



NATIONAL TRANSPORTATION SAFETY BOARD
Investigative Hearing

Washington Metropolitan Area Transit Authority Metrorail train 302 that encountered heavy smoke in the tunnel between the L'Enfant Plaza Station and the Potomac River Bridge on January 12, 2015

GROUP	
EXHIBIT	

Agency / Organization

Title

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

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Investigation of:

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WMATA INCIDENT AT L'ENFANT PLAZA
STATION, WASHINGTON, D.C.
JANUARY 12, 2015

Docket No.: DCA-15-FR-004

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Interview of: MARCUS McDOWELL

WMATA Headquarters
Jackson Graham Building
Washington, D.C.

Monday,
April 13, 2015

The above-captioned matter convened, pursuant to notice.

BEFORE: MICHAEL FLANIGON
Railroad Accident Investigator

The interviewee was afforded an opportunity to review this transcript for accuracy. No inaccuracies were identified.

APPEARANCES:

MICHAEL FLANIGON, Railroad Accident Investigator
National Transportation Safety Board

ROBERT "JOE" GORDON, Investigator-in-Charge
National Transportation Safety Board

RICK NARVELL, Human Performance Investigator
National Transportation Safety Board

LOREN GROFF, Ph.D., Transportation Safety Analyst
National Transportation Safety Board

JAMES MADARAS, Safety Officer
Amalgamated Transit Union (ATU), Local 689

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I N T E R V I E W

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2 MR. FLANIGON: My name is Mike Flanigon, F-l-a-n-i-g-o-
3 n, with the NTSB, and we're interviewing today, April 13th, 2015,
4 Mr. Marcus McDowell, M-c-D-o-w-e-l-l, who is a train operator at
5 WMATA. The purpose of our interviews is to develop some
6 background information for the investigative hearing scheduled
7 this coming June and also develop any investigative information
8 that we can on the L'Enfant Plaza smoke and arcing incident.

9 And I'd like to go around the room and ask everybody to
10 state and spell their name, starting with you.

11 MR. NARVELL: Rick Narvell, N, like in Nancy, a-r-v,
12 like in victory, e-l-l. I'm a human performance investigator with
13 the NTSB.

14 DR. GROFF: Loren Groff, L-o-r-e-n, G-r-o-f-f, NTSB,
15 Office of Research and Engineering.

16 MR. MADARAS: James Madaras, M-a-d-a-r-a-s. I'm the
17 safety officer for Local 689.

18 MR. GORDON: Joe Gordon, G-o-r-d-o-n, with the NTSB, the
19 Investigator-in-Charge for the L'Enfant Plaza incident.

20 MR. McDOWELL: Marcus McDowell, that's M-c-D-o-w-e-l-l,
21 train operator with WMATA.

22 MR. FLANIGON: Great. And I just wanted to confirm we
23 -- you understand we'll record the interview and provide you a
24 transcript?

25 MR. McDOWELL: Yes, sir.

1 MR. FLANIGON: Okay, great.

2 INTERVIEW OF MARCUS McDOWELL

3 BY MR. FLANIGON:

4 Q. Start kind of generally from your perspective as --
5 well, let me back up even further. I think before we started, you
6 mentioned you had worked in OCC. Perhaps, if you could give us a
7 thumbnail of your career here at WMATA?

8 A. I've been at WMATA currently for 19 years. I've held
9 various positions to include bus operator, train operator, station
10 manager, rail operations supervisor, and rail OCC supervisor.

11 Q. Okay. And currently, you work as a?

12 A. Currently I'm a train operator.

13 Q. A train operator. Okay, great. So, starting with kind
14 of a general perspective, what changes have you seen at WMATA in
15 regard to safety since the Fort Totten accident, which is now how
16 many years ago, 5?

17 A. That was June 2009.

18 Q. Yeah, 6 years ago.

19 A. Going on six years.

20 The only safety measures that I could see is that they
21 have what they call general orders or special orders, and those
22 orders are to actually have everyone on the same accord. So the
23 information is very detailed and now it's -- our terminology with
24 our roadway and different terminologies that we use, outside
25 agencies were unclear about what we were referring to. So I think

1 the biggest safety was to get everybody to use the same
2 terminology, and that way, they're familiar with the changes,
3 understanding what it means, getting all personnel what they call
4 roadway protection certified, and that's to, you know, be able to
5 work with various departments, understanding what everyone's job
6 duties are. So that was the biggest thing to me. As I stated
7 earlier, coming from OCC and being a train operator, when you know
8 someone else's duties, it makes your duties a lot easier. So now
9 more train operators understand the information that's being
10 conveyed from OCC or from a safety perspective.

11 Q. Okay, good. Are you aware of any safety goals that
12 WMATA has established?

13 A. Safety goals is, I would say, making sure personnel know
14 how to cross third rail power on the tracks, making sure that
15 everyone knows what their proper PPEs are; that's your personal
16 protection equipment. Also, knowing what to do in case of an
17 emergency, like the smoke in the tunnel, knowing that you key your
18 train down, key off the EV, drop the EV circuit breaker. So those
19 things were actually just put in place, however, those were safety
20 goals just to make sure that the, yes, an incident happened,
21 however, we do have a corrective action and it won't happen again.

