



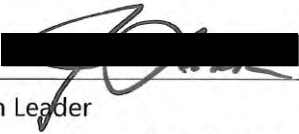
INTERNAL REVIEW

Capital Program Management and Execution

In response to the internal review of Metrobus Revenue Collection Equipment Maintenance, the office of Quality Assurance, Internal Compliance & Oversight (QICO) has coordinated the development of three (3) CAPs. Each CAP outlines the findings, recommendations and requirements to be addressed, and a detailed action plan outlining responsible parties and specific actionable items.

EXECUTIVE LEADERSHIP OF RESPONSIBLE PARTIES

Corrective Action Plan Commitment



Joseph Leader
Chief Operating Officer (COO)

12/05/17
Date

WMATA INTERNAL OVERSIGHT

Corrective Action Plan Acknowledgement



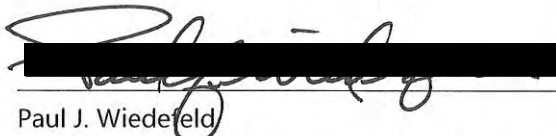
Angel Peña
Managing Director, Quality Assurance, Internal Compliance & Oversight (QICO)

12/15/17
Date



Eric Christensen
Chief, Internal Compliance (INCP)

12/15/17
Date



Paul J. Wiederfeld
General Manager & Chief Executive Officer (GM/CEO)

12/15/17
Date



CORRECTIVE ACTION PLAN

Purpose and Scope

On November 17, 2017, the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued a comprehensive internal review report, regarding Metrobus Revenue Collection Equipment Maintenance. This Corrective Action Plan (CAP) has been developed to address required action QICO-FBO-17-01 and the associated findings.

QICO Finding	QICO Recommendation
F-FBO-17-01: Consistent and accurate capture of work order data in MAXIMO is essential to effective monitoring, tracking and analysis of the maintenance work performed.	- Develop standard processes for MAXIMO data entry, conduct training, and perform quality control checks to have effective work order data entry.
F-FBO-17-03: The development of engineering modification process is essential to the control and reliability of equipment modifications.	- Develop formal requirements to govern the modification process for consistent and reliable future modifications of bus revenue equipment.
F-FBO-17-04: While the Revenue Repair Shop strives to reduce costs and to help with part availability, material requalification requires additional controls to promote reliability.	- Develop a parts requalification procedure to govern the condition and traceability of the parts reused.
F-FBO-17-06: Utilization of a formal Quality Control Plan (QCP) is essential to promote the consistency and reliability of work being performed.	- Develop a quality control plan for BMNT corrective and preventative maintenance to promote consistent application of work

Required Action

QICO-FBO-17-01: Develop formal approved procedures for BMNT practices, including standards for MAXIMO data entry, engineering modification instructions, refurbished parts requalification, and develop a quality control plan to promote consistent application of corrective and preventative maintenance.

(Risk Rating: Moderate)



ACTION PLAN

Description

BMNT will work with the Information and Technology department while updating the revision of MAXIMO software and develop a standard operating procedure (SOP) to outline BMNT processes, including accurate capturing of work order data, tracking and analysis. The SOP will also include identification of roles and responsibilities for quality control checks to have effective correct work order data entry. BMNT will train all personnel on the new SOP for the updated MAXIMO system.

BMNT will develop a quality control procedure for corrective and preventative maintenance to promote consistency of the work being performed.

Business Impact – Budget/Cost Estimate

Process Improvement – A current process/procedure needs to be optimized to address the QICO Required Action. This type of initiative does not need additional resources because current manpower will be used to improve the process.

PLAN STRUCTURE

Actionable items	Description	Responsible Party	Estimated Start	Estimated Completion
1) Develop Standard Operating Procedure for BMNT work order processing in MAXIMO	Develop a SOP to accurately track, capture and analyze work order data in the updated revision of MAXIMO software and outline roles and responsibilities for quality control checks to have effective work order data entry.	Raphael Alfred (BMNT)	01/01/18	12/31/18
2) Training for MAXIMO	Develop training to support the utilization of the MAXIMO system by BMNT staff in accordance with MAXIMO Standard Operating Procedure	Raphael Alfred (BMNT)	01/01/18	12/31/18
3) Initiate a Quality Control process	Develop a quality control (QC) process to promote consistency of work being performed during corrective and preventative maintenance activities.	Joseph Bailey / Michael Clark (BMNT)	01/01/18	07/02/18
4) Review current established modifications processes	Automatic Fare Collection (AFC) Engineering & BMNT Staff to review current established modification processes. This team will determine which process (BMNT or AFC Engineering) is most suitable for Bus Farebox Depot Level Maintenance Modifications.	Gregory Freeman Sr (COMS) Joseph Bailey (BMNT)	01/01/18	03/01/18
5) Implementation of the approved Farebox modification process	Implement the approved Farebox modification process on any modifications related to WMATA GFI Odyssey Bus Farebox.	Gregory Freeman Sr (COMS) Joseph Bailey (BMNT)	03/01/18	12/31/18



6)	Develop Qualification Checklists & Documentation Procedures	Automatic Fare Collection (AFC) Engineering & BMNT staff to develop checklists and documentation processes/procedures to ensure all equipment or components are acceptable before return to service upon the review of all current depot level maintenance on the GFI Odyssey Farebox equipment.	Gregory Freeman Sr (COMS) Joseph Bailey (BMNT)	01/02/18	11/16/18
7)	QICO CAP Verification Report	QICO will evaluate actionable items submitted to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the actionable item descriptions and performance measures.	QICO	12/31/18	01/31/18

*In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

COMPLETION DOCUMENTATION

Performance Measures

- 80% of active BMNT personnel have received Maximo training as developed under actionable item #2.
- Evidence of compliance with approved EMI process developed under actionable item #4.
- Evidence of developed checklists and documented procedures.

