



U.S. Department  
of Transportation

**Federal Transit  
Administration**

Headquarters

1200 New Jersey Avenue, SE  
Washington, DC 20590

**SENT VIA EMAIL**

May 13, 2025

Mr. Phillip Eng  
General Manager  
Massachusetts Bay Transportation Authority  
10 Park Plaza  
Boston, MA 02116

**Subject: Response to Closeout Request for FTA-22-MBTA-CAT1-2 (Five-Year Recruitment and Hiring Plan)**

Dear Mr. Eng:

On December 17, 2024, the Massachusetts Bay Transportation Authority (MBTA) submitted a Corrective Action Plan (CAP) closeout request for FTA-22-MBTA-CAT1-2 (Five-Year Recruitment and Hiring Plan). MBTA developed this CAP to address Finding 2 and the associated required action in Special Directive (SD) 22-9. FTA issued Special Directive 22-9 to require MBTA to address the findings documented in a Safety Management Inspection (SMI) report released by the Federal Transit Administration (FTA) on August 31, 2022.

**Closeout Approval for FTA-22-MBTA-CAT1-2 (Five-Year Recruitment and Hiring Plan)**

MBTA's CAP for FTA-22-MBTA-CAT1-2 includes 11 action items, approved by FTA on January 30, 2023, to address the following SD 22-9 finding and required action:

- **Finding 2:** MBTA has not demonstrated the organizational capacity to recruit and hire personnel to meet authorized staffing levels.
- **Required Action:** MBTA must develop and implement a recruitment and hiring plan to address findings from its workforce analysis and associated workforce planning for at least a five-year period, including how it will expand its capabilities for recruiting and hiring personnel to fill operations, maintenance, and capital project delivery positions.

To implement this CAP, between October 1, 2022, and December 17, 2024, MBTA undertook the following CAP action items and submitted documentation regarding their completion:

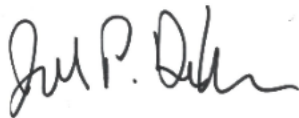
- Developed an advisory group to lead consultant engagement for five-year hiring plan;
- Procured consulting services;
- Conducted a strategic planning session;

- Onboarded the selected consultant;
- Reviewed mid-year progress on the hiring plan;
- Reviewed best practices;
- Engaged union leadership to identify areas for collaboration to address identified staffing needs;
- Prepared and reviewed the first draft of the five-year hiring plan;
- Finalized the five-year hiring plan;
- Performed CAP verification;
- Developed a Project Management Plan and integrated schedule.

FTA carefully evaluated the submitted documentation and reviewed submissions with MBTA during biweekly/monthly meetings on SD 22-9 between October 2022 and April 2025. Based on review of these submissions, FTA finds that these completed action items adequately satisfy the requirements of FTA-22-MBTA-CAT1-2 and this CAP may now be closed.

This CAP closure represents a tremendous amount of work and FTA greatly appreciates your efforts. Please contact our SMI Coordinator, Christian Hernandez at [Christian.hernandez@dot.gov](mailto:Christian.hernandez@dot.gov) with any questions.

Sincerely,



Joe DeLorenzo  
Associate Administrator and  
Chief Safety Officer  
Office of Transit Safety and Oversight

cc: Peter Butler, Regional Administrator, FTA Region 1  
Ryan Coholan, Chief Operating Officer, MBTA  
Tim Lesniak, Chief Safety Officer, MBTA  
Meredith Sandberg, Chief of Quality, Compliance, and Oversight, MBTA  
Pat Lavin, Chief Safety Officer, Massachusetts Department of Transportation  
Jamie Van Nostrand, Chair, Massachusetts Department of Public Utilities (DPU)  
Robert Hanson, Rail Safety Director, DPU