22 Q. Okay. If trains get delayed --

23 A. Yes?

24 Q. -- so -- or, you know, thinking of you as a train
25 operator. If your train is delayed, are there negative

1 consequences on you if your train's running late and you can't --
2 don't keep on schedule?

3 A. Oh, absolutely not.

4 Q. No?

5 A. No.

6 Q. Okay. Good. And how would you characterize your
7 relationship with your peer employees, that is, other train
8 operators? And I guess other peers would be a station attendant
9 or station managers, I think they're called here, and so forth.

10 A. Well, a lot of train operators and station managers kind
11 of identify me as a leader, being -- coming from OCC, and, you
12 know, holding various positions, they look at me as being a
13 leader. So they will ask questions that -- they may not be
14 familiar with certain terminology, certain safety procedures,
15 certain protocol. So when I talk to them, usually it's like a
16 E.F. Hutton kind of thing; they listen.

17 So, they -- one thing about my peers is that they all
18 have a positive attitude towards learning; they really want to
19 know. And I believe that a person can sit and read something, but
20 it also takes a person to be able to convey that information to
21 make them understand really what it means. But they are -- they
22 really have that tenacious and motivative attitude to want to do
23 better.

24 Q. Okay. And how -- same question, but how about with your
25 supervisors, managers, you know, kind of above you in the

1 hierarchy, so to speak?

2 A. Same respect. I wouldn't say that you'd have to be a
3 subject matter expert in order to be able to get information
4 across, but experience is the best teacher. So, again, by them
5 knowing the positions that I held, they do treat me with, you
6 know, respect. Because being in the ROCC and being a train
7 operator, you have to be able to multi-task, think quick on your
8 feet, in order to be able to act expeditiously on any kind of
9 delay. So, once again, they understand who I am, where I've been,
10 so they kind of treat me with a little bit more respect --

11 Q. Yeah.

12 A. -- and ask me, you know -- and I see that across the
13 board.

14 Q. Do you personally feel free to raise safety issues?

15 A. Absolutely.

16 Q. Okay. And are you aware of any near miss or close call
17 reporting system at WMATA?

18 A. Yes.

19 Q. And have you had any experience with it? I'm not asking
20 you to give up any confidentiality if you made a report, but do
21 you have any feedback or sense of the value of that system and is
22 it being used?

23 A. It is being used, and I haven't personally used it. I
24 believe that it's a great program. I haven't personally used it.
25 I know operators who have. You know, there are near misses all

1 the time; now, whether they report them. You know, we see near
2 misses as train operators, but sometimes we just -- some operators
3 just don't know what a near miss is and what damage it could have
4 caused because their thinking is operating in the train operator's
5 capacity. But by me actually being in OCC, sometimes it's hard to
6 differentiate, you know, my position. So I understand the ropes,
7 so a lot of times if I see something that's getting ready to
8 happen, I'll try to intervene. But like you said, with a near
9 miss, sometimes it's already calculated, the risk, so -- but I do
10 know that it's an excellent program. It's an excellent program.

11 Q. How about the safety hotline? You know, are you
12 familiar with that?

13 A. I am familiar with a -- I know that there are safety
14 hotlines. I don't personally have the number, but I do know that
15 it's a hotline that you can contact safely -- safety and you will
16 remain anonymous if it was something that you want to report once
17 again with that -- the near miss program or the whistle-blower
18 program.

19 Q. Okay. And I think you may have answered this already,
20 but I'll phrase it just so it's clear. Do you feel free to speak
21 up if a peer or someone in your management hierarchy is not
22 following a safety procedure? Do you feel you have that freedom
23 or do you feel --

24 A. Personally, I feel that I have that freedom and I would
25 do it. One thing about me is that safety -- I don't compromise

1 with safety because it could be something that could cause death
2 to myself. So, regardless of the consequences, I would always
3 report it, you know. That's me, but I cannot speak for the rest
4 of the body as train operators.

5 Q. Okay. Would you characterize this as a safe place to
6 work?

7 A. Yes, I would. I would say it's a safe place to work,
8 but, once again, being a mass transit system, you have a lot of
9 various departments, and just from the -- I mean, the Fort Totten
10 incident, I mean, I can really see where management is trying to
11 improve; however, it just takes time. And all the rules are in
12 place. Now, whether they follow the rules -- not all the time do
13 people follow the rules, but most of the rules are in place.

14 And Metro is kind of like proactive in the sense where
15 it takes things to happen in order to raise eyebrows to say, well,
16 you know, maybe this is something that we could have done
17 different. But one thing that I can say is that when something
18 happens, they will address it and they will put the information
19 out to all concerned personnel to make them sign for it and
20 understand the corrective action to whatever the situation was.

21 Q. Yeah. Okay. Speaking about people complying with the
22 rules, has your -- looking at your experience as a train operator,
23 has your management or supervisors ever observed you doing your
24 job in the field?

25 A. Yes.

1 Q. And did they offer any advice or clarification on proper
2 procedures?

3 A. Yes, with me, they have on maybe a couple of occasions.
4 One thing that I can say with myself is that I have personal
5 habits, and habits really turn into lifestyle. So when I come to
6 work, I try to make sure that I'm doing the same thing every day,
7 and if it's -- I hold myself accountable. So if there is room for
8 improvement, then I would kind of implement my own system to keep
9 me and the -- like you stated earlier, my peers safe.

