



## INTERNAL REVIEW

### Capital Program – Management & Execution

In response to the internal review of Capital Program – Management & Execution, including review of Metrorail New Railcar Manufacturing, Metrobus New Vehicle Acquisition, and Contract Requirements, the office of Quality Assurance, Internal Compliance & Oversight (QICO) has coordinated the development of five (5) iCAPAs. Each iCAPA outlines the findings, recommendation and requirements to be addressed, and a detailed action plan outlining responsible parties and specific actionable items.

## EXECUTIVE LEADERSHIP OF RESPONSIBLE PARTIES

### internal Corrective and Preventive Action (iCAPA) Commitment



Joseph Leader  
Chief Operating Officer (COO)

7-27-18

Date

## WMATA INTERNAL OVERSIGHT

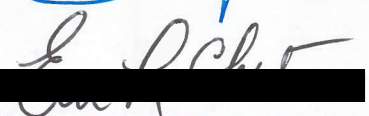
### internal Corrective and Preventive Action (iCAPA) Acknowledgement



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

07/27/18

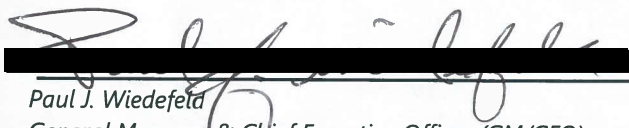
Date



Eric Christensen  
Chief of Internal Compliance (INCP)

7/30/18

Date



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

7/31/18

Date

# **METRO RAIL NEW RAILCAR MANUFACTURING iCAPAs**

**Purpose and Scope**

On July 19, 2018 the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued an internal review report regarding Metrorail New Railcar Manufacturing. This internal Corrective and Preventive Action (iCAPA) has been developed to address required action QICO-NRKM-18-01 and the associated finding(s).

**Required Action**

**QICO-NRKM-18-01** *Vehicle Program Services (CENV)*  
*Chief Mechanical Officer (CMO)*

*Elevated*

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.

**Applicable Finding(s)**

- **F-NRKM-18-01:** 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.
  - o *Measure: Quality Control*
  - o *Risk: (Service Delivery – Elevated)*
- **F-NRKM-18-02:** 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.
  - o *Measure: Change Management*
  - o *Risk: (Service Delivery – Elevated)*
- **F-NRKM-18-03:** 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.
  - o *Measure: Application & Fulfillment*
  - o *Risk: (Service Delivery – Elevated)*

**Action Plan Overview**

CENV will work with QICO to request additional data from Kawasaki, additionally evidence of engagement and updates to future specifications and contract language to address concerns and lesson learned.

Business Impact – Budget/Cost Estimate

Process Improvement – A current process/procedure needs to be optimized to address the internal 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 <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
1. Request for Additional Information	CENV will work with QICO to draft and submit a program letter to Kawasaki requesting additional inspection data on a weekly basis for the remainder of the manufacturing process. CENV will submit a copy of the signed program letter to Kawasaki.	Tara Soesbee CENV Supporting Office <sup>4</sup> : QICO	07/31/18	09/06/18
2. Engage Stakeholders and Implement Updates	CENV to provide most recently updated new railcar technical specification, and conduct review meetings with all required stakeholders to update terms and conditions (contract general and special provisions). CENV will provide meeting notes and sign-in sheets.	Tara Soesbee (CENV)	07/30/18	06/26/19
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	06/27/19	07/25/19

## Completion Documentation &amp; Performance Measures

- A signed program letter notifying Kawasaki of the request for additional information as noted in Actionable Item 1.
- A dated copy of the latest version of the newest Railcar Technical Specification, all related Meeting Notes and Sign-In Sheets for meetings pertaining to the review of Contract Terms and Conditions as noted in Actionable Item 2.

<sup>1</sup> In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

<sup>2</sup> Est Start – Estimated Start Date.

<sup>3</sup> Est End – Estimated Completion Date.

<sup>4</sup> 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.



Responsible Party/Parties

CENV

Tara Soesbee


 7/26/18

(Signature/Date)

Supporting Role Acknowledgement

QICO

Brian G. Smith


 7/26/18

(Signature/Date)

Second-Level Responsibility

CENV

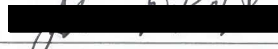
Sachit Kakkar

 7/26/18

(Signature/Date)

CMOR

John Doherty

 7/27/18

(Signature/Date)

# **METROBUS MAINTENANCE AND ENGINEERING iCAPAs**

**Purpose and Scope**

On June 29, 2018 the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued an internal review report regarding Metrobus New Vehicle Acquisition. This internal Corrective and Preventive Action (iCAPA) has been developed to address required action QICO-NVAB-18-01 and the associated finding(s).

