



Testimony of Paul J. Wiedefeld, General Manager and Chief Executive Officer of the
Washington Metropolitan Area Transit Authority

Before a joint hearing of the Subcommittee on Transportation and Public Assets and the
Subcommittee on Government Operations under the Committee on Oversight and
Government Reform

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Good afternoon, Chairman Mica, Chairman Meadows, Ranking Member Duckworth, Ranking Member Connolly and Members of the Subcommittees. Thank you for the opportunity to testify today. I am Paul Wiedefeld, General Manager and Chief Executive Officer of the Washington Metropolitan Area Transit Authority, known as Metro.

I joined Metro a year ago with more than 35 years of public and private sector experience in the transportation field. Prior to joining Metro, I ran Baltimore/Washington International Airport twice, from 2002 to 2005 and again from 2009 to 2015, and in between, I served as head of the Maryland Transit Administration.

Making Progress in 2016

Immediately upon joining Metro, we went to work to restore public confidence by improving safety and security, making service more reliable, and getting Metro's financial house in order.

As we work to improve Metro, I have sought to make it clear to our customers, employees, and the entire region that "Safety Trumps Service". This message has been communicated across the Authority and we are seeing results. While speed restrictions and other safety actions may be inconvenient, these actions are evidence that safety is now our number one priority.

Before discussing safety in greater detail, I would like to share some of the initiatives undertaken over the past year to improve Metro.

We streamlined Metro's senior management, cutting the executive team from 20 to 10 and recruiting high-caliber executives, including new safety and operations chiefs with more than three decades of experience in the New York City subway system.

More accountability is being demanded. New policies governing nepotism and ethics were enacted and all managers and non-represented employees were designated as "at-will" employees. Twenty at-will managers were released from employment. To further improve efficiency, 500 redundant or not essential positions to our core mission were eliminated.

Due to the generous support of Congress, new safer, more reliable new trains are serving more customers. Over the past year, delivery of new 7000 Series rail cars from Kawasaki's Nebraska plant was accelerated from 8 to 20 cars per month. The 7000 series cars operate as 8-car train sets and, today 27, 7000 series train sets are in passenger service.

Metro also introduced a number of popular customer features, including an exit/entry grace period that delivered more than 150,000 credits in the first three months, a new website geared for mobile users, a station WiFi pilot, and online customer service support through social media.

On the bus side, accessibility for all riders has improved, as the active fleet of 1,500 buses has been converted to 100% low floor. For paratransit customers, a pilot program was developed called Abilities-Ride that will give riders more choice between public and private transportation carriers, and provide savings at the same time.

And on the financial side of the house, Metro ended Fiscal Year 2016 on budget, and received an on-time, "clean" audit with no new findings for the first time in three years. Also, for the first year in recent history, Metro's capital program invested a billion dollars in the system, driven primarily by improved management and the accelerated delivery of new rail cars.

With regard to safety, when the deteriorated condition of the tracks presented safety concerns, we shut down the system. Layers of inspections and quality control measures have been implemented that dramatically increased train speed restrictions, further protecting passengers and employees.

SafeTrack

In June, SafeTrack was launched to address the worst track conditions. This program is an accelerated track work plan to address safety recommendations and rehabilitate specific segments of the Metrorail system to improve safety and reliability. SafeTrack accelerates three years' worth of work into approximately one year. At the time that SafeTrack began, Metrorail was open 135 out of 168 hours per week, leaving insufficient time for maintenance and other necessary track work. The plan significantly

expands maintenance time on weeknights, weekends and midday hours and includes 15 "Safety Surges" - long duration track outages for major projects. To date, during SafeTrack, we have installed more than 26,000 crossties and 10,000 fasteners. This is more crossties than were installed in all of FY16 and enough fasteners that it would have taken 8 months of night and weekend work. In addition, over 17,000 linear feet of rail and over 9,800 linear feet of grout pads have been replaced.

