \$9.5 million (3%) was awarded to Small Business Concerns.

Mr. Din said for architectural and engineering awards through the discretionary procurement, from January to December 2017, six projects were awarded to MWBEs, totaling almost \$650,000. He said since inception \$1.6 million has been awarded to MWBEs. For IT

MTA Diversity Committee Meeting Minutes, Tuesday, February 20, 2018

discretionary, Mr. Din said a total of 194 awards were made, with the value of \$31.5 million; since inception \$50 million has been awarded.

Mr. Din said for the reporting period, MWBE law firms received \$2.6 million (8%) out of a total of \$34.7 million paid in outside counsel fees.

Mr. Garner stated that in the area of legal fees, DDCR held an outreach event inviting state-certified firms with the goal of better integrating them with the agency staff issuing outside counsel assignments. He said as we move forward, this will be monitored on a month-by-month basis to ensure 30% participation by next year.

Mr. Garner stated that in the area of architecture and engineers, he will be speaking with MTA agencies to ensure that they are using the discretionary process to maximize MWBE participation.

Mr. Din also stated that DDCR has made great progress regarding site visits. He reported that 696 site visits were conducted from January 2017 to January 2018. He said on average for this time period, 53.5 monthly site visits were conducted. Mr. Din said as of January 2018, DDCR closed over 1,100 contracts, with an additional 25 contracts that were in the process of being closed, and 43 contracts were pending further agency action.

### **M/W/DBE Capital Projects**

Mr. Din reported that for calendar year 2017, \$1 billion was awarded in federally-funded construction projects, including \$162 million (16%) awarded to DBEs. He said \$712 million was awarded in state-funded construction projects, including \$92 million (13%) awarded to MBEs, and \$70 million (10%) awarded to WBEs. Mr. Din said total MWBE participation is 23%; there was no additional SDVOB participation.

### **Financial Services**

Mr. Isom stated that for the fourth quarter of New York State fiscal year 2017-2018, \$15 million was awarded in underwriter fees. He said MBE participation was approximately \$3.4 million (22%), and WBE participation was approximately \$2.4 million (16%). Overall, he said there was a total of MWBE participation of \$5.8 million (38%), out of a total award of \$15 million. In addition, Mr. Isom reported \$920,000 (6%) that was paid to SDVOBs.

In response to a question from Mr. Garner, Mr. Isom confirmed that MTA's MWBE participation is the highest in the state (44%). Mr. Garner thanked Mr. Isom, Patrick McCoy, MTA Director of Finance and Robert Foran, MTA Chief Financial Officer for achieving the highest rate of MWBE and SDVOB participation in underwriters' fees.

### **Asset Fund Managers**

Mr. Crawford reported that the assets managed by MWBE firms grew by \$57 million (5.2%) in the fourth quarter. He said MWBE firms managed \$1.1 billion (15%) in total assets. Mr. Crawford said majority of the assets are in traditional asset classes, such as equities, and fixed income assets. Mr. Crawford said MWBE firms managed 21% of traditional assets.

Mr. Crawford stated that MTA held over 70 meetings with MWDBE firms in 2017 in an effort to reach out to the minority and women-owned asset fund management firms. Mr. Garner thanked Mr. Crawford for his leadership in this area.

### **Adjournment**

Chairman Molloy concluded the meeting, and the meeting was adjourned.

Respectfully submitted,

Faith Beauzile, Administrative Assistant

Department of Diversity and Civil Rights.

## **MTA DIVERSITY COMMITTEE**

Meeting Minutes

2 Broadway, 20<sup>th</sup> Floor

New York, NY 10004

Wednesday, December 13, 2017

8 a.m.

The following Committee members were present:

Hon. John Molloy, Chairman

Hon. Peter Ward

The following Committee members were absent:

Hon. David Jones

Hon. Neal Zuckerman

Hon. Susan G. Metzger

The following were also present:

Patrick Foye, President, MTA

Veronique “Ronnie” Hakim, Managing Director, MTA

Donna Evans, Chief of Staff, MTA

Catherine Rinaldi, Acting President, MTA Metro-North Railroad (“MNR”)

Michael Garner, MTA Chief Diversity Officer, MTA Department of Diversity and Civil Rights (“DDCR”)

Sean Crawford, MTA Chief Investment Officer

Naeem Din, Deputy Chief Diversity Officer, DDCR

Gwen Harleston, Deputy Chief Diversity Officer, Minority, Women-owned and Disadvantaged Business Enterprise (“MWDBE”) Contract Compliance, DDCR

Joyce D. Brown, Deputy Chief Diversity Officer, Equal Employment Opportunity (“EEO”) & Title VI Compliance, DDCR

George Cleary, Deputy Chief Diversity Officer, Small Business Development Program (“SBDP”), DDCR

William Howell, Consultant, SBDP, DDCR

L. Danny Camacho, Manager, Certification, DDCR

Satori Samuda, Assistant Deputy Chief Diversity Officer, DDCR

David Sang, Manager, EEO, DDCR

Patricia Lodge, Vice President, Human Resources, New York City Transit (“NYCT”)

Michael Collins, Assistant Vice President, EEO & Diversity, NYCT

Patrick Smith, Chief Officer, Human Resource Strategic and Business Partnerships, NYCT

Michael Fyffe, Director, Diversity Management, Long Island Rail Road (“LIRR”)

Shawn Moore, Acting Vice President & Chief of Staff, Bridges and Tunnels (“B&T”)

Albert Rivera, Executive Vice President, B&T

MTA Diversity Committee Meeting Minutes, Wednesday, December 13, 2017

Peggie Willens, Audit Manager, MTA Office of Inspector General  
Alison MacGregor, Deputy General Counsel  
Patrick Isom, Manager, Financial Analysis, MTA Headquarters (“MTAHQ”)  
Craig Cipriano, Executive Vice President, Business Strategies and Operations Support, MTA Bus  
David Cannon, Vice President & Chief Procurement Officer, Law and Procurement, MTA Capital Construction (“MTACC”)  
Melissa Jones, Manager, Compliance, MTACC  
Joel Andrews, Chief Officer, Office of EEO, NYCT  
Helene Fromm, Acting General Counsel, MTA General Counsel  
Eamonn Foley, Special Counsel, NYCT  
Shibu Jacob, Manager, Diversity Management, LIRR  
Vernessa Moses, Assistant Vice President, EEO, MTA Bus  
Michael Wetherell, Director, Office of Construction Oversight  
Barry Kluger, Inspector General, IG  
Paige Graves, General Counsel, MTA Bus  
Alberto Richardson, Operations Analysis Officer, MTA Bus

### **Public Speaker**

There were no public speakers.

### **Approval of Minutes**

A vote on the minutes of the meeting held on September 27, 2017 will take place at the following Diversity Committee Meeting.

### **2017 & 2018 Diversity Committee Work Plans**

Chairman Molloy asked if there were any changes to the 2017 Work Plan. Mr. Din stated that there were no changes to the 2017 work plan. He said that the 2018 Work Plan is also included in the committee materials for review.

### **Executive Summary**

#### **Business and Diversity Initiatives**

Mr. Din provided an update on various events that DDCR has organized and/or attended to reach out to MWDBEs, Service Disabled Veteran-Owned Businesses (“SDVOBs”), and other small businesses. Mr. Din highlighted the MWBE Forum in Albany in which President Foye spoke. He said this is the largest forum of its kind in the country. In addition, Mr. Din said MTA attended the Veterans in Transition Conference (“VETCON”) in November 2017. He said this event is designed to extend business opportunities to SDVOBs. Additionally, Mr. Din said an outreach session for MTA’s outside counsel was held in December, in order to increase MWBE participation in this area. He said another such event will be held in January 2018.

#### **DBE Certification Activity Report**

Mr. Din reported on the DBE certification activity for the third quarter of calendar year 2017. He said that 32 new applications were received. He said the number of new applications is higher

MTA Diversity Committee Meeting Minutes, Wednesday, December 13, 2017

when compared with the same period last year but remained the same as in the previous year. He said a total of 25 applications for DBE certification were processed. He said the number of applications processed was lower when compared with the same period in the previous two years. Mr. Din the number of applications returned has steadily decreased. However, he said, the number of applications which has been withdrawn has increased.

### **Third Quarter 2017 EEO Activities**

Mr. Din reported that the MTA's overall workforce is comprised of over 73,600 employees, of which over 13,000 (18%) are women, and over 50,000 (68%) are minorities. Additionally, Mr. Din said over 1,800 (3%) of the employees are veterans.

Mr. Din also reported that the percentage of women in the workforce has increased by 6%, compared to the third quarter of 2016. He said the percentage of minorities has increased by 45 compared to the third quarter of 2016. Mr. Din reported that MTA hired over 5,800 employees, of which 1,491 (26%) are women, 4,442 (76%) are minorities, and 160 (3%) are veterans.

Mr. Din also provided an update on MTA-wide EEO complaint activity. He said that MTA and its agencies handled a total of 511 EEO complaints, of which 293 were internal and 218 were external complaints. Mr. Din added that MTA and its agencies handled a total of 339 Title VI complaints.

### **SBDP Update**

Mr. Cleary provided an update on the SBDP. He said currently 284 firms are participating in the program. He said since program inception \$27.4 million in prime contracts has been awarded. Mr. Cleary said that in addition, 100 project loans have been approved for \$13.9 million since program inception and 86 projects have been completed with loans. He stated that since inception, \$242 million in single surety bonding and \$460 million in aggregate bonding has been provided for Tier 2 of the program and for the Small Business Federal Program. He said approximately 6,489 jobs have been created within the small business community, including the MWDBE/SDVOB community.

Mr. Garner stated that MTA did not meet its program goals in the previous two years. He said he is meeting with the MTA agencies to ensure that they are assigning projects to this program in order to reach the \$146 million program goal this year. Mr. Garner also stated that the MTA needs to more effectively integrate more diverse firms in this program. He said DDCR is working with the MTA agencies to debundle large contracts in order to offer greater participation to MWDBEs and SDVOBs.

### **Interagency Task Force**

Mr. Din stated that regular meetings of the task force will be scheduled in 2018. Mr. Garner said the goal of this task force is to address discuss MWDBE issues at the operating agencies.

### **M/W/DBE Contract Compliance Third Quarter 2017 Report**

Mr. Din reported that for the Federal Fiscal Year 2017, MTA and its agencies awarded approximately \$1.5 billion in federally-funded portion of contracts, with DBE participation of \$244 million (16%). He said the overall DBE goal for 2017 is 17%. He reported that a total of \$1.4 billion was paid to prime contractors in federally-funded contracts, with DBE participation of \$285 million (21%), exceeding the overall DBE goal.

Mr. Din said that the overall MWBE goal is 30%. He said for New York State fiscal year 2016-2017, \$1.3 billion was awarded in state-funded contracts, with MWBE participation of approximately \$200 million (15%). He reported that a total of \$1.2 billion was paid to prime contractors with MWBE participation of approximately \$285 million (25%).

Mr. Din also reported on SDVOB participation. He said overall participation goal is 6%. He reported that for New York State fiscal year 2017-2018, \$1.1 million was awarded to SDVOBs. In terms of payments, Mr. Din reported that out of \$1 billion paid, SDVOB share was \$949,134 (0.1%). Mr. Garner said one of the challenges is that many SDVOBs are located in upstate New York. He said MTA is working to increase SDVOB participation. Mr. Garner said MTA has continued to achieve its 6% goal in the area of underwriter fees.

Mr. Din said for discretionary procurements, out of a total of approximately \$202 million, with a value of \$400,000 or less, approximately \$43 million (21%) was awarded to MWBEs, and an additional \$7 million (4%) was awarded to Small Business Concerns.

Mr. Din said for architectural and engineering awards through the discretionary procurement process, from January to September 2017, five projects were awarded, totaling \$588,413. He said since inception, \$1.6 million has been awarded. He said for IT discretionary spending, a total of 187 awards were made with the value of \$31 million. He said since inception \$51.4 million has been awarded. Mr. Garner said the credit belongs to the MTA Business Service Center for doing a great job. Mr. Din reported that MWBE law firms received \$1.3 million (6.6%) out of a total of \$19.5 million paid in outside counsel fees. Mr. Garner said he is working with the MTA agencies to increase MWBE participation in the area of outside counsel fees.

Mr. Din reported that DDCR has closed 1,170 contracts along with additional contracts that are either pending agency action or are in the process of being closed. He said DDCR continues to make great progress in conducting project site visits. He reported that from January to October 2017, 552 such visits were conducted.

### **M/W/DBE Capital Projects**

Mr. Din reported that in 2017 approximately \$996 million was awarded in federally funded construction projects, with DBE participation of \$158 million (16%). He said \$547 million was awarded in state funded construction projects with MBE participation of \$75 million (14%), and WBE participation of \$59 million (11%).

### **Financial Services**

Mr. Isom reported that for underwriter fees for bond transactions during the first two quarters of state fiscal year 2017-2018, \$3.9 million was awarded with MBE participation of \$1.5 million (39%), and WBE participation of \$537 million (14%). Mr. Isom added that an SDVOB participation of \$237,000 (6%) was also achieved, meeting MTA's goal.

Mr. Garner asked about total MWBE and SDVOB participation. Mr. Isom said it is approximately 56%. Mr. Garner said this is the highest participation rate of any MTA agency and the highest in the state. He congratulated Mr. Isom and his department for doing a great job.

## **Asset Fund Managers**

Mr. Crawford said that as of September 30, 2017, MWBEs represented over \$1 billion (15%) of combined assets in the pension funds, with non-MWBEs representing \$6.3 billion (85%). He said MWBE portion grew by \$56 million (5.4%) during the last quarter. Mr. Crawford said that MTA is continuing its efforts to increase MWBE participation in this area. Mr. Garner asked how does \$1 billion assets being managed by MWBEs compare with city and state comptroller's offices. Mr. Crawford said that is a tough comparison because they each have an Emerging Managers Program. He said their totals assets managed by MWBEs are approximately 15%. Mr. Crawford said with Emerging Managers Program our MWBE participation would be around 20%.

Mr. Garner thanked DDCR staff for their hard work.

## **Adjournment**

Chairman Molloy concluded the meeting, and the meeting was adjourned.

Respectfully submitted,

Faith Beauzile, Administrative Assistant

Department of Diversity and Civil Rights

.

## **MTA DIVERSITY COMMITTEE**

Meeting Minutes

2 Broadway, 20<sup>th</sup> Floor

New York, NY 10004

Wednesday, September 27, 2017

8 a.m.

The following Committee members were present:

Hon. John Molloy, Chairman

Hon. Susan G. Metzger

The following Committee members were absent:

Hon. David Jones

Hon. Peter Ward

Hon. Neal Zuckerman

The following were also present:

Patrick Foye, President, MTA

Veronique “Ronnie” Hakim, MTA Interim Executive Director

Mitchell Pally, Member, MTA Board

Cedrick T. Fulton, President, MTA Bridges and Tunnels (“B&T”)

Catherine Rinaldi, Acting President, MTA Metro-North Railroad (“MNR”)

Patrick Nowakowski, President, MTA Long Island Rail Road (“LIRR”)

Darryl Irick, Acting President, MTA New York City Transit (“NYC Transit”)

John “Janno” Lieber, MTA Chief Development Officer

Steven Vidal, Acting President, MTA Bus (“MTA Bus”)

Michael Garner, MTA Chief Diversity Officer, MTA Department of Diversity and Civil Rights (“DDCR”)

Anita Miller, Chief Employee Relations and Administrative Officer, MTA Human Resources Department (“HR”)

Sean Crawford, MTA Chief Investment Officer

Michael Kalish, Director, MTA HR

Joseph McGrann, Chief of Operations, MTA Police Department (“MTAPD”)

Naeem Din, Deputy Chief Diversity Officer, DDCR

Gwen Harleston, Deputy Chief Diversity Officer, Minority, Women-owned and Disadvantaged Business Enterprise (“MWDBE”) Contract Compliance, DDCR

Joyce D. Brown, Deputy Chief Diversity Officer, Equal Employment Opportunity (“EEO”) & Title VI Compliance, DDCR

George Cleary, Deputy Chief Diversity Officer, Small Business Development Program (“SBDP”), DDCR

Michael Riegel, Program Manager, SBDP, DDCR

MTA Diversity Committee Meeting Minutes, Wednesday, September 27 2017

William Howell, Consultant, SBDP, DDCR  
Zenaida Rodriguez, Assistant Director, Business and Diversity Initiatives, DDCR  
Ron McCune, Assistant Director, Certification, DDCR  
Satori Samuda, Assistant Deputy Chief Diversity Officer, DDCR  
David Sang, Manager, EEO, DDCR  
Patricia Lodge, Vice President, HR, NYC Transit  
Patrick Smith, Chief Officer, Strategic and Business Partnerships, HR, NYC Transit  
Michael Fyffe, Director, Diversity Management, LIRR  
Shawn Moore, Acting Chief of Staff, B&T  
Albert Rivera, Executive Vice President, B&T  
Robert Rodriguez, Director, Diversity and Equal Opportunity, MNR  
Natalie Mason-Kinsey, Chief Officer, EEO, MTA Bus  
Sheree Owens, MWDBE Procurement Compliance Specialist, MNR  
Ouida Gaillard, HR Business Partner, MNR  
Yvonne Hill-Donald, HR Business Manager, MNR  
Peggie Willens, Audit Manager, MTA Office of Inspector General  
Patrick Isom, Manager, Financial Analysis, MTAHQ

### **Public Speaker**

Charles Hymes, Jr., Senior Technical Manager at WSP spoke about their ongoing internship program. Mr. Hymes said interns work with senior professionals to gain practical experience. He said two interns were later employed by WSP on a part-time basis.

M. Garner stated that this initiative is a win-win proposition. He added that a paid internship program is a way to recruit and develop future talent pool.

Mr. Garner said MTA will explore the possibility of expanding in this program to other MTA agencies.

### **Approval of Minutes**

The Committee approved the minutes of the meetings held on December 12, 2016, February 21, 2017, and May 22, 2017.

### **2017 Diversity Committee Work Plan**

Chairman Molloy asked if there were any changes to the Work Plan. Mr. Din stated that there were no changes to the work plan.

### **Executive Summary**

#### **Business and Diversity Initiatives**

Mr. Din provided an update on various events that DDCR has organized, and has attended to reach out to MWDBEs, Service Disabled Veteran-Owned Businesses (“SDVOBs”), and other small businesses. Mr. Din noted that on October 4-5, 2017, MTA staff will attend the New York

State MWBE Conference in Albany. He this is the largest conference of its kind, and MTA will be playing a lead role.

### **Certification Activity Report**

Mr. Din reported on the DBE certification activity for the second quarter of calendar year 2017. He said that 26 new applications were received. He said the number of new applications is lower than last year's but higher than previous year's numbers for the same period. He said a total of 47 applications for DBE certification were processed. He said the number of applications processed is higher than the number processed during the same period in the previous two years.

### **Second Quarter 2017 EEO Activities**

Mr. Din reported that the MTA's overall workforce is comprised of over 73,400 employees; of which over 13,000 (18%) are women, and almost 50,000 (68%) are minorities. Additionally, Mr. Din said over 1,800 (2%) of the employees are veterans.

Mr. Din also reported that the percentage of women in the workforce has increased by 5% (602) as compared to the second quarter 2016. As it relates to race/ethnicity, the percentage of minorities has increased by 2,011 (4%) compared to the second quarter 2016. Mr. Din reported that MTA hired nearly 4,000 employees, of which 1,505 (24%) are women, 4,769 (76%) are minorities, and 214 (3%) are veterans.

Ms. Brown presented the workforce underutilization data. She said that in order to complete the utilization analysis to determine if the work force reflects the relevant labor market, each MTA agency's EEO Office reviewed the respective work force data to ensure that each position title was assigned to the correct occupation code, job group, and EEO category. She said this project took a year to complete, and saved MTA almost \$2 million in outside consultant fees. Ms. Brown thanked to the agency staff for their assistance in completion of this project.

Mr. Din provided an update on MTA-wide EEO complaints. He said that MTA and its agencies handled a total of 418 EEO complaints, of which 237 were internal and 181 were external complaints. Mr. Din added that MTA and its agencies handled a total of 260 Title VI complaints.

### **Agency Strategies to Address Utilization**

Each MTA agency president or designee, and representatives from MTAHQ and MTAPD reaffirmed their commitment to EEO and diversity. They also outlined their respective agency or department's efforts to increase representation of women and minorities in the workforce, and efforts to increase contracting opportunities for small businesses, including MWDBEs and SDVOBs. They also reported on the representation of women and minorities in the current workforce, new hires and promotions. This information is provided in the Committee book and contained in the videotape of this meeting. The following is a summary of what was stated at the meeting.

## **MTA Headquarters (“MTAHQ”)**

Mr. Garner and Mr. Kalish discussed the strategies employed at MTAHQ. Mr. Garner stated that MTAHQ reaffirms its commitment to diversity and inclusion in the workplace. Mr. Kalish reaffirmed the importance of diversity in the workplace. He said this applies not only to gender and race-based classifications, but extends to veteran status, disability status, and membership in the LGBTQ community.

Regarding 2017 accomplishments, Mr. Kalish stated that 61% of MTA HQ new hires have been minorities. He said MTAHQ has been aggressively advertising through a variety of diverse publications.

Mr. Garner added that EEO recruitment is a shared responsibility with respect to diversity. Mr. Garner said DDCR will be filling the newly created position of Assistant Deputy Chief Diversity Officer for Title VI and Workforce Initiatives. This person will work not only with HQ, but with all of the departments and agencies within MTA to provide solutions which will allow MTA to address workforce underutilization.

Mr. Garner added MTAHQ will expand diversity recruitment efforts to include people with disabilities and the LBGTQ community, in addition to outreach to affinity associations.

## **MTAPD**

Chief McGrann reported on behalf of Chief Monaghan. He said increasing diversity in all ranks is MTAPD’s priority, and the command staff has been instructed to encourage all officers particularly women and minorities to take the upcoming promotional exams to sergeant and lieutenant. In addition, he said MTAPD has reached out to outside organizations, such as the Guardians Association and the New York Women in Law Enforcement organization seeking their assistance in outreach to minorities and women for new hires and promotions. He said MTAPD will also attend outreach events.

## **B&T**

Mr. Fulton discussed the strategies employed at B&T. He said B&T has appointed Al Rivera as the Executive Vice President and Shawn Moore as the Acting Chief of Staff.

He said B&T recruited its third class of Management Associates (“MAs”) in 2017. He said this program has a total of 17 MAs, of which 41% are women, and 58% are minorities. He also said that 52% were hired as junior engineers. He said B&T also participated in five minority, women, and veteran-owned business outreach events to provide opportunities for design-build engineering and construction contracts.

He said B&T also participated in various job fairs to recruit females, minorities and veterans into engineering, maintenance and operation fields. He said additionally B&T hired 41 summer interns, of which 33 (80%) are women, and 24 (59%) are minorities.

Mr. Fulton also reported that B&T participated in minority, women and veteran-owned business outreach events to provide opportunities for design-build, engineering, and construction contracts. He said B&T continues to take part in SBDP. He added that B&T has successfully met its MWBE goals. Mr. Fulton said one of B&T’s success stories includes the most recent completion of improvements to the Battery Park Garage for \$7 million. He said the work was

awarded under a competitive solicitation process, and was successfully completed by Masterpiece Contracting, a graduate of SBDP.

For 2018, Mr. Fulton said B&T will launch a succession planning committee to address the underrepresentation of women in critical mid-level positions. He said B&T will also launch its fourth class of MAs to address underrepresentation of females in the STEM field.

Mr. Fulton that B&T will conduct targeted recruitment to increase the under-representation of females in the second quarter and compile the workplace climate survey data and create strategies to address recruitment, hiring and retention practices of females, minorities, veterans, and persons with disabilities.

### **MTA Bus**

Mr. Vidal said MTA Bus's three-prong approach to diversity includes management awareness, public outreach, and workforce development. He stated that the agency's senior leadership team will continue to work in conjunction with the agency EEO Office, DDCR, and NYC Transit to ensure the equitable representation and advancement of protected groups at all levels of employment.

In addition, he said the MTA Bus leadership team will conduct various management training sessions in the areas of ethics, respectful workplaces, and effective recruitment strategies among other topics in order to better inform our managers and supervisors. He said MTA Bus will continue to work to promote other diversity initiatives throughout MTA Bus Company.

Mr. Vidal also stated that in 2017, MTA Bus hired a Director of EEO Outreach, Training and Diversity and a Director of EEO Compliance. He said MTA Bus increased the number of open house recruitment events held to attract provisional talent. He said 26% of external job recruitment events through June 2017 targeted women, veterans, and people with disabilities.

Mr. Vidal said in 2018 MTA Bus will continue to identify areas of underrepresentation, and implement strategic recruitment initiatives.

### **CC**

Mr. Lieber said CC is a growing construction management organization dedicated to building public use projects. He said as CC evolves, the leadership team will reflect how we can further integrate diversity into our operations in order to be more inclusive.

He reported CC's key 2017 accomplishments in 2017: 58% of new hires are minorities; forged a relationship with the Army Corps of Engineers to brainstorm on recruitment and retention strategies.

Mr. Lieber said CC's 2018 key diversity initiatives are as follows: actively recruit minority STEM students for internships with a view to retain them in entry-level professional positions; and continued partnership with MTA agencies to share costs, resources and best practices for strengthening recruitment strategies.

In addition, he said CC is developing a program where managerial staff will mentor students from underserved populations, with an emphasis on females and minorities. Finally, he said CC will be developing staff training to focus on diversity (age, work and personal experiences) and unconscious bias to further inclusion.

## **LIRR**

Mr. Nowakowski said LIRR makes every effort to attract, develop and retain a workforce profile that reflects the diversity of the region. He also said LIRR operates its services without regard to race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964.

He reported on LIRR's 2017 key accomplishments: hired 323 employees, of which 19% are women, 44% are minorities, and 6% were veterans; hired 88 summer interns and seasonal staff, of which 44% are women and 49% minorities; recruited and hired two junior engineers, of whom one is a woman, two are minorities; and hired seven project manager trainees, of whom two are women, and five are minorities.

Mr. Nowakowski added that in 2018, LIRR will attend college career events and job fairs. He said LIRR will also attend job fairs for veterans, and collaborate with MTAHQ on veteran outreach. He also said that in 2018 LIRR will establish goals for hiring individuals with disabilities.

## **MNR**

Ms. Rinaldi discussed MNR's 2017 key accomplishments and best practices: establishment of Women's Book Club, which attracts a cross-section of MNR employees and has provided an opportunity for women to network and share their stories in terms of advancing within the company; redesigning and refurnishing lactation room for employees.

Ms. Rinaldi said MNR hired 57 summer interns, of whom 40% are women. She said MNR and COMTO hosted the MTA Chief Panel Discussion that included the MTA's interim executive director agency presidents. Ms. Rinaldi said MNR recruited and hired 16 engineers for the 2017 Associate Engineer Program, of whom 50% are minority. She said in 2017 MNR also hired 299 employees, including 18 veterans. She said 17% of new hires are women, and 6% of the female hires are veterans.

For the 2018 key initiatives, Ms. Rinaldi said MNR will continue its Healthy4U Program and Women's Book Club to focus on strengthening communication and engagement with female employees. She said MNR will increase its Talent Acquisition team by three recruiters to intensify its diversity recruitment efforts of females and minorities, particularly in the skilled crafts area. Ms. Rinaldi said MNR will also hold a skilled craft job fair to target women and minority applicants. She said MNR will establish its first hiring goals for individuals with disabilities by June 2018.

## **NYC Transit**

Mr. Irick provided strategies to address underutilization. He said NYC Transit hosted two open-house events for skilled craft jobs. He said NYC Transit hired 48 veterans in 2017. He said 26% of outreach events targeted women, veterans and people with disabilities. Mr. Irick also reported that NYC Transit recently established a relationship with premier research group, for additional resources and expertise based on other prominent organizations' success.

Metzger said she appreciated the current focus on workforce. She said MTA has become a national leader in minority subcontracting by using innovative programs that target minority businesses. She said she is happy to see that the agency presidents are working together to develop innovative programs that will address MTA-wide underutilization.

## **SBDP Update**

Mr. Garner presented a video clip about SBDP from the Manhattan cable channel, New York 1. Mr. Garner stated that MTA's model has become a national model with the right-size projects, training, access to capital and access to bonding. He thanked the MTA Board and agency presidents for their leadership in this regard. Mr. Garner said he is working with the operating agencies to form a working committee in order to ensure MTA's goals are met. He said MTA intends to award \$145 million in contracts during this year, and each year in 2018 and 2019.

Mr. Garner stated that access to government contract equals job creation in the MWDBE community, which is a pathway to homeownership, better educational opportunities, and better health care options.

With respect to access to capital, Mr. Garner said next week SBDP will award its 100<sup>th</sup> loan. He added that the MTA has become the national leader in providing access to capital for emerging small businesses. He said in the last seven years, there have been only two defaults, which is less than 1%.

## **M/W/DBE Contract Compliance Second Quarter 2017 Report**

Mr. Din reported that for the first nine months of the Federal Fiscal Year 2017, MTA and its agencies awarded approximately \$1.3 billion in federally-funded portion of contracts, with DBE participation of \$197 million (15%). He said the overall DBE goal for 2017 is 17%. He reported that a total of \$949 million was paid to prime contractors in federally-funded contracts, with DBE participation of \$183 million (19%). Mr. Din stated that MTA is proposing to increase its overall DBE goal for next three FFYs from 17% to 18%. The overall DBE goal is set based on availability of DBEs and the types of projects which are expected to be awarded.

Mr. Din said that the overall MWBE goal is 30%. He said for New York State fiscal year 2016-2017, \$811 million was awarded in state-funded contracts, with MWBE participation of approximately \$127 million (16%). He reported that a total of \$583 million was paid to prime contractors with MWBE participation of approximately \$137 million (23%).

Mr. Din said for discretionary procurements, out of a total of approximately \$147 million, with a value of \$400,000 or less, approximately \$26 million (17%) was awarded to MWBEs, and an additional \$4 million (3%) was awarded to Small Business Concerns.

Mr. Din said for architectural and engineering awards through the discretionary procurement process, since inception 14 projects have been awarded, totaling \$1.5 million. He said for IT discretionary spending, a total of 113 awards were made, with total value of \$18 million. He said since inception \$50 million has been awarded.

