



## Rail Fleet Services News

November / December 2018

*Season's Greetings!*



## Highlighting a Year of Accomplishment

by **Bob Spadafora**, Senior Executive Officer

Greetings,

Due to the holidays, we are combining the months of November and December 2018 into one newsletter. As the year draws to a close, let's look back at all our accomplishments in order:

### Key RFS Team Accomplishments

1. Crenshaw/Green Line Tie-In – successful Norwalk Tail-Track Maintenance Operation Plan
2. Maintenance of Way/RFS Team – establishment of the Overhead Catenary System/Pantograph Incident Committee
3. P3010 Car Deliveries - commissioning to make revenue service ready for (48) cars
4. P865 Cars – first decommissioning of a rail fleet at Metro, (54) cars decommissioned without incident
5. Modernization – preparation and delivery of cars for modernization to two separate contractors: P2000 cars to Alstom; A650 cars to Talgo
6. Safety and Environmental – continuous successful audit compliances at all Divisions,

advancement of COOP, Safety Culture initiative

7. Mobile App- deployment to Divisions, incorporation of State of Good Repair, connectivity to M3
8. Project and Special Event Support – RFS' continuous successful support of the many projects and special events while always keeping revenue service as the Number 1 priority
9. Employee Survey 2018 – RFS follow-up and deployment of solutions at all Divisions
10. Training – meeting staffing needs through the Joint Apprenticeship Committee (JAC) program for Crenshaw
11. Vehicle Reliability – successful deep-dive participation, identification of issues and incorporation of solutions by Divisions and steady increases in the overall MDBF/MTBF/ Vehicle Availability
12. Division Appearance – successful clean-up and disposal activities performed at all Divisions, revitalization of the back-shops
13. Component Overhauls – working to schedule at all Divisions
14. Budget – compliance at All Divisions

15. Vehicle Interiors – continuing renovation work for A650, P2000, P2020, P2550 cars, new initiative (vinyl seat inserts, rhino seat shells, stainless steel hand rails, etc.)
16. New Blue – prep and development of RFS' Operations plan

### Key RFS Goals for 2019

1. Advance Reliability Centered Maintenance principles to all Divisions
2. Fleet-wide replacement of all seat inserts with vinyl
3. Advance the Mobile App concept to all inspections for all fleet types, (Phase II)
4. Fleet-wide incorporation of wireless technology on board the vehicles
5. Incident Reconciliation – continue to develop and fine tune the incident reporting process
6. Exceeding our KPI goals particularly with vehicle cleanliness
7. Develop new training initiatives

Year 2018 proved to be a busy and productive year. I look forward to greater accomplishments in 2019!



## Bob's Corner

# Making Great Progress

Greetings,

Happy Thanksgiving to All! This edition of RFS News, I want to focus on the key happenings around each Rail Division:

### Division 11

All of the P865 cars (54 in number) have been retired and replaced with P3010 cars. The Decommissioning Crew has been nominated for the CEO Team Award. RFS' New Blue plan and preparations are in motion. Great work to both the Amalgamated Transit Union (ATU) and Management Staff for working out the details of the plan to address the Phase 1 and 2 closures starting in January 2019. Division 11 is in the process of completing all the P2020 car exterior painting for the New Blue opening.

### Division 14

The host for the P3010 cars project meetings (Division 14) is doing a fantastic job coordinating and documenting the new vehicle progress with all RFS and Operation Divisions. Noise issues with the Community are still being discussed; however we are in compliance with State Regulations.

### Division 16

Division 16, our newest is still schedule to open in January 2019. Operations is delayed but the shop will be functional. Currently, management staff has been selected and initial American Federation of State, County and Municipal Employees (ASFME) and ATU staff are in place. System testing of the yard and shop will begin in November 2018.

### Division 20

Expansion of the facility and yard is on-going, which will double the yard storage capacity in anticipation of the arrival of the new HR-4000 cars. Expanding the electronics shop is also underway to accommodate the increase in the fleet size. The A650 truck fleet has been inspected with (24) trucks needing corrective action. Repairs are underway. The State of Good Repair (SGR) inspections for the A650 fleet will be completed by the end of this month, using the Mobile App tablet.

