



**Massachusetts Bay
Transportation Authority**

Quality, Compliance & Oversight (QCO)

ACEC/MA Transportation Agencies Liaison Committee (TALC)

March 15, 2023



Agenda

- Introduction to Safety Management Inspection (SMI) & Corrective Action Plans (CAP)
- Overview of MBTA Quality, Compliance & Oversight Office (QCO)
- What does this mean for you?



FTA Safety Management Inspection

Federal Transit Authority (FTA) notified the MBTA On April 14, 2022, it would conduct a Safety Management Inspection (SMI) which included a review of:

- Rail transit operations (Red, Orange, Green, and Blue Lines, and the Mattapan Trolley)
- Employee Training
- Vehicle maintenance
- Signals train control, and track access
- Capital project delivery and state of good repair
- Traction power
- Facilities
- Safety management



FTA SMI Report Overview

Special Directives (SDs)

- June 2022: MBTA 4 SDs that included 22 Findings and 22 Required Actions.
- June 2022: DPU 1 Special Directive
- August 31, 2022: MBTA 4 additional SD's that included 20 Findings and 47 Required Actions
- August 31, 2022: DPU 1 additional Special Directive

Immediate Action Letter

- July 30, 2022: In response to a July 25 incident of unintended train movement on the Red Line, FTA required the MBTA to conduct a safety standdown



Quality, Compliance & Oversight (QCO) Overview

In response to the Final FTA SMI Report:

- QCO was established by the General Manager on August 31, 2022.
- To manage all actions and projects associated with the SMI report.
- Accountable directly to the General Manager.



QCO Program

Improvement Areas/Workstreams

1. Workforce Improvements
2. Data, Systems & Communication
3. Quality Management
4. Policies, Rules & Procedures

Supplemental Work

1. Monitoring & Verification
2. Internal Improvement Projects
3. Internal & External Communications
4. Change Management Program



Workstream (as of 1/17/23)

	June CAPs		August CAPs		Potential Projects
Workforce →	SD22-5#2: Training on railcar mvmts SD22-6#4-7: OCC Personnel Mgmt & Trng SD22-7#3: Update training materials on railcar mvmts	+	SD22-9#1: Workforce Assessment SD22-9#2: Hiring Plan SD22-12#4: Training SD22-12#6: Mentoring	+	Culture Change
Data, Systems & Communication →	SD22-4#7: Reporting MOW Defects	+	SD22-10#1-6: Safety Information SD22-11#1-2: Safety Committees SD22-11#3: ESRP Advisory Group SD22-12#7: Radio Dead Spots	+	Tablet & Tech Rollout Data Governance FMIS Capital & Operating Workforce Charges
Quality Management →	SD22-4#3: Track Defects at Tufts SD22-4#4: ROW Access SD22-4#5: Work Plans for MOW SD 22-4#6: Expedite EAM system SD 22-4#8: SMRP SD 22-4#9: Restore GL Work Train	+	SD22-12#3: Quality Mgmt SD22-9#3: Safety Certification SD22-9#4: Contractor Oversight	+	Good Housekeeping
Policies, Rules & Procedures →	SD22-4#1: PPE Policy SD22-4#2: MOW/ROW Compliance SD22-5#1: Spec Procedures - Yard Mvmts SD22-5#3: Workforce Compliance Prg. SD22-7#2: Lapsed Certifications	+	SD22-12#1: Rules Compliance SD22-12#2: Operating Conditions/Root Cause SD22-12#5: Checklists & Tools	+	Carhouse PPE Policy