Mr. Din reported that MWBE law firms received \$683,000 (9%) out of a total of \$8 million paid in outside counsel fees. Mr. Din also stated that DDCR has made great progress regarding site visits. Mr. Din reported that 457 site visits were conducted from January to August 2017. He said on average each manager is required to conduct at least eight site visits per month. Mr. Din said as of August 2017, DDCR closed 1,142 contracts, with an additional 17 contracts that were in the process of being closed, and 75 contracts were pending agency action.

Mr. Garner stated that we are averaging less than 10% with regards to legal fees. He said he met with the MTA general counsels, and agreed to hold two major outreach events for the MWDBE firms who are currently on MTA's outside counsel panel. In addition, Mr. Garner stated that DDCR was not aware that legal fees being issued by MTA Risk Management were not being counted in legal fee statistics.

### **M/W/DBE Capital Projects**

Mr. Din reported that as of June 2017, approximately \$903 million was awarded in federally-funded capital projects, with \$143 million (16%) awarded to DBEs. \$459 million was awarded in state-funded capital projects, including \$60 million (13%) awarded to MBEs, and \$44 million (10%) awarded to WBEs. He said total MWBE participation is 23%, and there is no additional SDVOB participation.

### **Financial Services**

Mr. Isom stated for the underwriter fees, for the first quarter of New York State fiscal year 2017-2018, \$2.45 million was awarded in underwriter fees. He said MBE participation was \$1.3 million (53%), and WBE participation was approximately \$339,000 (14%). He reported that an additional \$151,000 (6%) was paid to SDVOBs.

Mr. Isom said a total of 67% was awarded to MWBEs for the reporting period. He said MTA's high participation rate was due to a large transaction that was handled by an MBE. He said in the future MWBE participation might be around 35%.

Mr. Isom confirmed that MTA's 35% MWBE participation is the highest in the state. Mr. Garner added that financial services is the only area MTA-wide to achieve 6% SDVOB participation. He thanked Mr. Isom, Patrick McCoy, MTA Director of Finance and Robert Foran, MTA Chief Financial Officer for high MWBE and SDVOB participation in this area.

### **Asset Fund Managers**

Mr. Crawford reported that the MWBE investment in alternative investments closed in 2nd quarter. He said private equity fund received a \$25 million commitment from both plans. In addition, in response to Mr. Garner, he said MTA crossed \$1billion threshold in assets managed by MWBE, which represents 15% of our total assets.

Mr. Crawford stated that MTA continues to actively source new relationships and investment managers. He said MTA engaged with investment consultants, industry groups, custodians, and brokers and active schedule with meetings with 43 MWBE investment managers.

He said the key opportunities in 2018 will be in event-driven, long/short equities, global macro, emerging markets, and private equity.

### **Diversity Committee Charter**

Mr. Din stated that the Diversity Committee Charter is included in the book, and there are no changes recommended at this time.

### **Adjournment**

Chairman Molloy concluded the meeting, and the meeting was adjourned.

Respectfully submitted,

Faith Beauzile, Administrative Assistant

Department of Diversity and Civil Rights

.

## 2018 Diversity Committee Work Plan

---

### **I.RECURRING AGENDA ITEMS**

#### Responsibility

Approval of Minutes	Committee Chair & Members
Committee Work Plan	Committee Chair & Members
MTA Agency-wide Business and Diversity Initiatives and EEO Programs Activities	Dept. of Diversity/Civil Rights
MTA DBE Certification Program Activities	Dept. of Diversity/Civil Rights
M/W/DBE Contract Compliance Activities	Dept. of Diversity/Civil Rights
Action Items (if any)	As listed

### **II.SPECIFIC AGENDA ITEMS**

#### Responsibility

#### February 2018

Recommitment to EEO Policy	Dept. of Diversity/Civil Rights
2018 Departmental Goals	
2017 Year-End Report	
Recruitment Strategies for MTAHQ and MTA Agencies	Dept. of Diversity/Civil Rights, MTAHQ and Agency Staff

#### May 2018

1st Quarter 2018 Report	Dept. of Diversity/Civil Rights
-------------------------	---------------------------------

#### November 2018

2nd Quarter 2018 Report	Dept. of Diversity/Civil Rights
Recruitment Strategies for MTAHQ and MTA Agencies	Dept. of Diversity/Civil Rights, MTAHQ and Agency Staff

#### December 2018

3 <sup>rd</sup> Quarter 2018 Report	Dept. of Diversity/Civil Rights
Status Report on MTA Inter-Agency M/W/DBE Task Force	
2019 Diversity Committee Work Plan	Dept. of Diversity & Civil Rights

## **Detailed Summary**

### **I. RECURRING**

#### **Approval of Minutes**

Approval of the official proceedings of the previous month's Committee meeting.

#### **Diversity Committee Work Plan**

An update of any edits and/or changes in the work plan.

#### **MTA Agency-wide Business and Diversity Initiatives Program Activities**

The MTA Department of Diversity and Civil Rights update of planned Agency-wide Business and Diversity Initiatives Program activities.

#### **MTA Agency-wide EEO Program Activities**

The MTA Department of Diversity and Civil Rights update of agency-wide workforce analysis, new hires and EEO and Title VI complaints.

#### **MTA DBE Certification Program Activities**

MTA Department of Diversity and Civil Rights update of DBE Certification Program activities.

#### **M/W/DBE Contract Compliance Activities**

MTA Department of Diversity and Civil Rights update of M/W/DBE contract activities and program initiatives.

#### **Action Items**

Staff summary documents presented to the Board for approval of items affecting business standards and practices.

### **II. SPECIFIC AGENDA ITEMS**

#### **February 2018**

##### **Recommitment to EEO Policy**

Each year, the MTA disseminates Policies addressing the Americans with Disabilities Act, Sexual and Other Discriminatory Harassment Prevention and Equal Employment Opportunity in order to reaffirm MTA's commitment to ensuring a work place environment free from illegal discrimination and to ensure continued compliance with all applicable laws and regulations.

##### **Overview of 2018 MTA Department of Diversity/Civil Rights Departmental Goals**

The MTA Department of Diversity and Civil Rights will present an overview of Departmental goals and objectives for 2018.

## 2017 Year-End Report

The Department of Diversity and Civil Rights will present 2017 year-end update on MTA Agency-wide EEO and M/W/DBE contract compliance activities.

## Recruitment Strategies

Staff from the Department of Diversity and Civil Rights, MTAHQ and MTA Agencies will present recruitment strategies to address underutilization of minorities and women in the workforce.

## **May 2018**

### 1<sup>st</sup> Quarter 2018 Report

The Department of Diversity and Civil Rights will present 1<sup>st</sup> quarter 2018 update on MTA Agency-wide EEO and M/W/DBE contract compliance activities.

## **November 2018**

### 2<sup>nd</sup> Quarter 2018 Report

The Department of Diversity and Civil Rights will present 2<sup>nd</sup> quarter 2018 update on MTA Agency-wide EEO and M/W/DBE contract compliance activities.

## Recruitment Strategies

Staff from the Department of Diversity and Civil Rights, MTAHQ and MTA Agencies will present recruitment strategies to address underutilization of minorities and women in the workforce.

## **December 2018**

### 3<sup>rd</sup> Quarter 2018 Report

The Department of Diversity and Civil Rights will present 3<sup>rd</sup> quarter update on MTA Agency-wide EEO and M/W/DBE contract compliance activities.

## Status Report on MTA Inter-Agency M/W/DBE Task Force

The Department of Diversity and Civil Rights report will address progress made by the Task Force to improve M/W/DBE participation.

## 2019 Diversity Committee Work Plan

The Department of Diversity and Civil Rights will present an updated Diversity Committee Work Plan for 2019.

# Metropolitan Transportation Authority Department of Diversity and Civil Rights

## Executive Summary

November 5, 2018



# Executive Summary

## **New York State MWBE Utilization Top Three Agencies Fiscal Year 2017-18**

1. Metropolitan Transportation Authority - **\$634 Million (26%)**
2. Empire State Development Corporation - **\$212 Million (25%)**
3. Dormitory Authority of NY State - **\$174 Million (30%)**



# Executive Summary

## ■ Business and Diversity Initiatives

- From **June through October 2018**, the Business & Diversity Initiatives Unit attended **17** events throughout MTA's 14-county service region with the goal of increasing contracting opportunities for certified MWDBEs and SDVOBs. Examples of these events include General Contractors Association's networking event, Harlem Economic Development Corporation's presentation entitled "Doing Business with the MTA," New York City Department of Small Business Services' Procurement Fair, the 24<sup>th</sup> Annual Competitive Edge Conference and the New York State MWBE Forum.
- As a result of DDCR's vigorous outreach efforts, procurement opportunities have increased for such businesses in the areas of construction, outside legal services, financial services, asset fund management, information technology, and supply purchasing.
- Based on DDCR's outreach efforts **35 firms** were awarded a total of **\$467 million** in contract awards during the period of **January to October 2018**.
- As a result of our outreach, the participation at the DBE Certification workshops has also increased significantly.



# Executive Summary

## ■ Certification Activity Report

- Compared with the same period in the last two years, from **April through September 2018** DDCR received **fewer** DBE certification applications. However, from July through September 2018, there was a marked **increase** in the number of businesses attending DDCR's bi-monthly DBE certification workshops. As a result, we expect the number of new certification applications to increase in the coming quarters, as evidenced by the **increase** in the number of applications from **July through September 2018**.



# Executive Summary

## ■ EEO

The Department of Diversity and Civil Rights examined the workforce composition of MTA Agencies as of **June 30, 2018**. The total workforce **increased by 2%** employees in comparison to second quarter 2017.

- Females in the workforce **increased by 6%** compared to second quarter 2017 due to an increase in female representation within NYCT, CCC and LIRR. This increase was due to their outreach and recruitment at job fairs.
- Females were hired at **higher** percentage compared to their current representation of **19%** in the workforce due to targeted recruitment initiatives.
- Minorities in the workforce **increased by 3%** compared to second quarter 2017 due to an increase in minority representation within NYCT and CCC. This increase was due to recruitment at job fairs and non-minority turnover.



# Executive Summary

Each Agency conducted a **utilization analysis**\* of females and minorities in its workforce as of June 30, 2018. Based on the analysis, the majority of the underrepresentation MTA-wide for **females** and **minorities** occurred in the following EEO categories:

## Females:

- ☐ Technicians – Blacks, Hispanics, Asians, and Whites
- ☐ Administrative Support – Hispanics, Asians, and Whites
- ☐ Skilled Craft, Service Maintenance – Blacks, Hispanics, Asians and Whites

## Minorities:

- ☐ Technicians – Blacks, Hispanics, Asians, and 2+ Races
- ☐ Skilled Craft – Blacks, Hispanics, Asians, and 2+ Races
- ☐ Service Maintenance – Blacks, Hispanics, and Asians

\*The utilization analysis compares the percentages of females and minorities employed in each job group to the females and minorities available within the relevant labor market.



# Executive Summary

- **MTA Agencies Hiring strategies to increase female and minority representation**
  - Include female and minority professional associations, affinity groups, web-based, and social media advertisement to recruit and retain high-performing talent for critical positions.
  - Develop and strengthen relationships with organizations, through outreach, that connect employers seeking qualified candidates that are veterans and individuals with disabilities.
  - Attend career related events to promote competitive exams, full-time and college aide employment opportunities.
  - Participate in outreach events focused on young women in high school, to promote career development, similar to the Today's Girl, Tomorrow's Woman Conference.
  - To increase representation of minorities in the Skilled Craft EEO Category, EEO Officers will explore with stakeholders opportunities of establishing more apprentice programs similar to the Transit Mechanical Apprentice Program.
  - Strengthen paid college internship opportunities with greater outreach to females, Blacks, and Hispanics.



# Executive Summary

## ■ Small Business Development Program (as of September 30, 2018)

### Prequalification

- Compared to last year, a downward trend in program participants due to firms graduating from the **Tier 1 program (\$1M) to Tier 2 (\$2M to \$3M)**.
- There have been a number of firms that have not submitted financials. In a quest to remedy this issue, we have scheduled firms to come in for an appointment.

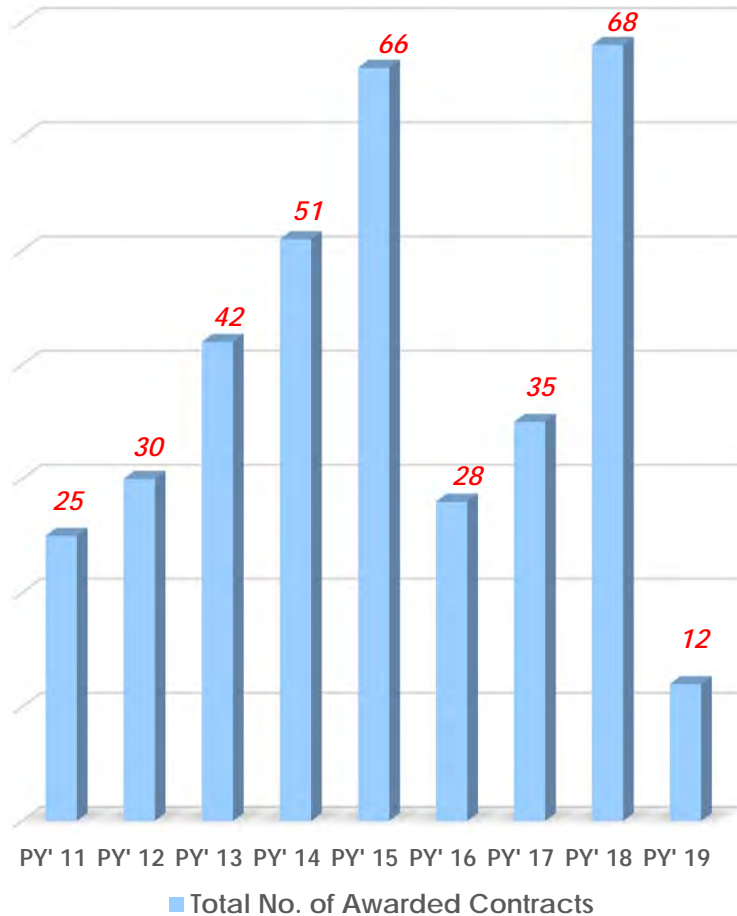
### Emerging Contractors Program - Transitioning from the ECP to Tier 1

Ethnicity Breakdown	Prequalified	Transitioned	Projects	Amount
Black	22	6	3	\$0.94M
Subcontinent Asian	13	6	3	\$1.40M
Hispanic	9	6	3	\$1.25M
Asian Pacific	1	0	0	\$0.00M
Other	8	3	1	\$0.28M
Totals for Emerging Contractors	53	21	10	\$3.87M



# Executive Summary

## ■ Small Business Development Program (Continued) Contract Awards



Note: PY – Program Year



# Executive Summary

## ■ Small Business Development Program (as of September 30, 2018)

The MTA is a nationally recognized leader in securing surety bonds for Certified MWDBE firms

### SBDP Loan Program

■ Year 1	-	1 Loan	totaling	\$ 100,000
■ Year 2	-	5 Loans	totaling	\$ 450,000
■ Year 3	-	11 Loans	totaling	\$ 900,000
■ Year 4	-	28 Loans	totaling	\$ 2,990,000
■ Year 5	-	16 Loans	totaling	\$ 3,020,000
■ Year 6	-	14 Loans	totaling	\$ 2,142,500
■ Year 7	-	16 Loans	totaling	\$ 2,580,000
■ Year 8	-	13 Loans	totaling	\$ 1,950,000
■ Year 9	-	4 Loans	totaling	\$ 359,000
■ Total		<b>104 Loans</b>	<b>Totals</b>	<b>\$14,491,500</b>

### SBDP Bond Program

Bonding Capacity increased to **\$261.5M** single and **\$489.0M** aggregate. Fifty (50) firms have Surety and Performance Bonding in Tier 2 and SBFP. Of that, Nine (9) firms have acquired Surety Bonding through the SBDP.

### Job Creation

**8,200** jobs created or maintained within the small business and the MWDBE / SDVOB communities, **1,684** new jobs added in **Program Year 8**, a **27.2%** annual increase.



# EXECUTIVE SUMMARY (continued)

## ■ Small Business Development Program (Continued)

### *What's New and Exciting*

#### Supporting Marketing Strategies:

##### ■ Comprehensive Website Reviews & Marketing Strategies

Assist with Website development and capability statement for the program participants. Professional representation and marketing of firms on the web so as to facilitate teaming, partnership and subcontracting opportunities with Prime contractors doing work with the MTA.

##### ■ Summer Executive Leadership Training Workshops

- Continue professional development to promote capacity building of program participants so that they can successfully bid and complete MTA projects.

##### ■ Bidding Opportunities for MTA Projects

- Progressive capacity building by creating opportunities on MTA projects in the \$3M - \$15M range to continue their growth post graduation from the SBDP



# Executive Summary

## ■ MWDBE and SDVOB Contract Compliance

### ■ 30% NY State Fiscal Year 2018-2019 MWBE Goal

- 15% MWBE participation in contract awards, two quarters.\*
- 26% MWBE participation in contract payments for same period.

### ■ 6% NY State Fiscal Year 2018-2019 SDVOB Goal

- 6.5% SDVOB participation in contract awards, two quarters.\*
- 3% SDVOB participation in contract payment for same period.

### ■ 18% Federal Fiscal Year 2018 DBE Goal

- 13% DBE participation in contract awards, first half.\*\*
- 15% DBE participation in contract payments for same time period.



\* April 2018 through September 2018.

\*\* October 2017 through March 2018.

# Executive Summary

## ■ MWDBE and SDVOB Contract Compliance (Continued)

### ■ Strategies for Improvement

- Monthly meeting with agencies to maximize the allocation of projects to the Small Business Development Program. As of **September 2018**, MWDBE award participation achievement has been as follows:
  - 73% MWBE.
  - 56% DBE.
- Working with MTA operating agencies to design smaller contracts **\$3 million to \$15 million** in value to allow for greater MWDBE/SDVOB participation on prime contract awards
- Conducting effective outreach to potential MWDBEs and SDVOBs in order to increase the pool of available certified firms to participate in the Small Business Mentoring Program.
- Targeted recruitment to encourage MWBE to compete as prime contractors.



# Executive Summary

## ■ MWDBE and SDVOB Contract Compliance (Continued)

- DDCR has increased its contract monitoring activity to ensure greater MWDBE and SDVOB participation. Currently approximately more than **1,500** contracts are being monitored for MWDBE and SDVOB goal compliance.
- In order to guard against fraud and to ensure that MWDBEs and SDVOBs are performing a commercially useful function, DDCR has increased the number of visits to contract work sites. From **January-September 2018**, over **500** visits were conducted at various job sites. Current 2018 average through September of approximately **56** site visits per month is above DDCR's goal of **50** visits per month.
- In order to timely, and accurately assess MWDBE and SDVOB goal compliance and report accurate data to MTA funding partners, in conjunction with the operating agencies DDCR closed over **1,300** contracts.



# Metropolitan Transportation Authority Department of Diversity and Civil Rights

## Business & Diversity Initiatives

November 5, 2018



# Business and Diversity Initiatives

## June

Harlem Economic Development Corporation presents “Doing Business with the MTA”

La Guardia Community College presents the 16<sup>th</sup> Annual Small Business and Procurement Expo

NY Power Authority Digital and Energy Purchasing Exchange

Puerto Rico Trade Mission to New York Seminar “How to Do Business with the MTA”

12<sup>th</sup> Annual NYC Department of Small Business Services Procurement Fair

Brooklyn Hispanic Chamber of Commerce presents “How to do Business with City and State Agencies”

## July

Councilwoman Nadine-Hunt Robinson presents “MWBE Entrepreneurial Networking Event”

24<sup>th</sup> Annual Competitive Edge Conference



# Business and Diversity Initiatives

## July (Continued)

Harlem Week Kickoff Event: A Great Day in Harlem

Greater Harlem Chamber of Commerce presents Reception at Gracie Mansion  
Honoring "Women Transforming the World"

## August

City University Construction Fund MWBE/SDVOB Contract Opportunities Conference

Harlem Week celebrates NYC Economic Development Day

City and State Diversity Summit: Empower and Advance your Business

Greater Harlem Chamber of Commerce presents Higher Education & Recruitment Expo  
and Harlem Day Business Expo



# Business and Diversity Initiatives

## September

DBE Certification Session

The Greater NY Chamber of Commerce Business Expo

Annual Circle of Sisters Expo

## October

New York State Eighth Annual MWBE Forum



# Business and Diversity Initiatives

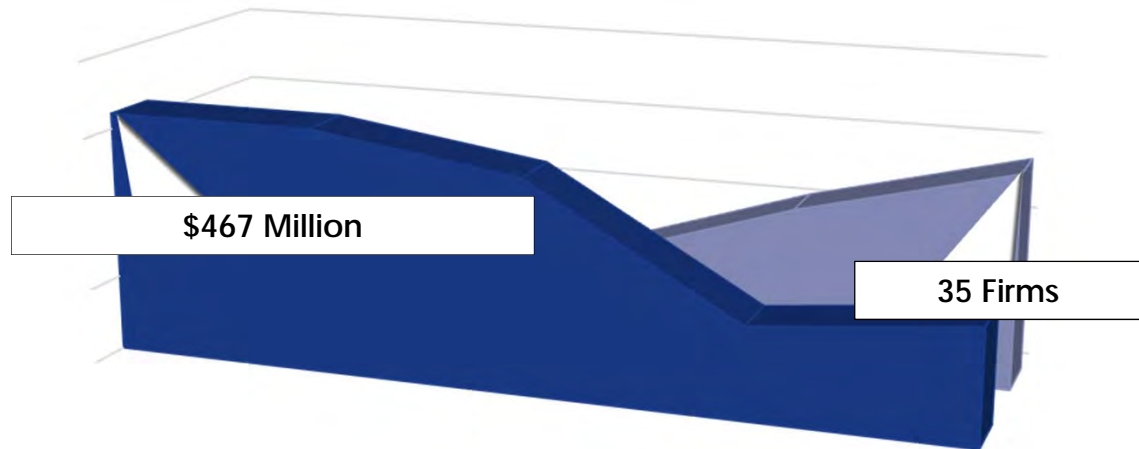
## Contract Awards Based On Outreach Efforts January 2018 – October 2018

### Certified Firms Listed In DDCR's Outreach Database

MWBE	292
WBE*	106
DBE	172
SDVOB	104

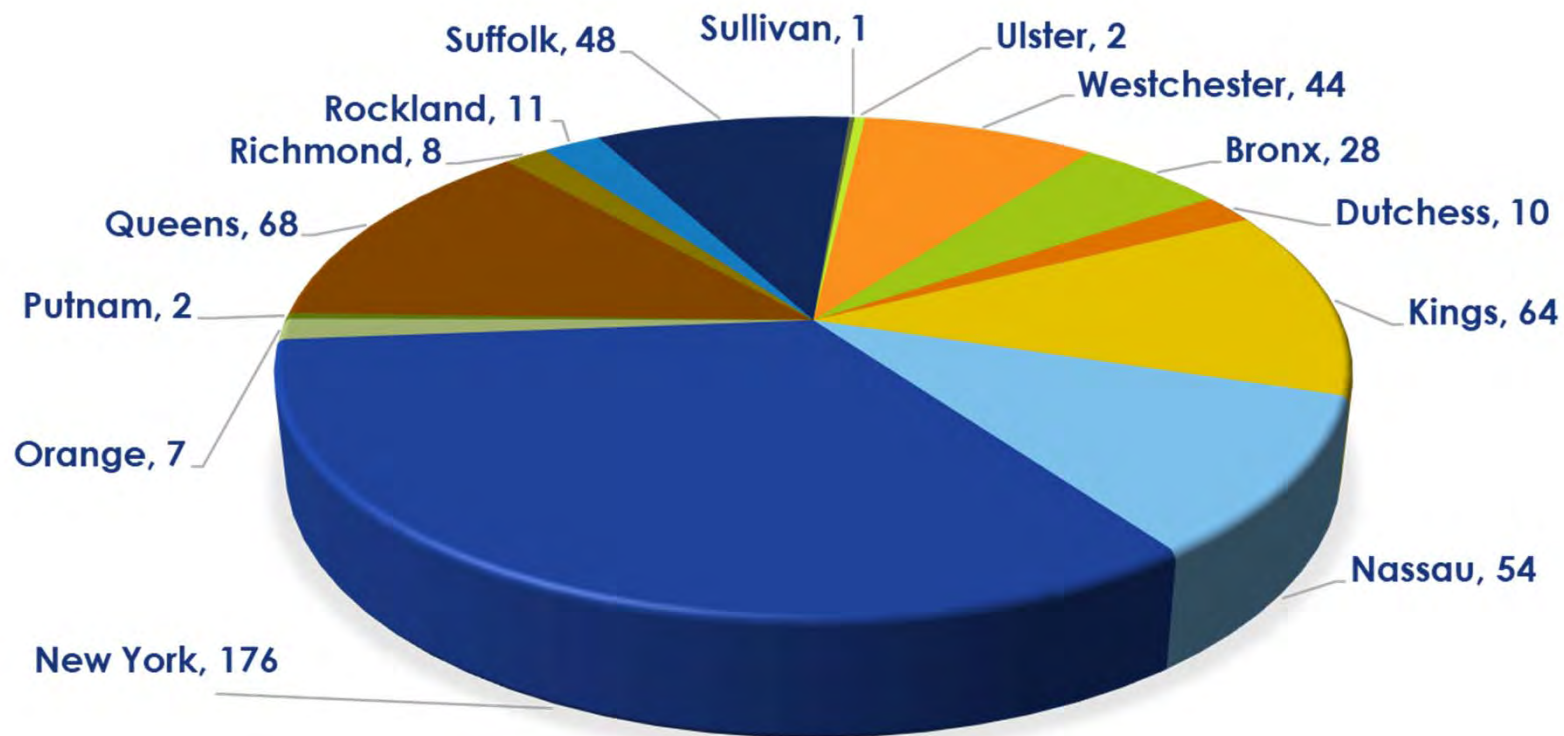
\* WBEs include non-ethnic women-owned businesses

\*\* MWBEs include ethnic and minority women-owned businesses



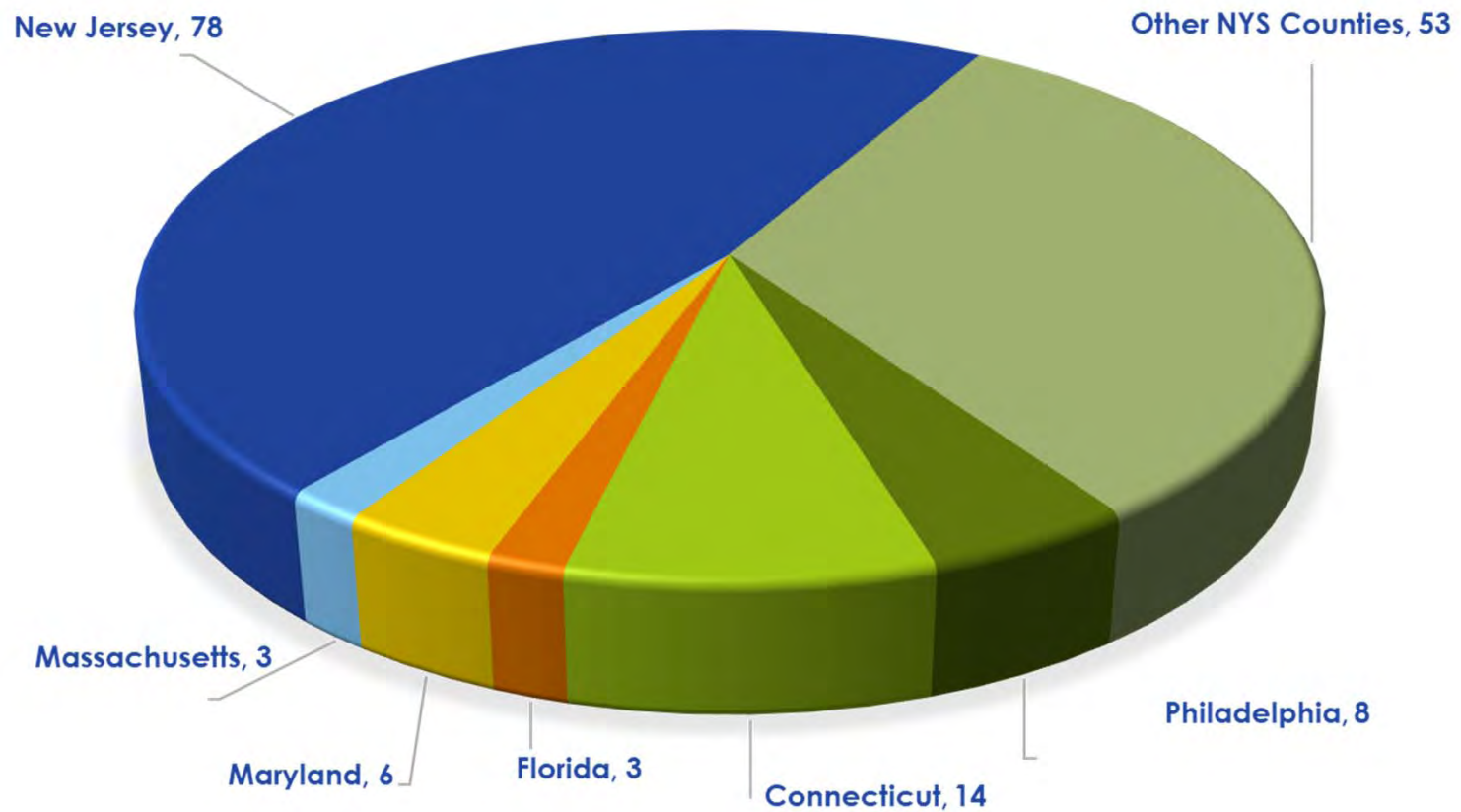
# Business and Diversity Initiatives

Outreach Conducted In MTA Region Service Area (14 Counties)