10 And based on my past experience, I consider myself to be
11 a liaison between OCC and train operators because I know their
12 jobs. I know what they are looking for. So I try to be that
13 operator to represent WMATA, to represent my division, and to
14 represent myself. And sometimes that -- you know, a lesson not
15 learned is repeated, so I try to make sure that I walk a straight
16 line, come in and follow the SOPs, because they were put here for
17 -- to save lives and to protect equipment, so that's my objective
18 every day.

19 Q. Okay. How often would you say you see a supervisor in
20 the field as you're working as a train operator?

21 A. I would probably see them one every hour on the hour.

22 Q. Frequently then?

23 A. Yes, yes.

24 Q. Okay. Are you familiar with the Tri-state Oversight
25 Committee?

1 A. Yes.

2 Q. And have you seen them out and about on the property?

3 A. Yes, I have.

4 Q. And when would be the last time you have seen any of
5 their representatives?

6 A. Maybe last spring. It's been about a year.

7 Q. About a year ago?

8 A. Um-hum.

9 Q. Okay, good. And how would -- describe for me a little
10 bit about how you see the radio system in terms of its
11 functionality, the radio system you use as a train operator to
12 communicate with.

13 A. Very poor.

14 Q. Very poor?

15 A. Very poor.

16 Q. Why do you say that?

17 A. It's a lot of dead spots. They just recently went from
18 analog to digital, so the digital radios are a lot better. At
19 least they are a lot clearer.

20 But in the past, the radio with the analogs, there are
21 certain trains the radios didn't work because it wasn't clear to
22 use them because most of the radios that were put on the trains
23 were digital radios. But the analog system, it just had too much
24 interference, too many dead spots, and it was just a poor system,
25 a very poor system. Just, I mean, just when information was

1 conveyed, when a person cannot really make out what the other
2 person is saying on the other end, they're constantly requesting
3 information, it's tying up the radio. It'd get jammed, and now we
4 can't hear anything that's going on because there were too many
5 people trying to talk at one time.

6 But now with the digital sets, it's a lot clearer. And
7 they actually reach across the railroad, so that's really a good
8 thing. One thing that I can say now, when you speak over that
9 digital radio, it's crystal clear. So that was a great
10 improvement for WMATA.

11 Q. How about dead spots? Are they any better or about the
12 same?

13 A. I would say the dead spots are a lot better.

14 Q. Yeah.

15 A. They are a lot better. Now, with the radio, as far as
16 the signals that are being transmitted, that's great. The radios
17 that they're using may not be the best because a lot of times when
18 you turn the radios on, you have to constantly check them because
19 they will time out, so you have to turn them off and turn them
20 back on. I see that could be a potential problem. But as far as
21 the communication itself, I haven't experienced any dead spots
22 myself.

23 Q. Okay. Do you have the authority as a train operator to
24 stop the train anytime you feel it's unsafe to proceed?

25 A. Yes, you do.

1 Q. And have you ever been -- suffered negative -- or have
2 you ever had to do that and did you suffer any consequences for
3 it?

4 A. No, I haven't personally, but they have SOP 3.1 that
5 clearly states that the operator has -- he has the responsibility
6 to assure that the customers are moved safely throughout the
7 railroad and, regardless of high title, that it is their
8 responsibility and they take full responsibility of that train.
9 So, they -- 3.1 covers that if you feel that a situation is not
10 safe, then you do not have to operate that train.

11 Q. Okay, good. Have you personally as a train operator
12 ever participated in a training scenario involving smoke, fire,
13 evacuation in a subway?

14 A. I haven't as a train operator. But as a ROCC
15 supervisor, I did, but not as a train operator.

16 Q. Not as a train operator. Okay. And what -- you know,
17 other than your -- well, actually, just in any capacity you had,
18 what training have you received in managing emergencies?

19 A. They had in the ROCC, in order to become certified, you
20 had to go through different trainings. They had smoke in tunnels,
21 third rail power and deactivation, and they actually had scenarios
22 to -- where a person would go into -- they had a, like a simulator
23 that was created and we would go in and maybe they would give a
24 scenario, smoke in the tunnel. Well, the train operator's
25 position is you're not supposed to enter the tunnel where there's

1 fire and smoke. Well, you as a controller, what you do? Stop
2 train movement in both directions, de-energize third rail power,
3 turn on the exhaust fans, et cetera, et cetera.

4 So, those situations were exercised periodically, but
5 they don't happen as much for a person to actually remember them.
6 So it's like Monday night quarterbacking once it happens and
7 you're in the heat of the moment, you know, what do you do? And
8 those were protocols, you know: make sure you have the exhaust
9 fans on, make sure you're communicating with the train operator,
10 make sure that he turns off his environmental control so that the
11 train does not be engulfed in smoke. So those were just
12 protocols, but we did have those trainings, but not as a train
13 operator.

14 Q. Okay. So, as a train operator, do you have authority to
15 shut off train ventilation on your own initiative if you feel it's
16 needed?