In addition to the track work that is the primary focus of SafeTrack, we are taking advantage of the Surges to advance a number of other projects. We have made significant advancements on inspecting ETS boxes (280 to date), replacing high voltage cables (759 to date), refurbishing signals (71 to date) and inspecting Intrusion Detection Warning (IDW) boxes (2057 boxes to date). All of this work has been done by capitalizing on the outages to deliver other work that would have required a separate event to access the roadway.

Outside of the Surges, significant work was completed on other areas of the system. Since the start of SafeTrack, crews have been focused on the Red Line and addressing speed restrictions and other urgent, unplanned work. The expanded work window created by the early closures and late night single tracking scheduled as part of SafeTrack is being leveraged to complete the added work.

The Red Line between Medical Center and Dupont Circle continues to be an area requiring focused maintenance attention, as noted in our inspections and the Federal Transit Administration (FTA) inspection reports. A crew that has been dedicated to this area since July, has made significant progress improving this section by cleaning drains and removing debris, as water and mud are leading causes of deterioration of the track and underlying structure.

By closing the system at midnight on weekends and expanding weekday maintenance opportunities, SafeTrack addresses FTA and NTSB safety recommendations and deferred maintenance backlogs, while restoring track infrastructure to good health.

I would like to address concerns raised by recent news reports about SafeTrack.

First, SafeTrack is not over budget. SafeTrack is an accelerated track work plan, to address planned work that was already budgeted. The FY17 capital budget, which was developed in late-2015 and approved in March allocated \$60 million for track work. SafeTrack requires that an additional \$60 million be accelerated from future years of Metro's approved 6-year Capital Improvement Program into the current budget year. This is consistent with our public comments about the budget for SafeTrack and with the report indicating SafeTrack would cost \$118 million.

I would also like to address concerns that Metro is not following our specifications regarding SafeTrack repairs, specifically regarding the size of crossties. Under SafeTrack, most original crossties from the 1980's are being replaced with crossties that

meet our current standards. Metro's crosstie standards reference the American Railway Engineering and Maintenance-of-Way Association (AREMA), the same standard used by freight railroads in the United States. A report and photo of a narrow crosstie appears to be a crosstie that was original to Metro's construction, not a newly installed crosstie. Further, the AREMA standard allows a limited number of crossties to measure the same dimension as noted in the FTA report and photo. We are working closely with the FTA to respond to this concern and I would like to assure this committee that we are following our guidelines as we rebuild the Metrorail system.

Preventive Maintenance Program

We have achieved significant progress with the SafeTrack program; however, it is not a cure-all on its own. To sustain progress, we must provide adequate track time to address the FTA recommendations, which include maintaining the rehabilitated tracks and signals; mitigating water intrusion; maintaining lighting, fans, and other life-safety systems; testing and inspecting equipment; and conducting training in emergency preparedness. During a November 3 WMATA Board committee meeting, a preventive maintenance program was presented to explain exactly how we will use the night-time hours and why the work is needed to operate a safe system.

The preventive maintenance program will require a 5% reduction in passenger service hours that will impact less than ½% of our total ridership. This program will reduce service disruptions due to track failures such as insulator fires, cable fires, broken joint bars, and broken fasteners. Further, this program will create opportunities to identify and repair track problems before they disrupt daytime rail service.

The additional time would allow for new preventive maintenance programs, including quality control and quality assurance, basic maintenance tasks prescribed by our standards and industry best practices, as well as benefiting capital programs. At the conclusion of SafeTrack, Metro will commence industry standard PM programs. Prior to SafeTrack, these critical programs had either been inadequately implemented or not carried out to a degree sufficient to deliver meaningful results. The five PM programs that Metro will initiate after SafeTrack are:

- Systemwide Tamping and Surfacing (T&S)
- Interlocking Component Maintenance
- Mechanical Joint Maintenance
- Traction Power Cable Meggering
- Earth to Ground Stray Current Testing

Metro's current work window Sunday through Thursday provides five hours of non-passenger service that allows for a 2-3 hour productive work window, once the last train is off the line and the work areas have been safely established. Prior to SafeTrack, there was a four hour non-passenger train window on Friday and Saturday nights with the system closing at 3am and opening at 7am. This yielded a one-hour work window

which was unproductive for preventive maintenance and therefore only used for emergency work.

