Massachusetts Bay Transportation Authority

QCO Update
MBTA Board of Directors Meeting
November 20, 2025
Meredith Sandberg, Chief of Quality, Compliance & Oversight

Summary of Presentation:

- Overview of World Quality Month
- Quality at the T: quality audits resulting in data driven improvements
- Building a Culture of Quality at the T: transparent process with focus on communication and collaboration
- Progress through Partnership: cross-departmental collaboration in meeting quality goals
- Quality in Every Mile: linking quality processes and practices to the rider experience

World Quality Month, November 2025
"Quality: Think Differently"

How to Apply "Think Differently" in Quality Management

- Foster a Culture of Innovation
- Leverage Data for Smarter Quality Decisions
- Rethink Employee Training and Engagement
- Integrate Quality with Sustainability Goals
- Use Technology to Enhance Quality Monitoring
- Think Beyond the Traditional KPIs

Source: Quality Gurus

Quality in Motion at the MBTA
Quality Audits Resulting in Data Driven Improvements
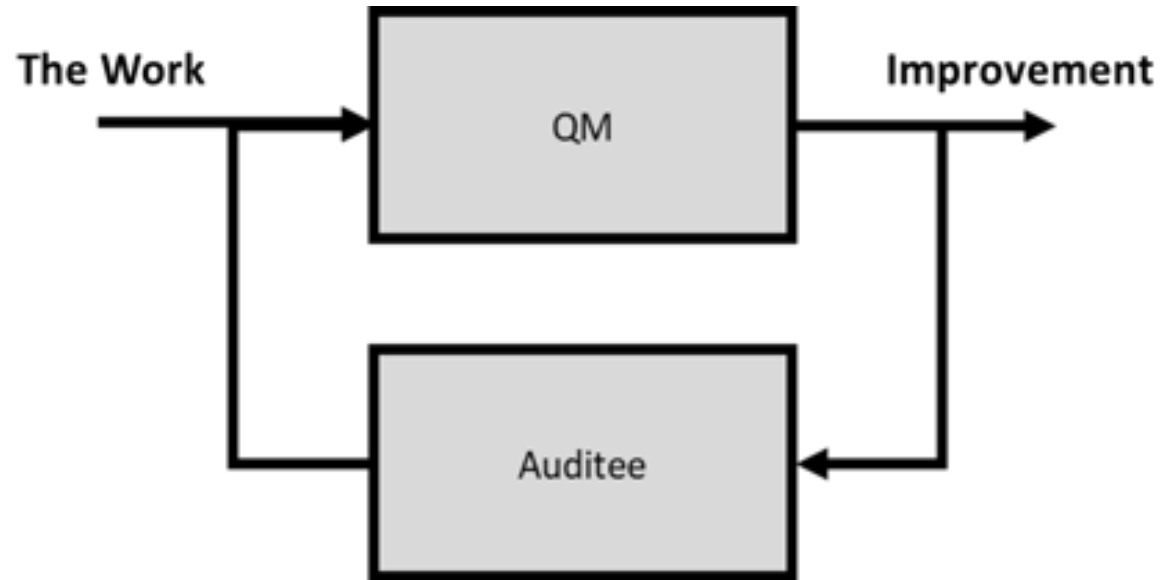
- Fact-based view on how work is being performed across agency
- Identify trends, root causes and systemic gaps
- Turns observations into measurable data points
- Helps leadership prioritize improvements
- Creates closed loop feedback systems
- Supports continuous improvement

Building a Culture of Quality
Transparency and Collaboration

QUALITY MANAGEMENT: HOW WE AUDIT FOR QUALITY IMPROVEMENT

The QM auditor observes and collects information along side the person audited.

The auditor shares the information they gathered in real-time and talk through what the issues are that led to noncompliance.

If appropriate, the auditors then facilitate a conversation with the auditee and management during the audit.

When the audit and conversations are complete, documents will be uploaded for recording and centralized transparency

Multi-stream communication allows for trust to be built and self-reporting to become normalized.

Having people join in the collaboration of building quality culture leads to improved results.

Partners in Quality
Driving Excellence Together
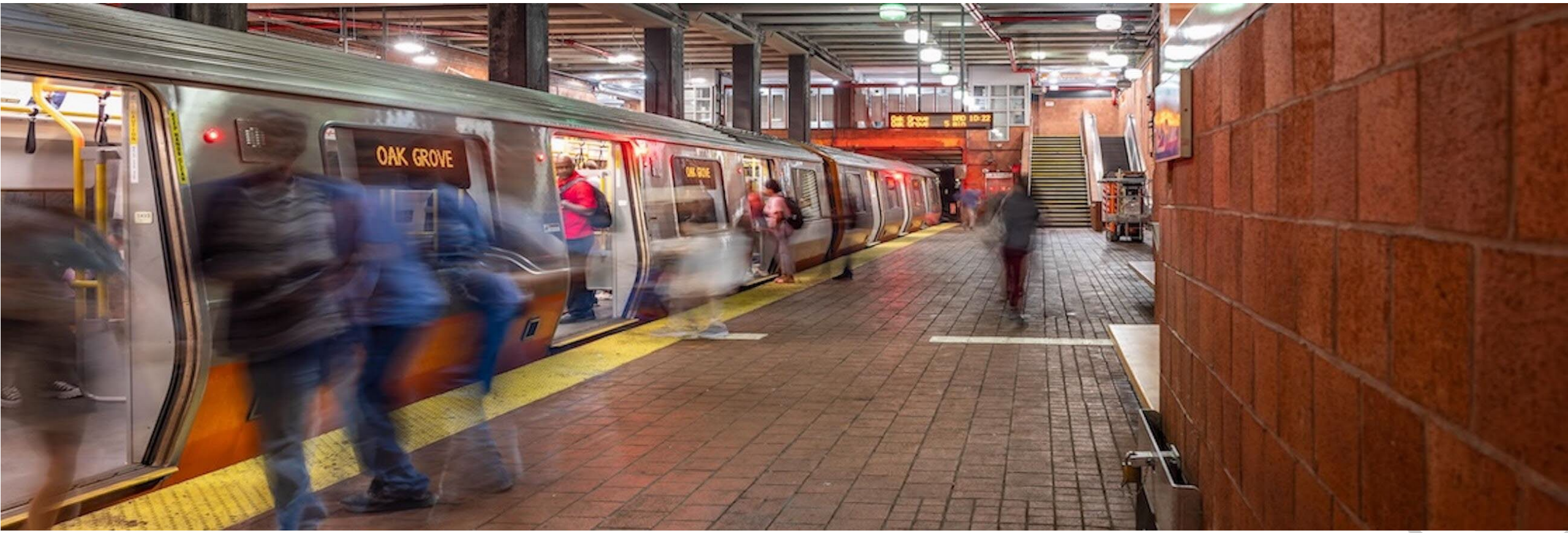
Quality is a team effort

