



The Massachusetts Bay Transportation Authority

Corrective Action Plan (CAP)

FTA-23-12-MBTA-
CAT4-3

BACKGROUND

Overview: FTA issued Special Directive 22-12 to require the Massachusetts Bay Transportation Authority (MBTA) to address findings documented in FTA's Safety Management Inspection (SMI) report released on August 31, 2022. Conducted between April 14 and June 30, 2022, FTA's SMI reviewed the MBTA rail transit system management, operations, and maintenance programs. This Special Directive identifies seven (7) findings requiring action that the MBTA must take to improve MBTA's management of its operating and maintenance policies, monitoring of rail transit operations, Quality Assurance/Quality Control capabilities, and training and procedures.

PURPOSE

This Corrective Action Plan has been developed to address **Special Directive No. 22-12, Category 4: Operating Conditions and Policies, Procedures, and Training**

FTA Finding

Operating Conditions and Policies, Procedures, and Training

- Finding 3: MBTA's QA/QC program is not sufficiently independent from the activities it oversees.

FTA Required Action

- 3.A MBTA must develop and administer a QA/QC program to independently oversee of ongoing QA/QC activities.
- 3.B MBTA must ensure that the QA/QC functions are independent of the functions of the Safety department and establish a monthly report to the GM.
- 3.C MBTA must develop a formal QA/QC procedure that details the oversight of and accountability and roles and responsibilities for QA/QC programs provided by railcar manufacturers and MBTA consultants related to quality control of its railcars and subcomponents.
- 3.D MBTA must ensure that the MBTA QA/QC independent group is staffed with a sufficient SMEs in necessary disciplines to ensure a complete and thorough understanding of the responsibilities under the purview of railcar maintenance and engineering.

ANALYSIS AND RECOMMENDATIONS

Analysis

The FTA Required Actions for SD 22-12 Category 4: Finding 3 can be summarized as:

- Building a **Quality Management Program**
- Ensure the **Independent Oversight** of the Quality Management Program
- Provide a **Monthly Report** to the GM
- Develop **Formal QA/QC Procedures for Vehicle Engineering**
- Develop **Formal QA/QC Procedures for Vehicle Maintenance**
- Ensure **Sufficient Staffing Levels of SMEs in Railcar Maintenance and Engineering**

Recommendations

In this CAP, the MBTA plans to address the following actions:

1. Building a **Quality Management Program**
 - a. Update the Quality Management System Manual
 - b. Ensure the **Independent Oversight** of the Quality Management Program
 - c. Provide a **Monthly Report** to the GM on all quality initiatives



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- d. Establish department's long-term plan including staffing and resources to ensure **Sufficient Staffing Levels of SMEs in Railcar Maintenance and Engineering**
2. Develop **Formal QA/QC Procedures for Vehicle Engineering**
 - a. Inventory existing quality efforts, SOPs, and initiatives
 - b. Establish critical processes to be audited
 - c. Formalize critical processes via Standard Operating Procedures (SOPs)
 - d. Develop a Quality Management Plan for Vehicle Engineering
 - e. Train employees on the Quality Management Plan
3. Develop **Formal QA/QC Procedures for Vehicle Maintenance**
 - a. Inventory existing quality efforts, SOPs, and initiatives
 - b. Establish critical processes to be audited
 - c. Formalize critical processes via Standard Operating Procedures (SOPs)
 - d. Develop a Quality Management Plan for Vehicle Maintenance
 - e. Train employees on the Quality Management Plan
4. Develop a **Document Management System (DMS)** to ensure critical documents are reviewed and updated on a regular cadence
 - a. Inventory existing document types and organizational practices
 - b. Ensure procedures for document control are established and maintained
 - c. Establish procedures for maintaining Quality Records
 - d. Procure and implement a Document Management System (DMS)
 - e. Train employees on use of the DMS

ACTION PLAN

Description: Previously completed under original CAP #3 Action Plan:

- Established a Quality Management Advisory Group (QMAG) comprised of stakeholder groups involved in the oversight, support, and management of processes in need of auditing. Engaged in strategic planning sessions with the QMAG on CAP implementation.
- Began monthly reporting of QMP and QM activities to the GM.
- Developed an interim action plan for increasing QM activities and FY23 hiring.
- Procured and onboarded QM and VE consulting services.
- Hired a Director and Deputy Director of Document control to establish leadership for Document Management.
- Developed a Quality Management System Manual (QMSM) to govern Quality Management at the MBTA and socialized the QMSM with stakeholders.

