



## 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 3: Management Practices** and its Required Action **FTA-TRA-22-005**

### *FTA Finding*

#### **Management Practices**

- MBTA's MOW departments have growing maintenance needs.

### *FTA Required Action*

- **FTA-TRA-22-005:** MBTA must develop and implement work plans to address MOW maintenance needs and manage on-going MOW workload.

## ANALYSIS AND RECOMMENDATIONS

### *Analysis*

- MOW has an established backlog list of required MOW activities and a systemwide condition assessment will be performed. MOW has management planning documents that focus on near and long term priority work.
- The MBTA MOW Department will need to develop 60-day, 90-day, 6-month, and 1-year comprehensive work plans to program and better address track maintenance backlog.

### *Recommendations*

- The MBTA E&M will develop a strategic approach to reduce the growing maintenance backlog.
- The MBTA will develop short, medium, and long-term solutions to sustain a lower backlog of corrective maintenance in conjunction with corrective action plans: FTA-TRA-22-004, 006, 007, and 008.
- The MBTA will coordinate with all committees including the SMWG, ROW Access Committee and Capital Programs to establish a schedule for regular track diversions that are predictable to conduct needed maintenance activities.



# The Massachusetts Bay Transportation Authority

FTA-TRA-22-005

## Corrective Action Plan (CAP)

### ACTION PLAN

**Description:** MOW will develop a comprehensive work plan to address MOW maintenance needs and manage on-going MOW workload. MBTA will review the maintenance backlog, review condition of infrastructure, prioritize investment needs, develop a schedule to support execution of the work while assessing the additional staffing needs and other resources needed to implement this effort.

### PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
1	Review the existing backlog of track defect corrective maintenance	MOW has collected all track defect data and created a prioritization process for identifying, by line, the most urgently needed corrective maintenance.	MOW: R. Martin	6/13/22	8/1/22
2	Review budget needs for materials for increased corrective maintenance	MOW will continue to analyze the backlog of corrective maintenance and review materials on hand and needed materials to address the backlog of corrective maintenance, as well as additional materials needed to sustain maintenance of the track infrastructure.	MOW: R. Martin	6/13/22	9/1/22
3	Schedule corrective maintenance work	MOW will continue the development of a schedule, by line, for addressing corrective maintenance needs. This plan is anticipated to be regionalized and predictable to pre-build into future ROW Diversion schedules and reserve dates for track areas to most efficiently address existing back-logs of corrective maintenance.	MOW: R. Martin	6/13/22	12/31/22
4	Budget for staffing increases	MOW will assess staffing needs based on prioritized scopes of maintenance work and their associated schedules.	MOW: R. Martin	9/1/22	2/1/23
5	Budget for equipment and vehicle needs	MOW will review existing inventory of equipment and vehicles to assess their condition for service while determining the quantity and type of equipment and vehicles needed to support the corrective maintenance backlog and sustained maintenance activities.	MOW: R. Martin	9/1/22	2/1/23
6	Develop regularly scheduled extended track access hours	Develop a schedule of preplanned weekend diversions for the purpose of granting MOW forces additional track time to perform needed repairs. These time windows will be scheduled in advance for coordination with Capital projects.	E&M: Cheever	8/1/22	10/1/22

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

<sup>2</sup> Est Start – Estimated Start Date

<sup>3</sup> Est End Estimated Completion Date



# The Massachusetts Bay Transportation Authority

FTA-TRA-22-005

## Corrective Action Plan (CAP)

### PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
7	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	

### COMPLETION DOCUMENTATION

#### Performance Metrics

- MBTA will have the work plan developed by 8/1/22 for all corrective maintenance work to be completed in CY 2022
- MBTA will have the work plan developed by 12/1/22 for all corrective maintenance work to be completed in CY 2023
- MBTA will have the staffing needs to be budgeted into FY24 budget developed by 12/1/22
- MBTA will have the materials estimates developed for CY 2023 developed by 9/1/22

#### Verification

**Overview:** Operating restrictions due to track conditions will continue to be reported in the Operations Team meetings, as well as reviewed by the Quality Management team within OCE.

### BUDGET/COST ESTIMATE

**Overview:** The MBTA will develop staffing and material plans for increasing the capabilities of the MOW department to manage the corrective maintenance backlog. There will be a need to increase the Operating budget categories for wages, overtime, materials, services, equipment, and possibly others, as well as Capital budgets for materials. The budget values below are estimates that will require further refinement as the work associated with this CAP is implemented. Estimates include 30% contingency.

Segment Code	Cost Estimate
Operating Budget	\$19,500,000
Capital Budget	\$52,000,000
<b>Total</b>	<b>\$71,500,000</b>



**The Massachusetts Bay Transportation Authority**

FTA-TRA-22-005

*Corrective Action Plan (CAP)*

**CORRECTIVE ACTION PLAN COMMITMENT**

**Responsible Parties**

Department <sup>4</sup>	Name	email	Signature
E&M	Joseph Cheever	[REDACTED]	DocuSigned by: Joseph Cheever 187820044909457...
Vehicle Maintenance	Stephens Hicks	[REDACTED]	DocuSigned by: Stephens Hicks 3F67E3E7225841C...
Capital Programs	James Neider	[REDACTED]	DocuSigned by: James Neider 8E5073954C94413...
Rail Transportation	Andrea Gordon	[REDACTED]	DocuSigned by: Andrea Gordon 2E364CA05487467...
Bus Transportation	Karen Burns	[REDACTED]	DocuSigned by: Karen Burns 390D2BA3E6A7460...
OCC & Training	Aisheea Isidor	[REDACTED]	DocuSigned by: Aisheea Isidor 4341C07EE20A48A...
Office of Chief Engineer	Erik Stoothoff	[REDACTED]	DocuSigned by: Erik Stoothoff 420D682BD86D47B...
Human Resources	Thomas Wayne	[REDACTED]	DocuSigned by: Thomas Wayne 66923AF3E8BE462...
Budget	Mary Anne O'Hara	[REDACTED]	DocuSigned by: Mary Ann O'Hara 2F62AECAC6884B4...
Labor Relations	Ahmad Barnes	[REDACTED]	DocuSigned by: Ahmad Barnes C905D7058922406...
Procurement	Jeffrey Cook	[REDACTED]	DocuSigned by: Raymond F. Wise 6E7007604DE0402...
Safety	Ronald Ester	[REDACTED]	

**Executive Leadership of Responsible Parties**

DocuSigned by:  
*Jeffrey D. Gonneville*  
38E466B7125C441  
7/15/2022

---

**Jeffrey D. Gonneville**  
MBTA Deputy General Manager

Date

DocuSigned by:  
*David Panagore*  
4816C5AEC522457  
7/15/2022

---

**David Panagore**  
MBTA Chief Administrative Officer

Date

<sup>4</sup> 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.



**The Massachusetts Bay Transportation Authority**

FTA-TRA-22-005

*Corrective Action Plan (CAP)*

**Executive Leadership of Responsible Parties**

---

DocuSigned by:

*Ronald Ester*

7/15/2022

30C25B06E237430...

**Ronald Ester**

*MBTA Chief Safety Officer*

Date

DocuSigned by:

*Steve Poftak*

7/15/2022

8B5CDDC4494D4D5...

**Steve Poftak**

*MBTA General Manager*

Date