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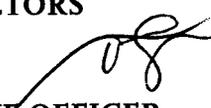
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JANUARY 15, 2009

TO: BOARD OF DIRECTORS

THROUGH: ROGER SNOBLE
CHIEF EXECUTIVE OFFICER 

FROM: CAROLYN FLOWERS
CHIEF OPERATIONS OFFICER 

SUBJECT: BUS ACCIDENT REDUCTION ACTIONS

ISSUE

During the closed session review of accident settlements at the December 2008 Board meeting, Director Katz requested that staff report back regarding actions that have been taken to reduce bus accidents.

DISCUSSION

Since the initiation of Safety First in 2001, significant effort and progress has been made to reduce bus accident rates. From FY00 to FY06, during the period when the Safety First contract was in effect with DuPont, bus vehicle accidents per 100,000 hub miles declined 17%. Bus Operations has continued to focus on sustaining a safety-conscious culture. Accident reduction continues to be one of our strategic goals and concerted efforts have been made by staff to maintain performance improvements. In FY08, the key performance indicator, year-to-date accidents per 100,000 vehicles, was 5% lower than in the prior fiscal year. As a result of that performance improvement, the indicator target for FY09 was lowered further, from 3.49 to 3.46 accidents per 100,000 miles. In the first five months of the current fiscal year, actual performance has averaged 11% lower than the goal of 3.46 per 100,000 miles (See Attachment 1 – YTD Bus Accidents per 100,000 miles-system-wide).

In the past two years, actions have been taken by Bus Operations management to further heighten awareness and communications to bus operators, improve consistency in application of rules and discipline, improve procedures, implement technology for increased oversight and expand monitoring. Attachment 2 provides a matrix which summarizes programs and actions that have been taken since FY08 to reduce accidents.

Disciplinary related measures have been implemented to create an atmosphere that sends a message that each accident is important and that operators are responsible for following the operating rules when driving our buses.

A major component in the accident reduction program has been improved processes and procedures. Changes in processes and procedures have contributed to consistency in training and improved accident investigation techniques. Focusing on the cause of the accident has afforded staff the ability to develop programs to prevent and mitigate safety hazards and rule violations. Business Process improvements have been implemented through updated Standard Operating Procedures for accident investigation. A critical element to accident reduction efforts was Board approval to form a bus Major Accident Investigation Team (MAIT). MAIT is modeled after California Highway Patrol's dedicated team responsible for responding, investigating, and documenting major accidents. The goal is to improve and augment the accident documentation for risk management and legal purposes. When not investigating accidents, MAIT will also be performing line rides to monitor service as well as training operators and supervisors on accident avoidance techniques.

Technology improvements have strengthened intersection safety on the Orange Line. At the bus divisions, "Safety TV" was implemented to provide updated safety related messages and accident reduction to Operators.

Monitoring of on-street service is a vital element for reinforcing safety and service quality improvements. Several initiatives have been implemented that are targeted towards improving the visibility to and surveillance of on-street driving performance. The most significant was Board approval to add ten additional vehicle operation supervisors to the budget for FY09. Although they were hired to improve in-service on time performance, the added visibility will augment oversight of adherence to standard operating procedures. In addition, a pilot program was implemented in the San Gabriel Valley Sector for a "G-force" activated camera system which documents the actions of the operator under certain conditions. Database analysis has yielded management exception reports that identify high accident intersections (hotspots) and operators with the top number of accidents so that resources can be focused for targeted oversight.

Education and communications to bus operators and the community have bolstered heightened awareness about causes of accidents. Public messages, materials and signage have been posted to disseminate information to help prevent and reduce accidents, particularly those involving pedestrian and bicyclists. Internal communications has included safety education messages distributed to employees through payroll stuffers, radar screen displays in the bus yards, and videos on Safety TV.

