



**Massachusetts Bay
Transportation Authority**

FTA Safety Management Inspection Report Summary for the Board of Directors

Steve Poftak, MBTA General Manager

August 31, 2022



22-4: Delayed Maintenance, 22-5: Operating Procedures, 22-6: OCC Staffing, 22-7: Recertifications

Track Maintenance

- Nine (9) Corrective Action Plans were developed and submitted to the FTA for review, July 15, 2022.
- On August 10, FTA completed their review, approving all nine (9) Corrective Action Plans.

Vehicle Securement of Disabled Trains

- Three (3) Corrective Action Plans were developed and submitted to the FTA for review, June 30, 2022.
- On August 3, FTA completed their review of the CAPs and requested additional edits to incorporate additional actions.
- MBTA revised the three (3) Corrective Actions Plans and resubmitted to the FTA.
- Resubmitted CAPs were approved Friday, August 26, 2022.

Operations Control Center

- Four (4) Correction Action Plans were developed and submitted to the FTA for review, July 5, 2022
- On August 5, MBTA submitted a revised Staffing Analysis. August 10, supporting information on CAP milestones was submitted.
- Resubmitted CAPs were approved Friday, August 26, 2022.

Lapsed Certifications

- Two (2) Corrective Action Plans were submitted to the FTA for review, July 20, 2022.
- On August 8, FTA completed their review, approving both CAPs.



FTA SMI Report – Category 1 Findings

Managing the impact of operations, maintenance and capital projects requirements on the existing workforce. CAPs due in 30 days (by Sep. 30).

Four (4) findings requiring additional assessment and resource prioritization for operations and maintenance activities:

- 1.1 MBTA's staffing levels are not commensurate with the demand for human resources required to carry out current rail transit operations and maintenance in addition to expanding capital program activities
- 1.2 MBTA has not demonstrated the organizational capacity to recruit and hire personnel to meet authorized staffing levels.
- 1.3 Additional resources are needed to support MBTA's safety engineering and safety certification process for capital projects.
- 1.4 MBTA requires additional oversight of contractor work sites.



FTA SMI Report – Category 2 Findings

Prioritization of Safety Management Information. CAPs due in 45 days (by Oct. 15).

Six (6) findings requiring enhanced and expedited implementation of the Agency's SMS, including the development of procedures, safety management training, safety risk assessment, and safety assurance activities:

- 2.5 MBTA has not ensured that the necessary structures are in place to support effective implementation and operation of its SMS.
- 2.6 MBTA executive leadership does not receive prioritized and actionable information related to safety risks or shortcomings in safety risk mitigations.
- 2.7 MBTA executive management does not consistently ensure its decisions related to safety risks are based on safety data analysis or documented facts.
- 2.8 MBTA's safety investigations and safety assurance activities do not consistently collect and analyze information on precursor factors.
- 2.9 MBTA's safety risk assessment guidance as part of its Safety Risk Management is ambiguous and has led to confusion among stakeholders regarding their responsibilities and authorities, which has created delays in carrying out safety risk assessments activities.
- 2.10 MBTA safety information management tools (hazard log, safety risk mitigation log, etc.) do not fully support prioritization of resources to address safety risk and safety performance monitoring.



FTA SMI Report – Category 3 Findings

Effectiveness of Safety Communication: CAPs due in 20 days (by Sep. 20).

Three (3) findings requiring improvements in the MBTA's management of its safety committee process, employee safety reporting program, and safety promotion activities:

- 3.11 MBTA has not established explicit and formal provisions to ensure safety information from safety committee results in a consistent outcome of documented, prioritized, and actionable safety information.
- 3.12 MBTA has not documented explicit and formal provisions to ensure the participation of frontline employees in local safety committees as part of their job responsibilities in relation to the agency's SMS.
- 3.13 MBTA management has not effectively communicated clear direction to frontline employees on what to report and what not to report through the Safety Hotline



FTA SMI Report – Category 4 Findings

Operating conditions and policies, procedures, and training. CAPs due in 35 days (by Oct. 5).

Seven (7) findings requiring additional monitoring of rail transit operations, new Quality Assurance/Quality Control capabilities, and new training and procedures:

