



Customer Service, Operations and Safety Committee

Board Action Item III-A

February 8, 2007

**Multi-Year Safety Assessment and
Enhancement Contract**

**Washington Metropolitan Area Transportation Authority
Board Action/Information Summary**

<input checked="" type="checkbox"/> Action <input type="checkbox"/> Information	MEAD Number: 99751	Resolution: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
--	-----------------------	--

PURPOSE

Initiate and award a five year contract for a Safety Management Assessment and Enhancement to improve safety performance and reduce workers' compensation costs.

DESCRIPTION

The Contractor shall deliver a comprehensive safety management approach that improves WMATA's safety program and record, changes the culture of WMATA's organization, increases accountability, and reduces workers' compensation costs.

Part I: Safety Management Assessment - Conduct an assessment of the safety management system to identify training needs and develop specific action plans.

Part II: Enhancement - Increase accountability for the safety environment and adherence of safety rules, procedures, practices and protocols at all levels of the organization. The contractor will provide training and assist in implementing action plans. Lost time injury cases, bus and rail passenger injury rates, bus collision rates, and rail facility occupant injuries will be reduced by 50%.

This is the most cost-effective and proven alternative for improving safety performance.

FUNDING IMPACT

The contractor will be paid from savings realized and the first payment will not occur for 12 to 18 months. Therefore, no funding is required at this time.

RECOMMENDATION

Board approves the initiation and award of a five year contract for a Safety Management Assessment and Enhancement to improve safety performance at WMATA.

Part A

STATEMENT OF WORK

Multi-year Safety Management Assessment and Enhancement

INTRODUCTION

The Washington Metropolitan Area Transit Authority (WMATA) provides rail and bus services to Montgomery and Prince George's counties in Maryland, the District of Columbia, the City of Alexandria, City of Falls Church, Arlington County and Fairfax County in Virginia. MetroAccess, through independent contractors, provides transportation for passengers with special needs throughout the service area. The average daily ridership for Metrorail is approximately 650,000 and 450,000 for Metrobus. WMATA has more than 10,000 employees.

Employees of WMATA are organized into one of five collective bargaining units or belong to the non-represented group:

1. Local 689
2. Local 922
3. Local 2
4. Teamsters 639
5. Fraternal Order of Police (FOP) Lodge 1
6. Non-Represented Group

WORKERS' COMPENSATION COSTS AND STATEMENT OF THE PROBLEM

WMATA employs more than 10,000 employees in often physically challenging and even dangerous positions, with nearly 7,000 of them in line operations. Overall, WMATA is safe; however, it is not safe enough. Recent high profile accidents included serious accidents along WMATA's right-of-way and a service derailment. Those accidents have raised both internal and external questions about the safety of WMATA's subway

system.

There were 36,284 lost workdays and 702 lost time cases in FY06. At present, our Workers' Compensation claims cost is about \$17 million annually. The cost per hour worked to administer and pay claims is approximately \$2.12 for every operating service hour. In FY06, lost time from Workers' Compensation claims equated to about 145 full-time employees.

THE APPROACH

The Contractor shall deliver a comprehensive safety management approach that improves WMATA's safety program and record, changes the culture of WMATA's organization, increases accountability, and reduces costs expended for workers' compensation. This shall be accomplished in two parts, as follows:

Part I: Safety Management Assessment

Conduct an assessment of the safety management system to determine training needs and develop specific action plans for all levels of the organization. Provide WMATA with the detailed safety assessment and the specific action plans for each unit of the organization.

Part II: Enhancement

Increase accountability for the safety environment and adherence of safety rules, procedures, practices and protocols at all levels of the organization. The contractor will provide training to managers at all levels and assist them in the implementation of their action plans as required. The following indicators will be reduced by 50% over five years:

Lost time injury cases per 100 employees;

Bus passenger injury rates per million bus passenger miles;

Bus collision rates per 100,000 vehicle miles;
Rail passenger injury rates per million rail passenger miles; and
Rail transit facility occupant injuries per million passenger miles.

DELIVERABLES

I. CONTRACTOR COMMITMENT

Contractor shall provide sufficient number of qualified, transit-experienced, and competent personnel to deliver the services hereunder.

A. Part 1: Assessment

1. Contractor shall conduct detailed assessments of existing safety activities, practices, and systems at WMATA's Headquarters, Rail Divisions, and Bus Divisions, including the Carmen E. Turner Maintenance and Training Facility.
2. Contractor shall propose a plan to improve the effectiveness of WMATA's existing safety activities, practices and systems with the goal of achieving over five years a 50% improvement in reportable injuries, lost time due to injuries, and rail and bus accidents.
3. Contractor shall engage WMATA's Executive Leadership Team (General Manager and his immediate staff) to understand their current strategic, leadership, and operational approach to managing the safety effort at WMATA and identify any gaps between this current approach and one known to produce world class safety results.
4. Contractor shall assist WMATA's Executive Leadership Team (ELT) in developing strategies to implement the accident and injury reduction aspects of WMATA's System Safety Program Plan (SSPP) in a consistent manner

throughout the Authority. These strategies shall be incorporated into a Strategic Accident and Injury Reduction Plan (SAIRP).