- Breaks down silos
- Connects expertise
- Accelerates problem-solving
- Creates consistent processes
- Builds accountability and trust
- Turns lessons into shared knowledge
- Supports compliance
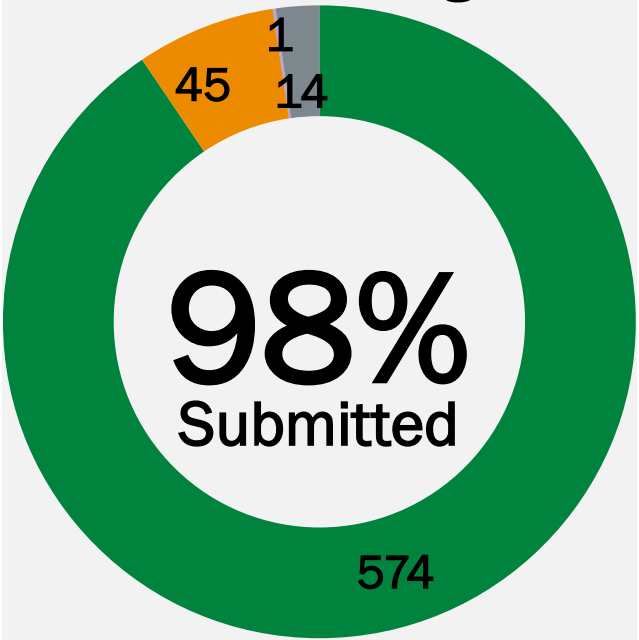- Drives system-wide improvements

Quality in Every Mile
Delivering Quality Service, Every Day

- Safer Service
- Increased Reliability

- Increased Public Trust
- Enhanced Rider Experience
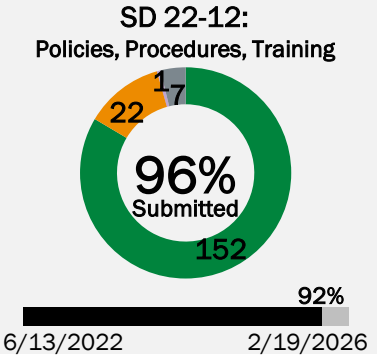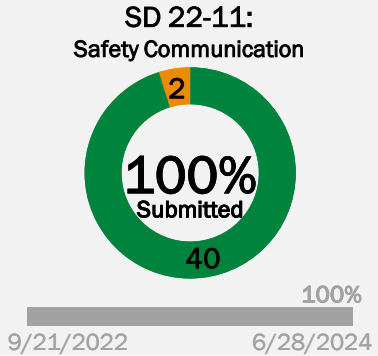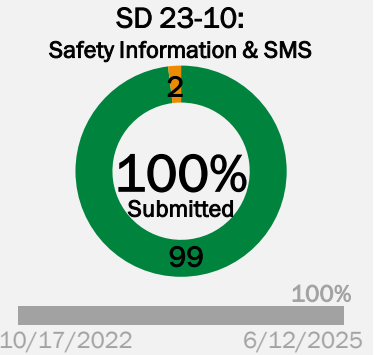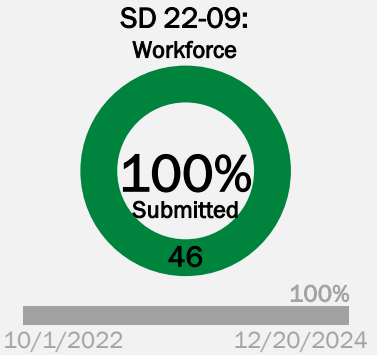
FTA SMI Response Progress Summary

Legend: ■ Submissions Accepted ■ Under FTA Review ■ Resubmittal Required ■ Not Yet Submitted

Overall CAP Progress[1]

- 45 (Under FTA Review)
- 1
- 14 (Not Yet Submitted)

98% Submitted

574

75%

6/1/2022 — 12/21/2026

Overall Findings	Total	42
	Closed	31
	Ongoing	11

SD 22-04: Track Maintenance & PPE
- 8
- 7
91% Submitted
66
75%
6/8/2022 — 12/21/2026

