



The Massachusetts Bay Transportation Authority

Corrective Action Plan (CAP)

FTA-TRA-22-001

BACKGROUND

Overview: The FTA issued Special Directive 22-4 that required the Massachusetts Bay Transportation Authority (MBTA) to address ongoing safety concerns at MBTA and interim findings uncovered during FTA's Safety Management Inspection (SMI) that was initiated in April 2022.

This Special Directive mandated that MBTA take nine required actions in three distinct categories related to maintenance of way (MOW). These required actions are to address deficiencies in personal protective equipment (PPE) and right of way (ROW) safety; to correct defective track conditions; and to address management practices that negatively impact track repair.

PURPOSE

This Corrective Action Plan has been developed to address **Special Directive 22-4 Category 1: Personnel Safety** and its Required Action **FTA-TRA-22-001**

FTA Finding

Personnel Safety

- MBTA has not established consistent PPE requirements for ROW access.

FTA Required Action

- **FTA-TRA-22-001:** MBTA must establish consistent PPE requirements for ROW personnel access. Personnel is inclusive of all employees, contractors, oversight, or other individuals who access the rail system and facilities.

ANALYSIS AND RECOMMENDATIONS

Analysis

- The MBTA has identified the governing documents that specify Personal Protective Equipment (PPE) requirements for all personnel accessing the ROW. ROW Commuter Rail Operating rules are regulated by the FRA and will be included in the consistent PPE requirements policy.

Recommendations

- MBTA will review all of the agency's policies related to PPE for ROW access and establish one agency-wide policy that will be incorporated into the MBTA Safety Plan and all relevant MBTA departments' safety plans. The MBTA will communicate the updated policy to all employees and others who access the ROW and will update the ROW access training program to include the new consistent PPE policy.



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FTA-TRA-22-001

Corrective Action Plan (CAP)

ACTION PLAN

Description: The MBTA will establish a Safety Management Working Group (SMWG) made up of representatives from stakeholder departments that will review all existing MBTA PPE policies and establish one agency-wide policy for ROW access. The MBTA will:

- Review all requirements for PPE to access the ROW for various work activities
- Develop a consistent minimum PPE requirement for accessing the ROW and assess any conflicts with department specific additions to meet specific job or task requirements
- Promulgate the minimum PPE requirements for accessing the ROW
- Incorporate proper use of the required PPE in ROW access training programs
- Develop a compliance framework for verifying adherence to the minimum PPE requirements

PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
1	Develop SMWG	The MBTA will establish a Safety Management Working Group (SMWG) comprised of stakeholder groups that will work collectively to assemble, review, and develop an agency-wide PPE Policy and compliance program for MBTA Safety Department to integrate into the MBTA Safety Plan	OCE: E. Stoothoff	7/10/22	7/18/22
2	Collect all existing PPE policies throughout the MBTA	The SMWG will compile all the current PPE policies throughout all the MBTA departments.	SMWG: P. Hadley	7/15/22	8/15/22
3	Review all existing policies	Review all existing PPE policies and identify inconsistencies, needed changes and improvements	SMWG: P. Hadley	8/16/22	9/1/22
4	Create one consistent policy	The SMWG will create an agency-wide policy that will be used as the standard PPE policy for all MBTA departments and others who access the ROW.	SMWG: P. Hadley	8/16/22	10/1/22
5	Distribute the revised standard policy	The MBTA Safety Department will distribute the standard PPE Policy to all departments and others who access the ROW. This distribution will include an acknowledgement of receipt.	Safety: K. Murphy	11/2/22	12/1/22
6	Promulgate minimum PPE requirements policy	MBTA will incorporate the standard PPE policy, into all MBTA departmental safety plans and the MBTA Rule Book.	OCE: E. Stoothoff	10/2/22	11/1/22
7	Develop Training Materials	The MBTA will develop training materials to ensure that all affected personnel are informed of the PPE requirements for accessing the ROW. Personnel is inclusive of all employees, contractors, oversight, or other individuals who access the rail system and facilities.	Training: W. Cameron	12/2/22	5/1/23
8	Training of affected personnel	The MBTA will provide training for all personnel that access the ROW on the new standard PPE policy. MBTA departments will ensure personnel are trained.	SMWG: P. Hadley	11/1/2022	6/30/23

¹ In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

² Est Start – Estimated Start Date

³ Est End Estimated Completion Date



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FTA-TRA-22-001

Corrective Action Plan (CAP)

PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
9	Verification	The MBTA will establish a consistent method for auditing compliance with the new PPE policy by developing a standard SRCP (Safety Rules Compliance Program) in conjunction with FTA-TRA-22-002	SMWG: P. Hadley	7/15/22	12/31/22
10	CAP Verification	MBTA departments will evaluate actionable items/deliverables before submission to FTA to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the scope and performance measures.	OCE: P. Hadley	ongoing	