**Required Action****QICO-NVAB-18-01**

*Office of Bus Maintenance (BMNT)*  
*Transit Asset Management Office (TAMO)*  
*Department of Information Technology (IT)*

*Elevated*

Establish a central repository for change management, program related document control and written correspondence.

**Applicable Finding(s)**

- F-NVAB-18-01: Utilization of a central repository for document control and change management is essential for the effective program management.
  - o *Measure: Change Management*
  - o *Risk: (Service Delivery – Elevated)*

**Action Plan Overview**

TAMO will collaborate with BMNT and PRMT to develop a business use case. This will identify BMNT's requirements for a central repository for document control, change management, and communication. Once established, these requirements will be presented to IT for a technical software solution and implementation.

Business Impact – Budget/Cost Estimate

New/Expanded Initiative or Process – A new initiative needs to be created or a current process/procedure needs to be substantially expanded to address the Required Action. Additional resources will be required to address these initiatives.

**PLAN STRUCTURE**

Actionable Items	Description	Responsible Party <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
1. Business Use Case	TAMO to collaborate with BMNT and PRMT, to develop and submit a written business use case identifying all business requirements for establishing a central repository for new bus acquisition.	Gregory Collins (TAMO) Supporting Office <sup>4</sup> : Barry Goldman (BMNT) Lisa Dunlap (PRMT)	07/23/18	10/24/18
2. Determine Software Application	IT to provide a software solution, functional requirements, non-functional requirements, and system requirements that meet the business requirements of the presented business use case, to include resources, funding, and a training plan.	Robert Dunham (IT-APPS)	10/25/18	11/21/19
3. Program Implementation	Review and revise existing SOP 3.18 Lifecycle of a Bus, incorporating the software solution, and roles and responsibilities into the business process. BMNT will submit the SOP and evidence of distribution.	Barry Goldman (BMNT)	12/02/19	02/05/20
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	02/06/20	03/05/20

**Completion Documentation & Performance Measures**

- A completed TAMO business use case.
- Updated SOP 3.18 and evidence of distribution/awareness.
- A working central repository that meets the requirements established in the business use case.

<sup>1</sup> In the event of personnel or departmental changes, responsibilities for actionable items shall transfer to the new leadership.

<sup>2</sup> Est Start – Estimated Start Date.

<sup>3</sup> Est End – Estimated Completion Date.

<sup>4</sup> 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.




**INTERNAL CORRECTIVE AND PREVENTIVE ACTION (iCAPA)**

QICO-NVAB-18-01

**Responsible Party/Parties**

TAMO

Andre Ferguson

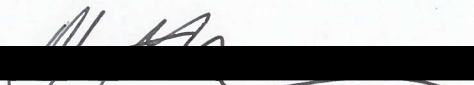
  
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July 17, 2018  
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IT

Robert Dunham

  
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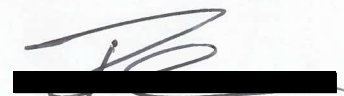
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**Supporting Role Acknowledgement**

BMNT

Barry Goldman

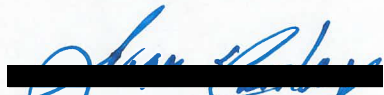
  
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7/17/18  
(Date)

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PRMT

Lisa Dunlap

  
(Signature)


7/17/18  
(Date)

(Signature/Date)

**Second-Level Responsibility**

BMNT

Dave Michels


  
(Signature)

7/17/18  
(Date)

(Signature/Date)

BUSV

Robert Potts


  
(Signature)

7/17/18  
(Date)

(Signature/Date)

TAMO

Gregory Collins

  
(Signature)

for Greg Collins July 17, 2018  
(Date)

(Signature/Date)

IT

Al Short


  
(Signature)

17 July 2018  
(Date)

(Signature/Date)

PRMT

Daniel Smith

  
(Signature)

7/18/18  
(Date)

(Signature/Date)

**Purpose and Scope**

On June 29, 2018 the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued an internal review report regarding Metrobus New Vehicle Acquisition. This internal Corrective and Preventive Action (iCAPA) has been developed to address required action QICO-NVAB-18-02 and the associated finding(s).

