

Status of the Recommendations to WMATA Regarding Safety, Reliability, Affordability and Customer Service

April 7, 2016
Commission Meeting



Northern Virginia Transportation Commission
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Safety of riders and employees must be the guiding principle in operations and priorities for capital investments.

WMATA Action	Status (as of March 31, 2016)
Recruit new Chief Safety Officer to lead day-to-day safety culture change	Interviews underway. Selection expected Spring 2016.
Begin installing new Metro and public safety radio systems, including cabling for cell phone service in tunnels	Engineering and testing design in 6,000 ft. of the Glenmont Tunnel on the Red Line began in January. Executed agreement with telecom companies on February 9, 2016.
Initiate outside expert to review to look for opportunities to accelerate radio design/schedule	Contract awarded on February 26, 2016.
Publish schedule detailing when tunnel segments are activated for telecom providers to offer cell service	Release activation plan to public in Summer 2016.
Establish online tracking of 732 actions being taken to meet all FTA safety recommendations	FTA corrective action tracker online since March 7. Action list is updated weekly and will expand as necessary to meet any additional recommendations.
Establish online tracking of actions being taken to meet all NTSB recommendations	NTSB progress tracker online since March 18. Action list is updated weekly and will expand as necessary to meet any additional recommendations.
Increase the number of Metro Transit Police officers on rail and bus systems; increase visibility of law enforcement personnel in stations and on buses with enhanced uniforms	Increasing patrols on buses, trains and in stations through reallocation of resources as a result of third-party vendors. Also, light-duty personnel assigned to provide "eyes and ears" at key locations, and up to 15 new recruits graduating from the academy this spring through summer. Identified new neon yellow block design for uniforms, which are now being procured.
Improve train operator response to passenger (red button) intercom calls	New procedures are being finalized that require operators to improve their response to intercom calls and promptly inform customers of actions taken.
Improve personal safety and security for bus operators	Bus shields have been installed on 313 out of 1,537 buses with mandatory use effective August 2015; late evening "watch" program launched. WMATA and union leaders hosting a transit employee assault symposium to address employee concerns and identify key prevention measures in April.
Strengthen command center operations to improve emergency planning and service recovery	Completed a large scale drill at Eisenhower Avenue Metrorail Station in Alexandria on March 13. Next drill exercise is June 2016 at Greensboro Metro station in Fairfax County.



To regain rider confidence, WMATA must first improve the reliability of Metrobus, Metrorail, and MetroAccess. This is most important to riders. Riders must have accurate information about service and be able to count on arriving at their destinations on time.

WMATA Action	Status (as of March 31, 2016)
Implement rail service reliability plan to reduce excessive waiting and crowding	Railcar plan; new mechanic training to improve repair quality began March 21. Repairing car lifts and shop turntables to increase shop capacity to be completed May 2016. Designing shop workflow process; pilot to begin May 2016. Other plan components in development.
Contract outside expert to review current maintenance "backlog" and state of good repair plan. Recommend new strategies to minimize overall adverse impacts to customers, including a review of work schedules for weekends, trade-offs with late night service and temporary shut downs	Task order awarded in February, preliminary recommendations due May 2016.
Implement a railcar program to provide working trains to reduce delays and offloads	Outside experts engaged to decrease number of cars out of service by 10 percent in 90 days. Fleet maintenance improvement plan to address door, propulsion and brake problems that cause mechanical failures. Plan was completed by March 30 with implementation immediately thereafter.
Ensure timely and quality delivery of 7K rail cars	To date, 112 cars have been received, 96 new railcars have been accepted and 12 train sets have been placed into service. Working closely with Kawasaki to ensure timely and quality delivery of 7K railcars by improving production at the vendor's Lincoln, NE facility so that railcars delivered to WMATA pass testing and acceptance quickly and are ready for service.
Publish and implement a track quality improvement program to provide a safer ride and reduce train delays	Track plan expanded to include power . A holistic approach is in development and targeted by mid-May. High priority areas are identified and prioritized for repairs, as necessary for safety and reliability.
Improve station environments: upgrade unreliable elevators	STATION COMPLETION DATE February 2016: Farragut West • March 2016: Addison Road (1), Fort Totten • April 2016: Addison Rd. (2) • May 2016: Takoma • June 2016: Waterfront, Clarendon • Aug. 2016: Medical Center • Sept. 2016: Shady Grove, Silver Spring • Nov. 2016: Archives, • Dec. 2016: New Carrollton, Naylor Rd. • Feb. 2017: Columbia Heights
Improve station environments: upgrade unreliable escalators	STATION COMPLETION DATE Feb. 2016: Smithsonian • March 2016: Stadium Armory, Federal Triangle (1) • July 2016: Federal Triangle (2), Farragut West