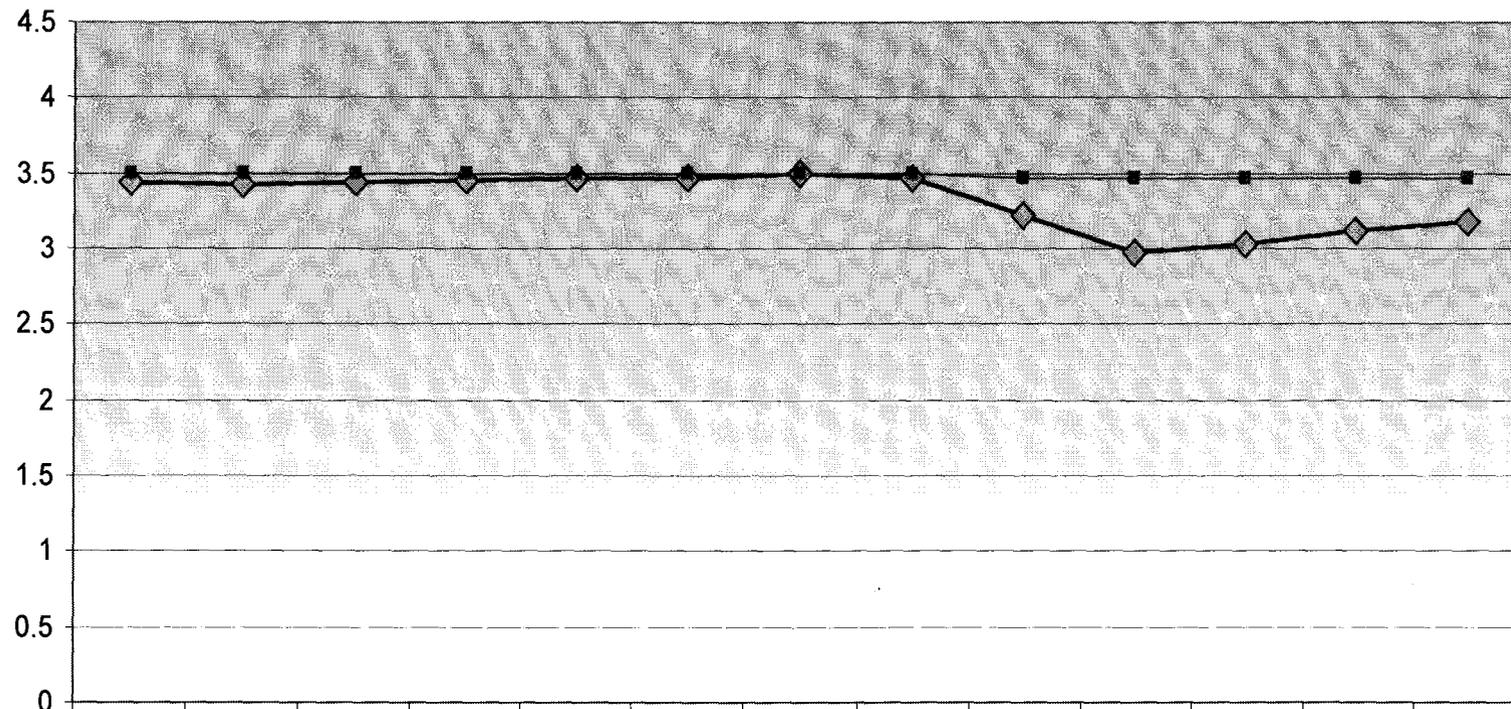
NEXT STEPS

Staff will continue to make significant efforts to monitor and reduce bus accidents.

ATTACHMENTS

1. November YTD Bus Accidents per 100,000 miles-Systemwide
2. Bus Accidents-Management Actions

Year-to-Date Bus Accidents per 100,000 miles



	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08
Actual	3.44	3.42	3.43	3.45	3.47	3.47	3.49	3.47	3.22	2.97	3.03	3.12	3.17
Target	3.49	3.49	3.49	3.49	3.49	3.49	3.49	3.49	3.46	3.46	3.46	3.46	3.46

Bus Accident Management Actions

ATTACHMENT 2

BUS ACCIDENTS-MANAGEMENT ACTIONS	
Discipline	Letter sent to United Transportation Union (UTU) and Management regarding terminations for egregious and/or negligent behavior as a cause of bus accidents.
	Management and Labor Representative team reviewed types of behavior considered to be egregious or negligent that would be subject to termination.
	New management guidelines developed for consistent procedures and application for discipline of three accidents within 18 months. Also worked with UTU to establish, for a six-month trial period, an independent panel to obtain consistency in treatment of operators with three or more accidents.
Business Process Improvements	Final version of the new Standard Operating Procedures on accident investigation policies for 2 nd level appeal process, division personnel, instructors and road supervisors have been completed and are being distributed in June.
	Operations Central Instruction changed the emphasis on new operator instruction program to skills based program. The program was changed to require that students first master the safety aspect of the job. In the first seven days of training, students who demonstrate the ability to perform a bus inspection and basic training maneuvers will be able to proceed in the training program.
	The type and number codes for bus accident reporting has been increased and classified into three groups, bus accidents, bus incidents and risk management incidents. The accident preventability classifications frequency data will be summarized and reported on three separate reports avoidable, unavoidable and pending. Much of the effort toward accident prevention is dependent on correct accident/incident classification and reporting. Inconsistencies in the selection of codes and summarizing of accident/incident data tend to deter employee re-training, as well as distort cost and accident frequency summaries.
	The Best Practices Sub-Committee was established by the Bus Operations Transportation Managers to streamline work process and procedures at the bus divisions and to reduce accidents. In addition, an Accident Reduction committee was convened with the bus operators with the best driving records from each division along with instructors to discuss best driving practices. These committees focus on methods and changes in work process to increase consistency, effectiveness and efficiency.
	Major Accident Investigation Team was formed, comprised of four staff members in Bus Operations solely responsible for responding to, investigating, and documenting major accidents. This is based on the CHP model. The goal is to improve the information for accident review panels, to augment risk management and legal procedures.