Next steps under this CAP include:

- Further development and messaging of the QMSM
- Build out of processes and SOPs for critical activities in Vehicle Maintenance and Vehicle Engineering
- Develop and execute Quality Management Plans (QMPs) for Vehicle Maintenance and Vehicle Engineering
- Formalize and execute auditing processes
- Procure and implement a Document Management System (DMS)
- Develop a hiring plan



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PLAN STRUCTURE

#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
Quality Management Program					
G1	Continue monthly GM briefing	Continue providing the briefing report to the GM on development of QMP and QM Activities established under SD 22-12 CAP 3 Actionable Item #2.	QCO: Meredith Sandberg & Mark Molewyk	Ongoing	
G2	Project Management Plan (PMP) & Integrated Schedule	Verify ongoing usage of a project management plan (PMP) and integrated schedule for comprehensive coordination and tracking established under SD 22-12 CAP 1	QCO: Meredith Sandberg	Ongoing	
1	Assess organizational structure	Provide evidence of execution of an appropriate governance structure for Quality Management to ensure QM is independent.	GM's Office: Katie Choe QCO: Meredith Sandberg	11/27/2023	12/8/2023
2	Procure QM consulting services	Identify consulting resources to assist in program development including quality processes and documentation, long-term planning, and creation of promotional and training materials.	QCO: Mark Molewyk VE: Bill Wolfgang VM: Steve Hicks Legal: Kevin Scanlon Procurement: Jeffrey Cook	11/27/2023	2/16/2024
3	Quality Management System Manual (QMSM) – Update #1	Update the QMSM to: <ul style="list-style-type: none"> Incorporate FTA feedback on original submission under SD22-12 CAP#3 AI 5. Update organization details to reflect new independent structure. Include QM vision. 	QCO: Mark Molewyk	2/16/2024	3/22/2024
4	Create promotional materials	Develop promotional materials to familiarize MBTA employees with the Quality Management initiative and new QMSM.	QCO: Meredith Sandberg & Mark Molewyk CX: Danny Levy	2/16/2024	4/5/2024
5	Develop QM training materials	Create a brief training on basic Quality Management principles. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	QCO: Meredith Sandberg & Mark Molewyk Administration: D. Panagore L&D/Training: Marie Walker	2/16/2024	4/5/2024
6	Message the QMSM	Distribute the promotional materials and QMSM to employees.	QCO: Meredith Sandberg & Mark Molewyk CX: Danny Levy	4/8/2024	4/19/2024
7	Train MBTA staff	Train impacted personnel on basic Quality Management principles. Provide updates on	Administration: David Panagore	4/8/2024	4/1/2025