5. Contractor shall assist WMATA's ELT in developing strategies for communicating, promoting and implementing the SAIRP.

B. Part 2: Enhancement

1. WMATA's Executive Leadership Team (ELT)

- a. Contractor shall provide consulting to WMATA's ELT to develop quantifiable safety objectives, policies, promotional activities, audits, analysis of trends, and leading indicators.
- b. Contractor shall provide additional safety management skill building and follow-up consulting/coaching for WMATA's ELT, as needed during periodic assessment updates.

2. Headquarters and Divisional Level Implementation

- a. Contractor shall provide safety management skill building for all levels of management, supervision, and operations/maintenance/office personnel in each Rail and Bus Division and in the various Headquarter functional sections.
- b. Contractor shall engage all levels of management supervision in each Rail and Bus Division and in the various Headquarters' functional sections to develop Safety Action Plans for their respective organizations with goals and metrics designed to achieve the objectives of WMATA's SAIRP.
- c. Contractor shall provide coaching/counseling to all levels of management, supervision, and operations/maintenance/office personnel in each Rail and Bus

Division and in the various Headquarters' functional sections to facilitate the application of safety management skills in their respective organizations/assignments.

- d. All WMATA employees will attend a two-day mandatory safety-training program.
- e. Contractor shall periodically conduct progress assessments to measure progress and recommend modification of activities as appropriate.
- f. Contractor shall provide, as needed, examples of policies, procedures, metrics, and specific safety programs and/or materials, which could be customized by WMATA for their use.
- g. Quarterly Progress Report (in Contractor's format) to be submitted with invoice. Send one copy to Project Manager and to Contract Administrator.

II. WMATA'S COMMITMENT

WMATA agrees that for each quarter after the effective date, it shall implement or cause to be implemented the following:

(NOTE: The specific safety management skill building shall be determined following the completion assessments and adoption of an improvement plan.)

A. First Quarter

- 1. WMATA shall select the WMATA Project Manager and properly empower that individual to accomplish the responsibilities of this position.

2. WMATA shall properly empower the Standing Safety Executive Committee (SSEC) with responsibility to oversee WMATA's Safety Improvement Initiative. This team shall meet at least quarterly.
3. WMATA's ELT shall actively participate in a workshop designed by Contractor to develop a mutually agreed upon SAIRP to address the safety culture and process changes recommended in Contractor's Improvement plan.
4. WMATA's ELT shall actively participate 100% in a workshop designed by Contractor to develop a mutually agreed upon SAIRP to address the safety culture and process changes recommended in Contractor's Improvement Plan. The SAIRP shall include specific injury reduction objectives and deadlines for completion of specified actions.
5. WMATA's ELT shall assume responsibility for leading, managing and providing resources to implement the safety improvement process per the SAIRP.
6. WMATA's ELT shall communicate the rollout of the Safety Improvement Initiative to all employees.

B. Second Quarter

1. WMATA's ELT, with assistance from Contractor, shall incorporate Contractor Safety Principles into the SSPP.
2. WMATA's ELT shall communicate WMATA's SSPP to all employees.
3. WMATA's SLT and Management Leadership Team (MLT) shall complete Contractor's initial safety management skill building for their role and develop personal action plans to implement these skills.

4. WMATA's SLT and MLT shall participate in coaching and counseling (C&C) interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
5. WMATA's SLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
6. As defined by WMATA's SSEC, 100% of WMATA's Supervisors (Supervisor, Maintenance Supervisor, Facilities Maintenance Supervisor, General Superintendent, Senior Instructor, Senior Departmental System Analyst) shall complete Contractor's initial safety management skill building for their role and develop personal action plans to implement these skills.
7. SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.

C. Third Quarter

1. WMATA's SLT and MLT shall participate in C&C interactions with Contractors consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. As defined by WMATA's SSEC, SLT and MLT shall complete Contractor's initial safety management skill building for their role and develop personal action plans to implement these skills.

4. WMATA's SLT and MLT shall, with assistance from Contractor, develop a safety management auditing process for Headquarters and each Division.
5. WMATA, with Contractor assistance, shall further integrate the central safety management organization into WMATA's organization and enhance established safety subcommittees.
6. SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.

D. Fourth Quarter

1. WMATA's SLT and MLT shall participate in C&C interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. As defined by WMATA's SSEC, SLT and MLT shall complete Contractor's initial safety management skill building for their role and develop personal action plans to implement these skills.
4. WMATA's trainers shall be identified and trained to assume initial safety management training of new managers and supervisors. (WMATA's trainers beginning in the Fifth Quarter shall conduct initial safety management training of new managers and supervisors. Contractor consultants shall actively monitor this training for two quarters.)
5. WMATA's SLT and MLT shall review and upgrade their Safety Action Plans.