SD 22-05: Vehicle Securement
- 6
100% Submitted
134
100%
6/1/2022 — 10/3/2025

SD 22-06: Operations Control Center
- 5
100% Submitted
22
100%
6/1/2022 — 9/19/2025

SD 22-07: Lapsed Certifications
Directive Closed
100% Submitted
15
100%
6/13/2022 — 10/1/2024

SD 22-09: Workforce
100% Submitted
46
100%
10/1/2022 — 12/20/2024

SD 23-10: Safety Information & SMS
- 2
100% Submitted
99
100%
10/17/2022 — 6/12/2025

SD 22-11: Safety Communication
- 2
100% Submitted
40
100%
9/21/2022 — 6/28/2024

SD 22-12: Policies, Procedures, Training
- 22
- 1
- 7
96% Submitted
152
92%
6/13/2022 — 2/19/2026

Overall Finding Progress

22-04 ✓ ✓ ✓ (4) ✓ ✓ ✓ ✓ ✓

22-05 ✓ ✓ (3)

22-06 ✓ ✓ ✓ ✓ (5) (6) ✓

22-07 ✓ ✓ ✓

22-09 ✓ ✓ ✓ ✓

23-10 ✓ ✓ ✓ (4) ✓ ✓

22-11 (1) (2) ✓

22-12 (1) (2) (3) ✓ (5) ✓ ✓
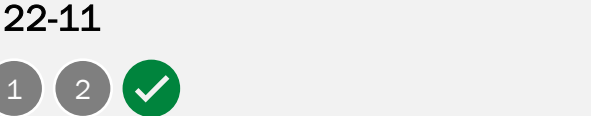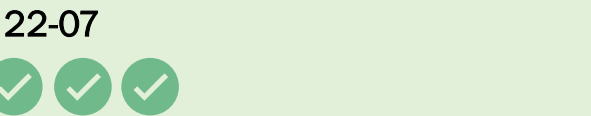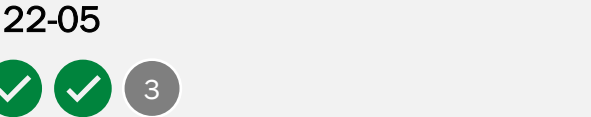
✓ Finding Closed

1. Total of 634 actionable items; inclusive of updated 22-4, 23-10, 23-12 & 25-12 CAPs, does not include IAL items

Data as of: November 2, 2025

Draft for Discussion & Policy Purposes Only

Questions?