# Business and Diversity Initiatives

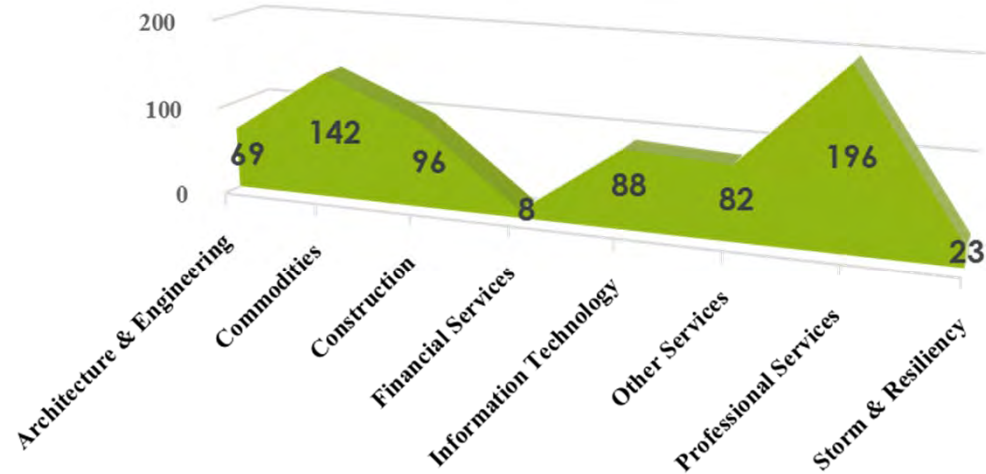
Outreach Conducted Outside MTA Region Service Area



# Business and Diversity Initiatives

## Outreach Results By Business Type

Business Type	Total (%)
Architecture & Engineering	10%
Commodities	20%
Construction	14%
Storm & Resiliency	3%
Financial Services	1%
Information Technology	12%
Other Services	12%
Professional Services	28%



Total Firms: 704

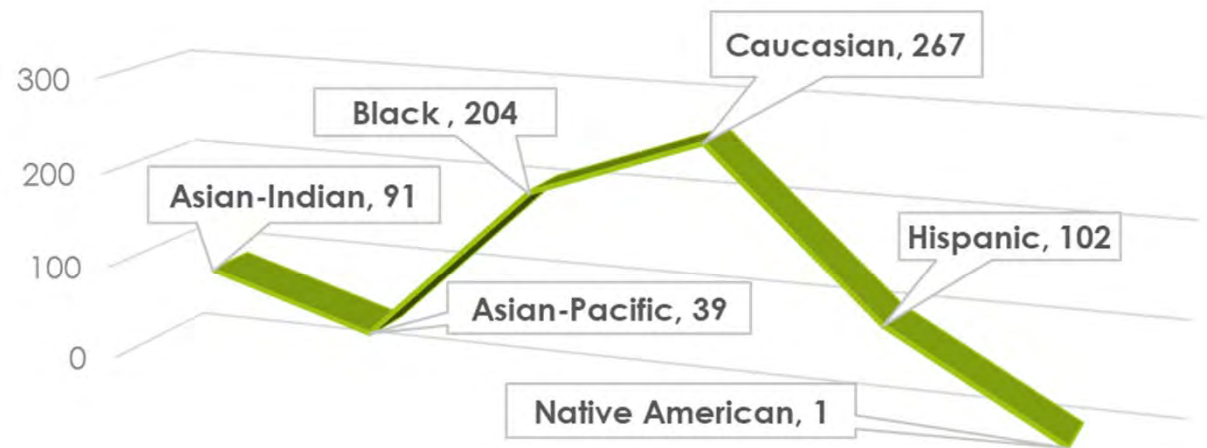


# Business and Diversity Initiatives

## Outreach Results By Ethnicity

The following is a breakdown by ethnicity of firms as result of outreach

- ❑ Black/African American - 29%
- ❑ Caucasian - 38%
- ❑ Hispanic - 14%
- ❑ Asian-Indian - 13%
- ❑ Asian-Pacific - 6%
- ❑ Native American - 0%



# Metropolitan Transportation Authority Department of Diversity and Civil Rights

## DBE Certification Activity Report

November 5, 2018



# MTA DBE Certification Unit

## CERTIFICATION APPLICATIONS RECEIVED SECOND QUARTER 2016-2018

	2018	2017	2016
APRIL	2	9	7
MAY	14	8	14
JUNE	4	9	16
TOTAL	20	26	37

## CERTIFICATION ACTIVITY FOR NEW APPLICATIONS SECOND QUARTER 2016-2018

	2018	2017	2016
CERTIFIED	11	23	15
DENIED	0	0	0
RETURNED	5 <sup>1</sup>	15 <sup>2</sup>	16 <sup>3</sup>
WITHDRAWN	9	9	3
TOTAL	25	47	34

1. One firm reapplied for certification in July
2. Two firms were already certified by other NYUCP partners; four firms reapplied, one was certified and three are pending certification.
3. Seven firms reapplied and were certified as DBEs.



# MTA DBE Certification Unit

## CERTIFICATION APPLICATIONS RECEIVED THIRD QUARTER 2016-2018

	2018	2017	2016
<b>JULY</b>	<b>18</b>	<b>9</b>	<b>9</b>
<b>AUG</b>	<b>4</b>	<b>12</b>	<b>10</b>
<b>SEPT</b>	<b>3</b>	<b>6</b>	<b>13</b>
<b>TOTAL</b>	<b>25</b>	<b>27</b>	<b>32</b>

## CERTIFICATION ACTIVITY FOR NEW APPLICATIONS THIRD QUARTER 2016-2018

	2018	2017	2016
<b>CERTIFIED</b>	<b>19</b>	<b>13</b>	<b>17</b>
<b>DENIED</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>RETURNED</b>	<b>3</b>	<b>5</b>	<b>10</b>
<b>WITHDRAWN</b>	<b>0</b>	<b>7</b>	<b>2</b>
<b>TOTAL</b>	<b>22</b>	<b>25</b>	<b>29</b>

1. One firm reapplied for certification in July
2. Two firms were already certified by other NYUCP partners; four firms reapplied, one was certified and three are pending certification.
3. Seven firms reapplied and were certified as DBEs.



# Metropolitan Transportation Authority Department of Diversity and Civil Rights

MTA-Wide Paid Internship College Programs  
as of September 30, 2018

November 5, 2018



# MTA Paid Summer College Interns as of September 30, 2018

Agency	TOTAL <sup>1</sup>		Minorities		WHITES		BLACKS		HISPANICS		ASIANS		AI/AN		NHOPI		2+ RACES		VETERANS	
	#	%	#	%	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
B&T	4		4	100%	0	0%	2	50%	1	25%	1	25%	0	0%	0	0%	0	0%	0	0%
F	2	50%	2	50%	0	0%	2	50%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
M	2	50%	2	50%	0	0%	0	0%	1	25%	1	25%	0	0%	0	0%	0	0%	0	0%
BUS	25		20	80%	5	20%	4	16%	8	32%	7	28%	0	0%	0	0%	1	4%	0	0%
F	12	48%	10	40%	2	8%	2	8%	4	16%	3	12%	0	0%	0	0%	1	4%	0	0%
M	13	52%	10	40%	3	12%	2	8%	4	16%	4	16%	0	0%	0	0%	0	0%	0	0%
CCC	13		8	62%	5	38%	1	8%	4	31%	3	23%	0	0%	0	0%	0	0%	0	0%
F	5	38%	3	23%	2	15%	0	0%	2	15%	1	8%	0	0%	0	0%	0	0%	0	0%
M	8	62%	5	38%	3	23%	1	8%	2	15%	2	15%	0	0%	0	0%	0	0%	0	0%
LIRR	43		27	63%	16	37%	4	9%	6	14%	13	30%	0	0%	0	0%	4	9%	1	2%
F	23	53%	14	33%	9	21%	4	9%	2	5%	6	14%	0	0%	0	0%	2	5%	0	0%
M	20	47%	13	30%	7	16%	0	0%	4	9%	7	16%	0	0%	0	0%	2	5%	1	100%
MNR	43		20	47%	23	53%	6	14%	5	12%	9	21%	0	0%	0	0%	0	0%	0	0%
F	11	26%	6	14%	5	12%	3	7%	1	2%	2	5%	0	0%	0	0%	0	0%	0	0%
M	32	74%	14	33%	18	42%	3	7%	4	9%	7	16%	0	0%	0	0%	0	0%	0	0%
NYCT	136		116	85%	20	15%	32	24%	23	17%	58	43%	0	0%	0	0%	3	2%	0	0%
F	57	42%	48	35%	9	7%	15	11%	11	8%	20	15%	0	0%	0	0%	2	1%	0	0%
M	79	58%	68	50%	11	8%	17	13%	12	9%	38	28%	0	0%	0	0%	1	1%	0	0%
Total	264		195	74%	69	26%	49	19%	47	18%	91	34%	0	0%	0	0%	8	3%	1	0%



\*American Indian/Alaskan Native

\*\*Native Hawaiian Other Pacific Islander

# Metropolitan Transportation Authority Department of Diversity and Civil Rights

MTA-Wide Workforce  
as of June 30, 2018

November 5, 2018



# MTA-Wide Workforce as of June 30, 2018

Agency	Gender	TOTAL <sup>1</sup>		Minorities		WHITES		BLACKS		HISPANICS		ASIANS		AI/AN*		NHOP <sup>1</sup> **		2+ RACES		VETERANS	
		#	%	#	%	#	#	#	%	#	%	#	%	#	%	#	%	#	%	#	%
B&T	Total	1,367		751	55%	616	45%	346	25%	247	18%	95	7%	5	0%	2	0%	56	4%	81	6%
	F	304	22%	236	17%	68	5%	140	10%	56	4%	25	2%	2	0%	1	0%	12	1%	9	11%
	M	1,063	78%	515	38%	548	40%	206	15%	191	14%	70	5%	3	0%	1	0%	44	3%	72	89%
BUS	Total	4,187		3,251	78%	936	22%	1,875	45%	836	20%	343	8%	9	0%	14	0%	174	4%	45	1%
	F	537	13%	480	11%	57	1%	302	7%	132	3%	25	1%	1	0%	0	0%	20	0%	5	11%
	M	3,650	87%	2,771	66%	879	21%	1,573	38%	704	17%	318	8%	8	0%	14	0%	154	4%	40	89%
CCC	Total	137		73	53%	64	47%	22	16%	12	9%	35	26%	1	1%	0	0%	3	2%	7	5%
	F	49	36%	30	22%	19	14%	12	9%	8	6%	9	7%	0	0%	0	0%	1	1%	4	57%
	M	88	64%	43	31%	45	33%	10	7%	4	3%	26	19%	1	1%	0	0%	2	1%	3	43%
HQ	Total	2,774		1,574	57%	1,200	43%	630	23%	366	13%	436	16%	7	0%	2	0%	133	5%	66	2%
	F	937	34%	674	24%	263	9%	345	12%	126	5%	143	5%	0	0%	1	0%	59	2%	6	9%
	M	1,837	66%	900	32%	937	34%	285	10%	240	9%	293	11%	7	0%	1	0%	74	3%	60	91%
LIRR	Total	7,661		2,791	36%	4,870	64%	1,314	17%	881	11%	318	4%	23	0%	4	0%	251	3%	526	7%
	F	1,182	15%	621	8%	561	7%	369	5%	138	2%	63	1%	2	0%	1	0%	48	1%	26	5%
	M	6,479	85%	2,170	28%	4,309	56%	945	12%	743	10%	255	3%	21	0%	3	0%	203	3%	500	95%
MNR	Total	6,749		2,586	38%	4,163	62%	1,365	20%	732	11%	213	3%	27	0%	1	0%	248	4%	560	8%
	F	1,320	20%	1,004	15%	316	5%	781	12%	122	2%	55	1%	4	0%	1	0%	41	1%	24	4%
	M	5,429	80%	1,582	23%	3,847	57%	584	9%	610	9%	158	2%	23	0%	0	0%	207	3%	536	96%
NYCT	Total	51,885		40,344	78%	11,541	22%	24,184	47%	8,585	17%	6,174	12%	105	0%	22	0%	1,274	2%	675	1%
	F	9,656	19%	8,875	17%	781	2%	6,610	13%	1,440	3%	542	1%	19	0%	4	0%	260	1%	57	8%
	M	42,229	81%	31,469	61%	10,760	21%	17,574	34%	7,145	14%	5,632	11%	86	0%	18	0%	1,014	2%	618	92%
Total		74,760		51,370	69%	23,390	31%	29,736	40%	11,659	16%	7,614	10%	177	0%	45	0%	2,139	3%	1,960	3%

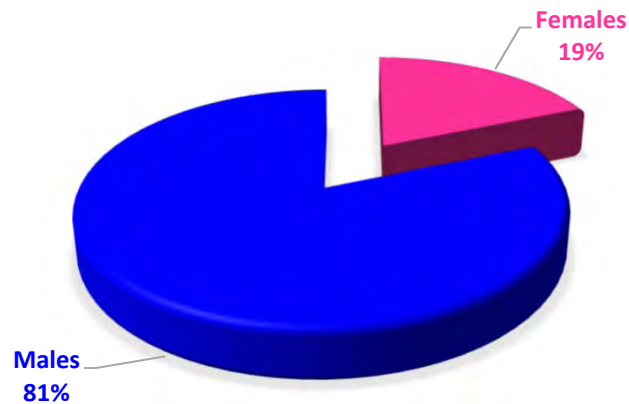
\*American Indian/Alaskan Native

\*\*Native Hawaiian Other Pacific Islander

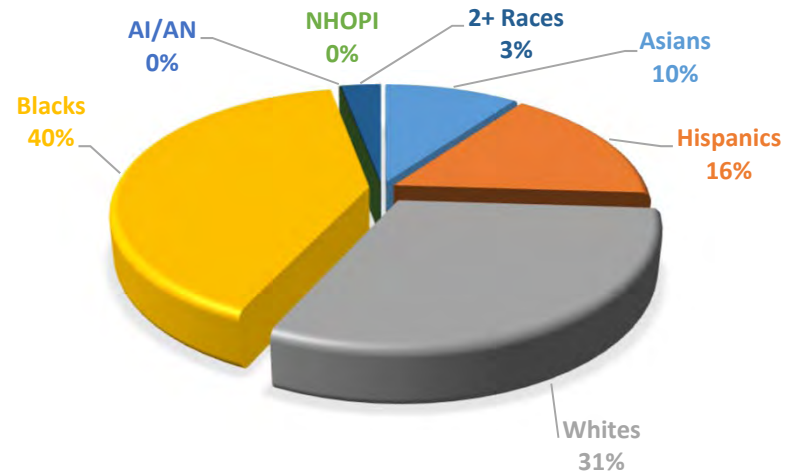


# MTA-Wide Workforce as of June 30, 2018

Workforce By Gender



Workforce By Race/Ethnicity

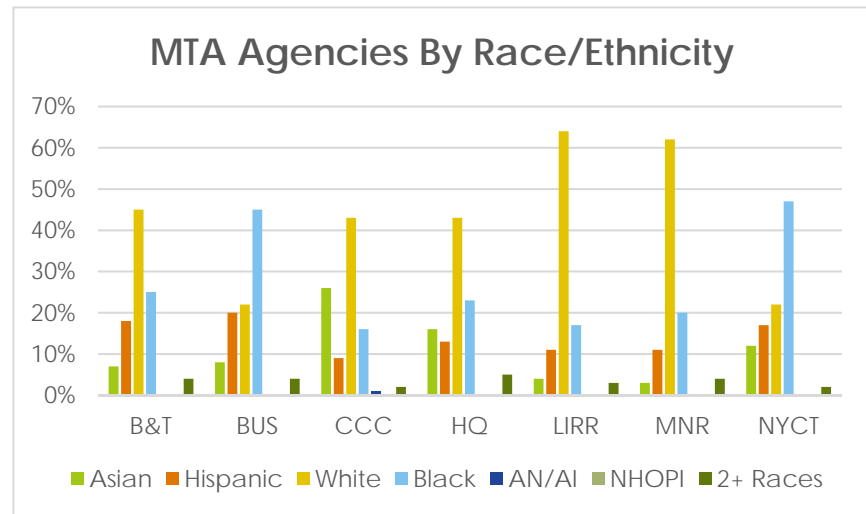
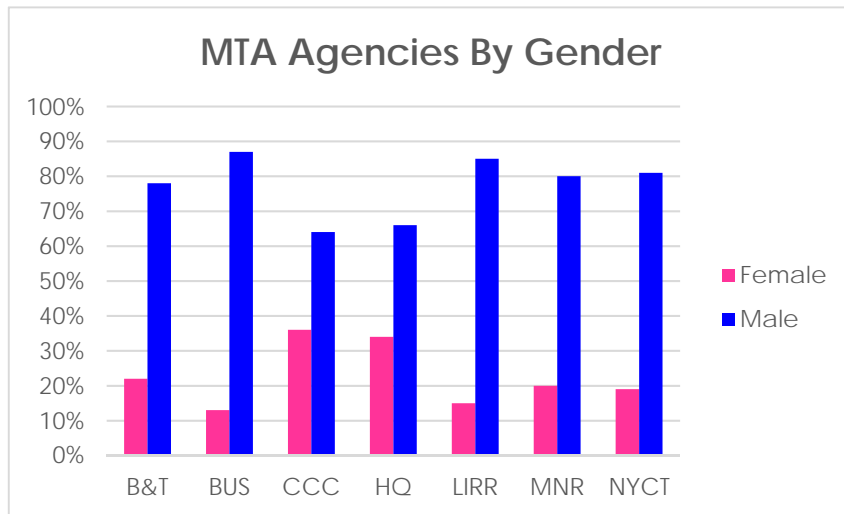


MTA's workforce consists of **74,760** employees.

- ❑ **19%** females, **69%** minorities and **3%** veterans.
- ❑ The percentage of females employed has **increased** by **6%** when compared to second quarter 2017.
- ❑ The overall composition of MTA's workforce **increased** by **3%** as it relates to race and ethnicity when compared to second quarter 2017.



# MTA-Wide Workforce by Gender and Race/Ethnicity as of June 30, 2018



Agency	Employees	Females	Minorities
B&T	1,367	22%	55%
BUS	4,187	13%	78%
CCC	137	36%	53%
HQ	2,774	34%	57%
LIRR	7,661	15%	36%
MNR	6,749	20%	38%
NYCT	51,885	19%	78%



# Definitions of EEO Job Categories

- ❑ **Officials & Administrators** - Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.
- ❑ **Professionals** - Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.
- ❑ **Technicians** - Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
- ❑ **Protective Services** - Occupations in which workers are entrusted with public safety, security and protection from destructive forces.



# Definitions of EEO Job Categories

- ❑ **Paraprofessionals** - Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.
- ❑ **Administrative Support** - Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.
- ❑ **Skilled Craft** - Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.
- ❑ **Service Maintenance** - Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.



# MTA-Wide Underutilization Analysis Overview

MTA conducted an availability analysis of females and minorities in its workforce. The utilization analysis consists of comparing MTA's **June 30, 2018** workforce percentages for females and minorities to 80 percent of the females and minorities available within the relevant labor market based on the U.S. Census.

The following numbers and information do not reflect underutilization for specific job groups. In addition, the numbers and information provided do not show statistical disparities or explain the reasons or provide a root cause analysis for any identified underutilization.

In general, as of June 30, 2018, **females, Asians, Blacks** and **Hispanics** were underrepresented in some of the EEO job categories at the Agencies. A majority of the underrepresentation occurred within the Technicians, Skilled Craft and Service Maintenance job categories.

The following charts provide shaded/bolded areas that represent underutilization for each agency by EEO job category: (1) the female and minority workforce percentages for each agency; (2) estimated availability of the females and minorities based 2010 Census data by EEO job category; and (3) whether or not the estimated availability percentages were met for females and minorities within each of the EEO job categories.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Blacks			Hispanics		Asians		AI/AN*		NHOPI**		2+ Races		Whites	
	Gender	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %
Officials & Administrators															
B&T	F	8%	11%	5%	3%	3%	4%	0%	0%	0%	0%	1%	2%	8%	10%
	M	8%	11%	6%	7%	5%	9%	0%	0%	0%	0%	3%	3%		
BUS	F	3%	10%	2%	3%	1%	2%	0%	0%	0%	0%	0%	1%	15%	4%
	M	8%	16%	5%	10%	4%	9%	0%	0%	0%	0%	2%	4%		
CCC	F	5%	7%	3%	4%	5%	7%	0%	0%	0%	0%	0%	0%	12%	12%
	M	5%	7%	2%	0%	15%	20%	1%	1%	0%	0%	0%	2%		
HQ	F	7%	14%	3%	4%	4%	6%	0%	0%	0%	0%	1%	1%	16%	14%
	M	5%	8%	4%	4%	6%	11%	0%	0%	0%	0%	1%	2%		
LIRR	F	5%	5%	2%	2%	1%	2%	0%	0%	0%	0%	1%	1%	11%	10%
	M	7%	8%	6%	8%	3%	4%	0%	1%	0%	0%	1%	3%		
MNR	F	4%	5%	3%	3%	3%	3%	0%	0%	0%	0%	1%	1%	13%	10%
	M	6%	9%	4%	6%	4%	5%	0%	0%	0%	0%	2%	3%		
NYCT	F	6%	12%	2%	2%	1%	3%	0%	0%	0%	0%	0%	1%	6%	6%
	M	18%	18%	8%	9%	10%	11%	0%	0%	1%	0%	2%	3%		

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Gender	Blacks		Hispanics		Asians		AI/AN*		NHOPI**		2+ Races		Whites	
		Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %
<b>Professionals</b>															
<b>B&amp;T</b>	<b>F</b>	8%	13%	4%	10%	3%	6%	0%	0%	0%	0%	1%	2%	13%	13%
	<b>M</b>	8%	7%	9%	9%	4%	7%	0%	0%	0%	1%	1%	6%		
<b>BUS</b>	<b>F</b>	8%	15%	5%	12%	4%	10%	0%	0%	0%	0%	1%	4%	13%	8%
	<b>M</b>	5%	10%	4%	5%	8%	15%	0%	0%	0%	0%	2%	4%		
<b>CCC</b>	<b>F</b>	8%	21%	3%	5%	8%	11%	0%	0%	0%	0%	0%	0%	15%	5%
	<b>M</b>	6%	11%	4%	5%	5%	26%	0%	0%	0%	0%	0%	0%		
<b>HQ</b>	<b>F</b>	6%	15%	4%	5%	4%	8%	0%	0%	0%	0%	1%	3%	20%	9%
	<b>M</b>	5%	12%	4%	9%	5%	15%	0%	0%	0%	0%	1%	4%		
<b>LIRR</b>	<b>F</b>	3%	3%	2%	2%	2%	3%	0%	0%	0%	0%	0%	1%	14%	8%
	<b>M</b>	6%	10%	5%	8%	6%	11%	0%	0%	0%	0%	1%	3%		
<b>MNR</b>	<b>F</b>	7%	12%	6%	5%	4%	6%	0%	1%	0%	0%	1%	3%	24%	12%
	<b>M</b>	4%	9%	4%	7%	4%	8%	0%	0%	0%	0%	0%	2%		
<b>NYCT</b>	<b>F</b>	6%	17%	3%	5%	4%	8%	0%	0%	0%	0%	0%	2%	15%	7%
	<b>M</b>	9%	15%	5%	5%	9%	19%	2%	0%	0%	0%	1%	2%		

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Gender	Blacks		Hispanics		Asians		AI/AN*		NHOP**		2+ Races		Whites	
		Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %
<b>Technicians</b>															
<b>B&amp;T</b>	F	11%	6%	3%	6%	0%	0%	0%	0%	0%	0%	1%	1%	2%	5%
	M	16%	10%	16%	21%	3%	4%	0%	0%	0%	0%	2%	1%		
<b>BUS</b>	F	7%	6%	6%	13%	1%	0%	0%	0%	0%	0%	0%	0%	21%	44%
	M	5%	0%	5%	0%	8%	6%	0%	0%	0%	0%	3%	6%		
<b>CCC</b>	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
<b>HQ</b>	F	3%	0%	2%	1%	0%	0%	0%	0%	0%	0%	1%	1%	6%	4%
	M	7%	8%	11%	6%	3%	4%	0%	0%	0%	1%	1%	1%		
<b>LIRR</b>	F	3%	3%	3%	0%	2%	6%	0%	0%	0%	0%	0%	3%	6%	14%
	M	10%	0%	9%	11%	8%	20%	0%	3%	0%	0%	0%	3%		
<b>MNR</b>	F	4%	5%	2%	2%	1%	0%	0%	0%	0%	0%	1%	1%	4%	3%
	M	13%	17%	8%	10%	5%	6%	0%	0%	0%	0%	3%	4%		
<b>NYCT</b>	F	7%	20%	5%	4%	5%	1%	0%	0%	0%	0%	0%	0%	17%	5%
	M	8%	23%	5%	6%	7%	15%	0%	0%	0%	0%	1%	3%		

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Gender	Blacks		Hispanics		Asians		AI/AN*		NHOPI**		2+ Races		Whites	
		Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %
<b>Protective Services</b>															
<b>B&amp;T</b>	<b>F</b>	4%	14%	3%	3%	0%	0%	0%	0%	0%	0%	0%	1%	3%	2%
	<b>M</b>	4%	20%	7%	20%	2%	4%	0%	0%	0%	0%	0%	2%		
<b>BUS</b>	<b>F</b>	7%	0%	16%	14%	1%	0%	0%	0%	0%	0%	1%	0%	13%	14%
	<b>M</b>	22%	57%	5%	0%	0%	0%	0%	0%	0%	0%	7%	14%		
<b>CCC</b>	<b>F</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	<b>M</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
<b>HQ</b>	<b>F</b>	3%	4%	2%	3%	0%	0%	0%	0%	0%	0%	0%	1%	7%	6%
	<b>M</b>	7%	10%	8%	16%	2%	3%	0%	0%	0%	0%	1%	2%		
<b>LIRR</b>	<b>F</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	<b>M</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
<b>MNR</b>	<b>F</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	8%
	<b>M</b>	4%	0%	6%	8%	1%	0%	0%	0%	0%	0%	4%	17%		
<b>NYCT</b>	<b>F</b>	10%	16%	6%	3%	2%	0%	0%	0%	0%	0%	0%	1%	19%	2%
	<b>M</b>	14%	34%	8%	16%	3%	6%	0%	0%	0%	0%	1%	2%		

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Blacks			Hispanics		Asians		AI/AN*		NHOPI**		2+ Races		Whites	
	Gender	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %
Para-Professionals															
B&T	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
BUS	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
CCC	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
HQ	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
LIRR	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
MNR	F	12%	20%	12%	0%	4%	7%	0%	0%	0%	0%	1%	0%	41%	33%
	M	2%	0%	2%	0%	1%	0%	0%	0%	0%	0%	0%	7%		
NYCT	F	11%	26%	9%	15%	3%	6%	0%	0%	0%	0%	1%	4%	26%	4%
	M	7%	19%	5%	11%	3%	6%	0%	0%	0%	0%	0%	2%		

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Blacks			Hispanics		Asians		AI/AN*		NHOPI**		2+ Races		Whites	
	Gender	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %
Administrative Support															
B&T	F	37%	59%	9%	9%	3%	3%	0%	0%	0%	0%	0%	0%	13%	3%
	M	4%	6%	3%	3%	4%	6%	0%	0%	0%	0%	0%	0%		
BUS	F	11%	18%	8%	8%	3%	3%	0%	0%	0%	0%	2%	3%	10%	6%
	M	16%	18%	6%	3%	7%	9%	0%	1%	0%	0%	3%	7%		
CCC	F	2%	10%	6%	30%	3%	0%	0%	0%	0%	0%	0%	10%	21%	0%
	M	3%	10%	0%	30%	5%	10%	0%	0%	0%	0%	0%	0%		
HQ	F	11%	36%	11%	11%	4%	3%	0%	0%	0%	0%	1%	6%	41%	19%
	M	2%	9%	2%	6%	1%	4%	0%	0%	0%	0%	0%	1%		
LIRR	F	13%	20%	10%	8%	4%	3%	0%	0%	0%	0%	1%	2%	26%	20%
	M	5%	9%	4%	6%	2%	1%	0%	0%	0%	0%	1%	2%		
MNR	F	11%	20%	11%	7%	4%	1%	0%	0%	0%	0%	0%	2%	30%	10%
	M	4%	14%	5%	8%	2%	3%	0%	0%	0%	0%	0%	3%		
NYCT	F	19%	31%	8%	6%	3%	3%	0%	0%	0%	0%	1%	1%	8%	3%
	M	19%	23%	9%	9%	6%	15%	0%	0%	0%	0%	1%	1%		

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Blacks			Hispanics		Asians		AI/AN*		NHOPI**		2+ Races		Whites		
	Gender	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	
Skilled Craft																
B&T	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
BUS	F	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	
	M	24%	32%	13%	14%	9%	12%	0%	0%	1%	1%	4%	6%			
CCC	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
HQ	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
LIRR	F	5%	3%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	5%	5%	
	M	14%	13%	11%	10%	4%	3%	0%	0%	1%	0%	2%	3%			
MNR	F	1%	17%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	0%	
	M	12%	1%	10%	10%	2%	1%	0%	1%	0%	0%	2%	3%			
NYCT	F	6%	4%	2%	1%	1%	0%	0%	0%	0%	0%	0%	0%	2%	0%	
	M	26%	33%	12%	12%	8%	15%	0%	0%	0%	0%	1%	2%			

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# MTA-Wide Underutilization Analysis as of June 30, 2018

Job Category	Gender	Blacks		Hispanics		Asians		AI/AN*		NHOPI**		2+ Races		Whites	
		Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %	Est Avail	Actual %
Service Maintenance															
B&T	F	3%	1%	7%	2%	1%	0%	0%	0%	0%	0%	0%	0%	3%	1%
	M	14%	20%	24%	13%	3%	3%	0%	1%	0%	0%	1%	4%		
BUS	F	7%	8%	5%	3%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
	M	32%	43%	18%	19%	4%	6%	0%	0%	0%	0%	1%	3%		
CCC	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
HQ	F	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	M	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
LIRR	F	6%	8%	5%	4%	1%	0%	0%	0%	0%	0%	0%	1%	6%	6%
	M	13%	18%	16%	12%	2%	2%	0%	1%	0%	0%	1%	2%		
MNR	F	4%	6%	6%	2%	1%	0%	0%	0%	0%	0%	0%	1%	5%	6%
	M	14%	17%	18%	9%	2%	1%	0%	0%	0%	0%	1%	3%		
NYCT	F	13%	15%	4%	3%	0%	0%	0%	0%	0%	0%	0%	0%	2%	1%
	M	28%	42%	16%	18%	4%	5%	0%	0%	0%	0%	1%	2%		

Note: The underutilized areas of representation are shaded. \*American Indian/Alaskan Native. \*\*Native Hawaiian Other Pacific Islander

Note: Pursuant to FTA Circular 4704.1A EEO Requirements and Guidelines, white males have been excluded from the underutilization analysis.