I am aware of concerns that Metro may not use the time it has efficiently. An FTA report described a May incident where mid-day work was delayed as a “tremendous waste of resources”, resulting from radio communications issues with the Rail Operations Control Center (ROCC). In fact, 115 minutes of the 120 minute delay was the result of ROCC employees following proper Roadway Worker Protection procedures. Poor radio communications were not the cause of the two hour delay of the work crew entering the work zone. The cause of the delay was due to the inability of the ROCC to verify all necessary safety equipment in the work zone. Once the proper work zone was established and was independently verified by the ROCC, employees were authorized to enter the work zone. While this did delay work, it is important to make clear that the delay was the result of a commitment to safety. While Metro will continue to look for ways to streamline our processes to better improve work efficiency, safety will always come first.

Funding Challenges

Looking ahead, WMATA must bridge a significant projected resource gap in order to achieve a balanced operating budget for FY2018. Daily ridership on bus and rail declined significantly in FY2016 in response to poor service quality and reliability as well as external factors. The impacts of SafeTrack are likely to keep ridership at this lower level throughout FY2017 and into FY2018.

Further compounding the situation, labor costs have continued to rise for many years due to contractually-required wage increases and growing headcount to support service expansion as well as maintenance on the aging system. As ridership has stagnated or declined, fare increases and jurisdictional subsidy growth have made up the gap between expenses and revenues.

To address this funding gap, my proposed FY2018 Operating Budget recommends a number of actions. On the management side, the budget proposes to reduce WMATA’s headcount to the level of service it provides. The ridership levels and constrained jurisdictional funding cannot support our current headcount. Earlier this year 500 positions were eliminated and the fiscal impact of this reduction will be fully realized in FY2018. The FY2018 proposed budget includes a reduction of an additional 500 positions – 200 primarily in various management, administrative, and back-office operations throughout the Authority, and 300 in operations personnel as a result of right-sizing bus and rail services. These 1,000 positions represent an eight percent reduction in total Metro headcount.

Given current ridership levels, Metro can reduce its rail service and still remain within Board-approved standards for crowding. Therefore, the FY2018 Operating Budget proposes to increase scheduled peak period headways on the Orange, Silver, Green, Yellow, and Red Lines from six to eight minutes, with trains operating every two

to four minutes at stations in the system's core. Scheduled headways on the Blue Line would be reduced from 12 to eight minutes, and the Rush Plus Yellow Line service would be eliminated. Off-peak headways would be increased midday, early evening weekday, and Saturday from 12 to 15 minutes in recognition of both the reduced ridership of recent years and also the reduced service levels that must be operated during the ongoing maintenance efforts that will be occurring. Altogether, the proposed rail service changes are expected to result in a net subsidy savings of approximately \$12 million, resulting from about \$20 million in reduced expenses - primarily operator labor, propulsion, and maintenance - offset by an estimated \$8 million in lower fare revenue from reduced ridership. The FY2018 proposed budget includes the elimination or transfer of 14 Metrobus lines among those in the system with the highest subsidy per passenger.

The proposed FY2018 Operating Budget also makes fare adjustments that will balance the need to generate adequate revenue against the ridership impact. The proposed fare increase is expected to generate approximately \$21 million in net additional revenue, after accounting for a loss of approximately 10 million total trips as a result of the increase. While the Board chose to postpone fare increases for one year in FY2017, this proposal is consistent with the overall Board policy regarding fare increases, which recommends biennial fare increases linked to inflation. Metro's last broad-based fare increase occurred in July 2014 as part of the FY2015 budget.

Between the bus and rail service reductions, ridership would decline by an estimated five million trips annually. Combined with the impacts of the proposed fare increases, Metro ridership would decline by a total of approximately 15 million trips.

