

## WHAT WE DO



### What is QICO?

- The Office of Quality Assurance, Internal Compliance & Oversight (QICO) is an internal management function that partners with other departments to provide an objective review. Authorized by the General Manager as outlined in the [Quality Management System Plan \(QMSP\)](#).

### Why QICO Performed This Review:

- These internal reviews are intended to provide Metro senior management with an assessment of the state of Capital Program – Management & Execution within three distinct areas (Railcar Acquisition, Metrobus Vehicle Acquisition, and Capital Project Contract Specifications) and promote the actions needed to address any concerns.

### QICO's Methodology:

- Develop relevant review activities by identifying and assessing risks to policies, procedures & standards, quality & compliance, and traceability.
- Review documentation, observe processes and interview key personnel.
- Review findings and required actions are rated based on severity of risk, which ranges on a scale from "Insignificant" to "High".

**Note:** An itemized internal Corrective and Preventive Action (iCAPA) is developed for each required action to achieve effective and measureable resolution of identified concerns. To check the status of iCAPA implementation go to: [www.wmata.com/initiatives/transparency/](http://www.wmata.com/initiatives/transparency/).

## WHAT WE FOUND | CAPITAL PROGRAM – MANAGEMENT & EXECUTION

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### 10. Metrorail New Railcar Manufacturing

#### Wins:

- ✓ An effective Release for Shipment Process provides railcars are shipped from the manufacturer with accurate serialization records, proper approval, and no known items impeding placement into service.
- ✓ Inspection and test records are effectively maintained, managed, reviewed and controlled through an electronic Car History Book. Providing clear traceability and the ability to demonstrate compliance with Federal Requirements.

#### Action Areas Identified During Review:

- Identifying and controlling special processes (i.e. welding, painting, wire crimping) is required to mitigate workmanship defects that lead to lengthy delays and poor reliability.
- Ensuring that the manufacturer is providing efficient and effective engineering support to address design defects is critical to timely implementation of modifications, reducing the burden on Authority resources to complete work after plant shipment.
- Including stronger contract language for reporting on manufacturer's internal quality findings can reduce oversight costs for the Authority through more data driven reviews and inspections.

### 11. Metrobus New Vehicle Acquisition

#### Wins:

- ✓ Control of rework and retrofitting activities during the commissioning process ensures buses meet their form, fit and function capabilities prior to being entered into revenue service.
- ✓ Defects reported by the resident inspector ensures that Bus Engineering (BENG) and the manufacturer are made aware of workmanship problems which are corrected through a buy-back process.

#### Action Areas Identified During Review:

- Utilization of a central repository for document control and change management is essential for effective program management.
- Effective training on new vehicles and systems prior to entering service is necessary to ensure proper fleet operation and maintenance.
- Adequate manufacturer's oversight is essential to enhance the quality of the buses being delivered.

### 12. Capital Project Contract Requirements

#### Action Areas Identified During Review:

- Establish and implement a policy and a procedure for participation in the Metropolitan Washington Council of Governments (MWCOG) Cooperative Purchasing Program to allow WMATA to take advantage of the benefits and comply with FTA guidelines.
- Update and implement Standard Operating Procedures (SOPs) to describe WMATA procurement requirements in order to align WMATA with industry best practices and promote reliability, efficiency, and accuracy.
- Appropriate utilization of a Liquidated Damages clause in contracts will help protect the Authority's financial interest.
- Clear, accurate, and complete Scope of Work (SOW) specifications are vital for determining the intent and requirements for a proposed contract.

## WHAT WE WILL DO MOVING FORWARD



### Key Takeaway

*Continuing to enhance contract language and project management practices to ensure greater quality of future acquisitions will contribute towards improving WMATA's quality, safety and reliability of service.*

Through the implementation of 5 internal Corrective and Preventive Actions (iCAPAs) we are committed to driving quality improvement initiatives with the objective of safeguarding the mission success of the agency while enhancing customer experience. These strategic plans to address issues of concern, required actions and recommendations are intended to drive real progress that is measureable and verifiable.

### 10. Metrorail New Railcar Manufacturing

- Review and ensure contract language and requirements for future railcar acquisitions includes performance of appropriate quality checks and engineering design support by the manufacturer. Be sure to enhance the provisional language that defines specific consequences for failing to provide expected quality in regards to workmanship and configuration control.
- For details on the committed action plans see the following iCAPA: [QICO-NRKM-18-01](#).

### 11. Metrobus New Vehicle Acquisition

- Identify opportunities to enhance program management, new vehicle training, and manufacturer oversight with regard to formal communication, document control, detailed training plans, and enhanced contract language to ensure delivery of quality vehicles.
- For details on the committed action plans see the following iCAPAs: [QICO-NVAB-18-01](#), [NVAB-18-02](#), & [NVAB-18-03](#).

### 12. Capital Project Contract Requirements

- Identify opportunities to update and implement policies, procedures, and standards in accordance with the FTA Circular and the WMATA Procurement Manual to define expected practices, provide a roadmap for internal practices, and assure efficiency, consistency, and reliability.
- For details on the committed action plans see the following iCAPA: [QICO-PRMT-18-01](#).