# Metropolitan Transportation Authority Department of Diversity and Civil Rights

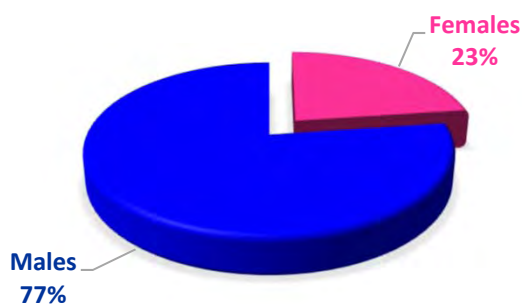
## MTA-Wide New Hires and Veterans Second Quarter 2018

November 5, 2018

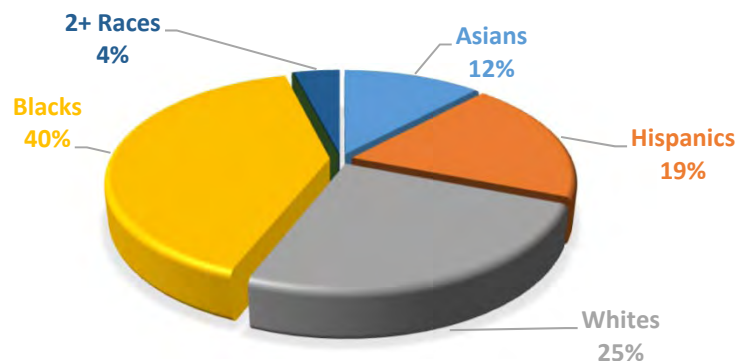


## MTA-Wide New Hires and Veterans By Gender and Race/Ethnicity January 1, 2018 to June 30, 2018

New Hire by Gender



Workforce By Race/Ethnicity



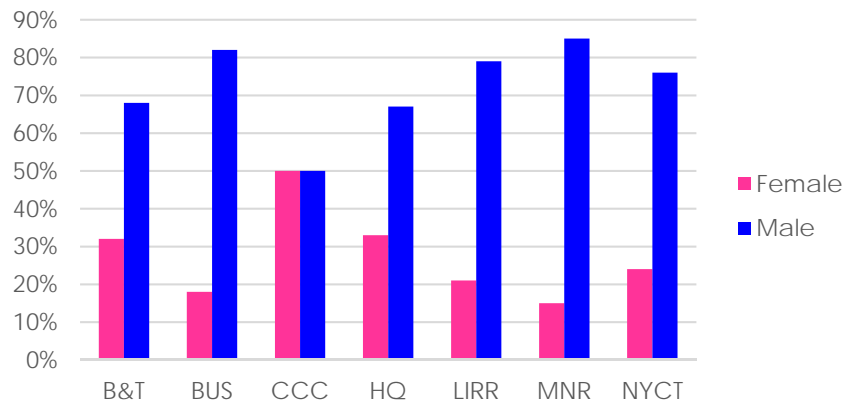
MTA hired **2,895** employees including **74 (3%)** veterans.

- ❑ **23%** females in which **1%** were female veterans.
- ❑ Females were **hired at a higher** percentage compared to their current representation of **19%** in the workforce.
- ❑ **75%** minorities in which **4%** were minority veterans.
- ❑ Minorities were **hired at a higher** percentage compared to their current representation of **69%** in the workforce.

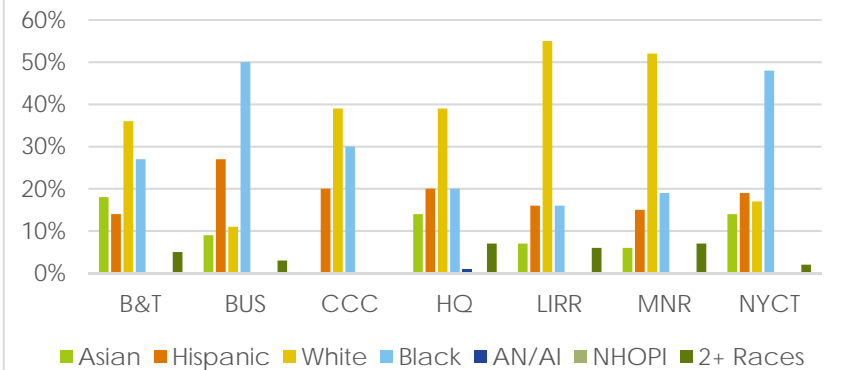


# New Hires and Veterans By Agency January 1, 2018 to June 30, 2018

MTA Agencies By Gender



MTA Agencies By Race/Ethnicity



This chart shows a breakdown by agency of the **2,895** employees including **74** veterans hired.

Agency	Employees	Females	Minorities
B&T	22	32%	64%
BUS	266	18%	89%
CCC	10	50%	50%
HQ	106	33%	61%
LIRR	384	21%	45%
MNR	250	15%	48%
NYCT	1,857	24%	83%



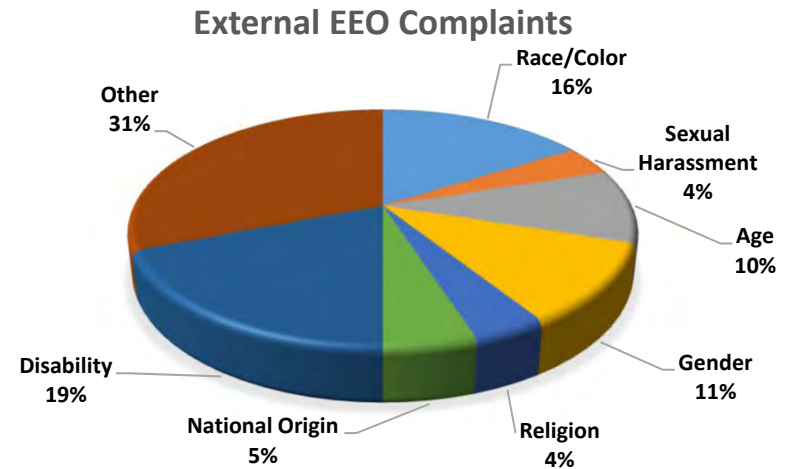
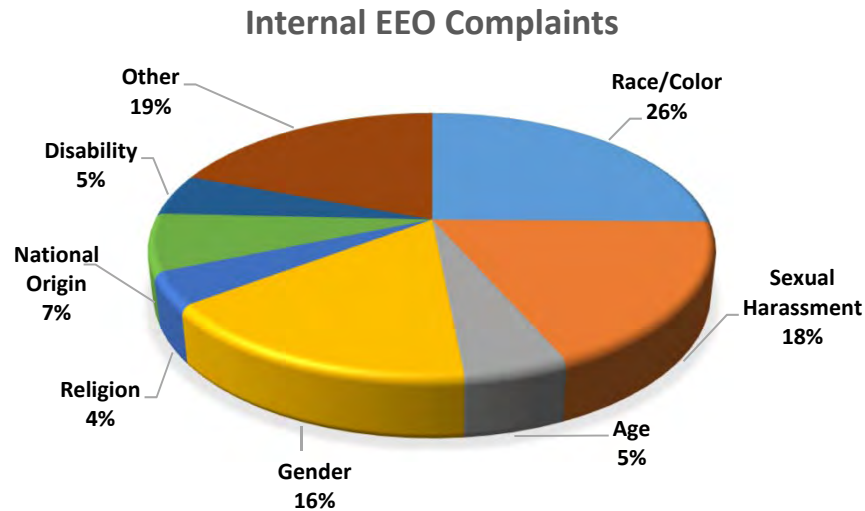
# Metropolitan Transportation Authority Department of Diversity and Civil Rights

## MTA-Wide Complaints and Lawsuits Second Quarter 2018



November 5, 2018

## MTA-Wide EEO Internal/External Discrimination Complaint Dispositions January 1, 2018 to June 30, 2018

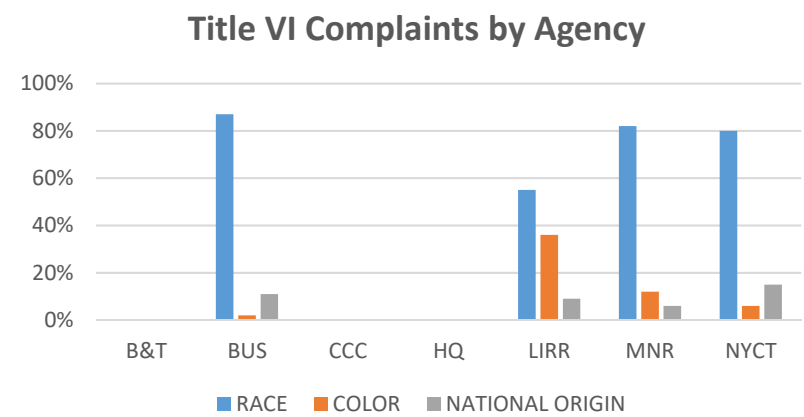
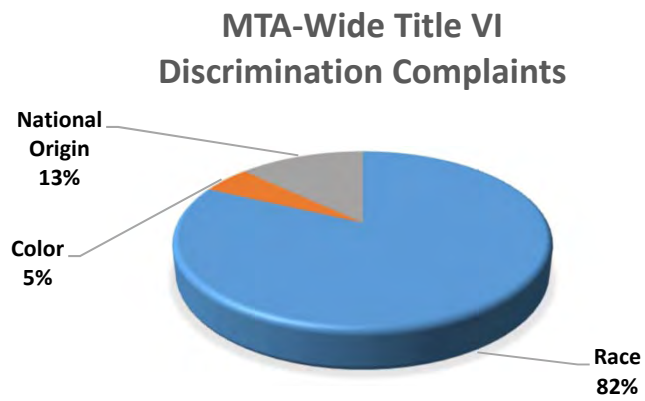


MTA handled **442** EEO complaints, citing **811** separate allegations, and **88** lawsuits.

- **251** filed internal complaints.
- **191** filed external complaints.
- The most frequently cited basis internally was race/color and externally was disability.



# MTA-Wide Title VI Complaints and Lawsuits January 1, 2018 to June 30, 2018

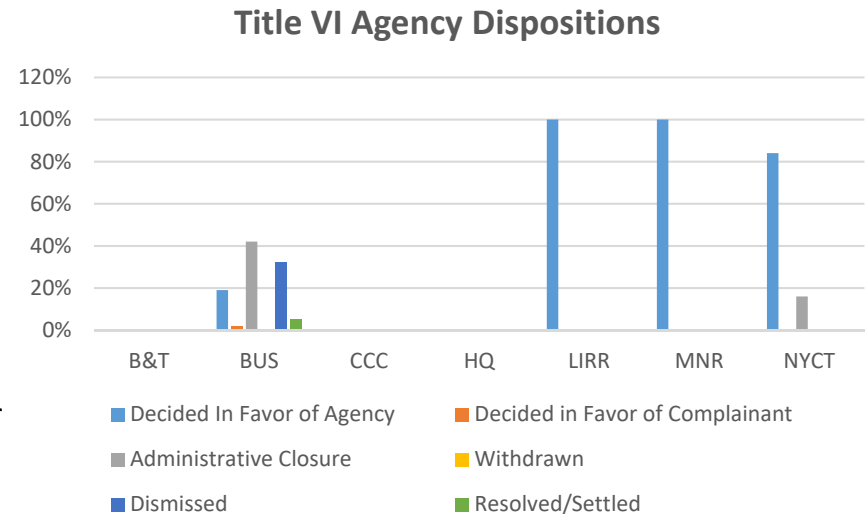
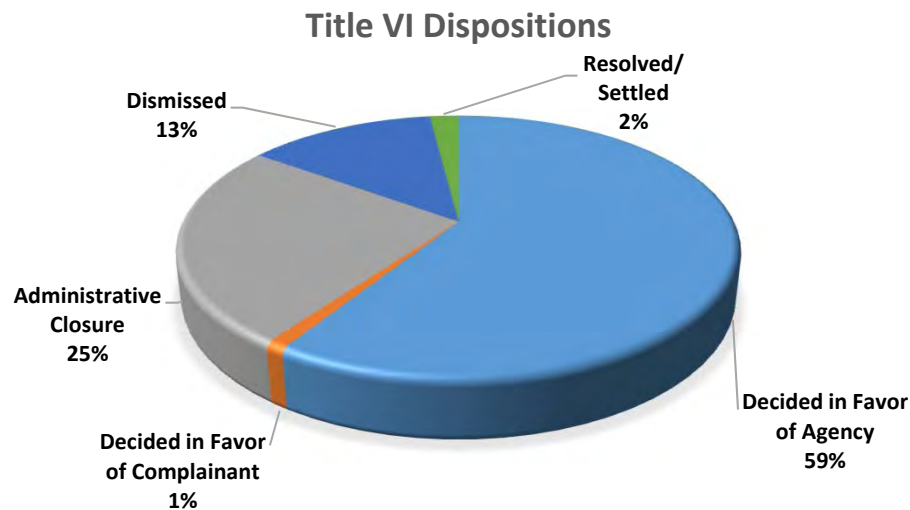


MTA handled a total of **340** Title VI complaints with **353** allegations and **0** Title VI lawsuits.

Agency	Complaints	Allegations	Race	Color	National Origin
BUS	124	126	87%	2%	11%
LIRR	6	11	55%	36%	9%
MNR	15	17	82%	12%	6%
NYCT	195	199	80%	6%	15%



## MTA-Wide Title VI Complaints and Lawsuits Dispositions January 1, 2018 to June 30, 2018

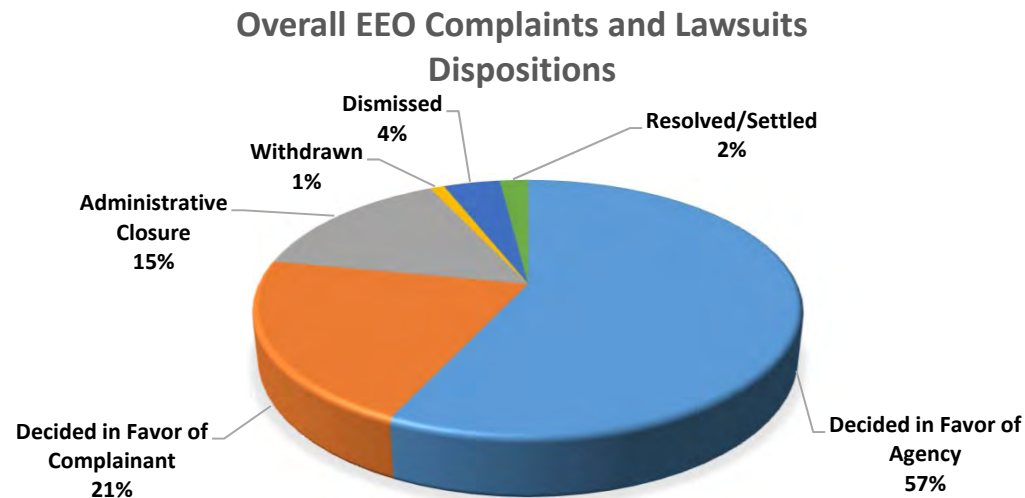


MTA disposed **137** Title VI complaints and **0** Title VI lawsuits

- ❑ **59%** complaints decided in favor of the agency.
- ❑ **1%** complaints decided in favor of the complainant.
- ❑ **25%** complaints were administrative closures.
- ❑ **13%** complaints were dismissed.
- ❑ **2%** complaints were resolved/settled.



## MTA-Wide EEO Complaints and Lawsuits Dispositions January 1, 2018 to June 30, 2018



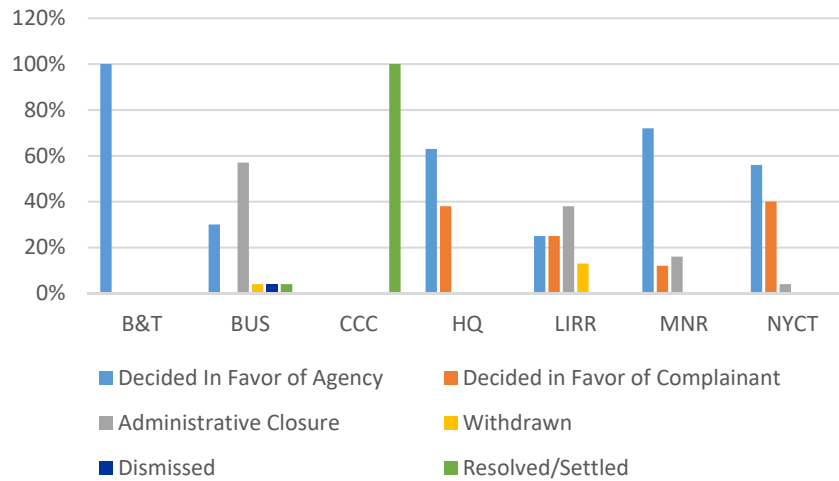
MTA disposed **146** EEO complaints and **9** EEO lawsuits.

- ❑ **57%** complaints/lawsuits decided in favor of the agency.
- ❑ **21%** complaints /lawsuits decided in favor of the complainant.
- ❑ **15%** complaints/lawsuits were administrative closures.
- ❑ **1%** complaints/lawsuits were withdrawn.
- ❑ **4%** complaints/lawsuits were dismissed.
- ❑ **2%** complaints/lawsuits were resolved/settled.

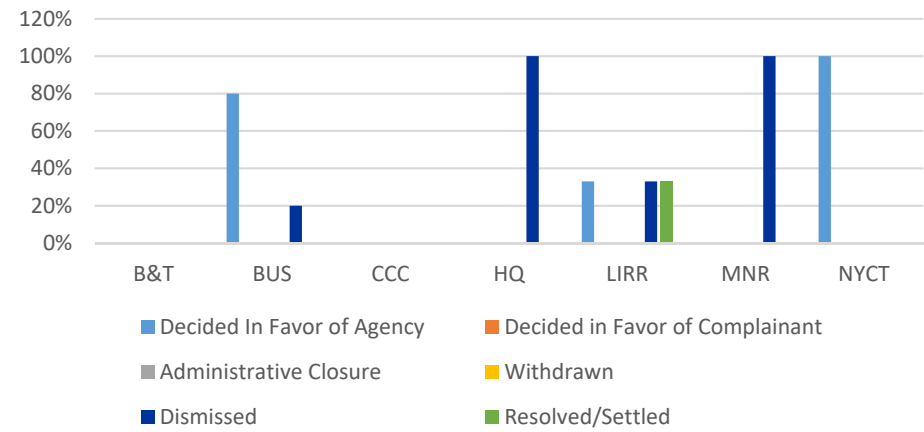


# MTA-Wide Internal/External EEO Complaints and Lawsuits Dispositions January 1, 2018 to June 30, 2018

## EEO Internal Complaint Dispositions



## EEO External Complaint and Lawsuits Dispositions



# **Metropolitan Transportation Authority Headquarters**

**Michael J. Garner, Chief Diversity Officer  
Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. Message From Michael J. Garner, Chief Diversity Officer and MTA HQ

- ❑ As Chief Diversity Officer for MTA and its affiliated agencies I reaffirm my commitment to ensure all MTA agencies use good faith efforts to ensure the equitable representation and advancement of protected group members at all levels of employment.
- ❑ MTA HQ reaffirms its commitment to diversity and inclusion in the workplace. This applies not only to gender and race-based classifications, but extends to veteran status, disability status, and membership in the LGBTQ community.



# Message To The Board

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ As Chief Diversity Officer, I will ensure that MTA employees are aware of the MTA Equal Employment Opportunity and Workplace Harassment policies and that all violations are addressed in a professional, expeditious and fair manner.
- ❑ DDCR ensures that all agencies post their EEO Policy Statement, Sexual and Other Discriminatory Harassment Policies annually.
- ❑ DDCR has encouraged EEO Officers to inform all of their agency's employees of their EEO rights and the consequences of retaliation.



# Diversity Initiatives

## III. MTA HQ 2018 Diversity Initiatives

- ❑ DDCR will establish an agency-wide working group consisting of HR representatives to develop best practices that will maximize resources to ensure MTA's workforce is reflective of the region that we serve and the relevant labor market.
- ❑ MTA HQ coordinated and attended multi-agency events such as job fairs and outreach initiatives, including, but not limited to, **18** military events, **6** events for people with disabilities, **2** events focused on women, **1** LGBTQ event, and **2** general diversity events.
- ❑ MTA HQ created a training session covering all MTA agencies' employment and examination opportunities which was presented to New York State – Adult Career & Continuing Ed. Services (ACCES-VR's) agencies' job developers in April, 2018.



## Diversity Initiatives

### III. MTA HQ 2018 Diversity Initiatives – cont’d

- ❑ MTA HQ also created and coordinated participation in diversity training sessions, such as “Recruiting People with Disabilities” and “How to Read a Military Resume.”
- ❑ October 2018, MTA HQ partnered with NYCT, MTA Bus and MTA Bridges & Tunnels to host a presentation to diversity groups regarding their examination processes.
- ❑ During the second half of 2018, MTA HQ joined NYU-Rusk’s Business Advisory Committee where MTA HQ staff provided feedback and guidance to Rusk participants regarding their resumes and presentation skills.
- ❑ September 2018, MTA HQ attended the Equal Opportunity Publications (EOP) career fair for job seekers with a background in science, technology, engineering and mathematics.



# **Metropolitan Transportation Authority MTA Police Department**

**Chief Owen Monaghan  
Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. Message From Chief Owen Monaghan

- ❑ Increasing diversity in the ranks is an important priority to the MTA Police Department not only at the entry level, but at all levels of the Police Department.
- ❑ To that end, I have instructed my command staff to encourage all officers, particularly women and minorities, to take advantage of internal opportunities. In addition, I have reached out to the Guardians Association and the New York Women in Law Enforcement organization seeking their assistance in recruiting new officers.

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ Employees are required to complete annual compliance training and are provided with a detailed presentation from DDCR at New Hire Orientation.
- ❑ A Representative from DDCR will be attending an upcoming Command Staff meeting to reinforce policies, procedures, and compliance related to EEO Rights. Specifically, this representative will emphasize that retaliation against employees will not be tolerated.



# Diversity Initiatives

## III. MTA PD 2018 Diversity Initiatives

- ❑ To increase females and minorities within the MTA PD workforce, MTA PD offered study sessions and guides for the promotional exams to Lieutenant and Sergeant, which lead to a diverse list of candidates eligible for promotion.
- ❑ MTA PD offered leadership training to Lieutenants and Command Staff to increase availability and interest in leadership opportunities.
- ❑ MTA PD, developed a list of applicants with military backgrounds at an event at Yankee Stadium expressing interest in future MTA PD Police Officer postings. This list will be used to generate a mass email announcing the upcoming Police Officer application window on the MTA Employment site.
- ❑ MTA PD HR attended Harlem Week in August 2018, Circle of Sisters in September, and will participate in an Asian Job Fair, November 2018.
- ❑ November 9, 2018, MTA PD plans to hold a Veterans Appreciation Day.



# **Metropolitan Transportation Authority MTACC**

**Janno Lieber**  
**Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. Message From MTACC President, Janno Lieber

- ❑ Creating a workforce that embodies and values diversity and fosters inclusion is pivotal to promoting innovation and increasing productivity. I remain committed to leveraging the values embodied in the principles of civil rights, equality and fairness in all MTACC activities.
- ❑ Our goal is to continually support and nurture all MTACC employees. Our employees are a reflection of the backgrounds, characteristics and perspectives of the diverse communities that we proudly serve. Our vision is to attract and retain the brightest and best employees by fostering an organizational culture of respect.

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ MTACC established a Department of Diversity and Equal Opportunity and a detailed intranet page to increase employee awareness of their rights pursuant to EEO laws and regulations and MTACC's commitment to diversity.
- ❑ We distributed two interagency emails to remind all MTACC employees (and work affiliates) that MTACC has zero tolerance for discrimination and harassment.



# Diversity Initiatives

## III. MTACC's 2018 Diversity Initiatives

- ❑ We achieved our goal to establish a Diversity and Equal Opportunity Department, and hired our Chief EEO Officer, Dr. Rosalyn Green, in May 2018.
- ❑ We expanded our internship program and exposed several underrepresented groups to opportunities at MTACC. This year we successfully hired two minority females as full-time employees who are graduates of our internship program.
- ❑ We have incorporated diversity and cultural competency training into our professional development program. By the end of year, all MTACC employees will have attended a mandatory in-person diversity workshop.
- ❑ We are developing and implementing a strategy that will ensure underrepresented groups are included in each pool of qualified applicants. These expanded efforts will include a review of each stage of the staffing process (e.g. position development, advertisement and selection) to ensure that we are implementing an inclusive recruitment strategy.



## MTACC's– Highlight: Internship Program

### IV. 2018 Paid Internship Program

- ❑ The diverse make-up of our interns support our ability to recruit underrepresented individuals as future full-time employees. Through MTACC's/CDO's internship program, STEM students develop their skills, get hands on experience and begin to view MTACC as an employer of choice. Some of our interns worked as junior engineers, reading blueprints and learning the scheduling software while on the construction site. Others assisted with creating and analyzing budgets and assessing corporate risk.
- ❑ The demographic breakdown for MTACC's interns was as follows: Asian (**35%**); White (**35%**); Hispanic/Latino (**18%**); and Black (**12%**). The gender breakdown was Male (**59%**) and Female (**41%**).
- ❑ MTACC intern students have commented on their appreciation for being assigned "real work" that was challenging, related to their field of interest and allowed an opportunity to see how classroom and textbook learning applies in a professional setting.



# **Metropolitan Transportation Authority Bridges and Tunnels**

**President Cedrick T. Fulton  
Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. Message From MTA Bridges & Tunnels President Cedrick T. Fulton

- ❑ MTA Bridges and Tunnels' legacy is reflected in the richness and diversity of our organization, the strength of our public service, and the breadth and depth of our commitment to safe, innovative, and reliable customer service. Each executive, manager, and employee have a responsibility to honor this legacy, be dynamic contributors, and recognize diversity management as a strategic business objective in achieving the agency's mission, vision, and goals.
- ❑ Accordingly, B&T reaffirms its pledge to create sustainable business opportunities for women, minorities and veterans; and retain a diversified workforce through strategic recruitment and work balance initiatives, succession planning, and employee engagement.

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ B&T conspicuously posts federal, state, and local EEO policies online, at facilities in common areas, provides in annual EEO, leadership, and diversity training, during the onboarding and orientation process, and through direct-email to employees.
- ❑ B&T's leadership and managers will reinforce EEO policies and procedures in day-to-day operations to ensure employees are protected against retaliation.



# Diversity Initiatives

## III. MTA Bridges and Tunnels 2018 Diversity Initiatives

- ❑ B&T's Office of EEO launched its Employee Engagement and Diversity Survey, in the second quarter, to implement a data-driven recruitment and retention plan that addresses career development, succession planning, and work balance initiatives.
- ❑ To enhance the collective performance of the organization, B&T's Human Resources is developing a performance management program to improve employee engagement, professional accountability, and career growth.

### Progress:

- ❑ B&T's leadership and EEO Focus Group will analyze the employee engagement data to develop annual short and long term workforce diversity strategies and goals in 2019.
- ❑ B&T's leadership and Human Resources team will restructure, streamline and launch its performance management program January 2019.

### New Initiative:

- ❑ Implement strategic career development and succession planning initiatives for 2019.
- ❑ To address the underrepresentation of women and minorities in critical positions.



## MTA Bridges and Tunnels Highlight: Internship Program

### IV. 2018 Paid Internship Program

- ❑ To attract the millennial generation, B&T implemented a two-year management associates (MA) program to complement its annual internship program (SI). The 2017-2018 MA program included **38%** females and **56%** minorities, which represents **31%** Asian, **19%** Black, and **6%** Hispanic. The annual SI program included **50%** females and **100%** minorities, which represents **50%** Black, **25%** Hispanic, **25%** Asian. Participants were immersed in various projects, such as: bridge preservation, EZ-Pass outreach, career fairs, and enterprise asset management all which contributed to B&T's strategic goal of providing safe and reliable customer service across its bridges and tunnels.
- ❑ B&T increased its presence at regional job fairs, veteran and community events, and diversified its targeted recruitment efforts to include professional associations, affinity groups, web-based, and social media advertisement, such as: LinkedIn, Indeed, HireVeterans.com, and Women in Transportation to secure high-performing talent.
- ❑ B&T Speaker's Summit Mixer and Farewell Summit, included collaborative problem solving activities with senior leadership, and a satisfaction survey, which revealed B&T interns improved their networking, interpersonal, and team building skills. The MA team received mentors, professional development, and leadership training.



# **Metropolitan Transportation Authority Long Island Rail Road (LIRR)**

**Phillip Eng  
Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. Message From LIRR President, Phillip Eng

- ❑ LIRR Forward is focused on enhancing service reliability and communication internally and externally. Its success begins and ends with our most valuable resource – our employees. We make every effort to attract, develop and retain a workforce profile that reflects the diversity of the region's labor pool. We also operate our services without regard to race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964.
- ❑ Continuous efforts, with executive leadership buy-in are being made to recruit, hire and retain women, Blacks, Hispanics, Asians, persons with disabilities, and military veterans throughout all EEO job categories.

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ Extensive EEO and Diversity training and outreach site visits.
- ❑ Annual mailing of the President's Personal Commitment to Diversity and Sexual and Other Discriminatory Harassment Policies. Policy overview included as part of all training modules. The Commitment Letter and Policies are posted on LIRR's intranet site, and forwarded to department heads with instructions to print and post conspicuously throughout the company.
- ❑ Deliver information about employee rights under relevant policies during various training modules, and all complaint investigation interviews.