WMATA Action	Status (as of March 31, 2016)
Improve station environments: replace escalators	<p>STATION COMPLETION DATE</p> <p>May 2016: Mt. Vernon Square • July 2016: Huntington, Friendship Heights • Aug 2016: Deanwood, Shady Grove • Oct 2016: Georgia Ave-Petworth, Glenmont • Dec 2016: Columbia Heights • June 2017: Van Ness- UDC • August 2017: Bethesda, Woodley Park, Shaw-Howard • October 2017: Capital Heights • February 2018: Waterfront</p>
Improve bus fleet reliability	<p>Implement fleet management plan including: Replace older buses with 100 new buses annually, complete 100 overhauls annually, and retire oldest buses. 21 of 100 buses have been overhauled to date; 112 new buses have been delivered; 77 of 295 are in service.</p>
Improve service reliability for paratransit customers	<p>69 new vehicles to be delivered in June, July and August 2016, totaling 207. Vendor selection is underway with a notice to proceed expected in April.</p>
Partner with regional and state DOTs to introduce traffic signal prioritization in key bus priority corridors to reduce travel times	<p>Traffic signal priority will be implemented on seven bus corridors by June 30: Wisconsin Ave. NW (MetroExtra 37) • 16th St. NW (MetroExtra S9) • 7th St./Georgia Ave. NW (MetroExtra 79) • 14th St. (MetroExtra 16X, Metrobus 53, 11Y) • 8th and 19th Sts. NW (MetroExtra 16Y, Metrobus 3Y) • Leesburg Pike (MetroExtra 28X) • Beauregard St.-Lincolnia-North Fairlington (Metrobus 7AEY)</p>
Improve stations environments (station manager suggestions)	<p>Metro Center: Street elevator camera views in kiosk restored. Exterminator inspected and treated areas. Bethesda: Pressure washed entrance areas. Addison Road: Replaced deteriorated trash cart canvas. L'Enfant Plaza: Lighting improvement initiative is underway. Greensboro: Platform lights inspected. New Carrollton: Assigned additional station managers during tourist season.</p>
Deploy Wi-Fi at 91 stations	<p>Deploy Wi-Fi to all 91 stations for engineering and operational purposes by December 2016.</p> <p>Engineering pilot and validation of potential customer Wi-Fi services at six stations beginning April 2016 through summer 2016: Metro Center, Gallery Place, Judiciary Square, Union Station, Archives, L'Enfant Plaza</p>



A strong customer service culture, including fare products that reward loyalty, will build ridership.

WMATA Action	Status (as of March 31, 2016)
Pilot new pass, previously called "name your own price" pass	MetroSelect pass launched. Passes on sale as of April 1, 2016.
Study fare simplification options	Scenarios will be developed and study completed this fall for WMATA Board review and consideration.
Examine outsourcing parking management to improve customer amenities and increase revenue	Develop RFP within 60 days.
Introduce platform attendants at key transfer stations	Training of current personnel to assist riders at L'Enfant Plaza, Metro Center, Gallery Place, Union Station, Anacostia, and Rosslyn and Recruitment of personnel for new assignments to begin this summer.
Determine "ownership" responsibility for each Metrorail line	Assess rail management structure to determine realignment with customer experience by August 31.
Introduce volunteers to provide customer information at entrances to key stations	Recruiting volunteers for pilot "Metro Volunteer Program" (MVP) to assist visitors and infrequent riders at fare machines in key stations this summer
Improve customer complaint resolution using social media	Software upgrade in progress. Training scheduled for May. Launch by September 1.
Develop mobile app for easier access to bus and rail departures and trip planning	Customer needs assessment: scope in development, contract award in fall.
Provide real-time train location data for use by third-party developers	Summer 2016
Improve station environments. Signage: Develop new software to improve train prediction information for displays and Internet applications	Software development process is underway to replace decades-old train arrival prediction software, allowing for more complete information and greater flexibility to meet customer needs. Replace mini-mezzanine signs at: Arlington Cemetery, Smithsonian, Takoma, Tenleytown, Judiciary Square, Ballston
Improve station environment for customers. Lighting: Platform area lighting improvements are being designed and will be separately reported and tracked	STATION STATUS (mezzanine lighting improvements) Complete April 2016: Shaw-Howard Univ. • May 2016: U St., Columbia Heights • June 2016: Georgia Ave-Petworth
Strike team effort to pilot station improvements including improved cleanliness, equipment availability, lighting and other basic amenities	STATION STATUS Complete June 2016: McPherson Square, Federal Triangle, Navy Yard
Implement same station entry/exit 15-minute grace period policy	WMATA Board approved a measure allowing customers to exit a crowded station without being charged. The policy will take effect July 1.



