



# Secretary Stephanie Pollack's Report to the MassDOT Board

August 24, 2020

# COVID-19 Updates

- Those MassDOT and MBTA employees who are able to effectively work remotely continue to do so and will continue working from home through the end of December, like the remainder of the state workforce.
- These employees are asked to complete an online Telework Agreement Form by September 30<sup>th</sup> and take training on the MassDOT/MBTA Learning Hub. Employees who are teleworking have been alerted to requirements under the Commonwealth's Revised Telework Policy.
- Employees who must report to a work location continue to abide by health and safety protocols including wearing face coverings, washing hands frequently and only traveling for work if that travel is essential to core responsibilities.

# COVID-19: Travel and Mobility

- In recent weeks traffic volumes have leveled off or continued to steadily increase on most state roads but still are slightly lower than corresponding 2019 traffic volumes. The number of Traffic Monitoring Stations has increased to 39 across the various regions of the state.
- The MassDOT Mobility Dashboard is a resource for members of the public to visualize, analyze, and monitor data collected by MassDOT to better understand the effects of COVID-19 on the Commonwealth's transportation network. The dashboard is an interactive roundup of key indicators that primarily reflect how much people are traveling, how they are getting around, and where they are going throughout the Commonwealth.
- MassDOT's Mobility Dashboard site: **<https://mobility-massdot.hub.arcgis.com/>**

# New: MassDOT Mobility Dashboard

## Average Daily Traffic Volumes for Week Beginning: 8/10/20

District\Station Information	2019	2020	% Change
District 6 - Rt 1A Boston S&C (Station ID: AET16)	75,218.14	39,347.71	-47.69%
District 6 - I90 Boston TWT (Station ID: AET14)	99,868.14	53,076.57	-46.85%
District 6 - Boston (Fenway): I-90 (Station ID: AET13)	155,092.29	95,558.57	-38.39%
District 6 - Boston (Brighton): I-90 (Station ID: AET12)	139,964.43	89,610.71	-35.98%
District 6 - I90 Newton (Station ID: AET11)	136,773.57	89,630.00	-34.47%
District 3 - I90 Southborough (Station ID: AET08)	111,734.00	77,764.43	-30.40%
District 3 - Framingham: I-90 (Station ID: AET09)	123,838.43	86,706.14	-29.98%
District 1 - Blandford: I-90 (Station ID: AET02)	41,173.00	29,093.00	-29.34%
District 3 - I495 Southborough (Station ID: 3990)	108,141.29	76,790.57	-28.99%
District 6 - Weston: I-90 (Station ID: AET10)	141,922.14	102,856.86	-27.53%
District 3 - Milford: I-495 (Station ID: 3321)	98,920.43	74,009.57	-25.18%
District 2 - Warren: I-90 (Station ID: AET05)	59,617.57	45,145.71	-24.27%
District 3 - Hopkinton: I-90 (Station ID: AET07)	114,268.14	86,574.43	-24.24%
District 1 - I90 W Stockbridge (Station ID: AET01)	33,362.50	25,410.43	-23.84%
District 2 - Westfield: I-90 (Station ID: AET03)	58,510.00	44,619.57	-23.74%
District 2 - I90 Ludlow (Station ID: AET04)	66,885.29	51,146.14	-23.53%
District 5 - Foxborough: I-95 (Station ID: 6093)	121,642.14	95,754.14	-21.28%
District 6 - US 1 Boston Tobin (Station ID: AET15)	83,655.14	67,536.43	-19.27%
District 4 - I93 Andover (Station ID: 511)	147,295.50	119,496.43	-18.87%
District 3 - I90 Charlton (Station ID: AET06)	124,528.71	101,710.29	-18.32%
District 1 - Lanesborough: RTE 7 (Station ID: 1178)	6,534.57	5,396.00	-17.42%
District 2 - I291 Springfield (Station ID: 2251)	50,647.71	41,976.14	-17.12%
District 5 - I495 Raynham (Station ID: 725)	76,515.71	64,945.14	-15.12%





## Core Infrastructure Work Continues State-Wide

- The \$6.7 million Worcester-Superstructure Bridge Replacement project is pictured on the left.
- The picture on the right features the Millbury Bridge Replacement on Route 146. This \$20 million project increased safety and capacity by providing new sidewalks and bicycle accommodations.