17 A. Yes, we do. They actually just came out with a special
18 order that clearly states that you turn off the EV when -- you use
19 your best judgment when -- if you see smoke or any kind of fire,
20 you don't actually put the train in harm's way, but, however, you
21 have permission to turn off your EV. But it was just recently
22 actually implemented. Prior to the incident at L'Enfant Plaza,
23 there was nothing out that, you know, that stated that we have
24 permission to do that.

25 Q. Okay. And what steps would you take to accomplish that

1 if you had to shut off the train ventilation?

2 A. To shut off the train ventilation, you actually go to
3 your auxiliary control panel and you turn the EV to the off
4 position, wait approximately 5 to 15 seconds, depending on the
5 number series of train that you're on. Once the EV turns off, you
6 drop the EV circuit breaker and it turns the EV off and the entire
7 consist. If you just drop the EV circuit breaker in the lead car
8 without using the auxiliary control panel, it only drops the
9 environmental in that car only. So when you go to what they call
10 the auxiliary control panel, that's what we call train line. That
11 means that every car is actually receiving the signal.

12 Q. Okay. And do you key off or -- in that process?

13 A. No.

14 Q. Oh, okay. So, as a train operator, what would the
15 protocols be if you encountered a situation like the L'Enfant
16 Plaza? So you run up on thick smoke, what are you supposed to do?

17 A. As a train operator, I mean -- and I'm not -- I don't
18 know -- you know, it's really hard to ascertain when you're moving
19 towards an incident how thick the smoke is. It could appear
20 sometimes as being dust. You know, the tunnels sometimes are very
21 dusty. And when that incident happened, I played that incident
22 over in my head over and over again and put myself in the shoes of
23 the operator. And by me being -- coming from OCC, me as a train
24 operator, I would have never taken the train inside the smoke.

25 Now, as a train operator now, if I see smoke, I'm going

1 to stop the train immediately. There's no -- and that's what the
2 information that, you know, our superiors are starting to stress,
3 that, you know, you as a train operator, as being a professional,
4 then if you see a situation, you're just not going to take a train
5 and not only put your life at jeopardy but all of the people on
6 that train. So you have to use a certain common sense to know if
7 you see smoke, stop your train, and that's the information I
8 believe that they're stressing now.

9 Q. Okay. Have you received any training in the incident
10 command system or the National Incident Management System?

11 A. Yes.

12 Q. And was that as a train operator, as a controller, or --

13 A. As a controller.

14 Q. As a controller?

15 A. Um-hum.

16 Q. Okay. So in a case of an emergency like L'Enfant Plaza,
17 who is the incident commander?

18 A. The incident commander -- usually until Transit arrives
19 on the scene, the train operator is the incident commander. He's
20 appointed on-scene commander at that time. Once Transit police
21 arrive on the scene, then Transit police, or MTPD, will be the on-
22 scene commander. However, from OCC perspective, then you have the
23 assistant superintendent will be the on-scene commander actually
24 giving the instructions to the control center.

25 Q. Yeah, okay. And given your train operator knowledge, if

1 you had to access a train from the outside, how would you do that?

2 A. I would actually go -- you have crew doors, 2, 8, 9,
3 where you can actually go key the door open or you can just go
4 through the bulkhead doors and access the train.

5 Q. Okay. I think that's all I wanted to explore with you.
6 Okay, I'm going to turn it over to my colleague across the table
7 there.

8 A. Yes.

9 MR. NARVELL: This is Rick Narvell with the NTSB.

10 MR. FLANIGON: Anytime you want to take a break --

11 MR. McDOWELL: Okay. I'm fine. I'm fine.

12 BY MR. NARVELL:

13 Q. Thank you, Marcus. That was a good discussion we had
14 here. I just had a couple. Safety meetings, do you attend safety
15 meetings now?

16 A. I don't now. Safety meetings were -- actually, we have
17 safety meetings at least once a week at our personal division. We
18 are actually going through a little bit of renovation now, so we
19 have been uprooted and put in trailers, so we haven't in the last
20 2 months. However, we usually do them every week.

21 Q. Generally, just going on memory, what comes up at these
22 meetings? What -- are there repeated issues or new issues or --
23 just tell us what you know comes up.

24 A. Repeated issues. Radio communication is always number
25 one.

1 Q. Which we talked about a minute ago as well.

2 A. Yes. Radio communication is always number one, and just
3 -- because the radio communication goes so far as with the train
4 operators not apprised to delays on a railroad. And speed
5 readouts are another problem, train operators losing speed
6 commands. And that's usually it. It's nothing as far as
7 equipment-wise that they really concerned about because they do
8 stay on top of that. But it's just always radio communication,
9 scheduling, train congestion, that kind of thing.

10 Q. Okay. And this may be kind of a repeat here, but as a
11 train operator, what are you seeing out there in terms of safety
12 concerns or issues?

13 A. Just, it's when you have personnel on the wayside, I
14 mean, those are things that operators could -- you know, that
15 somebody could really get hurt. So when you have those radio
16 communication problems and then you come up on a person where
17 they're on the roadway and you didn't know they were there, so by
18 your reaction time, by the time you see them and process them and
19 try to stop the train, usually it's too late. So, you know, we
20 understand that as a train operator, you're supposed to be
21 vigilant. You see a person, you reduce your speed to 35 miles per
22 hour until you clear their work area, resume normal speed once
23 clear. But sometimes you just don't see them until it's too late,
24 and I don't know the corrective action for that, you know.

