



Safety and Operations Committee

Board Information Item III-B

October 14, 2021

Emergency Preparedness Path Forward

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

☐ Action ☒ Information

MEAD Number:
202318

Resolution:
☐ Yes ☒ No

TITLE:

Emergency Preparedness Path Forward

PRESENTATION SUMMARY:

In May 2021, the General Manager transitioned the Office of Emergency Management from the Metro Transit Police Department to the Department of Safety and Environmental Management. This presentation provides an update on how the new Office of Emergency Preparedness is being established and is contributing to the implementation of an industry-leading Safety Management System (SMS) through the Emergency Preparedness Action Plan. This presentation outlines the Emergency Preparedness Action Plan.

PURPOSE:

To inform the Board of the strategy established, progress made, and actions planned to ensure Metro becomes the industry leader at preventing, mitigating and managing emergencies, as part of a robust SMS.

DESCRIPTION:

WSP assists with the revision of the Metro Safety Rules and Procedures Handbook (MSRPH), a part of the SMS strategy reflected in the Agency Safety Plan (this includes emergency management procedures).

In addition, **Deloitte** assists with organizational and functional studies across SAFE to include integration of emergency management.

Key Highlights:

- The Office of Emergency Management was originally established in 2008. Strengths of the office include emergency planning and exercising; an experienced staff with Fire, Life Safety and FEMA experience; a well-regarded training facility at Carmen Turner Facility; and highly effective, professional partnerships with jurisdictional fire and law enforcement agencies.
- The latest revision of the Agency Safety Plan (approved by the Board in October) includes the strategy for integrating Emergency Preparedness

as part of developing and implementing an industry-leading SMS.

- The Emergency Preparedness Action Plan includes four components:
 - Establish a new Emergency Preparedness Strategy
 - Restructure the Office of Emergency Preparedness
 - Implement New Incident Management Framework
 - Target Specific Risk Management Tools

Background and History:

There are various definitions of Emergency Management or Emergency Preparedness. Metro defines Emergency Preparedness as *how Metro prepares for, responds to, recovers from, mitigates, and prevents emergencies*. An emergency is defined as *a serious and often dangerous situation requiring the immediate deployment of resources*. Originally established in 2008, Metro's Office of Emergency Management comprises two teams: Planning & Technical Services, and Operations.

- | | |
|--|---|
| <ul style="list-style-type: none">• Planning and Technical Services<ul style="list-style-type: none">◦ Plans◦ Full Scale Exercises◦ Procedures◦ Emergency Operations Center◦ Regional Coordination | <ul style="list-style-type: none">• Operations<ul style="list-style-type: none">◦ Incident Training◦ Incident Coordination◦ New 24/7 Role in ROCC◦ Equipment Maintenance |
|--|---|

SAFE is leading the effort to develop and implement a robust SMS that is designed to proactively identify, assess, and mitigate risk. An inherent compatibility exists with the missions of Safety and Emergency Preparedness, creating opportunities to complement and enhance both capabilities. For example, the Safety Assurance component of the SMS includes performing Safety Investigations. A safety investigation is conducted to ensure that, when a safety risk is identified during an incident, a thorough investigation is conducted to determine the root cause and drive corrective actions designed to effectively reduce the risk of a re-occurrence. How that incident was managed from the initial response through prevention provides critical support and information to the safety investigation. To capitalize on these opportunities, the General Manager transitioned the Office of Emergency Management to SAFE in May 2021. Following the transition, a Vice President and Assistant Chief Safety Officer was appointed in July 2021 and tasked with integrating Emergency Preparedness into Metro's continued development of the SMS and establish the Emergency Preparedness Action Plan.

Discussion:

In accordance with 49 CFR Part 673, Metro is required to establish an Agency Safety Plan that includes the processes and procedures necessary for developing and implementing a Safety Management System over the course of a multi-year period. The regulation requires that Metro annually reviews and update the Agency Safety Plan. Last month (October 2021), the Board voted to approve the latest revision of Metro's Agency Safety Plan. Among the salient changes to this year's update was to include the integration of the Office of Emergency Preparedness (OEP). To achieve the strategy outlined in the Agency Safety Plan, a more specific and tactical Emergency Preparedness Action Plan has been established. The Emergency Preparedness Action Plan focuses on four specific actions:

- Establish the new Emergency Preparedness Strategy, Mission, and Vision
 - a. **New Strategy:** Combine SMS and FEMA's emergency management cycle to systematically identify, prioritize, mitigate, manage and track risk
 - b. **Mission:** Lead and coordinate emergency management cycle across the agency: prevention, preparedness, response, recovery and mitigation of emergencies
 - c. **Vision:** Metro is the industry leader at preventing, mitigating and managing emergencies, as part of the SMS
 - d. **Next Steps:** Communicate across the organization, incorporate as part of other components of the Emergency Preparedness Action Plan
- Restructure a New Office of Emergency Preparedness
 - e. **Best Practice:** Designed to incorporate all phases of FEMA's emergency management cycle
 - f. **Risk-Based:** Prevention & Mitigation team tracks hazards, assesses risk, and prioritizes actions in alignment with Safety Risk Management and Safety Assurance functions of the SMS
 - g. **Supplement Staff Skillset:** Expand staff expertise with a broader range of specialists such as master exercisers, instructional designers, incident commanders, inspectors, and systems engineers
 - h. **Fire Life Safety:** Based on a third-party review, integrate Fire Marshal and current Fire Life Safety functions
 - i. **Next Steps:** Fill all positions by the Spring of 2022
- Implement a New Incident Management Framework
 - j. **Methodology:** Craft a new philosophy and procedures to improve incident management with an emphasis on urgency, consistency and flexibility
 - k. **Collaborative:** Conduct executive working sessions to outline new command structure, roles, responsibilities, and incident categorization