# MA Bicycle and Pedestrian Paths

- Mattapoisett Bicycle Path reconstruction includes building over marshland.



# Cape Cod Canal Bridges

- On Tuesday, July 7, MassDOT and the USACE announced a new Memorandum of Understanding which, in part, states the U.S. Army Corps of Engineers will continue to own, operate and maintain the Bourne Bridge and Sagamore Bridge and the Commonwealth will begin to plan, design, build and then own, operate and maintain new replacement bridges.
- MassDOT is in the initial stages of an alternative analysis to determine the characteristics of the proposed bridge replacements. This process will include a robust public involvement process where we will engage with area residents and the public at large.

# Municipal Grant Programs

- **Shared Streets and Spaces**: Launched on June 10, the program provides technical and funding assistance to help Massachusetts cities and towns conceive, design and implement tactical changes to curbs, streets, on-street parking spaces and off-street parking lots in support of public health, safe mobility, and renewed commerce.
- **Municipal Small Bridge Program**: The program has reached its fifth and final year– the final round of grants were awarded in early August. After five years of the program, it is spent out with 117 awards.
- **Complete Streets Program**: The Complete Streets Funding Program has awarded 174 technical assistance grants 148 construction grants across the Commonwealth totaling \$52M.



# Shared Streets & Spaces Program Summary

- 184 applications received from 139 municipalities
- \$23.9 million requested
- 43% applications from EJ communities
- 52 applications disqualified
- More than \$3.5 million awarded to 50 projects to date
  - Some communities, including, Salem, Lexington, Medford, Melrose, and New Bedford have all received more than one award
- Average grant awarded is \$76,256
- Acceptance rate of 70%
- 68% of grants awarded to EJ communities
- \$2.6 million awarded to EJ communities (69% of total funding awarded)
- Project Types funded to date:
  - 16 Outdoor Dining and Commerce
  - 29 Streets Projects, including Safe Routes to School
  - 2 Better Bus
  - 3 Innovation



## Shared Streets and Spaces: Lexington.

- These pictures are from Lexington where sidewalk widening was being done with funding from the Shared Streets and Spaces Program.



# Municipal Small Bridge Program

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- This five-year, \$50M program provides cities and towns with financial support for small bridge replacement, preservation, and rehabilitation projects.
- Eligible bridges are on public ways with spans between 10' and 20' that are structurally deficient, or load posted.
  - These small bridges are not eligible for federal aid under existing programs.
- Each municipality qualifies for up to \$500,000 per year.
  - Any overages are the responsibility of the municipality.



# Municipal Small Bridge Program

- MassDOT and each awarded municipality enter into an agreement to reimburse funds for approved projects.
- MassDOT provides reimbursement to municipalities of up to 100% of the total eligible design and construction cost.
- The program has reached its fifth and final year– the final round of grants were awarded in early August.
- After five years of the program, it is spent out with 117 awards.

Round	Grants Awarded	Total Funding Awarded
1	33	\$16.5M
2	11	\$4.8M
3/4/5	41	\$19.6
6/7	27	\$6.45M
Emergency	5	\$2.5M
<b>Grand Total</b>	<b>117</b>	<b>\$49.9M</b>