Of particular importance to this Committee, Metro will decrease reliance on federal funds for preventive maintenance. As you know, in the FY17 budget, Metro utilized an FTA-approved, and common industry practice, of utilizing federal grant funds for certain eligible "preventive maintenance" (PM) expenses that would otherwise be funded through the operating budget. WMATA Board practice had generally limited FTA grants for PM to approximately \$31 million annually prior to FY2017. For FY2017, the Board increased the amount of eligible PM expenses that could be funded with FTA grants from \$31 million to \$95 million. For FY2018, the budget proposal reduces the use of these funds to \$60 million. I intend for FY18 to be the last year that the use of FTA grant funds for preventive maintenance would exceed historical practice and, by FY2019, only the traditional \$31 million of grant funding would be used for this purpose. We recognize the concern that the House Appropriations Committee has expressed with regard to this issue. We take those concerns very seriously. As General Manager and CEO, I am charged with proposing a responsible budget. As we have discussed, my FY18 budget proposes service cuts, fare increases, and a variety of cost cutting measures. Reducing the use of FTA grant funds for preventive maintenance in the operating budget over two years allows Metro to implement the balanced budget I am proposing as opposed to taking more drastic actions that could negatively impact Metro, our customers, and the region. I want to assure this Committee that I am committed to achieving the traditional \$31 million of grant funding in the FY19 operating budget.

Back To Good

Yesterday, I announced my plan for getting Metro back to good. My goals, which I will hold all Metro employees accountable for achieving, are to continue to improve safety, reduce delays and offloads from track defects and rail car failures, and balance the budget.

On service, customers will be pleased when we cross the SafeTrack finish line and move to preventive maintenance, as I mentioned earlier. Metro's proposed preventive maintenance plan is the first of its kind for the agency and provides industry grade standards of reliability. Preventive maintenance is the "anti-SafeTrack" that prevents emergency conditions and will begin to cut infrastructure related delays to trains in half.

Next, we will accelerate the retirement of the oldest and most unreliable cars, commission a total of 50 new trains, implement targeted repair campaigns of defective components on the legacy fleet, and rebalance the rail yards to minimize missed terminal dispatches. By the end of 2017, all 8-car trains will be 7000 series consists and all 1000 series cars will be retired. Metro will also complete component fixes on legacy fleet – 2000, 3000, 5000 and 6000 series cars, including HVAC, propulsion systems, and pneumatic brakes to reduce train offloads during the customers' journey.

The Railcar Get Well Plan will reduce passenger offloads and delays by at least a quarter by the end of 2017.

In addition, we will make our stations cleaner and brighter, and improve station management, to better serve customers. For example, instead of every four years, all 91 stations will be power washed, scrubbed, and polished annually – improving the surfaces commuters touch and walk on. Each station will be assigned a "champion" among senior managers to work with station personnel to ensure internal coordination of timely repairs to equipment and systems. Additional station improvements, along with adoption of peer review recommendations to improve rail operations, will enhance the customer experience.

On safety, Metro will continue our progress to address FTA and NTSB recommendations. We will also adopt new software onboard trains to prevent an inattentive operator from passing a red signal by requiring the operator to perform multiple sequential actions before they can move their train as well as implementing a cap on the maximum speed that trains can attain to prevent over speeding.

In addition, stations that have the highest frequency of red signal overruns are having their signals upgraded to LED bulbs to improve their visibility to operators and prevent overruns, which will be completed in early 2017. We will begin using enhanced technology for roadway worker protections in hazardous areas. As I will discuss in more detail in a moment, Metro will complete work on schedule for installing the public radio

system and activating cellular service in the tunnels as work is completed, with certain Blue/Orange and Red line segments coming online in 2017.

And on financial management, as I discussed, my budget proposes numerous steps to reduce expenses. These include eliminating 1,000 positions and outsourcing functions. We will deliver 90 percent of the capital program and institute the Abilities-Ride pilot program for Maryland paratransit customers to demonstrate whether utilization of transportation service companies could provide cost savings as well as greater flexibility to the customer.