6. WMATA's SLT and MLT shall implement their safety management auditing process in their work groups.
7. WMATA's SSEC shall meet to review progress of a project, agree on upcoming project activities, and resolve project issues.

E. Fifth Quarter

1. WMATA's SLT and MLT shall participate in C&C interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. WMATA's ELT shall actively participate 100% in a workshop designed by Contractor to review progress of the WMATA's SAIRP and make adjustments as needed.
4. WMATA shall integrate into the SLT and MLT performance evaluation process an assessment criterion for the safety performance of their respective Division/Function.
5. As defined by WMATA's SSEC, SLT and MLT shall complete selected Contractor Skill Building Training.
6. WMATA's SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.

F. Sixth Quarter

1. WMATA's SLT and MLT shall participate in C&C interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. As defined by WMATA's SSEC, 100% of WMATA's SLT and MLT will complete selected Contractor Skill Building Training.
4. As defined by WMATA's SSEC, 100% of WMATA's operation/maintenance/office personnel (Bus Drivers, Train Operators, Technicians, Mechanics, Electricians, Inspectors, Equipment Records Specialists, Clerks) shall complete initial Contractor Skill Building for their role.
5. WMATA's SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.

G. Seventh Quarter

1. WMATA's SLT and MLT shall participate in C&C interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. As defined by WMATA's SSEC, 100% of WMATA's SLT and MLT will Complete selected Contractor Skill Building Training.

4. As defined by the WMATA's SSEC, 100% of WMATA's operation/maintenance/office personnel shall complete initial Contractor Skill Building for their role.
5. WMATA's SSEC shall meet to review progress of the project, agree on upcoming Project activities, and resolve project issues.

H. Eighth Quarter

1. WMATA's SLT and MLT shall participate in C&C interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. As defined by the WMATA's SSEC, 100% of WMATA's operation/maintenance/office personnel shall complete initial Contractor Skill Building for their role.
4. WMATA's SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.

I. Ninth Quarter

1. WMATA's SLT and MLT shall participate in (C&C) interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.

2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. WMATA's ELT shall actively participate 100% in a workshop designed by Contractor to review progress of the WMATA's SAIRP and make adjustments as needed.
4. As defined by WMATA's SSEC, 100% of WMATA's operation/maintenance/office personnel shall complete initial Contractor Skill Building for their role.
5. WMATA's SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.

J. Tenth Quarter

1. WMATA's SLT and MLT shall participate in C&C interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans within their respective Division/Function.
3. As defined by WMATA's SSEC, 100% of WMATA's operation/maintenance/office personnel shall complete initial Contractor Skill Building for their role.
4. WMATA's SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.

K. Eleventh through Twentieth Quarter

1. WMATA's SLT and MLT shall participate in (C&C) interactions with Contractor consultants. This C&C shall be done while the individual is performing normal duties and shall not require additional time away from assigned work.
2. WMATA's SLT and MLT shall ensure implementation of Safety Action Plans with their respective Division/Function.
3. WMATA's SLT and MLT shall complete Contractor Skill Building for their role as directed by the WMATA's SSEC.
4. WMATA's SSEC shall meet to review progress of the project, agree on upcoming project activities, and resolve project issues.



Multi-Year Safety Assessment and Enhancement Contract

Presented to the Board of Directors:

**Customer Service, Operations and Safety
Committee**

February 8, 2007





Background

- Recent high profile accidents have raised both internal and external concerns about the safety of WMATA's subway system.
- WMATA is safe, but not enough to be classified categorically as the safest system in the nation.
- WMATA's goal is to change the current culture. We will make this the safest place to work for all Metro employees. We will ensure the safest riding experience for our customers. Both line employees and management will be accountable for safety.
- Worker's Compensation Costs average of \$17 million a year. Although the costs are beginning to move in the right direction, greater financial impact can be realized in both injury reductions and related costs with the proposed safety management assessment and enhancement program.



Multi-Year Safety Management Assessment and Enhancement Program

- The five-year program will consist of two parts: Assessment and Enhancement with the goal of reducing accidents and associated costs by 50%.
- The Safety Management Assessment component will focus on the assessment of the safety management system, existing safety activities, practices to determine training needs and to develop specific measurable accident and cost reduction action plans.
- The Program Enhancement component will aim to enhance line employee and management accountability, building requisite skill sets through training and aggressive follow-up on action plans to reduce accidents and associated costs throughout the multi-year contract.



Financial Impact and Authorization

- The cost of the multi-year Safety Management Assessment and Enhancement Program will not impact WMATA's operating budget.
- Contractor payment will be performance-based as a percentage of actual savings in reserve cost reductions.
- Staff recommends that the Board Customer Services, Operations and Safety Committee advance this proposal to the full Board for authorization.