# Diversity Initiatives

## III. LIRR's 2018 Diversity Initiatives

- ❑ LIRR Diversity Council endeavored to enhance diversity awareness through communication, education, and leadership. Between January and June, LIRR celebrated Black History Month, Women's History Month and Asian-Pacific Islander Heritage Month .
- ❑ LIRR Management Education Core Curriculum and other training modules included training over **75** managers and supervisors as of June 30<sup>th</sup>, Recertification Block Training conducted weekly and New Hire Orientation conducted twice per month. Additionally, diversity remediation training is conducted on an as needed basis. Training plays an integral part in communicating the company's commitment to diversity and influencing workplace behavior, thereby creating a welcoming and inclusive work environment where all employees can succeed regardless of gender, race or other EEO factors.

### New Initiatives

- ❑ In addition to ongoing efforts to recruit from women and minority professional organizations, certain career opportunities were advertised on Facebook, LinkedIn and Indeed beginning third quarter 2018. All ads encourage women, minorities and veterans to apply.
- ❑ Diversity Council members will become departmental diversity liaisons and report back to Diversity Management staff on all diversity related issues.



# Long Island Rail Road Internship Program

## IV. 2018 Paid Internship Program

- ❑ Employed **43** college interns
- ❑ **53%** of the 2018 hires are female and **63%** minority (**9.3%** Black, **14%** Hispanic, **32%** Asian, and **9.3 %** 2+Races).
- ❑ Since 2017, **13** interns were hired into full-time positions, including 4 females and 5 minorities (3 Black, 1 Hispanic and 1 Asian).
- ❑ LIRR will continue to recruit from schools with diverse student bodies to ensure that our internship program is diversified.
- ❑ Effective and beneficial to both students and the organization. Interns are assigned work on projects often related to their major. LIRR benefits from interns offering new ideas, initiatives and skills.



# **Metropolitan Transportation Authority MNR**

**Catherine Rinaldi**  
**Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. Message From Catherine Rinaldi, MNR President

- ❑ I am committed to increasing diversity in the workforce and maintaining a culture that embraces our differences. Our Agency and its leadership support these values through implementation of Metro-North's Strategic Plan that identifies "Our People" as our greatest resource.
- ❑ MNR's diversity goal is to increase the representation of females, minorities, veterans and individuals with disabilities throughout the organization.

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ In an effort to ensure that our employees are aware of their EEO rights, MNR Office of EEO & Diversity trained **818** via Leadership Core 2 Training, Recertification Training for Conductors and Locomotive Engineers, and New Hire Orientation during this reporting period.
- ❑ To ensure employees are protected against retaliation, MNR disseminated EEO policies via e-mail, intranet, and trainings.



# Diversity Initiatives

## III. MNR's 2018 Diversity Initiatives

- ❑ In efforts to retain females and promote female professional development MNR hosted a Women's History Month Lunch & Learn Forum focused on Woman and Transportation.
- ❑ The Lunch & Learn focused on the topics of mentoring, work/life balance, and promotional opportunities for females in transportation.
- ❑ MNR developed and launched a new and interactive training: EEO, Harassment, Gender Expansive & Respect in the Workplace for Maintenance of Way(MOW) employees.
- ❑ The new training informs employees of their EEO rights and responsibilities as well as, enhances professional relationships across the MNR workforce. To date **994** employees have been trained.
- ❑ In the Fall of 2018, MNR will launch the "Way Ahead Plan." One of the Plan's objectives is to hire, retain, and stabilize MNR's workforce.



## MNR's – Highlight: Internship Program

### IV. 2018 Paid Internship Program

- ❑ MNR's Internship Program is established to help students integrate classroom studies with learning through hands-on work experience that compliments their academic training and career ambitions.
- ❑ MNR's Internship Program's opportunities were advertised in **300** colleges, MNR's internet, and at various job fairs.
- ❑ For the Summer of 2018, a total of **43** hires for MNR's Internship Program comprised of a total of **26%** females, **74%** males, and a total of **47%** minorities: (**21%** Asian; **9%** Black; **9%** Hispanic; **7%** 2+ Races).
- ❑ MNR anticipates hiring full-time employees in the areas of Engineering, Finance, Operations, Human Resources, Planning, and Communications directly from its internship program.



# **Metropolitan Transportation Authority MTA Bus**

**Darryl Irick**  
**Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. Message From Darryl Irick, MTA Bus President

MTA Bus is committed to creating an environment free from discrimination and harassment. We value equality, inclusion, and diversity. These values create a collaborative culture of respect and impartiality for our employees, vendors, customers, and the communities we serve.

- ❑ Our vision embodies creating initiatives that promote diversity and inclusion in the workplace and proactively addressing discrimination and inequality.
- ❑ The goals of MTA Bus include increasing representation of women, minorities, veterans, and individuals with disabilities.

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ The MTA Bus EEO Policy Statement is posted at each worksite and available for employees on the intranet.
- ❑ All employees and applicants for employment shall be protected from retaliation for filing a complaint or participating in an investigation.



## Diversity Initiatives

### III. MTA Bus 2018 Diversity Initiatives

In our continuing effort to ensure that the MTA Bus workforce is reflective of the communities where we live and work, Buses participated in **59** career diversity outreach events.

#### □ Mid-Year Accomplishments:

Recruitment – **37%** of MTA Bus recruitment and outreach was targeted towards women, minorities, veterans, people with disabilities and the LGBTQ community. In addition, MTA Bus hosted a Disability Awareness & Recruiting People with Disabilities Workshop.

EEO Diversity Initiative – Established Transit Mechanical Apprentice (TMA) Program in which **20** full-time TMAs were hired from diverse backgrounds and economic levels.

#### □ Mid-Year Diversity Initiatives:

Internal Development – Establish a Bus Maintainer Trainee Program which will provide promotional opportunities for Cleaner and Helper titles.



## MTA Bus – Highlight: Internship Program

### IV. 2018 Paid Internship Program

MTA Bus Career & Technical Education (CTE) High School internship partners directly with the NYC Department of Education (DOE) to receive high school students from diverse backgrounds.

- ❑ MTA Bus Operations CTE internship program consisted of **35** interns for the summer and spring semesters. Of the **35** participants, **14%** were females and **94%** were minorities. The minority participants consisted of **43%** Hispanics, **31%** Blacks/African Americans and **20%** Asians. This internship program is unique as it allows each intern to shadow a maintainer in the area of their selected skilled trade for a period of 6-weeks.
- ❑ The CTE internship program has proven to be a great feeder to the Buses Apprentice program as many participants from the CTE Internship program are now full-time Apprentices.
- ❑ MTA Bus Operations college internship program currently includes **25** participants of which **48%** are female and **80%** are minorities. The minority participants include **32%** Hispanics, **28%** Asians, **16%** Black/African Americans and **4%** are 2+Races. College Aides are placed in various locations and operate in a technical and/or administrative capacity.



# **Metropolitan Transportation Authority New York City Transit**

**Andy Byford**  
**Strategies to Improve Utilization in the Workforce**

**November 5, 2018**



# Message To The Board

## I. NYCT President & Leadership Team Commitment

- ❑ One of the four priorities of the Fast Forward Plan is the commitment to engage and empower employees by showing we value them, embracing diversity & inclusion at every level, and working to create more of a team culture.
- ❑ Management is provided with the tools, information and inclusive culture training needed to deliver on our commitment to an agency that is as diverse as the city it serves.

## II. Keeping Employees Informed Of Their EEO Rights

- ❑ Distribute annual letters from the President on EEO, Sexual and Other Discriminatory Harassment and Respect in the Workplace Policies.
- ❑ Deliver information about employee's rights and responsibilities under NYCT's EEO Policies at orientation programs for newly hired and promoted employees.



# Diversity Initiatives

## III. NYCT 2018 Diversity Initiatives

- ❑ First half of 2018 included **20%** of specifically targeted recruitment and outreach to underutilized populations. Leveraged relationships with the NYS Department of Labor, state and local government representatives, NYC Mayor's Office of People with Disabilities, MTA Veterans' recruitment, NYC DOE Career & Technical High Schools, NY City and private colleges and universities.
- ❑ Launched Supervisor and Manager Inclusive Behavior Workshops in which over **500** Supervisors and Managers have participated.
- ❑ Establishing **9** Transit Employee Groups in which over **15** people have expressed interest in leading.

### New Initiatives

- ❑ Implement the Diversity Dashboard and Toolkit for managers which will include demographic, complaint, engagement, and leadership competencies data.
- ❑ Offer an invitation for all applicants and employees to voluntarily self-identify (Gender, Race/Ethnicity, Disability and Military Status).



# New York City Transit Internship Program

## IV. 2018 Internship Program Highlights

- ❑ Employed **158** college and graduate interns, of whom 47% were female and **81%** minority (**42%** Asian, **23%** Black/African-American, **16%** Hispanic/Latino). Example intern projects included: a new app to automate Traffic Checker Platform counts, new models for emergency evacuations within flood zones and company asset databases. Since 2017, **65** college interns have been hired into full-time positions.
- ❑ Continued recruitment at city universities and strong relationships with organizations such as the YES Program, a FEDCAP sponsored program for young people with disabilities.
- ❑ Maintain a database of high schools and over **200** colleges and university career services coordinators to support sourcing of female and minority candidates and a pipeline to future talent.
- ❑ Offered career development workshops, mentoring, and facility tours to position NYCT as an employer of choice.



# Metropolitan Transportation Authority Department of Diversity and Civil Rights

## **MTA Small Business Development Program Business Development Initiatives and MWDBE Results**

**November 5, 2018**



# Small Business Development Program

## Mission Statement

To develop and grow emerging contractors through classes, on-the-job training and technical assistance in prime contracts with MTA Agencies, thereby creating a larger pool of diverse qualified contractors who can compete for, and complete MTA construction projects safely, timely and within budget.



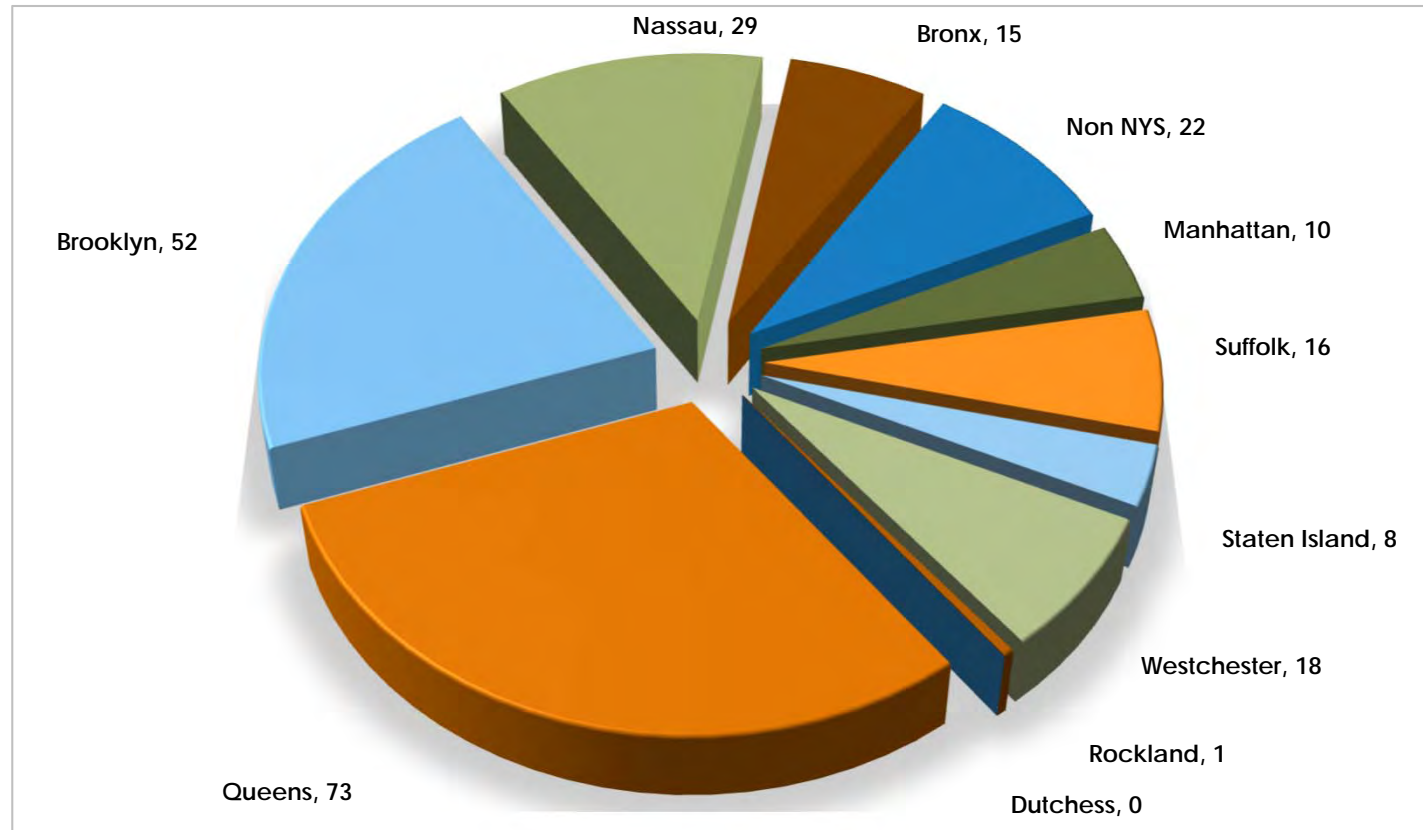
# SBDP Firms Distribution by Location

## Small Business Mentoring Program All Tiers

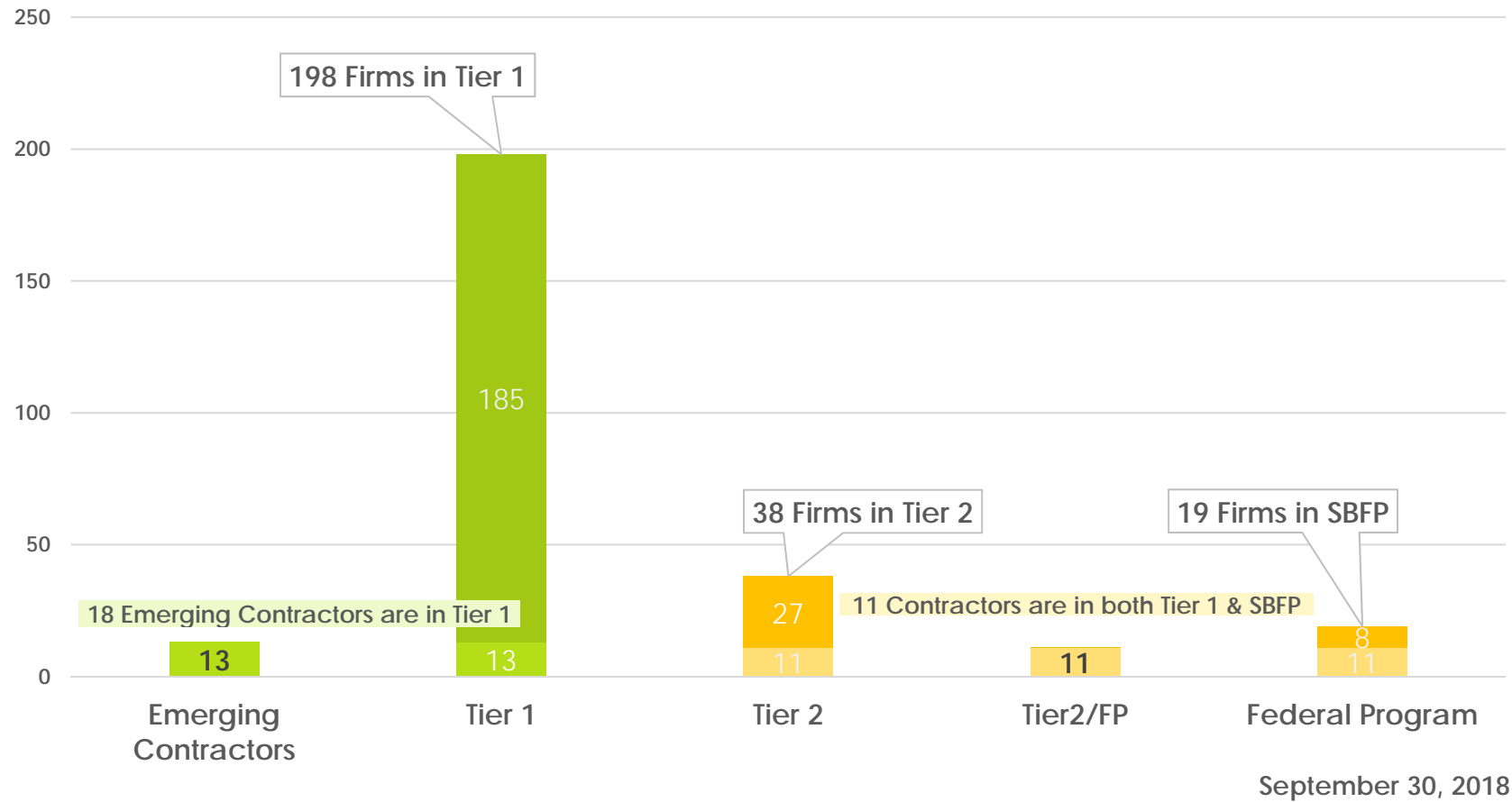
Certification *	
MBE	166
WBE	44
DBE	41
SDVOB	7
Non-Certified	71

*\* firms may have multiple certifications*

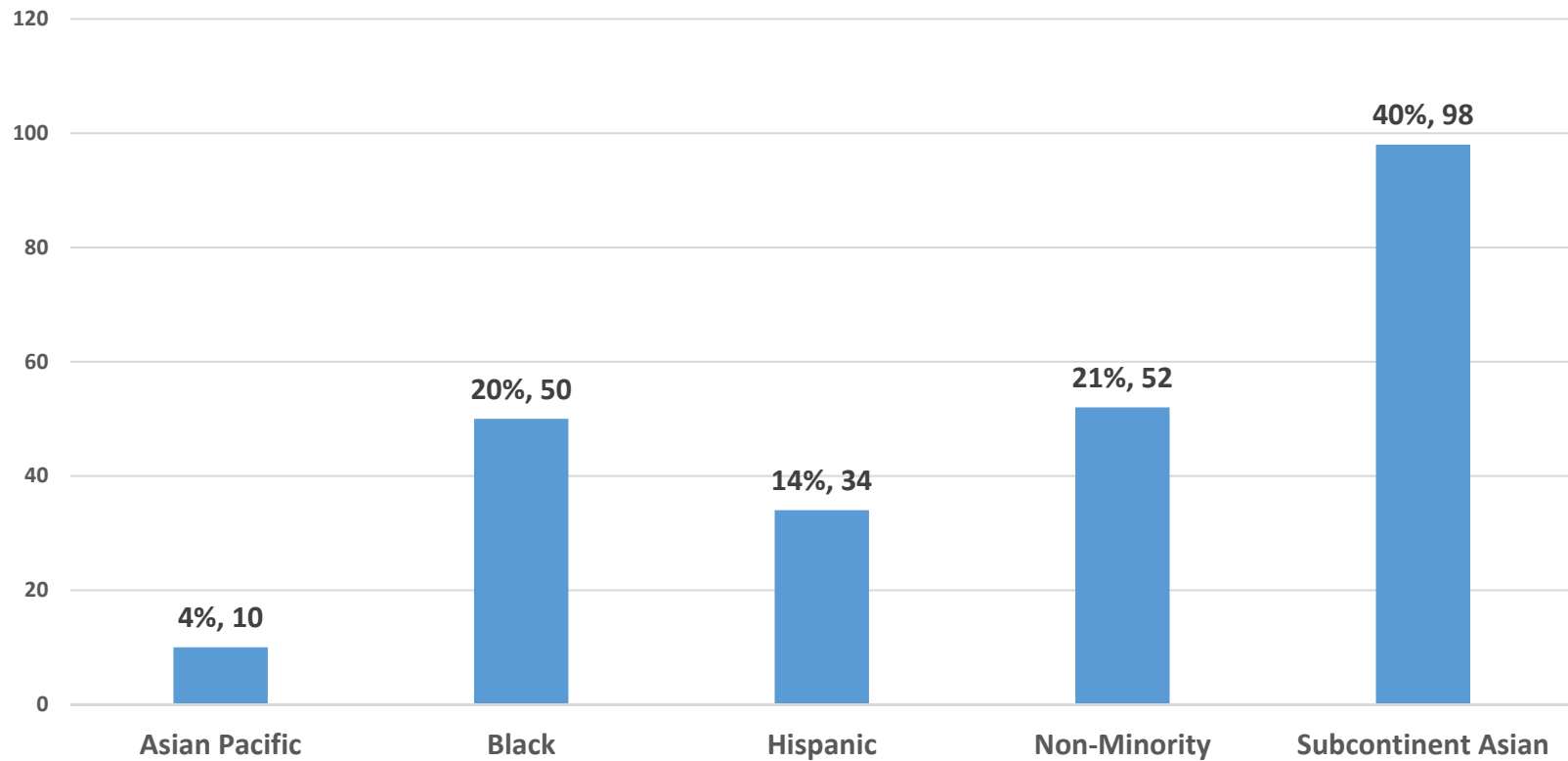
244 Prequalified Firms (as of September 30, 2018)



# SBDP Tier Participants



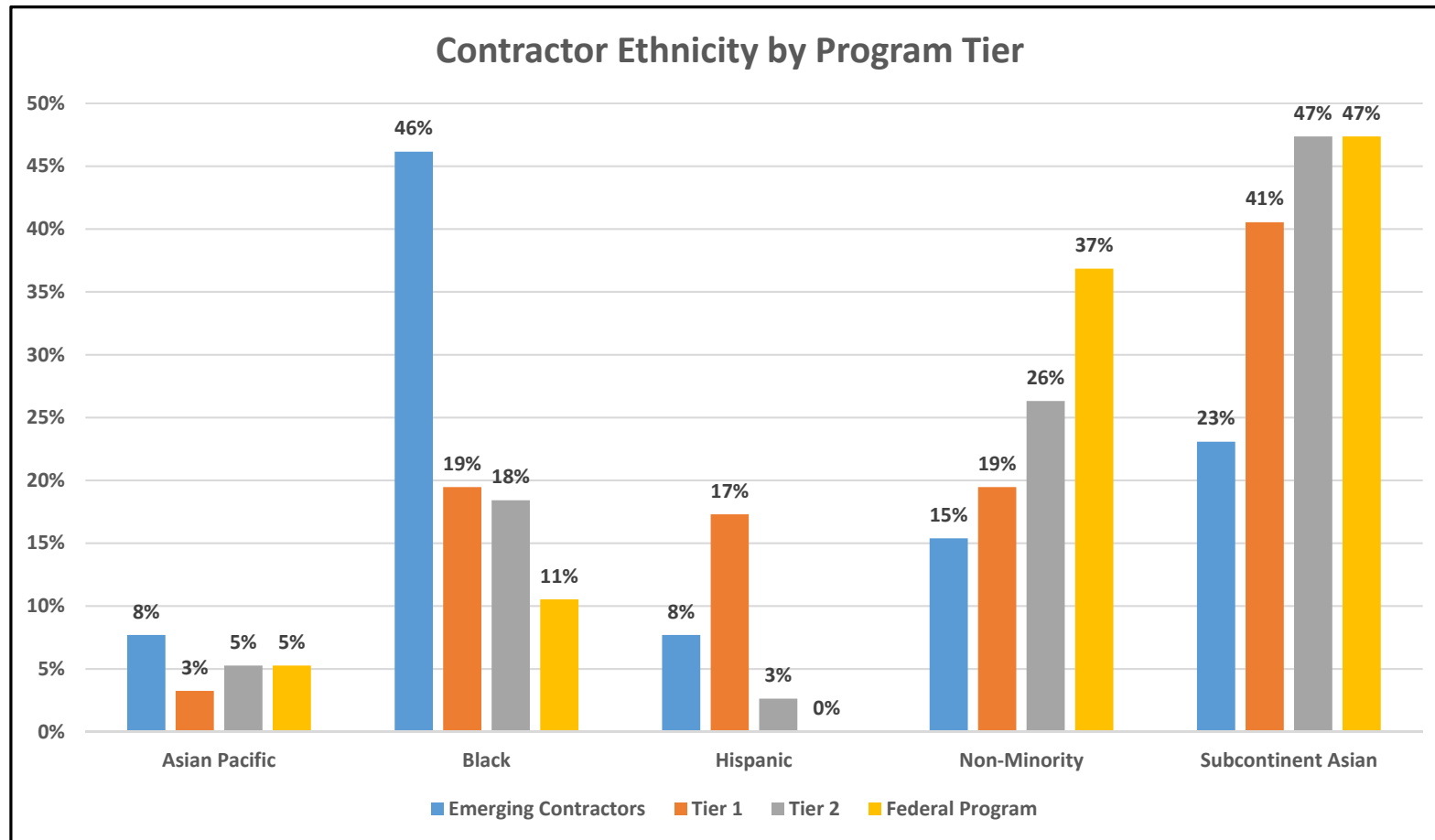
# SBDP Participants are Diverse



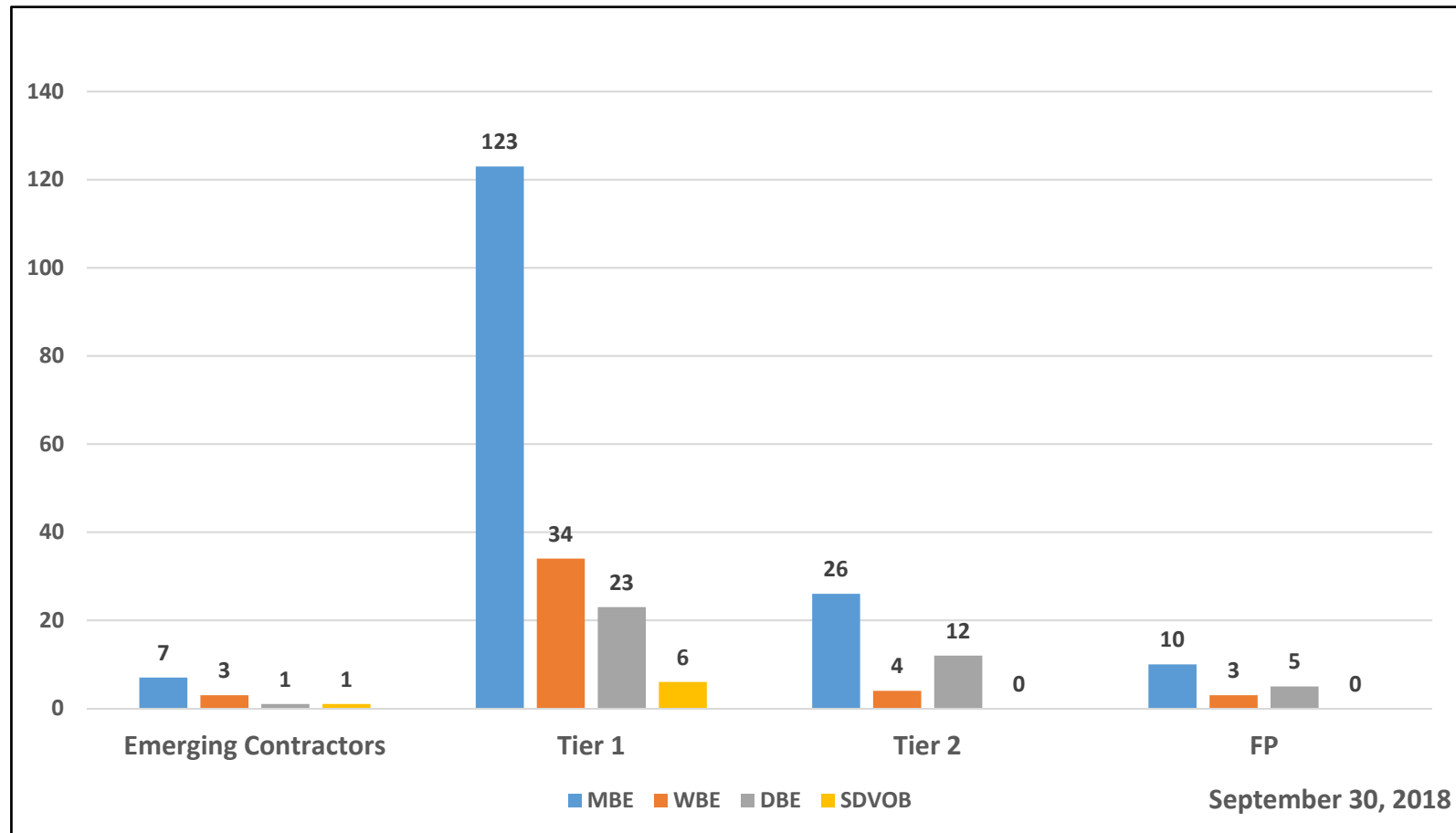
September 30, 2018



# SBDP Tiers are also Diverse



# SBDP Certifications



# SBDP is Exceeding MWDBE Goals

- MTA MWBE SBMP Tier 1/Tier 2 Goal – **30%**
- MTA DBE Goal – **17%**
- Tier 1 MWBE Achievements
  - **70%** - contracts awarded to NYS-certified MWBEs
  - **69%** - contract dollars awarded to NYS-certified MWBEs
- Tier 2 MWBE Achievements
  - **90%** - contracts awarded to NYS-certified MWBEs
  - **91%** - contracts dollars awarded to NYS-certified MWBEs
- Federal Program DBE Achievements
  - **59%** - contracts awarded to DBEs
  - **57%** - contracts dollars awarded to DBEs