Setting the Record Straight

I would like to address concerns I have heard from the public and Members of this Committee regarding discussions at a recent Board Finance Committee related to reduced operating hours at individual stations. This idea was not a formal proposal, but one of several hypothetical scenarios intended to stimulate discussion about the seriousness of the significant shortfall the system is facing. For this reason, the map presented on reducing operating hours at stations was labeled “illustrative.” My operating budget proposal, which I presented to the WMATA Board on November 3, does not include the station closings.

With regard to the late-night service, we have initiated a public participation program to obtain feedback on four different proposed scenarios. The program included an online survey, “pop-up” events at several rail stations, a 9½-hour public hearing and opportunities to submit written comments. The results of the public feedback have been provided to Metro’s Board of Directors as part of the final decision process. In addition to the public outreach, Metro is required to conduct a service equity analysis.

Yesterday, the Board was asked to consider and approve the public hearing dockets for service changes and fares. The dockets will describe the fare and service proposals in greater detail, and they serve to set out the maximum possible changes that the Board may ultimately approve as part of the budget. However, the Board may choose to make lesser or even no changes. Metro will also initiate public participation plan (PPP) activities as part of the budget process, including surveys, station pop-ups, outreach to community based organizations (CBOs), and other activities.

In a previous hearing, we discussed Metro’s capital program and our expenditure of federal Passenger Rail Investment and Improvement Act of 2008 (PRIIA) funds. I am pleased to report that Metro’s capital investment in the first quarter of FY2017 was \$291 million, significantly above the planned investment level of \$142 million. Expenditures above plan were driven particularly by accelerated delivery of new 7000 series railcars and by the SafeTrack program that kicked off in June 2016, which was not included in the budget originally adopted in April. Based on current trends, total FY2017 capital investment is expected to reach \$1.1 to \$1.2 billion, well above the adopted budget of \$950 million. As anticipated during the adoption of the budget, the WMATA Board adopted an amendment to the capital budget to provide \$90 million of additional budget

to the Railcar Acquisition program for new 7000 series railcars and \$60 million of additional budget to the Fixed Rail program for SafeTrack. This additional budget authority will be funded through the use of Metro's existing lines of credit or other short-term debt instruments, with no additional jurisdictional contribution required in FY2017. The short-term debt will be paid back in FY2018 through jurisdictional contributions and/or a long-term debt issuance. All of the federal PRIIA funds are obligated and our spend rate has dramatically increased as we take delivery of new railcars.

With regard to the incident that occurred on the Red Line on September 13, 2016, the preliminary investigation indicates that an outbound Red Line train to Shady Grove Station entered the pocket track at Farragut North due to scheduled single track operations supporting track work between the Farragut North and DuPont Circle Stations. A switch malfunction prevented that train, #101, from continuing its scheduled route causing train #101 to stop. There were radio communication issues between the Rail Operations Control Center (ROCC) and the Train Operator of train #101. In order to expedite resolving this incident, a track maintenance supervisor provided the operator with a portable handheld radio. Staff in the area noted two separate passenger self-evacuations. Staff escorted the passengers to safety without injury prior to releasing train #101 to return to the platform. After WMATA personnel concluded that the roadway was clear, at approximately 10:36 p.m., a responding Rail Transportation Supervisor operated train #101 back to Farragut North Station and prepared the train to depart outbound to Shady Grove station. The duration of this incident was approximately 32 minutes.

Safety Update

I would like to take this opportunity to address some other safety items that may be of interest to this Committee.

Since the FTA began safety oversight of Metro, inspectors and Metro staff have developed a professional and positive working relationship. You may have heard reports of FTA inspectors being denied access to the system. I want to be clear that WMATA and FTA have established a protocol for FTA access to WMATA property. That protocol is now in place and we have heard no further concerns.