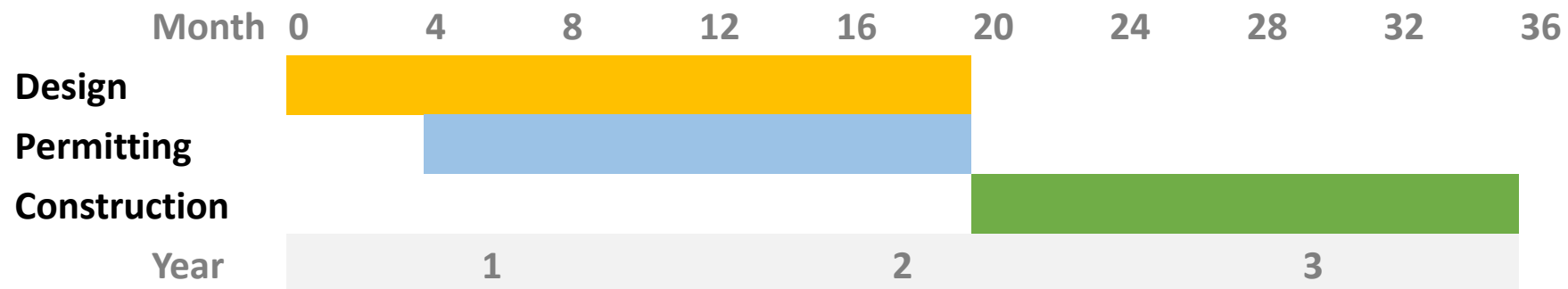
# Municipal Small Bridge Program

- Since most bridge projects take three years to complete, completion of most projects will take place in 2021 and 2022.
- Reauthorization is included in Transportation Bond Bill to continue program.

**Current Project Schedules**

Total Funded Projects	Contracting	Design/Permit	Bid/Construction	Completed
117	27	39	34	17
% of Total	23%	33%	29%	15%

**Project Completion Timeline**



*Project Time to Completion dependent on project type and permitting requirements*

# Complete Streets Funding Program

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- The Complete Streets Funding Program has awarded 174 technical assistance grants 148 construction grants across the Commonwealth totaling \$52M.
- Current program authorization covers next \$50M of grant awards.
  - FY 2021 Round 1 of awards are under review.
- Program updates are underway, including integration into MaPIT, a web-based application that acts as the primary interface for most MassDOT Highway projects.

**\$6M**

Technical Assistance

**\$46M**

Construction Grants

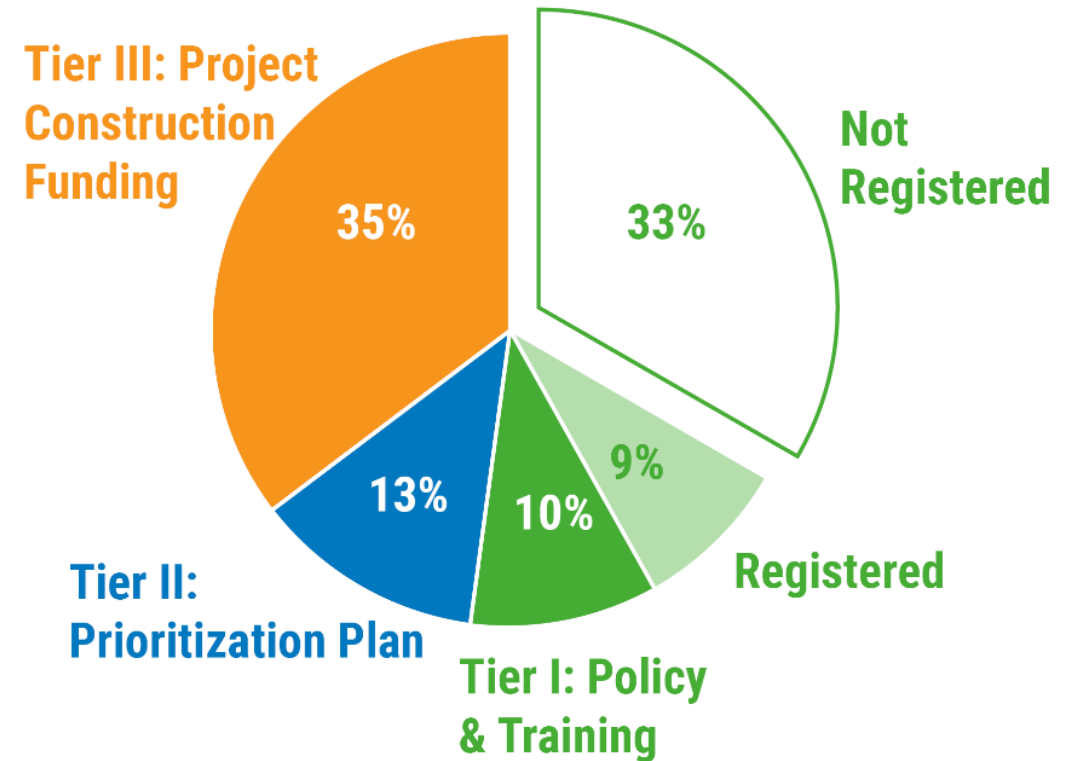
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**\$52M**