Strong financial management is a cornerstone to restoring confidence in the management of the system.

WMATA Action	Status (as of March 31, 2016)
Deliver timely audit for FY16	On schedule: Preliminary field work began in March; audit to be completed in October.
Reduce redundant positions	Process began March 2016 to achieve FY17 savings.
Close out FTA corrective actions as identified in Financial Management Oversight (FMO) Report from June 2014	All 65 FMO Corrective Action Plan (CAP) items submitted to FTA for closure as of June 30, 2015. Now in testing and validation phase with FTA to ensure consistent and effective implementation of the CAPs. Working with FTA to restore the automatic ECHO grant reimbursement process in 2016. The FTA Financial Management Oversight – Phase 1 and FTA Financial Oversight – Phase 2 trackers online since March 31, 2016.
Develop better financial management system to deliver critical business information, improve reporting, and inform decision making	Planning underway to accomplish 25 discrete initiatives to improve systems, i.e. further integration and process control of people management, billing, and workflow management.
Develop framework for collective bargaining agreements that respects workforce, is more responsive to customers, and delivers enhanced cost efficiencies	Contract negotiations to begin in May.
Analyze opportunities for improved management of workman’s compensation claims to reduce costs	Outside consultant is reviewing case management and will report recommendations in June.
Reduce overhead costs through innovation, such as exploring public-private partnerships for select paratransit trips	Request for information from private firms were received and staff is reviewing responses. Next, staff will begin development of a scope of work.
Improve employee accountability by requiring annual performance evaluations for every Metro employee	All bus employees to be evaluated annually by supervisors on a five-point performance scale. Rail program to follow.
Reorganize executive management unit to improve accountability and efficiency	Organizational chart as of March 2016
Tighten controls on professional service contracts to improve hourly rates	Implementation beginning July 1, 2016

WMATA Action	Status (as of March 31, 2016)
Realign delivery of capital projects to deliver better, faster improvements for riders	Conduct top-to-bottom review of all projects to ensure safety and customer-service improvements are prioritized. Revise cost estimates and schedules to be realistic and provide updated capital program to WMATA Board in April for consideration.
Publish major capital projects online and routinely update status	Expand information available on wmata.com this fall
Analyze upside potential for sale of Metro headquarters building	Assessing space needs, as well as safety and regulatory requirements. Business analysis in progress to determine revenue potential that could be reprogrammed for customer service initiatives. Study to be completed within three months.
Publish contract information online	Enhance contract information posted online, updated quarterly by May 2016.
Publish history of joint development projects	Post historical joint development project detail online by May 2016.
Establish online tracker of FY15 corrective actions	May 2016



Dependable, dedicated revenue sources must be identified to allow WMATA to serve as an integral part of the region’s transportation system for decades to come.

Update	Status
<p>This issue is not addressed through the CARE Report or the General Manager’s plan but it is of importance to the region and the long-term viability of WMATA. There have been initial efforts to address sustainable and dedicated funding including a March 30th event co-sponsored by the Metropolitan Washington Council of Governments and the Greater Washington Board of Trade designed to focus on the future of Metrorail, including this issue.</p>	<p>There have been no targets or actions identified at this time.</p>