Appendix

Draft for Discussion & Policy Purposes Only

SD 22-4: Track Maintenance & PPE

91%
- 7
- 8
- 66

SD 04.CAP 1 — Closed — 10
SD 04.CAP 2 — Closed — 5
SD 04.CAP 3 — Closed — 5

SD 04.CAP 4 — 72% — 7, 10, 8
SD 04.CAP 5 — Closed — 7
SD 04.CAP 6 — Closed — 10

SD 04.CAP 7 — Closed — 7
SD 04.CAP 8 — Closed — 8
SD 04.CAP 9 — Closed — 4

75%

6/8/2022 — 12/21/2026

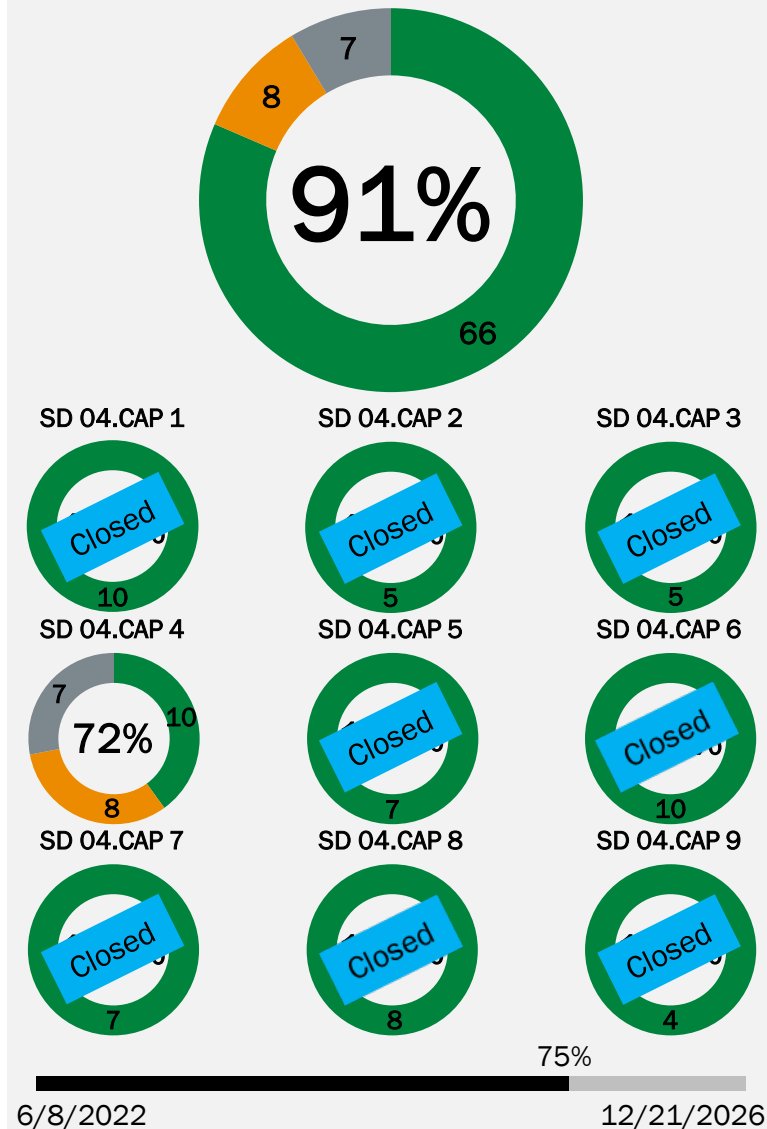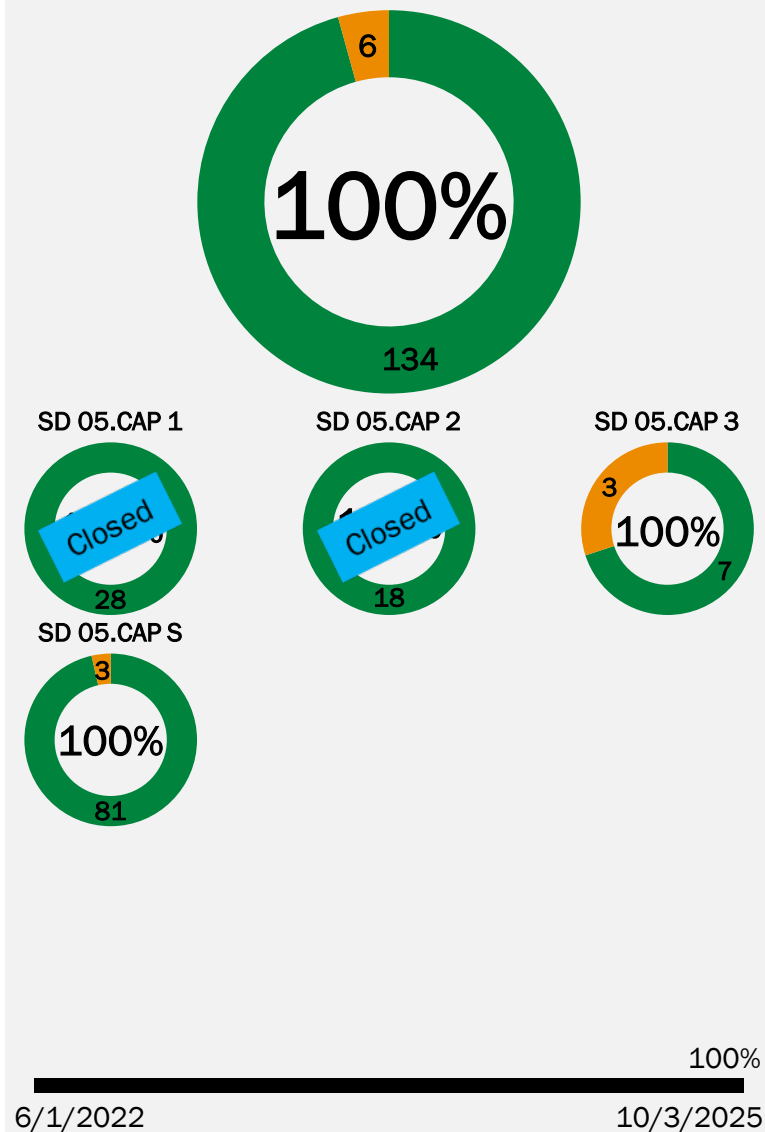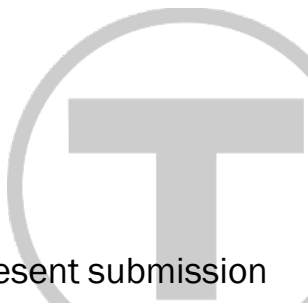- ✓ F1: Published updated Rulebook for Operations Employees incorporating PPE requirements – CAP CLOSED

- ✓ F2: All action items completed CAP CLOSED

- ✓ F3: Raised Tufts Curve Speed Restriction after completing Cologne Egg replacement – CAP CLOSED

- • F4: Quantified corrective maintenance needs based on defect data in the asset management system

- ✓ F5: Submitted budget requests for MOW equipment and resource needs – CAP CLOSED

- ✓ F6: Developed Capital Funding Request & Plan for Accelerated Implementation of EAM – CAP CLOSED

- ✓ F7: Developed and Implemented New Weekly Track Conditions Report for Executives – CAP CLOSED

- ✓ F8: Updating SMRP metrics to FTA for our quarterly update 9/30/24 – CAP CLOSED

- ✓ F9: Restored Green Line Work Train to Working Order – CAP CLOSED

Data as of: November 2, 2025   Draft for Discussion & Policy Purposes Only   Note: Percentages in charts represent submission

SD 22-5: Vehicle Securement

- ✓ F1: Procedures for Safe Movements of Rail Vehicles– all action items completed – CAP CLOSED

- ✓ F2: Training for SMRV Procedures – all action items completed – CAP CLOSED

- • F3: Implemented Compliance Program for Safe Movement, all action items completed – CAP CLOSURE REQUESTED

- • Supplemental: All action items completed. Under FTA review. – CAP CLOSURE REQUESTED

6/1/2022   10/3/2025

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SD 22-6: Operations Control Center

Donut charts:
- Main: 100% (22 green, 5 orange)
- SD 06.CAP 4: Closed (5)
- SD 06.CAP 5: 100% (1 orange, 5)
- SD 06.CAP 6: 100% (4 orange, 7)
- SD 06.CAP 7: Closed (5)