Total spending since  
program start

# Complete Streets Funding Program

- The Complete Streets Funding Program has shown success in both attracting participation and advancing participants through the program tiers.
- 67% of Massachusetts' 351 municipalities are at some stage of participation in the program.
- 89% of Massachusetts municipalities have completed Complete Streets training.



# Complete Streets Funding Program

- From the outset of the program, equity has factored strongly into where resources are allocated.
- Since launching in 2016, the program has exceeded its goal of allocating at least one-third of program funds to communities below the statewide median household income.
- 81% of applicants received funding.
- 94% of projects included Safe Routes to School elements.



**81%**

of municipalities that applied for funding received funds to implement a project



**29%**

of funded projects were in an Environmental Justice Community



**94%**

of completed construction projects have helped create safer routes to school



**62%**

completed construction projects have helped create safer routes for seniors

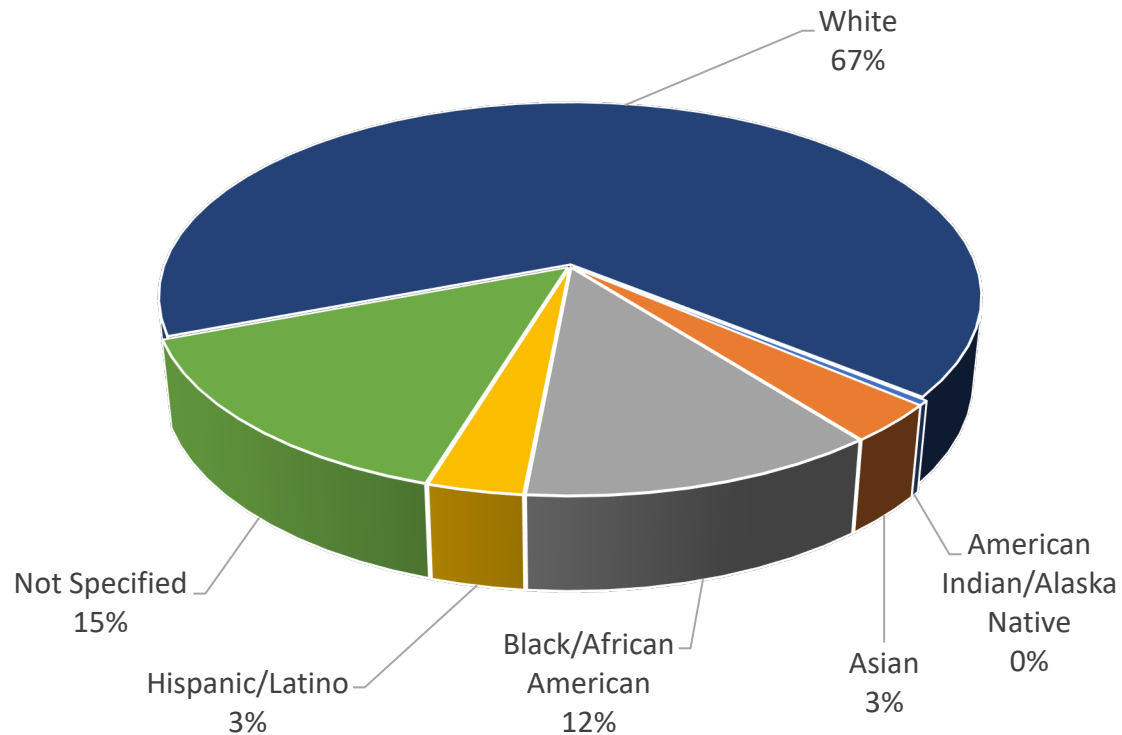


# Diversity, Equity and Inclusion Initiatives (DEI) at MassDOT

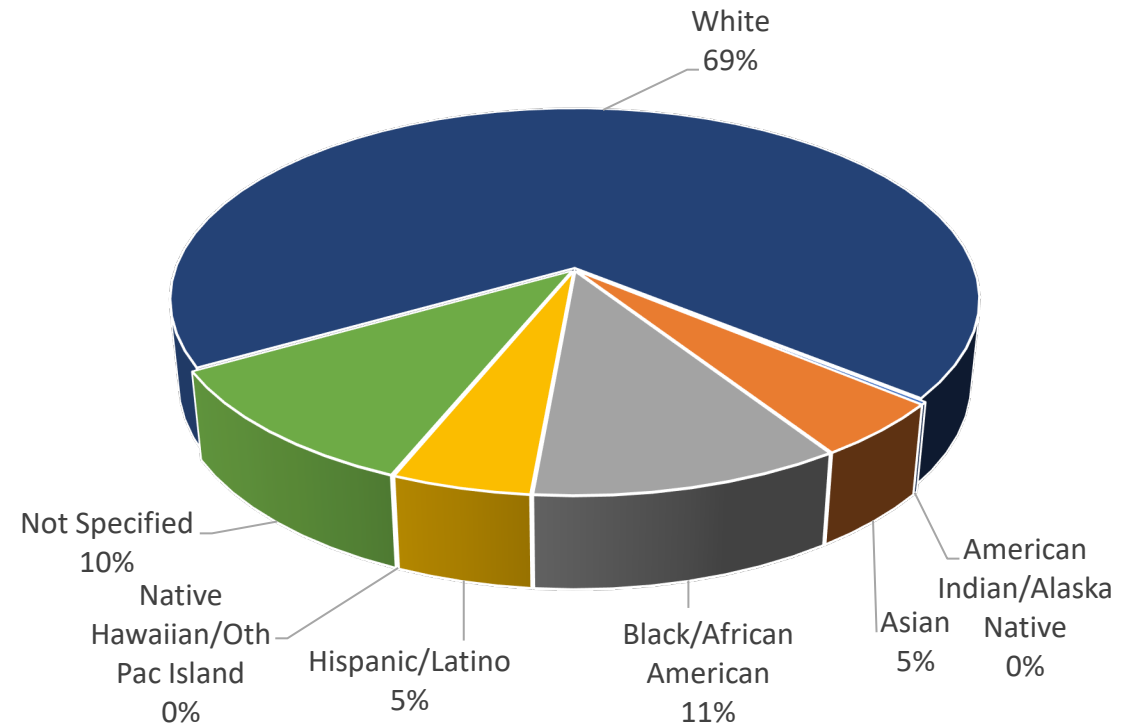
- Recent events have laid bare systemic racial injustices that pervade our communities and country – and MassDOT is not devoid of or immune from such racial injustices