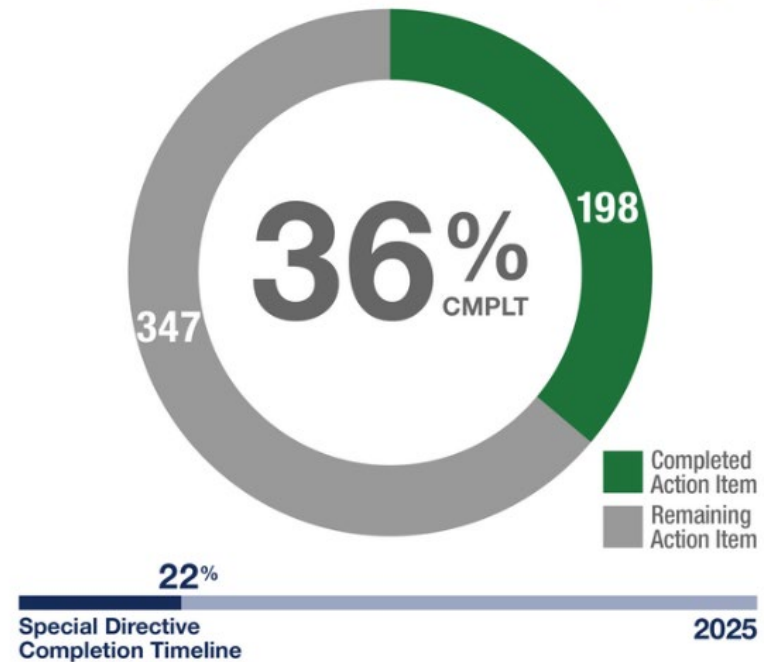
QCO Approach

MBTA Safety Management Inspection Response to FTA SMI

Corrective Action Plans

- FTA has identified and laid out findings and required actions for the MBTA under each Special Directive in the SMI report. We have developed a series of Corrective Action Plans (CAPs) to detail how we will implement improvements across the organization.

Overall Progress Corrective Action Plan (CAP)



Data for this and all progress graphics on this page are current as of February 12, 2023.



QCO Approach

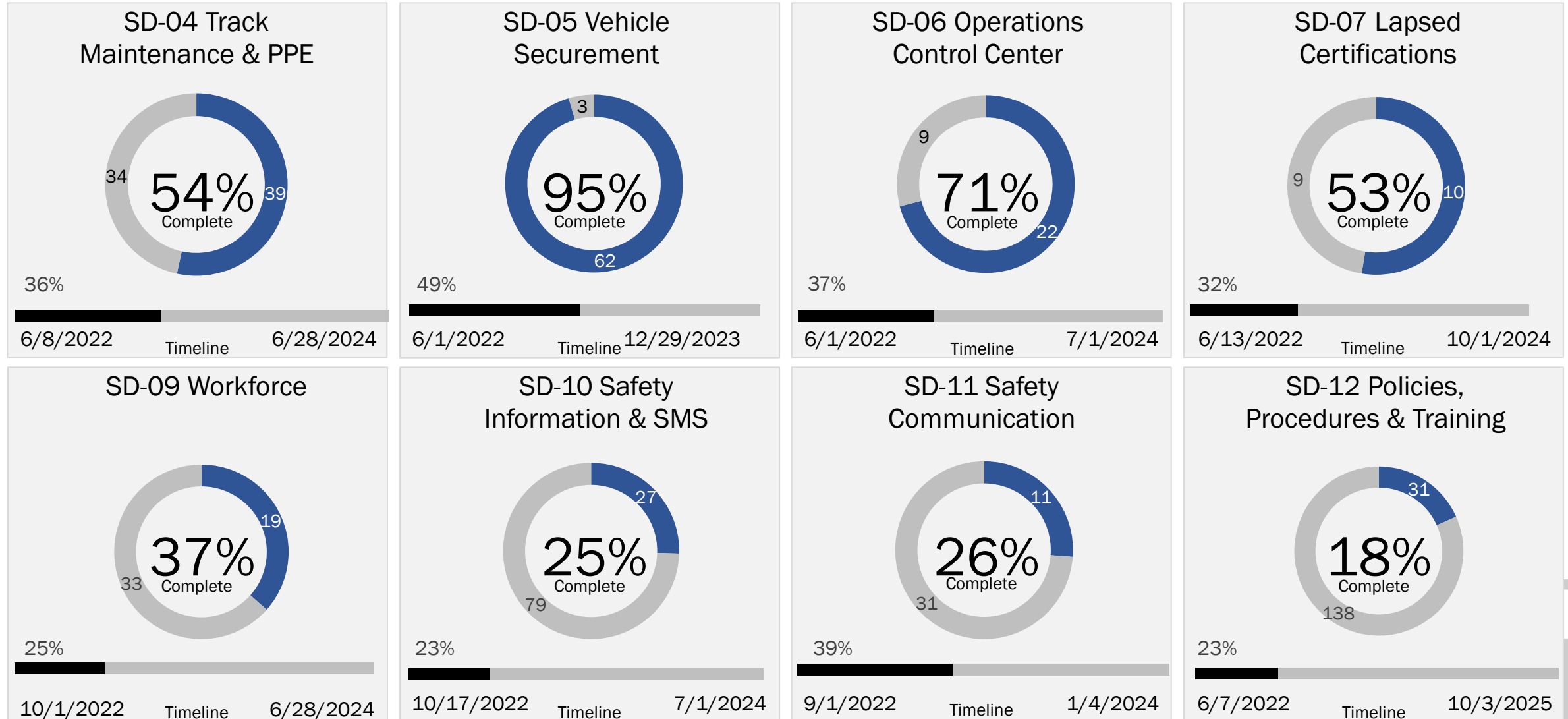
1. Form Advisory Committees
2. Identify Adaptive Challenges and Technical Challenges
3. Engage Technical Expertise
 - Best Practices Review, Gap Analysis, Solution Design, Implementation Support
4. Engage Internal Stakeholders & Frontline Workers
5. Practice Transparency & Strong Communication (E.g., Contractor Engagement)
 - Visit www.mbta.com/QCO
 - Visit www.mbta.com/FTAResponse
 - Visit www.mbta.com/engineering