Timeline bar: 100%
6/1/2022 — 9/19/2025

✓ **F1:** Ensured that staff working in OCC are certified – FINDING CLOSED
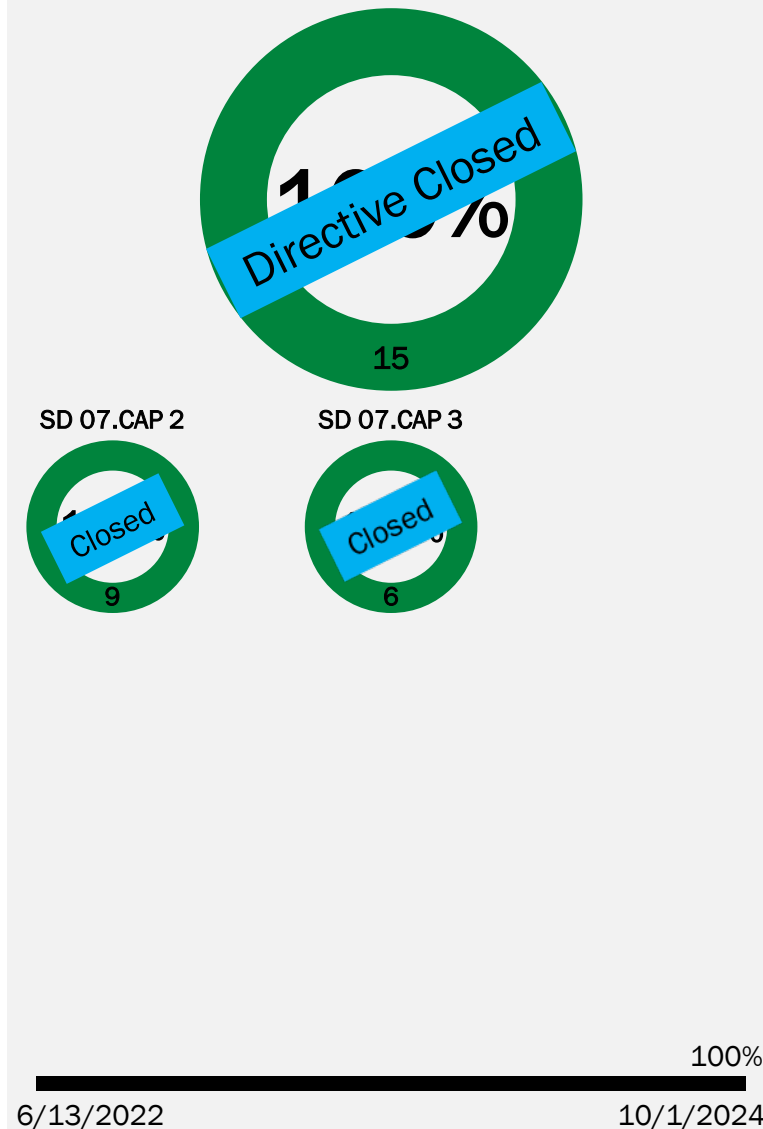
✓ **F2:** Established policies to ensure OCC staff have sufficient time off between shifts – FINDING CLOSED

✓ **F3:** Established Operating Procedures to Ensure No Staff Performing Dual Roles – FINDING CLOSED

✓ **F4:** Ensured 100% Compliance with Work Hour Restrictions – CAP CLOSED

• **F5:** Staffed to 27 RTL Dispatchers Including Supplemental Resources - all action items submitted -- CAP CLOSURE REQUESTED

• **F6:** Implementing plan to make OCC role more attractive (OCC renovation in design phase) -- CAP CLOSURE REQUESTED

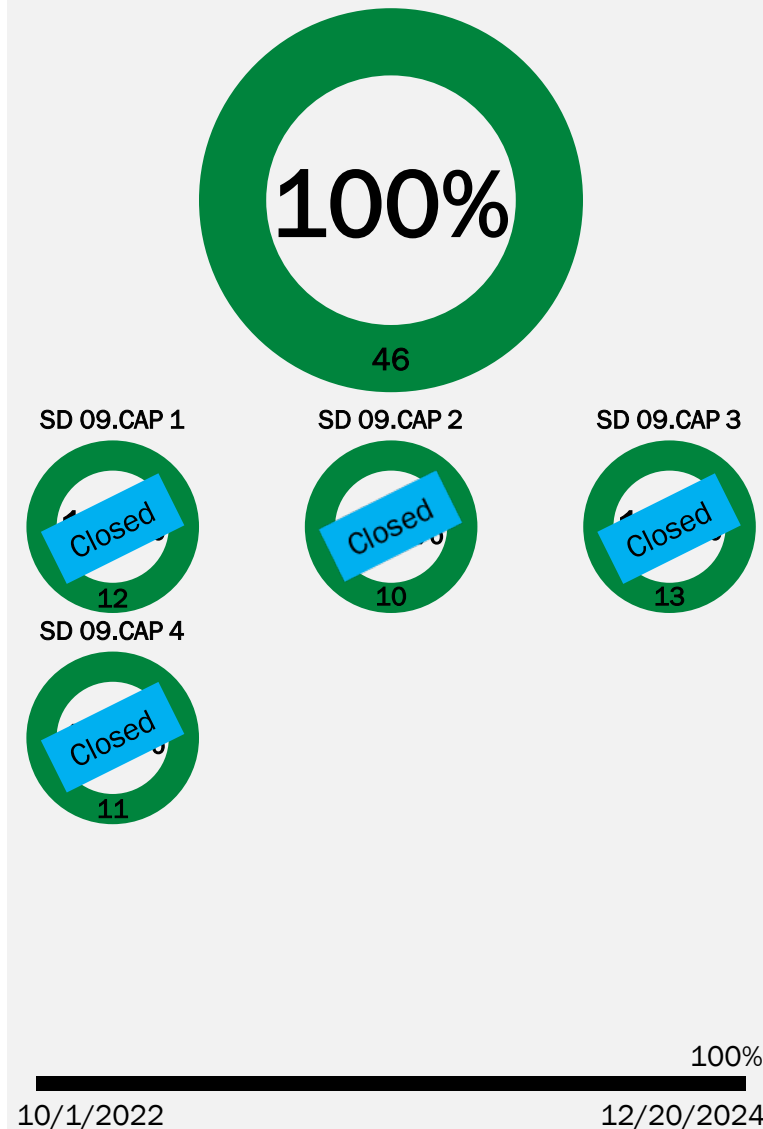✓ **F7:** Updating materials for specialized dispatcher training. – CAP CLOSED