25 Q. Are you talking about trespassers?

1 A. I'm talking about even personnel that have -- that are
2 supposed to be on the roadway --

3 Q. The WMATA personnel?

4 A. -- track walkers. And you just don't hear, you know,
5 all the time where they are located, you know. So if you see them
6 and they may be at a place where they're not supposed to be, it's
7 too late.

8 Q. You're talking about ROW folks, then?

9 A. Yes.

10 Q. Okay. Is this something that's been addressed from your
11 perspective? And if so, how -- did you offer any suggestions on
12 how to alleviate that or mitigate that or --

13 A. I personally, and I -- it's just ROCC protocol to make
14 announcements every 20 minutes. RWP people are supposed to make
15 announcements or contact OCC when they change locations.

16 Q. All right.

17 A. Once again, we're relying on a person doing their job.
18 So if they're not doing that, then, you know, something may
19 happen. But it's something in place that says that they're
20 supposed to, but not necessarily mean that they're going to.

21 Q. So have you ever been surprised to see some of those ROW
22 folks out there who have --

23 A. Yes, yes.

24 Q. Okay. Mr. Flanigan asked you a little while ago have
25 you seen the TOC folks and you said it's been about a year.

1 A. Um-hum.

2 Q. Okay. FTA, Federal Transit Administration, do you ever
3 see the FTA people out here or at meetings?

4 A. I've seen the FTA people out. I've actually had an
5 interview the FTA myself, that my division actually had me talk
6 with FTA and some of their concerns, mostly of safety. I
7 understand what certain terminologies are, like boundary fences
8 and things like that, so I was actually -- sat in on that
9 interview also. But I've actually seen them out and it was
10 probably during the same time with transit oversight.

11 Q. I was going to say was this about a year ago as well?

12 A. It was probably about a year ago.

13 Q. All right. When they come out on the property, do they
14 identify themselves with some either a badge or a jacket or how do
15 they identify themselves?

16 A. When they came out, they have FTA bright as day on their
17 jackets, you know?

18 Q. Okay.

19 A. I'm not being sarcastic, but they --

20 Q. No, no, that's fine.

21 A. -- they have like blue fatigue on and they have mostly
22 jackets with a yellow FTA, and they would walk up to you and say,
23 you know, my name is John Doe with FTA and their position and they
24 would ask you who you are and your current position and the reason
25 why they're there.

1 Q. Okay. You've been with WMATA for 19 years?

2 A. Yes, sir.

3 Q. Let's just go back, say, a ballpark 4, 5 years.

4 A. Um-hum.

5 Q. Was WMATA here then doing that or is this more recent?
6 Were they on the property back 4 or 5 years or is this something
7 that's been relatively recent?

8 A. I think they've been on the property ever since the Fort
9 Totten incident. It seems like you see them more now. Ever since
10 the Fort Totten incident, Transit Oversight Committee, FTA, NTSB,
11 you see them a lot more now.

12 Q. Okay, great. Thank you. That's all I have for now.

13 BY DR. GROFF:

14 Q. Loren Groff, NTSB.

15 A. Yes, sir.

16 Q. Thanks. This is really good stuff, so I'm just
17 following up on a couple of things.

18 A. Yes.

19 Q. They've covered mostly everything. You mentioned that
20 just because of your experience and your background, a lot of
21 people come to you to ask questions, and I'm gathering there's not
22 a lot of people that have sort of the mix of experience you have
23 in your position. Is that fair to say?

24 A. Yes, sir.

25 Q. So where would they go to get that information if you

1 weren't there? Like, what's the normal approach? If somebody had
2 a question, say, "Hey, what's this supposed to mean?" where -- how
3 would it normally work if they didn't have you to come to?

4 A. It's all about rapport. I would say if it's a
5 department that they could go to, I don't know if it exists.
6 Usually, training, they could go to training to get that
7 information, contact somebody with training. Depending on the
8 relationship with the people who they know, they will ask them.
9 Q/A, quality assurance, they would go to Q/A and ask them,
10 supervisors. So depending on where they are and who's on that
11 site, would depend on who they ask. But to have maybe like a
12 hotline to go to, I don't know if that exists and I'm not aware of
13 it.

14 Q. Okay. So that's actually very helpful. How about --
15 we've talked a little bit about the safety committees. Do you
16 have any idea of just -- of your co-workers, or even in your own
17 experience, how people participate in any of the safety committees
18 or if they have safety issues, how they share them? Do they go
19 through that committee process or do they -- where would they
20 express those normally?

21 A. Usually, they would have like a person from safety or a
22 person from Q/A. You will have a supervisor on the site, too,
23 there when we have our personal safety meetings. And so, mostly
24 it's just an open floor. Questions are being answered -- asked
25 and then they're being answered through -- with the Q/A inspector

1 or anyone else who may have the information to be able to address
2 their questions. But as far as having like an office setting or
3 some kind of hotline where a person can call and a person would be
4 able to get that information, that don't exist here, you know. So
5 that's usually what we do.