- In order to do our part at MassDOT, we need to acknowledge this and immediately begin efforts to ensure that MassDOT is a place where every employee feels valued and respected and can have a successful career unimpeded by conscious discrimination or unconscious bias
- Addressing systemic racism requires changing the systems that support it (for example, systems for hiring, performance evaluation and promotion) and rebuilding new systems that value and support diversity, equity and inclusion (DEI) throughout MassDOT

# MassDOT Diversity Data: Ethnicity

**MassDOT Managers by Ethnicity**  
Percentage of Total Managers  
as of 8/1/2020



**MassDOT Non-Managers by Ethnicity**  
Percentage of Total Non-Managers  
as of 8/1/2020



# MassDOT's Approach to Diversity, Equity and Inclusion (DEI)

1. Engage with employees to elevate the concerns of black, brown and other people of color and incorporate their feedback and perspectives into our work on diversity, equity and inclusion
2. Rather than conducting a DEI planning exercise and then implementing "the plan", begin immediately to make changes and continue to change systems and launch new initiatives to address racial and other injustices
3. Ensure accountability at all levels, beginning with the CEO and senior management, by creating inclusive mechanisms to govern DEI decisionmaking and ensure accountability for following through
4. Ensure transparency by regularly providing periodic updates to the MassDOT board, managers and employees on our progress and evolving initiatives