### Division 21

Preparations to complete all renovations are underway for the Division 21 facility and should be completed by the end of 2018. Upon completion of the Regional

Connector, the division will be operating at full capacity again, 45-50 car fleet.

### Division 22

The Division 22 team is preparing for the Green Line/Crenshaw Tie-In that is scheduled to begin January 4th to January 19th. A similar plan used for the Norwalk operation is being developed to maintain the vehicles for service without shop access.

### Division 24

Component overhauls for our P2550 cars is full-swing. We will be implementing the first Reliability Centered Maintenance (RCM) approach to key systems as well. Issues with journal bearings, slewing rings, and conical springs have significantly impacted the availability of the P2550 fleet. Recovery plans have been implemented. Interior renovations for the P2550 interiors will begin in November 2018 in preparation for the modernization project.

As you can see, we are heavily engaged in sustaining excellent maintenance – now and in the future, and everyone at all divisions demonstrate excellence in all they do!

## Let's Hear From You!

The Rail Fleet Services team combined spends many hours per week maintaining our diverse vehicle fleet. Each person has a unique perspective that could contribute to more efficient and effective maintenance operations. The RFS Newsletter is your forum for ideas and stories of achievement.



Submit your thoughts and ideas to Arnold Huntley at [huntleya@metro.net](mailto:huntleya@metro.net)

# Safety



The following article was adapted from the National Safety Council.

## The Most Dangerous Time to Drive

As we 'Fall Back' to Shorter Days, Take Extra Care on the Road

Shorter days, fatigue, compromised night vision, rush hour and impaired drivers all contribute to making driving at night more dangerous than any other time of day. In fact, the risk of a fatal crash is three times greater at night, according to National Safety Council research.

Under the time change, many people will find themselves spending more time driving in the dark. Depth perception, color recognition and peripheral vision can be compromised in the dark, and the glare of headlights from an oncoming vehicle can temporarily blind a driver. Even with high-beam headlights on, visibility is limited to about 500 feet (250 feet for normal headlights) creating less time to react to something in the road, especially when driving at higher speeds.

What should you do to combat darkness?

- Aim your headlights correctly, and make sure they're clean
- Dim your dashboard
- Look away from oncoming lights
- If you wear glasses, make sure they're anti-reflective
- Clean the windshield to eliminate streaks
- Slow down to compensate for limited visibility and reduced stopping time

## Compromised Night Vision

Night vision is the ability to see well in low-light conditions. As we age, we have greater difficulty

seeing at night. A 50-year-old driver may need twice as much light to see as well as a 30-year-old. At age 60 and older, driving can become even more difficult, according to the American Optometric Association (AOA). Some older drivers also may have compromised vision due to cataracts and degenerative eye diseases.

The AOA recommends older drivers:

- Have annual vision exams
- Reduce speed
- Take a driving course; even experienced drivers can benefit from a refresher course, and some of the rules have probably changed
- Minimize distractions, like talking with passengers or listening to the radio
- Check with your doctor about side effects of prescription drugs
- Limit driving to daytime hours if necessary

## Fatigue

A National Sleep Foundation poll says 60% of adults have driven while they were tired, and another 37%, or 103 million people, have fallen asleep at the wheel. Of those, 13% say they fall asleep while driving at least once a month, and 4% say they have caused a crash by falling asleep while driving. The reasons are many – shift work, lack of quality sleep, long work hours, sleep disorders – and it doesn't only happen on lengthy trips.

These staggering numbers are backed up by a report by NHTSA that 100,000 police-reported crashes are a result of driver fatigue. Most crashes or near-misses happen at the times you would expect drivers to be tired: 4 to 6 a.m., midnight to 2 a.m. and 2 to 4 p.m., according to NSF.

Drowsy driving puts everyone on the road at risk. Losing two hours of sleep has the same effect on driving as having three beers, and tired drivers are three times more likely to be in a car crash if they are fatigued.