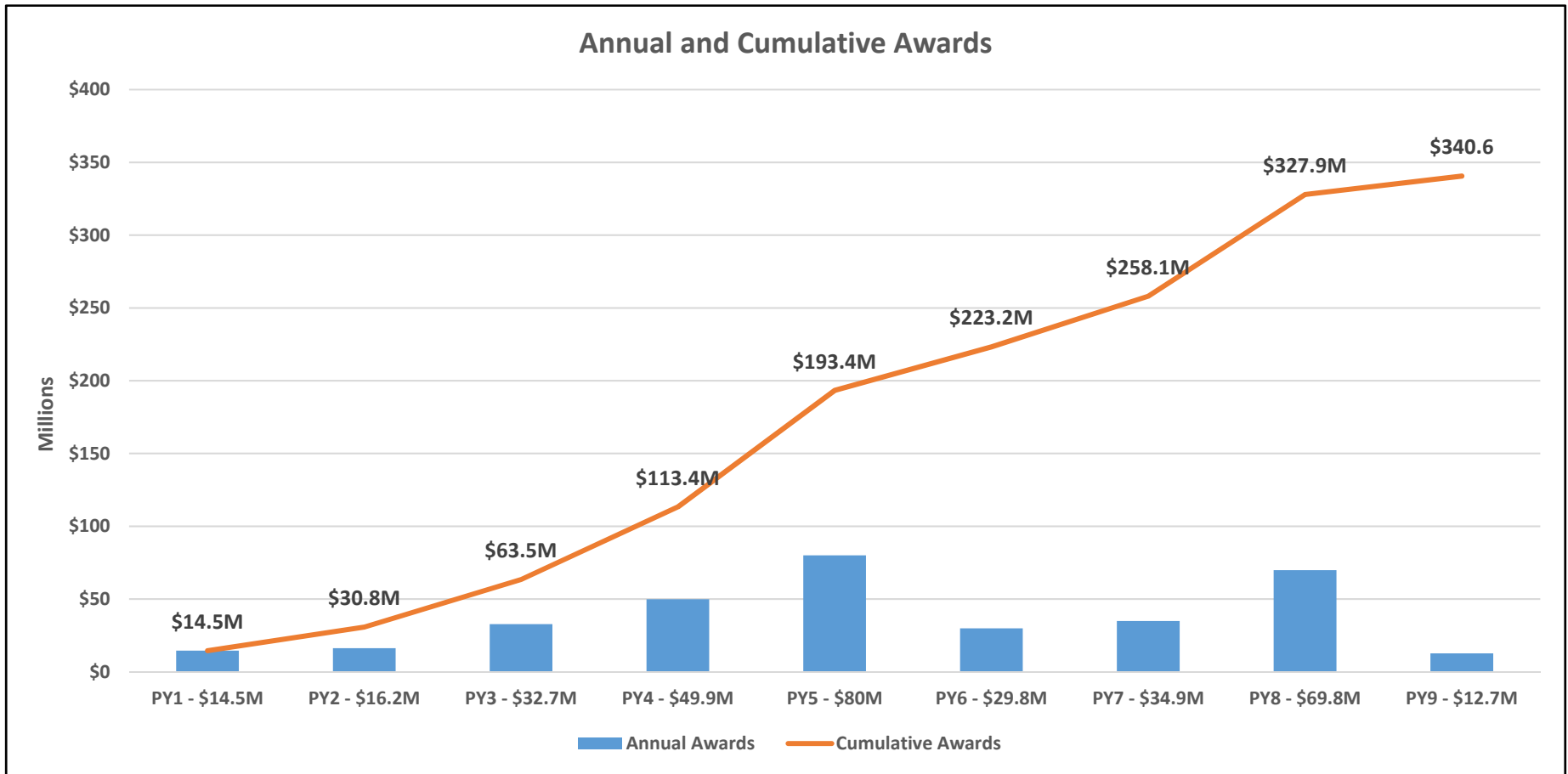


# Elements of the SBDP

- Prime Contract Bid Opportunities
- Business Management, Leadership and Technical Training
- Access to Working Capital and Surety Bonding
- Comprehensive business consulting services
- Experience working on MTA Projects up to \$3.0 million
- Fast-Track Payments – 10 Business Days



# SBDP Prime Contract Opportunities

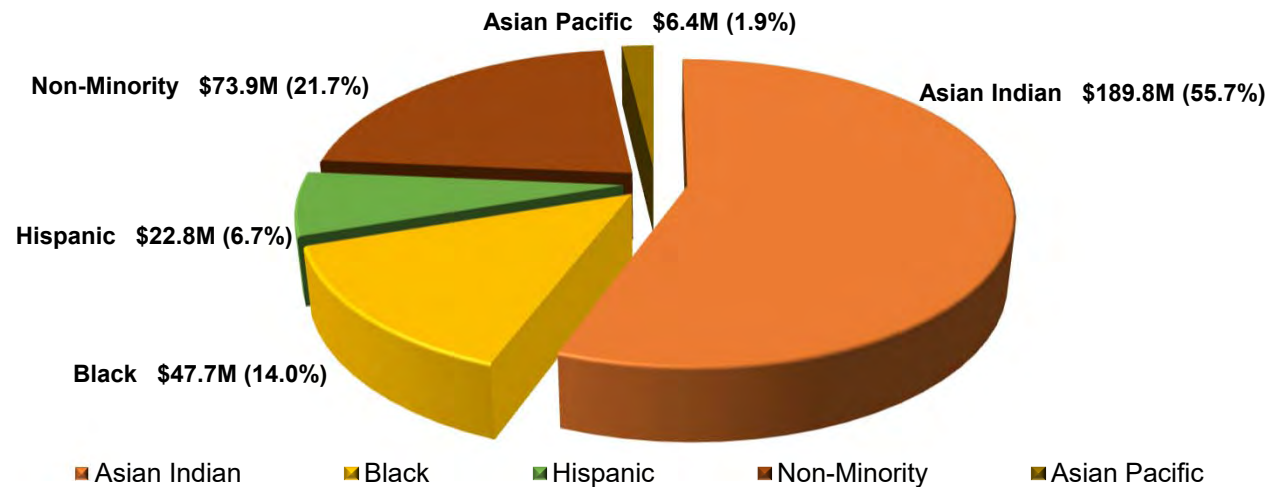


Program Year 1-9 awards through September 30, 2018

# SBDP Contract Awards

## Total SBDP Contract Awards by Ethnic/Gender Categories

Category	Awards
Asian Indian	\$189.8M
Non-Minority	\$ 73.9M
Black	\$ 47.7M
Hispanic	\$ 22.8M
Asian Pacific	\$ 6.4M
<b>Total SBDP Awards</b>	<b>\$340.6M</b>



Contract Awards through September 30, 2018



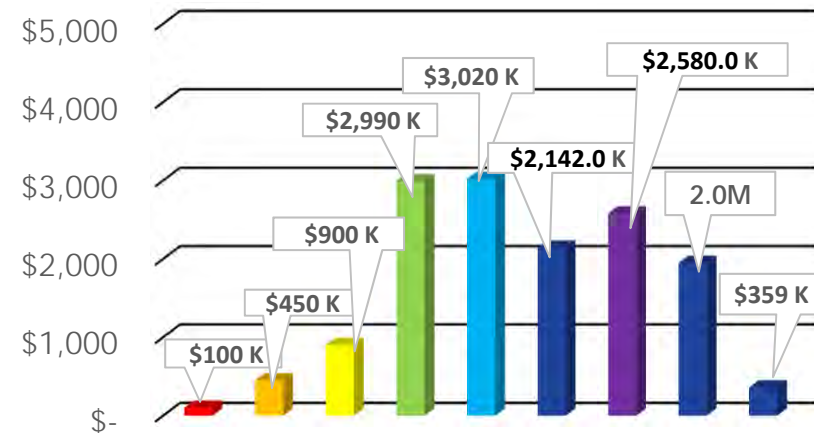
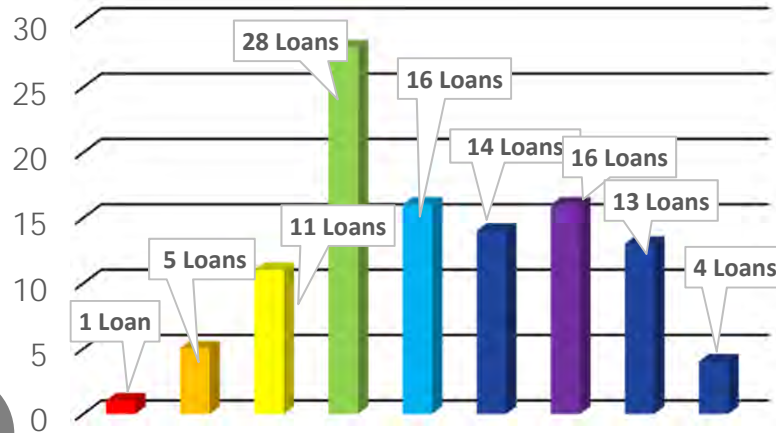
# SBDP Loan Program

	Year 1	-	1 Loan	totaling	\$ 100,000
	Year 2	-	5 Loans	totaling	\$ 450,000
	Year 3	-	11 Loans	totaling	\$ 900,000
	Year 4	-	28 Loans	totaling	\$ 2,990,000
	Year 5	-	16 Loans	totaling	\$ 3,020,000
	Year 6	-	14 Loans	totaling	\$ 2,142,500
	Year 7	-	16 Loans	totaling	\$ 2,580,000
	Year 8	-	13 Loans	totaling	\$ 1,950,000
	Year 9	-	4 Loans	totaling	\$ 359,000
	<b>Total</b>		<b>108 Loans</b>	<b>Totals</b>	<b>\$14,491,500</b>

Maximum Loan Available:  
SBMP up to \$150,000  
SBFP up to \$900,000






Loan values shown are  
through September 30, 2018

(Year 9 is for 3 months ended 9/30/2018)



# SBDP Projections

## Estimated SBDP Project Awards 2018 – 2019 & 2019 – 2020 Program Years

Small Business Mentoring Program		# of Projects
 Tier 1	\$ 90M	130
 Tier 2	\$ 63M	31
Small Business Federal Program		
 SBFP	\$ 72M	35
<b>Totals</b>		
 All Programs	\$225M	196
<hr/>		
	Estimated Job Creation of over 5,400 jobs *	

*The information above reflects the MTA SBDP's Small Business Mentoring Program (SBMP) and Small Business Federal Program (SBFP) Program Years (PY) projections from the current Program Year (2018-2019) projected through to the 2019-2020 Program Year.*

**\*Source: New York State Department of Transportation (NYSDOT)**

As an average statewide estimate, the Department uses 24 jobs per \$1 million dollars (\$1M) of construction value to calculate the estimated number of direct, indirect and induced jobs created or saved.  
**Jobs Created and Employment Reporting** ( <https://www.dot.ny.gov/recovery/jobs?nd=nysdot> )



# SBDP Jobs Created

<u>Program Years (PY)</u>	<u>Tiers</u>	<u>Awards</u>
➤ PY'10 – PY'19	SBMP-Tier 1	Awards total <b>\$156</b> Million
➤ PY'15 – PY'19	SBMP-Tier 2	Awards total <b>\$95</b> Million
➤ PY'13 – PY'19	SBFP	Awards total <b>\$90</b> Million

- **Estimated job creation and maintenance within the Small Business and MWDBE Community approaching 8,200 \***

*The information above reflects the MTA SBDP's Small Business Mentoring Program (SBMP) and Small Business Federal Program (SBFP) Program Years' (PY) statistics from inception to September 30, 2018.*

\* Source: New York State Department of Transportation (NYSDOT)  
As an average statewide estimate, the Department uses 24 jobs per \$1 million dollars (\$1M) of construction value to calculate the estimated number of direct, indirect and induced jobs created or saved.  
**Jobs Created and Employment Reporting ( <https://www.dot.ny.gov/recovery/jobs?nd=nysdot> ).**



# SBDP Facilitates Bonding and Growth

- Tier 2 and Federal Program contractors currently carry \$261.5M in Single and \$489M in Aggregate bonding capacity \*
- 688 bid opportunities in the Tier 2 and Federal Programs \*
- 94 contract awards \*
- Ongoing consultation with contractors to maximize bidding opportunities by increasing bonding capacity
- Engaging Tier 1 contractors 24-36 months before graduation to ensure access to bonding and eligibility for Tier 2 and the Federal Program

\* *The information presented above reflects the MTA SBDP's bonding program statistics from inception to September 30, 2018.*



# TRAINING IS INTEGRAL TO SUCCESS

- Over **190** classroom training dates completed
- Over **1,600** hours of classroom training provided to date
- All prequalified contractors complete a mandatory 13-session training program
- 35 current course attendees – assisting them through the application and pre-qualification process
- Supplementary training opportunities for 2018
  - Leadership Institute – **10 courses** to supplement mandatory training curriculum
  - Industry leaders presenting important topics including DBE Fraud, PLAs, Strategic Business Development, Marketing, Public Speaking & Presentation Skills



# Training Classes Continue to Evolve

- Regular review and update of topics, materials and instructors
- New topics include Project Management and Strategic Business Development
- Mandatory training spans technical, organizational, and business operations
- Course topics include:
  - Doing Business with the MTA and Prime Contractors
  - Prevailing Wages / Project Management
  - Estimating and Bidding Strategies at the MTA
  - Project Scheduling at the MTA
  - Cash Flow and Financial Management
  - Safety and Quality Planning at the MTA
  - Requisition and Change Order Process
  - Business Communications
  - Marketing Your Business to the NY Construction Industry
  - Developing a Profitable Business in the MTA Region
  - Surety Bonding, Access to Capital, and The CEO Toolkit
  - Navigating MTA Contracts & MWDBE Compliance / Strategic Business Development
  - How to be a Prime Contractor



# Assessments Plot a Course of Action

- Contractor Assessments lead to detailed Action Plans
- Identifying existing and future needs
- Creating SMART Plans with each contractor
  - **S**pecific
  - **M**easurable
  - **A**greed Upon
  - **R**ealistic
  - **T**ime-bound
- 254 In-Person Assessments Complete
- 250 Action Plans Delivered
- Regular follow up with contractors on progress



# Benefits Of The Program

- Uniform Set of Front End Bid Documents for All Agencies – NYCT; MNR; B&T; LIRR; DOB; MTACC
- Payments – within 10 business days
- Awards SBMP & SBFP – within 22 business days
- Closeouts SBMP & SBFP – within 20 & 30 business days respectively
- Change Orders – within 15 business days
- Submittals – within 10 business days
- RFIs – within 5 business days



# SBDP Contractors are Finding Success

- 6 Tier 1 contractors graduated in 2018
- 6 additional Tier 1 contractors exceeded revenue thresholds in 2018
- 6 Tier 2/FP contractors graduated in 2018
- 2 FP contractors exceeded revenue thresholds
- Current SBDP contractors are bidding and winning MTA projects outside of the program
- SBDP contractors are winning projects at other NY area agencies including the NYC School Construction Authority, Port Authority of NY & NJ, State University of NY, NYC Department of Design and Construction



# Metropolitan Transportation Authority Department of Diversity and Civil Rights

M/W/DBE & SDVOB Contract Compliance  
First and Second Quarters 2018

November 5, 2018



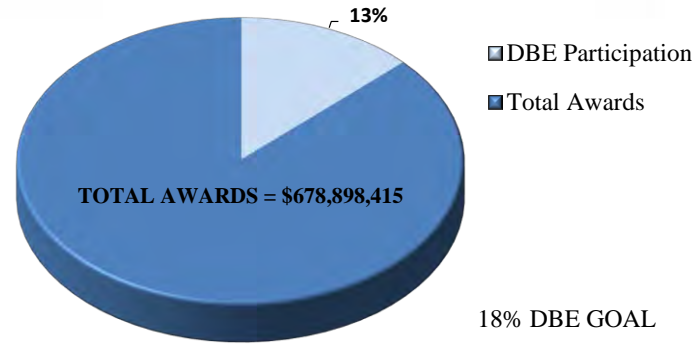
**DBE Participation in Federally Funded Contracts  
Federal Fiscal Year 2018\*  
(Reporting Period: October 1, 2017 to March 31, 2018)**

- Each year, MTA reports to the Federal Transit Administration on a semi-annual basis DBE participation in federally funded contracts.
- Reports are submitted on June 1st -- covering October through March, and December 1st -- covering April through September. The December report also summarizes data for the entire Federal Fiscal Year (“FFY”).
- Reports include DBE participation data on new awards and payments on ongoing, and completed contracts.
- For FFY 2018, MTA’s DBE goal is 18%.
- For the first six months of FFY 2018, MTA awarded \$679 million in the federally funded portion of contracts, with \$88 million (13%) being awarded to certified DBEs.
- For the first six months of FFY 2018, MTA paid prime contractors \$720 million, with payments to certified DBEs totaling \$111 million (15%).

\*The Federal Fiscal Year runs from October 1<sup>st</sup> through September 30<sup>th</sup>.

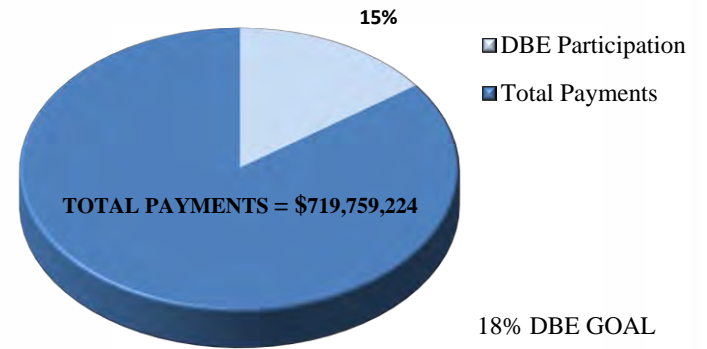
FEDERALLY-FUNDED CONTRACTS  
DBE CONTRACT ACTIVITY  
FEDERAL FISCAL YEAR 2018 FIRST HALF, (OCTOBER 2017- MARCH 2018)

**DBE AWARD PARTICIPATION**



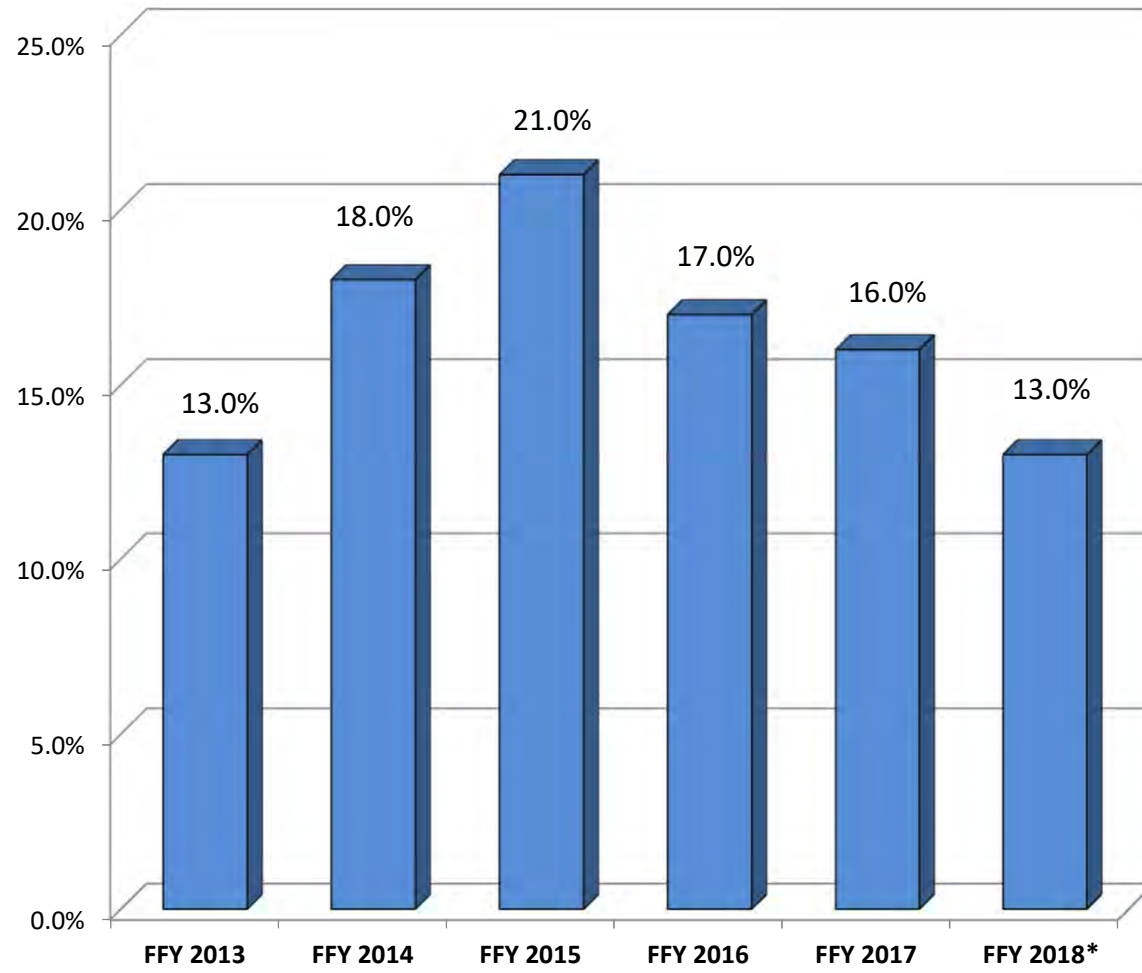
Actual DBE Participation = \$88M or 13%

**DBE PAYMENT PARTICIPATION**



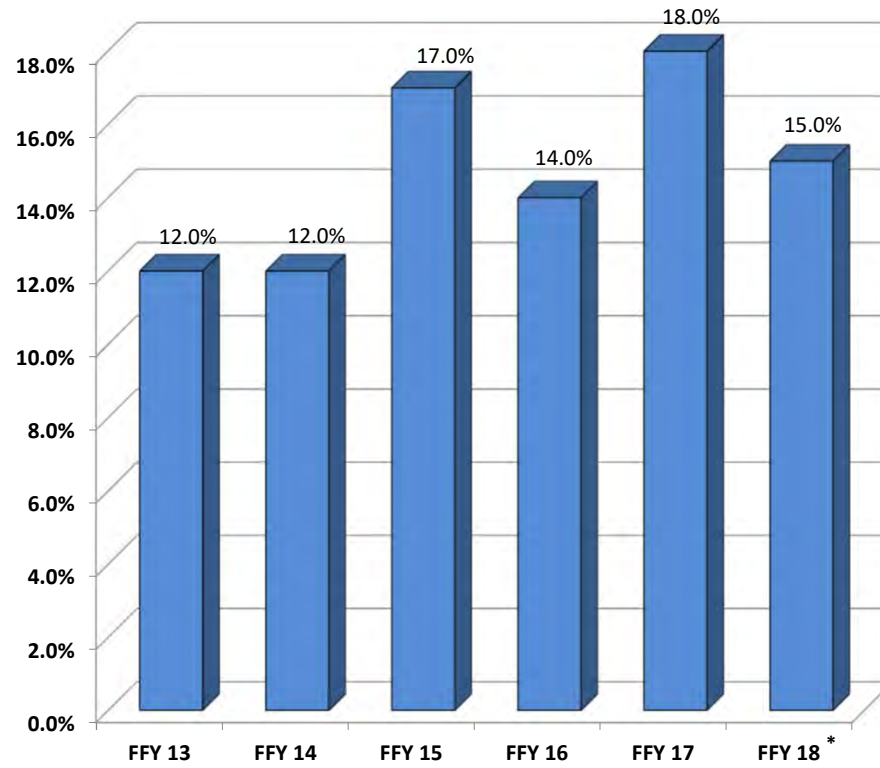
Actual DBE Participation = \$111M or 15%

**DBE CONTRACT AWARDS**  
**October 2012 - March 2018**



\* First half (October 2017 - March 2018)

**DBE CONTRACT PAYMENTS**  
**October 2012 - March 2018**



\* First half (October 2017 - March 2018).

**FEDERALLY-FUNDED CONTRACTS  
DBE CONTRACT ACTIVITY  
FEDERAL FISCAL YEAR 2018 FIRST HALF, (OCTOBER 2017-MARCH 2018)**

**AWARDS\***

<b>CONTRACT AWARDS</b>	<b>PRIME AWARDS</b>		<b>DBE PARTICIPATION</b>			<b>OVERALL FTA GOAL</b>
	<b>Number of Contracts</b>	<b>Award Amount</b>	<b>Number of DBE Contracts</b>	<b>DBE Award Amount</b>	<b>% To Agency Total</b>	
<b>1st SEMI-ANNUAL REPORT</b>	512	\$678,898,415	179	\$87,696,507	13%	18%
<b>October 2017- March 2018</b>						
<b>TOTAL</b>	<b>512**</b>	<b>\$678,898,415</b>	<b>179</b>	<b>\$87,696,507</b>	<b>13%</b>	<b>18%</b>

**PAYMENTS\***

<b>CONTRACT PAYMENTS</b>	<b>PAYMENTS TO PRIMES</b>		<b>DBE PARTICIPATION</b>			<b>OVERALL FTA GOAL</b>
	<b>Number of Contracts</b>	<b>Payment Amount</b>	<b>Number of DBE Subcontracts</b>	<b>DBE Payment Amount</b>	<b>% To Agency Total</b>	
<b>1st SEMI-ANNUAL REPORT</b>	160	\$719,759,224	484	\$110,849,801	15%	18%
<b>October 2017- March 2018</b>						
<b>TOTAL</b>	<b>160</b>	<b>\$719,759,224</b>	<b>484</b>	<b>\$110,849,801</b>	<b>15%</b>	<b>18%</b>

\*Dollar amounts represent the federally-funded portion of contracts.

\*\*This figure includes contracts for which no DBE goals were assigned.

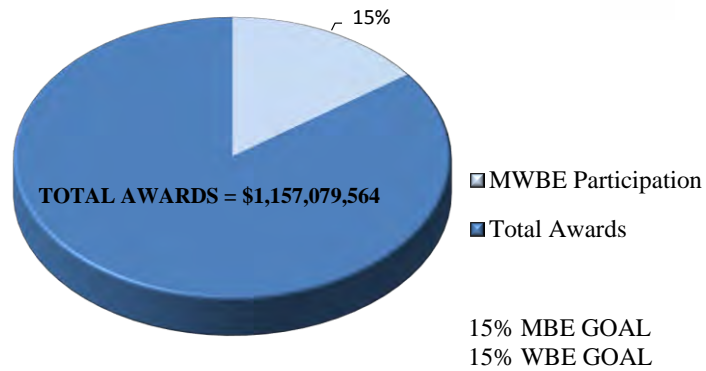
**MWBE Participation in State Funded Contracts  
New York State Fiscal Year 2018-2019\*  
(Reporting Period: April 1, 2018 to September 30, 2018)**

- Each year, MTA reports to the Empire State Development Corporation on a quarterly basis MWBE participation on state funded contracts.
- Reports are submitted 15 days after the end of each quarter, on January 15, April 15, July 15, and October 15.
- Reports include data on contracts with goals and MWBE contract payments.
- MTA established an overall MWBE goal of 30% for New York State fiscal year 2018-2019, starting April 1, 2018.
- From April 1, 2018 to September 30, 2018, MTA awarded \$1.16 billion in New York State funded contracts, with \$171 million (15%) awarded to certified MWBEs.
- From April 1, 2018 to September 30, 2018, MTA paid \$1.4 billion on prime contracts with \$364 million (26%), paid to MWBEs.

\*The State Fiscal Year runs from April 1<sup>st</sup> through March 31<sup>st</sup>.