# Employee Engagement: What We've Done

- “We Can Do Better” email to DOT employees from Secretary Pollack
- Employee listening sessions and feedback
  - 4 listening sessions and more than 100 employees participated
  - Invitations sent to all employees and sessions held at various dates and times (morning, afternoon, evening)
  - Participants invited to provide additional feedback on ideas being developed
- 2 pulse surveys sent to all employees
  - Employee Resource Groups (ERGs)
  - Developing a Mentorship Program
- Meetings held with union officials, Conference of Minority Transportation Officials (COMTO) and industry experts
- Discussions with members of DOT leadership
- Meetings with existing Employee Resource Groups (ERGs)



# Employee Engagement: What We've Heard

- Hiring, Access to Opportunity, and Raises:
  - *Hiring managers are not objective and are unaware of their biases in their decisions*
  - *People of color are not getting support or resources to prepare for interviews and higher roles*
- Transparency:
  - *Employees do not hear back about positions after applying*
- Retaliation:
  - *People are fearful to report cases of discrimination because there is the subliminal threat of retaliation*
- Career development:
  - *Managers do not seem to care to nurture career development.*

# Appointments and Acting Positions

- **What we heard:** Employees are concerned that MassDOT hiring managers sometimes use acting positions and appointments to fill positions without following the traditional posting processes, especially if the “acting” ultimately is made permanent without any later posting. This leaves employees unclear on how to advance through the organization and discouraged by the lack of transparency in promotions and decisionmaking.
- **What we’re doing:** Addressing concerns about promotions through a “tap on the shoulder” selection processes by instituting new rules limiting the filling of vacant positions either by direct appointment or the naming of an “acting” without any posting. The goal is to ensure that middle management positions are filled through transparent and competitive processes.
- **What we hope to accomplish:** A clearer and more transparent process that allows employees to raise their hands and express interest in promotional opportunities. New systems will not only make the process clearer for our employees to navigate, but will expand the talent pool that MassDOT can draw upon when considering promotional opportunities.

# Appointments and Acting Positions: New Processes

- Senior Appointments
  - Position M9 and above may be filled by appointment after consultation with HR and ODCR but the preference is to post such positions when feasible
- Management (after approval by Position Justification process)
  - All M1-M8 positions will be posted prior to being filled on a permanent basis
  - If an “acting” is to be named, that position will be limited to 6 months (with exceptions primarily for actings filling in for employees on leave for more than 6 months)
  - An “acting” may be named through direct appointment by the department head only after HR and ODCR approval and the “acting” cannot be converted from acting to permanent without the permanent position being posted (the “acting” can of course compete for the position in response to the posting)
  - An “acting” may also be named using an expedited posting process (for which HR will soon provide guidance) and in this case the “acting” can be converted from acting to permanent within the 6 month timetable
- Bargaining Unit (after approval by Position Justification process)
  - Acting bargaining unit positions will be limited to 6 months, with limited exceptions (for example, filling in for an employee on leave for more than 6 months)
  - No conversion from acting to permanent can be made without a posting, which should occur promptly enough to complete the hiring process before the 6 month acting period ends

# New Employee Concerns Hotline

**NEED:** The Grant Thornton study recommended creation of a Hotline. More recently DEI employee listening sessions highlighted some confusion about where to go and how concerns are responded to.

**ACTION:** Implement a new Employee Concerns Hotline.

- The Hotline provides employees with a single point for reporting all types of complaints, outside the normal chain of command, with the option of anonymity. Employees are provided all anti-retaliatory protections.
- Employees may call 857-DOT-2222 or email [Reportconcerns@dot.state.ma.us](mailto:Reportconcerns@dot.state.ma.us).
- The Hotline is currently maintained by Legal and HR staff who received training for this work.
- In addition, employees may continue to raise concerns to HR or ODCR via existing channels.
- An RFP is in process to engage a third-party administrator who will manage the 24/7/365 day multi-modal, multi-lingual reporting system through which all MassDOT employees may express concerns with the confidence that their concern will be addressed promptly and appropriately.



