



Deval L. Patrick, Governor  
Timothy P. Murray, Lt. Governor  
Jeffrey B. Mullan, Secretary & CEO

## District #6 MassDOT Highway Meeting March 18, 2011

### Meeting Participants:

Frank Trammatozi, Tom Broderick, and District #6 management staff. (10 people attended the meeting)

### Meeting Purpose:

1. Gather additional facts about what happened pertaining to the light fixture falling from I-93 South tunnel on February 8.
2. Address what we need to do to improve communication immediately.
3. Address what we need to do to implement an longer term improved approach to communicating HOC events to management quickly and accurately.

### Meeting Comments:

1. Frank communicated to the group:
  - a. The importance of communicating operating issues from the bottom up and getting information from HOC to management quickly.
  - b. Communicate with HOC- our eyes and ears that need to tell us, need to visit them and let them know how important they are to our success.
  - c. Put all information out on the ERS to react to events that occur on our highways
  - d. HOC notified maintenance work
  - e. Need to get to maintenance people to inform them how important notifications are to us and they need to do them accurately.
  - f. How do we get our staff in the field to understand how important it is to accurately report events in a timely manner, and report them up through the management chain. Communication is so important.
  - g. Need to get to the front line employee
2. The original notice we got thought the light fixture was road way junk, maybe something that fell off the back of a truck. The maintenance person did not have presence of mind to look up and see that it was the tunnel ceiling fixture.
3. District #6 management input:
  - a. Maintenance in a 'nervous' state- concerned about their jobs, filtering things, possibly under reporting issues that occur.
  - b. We have a pretty good notification system- if we observe an issue, we notify the HOC to have it tracked. In this case, we are not sure how the event was reported originally
  - c. Promoting public safety is critical to our success.
  - d. Suggestion: ask our foremen to follow-up on events.
  - e. Generally the issue has been over reporting

- f. We were doing everything right, but the facts did not get to senior management until 5 weeks after the fact. Identify the time line and fix.
  - g. DHD said he notified Frank the day after (Feb 9) it happened that the light fixture fell from the ceiling.
  - h. We wondered how or what was appropriate to do to skip talking with Luisa, as she was out.
  - i. Feb 9 we assigned the inspection. The following Monday was notified again.
  - j. Verbal notification was given to Frank and Tom
  - k. 20 to 30 items exist in Trust Fund Request exist- there are issues out there and we know they exist (potentially shutting down I-90).
  - l. We don't write things down because they trigger a formal event.
  - m. Leaks are huge issue
  - n. Air ducts are 80% full of water every night- someone quitting could send a photo to the press.
  - o. Institutional knowledge has now been disbursed.
  - p. District immediately started taking action in the field the very day the event happened. Communication was made and correction taken.
  - q.
4. The actual event:
- a. Call was placed- cruiser went out with highway vehicle.
  - b. They brought it back, noting in the log as road debris.
  - c. Went out to CMF to see the battered road debris.
  - d. The foreman (Dan), realized that it was not road debris, and went out to the tunnel, then noticed the light fixture missing from the ceiling.
5. Possible actions going forward:
- a. Is there some kind of supplemental attachment that can be applied in the permanent fix to prevent lights from falling.
  - b. Need some kind of redundant system.
6. This is step one- immediate need to communication
7. Need to learn "what is important to them?"
8. We don't know what the priority items are and need to collect and agree to them.

**Action Plan:**

Item #	What to do	Who	When
1.	Team agreed to do a timeline	Frank and team	asap
2.	Visit HOC and other Highway people in the field to communicate the importance of	Frank and Jeff M.	asap

	communicating		
3.	Put together a schedule to implement changes in the communication process	Frank T.	
4.	Invite Joe Landolfi/his staff to meetings where efforts to improve communication is the focus	Frank T.	