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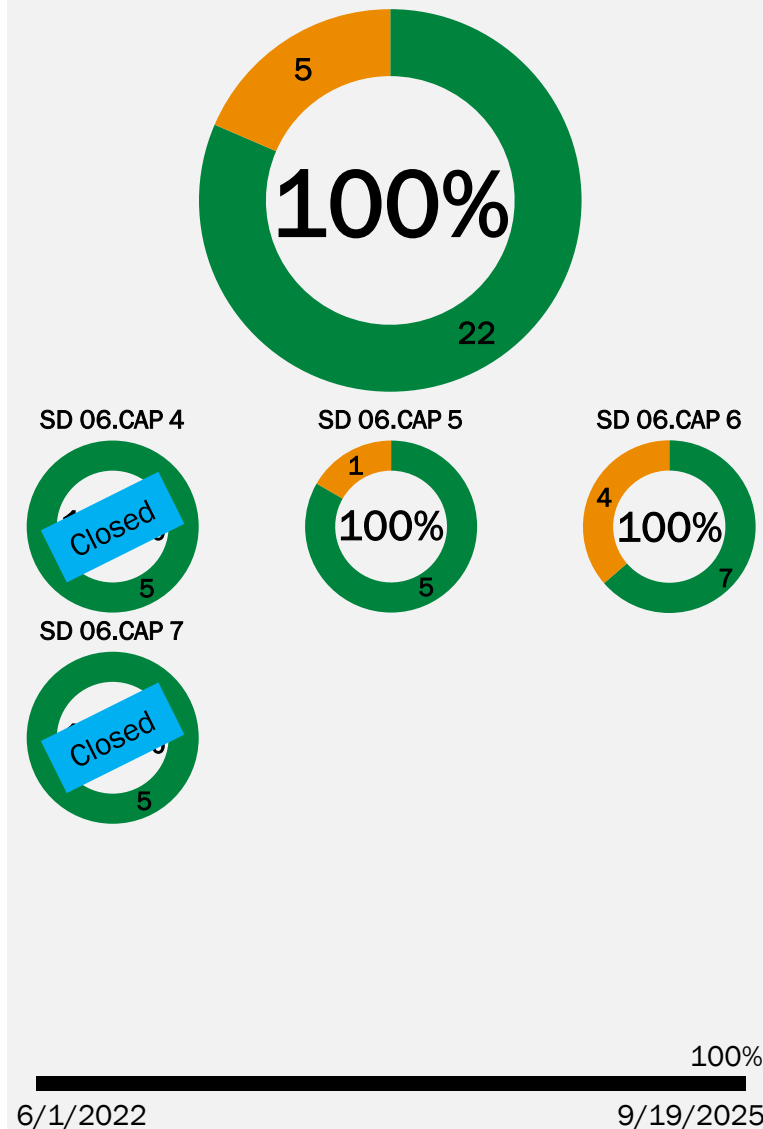
SD 22-7: Lapsed Certification Process

SD 07.CAP 2
SD 07.CAP 3

Directive Closed

100%

15

Closed
9

Closed
6

✓ F1: Ensured 100% of Operating Personnel Are Current in Certifications – Finding Closure Requested in Fall 2023. Quarterly report for rest violations showing 99.9% compliance submitted to FTA on 4/8/24 - FINDING CLOSED

✓ F2: Ensured 100% of Operating Personnel Are Current in Certifications – CAP CLOSED