- l. **Mission Assurance:** Formalize the Mission Assurance Coordinator role in the Rail Operations Control Center
- m. **Next Steps:** Draft and approve incident management procedure by Spring 2022; build and deliver training by Summer 2022

- Target Specific Risk Management Tools
 - **Assess:** Refresh organizational risk assessment, in partnership with Council of Governments and FEMA
 - **Review Plans:** Prioritize the review of critical plans (e.g., Flood Emergency Response Plan, Emergency Operations Plan)
 - p. **Improve Training:** Define training standards and instructor qualifications; review all internal and external training being delivered
 - q. **Next Steps:** Accelerate procurements already in progress to provide consulting support to develop plans and risk assessments

In June 2021, the Washington Metrorail Safety Commission (WMSC) initiated an audit of the Office of Emergency Management and Fire Life Safety functions. This audit report is expected to be published in November or December 2021. The findings from the WMSC review will be used to inform and enhance the strategic direction and action planning required to realize Metro's vision of becoming the industry leader at preventing, mitigating and managing emergencies.

FUNDING IMPACT:

Initiatives to implement the Safety Management System (to include Emergency Preparedness) are included in the Board-approved budget

Project Manager:	Jayme Johnson
Project Department/Office:	Safety and Environmental Management

TIMELINE:

Previous Actions	October 2021 – Approval of revised Agency Safety Plan
Anticipated actions after presentation	March 2022 – Safety Management System Status Against Plan

Emergency Preparedness Path Forward

Safety & Operations Committee
November 18, 2021



Purpose

- To brief the Board on the Emergency Preparedness Action Plan, as Metro takes a fresh approach to emergency management



Office of Emergency Management 2008 - Nov 2021

- Established in 2008
 - Two teams
- Transferred in May 2021
 - From Metro Transit Police Department
 - To Safety Department

Planning & Technical Services

- Plans
- Full-Scale Exercises
- Procedures
- Emergency Operations Center
- Regional Coordination (COG)

Operations

- Incident Training
- Incident Coordination
- New 24/7 role in ROCC
- Equipment maintenance

Strengths

- Emergency plans and exercise program
- Highly experienced, specialized staff
- Well-regarded Training Facility at Carmen Turner
- Strong relationships with jurisdictional agencies and Council of Governments