Project Scoping Process



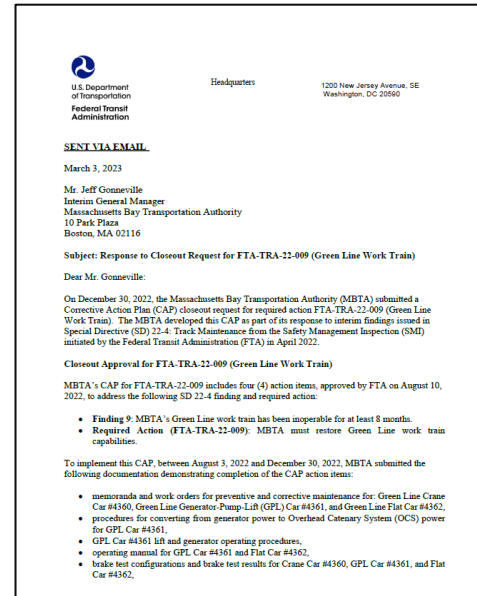
FTA SMI Response Progress Summary



QCO Progress

Green Line Work Train CAP Closeout:

- On March 3, 2023, FTA notified the MBTA that it has approved the closeout of Special Directive 4 CAP 9.
- Finding 9: Green Line work train has been inoperable for at least 8 months.
- Required Action: MBTA must restore Green Line work train capabilities
- The required action is one of 38 Corrective Action Plans (CAPs) now underway.
- Example of driving the T's focus on transformational and sustainable improvements to our safety culture.



How does this impact the AEC Community?

Contracting Opportunities

- Track Maintenance
- Workforce to Support Operations & Capital
- QCO Technical Support

Changes in Programs & Procedures

- Safety Engineering & Certification
- Contractor Oversight
- Rules, Policies & Procedures
- Quality Management
- Asset Management
- CIP Priorities



What does this mean for you?

