Washington Metropolitan Area Transit Authority

Moving Metro Forward *Safely*

Los Angeles County Metropolitan Transportation Authority
Los Angeles, CA
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Mortimer Downey
Chair, Safety and Security Committee
WMATA Board of Directors
Metro System Facts

• Created in 1967 by Interstate Compact, Rail Service began 1976

• Serves 3.5 million people

• 1,500 square-mile area, multi-jurisdictional service for District of Columbia, and areas of Maryland and Virginia

• 2nd largest Rail System in U.S.

• 6th largest Bus System in U.S.

• 5th largest Paratransit System

• Approximately 1 million riders a day

• Over 11,000 employees
Metro Governance

• The Board of Directors is composed of eight voting and eight alternate directors. Maryland, the District of Columbia, Virginia and the federal government appoint two voting and two alternate directors each.

• The Board of Directors determines agency policy and provides oversight for the safety, funding, operation, and expansion of transit facilities within the Transit Zone.

• Under the Federal Transit Administration regulation (49 CFR 659), a Tri-state Oversight Committee (TOC) is the State Safety Oversight (SSO) agency for the WMATA Metrorail system. TOC is a joint effort of the Departments of Transportation in Washington, DC, and Maryland and the Rail and Public Transportation Department in Virginia.
Where We Were

Series of accidents, including June 22\textsuperscript{nd}, 2009 Red Line crash, and several employee fatalities

- NTSB recommendations, FTA and TOC findings, audit

- Safety culture practically non-existent

- Decimated technical capability
  - Understaffed safety department
  - No engineering, construction expertise

- Reporting lacked transparency, timeliness, thoroughness

- Financial instability and capital plant deterioration
Where We Were

- Over $11 billion in capital funding needs
  - Years of chronic underfunding and underinvestment
  - Maintenance standards not being met
  - Aging buses, train cars and infrastructure

- Unreliable service
  - On-time performance needed improvement
  - Equipment not reliable, notably escalators
Changing Course

• Rebuilding Safety Culture
  • Leading the change
  • Creating safe reporting climate
  • Setting new standards
  • Strengthening safety program

• Investing strategically
  • Funding safety improvements

• Restoring Confidence
  • Improving communications
  • Embracing Oversight
  • Sustaining safety as top priority
What is a Safety Culture?

- Safety culture must be led, cannot be imposed

- **Defined:** The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies and patterns of behavior that determine the commitment to, and the style and proficiency of, an organization’s health and safety management. (WMATA advisory group)

- **Objective:** Embed safety values in every WMATA employee so that safety is at the center of all actions and business practices.
Rebuilding the Trust

• Throughout 2010, tremendous internal and external scrutiny on safety from:
  • Public
  • Local and National Press
  • Tri-State Oversight Committee
  • Congress
  • Joint NTSB/WMATA Board Meeting
  • Jurisdictions agencies hearings and meetings
  • Internal Safety Consultants
• **Previous:**
  • Metro provides the nation’s best transit service to our customers and improves the quality of life in the Washington metropolitan area.

• **Current:**
  • Metro operates and maintains a safe, reliable and effective transit system that enhances mobility, improves the quality of life, and stimulates economic development in the Washington metropolitan area.
On September 30, 2010, a Board Safety and Security Committee was established to provide continuous oversight to assure that all Metro facilities, systems, vehicles, equipment and operations are safe and secure for passengers, employees and the public served by Metro. Eight Board Members now serve on the Committee, representing all four jurisdictions. The Committee meets monthly.
On December 16, 2010, the Board of Directors formally adopted and subsequently readopted a revised System Safety Policy that states WMATA shall comply with FTA regulations 49 CFR, Part 659, and establishes the following objectives:

- To avoid loss of life, injury of persons and damage or loss of property.

- To instill a commitment to safety in all WMATA employees and contractor personnel; and

- To provide for the identification and control of safety hazards, the study of safety requirements, the design, installation and fabrication of safe equipment and surveillance of operational safety for facilities, systems, vehicles and equipment.
Leading the Culture Change

Board and executive management are working to integrate safety at all levels

- Safety-centered policy decisions
- Set example and hold management accountable
- Stress individual responsibility
- Create safe climate for reporting concerns
- Engage the entire workforce
- Embrace oversight
Established Employees’ Safety Hotline

- Anonymous or provide contact
- Defects, anomalies, near misses

Strengthened Whistleblower Policy

Working towards advancing Close Call Program with Labor Unions
Establishing New Standards & Procedures

  - More than 8,000 personnel trained and retrained regularly
- Revised System Safety Plan
- Reinforced Tri-State Oversight Committee (TOC) relationship
- Strengthened partnerships with NTSB & governmental bodies
- Revised incident & accident investigation policy with public discussion
- “Zero” tolerance electronic device policy
Creating a Strong Safety Program