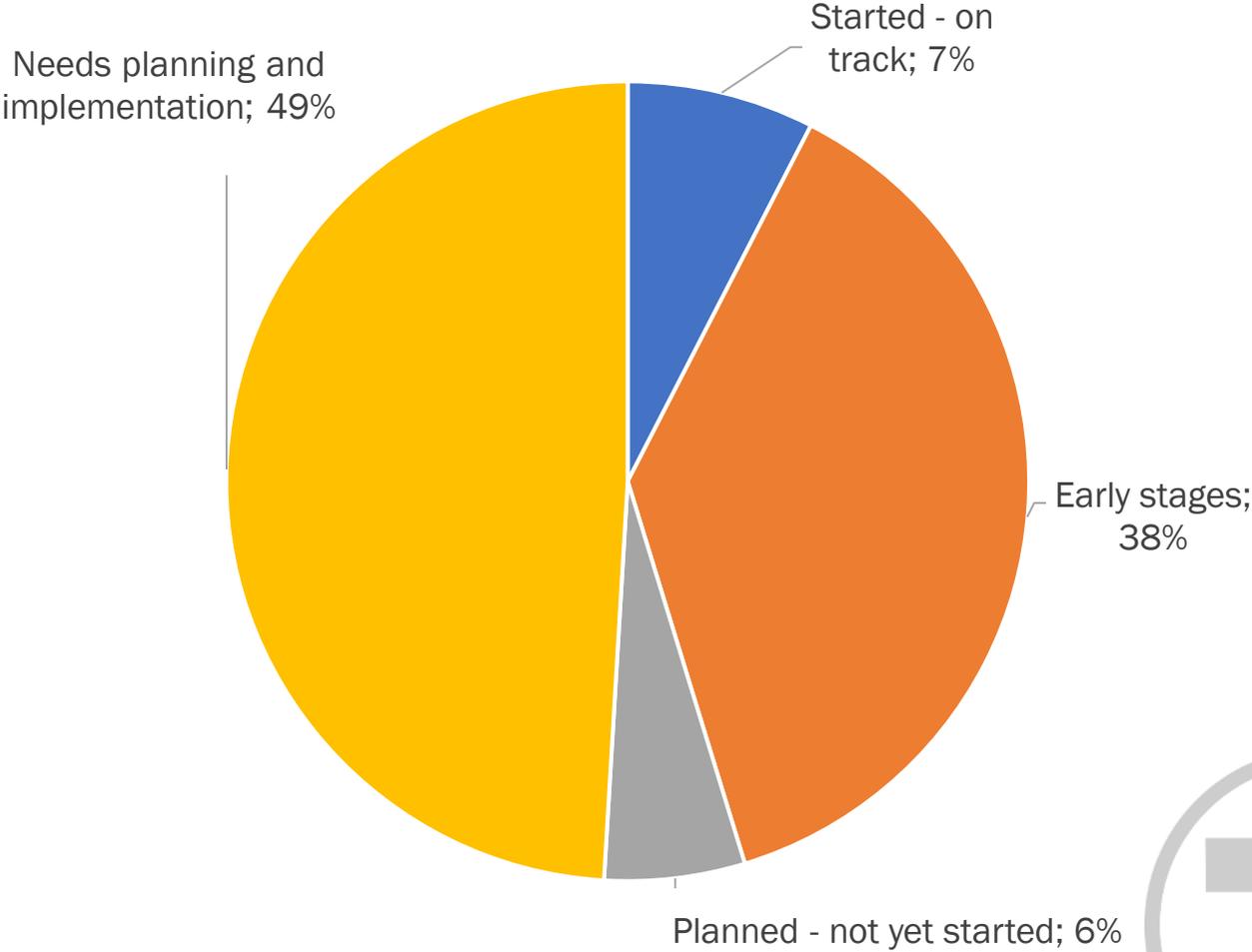
- 4.14 Documented operating and maintenance rules and procedures are not implemented as required.
- 4.15 MBTA does not monitor operations, including the conditions of the operating environment, to identify the reasons for deviations between formal, established standards, rules and procedures, and actual operations and maintenance practices.
- 4.16 MBTA's QA/QC program is not sufficiently independent from the activities it oversees.
- 4.17 Technical training for operations and maintenance departments is under-resourced and decentralized, without sufficient resources and direction, and relies significantly on on-the-job training (OJT) which is informal and lacks oversight. Emergency response training is poorly integrated into overall training program.
- 4.18 MBTA lacks formal resource manuals in key maintenance areas and does not currently provide employees with checklists or other tools to support training and implementation of maintenance rules and procedures
- 4.19 Due to workforce turnover, MBTA's new motorpersons and officials no longer have access to mentoring from experienced motorpersons and officials (inspectors, chief inspectors, and supervisors).
- 4.20 Radio quality is deficient in several key locations and does not support adequate communications between OCC and field employees to ensure the safety of MBTA operations and maintenance