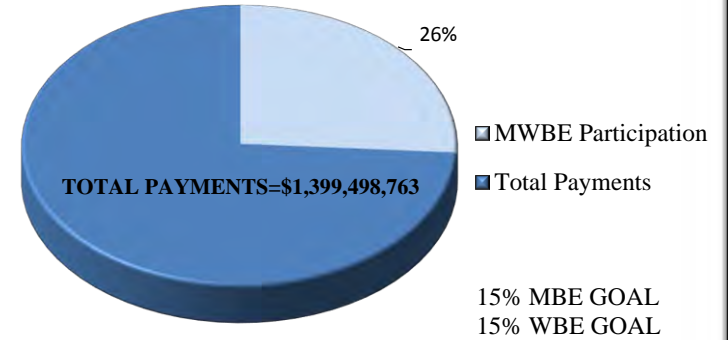
**MWBE CONTRACT ACTIVITY  
NEW YORK STATE FISCAL YEAR 2018-2019 (APRIL 2018-SEPTEMBER 2018)**

**MWBE AWARD PARTICIPATION**



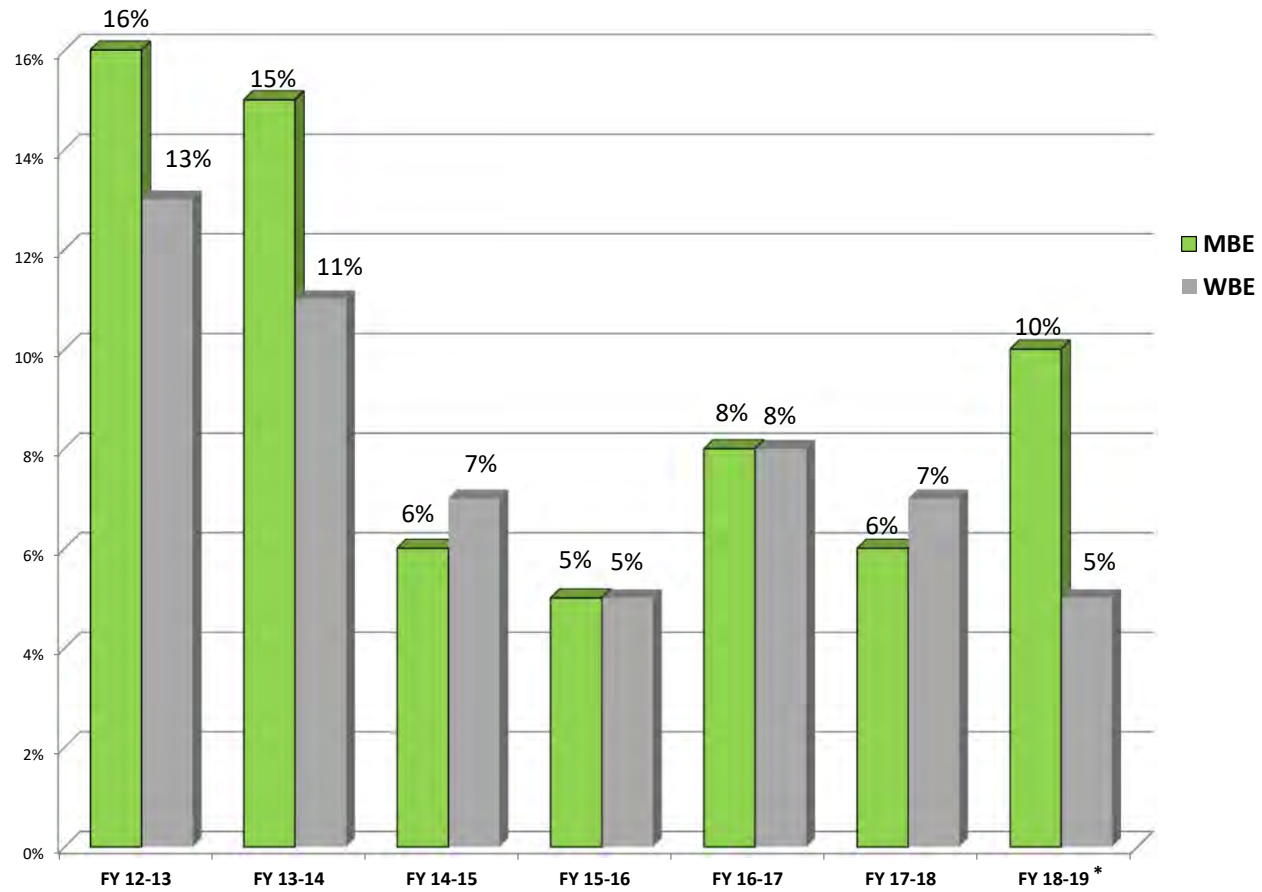
**Actual MWBE Participation = \$171M or 15%**

**MWBE PAYMENT PARTICIPATION**



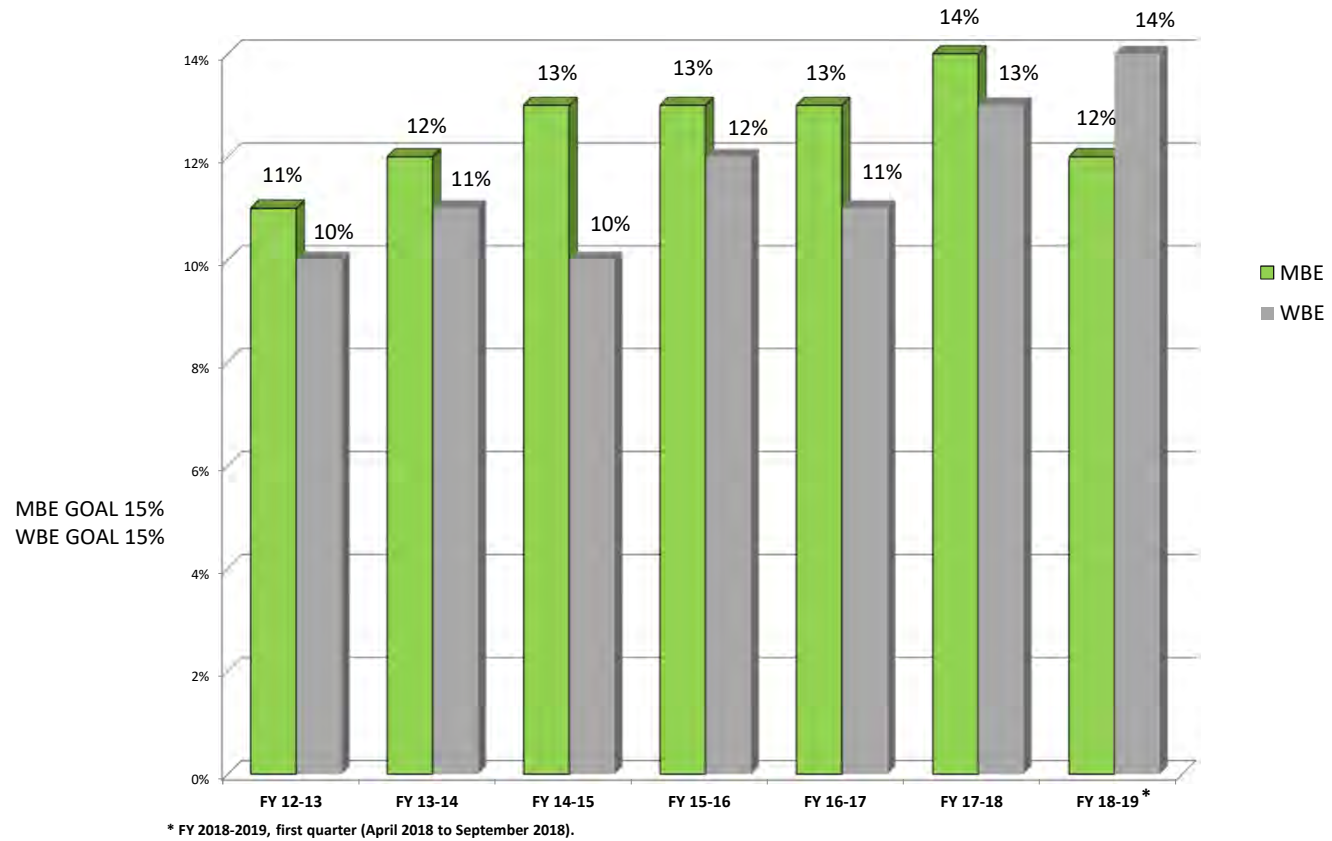
**Actual MWBE Participation = \$364M or 26%**

**NYS MWBE AWARDS  
APRIL 2012 - SEPTEMBER 2018**



\* FY 2018-2019, first quarter (April 2018 to September 2018).

### NYS MWBE PAYMENTS APRIL 2012- SEPTEMBER 2018



**NYS CONTRACTS  
MWBE CONTRACT ACTIVITY  
APRIL 1, 2018 - SEPTEMBER 30, 2018**

**AWARDS**

<b>CONTRACT AWARDS</b>	<b>PRIME AWARDS</b>		<b>MWBE AWARDS</b>			<b>NYS Goal</b>
	<b>Number of Contracts</b>	<b>Award Amount</b>	<b>Number of MWBE Subcontracts</b>	<b>MWBE Award Amount</b>	<b>MWBE %</b>	
<b>FIRST QUARTER APRIL 2018-JUNE 2018</b>	18,011	\$494,398,447	1,844	\$75,114,990	15%	30%
<b>SECOND QUARTER JULY 2018-SEPT. 2018</b>	18,144	\$662,681,117	1,689	\$96,147,233	15%	30%
<b>TOTAL</b>	<b>36,155</b>	<b>\$1,157,079,564</b>	<b>3,533</b>	<b>\$171,262,223</b>	<b>15%</b>	<b>30%</b>

**PAYMENTS**

<b>CONTRACT PAYMENTS</b>	<b>PAYMENTS TO PRIMES</b>		<b>MWBE PARTICIPATION</b>			<b>NYS Goal</b>
	<b>Number of Contracts</b>	<b>Payment Amount</b>	<b>Number MWBE Contracts</b>	<b>MWBE Payment Amount</b>	<b>MWBE %</b>	
<b>FIRST QUARTER APRIL 2018-JUNE 2018</b>	25,819	\$702,395,183	4,255	\$169,192,150	24%	30%
<b>SECOND QUARTER JULY 2018-SEPT. 2018</b>	16,191	\$697,103,580	4,478	\$194,686,733	28%	30%
<b>TOTAL</b>	<b>42,010</b>	<b>\$1,399,498,763</b>	<b>8,733</b>	<b>\$363,878,883</b>	<b>26%</b>	<b>30%</b>

**SDVOB Participation in State Funded Contracts  
New York State Fiscal Year 2018-2019  
(Reporting Period: April 1, 2018 to September 30, 2018)**

- Each year, MTA reports to the Office of General Services on a quarterly basis SDVOB participation on state funded contracts.
- Reports are submitted 30 days after the end of each quarter, on January 30, April 30, July 30, and October 30.
- Reports include data on contracts with SDVOB goals and payments made to SDVOBs.
- MTA established an overall SDVOB goal of 6% for State fiscal year 2018-2019, starting on April 1, 2018.
- From April 2018 to September 2018, MTA awarded \$6.2 million to SDVOBs.
- From April 2018 to September 2018, MTA paid over \$190 million on prime contracts with \$5.2 million (3%), paid to SDVOBs.

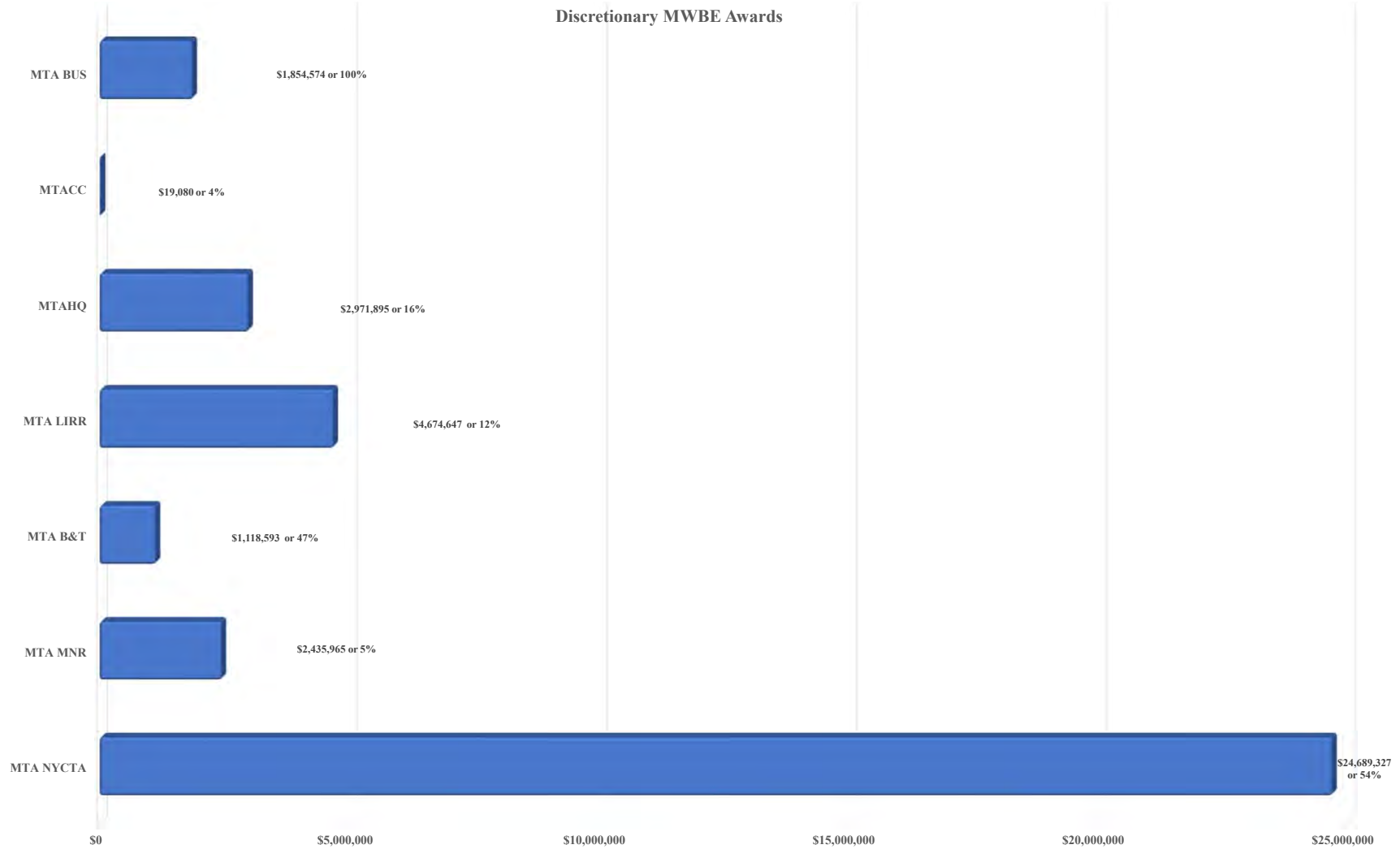
**FY 2018-2019 SDVOB CONTRACT AWARDS**  
**APRIL 2018 - SEPTEMBER 2018**

	<b>SDVOB Awards</b>
<b>FIRST QUARTER</b>	<b>\$3,768,843</b>
<b>APRIL 2018-JUNE 2018</b>	
<b>SECOND QUARTER</b>	<b>\$2,417,930</b>
<b>JULY 2018-SEPT. 2018</b>	
<b>FY 2018-2019 TOTAL</b>	<b>\$6,186,773</b>

**FY 2018-2019 SDVOB CONTRACT PAYMENTS**  
**APRIL 2018 - SEPTEMBER 2018**

	<b>Agency Disbursements</b>	<b>SDVOB Disbursements</b>	<b>SDVOB%</b>
<b>FIRST QUARTER</b>	<b>\$101,733,571</b>	<b>\$1,723,601</b>	<b>2%</b>
<b>APRIL 2018-JUNE 2018</b>			
<b>SECOND QUARTER</b>	<b>\$88,514,049</b>	<b>\$3,484,280</b>	<b>4%</b>
<b>JULY 2018-SEPT. 2018</b>			
<b>FY 2018-2019 TOTAL</b>	<b>\$190,247,620</b>	<b>\$5,207,881</b>	<b>3%</b>

MTA ALL AGENCY  
DISCRETIONARY PROCUREMENTS REPORT\*  
JANUARY 2018 - SEPTEMBER 2018



\*Discretionary procurements include purchases for goods, miscellaneous procurements, personal or miscellaneous services.

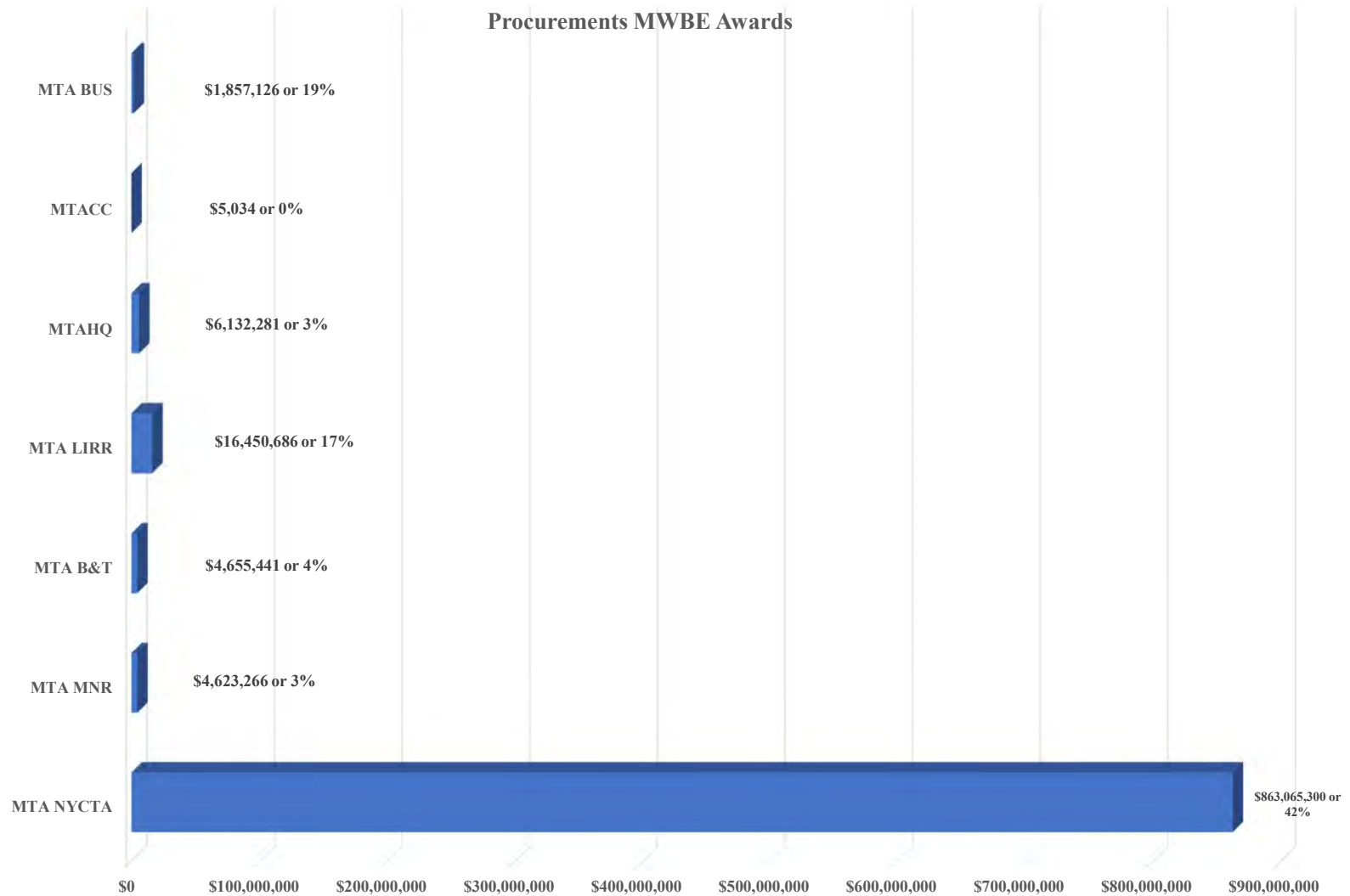
**MTA ALL AGENCY  
DISCRETIONARY PROCUREMENT REPORT\***  
**JANUARY 2018 - SEPTEMBER 2018**

<b>Agency</b>	<b>Total Awards \$400k or Less</b>	<b>MWBE Discretionary Awards</b>	<b>MWBE Discretionary Award Percentages</b>	<b>SBC** Discretionary Awards</b>	<b>SBC** Discretionary Award Percentages</b>
<b>MTA NYCTA</b>	\$45,360,370	\$24,689,327	54%	\$6,094,965	13%
<b>MTA MNR</b>	\$46,217,799	\$2,435,965	5%	\$990,591	2%
<b>MTA B&amp;T</b>	\$2,378,916	\$1,118,593	47%	\$0	0%
<b>MTA LIRR</b>	\$39,564,816	\$4,674,647	12%	\$1,366,657	3%
<b>MTA HQ</b>	\$19,003,316	\$2,971,895	16%	\$580,103	3%
<b>MTA CC</b>	\$467,081	\$19,080	4%	\$5,888	1%
<b>MTA BUS</b>	\$1,861,859	\$1,854,574	100%	\$7,285	0%
<b>Total</b>	<b>\$154,854,157</b>	<b>\$37,764,081</b>	<b>24%</b>	<b>\$9,045,489</b>	<b>6%</b>

\* Discretionary procurements include purchases for goods, miscellaneous procurements, personal or miscellaneous services.

\*\* Small Business Concerns

MTA ALL AGENCY  
TOTAL PROCUREMENTS  
JANUARY 2018-SEPTEMBER 2018



**MTA ALL AGENCY  
TOTAL PROCUREMENTS  
 JANUARY 2018 - SEPTEMBER 2018**

<b>Agency</b>	<b>Total Award Amount</b>	<b>Total MWBE Awards</b>	<b>MWBE</b>
<b>MTA NYCTA</b>	\$2,076,666,769	\$863,065,300	42%
<b>MTA MNR</b>	\$134,478,913	\$4,623,266	3%
<b>MTA B&amp;T</b>	\$132,734,351	\$4,655,441	4%
<b>MTA LIRR</b>	\$96,523,748	\$16,450,686	17%
<b>MTA HQ</b>	\$215,259,849	\$6,132,281	3%
<b>MTA CC</b>	\$1,459,664,662	\$5,034	0%
<b>MTA BUS</b>	\$9,558,676	\$1,857,126	19%
<b>Total</b>	<b>\$4,124,886,968</b>	<b>\$896,789,134</b>	<b>22%</b>

# Metropolitan Transportation Authority Department of Diversity and Civil Rights

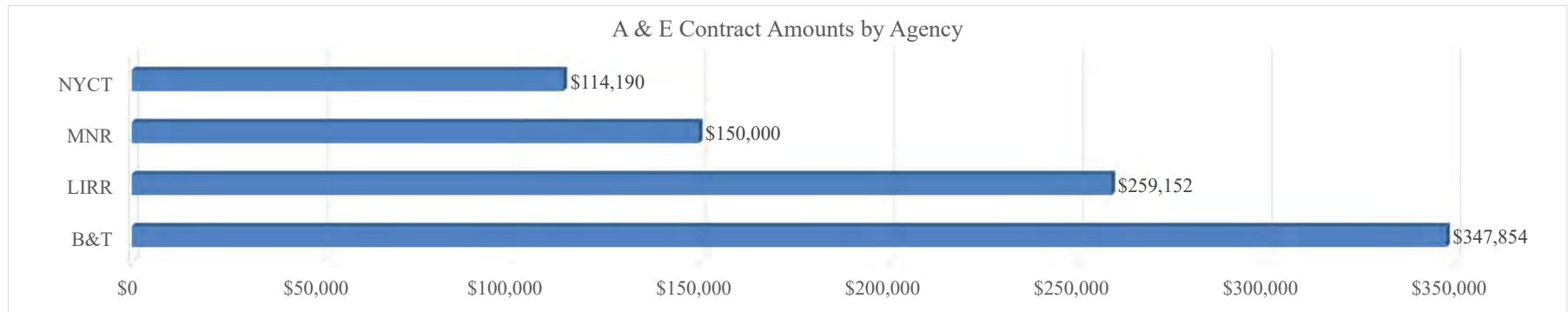
Discretionary A&E, Legal & IT

November 5, 2018



## A/E Awards thru Discretionary Procurement January to September 2018

#	Agency	Contract Number	Project Name & Description	Primary Trades	County	Contract Amount	Notice of Award Date	Contractor	Contractor Certification
1	B&T	14703-2100- TBTA Work Order #12	Concrete Coating & Misc. Repairs at the Henry Hudson Bridge Facility	As-Needed Construction Administration, Inspection and Support Services		\$174,082	1/30/18	KS Engineers, P.C.	MBE
2	B&T	14073-2800-TBTA; Work Order #11A	Engineering Application Management Consultant Extension	Inspection and Design, Expert Engineering, and Engineering Support Services		\$149,880	4/5/18	MP Engineers, P.C.	MBE
3	B&T	14073-1800-TBTA; Work Order #10A	Service Building Curb and Sidewalk Replacement the Bronx Whitestone Bridge Facility	As-Needed Construction Administration, Inspection and Support Services		\$23,892	5/25/18	SJH Engineering, P.C	MBE
	<b>B&amp;T</b>			<b>Total</b>		<b>\$347,854</b>			
4	<b>LIRR</b>	14073-1800-2-14-A	Huntington Station East Pedestrian Overpass Rehabilitation Project Design	Design		\$259,152	2/22/18	SJH Engineering, PC	MBE
5	<b>MNR</b>	92242	Design for roof replacement	Preparation of Plans and Specs for rehabilitation of historic roof at Ossining Station		\$150,000	3/1/18	SJH Engineering	MBE
6	<b>NYCT</b>	14073-4200-Transit	Design Services for Windows at Moshulu, East New York, and Coney Island Yards, and Roof and Canopy Repair at Coney Island Yard Tower C	Design		\$114,190	3/26/18	Popli Design Group	W/MBE
					<b>Total :</b>	<b>\$871,196</b>			



# IT Discretionary

IT Discretionary Consulting Contract No. 14357  
January 2018- September 2018

Total Number of Awards- 80

Value of Awards- \$ 11 million

Value of Cumulative Awards- \$66 million

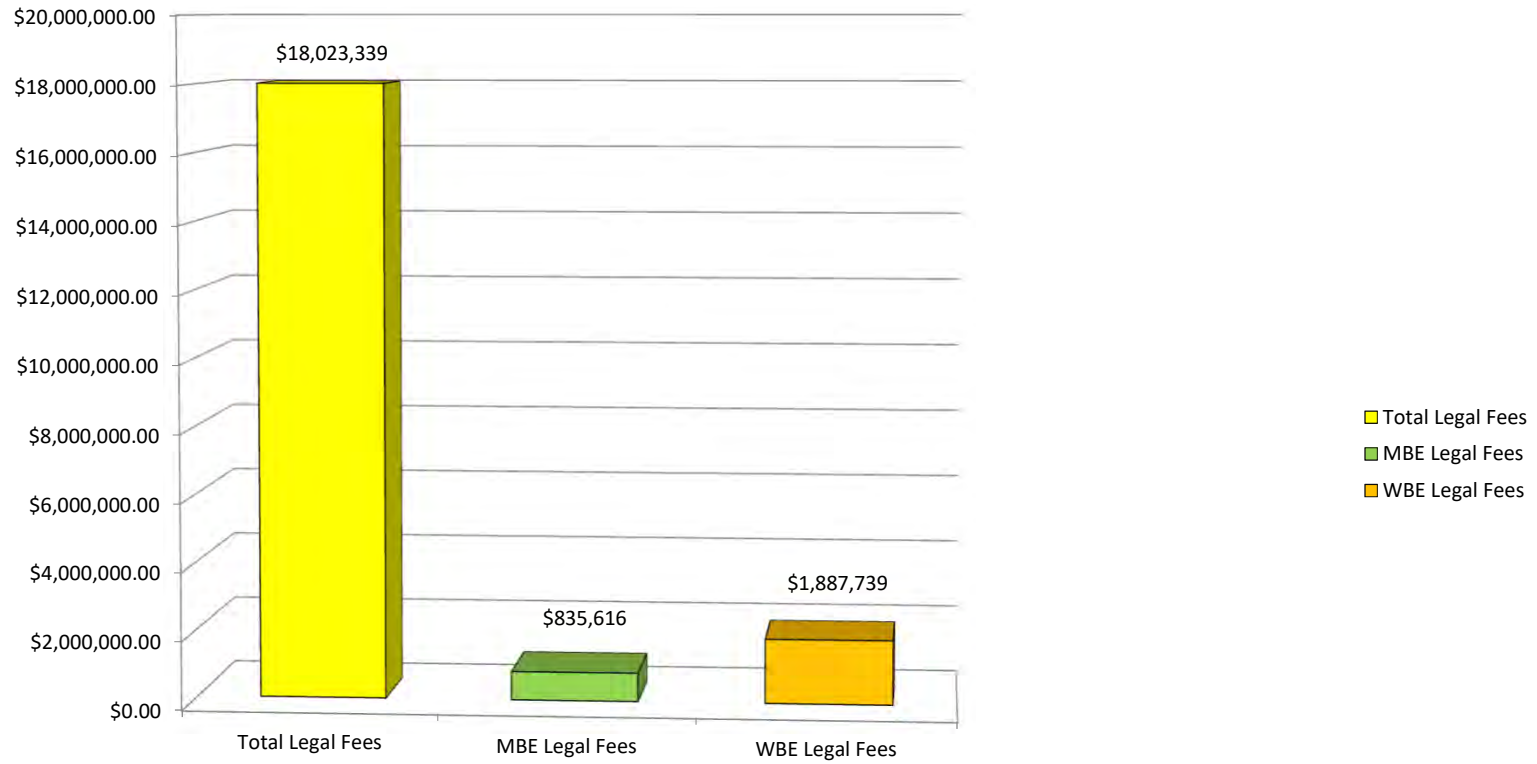


<b><u>Supplier</u></b>	<b><u>PO No.</u></b>	<b><u>Sum Merchandise Amount</u></b>
CAPSTONE STRATEGY GROUP, LLC	9000009140	\$54,613.00
DONNELLY & MOORE CORP	9000008413	\$243,000.00
	9000008633	\$128,056.00
IIT INC	9000008041	\$268,322.50
	9000008078	\$87,171.08
	9000008190	\$54,971.20
	9000008260	\$188,727.00
	9000008618	\$158,513.50
	9000008923	\$233,324.00
	9000008934	\$103,682.00
	9000009118	\$88,463.00
	9000009219	\$103,530.00
	9000009333	\$387,500.00
INFOPEOPLE CORP	9000008558	\$43,455.00
	9000008629	\$258,461.00
	9000008671	\$109,080.00
	9000008729	\$150,895.00
	9000008817	\$127,386.00
	9000008838	\$162,961.00
	9000009116	\$81,984.00
INFOSYS INTERNATIONAL, INC.	9000008369	\$53,060.00
	9000008510	\$97,280.00
	9000008647	\$133,430.00
	9000008843	\$174,325.00
	9000008919	\$174,325.00
	9000009023	\$95,086.00
	9000009029	\$152,570.00
	9000009170	\$167,400.00
IZAR ASSOCIATES INC	9000008353	\$216,216.00
	9000008622	\$159,905.20
	9000009010	\$56,280.00
MVP CONSULTING PLUS INC	9000008862	\$94,230.00
NEOTECRA, INC.	9000008036	\$141,375.00
	9000008419	\$119,934.70
NEXT GENERATION INC	9000009236	\$214,985.00

