



Corrective Action Plan (CAP) Evaluation Matrix
Special Directive 22-12, CAP FTA-23-12-MBTA-CAT4-3

Proposed CAP Items	Proposed Due Date	FTA Comments
G1. Continue monthly GM briefing. Continue providing the briefing report to the GM on development of QMP and QM Activities established under SD 22-12 CAP 3 Actionable Item #2.	Ongoing	Action Item Approved
G2. Project Management Plan (PMP) & Integrated Schedule. Verify ongoing usage of a project management plan (PMP) and integrated schedule for comprehensive coordination and tracking established under SD 22-12 CAP 1.	Ongoing	Action Item Approved
1. Assess Organizational Structure. Provide evidence of execution of an appropriate governance structure for Quality Management to ensure QM is independent.	12/8/23	Action Item Approved
2. Procure QM consulting services. Identify consulting resources to assist in program development including quality processes and documentation, long-term planning, and creation of promotional and training materials.	2/16/24	Action Item Approved As a condition of approval, MBTA must provide documentation of procurement and the start of work by no later than 2/16/24.
3. Quality Management System Manual (QMSM) – Update #1. Update the QMSM to: <ul style="list-style-type: none"> • Incorporate FTA feedback on original submission under SD22-12 CAP#3 AI 5. • Update organization details to reflect new independent structure. • Include QM vision. 	3/22/24	Action Item Approved
4. Create Promotional Materials. Develop promotional materials to familiarize MBTA employees with the Quality Management initiative and new QMSM.	4/5/24	Action Item Approved
5. Develop QM Training Materials. Create a brief training on basic Quality Management principles. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	4/5/24	Action Item Approved



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6. Message the QMSM. Distribute the promotional materials and QMSM to employees.	4/18/24	Action Item Approved
7. Train MBTA Staff. Train impacted personnel on basic Quality Management principles. Provide updates on progress as part of the monthly Verification Report.	4/1/25	Action Item Approved
7a. Train MBTA Staff – Wave 1. Train impacted personnel on basic Quality Management principles – target Wave 1 audience from Training Plan in Actionable Item #5.	8/9/24	Action Item Approved
7b. Train MBTA Staff – Wave 2. Train impacted personnel on basic Quality Management principles – target Wave 2 audience from Training Plan in Actionable Item #5.	12/20/24	Action Item Approved
7c. Train MBTA Staff – Wave 3. Train impacted personnel on basic Quality Management principles – target Wave 3 audience from Training Plan in Actionable Item #5.	4/1/25	Action Item Approved
8. QMSM Update 2. Update the QMSM with a focus on the audit process, including NCRs, corrective actions, and pre and post-audit activities.	11/1/24	Action Item Approved
9. Auditing Program. Formalize and execute auditing program for Vehicle Engineering and Vehicle Maintenance of heavy and light rail cars.	1/10/25	Action Item Approved
10. Update Staffing Program. Develop a plan to hire or engage auditors, SMEs, and other necessary personnel to support program growth and develop staffing and hiring plan, consistent with Workforce Assessment (SD 22-9 Finding #1). Consideration of the Quality Management staffing needs is currently included in that Workforce Assessment effort, and this deliverable will identify any additional needs created by actions in this CAP for incorporation.	6/27/25	Action Item Approved



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11. Develop Training on Auditing Process. Create a training demonstrating the audit process including the key players, steps, and required follow-up. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	12/13/24	Action Item Approved
12. Train employees on the auditing process. Train impacted personnel on auditing process. Provide updates on progress as part of the monthly Verification Report.	12/19/25	Action Item Approved
12a. Train MBTA employees – Wave 1. Train impacted personnel on auditing process – target Wave 1 audience from Training Plan in Actionable Item #11.	4/18/25	Action Item Approved
12b. Train MBTA employees – Wave 2. Train impacted personnel on auditing process – target Wave 2 audience from Training Plan in Actionable Item #11.	8/15/24*	Action Item Approved. * The proposed due date in the CAP proposal is listed as 8/15/24; based on context and the information provided in the CAP schedule, FTA is correcting this date to 8/15/25.
12c. Train MBTA employees – Wave 3. Train impacted personnel on auditing process – target Wave 3 audience from Training Plan in Actionable Item #11.	12/19/25	Action Item Approved
13. QMSM – Update #3. Capture final development updates in the QMSM.	2/28/25	Action Item Approved
14. Launch QM Oversight Committee. Launch annual oversight steering committee to review the health of Quality at the MBTA.	1/10/25	Action Item Approved
14a. QM Oversight Committee – Quarterly Update #1. Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	3/31/24	Action Item Approved