**Required Action****QICO-NVAB-18-02** Office of Bus Maintenance (BMNT)*Low*

Establish a detailed training plan, including the training modules, targeted audience, delivery dates and location. Retain training records within ELM and/or a central repository.

**Applicable Finding(s)**

- **F-NVAB-18-02:** Effective training on new vehicles and/or systems prior to entering service is required to ensure proper fleet operation and maintenance.
  - o *Measure: Skills Management*
  - o *Risk: (Service Delivery – Low)*

**Action Plan Overview**

Establish a training plan and modules for new vehicles and/or systems prior to entering service.

Business Impact – Budget/Cost Estimate

Process Improvement – A current process/procedure needs to be optimized to address the 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 <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
1. Review and Revise SOP 3.18	BMNT will review and revise the training requirements in SOP 3.18 Lifecycle of a Bus. BMNT will submit SOP and evidence of distribution.	Barry Goldman (BMNT)	07/23/18	07/31/19
2. Establish a Training Plan	BMNT will develop a training plan for necessary personnel on new buses and/or systems.	Barry Goldman (BMNT)	07/23/18	07/31/19
3. Training Records Management	BMNT will document all training using ELM and/or a future central repository for records management.	Barry Goldman (BMNT)	07/23/18	01/02/19
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	01/03/19	02/06/19

**Completion Documentation & Performance Measures**

- BMNT will submit a training plan and ELM records for 3 months after the first bus is delivered in the base year of RFP FQ18001.

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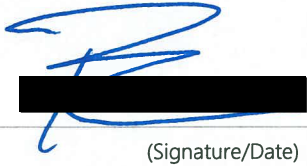
<sup>2</sup> Est Start – Estimated Start Date.

<sup>3</sup> Est End – Estimated Completion Date.

Responsible Party/Parties

BMNT

Barry Goldman

  
(Signature/Date)

7/9/18

Second-Level Responsibility

BMNT

Dave Michels

  
(Signature/Date)

7/9/18

BUSV

Robert Potts

  
(Signature/Date)

7/16/18



**Purpose and Scope**

On June 29, 2018 the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued an internal review report regarding Metrobus New Vehicle Acquisition. This internal Corrective and Preventive Action (iCAPA) has been developed to address required action QICO-NVAB-18-03 and the associated finding(s).

**Required Action****QICO-NVAB-18-03** Office of Bus Maintenance (BMNT)*Elevated*

Provide monthly manufacturer supplied analysis of the defects, including trends and the actions taken to improve those trends. For future procurements, include a contractual requirement that identifies the targeted number of defects per bus and the actions to be taken in case of deviation.

**Applicable Finding(s)**

- **F-NVAB-18-03:** Adequate manufacturer's oversight is essential to improve the quality of the buses being delivered.
  - o *Measure: Quality Control*
  - o *Risk: Service Delivery – Elevated*

**Action Plan Overview**

Business Impact – Budget/Cost Estimate

Process Improvement – A current process/procedure needs to be optimized to address the 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 <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
1. Perform Analysis of Defects	Request for the manufacturer to provide monthly analysis reports of the defects reported on snag sheets, including trends and the actions taken to improve those trends.	Barry Goldman (BMNT)	10/31/18	06/26/19
2. 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	07/01/19	08/03/19

**Completion Documentation & Performance Measures**

- BMNT will submit 6 months of manufacturer monthly analysis reports of the defects, including trends and actions to be taken.

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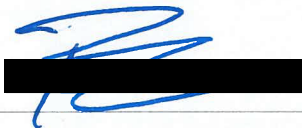
<sup>2</sup> Est Start – Estimated Start Date.

<sup>3</sup> Est End – Estimated Completion Date.

Responsible Party/Parties

BMNT

Barry Goldman



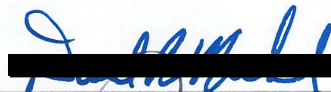
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Second-Level Responsibility

BMNT

Dave Michels

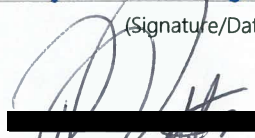


7/9/18

(Signature/Date)

BUSV

Robert Potts



7/16/18

(Signature/Date)

## **CONTRACT REQUIREMENTS iCAPAs**



**Purpose and Scope**

On June 1, 2018 the Office of Quality Assurance, Internal Compliance & Oversight (QICO) issued an internal review report regarding The Office of Procurement and Materials. This internal Corrective and Preventive Action (iCAPA) has been developed to address required action QICO-PRMT-18-01 and the associated findings.