# Employee Concerns Committee and Next Steps

- New Chief Compliance Officer Maria Buccieri chairs a new Employee Concerns Committee, which is comprised of representatives from Human Resources, the Office of Diversity and Civil Rights, Internal Audit and Safety. The Committee will periodically brief the MassDOT Finance and Audit Committee.
- The Employee Concerns Committee exists to oversee the new Hotline and to support the development of a MassDOT culture where risks and concerns are raised and addressed promptly.
- Data will be tracked and monitored by case, category of incident, and timelines for resolution in order to provide analytics and reporting.
- The Committee will oversee the third-party administrator who will manage an awareness campaign, monitor response timelines, provide trend analysis and data reporting.
- The Committee will review, report and take actions based upon trend analysis and third-party administrator reports.

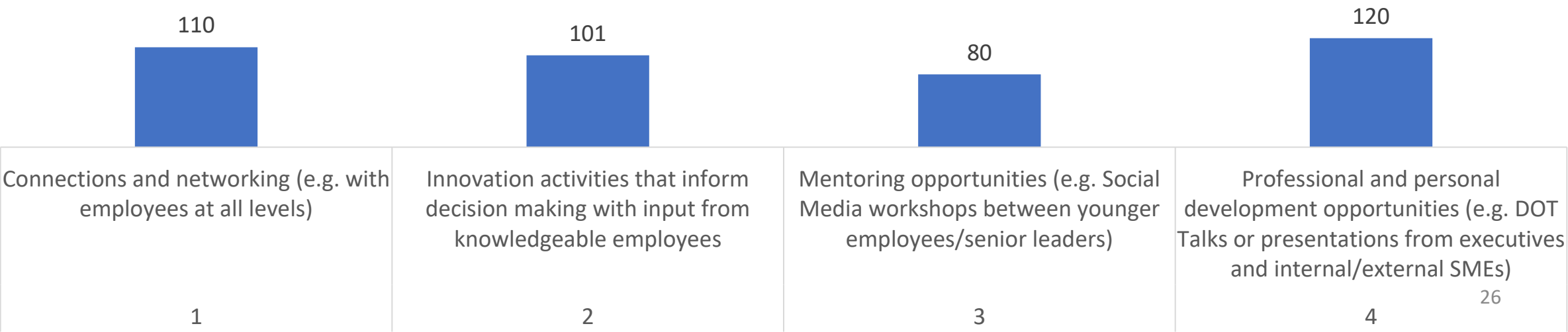
# Survey Findings: Employee Resource Groups

- The majority of respondents prefer a professionally centered ERG
- The topics that employees expressed the most interest in were:
  - Flexible/remote workers (80)
  - Cultural and racial diversity (75)
  - Women in the workplace/professional development for women (67)
- Respondents have multiple goals for an ERG, which they weight similarly, with professional and personal development being the most common goal

An Employee Resource Group (ERG) is an affiliated subgroup of employees who share distinctive qualities, interests, or goals.  
What type of ERG would interest you the most? (n=192)



What topics/goals would you like to see your preferred ERG explore? (n=192)



# Survey Findings: Mentorship Program

Is there interest from MassDOT employees on having a structured Mentorship Program?

- Survey Communication sent to all MassDOT employees between July 21-27, with 245 responses.
- Survey Responses Include:
- **91%** of respondents feel it's important to launch a Mentorship Program at MassDOT
- **54%** responded that being involved with a mentorship program would assist them in their career
- **85%** responded that they would be interested in enrolling in a Mentorship Program either as a Mentor or Mentee
- Those wanting to be a **Mentee** sighted the following top reasons for wanting to join a mentorship program:
  - Having an advocate to assist with reaching personal and career goals.
  - Gaining practical advice and support.
  - Having a trusted contact to learn from and share the experiences.
- Those wanting to be a **Mentor** sighted the following top reasons for wanting to join a mentorship program:
  - Sharing professional knowledge with others
  - Benefiting from a sense of fulfilment, personal growth, and overall level of engagement
  - Listening from the point of view of another about the culture at MassDOT