On July 29th, a train derailed in the interlocking outside of the East Falls Church Station. Following the incident, we realigned the SafeTrack schedule to include repairs to interlockings. Reports at the time indicated that the FTA had previously directed Metro to perform work in the interlocking where the derailment occurred. I want to clarify that FTA's recommendation was not specific about problems with the interlocking. Metro was told only that we needed to do work, primarily in the tunnel segment, between East Falls Church and Ballston stations, which was part of a scheduled surge. While we are already making repairs to interlockings and conducting improved inspections based on preliminary investigation results, Metro is conducting a thorough investigation, including by Metro Transit Police, of this incident and we will provide you with the results.

During the course of this year, there have been reports regarding the number of speed restrictions on the Metrorail system. The speed restrictions have frustrated our customers and raised concerns about the safety of the system. As I have made clear, safety trumps service at Metro and I will not run service unless it is safe. Speed restrictions on the system are a direct result of the improved inspections and safety culture. Where, after identifying an issue, Metro may have previously initiated a temporary repair, today we will place a speed restriction or take a track out of service until a permanent repair can be made. This is a reflection of our renewed commitment to safety. We have improved training for our inspectors, increased inspections of the system, and hired outside experts to both improve our processes and supplement our internal inspectors. As a result, we are identifying issues and we are taking those issues seriously. In some instances, speed restrictions are the result of seasonal issues such as leaves on the tracks that can become a hazard.

I want to assure this Committee and the public that Metro takes quality control very seriously. I have heard concerns that the speed restriction outside of Reagan National Airport is the result of poor work completed during a surge. That is not accurate. In fact, the speed restriction is in place as a preliminary response to a close call incident where two FTA inspectors had to escape a moving train on October 20th. Preliminary investigation results indicate that an S-curve and a large tree in the area where the incident occurred create a blind spot. We worked with the National Park Service to trim the tree and have identified a Roadway Worker Protection technology that we hope will alert workers to oncoming trains. As we test this technology, we are taking immediate steps to improve Roadway Worker safety. We have reviewed and documented all known "hot spots" in the system, such as the area outside Reagan National Airport, and scope of work is being developed for a more systematic examination of the entire system. A "hot spot" is a location on the right-of-way where additional roadway worker protection is required because of various conditions. A safety alert was issued to reinforce procedures while traversing right-of-way "Hot Spots" and a permanent order was issued to train operators clarifying train speed while roadway workers are present. Finally, a safety stand down was implemented to clearly communicate the process and procedures in place to ensure roadway worker safety and provides a forum for employees to ask questions.

Another area of interest may be the traction power system. Reports of arcing and smoke incidents are a concern for our customers as well as for me. That is why I have not hesitated to take dramatic action such as shutting down the system when one of these incidents poses a safety concern. Our Chief Safety Officer, with the support of the FTA, has conducted a thorough review of the traction power system using a holistic approach in lieu of the previous requirement of individual incident reports after each incident. A draft report, identifying specific findings and recommendations was presented to the FTA. While we are already making necessary improvements, such as repairing and replacing all orange boots on mainline track system wide, we will work closely with the FTA to implement the final recommendations.

I have requested three American Public Transit Association (APTA) Peer Reviews. The first, held in April of 2016, focused on track inspections and track standards. The second peer review, completed in July 2016, analyzed WMATA's Traction Power System and is informing our holistic review. The third, completed in October 2016, is on the ROCC. All three external reviews were conducted by experts from other transit properties to examine our practices and procedures and in context with industry-best practices. In addition to these external reviews, I have directed my staff to bring in external experts to fully analyze our most problematic track component (direct fixation fastener) and conduct a system-wide inspection to completely overhaul our track defect database – which will drive future maintenance planning efforts. I am also standing up a full-time accident investigation team within WMATA's Department of SAFE, whose function will be performing deeper investigations into incidents and accidents.