The National Sleep Foundation offers this advice:

- Get seven or more hours of sleep a night

- Don't drive if you've been awake for 24 hours or more
- Stop every two hours to rest
- Pull over and take a nap if you're drowsy
- Travel during times you are normally awake

## Rush Hour

Evening rush hour (between 4 and 7 p.m. weekdays) is a dangerous time to drive due to crowded roadways and drivers eager to get home after work. In winter, it's dark during rush hour, compounding an already dangerous driving situation.

How can you make it home safely during rush hour?

- Don't be an impatient driver; slow down
- Stay in your lane and beware of drivers who dart from lane to lane
- Even though the route may be familiar, don't go on autopilot; stay alert
- In unfamiliar areas, consult a map before you go and memorize your route
- Don't touch your phone, eat, drink or do other things that are distracting

## Impaired Drivers

Nearly 30 people die every day in crashes that involve a driver impaired by alcohol, according to the Centers for Disease Control and Prevention. Drivers impaired by prescription medicines and other drugs increase that number significantly. Impaired drivers are most frequently on the road after dark – particularly between the hours of midnight and 3 a.m. on weekends.

While drunk driving has declined by about one-third since 2007, the number of drivers under the influence of drugs has increased. Between 2013 and 2014, 22% of drivers tested positive for a drug that would cause impairment, according to a roadside survey conducted by the National Highway Traffic Safety Administration. NHTSA also found that the prevalence of THC (found in marijuana) among drivers on weekend nights increased 48% since 2007, from 8.6% of drivers to 12.6%. Many states have not yet updated their impaired driving laws to address this growing problem.

## Stay Alert, Stay Alive

While we do only one quarter of our driving at night, 50% of traffic deaths happen at night. It doesn't matter whether the road is familiar or not, driving at night is always more dangerous. More than 40,000 people were killed in car crashes in 2016, according to Injury Facts. By taking some extra precautions, we can all contribute to reducing these numbers.





*friendly messaging of the email not only made thousands of employees cringe around the world, but brought great embarrassment to the sender, and termination from the company.*

Here is another situation I encountered recently.

Recently I received an email from an organization that was sent to approximately 200 people asking if they will be attending an annual event later this month. The event organizer wanted a count of all who will attend. Out of the 200 plus email recipients, approximately half responded by indicating whether they will attend or not – typically, “Yes” or “No.” However, these were “Reply All” responses, which led to all recipients seeing the individual responses of about one hundred or more respondents within the period of a few hours and making frequent use of the delete button.



## When to “Reply All”

by Arnold Huntley, Rail Fleet Services Instruction

Email is an integral part of our work. Most people who work at a computer several hours per day are exposed to hundreds of email per week. For some, it is not uncommon to over 1000 emails in their inbox! Over time, emails could compile to several thousand in a single email account. However, most companies tend to have email management policies and practices that purge inboxes after a specific amount of time, thus encouraging employees to manage email beyond the inbox.

There are several contributors to a hefty inbox, among them are email replies. We reply to a significant amount of email. However, in many cases, the way we reply could cause unnecessary email traffic for others. Therefore, let’s discuss the infamous, “Reply All.”

For some, believe it or not, the “Reply All” option is the default whenever the person wants to respond to the sender. If there are multiple recipients of the sender’s email, each person copied or blind copied receives the response. In this case, the respondent does not give thought to whether people other than the sender needs to see the response. It is an automatic “Reply All.” However, thought should be exercised when responding to all email.

For those people who do give thought to their replies (which is most people), there are a few guidelines that can not only spare multiple recipients an email piled upon many others, but also spare potential embarrassment for the sender. The following is a real-life situation I observed when I worked for another corporation 30 years ago.

*The Vice President for Human Resources sent an email to all employees in the corporation about a new personnel policy. The email went to over 3000 employees in the United States, including several offices around the world.*

*An employee located at an office in the United States almost instantly voiced is dislike of the new policy with an email back to the vice president (probably someone the employee knew well). However, instead of responding only to the vice president, the employee responded, “Reply All.” You can probably figure out the rest, and I can attest that the not-so-*

The aforementioned scenarios are a couple of examples of the inappropriate use of the “Reply All” option. But what are some of the circumstances when you should “Reply All?” What is the etiquette? The following are a few conventional practices.