✓ F3: Ensured 100% of Operating Personnel Are Current in Certifications; Designing and Implementing Certification Management Procedures - dashboard went live 2/1/24 – CAP CLOSED
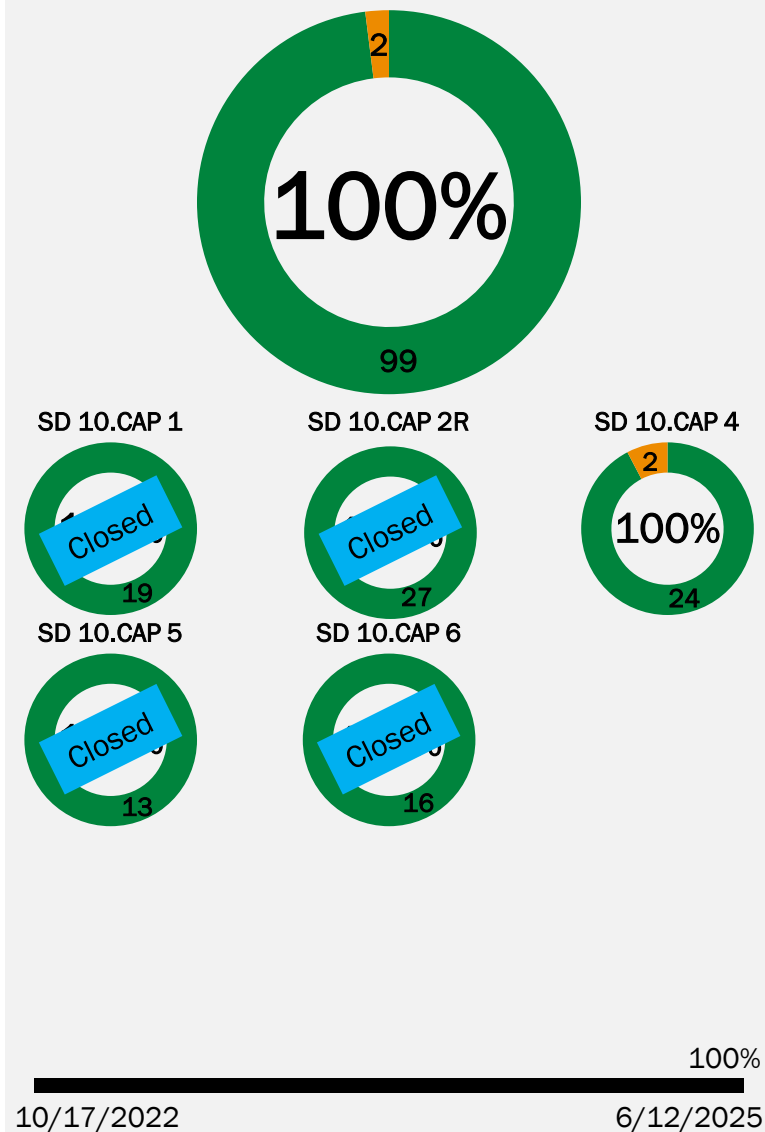
100%

6/13/2022   10/1/2024

SD 22-9: Workforce

100%

46

SD 09.CAP 1   SD 09.CAP 2   SD 09.CAP 3

Closed   Closed   Closed

12   10   13

SD 09.CAP 4

Closed

11

100%

10/1/2022   12/20/2024

✓ F1: Workforce Assessment: Final safety risk assessment and workforce assessment accepted. – CAP CLOSED

✓ F2: Hiring Plan: First draft of five-year hiring plan accepted, final draft under verification. -- CAP CLOSED

✓ F3: In final stages of implementing training plan for updated Safety Certification policy, verified results with FTA on-site. – CAP CLOSED

✓ F4: Contractor Oversight: All action items completed, verified results with FTA on-site. – CAP CLOSED

SD 23-10: Safety Information & SMS

100%

2

99

SD 10.CAP 1 — Closed — 19

SD 10.CAP 2R — Closed — 27

SD 10.CAP 4 — 2 — **100%** — 24

SD 10.CAP 5 — Closed — 13

SD 10.CAP 6 — Closed — 16

100%

10/17/2022 — 6/12/2025

✓ F1: All action items completed – CAP CLOSED

✓ F2/F3: All action items completed -- CAP CLOSED

• F4: All action items completed. Under FTA review. – CAP CLOSURE REQUESTED

✓ F5: All action items completed – CAP CLOSED

✓ F6: All action items completed – CAP CLOSED

Data as of: November 2, 2025   Draft for Discussion & Policy Purposes Only   Note: Percentages in charts represent submission