6 You know, if it's something that I need, you know, I
7 will call somebody who has that information and be able to get
8 that information. If somebody comes to me, Mr. McDowell, listen
9 -- you know, their approach is always you've been down central,
10 listen, you know, what's supposed to happen with this? Well, what
11 would you do in this situation? Well, you know, safety rules are
12 constantly changing and being implemented, so if I don't have the
13 information, I would make the personal phone call downtown and get
14 that information and give it back to them.

15 And so, that's usually how I work and most of the time
16 that's how the supervisors and upper level management work also,
17 you know. They don't try to -- you know, if they don't know the
18 information, they won't try, because of their title and say that
19 they, you know, they know it. They will go get it give it back to
20 you. And usually they will have maybe the SOPs or rules to
21 validate what they are telling you; you know, this is not
22 something I'm saying, but, here, this is what the rules say.

23 Q. They'll point to something.

24 A. Yes.

25 Q. Great. So when you said that the -- talk to the safety

1 folks or -- is that part of that weekly safety meeting or would
2 that be separate from those weekly safety meetings?

3 A. That's usually separate. Usually, weekly safety
4 meetings, they will have some kind of safety change that they may
5 be trying to implement or something that may have happened that
6 they need to address and that be the topic of discussion. And
7 then as a result of that, other safety concerns would come up.
8 So, it's all addressed then, if you will. So --

9 Q. Okay. Let's see. I think that's all I have for now.

10 BY MR. MADARAS:

11 Q. I just wanted to ask one question.

12 A. You are?

13 Q. This is James Madaras --

14 A. Yes.

15 Q. -- Local 689. You had referenced the fact that folks
16 come to you for information and then you will go to someone in
17 supervision to try to get the correct answer for them.

18 A. Um-hum.

19 Q. What's the reasoning for that?

20 A. Just leadership. Just being a leader. A lot of times,
21 you -- right now, you have a lot of new operators that are coming
22 down to the rail and they're not -- just not familiar with the
23 departments. I'm an LPI where I am, which is a line platform
24 instructor. So, usually when train operators are making the
25 transition from bus to rail, they come through a training that is

1 implemented through the division. So, the reason why they come to
2 me is because I've been identified as maybe a person that has
3 knowledge or so to speak. Not tooting my own horn, but it's just
4 been where they know that, you know, word of mouth, you know, if
5 there's somebody that you need to know, go talk to Mr. McDowell;
6 he knows, and I'm sure if he doesn't, he can get the information.
7 And I just try to take that proactive attitude every day to make
8 sure that I represent myself. I mean, it's all about character
9 building, and if I can help them along the way, then I will.

10 Q. Right. And one other question. Do you think there's
11 any apprehension in operations for the employees to go directly to
12 management with their concerns?

13 A. I don't think they may be apprehensive about doing it.
14 It's just that, I mean, sometimes when they go to management and
15 ask for information, it may make them feel -- and I don't want to
16 speak for them and don't quote me on this, but I don't know if
17 they want -- it makes them feel incompetent to ask them for
18 something that they just came through training that they should
19 already know. Because everything in training gives you the basics
20 and, I mean, it's right on point. And they say if you don't use
21 it, you lose it. So it's a lot of things that they just may not
22 -- may have forgotten and, I mean, just the experience. So, you
23 know, in order for a person to actually retain something
24 sometimes, they have to actually go through the fire. So I don't
25 think they're apprehensive about going to management because

1 management is there at their disposal, if they go to them, because
2 they have an open door policy. If there's something I need to
3 know, I go to my superintendent, ask him, and he'll give me the
4 information, if he has it.

5 Q. Okay, thank you.

6 BY MR. GORDON:

7 Q. Joe Gordon, NTSB. To what you and Jim were talking
8 about with the kind of the on-the-job training, do you feel like
9 the on-the-job training, the amount of time that the new operators
10 get to spend under a more seasoned employee, is that adequate for
11 them to see all these different scenarios that they may have to,
12 you know, may have to respond to as they go forward in their
13 career? Do you feel like they get ample time?

14 A. I think they get ample time from the initial job
15 transition, 13 weeks of training as a train operator, playing
16 every scenario that could possibly happen. But after the
17 training, my personal experience is that they're not trained
18 enough afterward. Because it's so many things that happen and you
19 may get one or two operators that may experience it, but the other
20 ones don't, so it's nothing really concrete to keep every person
21 in transportation on the operator side abreast to the changes.

22 So unless they really go through it, unless they become,
23 you know, train operators or get a jump or get smoke in a tunnel
24 or -- if they don't experience it, they'll just -- their daily
25 routine, like I said, is creatures of habit, going down a

1 railroad, making sure that the doors are closed and open on the
2 right-hand side, making proper stops and berthing the train
3 properly on the platform. If anything happens outside of that,
4 they're just not prepared for it.

5 Q. Right. And maybe that comes to communication, when
6 there are issues out there, that they're communicated with
7 everybody regardless of, you know, what division they're on or
8 what line, just communication across the board?