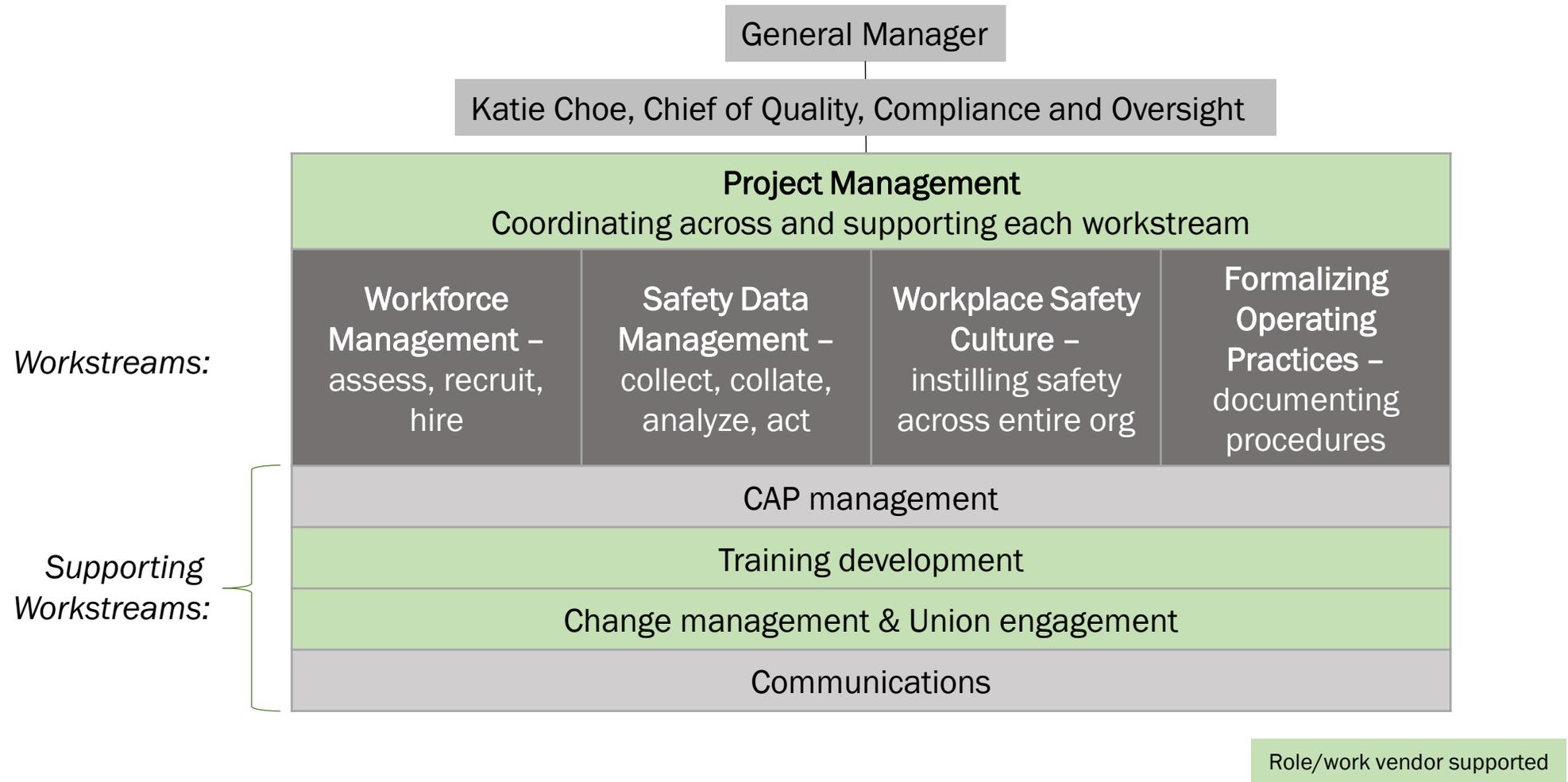
MBTA has assigned a status against each FTA Report recommended action

FTA Report lists 4 Categories split into 20 findings with 53 total actions recommended against those findings

CURRENT STATUS OF FTA ACTIONS	COUNT
Started - on track	4
Early Stages	20
Planned - not yet started	3
Needs planning and implementation	26
Total	53



Creating independent project structure, reporting directly to the GM & with 4 workstreams



Next steps

- Katie Choe has agreed to take on the challenge of leading this effort with the full support of the General Manager and executive team.
- Katie Choe and the General Manager will identify an internal team from across the agency to begin developing the Quality, Compliance and Oversight Office, as well as release the RFR for project management support within the next week. They will begin immediately working on Corrective Action Plan generation.
- Regular engagement with union leadership will be established to find ways to support the workforce and accelerate the adoption of a culture of safety across the MBTA.
- Today, Governor Charlie Baker is filing a supplemental budget which includes \$200 million for the MBTA to provide additional resources towards addressing the FTA's safety directives and ensuring a safe, reliable transit network for its riders. The supplemental budget also includes \$10 million for MassDOT, in collaboration with the MBTA, to develop a training academy to create a talent pipeline to address the staffing challenges at the MBTA.
- Work will commence with MassDOT to explore alternative means of project delivery to ensure large capital projects do not distract from day-to-day maintenance.



Questions?