RESPONSIBLE PARTIES

BMNT	Raphael Alfred	[Redacted Signature]
BMNT	Joseph Bailey	[Redacted Signature]
COMS	Gregory Freeman Sr	[Redacted Signature]

SECOND LEVEL RESPONSIBILITY

Managing Director BMNT	Dave Michels	[Redacted Signature]
Assistant Chief Engineer	David O'Toole	[Redacted Signature]
AGM BUSV	Robert Potts	[Redacted Signature]
Chief Engineer	John Thomas	[Redacted Signature] 12.11.17



CORRECTIVE ACTION PLAN

Purpose and Scope

On November 17, 2017, the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued a comprehensive internal review report, regarding Metrobus Revenue Collection Equipment Maintenance. This Corrective Action Plan (CAP) has been developed to address required action QICO-FBO-17-02 and the associated finding.

QICO Finding	QICO Recommendation
F-FBO-17-02: Effective revenue collection equipment training is needed for technicians to perform their duties effectively and efficiently.	- Develop a comprehensive training program specific to the revenue collection equipment technicians, covering both class room and on the job training.

Required Action

QICO-FBO-17-02: Develop a comprehensive training program specific to the revenue collection equipment technicians, covering both class room and on-the-job training (OJT).

(Risk Rating: Elevated)



ACTION PLAN

Description

BMNT will provide training specific to revenue collection equipment technicians utilizing accessible resources to develop curriculum consistent with covering class room and on the job training.

Business Impact – Budget/Cost Estimate

Process Improvement – A current process/procedure needs to be optimized to address the QICO Required Action. This type of initiative does not need additional resources because current manpower will be used to improve the process.

PLAN STRUCTURE

Actionable items	Description	Responsible Party	Estimated Start	Estimated Completion
1) Provide training specific to revenue collection equipment technicians	Develop training specific to revenue collection equipment technicians covering both class room and on-the-job training.	Raphael Alfred (BMNT)	01/01/18	06/30/18
2) Schedule and enroll technicians for training	Schedule revenue collection equipment technicians for on-the-job and class room training.	Michael Clark (BMNT)	07/31/18	12/31/18
3) QICO CAP Verification Report	QICO will evaluate actionable items submitted to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the actionable item descriptions and performance measures.	QICO	12/31/18	01/31/18

*In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

COMPLETION DOCUMENTATION

Performance Measures

- 80% of active revenue collection equipment technicians have received training developed under actionable item #1.

RESPONSIBLE PARTIES

BMNT	Raphael Alfred	
BMNT	Michael Clark	

SECOND LEVEL RESPONSIBILITY

Managing Director BMNT	Dave Michels	
AGM BUSV	Robert Potts	



CORRECTIVE ACTION PLAN

Purpose and Scope

On November 17, 2017, the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued a comprehensive internal review report, regarding Metrobus Revenue Collection Equipment Maintenance. This Corrective Action Plan (CAP) has been developed to address required action QICO-FBO-17-03 and the associated finding.

QICO Finding	QICO Recommendation
F-FBO-17-05: Defining key performance indicators (KPI) for shop activities is needed to identify performance deficiencies and drive improvement.	- Develop and consistently measure performance indicators that reflect the actual performance of BMNT shop activities and drives improvement.

Required Action

QICO-FBO-17-03: Develop and consistently measure performance indicators that reflects the actual performance of BMNT shop activities and drives improvement.

(Risk Rating: Moderate)



ACTION PLAN

Description

BMNT will provide and maintain reports which consistently measure actual performance of shop activities by identifying and outlining performance drivers specific to improving process, products and people.

Business Impact – Budget/Cost Estimate

Process Execution – A current process/procedure exists that meets the QICO Required Action, but needs to be executed. This type of initiative does not need additional resources.

PLAN STRUCTURE

Actionable items	Description	Responsible Party	Estimated Start	Estimated Completion
1) Develop KPI reports	Generate reports which measure key performance indicators to improve efficiency.	Michael Clark (BMNT)	01/01/18	07/02/18
2) Provide weekly and monthly reports	Share performance indicators with stakeholders to improve efficiency and drive performance	Michael Clark (BMNT)	03/01/18	07/02/18
3) Maintain reports	Catalog reports to consistently measure for constant improvements	Joseph Bailey (BMNT)	01/01/18	12/31/18
4) QICO CAP Verification Report	QICO will evaluate actionable items submitted to confirm there is reasonable evidence that the findings and this required action have been resolved, taking into account the actionable item descriptions and performance measures.	QICO	12/31/18	01/31/18

*In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

COMPLETION DOCUMENTATION

Performance Measures

- KPI reporting developed under actionable item #1 includes all applicable KPIs defined for BMNT specific functions and activities.

RESPONSIBLE PARTIES

BMNT	Joseph Bailey	
BMNT	Michael Clark	

SECOND LEVEL RESPONSIBILITY

Managing Director BMNT	Dave Michels	
AGM BUSV	Robert Potts	