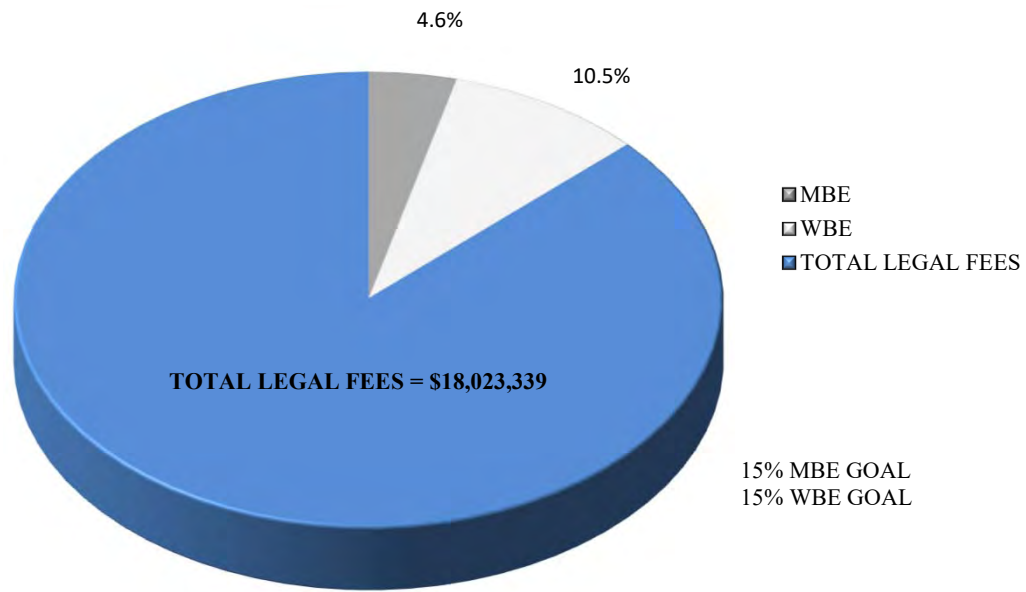
<b><u>Supplier</u></b>	<b><u>PO No.</u></b>	<b><u>Sum Merchandise Amount</u></b>
PROTEK INFORMATION TECHNOLOGY SVS LLC	9000008370	\$136,500.00
Q.E.D., INC.	9000008192	\$148,512.00
	9000008716	\$104,375.70
	9000008908	\$116,332.00
	9000008909	\$99,700.00
	9000008941	\$81,250.00
	9000009012	\$87,237.15
SOURCE OF FUTURE TECHNOLOGY INC.	9000007939	\$250,000.00
	9000008204	\$247,487.00
	9000008284	\$125,000.00
	9000008337	\$165,409.00
	9000008541	\$100,010.00
	9000008731	\$133,965.00
	9000009163	\$130,640.00
SPRUCE TECHNOLOGY INC	9000008351	\$140,448.00
	9000008386	\$277,875.00
	9000008950	\$116,448.00
	9000008987	\$143,026.00
	9000009030	\$115,837.00
UNIQUE COMP, INC.	9000008140	\$268,322.50
	9000008203	\$247,487.00
	9000008206	\$246,792.00
	9000008300	\$269,938.24
	9000008646	\$31,930.00
	9000008984	\$175,668.48
	9000008998	\$165,780.98
	9000009044	\$113,360.00
	9000009045	\$112,320.00
	9000009050	\$109,200.00
US TECH SOLUTIONS, INC	9000008063	\$36,855.00
	9000008072	\$33,536.16
	9000008087	\$104,130.00
	9000008128	\$141,252.00
	9000008189	\$54,971.20
	9000008466	\$200,000.00
	9000008526	\$151,917.75
	9000008723	\$104,375.70
	9000008743	\$104,375.70
	9000008760	\$104,375.70

<u>Supplier</u>	<u>PO No.</u>	<u>Sum Merchandise Amount</u>
	9000008867	\$140,026.00
	9000008955	\$162,690.00
	9000009111	\$176,913.00
	9000009171	\$107,131.24
	9000009198	\$90,914.00
	9000009340	\$49,210.00
<b>TOTAL</b>	<b>80</b>	<b>\$11,308,021.68</b>

MTA ALL AGENCY LEGAL FEES APRIL 2018 - SEPTEMBER 2018



**MTA ALL AGENCY LEGAL FEES  
APRIL 2018- SEPTEMBER 2018**



**Actual MBE Participation = \$835,616 or 4.6%**  
**Actual WBE Participation = \$1,887,740 or 10.5%**

**MTA ALL AGENCY LEGAL FEES PAID  
APRIL 2018 THROUGH SEPTEMBER 2018**

AGENCY	ALL FEES PAID	MBE FEES PAID	Agency MBE PARTICIPATION	WBE FEES PAID	Agency WBE PARTICIPATION	MWBE FEES PAID	Agency MWBE PARTICIPATION
B & T	\$501,017.45	\$77,785.16	15.5%	\$4,440.00	0.9%	\$82,225.16	16.4%
LIRR	\$257,468.00	\$1,442.00	0.6%	\$39,667.00	15.4%	\$41,109.00	16.0%
MTABUS	\$2,472,482.56	\$168,046.53	6.8%	\$162,810.08	6.6%	\$330,856.61	13.4%
MTACC	\$348,476.33	\$0.00	0.0%	\$52,648.00	15.1%	\$52,648.00	15.1%
MTAHQ	\$6,012,681.83	\$62,353.97	1.0%	\$90,097.77	1.5%	\$152,451.74	2.5%
MNR	\$1,257,013.80	\$214,445.76	17.1%	\$298,574.32	23.8%	\$513,020.08	40.8%
NYCTA	\$6,861,867.02	\$43,839.93	0.6%	\$1,194,872.35	17.4%	\$1,238,712.28	18.1%
FMTAC	\$312,332.20	\$267,702.20	85.7%	\$44,630	14.3%	\$312,332.20	100.0%
<b>TOTAL</b>	<b>\$18,023,339.19</b>	<b>\$835,615.55</b>	<b>4.6%</b>	<b>\$1,887,739.52</b>	<b>10.5%</b>	<b>\$2,723,355.07</b>	<b>15.1%</b>

Metropolitan Transportation Authority  
Department of Diversity and Civil Rights

Status of Closed Contracts  
as of September 30, 2018

November 5, 2018



# MTA Headquarters DDCR Update

Inactive Contracts – Status as of September 30, 2018

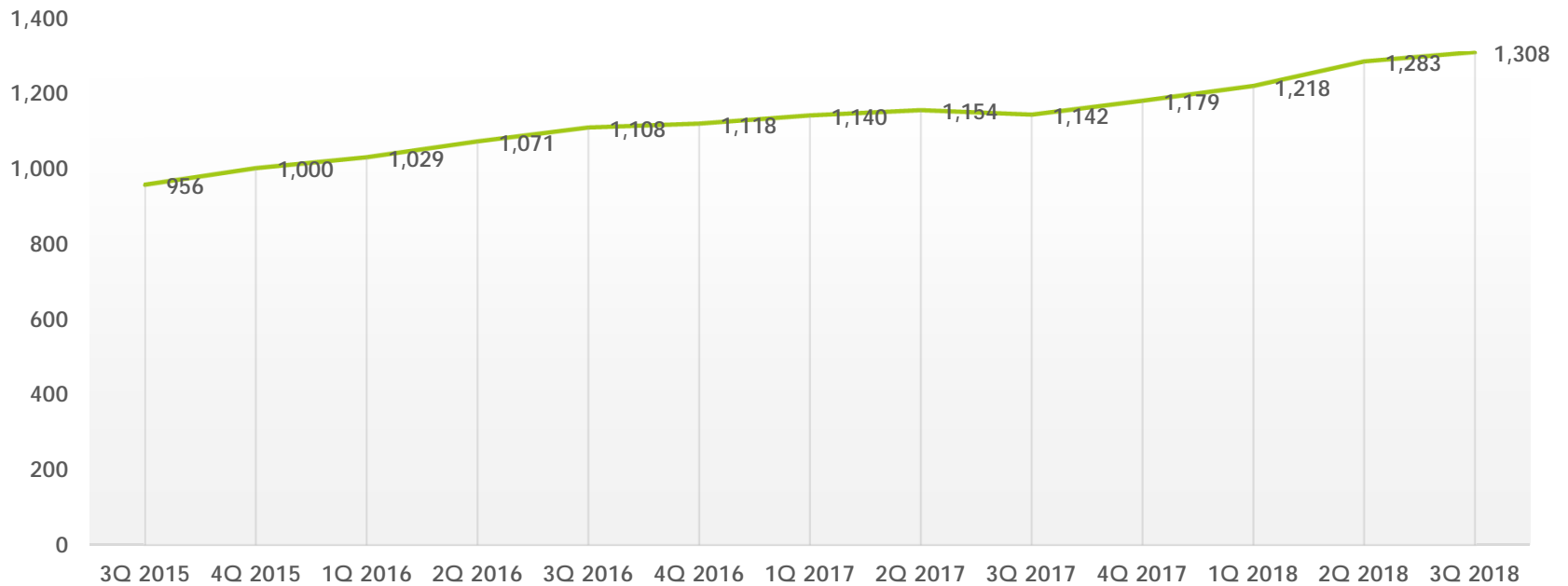
Inactive Contracts with Goals	#
1. Total Contracts Reviewed and Closed	1014
2. Contracts Administratively Closed	294 <sup>1</sup>
Sub-Total	1,308 (95%)
3. Closeouts in Progress	26
4. Contracts Pending Agency Action	41
Total	1,375 <sup>2</sup> (100%)

1. Contracts administratively closed because of the age of the contract (beyond the established seven-year record retention period).
2. Total number of inactive & closed contracts as of September 30, 2018.



# MTA Headquarters DDCR Update

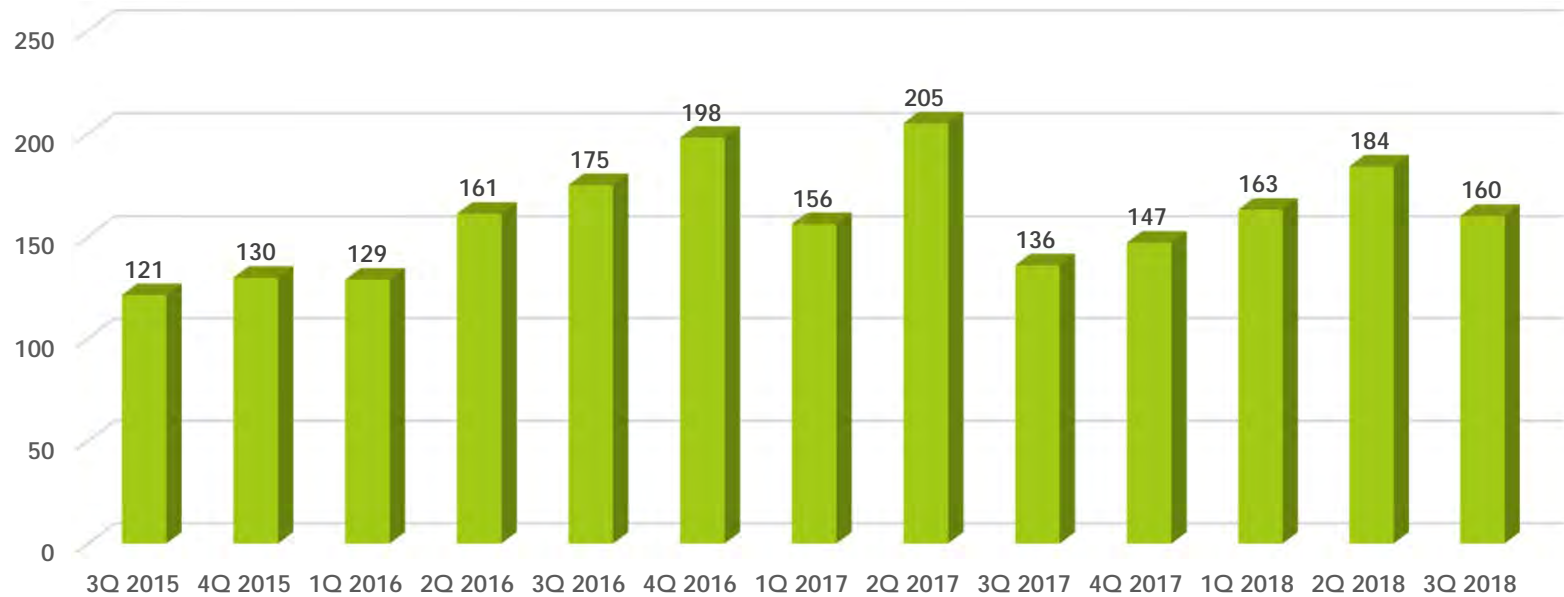
## DDCR Contract Closeout Progression 3Q 2015 through 3Q 2018



# MTA Headquarters DDCR Update

DDCR Project Site Visits: 3Q 2015 – 3Q 2018

Total Site Visits Performed = 2,065



# Metropolitan Transportation Authority Department of Diversity and Civil Rights

## M/WBE, DBE, and SDVOB Participation on Capital Projects

November 5, 2018



# MWDBE and SDVOB Participation on MTA Capital Projects with Goals

## ■ Federal Participation Goal: 18%

(First half Federal Fiscal Year 2018 (October 2017 to March 2018))

- Total Awards: \$349M\*
- Total DBE Awards: \$41M (12%)
- Total Payments: \$571M
- Total DBE Payments: \$97M (17%)

## ■ New York State MBE Participation Goal: 15%\*\*

(Fourth quarter NYS Fiscal Year 2017-2018 and first quarter NYS Fiscal Year 2018-2019 (January 2018 to September 2018))

- Total Awards: \$1.9B\*
- Total MBE Awards: \$289M (15%)
- Total Payments: \$954M
- Total MBE Payments: \$110M (12%)

## ■ New York State WBE Participation Goal: 15%\*\*

(Fourth quarter NYS Fiscal Year 2017-2018 and first quarter NYS Fiscal Year 2018-2019 (January 2018 to September 2018))

- Total Awards: \$1.9B\*
- Total WBE Awards: \$266M (14%)
- Total Payments: \$954M
- Total WBE Payments: \$102M (11%)

## ■ Service Disabled Veteran-Owned Business Participation Goal: 6%

(Fourth quarter NYS Fiscal Year 2017-2018 and first quarter NYS Fiscal Year 2018-2019 (January 2018 to September 2018))

- Total Awards: \$1.6B
- Total SDVOB Awards \$6M (.38%)
- Total Payments: \$95M
- Total SDVOB Payments: \$903,000 (1%)

\*Report is based on original contract amount provided by MTA Agencies for third-party design and construction contracts (excluding rolling stock and signals).

\*\*Report includes MTA Bridges and Tunnels' major maintenance projects funded from operating budget.



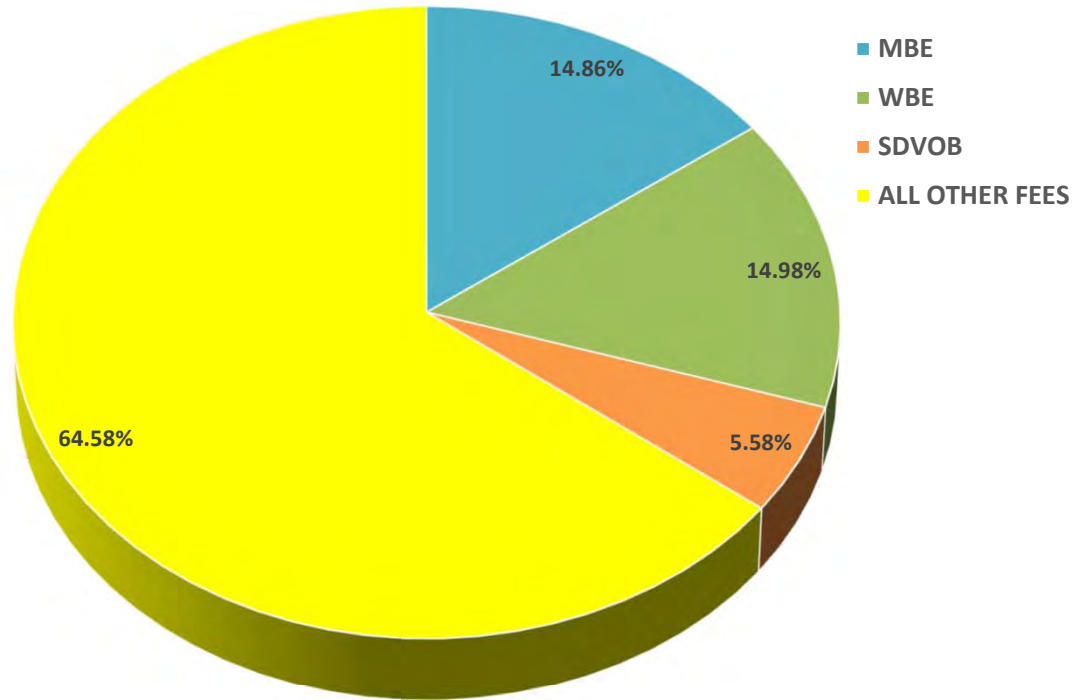
# Metropolitan Transportation Authority Department of Diversity and Civil Rights

Financial Services

November 5, 2018



**MTA ALL AGENCY UNDERWRITER FEES  
April 2018 - September 2018**



**Actual MBE Participation = \$239,828 or 14.86%**  
**Actual WBE Participation = \$241,723 or 14.98%**  
**Actual SDVOB Participation = \$90,111 or 5.58%**  
**All Other Underwriting Fees = \$1,042,506 or 64.58%**  
**Total Underwriting Fees = \$1,614,1687**

# Metropolitan Transportation Authority Department of Diversity and Civil Rights

Asset Fund Managers

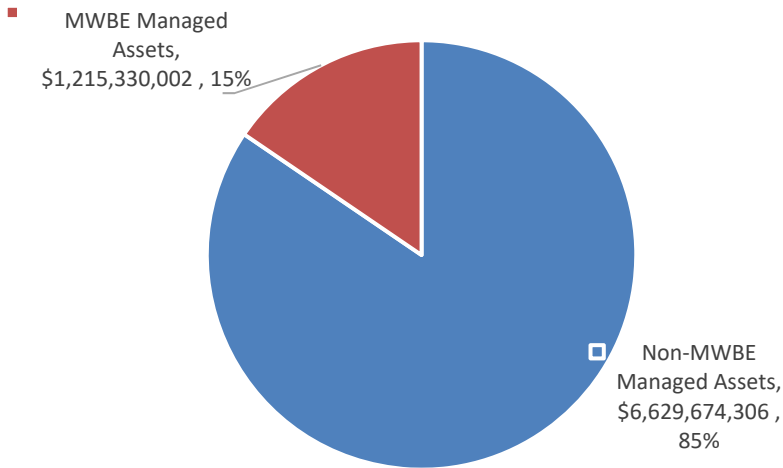
November 5, 2018



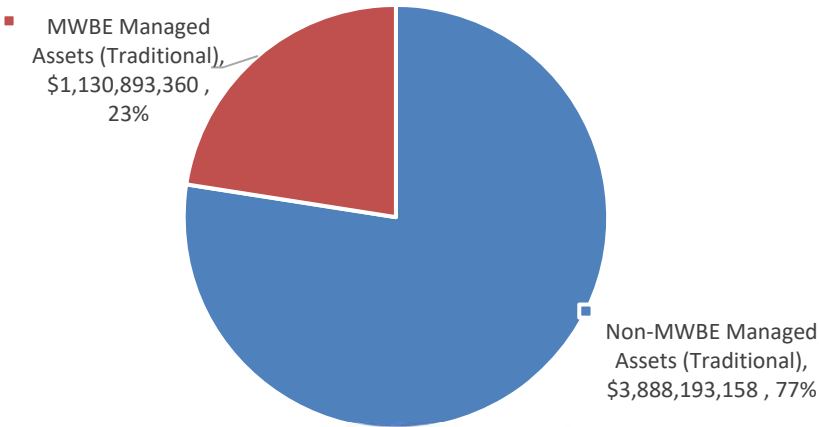
# MTA Sponsored Plans – MWBE Participation

As of August 31, 2018

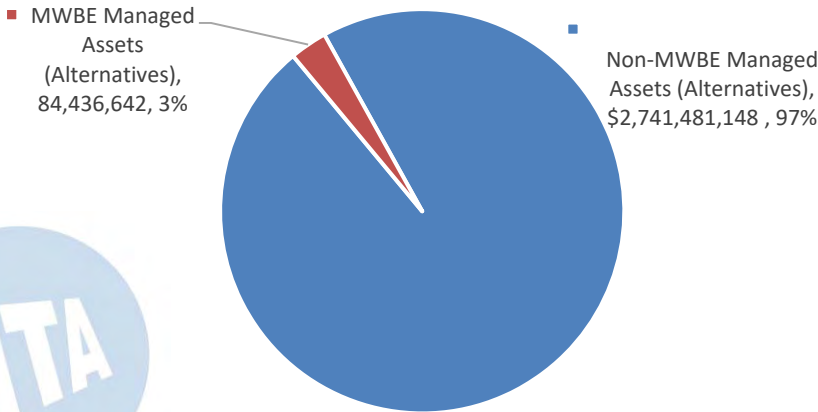
Combined Plans - Total Assets



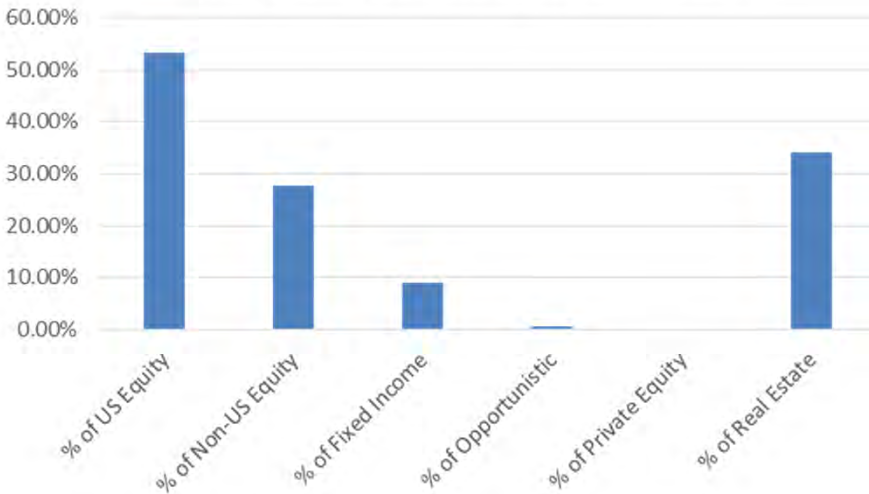
Combined Plans - Traditional Investments



Combined Plans- Alternative Investments



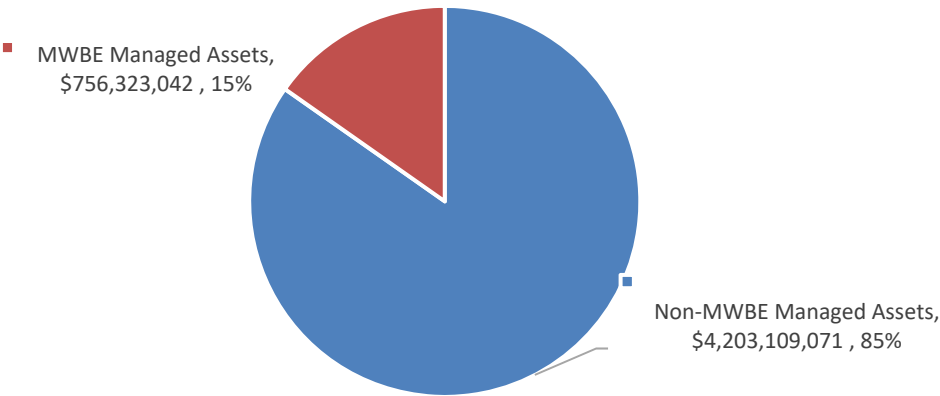
MWBE Managed Assets by Asset Class



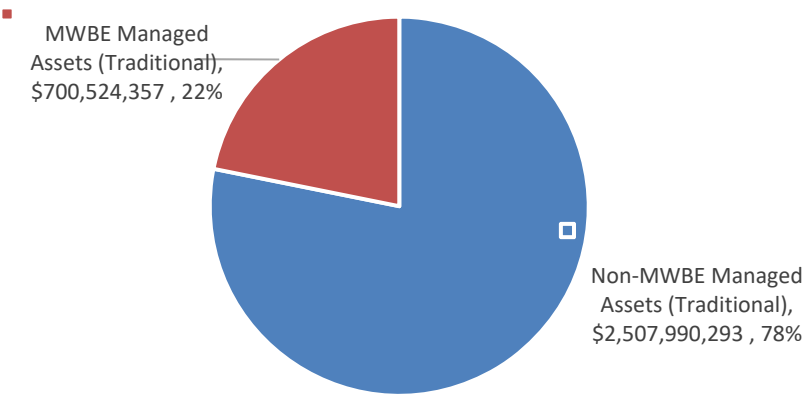
# MTA Sponsored Plans – MWBE Participation

As of August 31, 2018

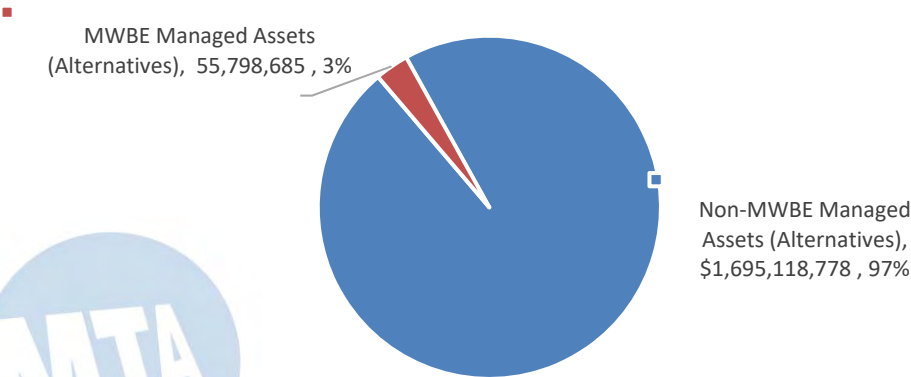
MTA Defined Benefit - Total Assets



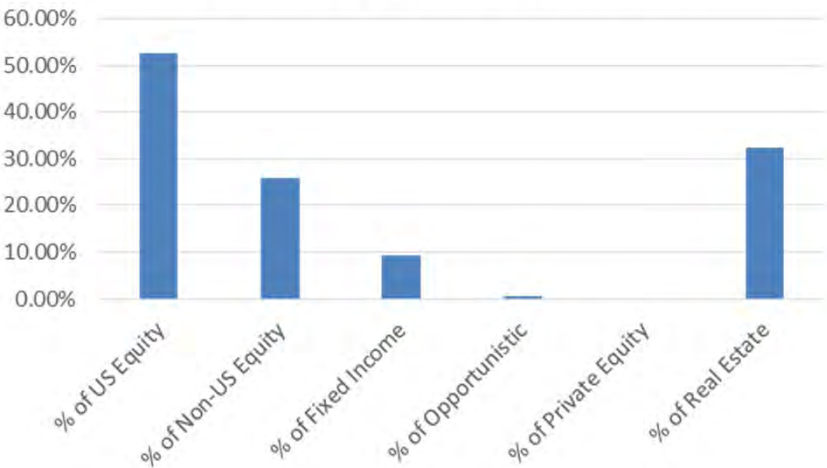
MTA Defined Benefit - Traditional Investments



MTA Defined Benefit - Alternative Investments



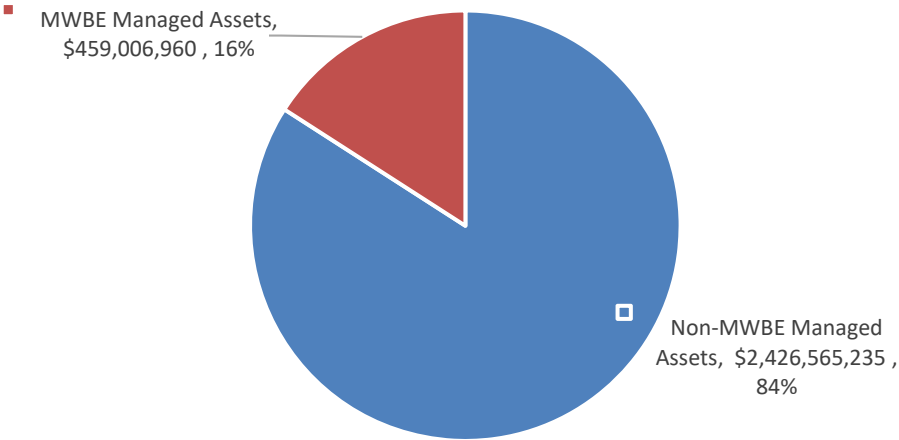
MWBE Managed Assets by Asset Class



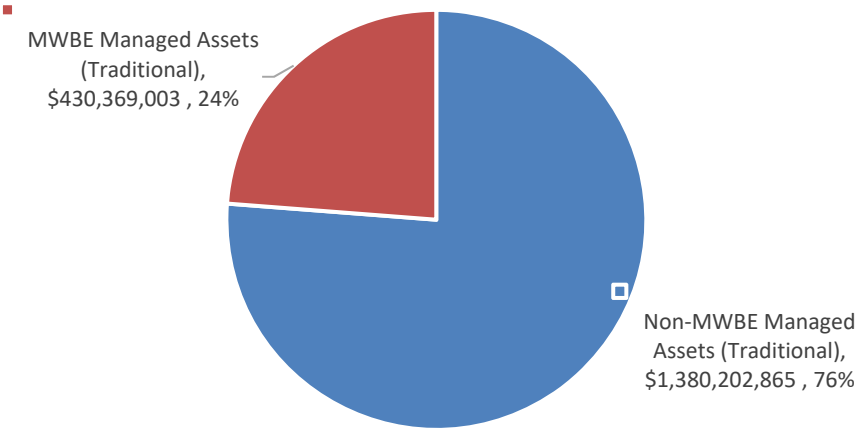
# MTA Sponsored Plans – MWBE Participation

As of August 31, 2018

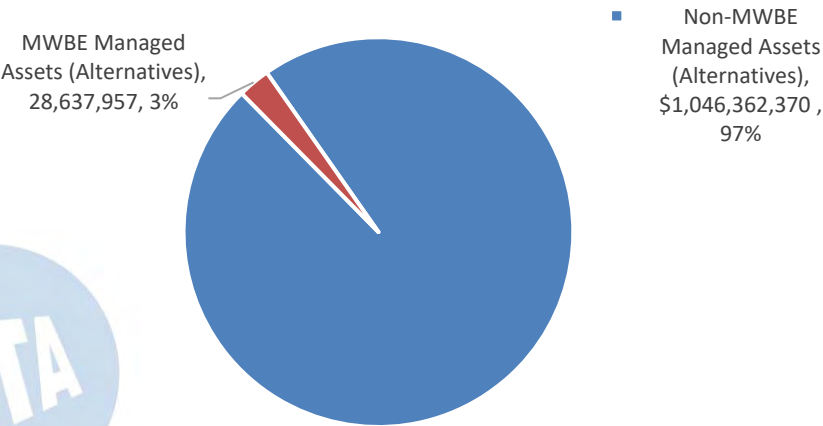
MaBSTOA - Total Assets



MaBSTOA - Traditional Investments



MaBSTOA - Alternative Investments



MWBE Managed Assets by Asset Class