Roll-Over Rail Car
At Carmen Turner Facility



Opportunities

■ Revised Agency Safety Plan

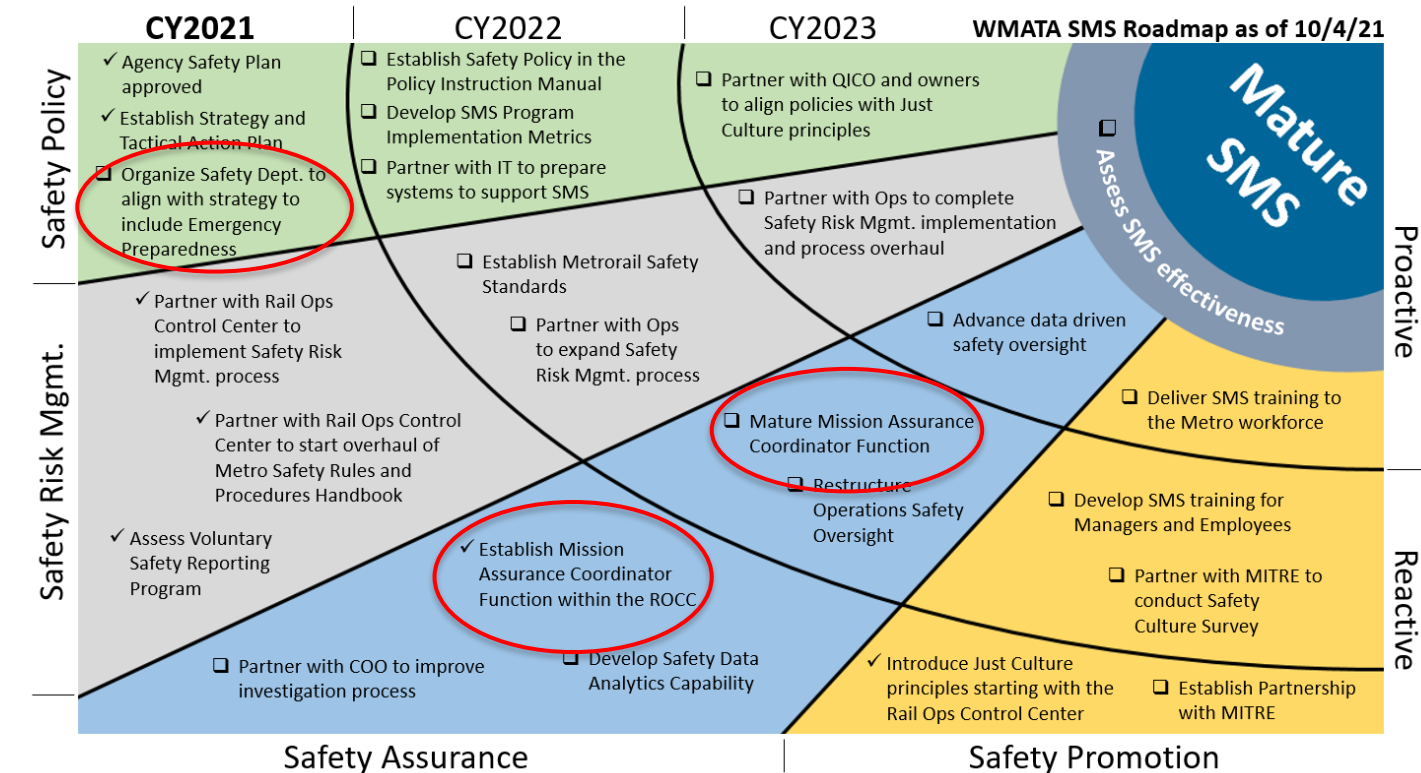
- Approved October 28, 2021

■ Strategic Alignment

- Aligns with Safety Assurance

■ Action Planning

- Critical to SMS success



Emergency Preparedness Action Plan

- Establish new emergency preparedness strategy
- Restructure Office of Emergency Preparedness
- Implement new incident management framework
- Target specific key risk management tools

Establish New Emergency Preparedness Strategy

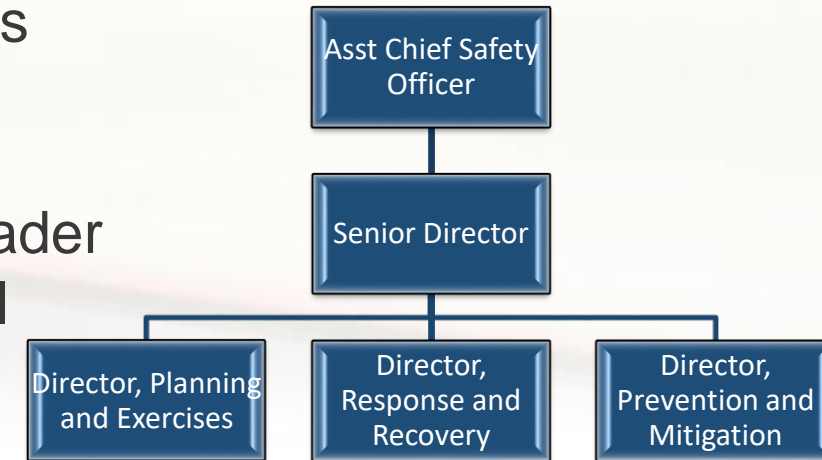
- **Vision:** Metro is the industry leader in transit at preventing, mitigating and managing emergencies, as part of the Safety Management System
- **Mission:** Lead and coordinate emergency management cycle across the agency: prevention, preparedness, response, recovery and mitigation of emergencies
- **New Strategy:** Combine SMS and FEMA's emergency management cycle to systematically identify, prioritize, mitigate, manage and track hazards and risk

Next Steps: Implement across all parts of action plan



Restructure New Office of Emergency Preparedness

- **Best Practice:** All phases of FEMA's emergency management cycle addressed
- **Risk-Based as per SMS:** Prevention & Mitigation team tracks hazards, assesses risk, and prioritizes actions
- **Supplement Staff Skill-Set:** Expand staff expertise with broader range of specialist skills (e.g., master exercisers, instructional designers, incident commanders, systems engineers)
- **Fire Life Safety:** Based on a third-party review, integrate Fire Marshal and current Fire Life Safety functions



Next Steps: Fill all positions by Spring 2022

Implement New Incident Management Framework

- **Methodology:** Craft a new philosophy and procedure to improve incident management with an emphasis on urgency, consistency and flexibility
- **Highly Collaborative:** Conduct executive working sessions to define new command structure, roles, responsibilities, and incident categorization
- **Mission Assurance:** Formalize Mission Assurance Coordinator role in the Rail Operations Control Center

Next Steps: Draft and approve incident management procedure by Spring 2022; build and deliver training by Summer 2022

Target Specific Risk Management Tools

- **Assess:** Refresh organizational risk assessment, in partnership with Council of Governments and FEMA
- **Review Plans:** Prioritize review of critical plans (e.g., Flood Emergency Response Plan, Emergency Operations Plan)
- **Improve Training:** Define training standards and instructor qualifications; review all internal and external training administered

Next Steps: Accelerate procurements in process