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14b. QM Oversight Committee – Quarterly Update #2. Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	6/30/24	Action Item Approved
14c. QM Oversight Committee – Quarterly Update #3. Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	9/30/24	Action Item Approved
14d. QM Oversight Committee – Quarterly Update #4. Quarterly update on activities and progress associated with the oversight steering committee, in advance of its initial annual meeting post-Launch. Anticipate providing deliverable update by end of the denoted month.	12/31/24	Action Item Approved
15. CAP verification. MBTA departments will evaluate actionable items/deliverables before submission to FTA to confirm there is reasonable evidence that the findings and this required action have been resolved, considering the scope and performance measures.	Ongoing	Action Item Approved
16. Inventory and identify critical VE processes. Inventory existing quality framework including critical processes and procedures and identify critical processes requiring formal documentation.	3/1/24	Action Item Approved
16a. Identify Current State of VE QM activities. Identify current state of quality management activities based on outputs of AI 16.	3/31/24	Action Item Approved
16b. Develop Interim Action Plan – VE. Develop interim plan for continuous improvement based on findings from Actionable Item #16 and #16a. May include buildout of staffing plan related to supporting the enhancement of those processes.	5/31/24	Action Item Approved



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17. Develop and update VE processes and SOPs. Document critical processes identified as requiring formal documentation and review and update existing policies and procedures.	8/30/24	Action Item Approved
18. Create Vehicle Engineering QMP. Using the SOPs and processes, develop a Quality Management Plan for Vehicle Engineering detailing MBTA's oversight of railcar manufacturers and their suppliers.	9/20/24	Action Item Approved
19. Develop VE QMP training. Develop training designed to familiarize VE staff with the new QMP. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	12/20/24	Action Item Approved
20. Train VE staff. Train impacted Vehicle Engineering staff on the new QMP. Provide updates on progress as part of the monthly Verification Report.	12/19/25	Action Item Approved
20a. Train VE Staff – Wave #1. Train impacted Vehicle Engineering staff on the new QMP – target Wave 1 audience from Training Plan in Actionable Item #19.	5/9/25	Action Item Approved
20b. Train VE Staff – Wave #2. Train impacted Vehicle Engineering staff on the new QMP – target Wave 2 audience from Training Plan in Actionable Item #19.	9/12/25	Action Item Approved
20c. Train VE Staff – Wave #3. Train impacted Vehicle Engineering staff on the new QMP – target Wave 3 audience from Training Plan in Actionable Item #19.	12/19/25	Action Item Approved
21. Distribute VE QMP. Work with Communications team to develop an effective distribution plan and messaging around the release of the VE QMP to staff.	1/24/25	Action Item Approved
22. Review existing VE contracts and 3rd party QMPs. Review quality plans of railcar manufacturers and/or MBTA consultants	6/27/25	Action Item Approved



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related to quality control of railcars or subcomponents against new QMP. As applicable, mitigate discrepancies through engineering review and the waiver process, contract changes to incorporate MBTA quality requirements, or other approved methods.		
23. Inventory and identify VM critical processes. Inventory existing quality framework including critical processes and procedures and identify critical processes requiring formal documentation.	3/1/24	Action Item Approved
23a. Identify Current State of VM QM activities. Identify current state of quality management activities based on outputs of AI 23.	3/31/24	Action Item Approved
23b. Develop Interim Action Plan – VM. Develop interim plan for continuous improvement based on findings from Actionable Item #23 and #23a. May include buildout of staffing plan related to supporting the enhancement of those processes.	5/31/24	Action Item Approved
24. Develop and update VM processes and SOPs. Document critical processes identified as requiring formal documentation and review and update existing policies and procedures.	8/30/24	Action Item Approved
25. Create Vehicle Maintenance QMP. Using the SOPs and processes, develop a Quality Management Plan for Vehicle Maintenance detailing MBTA’s oversight of railcar manufacturers and their suppliers.	9/20/24	Action Item Approved
26. Develop VM QMP training. Develop training designed to familiarize VM staff with the new QMP. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	12/20/24	Action Item Approved
27. Train VM staff. Train impacted Vehicle Maintenance staff on the new QMP. Provide updates on progress as part of the monthly Verification Report.	12/19/25	Action Item Approved