9 A. Absolutely, absolutely.

10 Q. All right. I appreciate that.

11 I've started to pay more attention, when I'm in the
12 Metro system, to smoke --

13 A. Yes.

14 Q. -- and I know everybody else has, you know, following
15 the January 12th accident. And I've noticed that a lot of times,
16 you know, there's just this residual --

17 A. Smoke.

18 Q. -- smoke in the stations when you come in. I don't know
19 if that's from braking or, you know, just the traction power. You
20 know, I don't know where it comes from, but if you -- how do you
21 make a determination -- I mean, I know it's based on experience
22 out there, but, you know, we're talking about new train operators
23 coming in. How do you make that determination of, you know, this
24 is a smoke that I need to stop the train. And then if you do
25 that, what's the procedure as far as what you would do to

1 investigate that smoke to see if it was safe to proceed with your
2 train? If you could just kind of take us through that?

3 A. Okay. Usually, and just like you said, you know,
4 situations happening make people be, once again, more vigilant
5 and, just as you said, now that the June -- I mean, January 12th
6 incident happened, everybody now has just been put on alert. So
7 when they see smoke, they're like, wait a minute; is this that
8 same smoke that existed on January 12th?

9 And are they able to ascertain it from their current
10 location? Absolutely not. So, as a train operator, what they
11 would do is, "Central, be advised this is train ID 403 approaching
12 L'Enfant Plaza, track number 1. I see smoke. Well, I see smoke.
13 I'm at chain marker 139+00." So their response would be, "Roger,
14 sir. You see smoke at chain marker 139+00. Do you -- can
15 ascertain where it's emitting from? Well, listen. You have
16 permission to put one door on the platform and I need you to go to
17 the roadway and then try to ascertain, you know, where it could be
18 coming from." And that's what they would probably do, okay? But,
19 as a train operator, depending on his perception of what this --
20 or how thick the smoke is, I'm not sure if he can make that call.

21 Q. Right.

22 A. I'm not sure if he could really say if it's thick or if
23 it's -- you know, where is it coming from. Is it a brake dust?
24 Is it coming from the light grates or -- you know, I don't think
25 that, you know, they would buy that. It's just not their level of

1 expertise to understand how thick some smoke could be. You know
2 what I mean?

3 Q. Absolutely, yeah. Yeah, it's a tough spot to be in.
4 But if you stop your train and you get out -- and I think we've
5 heard them referred to as like a good intent, you know, the
6 operator was doing what he thought was right --

7 A. Sure.

8 Q. -- by investigating that. You've never heard of
9 anything negative, any issue that were taken with an operator for
10 taking that safe course and stopping and making sure that the way
11 was clear before proceeding?

12 A. I personally, with my personal experience -- and once
13 again, me as a train operator, Marcus McDowell, as a train
14 operator, approaches a situation and, once again -- and I know
15 this may be hard to kind of, you know, digest, but, you know, a
16 lot of train operators and OCC know me and, you know, they know --
17 most of the time as being as supervisor, you know, they take the
18 word of a supervisor. If a supervisor come up say, well, listen,
19 I seen smoke in the tunnel; I need you stop train movement in both
20 directions, it's stopped, right? As a train operator, if a train
21 operator come up and say, well, "Central, be advised I see smoke
22 in the tunnel," now that January 12th happened, I'm sure it's
23 stopped. Prior to then, I'm not sure if that action would have
24 been taken.

25 So everybody's put on alert, and I believe now they just

1 can't take the chance to say, well, how thick the smoke was.
2 They're going to probably exhaust all resources to make sure,
3 listen, let's go see where it's coming from; let's offload this
4 train; let's reverse ends. You know, so now, train operators,
5 they are very vigilant about that. When they see smoke, they're
6 on the radio, "Listen, I see smoke," you know.

7 Q. So, like we were talking before about the amount of time
8 that you see smoke, it's something that, over the course of
9 operating for a long time, you probably came to be a little bit
10 conditioned to the fact that, you know, smoke is out there and --

11 A. Right.

12 Q. -- and, you know, then you have to make the
13 determination as to the proper way to address it.

14 During the investigation, we've heard a little bit about
15 some trains, you know, that maybe there's a report, like you said,
16 at chain marker such and such, I've got this smoke. If that train
17 has already proceeded by, have you ever been asked to, like,
18 perform a track inspection --

19 A. Sure.

20 Q. -- with a revenue train through that area?

21 A. Track inspections are not to be performed when customers
22 are aboard the train.

23 Q. Okay.

24 A. Okay, so protocol is that they will offload the train
25 before the make a track inspection.

1 Q. And that would have been prior to the --

2 A. Yes.

3 Q. -- January 12th incident as well? Okay.

4 Switching up a little bit, you mentioned peer to peer.
5 You and Mike talked about that. You know, kind of you see your
6 buddy doing something unsafe and you feel comfortable with
7 approaching them and bringing that to their attention. Do you see
8 that going on -- other than you, do you see other people that feel
9 comfortable doing that?

10 A. Yeah, we -- I mean, we're a collective unit. It's
11 almost like a fraternity or sorority, you know. We are all train
12 operators and, you know, we do want the best for ourselves and our
13 divisions and WMATA. You know, this is the company who employs
14 us. So a lot of times, they do want to do the right thing and
15 we're always helping one another out along the way. You know,
16 that's what we do as, you know, colleagues. You know, if there's
17 something that I can give them, I give it. If it's something that
18 someone can tell me that I don't know, I can receive it. So, we
19 -- I see that across the board.