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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#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
		progress as part of the monthly Verification Report.	Administration: D. Panagore Training: Marie Walker		
7a	Train MBTA Staff – Wave 1	Train impacted personnel on basic Quality Management principles – target Wave 1 audience from Training Plan in Actionable Item #5	Administration: D. Panagore Training: Marie Walker	4/8/4024	8/9/2024
7b	Train MBTA Staff – Wave 2	Train impacted personnel on basic Quality Management principles – target Wave 2 audience from Training Plan in Actionable Item #5	Administration: D. Panagore Training: Marie Walker	8/12/2024	12/20/2024
7c	Train MBTA Staff – Wave 3	Train impacted personnel on basic Quality Management principles – target Wave 3 audience from Training Plan in Actionable Item #5	Administration: D. Panagore Training: Marie Walker	12/23/2024	4/1/2025
8	QMSM – Update #2	Update the QMSM with a focus on the audit process, including NCRs, corrective actions, and pre and post-audit activities.	QCO: Mark Molewyk	4/22/2024	11/1/2024
9	Auditing program	Formalize and execute auditing program for Vehicle Engineering and Vehicle Maintenance of heavy and light rail cars.	QCO: Mark Molewyk & John Barnicoat VE: Bill Wolfgang VM: Steve Hicks	4/22/2024	1/10/2025
10	Update Staffing plan	Develop a plan to hire or engage auditors, SMEs, and other necessary personnel to support program growth and develop staffing and hiring plan, consistent with Workforce Assessment (SD 22-9 Finding #1). Consideration of the Quality Management staffing needs is currently included in that Workforce Assessment effort, and this deliverable will identify any additional needs created by actions in this CAP for incorporation.	QCO: Meredith Sandberg & Mark Molewyk HR: Gil Alzate	11/4/2024	6/27/2025
11	Develop training on auditing process	Create a training demonstrating the audit process including the key players, steps, and required follow-up. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	QCO: Meredith Sandberg & Mark Molewyk Administration: D. Panagore L&D/Training: Marie Walker	10/7/2024	12/13/2024
12	Train MBTA employees on the auditing process	Train impacted personnel on auditing process. Provide updates on progress as part of the monthly Verification Report.	Administration: D. Panagore Training: Marie Walker	12/16/2024	12/19/2025
12a	Train MBTA employees – Wave 1	Train impacted personnel on auditing process – target Wave 1 audience from Training Plan in Actionable Item #11	Administration: D. Panagore Training: Marie Walker	12/16/2024	4/18/2025


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#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
12b	Train MBTA employees – Wave 2	Train impacted personnel on auditing process – target Wave 2 audience from Training Plan in Actionable Item #11	Administration: D. Panagore Training: Marie Walker	4/21/2025	8/15/2025
12c	Train MBTA employees – Wave 3	Train impacted personnel on auditing process – target Wave 3 audience from Training Plan in Actionable Item #11	Administration: D. Panagore Training: Marie Walker	8/17/2025	12/19/2025
13	QMSM – Update #3	Capture final development updates in the QMSM.	QCO: Mark Molewyk	11/4/2024	2/28/2025
14	Launch QM Oversight Committee	Launch annual oversight steering committee to review the health of Quality at the MBTA.	QCO: Meredith Sandberg & Mark Molewyk	11/4/2024	1/10/2025
14a	QM Oversight Committee – Quarterly Update #1	Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	QCO: Meredith Sandberg & Mark Molewyk	3/1/2024	3/31/2024
14b	QM Oversight Committee – Quarterly Update #2	Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	QCO: Meredith Sandberg & Mark Molewyk	6/1/2024	6/30/2024
14c	QM Oversight Committee – Quarterly Update #3	Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	QCO: Meredith Sandberg & Mark Molewyk	9/1/2024	9/30/2024
14d	QM Oversight Committee – Quarterly Update #4	Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	QCO: Meredith Sandberg & Mark Molewyk	12/1/2024	12/31/2024
15	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, considering the scope and performance measures.	QCO: Meredith Sandberg	Ongoing	
QA/QC Procedures for Vehicle Engineering					
16	Inventory and identify critical VE processes	Inventory existing quality framework including critical processes and procedures and identify critical processes requiring formal documentation.	QCO: Mark Molewyk & John Barnicoat VE: Bill Wolfgang	12/4/2023	3/1/2024