We are in this together

- The safety of MBTA customers, employees, and contractors remains our number 1 priority
- A great deal of QCO's work requires aligning with our contractors
- Regular communication is a key ingredient to productive engagement
- A safe, positive working environment further bolsters:
 - Employee job satisfaction
 - Employee retention
 - Organizational productivity
- High productivity leads to a better bottom line for ALL parties



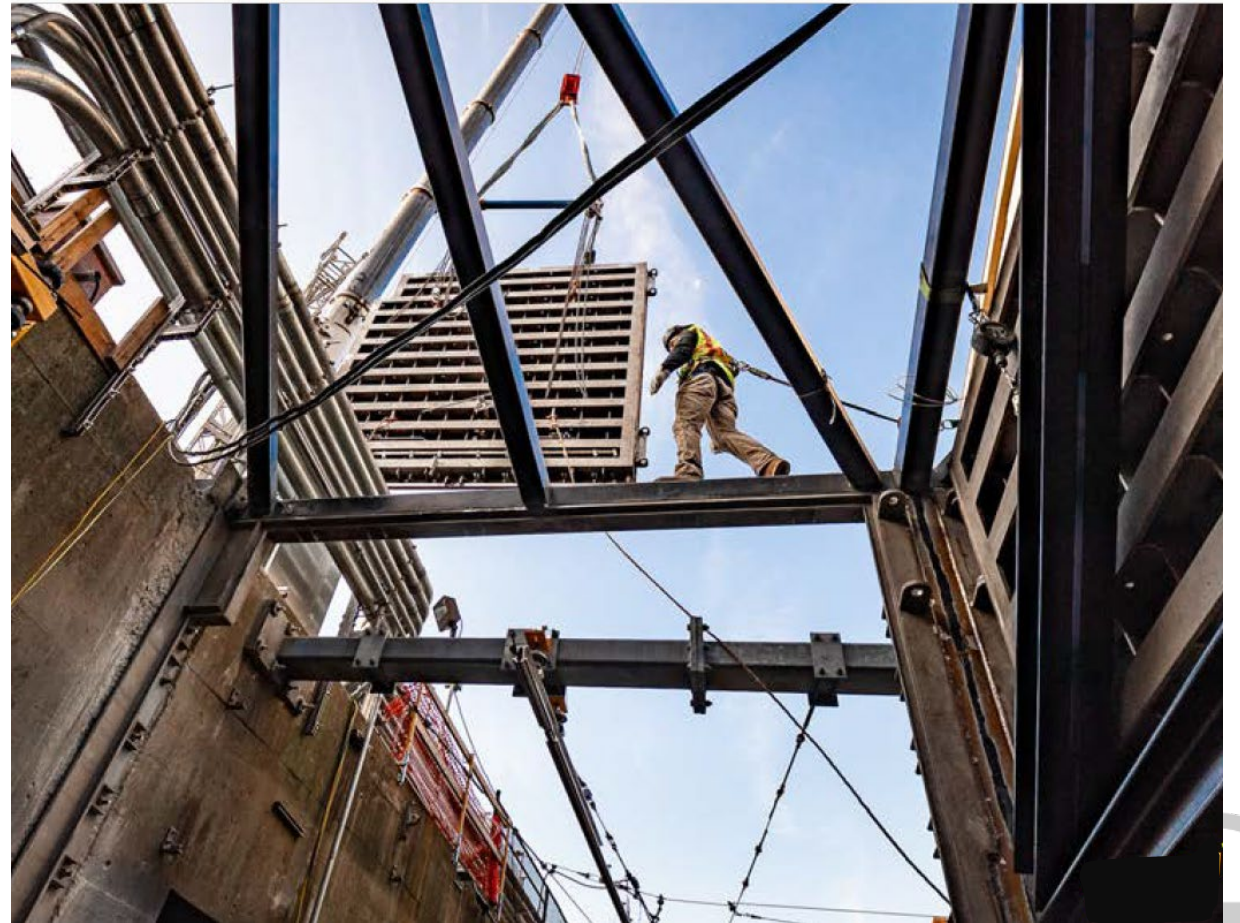
Building a Better T

We're Building a Better T

The T is evolving every day. As part of our \$9.6 billion, 5-year capital investment plan, we're renovating stations, modernizing fare collection systems, upgrading services for our buses, subways, and ferries, and improving the accessibility of the entire system.

QCO Technical Support

Take a look at what we're working on to make the MBTA better.



Discussion

Questions?

QCOO@MBTA.com

Safety Resources Updates:

www.mbta.com/engineering