



The Massachusetts Bay Transportation Authority

Corrective Action Plan (CAP)

FTA-TRA-22-002

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-22-002**

FTA Finding

Personnel Safety

- MOW personnel and contractors do not consistently follow MBTA's established PPE requirements or ROW safety procedures.

FTA Required Action

- **FTA-TRA-22-002:** MBTA must implement and document consistent MOW compliance with ROW safety procedures, including PPE requirements for all personnel. Personnel is inclusive of all employees, contractors, oversight, or other individuals who access the rail system and facilities.

ANALYSIS AND RECOMMENDATIONS

Analysis

- Several Job classifications have different PPE requirements when accessing the ROW.
- There is a need for a policy and procedure that prescribes a consistent approach for monitoring compliance with PPE use adherence for ROW access.

Recommendations

- MBTA will develop a responsive corrective action plan in conjunction with the CAP work of FTA-TRA-22-001 PPE Policy Revision and review existing policies for monitoring compliance with proper PPE use while accessing the ROW and performing other hazardous work.
- MBTA will establish standards for consistent monitoring of compliance with the revised/new single PPE Policy through a Safety Rules Compliance Program (SRCP) for all departments to follow.
- MBTA will utilize data for review of SRCP practices by leadership and Safety.



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ACTION PLAN

Description: The MBTA PPE SMWG created as a result of FTA-TRA-22-001 will prepare a Safety Rules Compliance Program (SRCP) policy that is consistent with the revised PPE Policy for compliance monitoring of proper and consistent use of PPE by personnel when accessing the ROW and performing other hazardous work activities.

PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
1	Develop Compliance monitoring program requirements.	The MBTA PPE SMWG will develop a compliance check policy for verifying proper PPE usage from all departments that access the ROW. These compliance practices will align with the new PPE Policy developed in FTA-TRA-22-001. The MBTA will develop requirements for each department to include an SRCP program in their safety plans that meets the requirements of the compliance policy	SMWG: P. Hadley	7/15	11/1/22
2	Distribute policy to all departments	The MBTA Safety Department will distribute the policy to all affected departments. This distribution will include an acknowledgement of receipt.	Safety: K. Murphy	11/2/22	12/1/22
3	Monitor Compliance	MBTA departments will agree to carryout SRCP audits of work locations on a defined frequency and submit SRCP records to Safety for review, acceptance, and guidance for future SRCP activities.	Safety E&M Ops VM OCE OCC Training Capital SWA CX	12/2/22	12/31/22
4	Compliance verification	MBTA Safety and/or other departmental designees will perform regular audits to confirm compliance with the policy. Nonconformance of the policy will be documented and appropriate actions will be taken as described in the policy.	E&M: J. Cheever	6/30/23	ongoing
5	CAP Verification	MBTA departments will evaluate actionable items/deliverables before submission to FTA to confirm there is evidence that the findings and this required action have been resolved, taking into account the scope and performance measures.	OCE: P. Hadley	ongoing	

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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COMPLETION DOCUMENTATION

Performance Metrics

- Consistent SRCP implementation 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:

- Safety Rules Compliance Monitoring Program
- Distribution of PPE policy to all departments
- Agreement to carry out SRCP audits
- Regular Audits

BUDGET/COST ESTIMATE

Overview: It is anticipated that each department will need to hire additional staff to perform SRCP audit functions. 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.

<i>Segment Code</i>	<i>Cost Estimate</i>
Anticipating estimated 25 additional employees will be required to conduct PPE and other related Safety Rules Compliance checks at the departmental level in coordination with the Safety department. Final headcount number yet to be determined.	\$3,900,000
Total	\$3,900,000



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CORRECTIVE ACTION PLAN COMMITMENT

Responsible Parties

Department ⁴	Name	email	Signature
E&M	Joseph Cheever	[REDACTED]	<i>Joseph Cheever</i>
Vehicle Maintenance	Stephens Hicks	[REDACTED]	<i>Stephens Hicks</i>
Capital Programs	James Neider	[REDACTED]	<i>James Neider</i>
Rail Transportation	Andrea Gordon	[REDACTED]	<i>Andrea Gordon</i>
Bus Transportation	Karen Burns	[REDACTED]	<i>Karen Burns</i>
Commuter Rail	Ryan Coholan	[REDACTED]	<i>Ryan Coholan</i>
OCC & Training	Aisheea Isidor	[REDACTED]	<i>Aisheea Isidor</i>
Office of Chief Engineer	Erik Stoothoff	[REDACTED]	<i>Erik Stoothoff</i>
System Wide Accessibility	Laura Brelsford	[REDACTED]	<i>Laura Brelsford</i>
Customer Experience	Danny Levy	[REDACTED]	<i>Danny Levy</i>
Human Resources	Thomas Waye	[REDACTED]	<i>Thomas Waye</i>
Budget	Mary Anne O'Hara	[REDACTED]	<i>Mary Anne O'Hara</i>
Labor Relations	Ahmad Barnes	[REDACTED]	<i>Ahmad Barnes</i>
Automated Fare Collection	Vikram Dogra	[REDACTED]	<i>Adam Veneziano on behalf of Vikram Dogra</i>
Procurement	Jeffrey Cook	[REDACTED]	<i>Ray Wise on behalf of Jeffrey Cook</i>
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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Executive Leadership of Responsible Parties

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David Panagore
1816C5AEC522457 7/15/2022

David Panagore
MBTA Chief Administrative Officer Date

DocuSigned by:
Ronald Ester
30C25B06E237430 7/15/2022

Ronald Ester
MBTA Chief Safety Officer Date

DocuSigned by:
Steve Poftak
8B5CDDC4491D4D5 7/15/2022

Steve Poftak
MBTA General Manager Date