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#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
16a	Identify Current State of VE QM activities	Identify current state of quality management activities based on outputs of AI 16.	QCO: Mark Molewyk & John Barnicoat VE: Bill Wolfgang	2/1/2024	3/31/2024
16b	Develop Interim Action Plan - VE	Develop interim plan for continuous improvement based on findings from Actionable Item #16 and #16a. May include buildout of staffing plan related to supporting the enhancement of those processes.	QCO: Mark Molewyk & John Barnicoat VE: Bill Wolfgang	4/1/2024	5/31/2024
17	Develop and update VE processes and SOPs	Document critical processes identified as requiring formal documentation and review and update existing policies and procedures.	VE: Bill Wolfgang Capital: Erik Stoothoff QCO: Mark Molewyk & John Barnicoat	3/1/2024	8/30/2024
18	Create Vehicle Engineering QMP	Using the SOPs and processes, develop a Quality Management Plan for Vehicle Engineering detailing MBTA's oversight of railcar manufacturers and their suppliers.	QCO: Mark Molewyk & John Barnicoat VE: Bill Wolfgang	6/21/2024	9/20/2024
19	Develop VE QMP training	Develop training designed to familiarize VE staff with the new QMP. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	QCO: Mark Molewyk VE: Bill Wolfgang Administration: D. Panagore L&D/Training: Marie Walker	8/19/2024	12/20/2024
20	Train VE staff	Train impacted Vehicle Engineering staff on the new QMP. Provide updates on progress as part of the monthly Verification Report.	VE: Bill Wolfgang Administration: D. Panagore Training: Marie Walker	1/6/2025	12/19/2025
20a	Train VE Staff – Wave #1	Train impacted Vehicle Engineering staff on the new QMP – target Wave 1 audience from Training Plan in Actionable Item #19	Administration: D. Panagore Training: Marie Walker	1/6/2025	5/9/2025
20b	Train VE Staff – Wave #2	Train impacted Vehicle Engineering staff on the new QMP – target Wave 2 audience from Training Plan in Actionable Item #19	Administration: D. Panagore Training: Marie Walker	5/12/2025	9/12/2025
20c	Train VE Staff – Wave #3	Train impacted Vehicle Engineering staff on the new QMP – target Wave 3 audience from Training Plan in Actionable Item #19	Administration: D. Panagore Training: Marie Walker	9/15/2025	12/19/2025
21	Distribute VE QMP	Work with Communications team to develop an effective distribution plan and messaging around the release of the VE QMP to staff.	VE: Bill Wolfgang	12/23/2024	1/24/2025
22	Review existing VE contracts and 3 rd party QMPs	Review quality plans of railcar manufacturers and/or MBTA consultants related to quality control of railcars or subcomponents against new QMP. As applicable, mitigate discrepancies through	QCO: Mark Molewyk VE: Bill Wolfgang Legal: Maribeth Ladd	1/6/2025	6/27/2025




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		engineering review and the waiver process, contract changes to incorporate MBTA quality requirements, or other approved methods.	Procurement: Ray Wise		
QA/QC Procedures for Vehicle Maintenance					
23	Inventory and identify VM critical processes	Inventory existing quality framework including critical processes and procedures and identify critical processes requiring formal documentation.	QCO: Mark Molewyk & John Barnicoat VM: Steve Hicks	12/4/2023	3/1/2024
23a	Identify Current State of VM QM activities	Identify current state of quality management activities based on outputs of AI 23.	QCO: Mark Molewyk & John Barnicoat VE: Steve Hicks	2/1/2024	3/31/2024
23b	Develop Interim Action Plan - VM	Develop interim plan for continuous improvement based on findings from Actionable Item #23 and #23a. May include buildout of staffing plan related to supporting the enhancement of those processes.	QCO: Mark Molewyk & John Barnicoat VE: Steve Hicks	4/1/2024	5/31/2024
24	Develop and update VM processes and SOPs	Document critical processes identified as requiring formal documentation and review and update existing policies and procedures.	VM: Steve Hicks Operations: Dave Carney QCO: Mark Molewyk & John Barnicoat	3/1/2024	8/30/2024
25	Create Vehicle Maintenance QMP	Using the SOPs and processes, develop a Quality Management Plan for Vehicle Maintenance detailing MBTA's oversight of railcar manufacturers and their suppliers	VM: Steve Hicks QCO: Mark Molewyk & John Barnicoat	6/21/2024	9/20/2024
26	Develop VM QMP training	Develop training designed to familiarize VM staff with the new QMP. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	QCO: Mark Molewyk VM: Steve Hicks Administration: D. Panagore L&D/Training: Marie Walker	8/19/2024	12/20/2024
27	Train VM staff	Train impacted Vehicle Maintenance staff on the new QMP. Provide updates on progress as part of the monthly Verification Report.	Administration: D. Panagore Training: Marie Walker VM: Steve Hicks	1/6/2025	12/19/2025
27a	Train VM Staff – Wave #1	Train impacted Vehicle Engineering staff on the new QMP – target Wave 1 audience from Training Plan in Actionable Item #26.	Administration: D. Panagore Training: Marie Walker	1/6/2025	5/9/2025
27b	Train VM Staff – Wave #2	Train impacted Vehicle Engineering staff on the new QMP – target Wave 2 audience from Training Plan in Actionable Item #26.	Administration: D. Panagore Training: Marie Walker	5/12/2025	9/12/2025