**Required Action**

**QICO-PRMT-18-01** *Office of Procurement and Materials (PRMT)*  
*General Counsel (COUN)*

*Elevated*

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.

**Applicable Findings**

- F-PRMT-18-01: 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.
  - o Measure: [Work Standards](#). Risk: [Strategic – Moderate \(3,3\)](#)
- F-PRMT-18-02: 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.
  - o Measure: [Work Standards](#). Risk: [Service Delivery – Low \(2,4\)](#)
- F-PRMT-18-03: Appropriate utilization of a Liquidated Damages clause in contracts will help protect the Authority's financial interest.
  - o Measure: [Work Standards](#). Risk: [Strategic – Moderate \(3,3\)](#)
- F-PRMT-18-04: Clear, accurate, and complete Scope of Work (SOW) specifications are vital for determining the intent and requirements for a proposed contract.
  - o Measure: [Work Standards](#). Risk: [Service Delivery – Moderate \(4,3\)](#)

**Action Plan Overview**

The Office of Procurement and Materials (PRMT) is in the process of updating and revising existing Standard Operating Procedures (SOPs). Prior to issuing new SOPs, the Office of the General Counsel (COUN) reviews SOPs and provides advice. In addition, COUN will determine the applicability of the use of particular clauses in contracts and is the primary responsible party for F-PRMT-18-03.

**Business Impact – Budget/Cost Estimate**

- Process Improvement – A current process/procedure needs to be optimized to address the 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 <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
1. SOP for Cooperative Purchasing Program	Develop and implement an SOP providing direction on WMATA's participation in the MWCOG cooperative purchasing program gathering input from Procurement Managers (PMs) and Contract Managers (CMs) in addition to COUN review, prior to finalization and distribution. PRMT will submit SOP.	T. Suzette Moore PRMT Supporting Office <sup>4</sup> : Jon Crocker COUN	06/12/18	01/30/19
2. Update the PPM to provide clarity on the use of Liquidated Damages clauses	PRMT and COUN will determine guidance for the expanded use of Liquidation Damages clauses in contracts with scopes other than construction and provide direction on updating the Procurement Procedure Manual (PPM) language. PRMT will submit a memorandum that the PPM language has been updated including a copy of the updated section of PPM.	T. Suzette Moore PRMT Supporting Office <sup>4</sup> : Jon Crocker COUN	07/09/18	01/30/19
3. WMATA-wide staff notice of new SOP & PPM updates	Issue staff notice announcing the establishment of a new SOP for Cooperative Purchasing Program and changes to PPM. PRMT will issue staff notice.	T. Suzette Moore PRMT	01/30/19	02/27/19
4. WMATA-wide staff notice of the expected standards of SOW	Issue staff notice of the standards expected of Scopes of Work (SOW). This communication will indicate the availability and location of online resources for the development of SOW for WMATA staff. PRMT will issue staff notice.	T. Suzette Moore PRMT	08/01/18	09/12/18
5. Reissue SOPs identified in F-PRMT-18-02	PRMT will review SOPs 16-03 Checklist, 16-05 Single Bid Analysis, 16-06 Exercising an Option and 16-09 Independent Cost Estimate. PRMT will revise SOPs to agency standard format, providing clear purpose, scope and direction. Reissue SOPs and remove any duplicates from the PRMT website. PRMT will submit a memorandum acknowledging that changes have been made and SOPs are updated.	T. Suzette Moore PRMT	07/16/18	10/31/18

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<sup>2</sup> Est Start – Estimated Start Date.

<sup>3</sup> Est End – Estimated Completion Date.

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Actionable Items	Description	Responsible Party <sup>1</sup>	Est Start <sup>2</sup>	Est End <sup>3</sup>
6. 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	02/27/19	03/27/19

**Completion Documentation & Performance Measures**


- N/A



Responsible Parties<sup>1</sup>

PRMT

T. Suzette Moore

 June 27, 2018  
(Signature/Date)

Supporting Role<sup>4</sup> Acknowledgement

COUN


Jon B. Crocker

 19 Jun 2018  
(Signature/Date)

Second-Level Responsibility

IBOP

John Kuo

 6/27/18  
(Signature/Date)

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<sup>4</sup> 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.