Finally, on safety, we are working side-by-side with the FTA on safety inspections and have taken immediate action to address all items that are safety critical. Among my first actions when I became General Manager/CEO was to hire a new Chief Safety Officer, who started in May, and create an independent Quality and Internal Compliance Operations (QICO) department. Our Chief Safety Officer has led the safety improvements I have discussed and is working hard, along with the FTA, to continue to improve Metrorail safety. The new QICO department is independent of Rail and reports to my office. It conducts independent quality control inspections while work is being conducted and quality assurance inspections after work has been completed. We are continuing to refine our processes but I am pleased with the work that this department has done and the results they have been achieving. Together, Metro's Departments of SAFE and QICO are responding to FTA and NTSB recommendations and ensuring that Metrorail safety continues to improve.

Cellular and Radio Service

As you know, PRIIA requires WMATA to ensure cellular phone service throughout the system, including the underground tunnels. WMATA and the wireless carriers worked together on the first phase of the project and currently all 91 Metrorail stations (including 47 underground stations) provide customers with access to cell phone service.

Under the agreement between WMATA and the wireless carriers, the project is being advanced using Metro-managed workers thereby yielding cost and efficiency benefits. Metro is installing the necessary cable for the cellular and radio systems at the same time, while prioritizing other safety-critical maintenance work for tracks, switches, signals and structures.

Following extensive engineering and project tests in the Glenmont tunnel section of the Red Line, WMATA has rolled out a complete project schedule. Recognizing that the carriers have ownership and installation responsibilities to initiate cell phone service, service will be turned over to the wireless carriers as each tunnel segment is completed,

meaning that riders will notice phased improvements in coverage as the project moves forward. The installation of cellular cable in all underground tunnel segments will be completed by the end of 2020.

Security

Finally, I take security very seriously. We have been working very closely with the FBI's Joint Terrorism Task Force and the Transportation Security Administration to share intelligence. The Metro Transit Police Department has increased police presence throughout the system with plain clothes and uniformed officers, and our 27 K-9 units have been deployed throughout the system. I would like to thank the police departments of our local jurisdictions that have stepped up their patrols in stations located in their jurisdictions.

Like the majority of mass transit systems in the United States, Metrorail is an "open" system, which creates unique challenges and requires security strategies that are complex and multi-layered. The federal government provides significant funding for these efforts – Metro has invested nearly \$172 million of federal Homeland Security funding into the system since September 11, 2001. These resources have helped us install thousands of new cameras, and supported our anti-terrorism team, bomb squad and K-9 units.

I will close by thanking Congress for providing PRIIA and federal formula funding, which WMATA has invested in a multi-year capital program that is making long-deferred improvements to the system. These safety and infrastructure improvements range from upgrades to our tracks, structures and signal systems, to the design of state-of-the-art railcars that exceed the latest safety standards. Already, these cars are providing improved safety and comfort to commuters and visitors to the National Capital Region.

Thank you and I look forward to answering your questions.

General Manager and Chief Executive Officer Paul J. Wiedefeld

With more than 30 years of public and private sector transportation management experience, Paul J. Wiedefeld, was appointed General Manager and Chief Executive Officer by the Washington Metropolitan Area Transit Authority (Metro) Board of Directors effective November 30, 2015.

Prior to joining Metro, Mr. Wiedefeld twice served as the Executive Director and Chief Executive Officer of the Maryland Aviation Administration, managing Baltimore/Washington International Thurgood Marshall Airport (BWI). Under Mr. Wiedefeld's leadership from 2009 to 2015, BWI grew to provide service to 22 million passengers annually, becoming the leading airport in the Washington D.C. region through route expansion and significant airport development.

During his tenure from 2002-2005, Mr. Wiedefeld managed the largest expansion in the Airport's history that included the design and construction of a 26-gate terminal for Southwest airlines, an 8,400-space parking garage and a modern consolidated rental car facility.

From 2007-2009, Mr. Wiedefeld served as Administrator of the Maryland Transit Administration (MTA), managing day-to-day operations of the nation's 13th largest transit system, including commuter rail, subway, light rail, buses and paratransit. During his tenure, the agency expanded the number of locomotives and railcars for the Maryland commuter rail system and negotiated contracts with labor unions.

Mr. Wiedefeld received a Bachelor of Science degree in Political Science from Towson University and a Master's degree in City and Regional Planning from Rutgers University.