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#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
27c	Train VM Staff – Wave #3	Train impacted Vehicle Engineering staff on the new QMP – target Wave 3 audience from Training Plan in Actionable Item #26.	Administration: D. Panagore Training: Marie Walker	9/15/2025	12/19/2025
28	Distribute VM QMP	Work with Communications team to develop an effective distribution plan and messaging around the release of the VM QMP to staff.	VM: Steve Hicks	12/23/2024	1/24/2025
29	Review existing VM contracts and 3 rd party QMPs	Review quality plans of contracts in support of MBTA vehicle maintenance against new QMP. As applicable, mitigate discrepancies through engineering review and the waiver process, contract changes to incorporate MBTA quality requirements, or other approved methods.	QCO: Mark Molewyk VM: Steve Hicks Procurement: Jeff Cook Legal: Kevin Scanlon	1/6/2025	6/27/2025

Document Management System to support QM

30	Inventory and identify Quality Records and Workflows	Identify Quality Records within the MBTA, and document “Current State” for existing processes and workflows. Associated with Actionable Items #16-17 and #23-24 related to VE/VM processes and SOPs and identifying formal documentation control requirements.	QCO: Sylvia Welsh	12/4/2023	8/16/2024
31	Develop QM DM Processes and SOPs	Develop plan for QM “Future-State” document control, processes, and workflows including SOPs, workflows, and document control plans. Incorporates outputs from the inventory and identification activity in Actionable Item #30.	QCO: Sylvia Welsh Legal: Kevin Scanlon Administration: D. Panagore	8/16/2024	12/16/2024
32	Procure Document Management System (DMS)	Identify and select DMS to address QM by supporting document control, records management, regulatory compliance, and QM audit requirements.	QCO: Sylvia Welsh IT: John Glennon Procurement: Jeffrey Cook Administration: D. Panagore Legal: Kevin Scanlon	2/1/2024	8/30/2024
33	Develop QM DM Training plan	Develop comprehensive plans for DMS differentiated instruction and training (synchronous and asynchronous) for MBTA QM staff using/working with the DMS. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	QCO: Sylvia Welsh Administration: D. Panagore L&D/Training: Marie Walker	1/1/2025	4/30/2025
34	Implement DMS	Implement selected software solution, including but not necessarily limited to: specification and design, development of any required customization and integration with other MBTA system(s), data migration and cutover activities from existing systems, beta-testing and/or pilot launch activity, and rollout plan and execution	QCO: Sylvia Welsh IT: John Glennon Procurement: Jeffrey Cook	9/1/2024	6/1/2025

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#	Actionable Items	Description	Responsible Party ¹	Est Start ²	Est End ³
35	Deliver QM DM Training Plan	Train impacted staff on using/working with the DMS. Concept supports training rollout initiation approximately one month prior to rollout/go-live of the DMS implementation (Actionable Item #34) and is intended to train sufficient user base to support rollout usage. Training rollout will continue to onboard additional users over a period, and ongoing delivery of this capability will be coordinated with and driven in accordance with our centralized training philosophy. Provide updates on progress as part of the monthly Verification Report.	QCO: Sylvia Welsh Administration: D. Panagore L&D/Training: Marie Walker	5/1/2025	12/19/2025
35a	Train QM DM Staff – Wave #1	Train impacted staff on the new DMS – target Wave 1 audience from Training Plan in Actionable Item #33	Administration: D. Panagore Training: Marie Walker	5/1/2025	6/30/2025
35b	Train QM DM Staff – Wave #2	Train impacted staff on the new DMS – target Wave 2 audience from Training Plan in Actionable Item #33	Administration: D. Panagore Training: Marie Walker	7/1/2025	9/26/2025
35c	Train QM DM Staff – Wave #3	Train impacted staff on the new DMS – target Wave 3 audience from Training Plan in Actionable Item #33	Administration: D. Panagore Training: Marie Walker	9/27/2025	12/19/2025