COMPLETION DOCUMENTATION

Performance Metrics

- Single unified standard PPE policy
- MBTA Rule Book updated
- Training Materials created in Learning Management System (LMS)
- Establish and implement SRCP throughout the entire MBTA
- Anticipated completion by June 30, 2023

Verification

- The verification strategy for ensuring completion of the required work will be through establishing the existence of the following:
- Written policy for minimum PPE requirements for accessing the ROW.
- Collection of training records for personnel, participant's name, badge #, department and company name (for contractors and visitors) will be recorded and retained.
- Safety rules compliance program across the MBTA.

BUDGET/COST ESTIMATE

Overview: Procurement of training materials and PPE materials for employees to meet the new standards. The budget values below are estimates that will require further refinement as the work associated with this CAP is developed and implemented. Estimates include 30% contingency.

Segment Code	Cost Estimate
Professional services to draft a single PPE policy that is transferable to all MBTA departments	\$260,000
Professional services to develop universal training materials for PPE purpose, need, and proper use	\$65,000
Procurement of consistent PPE by job classifications	\$6,500,000
Total	\$6,825,000



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FTA-TRA-22-001

Corrective Action Plan (CAP)

CORRECTIVE ACTION PLAN COMMITMENT

Responsible Parties

Department ⁴	Name	email	Signature
E&M	Joseph Cheever	[REDACTED]	DocuSigned by: Joseph Cheever DocuSigned by: 18782C0449094F7...
Vehicle Maintenance	Stephens Hicks	[REDACTED]	DocuSigned by: Stephens Hicks DocuSigned by: 3F67E93E7225843C...
Capital Programs	James Neider	[REDACTED]	DocuSigned by: James Neider DocuSigned by: 3F5E73951C94413...
Rail Transportation	Andrea Gordon	[REDACTED]	DocuSigned by: Andrea Gordon DocuSigned by: 7E064CA05107467...
Bus Transportation	Karen Burns	[REDACTED]	DocuSigned by: Karen Burns DocuSigned by: 63460A498477E0...
Commuter Rail	Ryan Coholan	[REDACTED]	DocuSigned by: Ryan Coholan DocuSigned by: DA74079273034C...
OCC & Training	Aisheea Isidor	[REDACTED]	DocuSigned by: Aisheea Isidor DocuSigned by: 4341C07EF20A49A...
Office of Chief Engineer	Erik Stoothoff	[REDACTED]	DocuSigned by: Erik Stoothoff DocuSigned by: 420D662BD86D47B...
System Wide Accessibility	Laura Brelsford	[REDACTED]	DocuSigned by: Laura Brelsford DocuSigned by: FE526885F00543A...
Customer Experience	Danny Levy	[REDACTED]	DocuSigned by: Danny Levy DocuSigned by: 7AB74B2F88419...
Human Resources	Thomas Wayne	[REDACTED]	DocuSigned by: Thomas Wayne DocuSigned by: 06823AF95B5E402...
Budget	Mary Anne O'Hara	[REDACTED]	DocuSigned by: Mary Anne O'Hara DocuSigned by: 2F02AEGAC6884B1...
Labor Relations	Ahmad Barnes	[REDACTED]	DocuSigned by: Ahmad Barnes DocuSigned by: E864519832406...
Automated Fare Collection	Vikram Dogra	[REDACTED]	DocuSigned by: Adam Veneziano on behalf of Vikram Dogra DocuSigned by: 33B57B78319647B...
Procurement	Jeffrey Cook	[REDACTED]	DocuSigned by: Ray Wise on behalf of Jeffrey Cook DocuSigned by: BE7997594DED4D2...
Safety	Ronald Ester	[REDACTED]	

Executive Leadership of Responsible Parties

DocuSigned by:
Jeffrey D. Gonneville
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7/15/2022

Jeffrey D. Gonneville
MBTA Deputy General Manager

Date

⁴ Offices designated as supporting roles provide subject matter expertise to responsible parties during action development and are not directly responsible for delivery of actionable items listed above.



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FTA-TRA-22-001

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Executive Leadership of Responsible Parties

DocuSigned by:  <small>1818C5AFC522487...</small>	7/15/2022
David Panagore <i>MBTA Chief Administrative Officer</i>	Date

DocuSigned by:  <small>36C25B00E237430...</small>	7/15/2022
Ronald Ester <i>MBTA Chief Safety Officer</i>	Date

DocuSigned by:  <small>8BRCDDC4491D4D5</small>	7/15/2022
Steve Poftak <i>MBTA General Manager</i>	Date