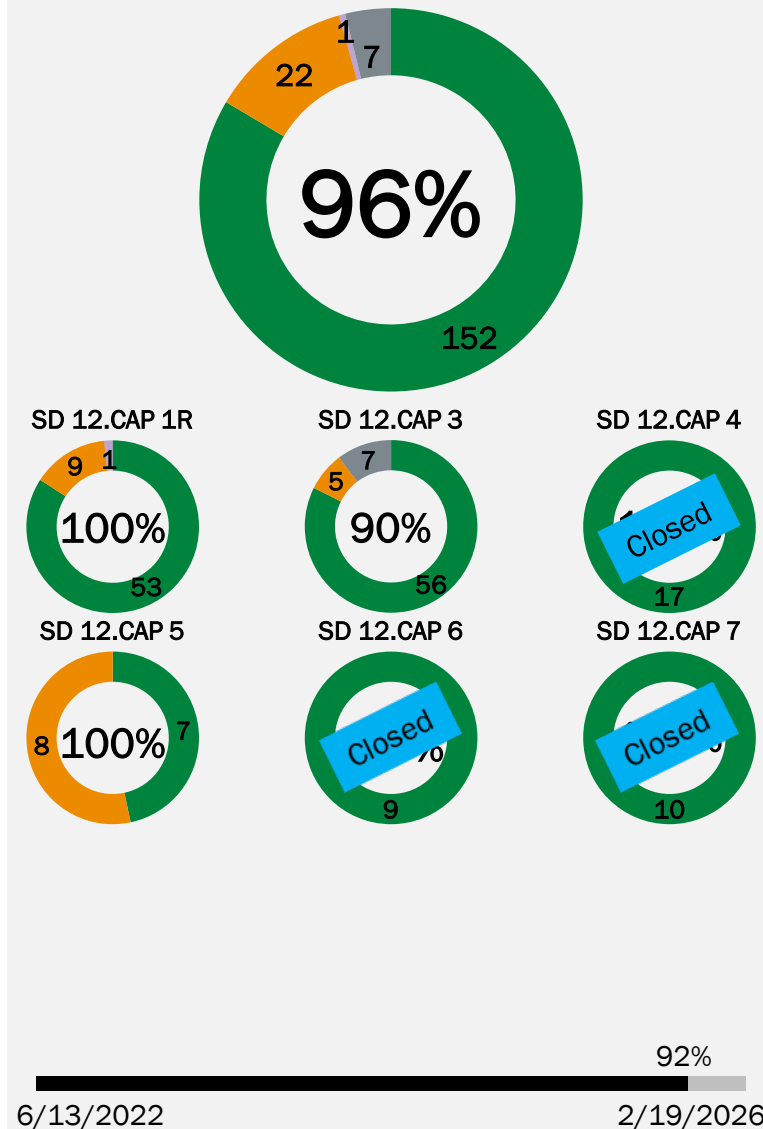# SD 22-11: Safety Communication
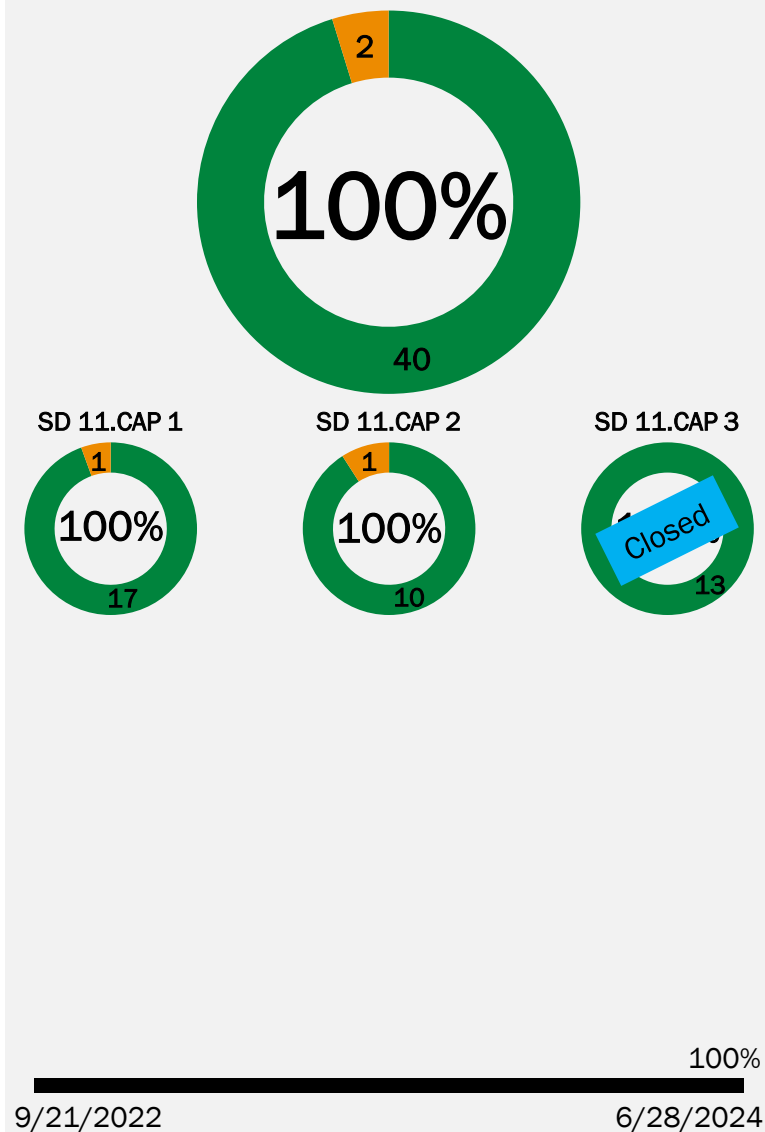
- F1: All action items completed, under FTA verification– CAP CLOSURE REQUESTED

- F2: All action items completed, under FTA verification– CAP CLOSURE REQUESTED

✓ F3: All action items completed, under FTA verification – CAP CLOSED

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SD 22-12: Policies, Procedures & Training

Submissions Accepted ● **Under FTA Review** ● **Resubmittal Required** ● **Not Yet Submitted**

96%
22 1 7 152

SD 12.CAP 1R — 100% — 9 1 53

SD 12.CAP 3 — 90% — 5 7 56

SD 12.CAP 4 — Closed — 17

SD 12.CAP 5 — 100% — 8 7

SD 12.CAP 6 — Closed — 9

SD 12.CAP 7 — Closed — 10

92%

6/13/2022 — 2/19/2026

- F1/F2: Launched OTIP for Light Rail and Heavy Rail; developed roadmap to other operational departments – CAP CLOSURE REQUESTED

- F3: Continued rollout of training for Audit, Quality Management Plans, and Document Management System (Doc Authority)

✓ F4: All action items completed – CAP CLOSED

- F5: All action items completed, submitted monthly PM&I digitization progress for VM (complete) and E&M – CAP CLOSURE REQUESTED

✓ F6: Evaluated program design for Rail Ops mentorship – CAP CLOSED

✓ F7: Completed all action items, submitted Weak Signals Quarterly Report – CAP CLOSED

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