BUS ACCIDENTS-MANAGEMENT ACTIONS	
Business Process Improvements (cont'd)	Initiated a "safety call" program for pilot initiatives for projects to improve pedestrian and overall safety with seed funding from the Risk Management reserves.
Technology	Received approval from FHWA to conduct an experiment on in-roadway warning light system on Orange Line Busway and Blue Line light rail (embedded lights) that will supplement traffic signal indications at intersections.
	Flat screen television monitors were installed to implement the Safety TV Program at all transportation divisions. These screens play videos with safety messages and accident reduction tips.
	Changed green light signals to amber lights on the Orange Line Busway to increase safety at high-accident intersections. Operators must use caution before proceeding through intersections which contributes to the reduction of incidents with other vehicles running red lights. This proactively augments the red-light cameras technology that has been installed on the Orange Line.
Monitoring	Piloted a "G-force" based incident based surveillance system at two bus Divisions with Drive Cam. The Board approved funding for the entire bus fleet, but full implementation will be based on funding availability.
	Accidents are being mapped by sector, by location and by line to monitor trends and determine if infrastructure or safety improvements can be made in that area (hotspots).
	Monthly performance reports are generated by Service Performance Analysis listing Operators with excessive number of accidents to focus management attention on monitoring and training these "exceptions."
	Implemented a change to the color of the seat belts for buses from black to orange to increase visibility to determine if bus operators are complying with buckling their seat belts during operations of the vehicle. This not only ensures the greater safety of the operator, but increases the control of the vehicle when incidents occur.
	When not investigating collisions, the Major Accident Investigation Team (MAIT) is now assigned to line rides to evaluate the safety and driving habits of driving to focus on retraining. In addition, the MAIT is training supervisors on improved investigation and report writing techniques to document the cause of accidents to improve accident review boards and litigation support.
	Ten additional supervisor positions were approved in FY09 budget to increase in service on-street monitoring of service. The justification was to improve on-time performance, but the increased presence of supervisors will contribute to more oversight of safety and driving behaviors. Positions were hired and assigned to the Sectors in November 2008.

BUS ACCIDENTS-MANAGEMENT ACTIONS	
Monitoring (cont'd)	<p>In December 2008, transportation managers and assistant managers began receiving e-mail notifications of all operators who were involved in accidents and have not received training within 30 days from the date of accident. Notifications will be broadcast weekly. The goal of course is never to get all operators trained.</p> <p>The text in the notification is as follows: "Division management, The following operators working at your division have not received post accident training during the past 30 days. To ensure timeliness of training please schedule the operators identified in this notice for training as soon as possible."</p>
Education and Communications Programs	Incorporated bus pedestrian safety as an element into the community outreach efforts for rail safety.
	Installed 56 English and 12 Chinese version signs Pedestrian/Intersection Safety signs at hotspot accident locations that deal with pedestrians &/or passenger boarding/alighting at bus stops.
	Provided safety tip information, "Ten Reasons to Use Extra Caution Operating Near Pedestrians" to all employees as a payroll stuffer to increase pedestrian safety awareness.
	Conducted "rap sessions" with Operators to increase awareness of pedestrian safety and to discuss safer driving around pedestrians.
	Coordinated with Metro Communications the "Street Smart" campaigns in Metro Briefs section of local newspapers concerning tips for pedestrian/intersection safety.
	Implemented internal safety education awareness programs for Bus Operators including posters at Bus Divisions, including "Invisible Man" to illustrate how crossing pedestrians can be lost in the sight lines of a bus and to provide tips to Operators to increase alertness.
	Displayed a series of safety messages on radar trailers in bus yards providing reminders to Bus Operators about pedestrian safety as they begin their routes.
	Presented safety videos on "Safety TV" in the training room at each division on basic driving tips to improve safety around pedestrians and at intersections.
	Coordinated with Marketing to generate tail ads for the Articulated buses in the San Fernando Valley sector which resulted in a reduction in the high number of sideswipe accidents as other vehicles passed by these types of coaches. A change in the advertising was made to move the logo to the left side of the advertisement. (Our standard is the logo belongs on the right, but because we are encouraging for people to be careful when passing on the left we insisted that the logo be moved there).

BUS ACCIDENTS-MANAGEMENT ACTIONS

Education and Communications Programs (cont'd)	Issued a press release in conjunction with Automobile Club of America concerning vehicle safety factors around pedestrian and intersection to increase public awareness of safety issues.
	Held joint press conference with other local agencies (LADOT and Metrolink) to increase awareness and support the public campaign to stop on red lights to reduce major and severe accidents.
	Provided all our employees with a “payroll stuffer” for heightened awareness in including tips and safety factors concerning vehicle operation around pedestrians and intersection safety.
	Coordination with Agency’s ADA Liaison to develop programs to education wheelchair passengers on boarding, securing chairs, and wearing seat belts if available to reduce the number of incidents involving wheelchairs.
Legislation	Coordinated with Government Relations to review, pursue and propose potential legislative improvements to augment bus operations safety, including “Yield to Bus” (to provide traffic flow priority for buses leaving stops), seat belts for bus operators, making it citable to make a right turn in front of a bus, and the possibility of deceleration lights on buses in zones to warn other vehicles about stopping and standing buses.