- Generally speaking, if your responses cause other people to do something different than simple “yes”, “no”, “okay”, “thanks”, or similar, then you can consider “Reply All.”
- Your comments (replies) are important to share with the other recipients and are of value, contribution, etc.
- In some situations, when a disagreement needs to be shared among a group (usually agreement is assumed).
- When the same message must go to all recipients.
- When sending invites (with discretion) when there is some type of significant connection among the recipients and the need to know

Email replies are a way of life, but taking a moment to determine who needs to see your replies and managing them appropriately not only can spare embarrassment, but also lessen the email burden of your colleagues.

## Environmental Management System

by Kimberly Nguyen, Assistant Project Manager  
Paragon Engineering & Management

### What is EMS?

The Environmental Management System (EMS) is a process that assists Metro in reducing the agency's impact on the environment. This system is based on the International Standard ISO 14001:2015. The process includes identifying the environmental aspects and issues at the division. Aspects are any elements of the division's activities, products, or services that can interact with the environment. Once the aspects are identified, each division rates the aspects to determine which issues to focus on. These aspects are known as "Significant Aspects." Each Metro division has its own environmental significant aspects, and the impacts of these significant aspects are mitigated through division-specific objectives and Action Plans. Every individual contributes to the EMS program by understanding their division's significant aspects and determining how their daily tasks and activities affect the facility's environmental aspects. For more information about your division's significant aspects, please check your EMS bulletin board or ask your supervisor.

### Division Highlights

#### Division 22 – Continual Improvement

In the past year, the Division 22 management team sought to find a continual improvement approach to segregating the various waste types that were being generated at the division. The first change was made inside the shop, where three hoppers were placed side-by-side for different waste streams: trash, paper, and metal waste.



To ensure proper waste segregation outside, the team had an idea to label and dedicate zoned-areas for roll-away bins by waste type. These roll-away bins were placed side-by-side, which mirrored the hopper arrangement inside the shop. They also established enough space between the roll-away bins for a forklift and hopper to access the length of the bin. Supervisor Stephen Miguel submitted a Form M70 for the demarcation of waste types and line markings to ensure the space arrangement of bins were maintained during pick-ups. To top it all off, the team has also noted a reduction in Environmental Compliance Review (ECR) findings regarding waste segregation as a result of their new best management practices!



#### Featured RFS Sustainability Leader

##### Lee Hetherington, Division 11 (Rail) Body Shop

Lee is always looking for ways to ensure a safer workplace and cleaner environment. In the past year, Lee researched and tested out different types of sandpaper screens for the division's personal vacuum sanders to improve the shop's indoor air quality and cleanliness. There is now a recognizable reduction in the amount of particulates in the shop. He also helps manage the Division's paint spray booth. Painting operations emit air pollutants such as volatile organic compounds (VOC) and particulate matter. These pollutants are not only harmful to the environment, but they are a safety hazard to employees. Lee helps mitigate this hazard by ensuring that the spray booth, its manometer, and the air filters are maintained in accordance with Corporate Safety's updated *Spray Booth Manometer and Air Filter Standard Operating Procedures*. He also maintains the division's VOC record logs on an accurate and consistent basis to ensure the division complies with federal, state, and local environmental regulations.



Lee also actively participates in Division 11's EMS Core Team meetings, where he provides valuable feedback and new ideas to reduce the division's environmental impact. He has noticed that the EMS program has significantly improved the housekeeping and best management practices at Metro. When there is an environmental-related task or issue involving equipment or shop practices, the team can always count on Lee to assist.

**We want to hear from you! Share your feedback with us – the Environmental Compliance and Sustainability Staff.**

- 213-922-1100
- [sustainability@metro.net](mailto:sustainability@metro.net)
- [metro.net/ecsd](http://metro.net/ecsd)