- Restored Chief Safety Officer reporting directly to General Manager
- Increased staffing by over 40% with more than 790 years of expertise drawn from various transit properties, as well as in-house
- Strengthened field support of operations
- Enhanced local safety committees
- Developed incident tracking and safety measurement database (SMS)
- Established hazard management program, MIL STD-882C
- Implemented DriveCam on Bus Fleet
Improving Communications

• GM/CSO direct reporting on a daily basis

• GM safety messages through ELT, field visits, intranet, weekly employee online communications

• Safety Bulletins & Notices—e.g. safety awareness, lessons learned and technical

• Public transparency through Vital Signs; Corporate Injury Reduction Targets

• Launching employee and customer communications campaign

• Link data indicators & trends to management actions

• Recognize success

• 2010 Safety Culture Survey completed by 97% of all employees
• Vital Signs Report to measure progress and inform the public

• On-time performance is better than last year for bus and rail

• Employee and customer injury rates are down

• Crime is down

• Escalator availability is up as a result of major rehabilitation efforts
Rebuilding Metro: Capital Accomplishments

- Launched largest Capital Program since original construction, $5 billion over 6 years
  - Over $1 billion dedicated to NTSB, safety
- Maturing Program
  - FY2010 $383 M invested
  - FY2011 $611 M invested
  - FY2012 $770 M invested
  - FY2013 $975 M in progress
- Focused 6 year Program
  - 66% CIP investments in three areas:
    - Vehicles/vehicle parts- 41%
    - Rail system infrastructure rehab- 15%
    - Passenger facilities- 9%
Rebuilding Metro: Safety Accountability

- Fulfilling NTSB Recommendations
  - $1 billion to address replacement of 1000 series rail cars, track circuits, power cables; ATC comprehensive analysis
  - Backlog of improved and safer track turnouts now complete
  - 12 of 16 Fort Totten recommendations have been closed or submitted for closure
  - 10 Recommendations pre-Fort Totten remain open, with 7 having been submitted for closure
  - New redundant train control monitoring system in use
  - Full control system safety analysis could reveal additional issues
Rebuilding Metro: Safety Accountability

• Improved TOC Relationship
  • Memorandum of Understanding

• Established working meetings with WMATA
  • TIGER team to work on Corrective Action Plan (CAPs)
  • Monthly meetings to follow-up / work together

• Constructed “TOC Hotel”
  • Permanent workstations within Safety Department
  • Access to (read-only) business systems

• Quarterly TOC Briefing to Safety and Security Committee
Rebuilding Metro: Safety Accountability

- TOC/WMATA Study of Fatigue Management
  - TOC and Metro conducted joint study of rail employees in June 2011
  - Metro consultants currently performing remainder of corporate-wide study
  - Accelerating Fatigue Awareness Training requirement for all supervisors
  - Partnering with APTA on standards and regulations
  - Cross referencing accident data with hours worked to find possible links to fatigue
  - Examining expansion of Certified Medical Examination program
  - Examining a corporate secondary employment policy
  - 16-hr maximum now; 14-hr limit planned, budget approved for added staff
  - Pilot program to limit pre-planned OT work to 14 hours
  - Over 7,000 position defined as safety sensitive
Rebuilding Metro: Safety Accountability

• Addressing FTA Audit - December 2009
  • FTA audit of Tri-State Oversight Committee (TOC) and Metro
  • 10 findings for Metro and five directed to TOC for Metro action
  • Closed 10 of the 10 recommendations
    • FTA recognized WMATA strong commitment to safety
  • 2011 FTA triennial audit- No new recommendations
Rebuilding Metro: Safety Accountability

- New Federal Legislation effective October 1, 2012
- Congressionally Requested Follow-up Audit by Federal Transit Administration Completed, Generally Positive Findings
  - “WMATA’s progress..is a critical but fragile foundation for the future”
- WMATA Role in Federal Advisory Committee
Rebuilding Metro: Communications

• 2012 Employee Survey Results
  – I know how to report a safety issue or concern- 90% yes
  – My immediate supervisor regularly communicates about safety- 80% yes
  – I can freely report a safety violations without fear of retaliation- 85% yes
  – Observed safety violations past year—53% yes, 43% reported it
Rebuilding Metro: FY13 Priorities - Safety

- NTSB recommendations:
  - Track circuits and TP cable replacements
  - Bus and station cameras

- Bus and station cameras
  - Install cameras on 250 buses and at 153 stations entrances

- Radio upgrades
  - Especially in tunnels for first responders

- Continue to build safety culture
  - Continue the expansion of training programs
  - Continue to promote reporting via the Safety Hotline and SMS
  - Perform corporate surveys
  - Employee recognition program
Rebuilding Metro: FY13 Priorities- Safety (cont’d)

• Develop and implement Fatigue & Risk Management Program

• Hazard Recognition and Management Program
  • Identify, prioritize, assign and monitor system to mitigate and abate system hazards

• Safety Measurement System Program
  • Conduct trending and analysis to focus on and close-out issues, and reduce occurrences

• Safety Communications Plan for customers and employees