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Proposed CAP Items	Proposed Due Date	FTA Comments
27a. Train VM Staff – Wave 1. Train impacted Vehicle Engineering staff on the new QMP – target Wave 1 audience from Training Plan in Actionable Item #26.	5/9/25	Action Item Approved
27b. Train VM Staff – Wave 2. Train impacted Vehicle Engineering staff on the new QMP – target Wave 2 audience from Training Plan in Actionable Item #26.	9/12/25	Action Item Approved
27c. Train VM Staff – Wave 3. Train impacted Vehicle Engineering staff on the new QMP – target Wave 3 audience from Training Plan in Actionable Item #26.	12/19/25	Action Item Approved
28. Distribute VM QMP. Work with Communications team to develop an effective distribution plan and messaging around the release of the VM QMP to staff.	1/24/25	Action Item Approved
29. Review existing VM contracts and 3rd party QMPs. Review quality plans of contracts in support of MBTA vehicle maintenance against new QMP. As applicable, mitigate discrepancies through engineering review and the waiver process, contract changes to incorporate MBTA quality requirements, or other approved methods.	6/27/25	Action Item Approved
30. Inventory and Identify Quality Records and Workflows. Identify Quality Records within the MBTA, and document “Current State” for existing processes and workflows. Associated with Actionable Items #16-17 and #23-24 related to VE/VM processes and SOPs and identifying formal documentation control requirements.	8/16/24	Action Item Approved
31. Develop QM DM Processes and SOPs. Develop plan for QM “Future-State” document control, processes, and workflows including SOPs, workflows, and document control plans. Incorporates outputs from the inventory and identification activity in Actionable Item #30.	12/16/24	Action Item Approved



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32. Procure Document Management System (DMS). Identify and select DMS to address QM by supporting document control, records management, regulatory compliance, and QM audit requirements..	8/30/24	Action Item Approved
33. Develop QM DM Training Plan. Develop comprehensive plans for DMS differentiated instruction and training (synchronous and asynchronous) for MBTA QM staff using/working with the DMS. Develop a training implementation plan that reflects and highlights timing and/or priority around different target audience(s).	4/30/25	Action Item Approved
34. Implement DMS. Implement selected software solution, including but not necessarily limited to: specification and design, development of any required customization and integration with other MBTA system(s), data migration and cutover activities from existing systems, beta-testing and/or pilot launch activity, and rollout plan and execution.	6/1/25	Action Item Approved
35. Deliver QM DM Training Plan. Train impacted staff on using/working with the DMS. Concept supports training rollout initiation approximately one month prior to rollout/go-live of the DMS implementation (Actionable Item #34) and is intended to train sufficient user base to support rollout usage. Training rollout will continue to onboard additional users over a period, and ongoing delivery of this capability will be coordinated with and driven in accordance with our centralized training philosophy. Provide updates on progress as part of the monthly Verification Report.	12/19/25	Action Item Approved
35a. Train QM DM Staff – Wave #1. Train impacted staff on the new DMS – target Wave 1 audience from Training Plan in Actionable Item #33.	6/30/25	Action Item Approved



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35b. Train QM DM Staff – Wave #2. Train impacted staff on the new DMS – target Wave 2 audience from Training Plan in Actionable Item #33.	9/26/25	Action Item Approved
35c. Train QM DM Staff – Wave #3. Train impacted staff on the new DMS – target Wave 3 audience from Training Plan in Actionable Item #33.	12/19/25	Action Item Approved