COMPLETION DOCUMENTATION

Performance Metrics

- The MBTA agrees upon a Quality Management System Manual and critical processes to be audited by the independent quality management department. By establishing the scope of this CAP, the MBTA will proceed with documenting critical processes, communicating audits results with executive leadership, and executing a hiring plan to staff quality management efforts.

Verification

Overview:

- QMSM signed off
- SOPs signed off
- Hiring plan for QM completed
- QMP for Vehicle Engineering
- QMP for Vehicle Maintenance
- DMS in place to support QM
- Monthly training updates

BUDGET/COST ESTIMATE

Overview: Quality Management, E&M, and OCE will require additional resources in the form of Operating Budget and headcount to execute this CAP. The budget values below are estimates that will require further analysis and refinement as the work associated with this CAP is implemented.

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<i>Segment Code</i>	<i>Cost Estimate</i>
Hiring of Quality Management SMEs	\$1,000,000
3 rd Party Audit Resources	\$1,000,000
Consulting engineering/planning resources	\$8,000,000
DMS (\$10M annually, 3 years)	\$30,000,000
10% Contingency	\$4,000,000
Total	\$44,000,000



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CORRECTIVE ACTION PLAN COMMITMENT

Responsible Parties

<i>Department⁴</i>	<i>Name</i>	<i>email</i>	<i>Signature</i>
Engineering & Maintenance	Doug Connett	[REDACTED]	DocuSigned by: Doug Connett 0890990FF4674D6...
Vehicle Maintenance	Steve Hicks	[REDACTED]	DocuSigned by: Steve Hicks
Vehicle Engineering	Bill Wolfgang	[REDACTED]	DocuSigned by: 9767E3E7225B43C... William G. Wolfgang
QCO – Document Management	Sylvia Welsh	[REDACTED]	DocuSigned by: 97A5B56535F48B... Sylvia Welsh
QCO – Quality Management	Mark Molewyk	[REDACTED]	DocuSigned by: 9FE9B27BA9B042C... Mark Molewyk
Labor Relations	Dan Kazakis	[REDACTED]	DocuSigned by: 1A15CD3CF108416... Dan Kazakis
Finance	Mary Ann O'Hara	[REDACTED]	DocuSigned by: BCFA40EA5FC24E9... Mary Ann O'Hara
Engineering & Capital	Xin Zhou	[REDACTED]	DocuSigned by: 3F02AECAC8854B1... Xin Zhou
Legal	Kevin Scanlon	[REDACTED]	DocuSigned by: 3A3AB1EB29C847D... Kevin Scanlon
Information Technology	John Glennon	[REDACTED]	DocuSigned by: 7BD978934FB44FB... John R. Glennon
Procurement	Jeffery Cook	[REDACTED]	DocuSigned by: 85A451B235C34CF... Jeff Cook
Training	Marie Walker	[REDACTED]	DocuSigned by: C8238EF50D624B0... Marie Walker
Workforce	Ahmad Barnes	[REDACTED]	DocuSigned by: 2056A0A16A0341D... Ahmad Barnes
Customer & Employee Experience	Danny Levy	[REDACTED]	DocuSigned by: C905D70689224D6... Danny Levy

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

DocuSigned by:

12/21/2023

Meredith Sandberg
MBTA Chief of Quality, Compliance, and Oversight

Date

DocuSigned by:

12/21/2023

David Panagore
MBTA Chief Administrative Officer

Date

DocuSigned by:

12/21/2023

Ryan Cochran
MBTA Chief Operating Officer

Date

DocuSigned by:

12/20/2023

Timothy Lesniak
MBTA Chief Safety Officer

Date

DocuSigned by:

12/21/2023

Phillip Eng
MBTA General Manager & CEO

Date