20 Q. Good communication --

21 A. Yes.

22 Q. -- between the --

23 A. Yes.

24 Q. Okay. Thank you for that.

25 We've talked a little bit about the procedural changes

1 that have come into effect post-accident.

2 A. Um-hum.

3 Q. From your experience as an operator, you know, train
4 operator, control operator, have those changes been adequate to
5 prevent a reoccurrence of --

6 A. Oh, absolutely. Absolutely. Even -- I'm always really
7 monitoring the transmissions from OCC and train operators. Now
8 they are -- they're getting a lot more clarity of really what's
9 going on. I mean, they're making sure. I mean, and even the
10 operators now are very clear about what they're actually, you
11 know, reporting to OCC. So now the communication has become more
12 effective because the operators now know what's expected and
13 became more vigilant, and now OCC understands what's required. So
14 that communication has become a lot clearer.

15 So, I hear it all the time now. I mean, they're on it.
16 Where are you, you know? How thick is the smoke? Does it have a
17 smell to it? I mean, you know, they're on it. And I was like,
18 well, you know, that's good because it had to come from that
19 incident, you know. So --

20 Q. Okay. And I've just got one final question. From your
21 time in the control center, you mentioned some of the protocols,
22 ventilation fans and stopping trains from going into an area where
23 there was smoke, and you said that there was training on that.
24 But as far as -- was there any kind of resource right there at
25 your desk, like a flow chart --

1 A. Oh, yeah, yeah.

2 Q. -- or something to point to?

3 A. Yes. What happens is they have the SCADA and a system
4 that they use in OCC where when you hit on a fan or you hit on
5 certain things, that it will tell you what to do. Just like the
6 CPEMS, it will tell you everything that you need to do. Listen,
7 you push fan such and such, it supplies the air. You push such
8 and such, it exhausts the air. So -- and I haven't been down
9 there now for years and it could have changed, but I know that
10 there's -- that system is so advanced that if it's anything that
11 you need to know, a person like yourself could walk in there and
12 click on it and it'll tell you everything that you're supposed to
13 do.

14 Q. Okay.

15 A. Okay?

16 Q. Okay. All right, thank you for that.

17 A. No problem.

18 Q. I've got nothing further.

19 BY MR. FLANIGON:

20 Q. Okay, just a couple of quick things. You mentioned the
21 Q/A function. And can you tell us a little bit about what your
22 interaction as a train operator is with the Q/A inspectors or Q/A
23 personnel, whatever they're called?

24 A. Q/A, they, most of the time, they're actually certified
25 train operators, so they know protocols, they know rules, they

1 know procedures. They also act as safety. They know job
2 performance or job duties for train operators. So train operators
3 could really go to Q/A and get a lot of information that they
4 need, especially when it pertains to trains, pertains to roadway
5 protection, because they certify everybody across the railroad.
6 So they are abreast and really kept up with -- you know, they keep
7 up with all changes that take place with the WMATA. So if there's
8 anybody outside of safety that they need to talk to, then it would
9 be Q/A.

10 Q. Okay. Would their function include observing train
11 operations and train operators for compliance?

12 A. Q/A inspectors are -- you know, most of the time,
13 outside of certifying train operators, they are there to write
14 violations for train operators that do not follow the rules and
15 policy and procedures. That's what they do, they -- if they see
16 you doing something wrong, I don't care how well they know you,
17 you're going to get written up and they do not compromise that,
18 you know. A lot of them I know personally and they just -- they
19 take their job seriously. So a lot of times when they are sitting
20 in the platform -- I mean, in the divisions, if a train operator
21 is required to make three safety stops and blow his horn prior to
22 moving his train, if you don't do it, they write you up.

23 Q. Okay. And on the train operator certification, is that
24 annual, every 2 years, every 3 years?

25 A. Every 2 years.

1 Q. Two years?

2 A. Um-hum.

3 Q. Okay. Last question. You're kind of in a unique
4 situation having worked a number of these jobs and it's useful for
5 us to be able to talk to you as well. And I'm imaging that, based
6 on working as a train operator as much as you have, you've got a
7 lot more sort of in-your-head knowledge of what the right-of-way
8 is like --

9 A. Sure.

10 Q. -- what the interlockings look like, what -- you know,
11 where you're underground, where you're above ground, where you're
12 elevated --

13 A. Right.

14 Q. -- and so forth. And I'm wondering, thinking back to
15 your time as a rail operations controller and how much of that
16 kind of knowledge is covered in either training or in field time,
17 riding trains or -- you know, how do the controllers get the
18 mental picture of what the right-of-way looks like?

19 A. And this has been my personal experience. I was -- I've
20 been -- I was down central for 13 years. So when they built the
21 new, our Green Line, I never seen it unless I rode it, you know?
22 And when I came back out as a train operator, I was like, wow,
23 this is what they want, this is what I was looking at. And so,
24 you get so used to looking at schematics and just knowing where
25 signals are and what signals pertain to what tracks and you're

1 given information, but to really see it, it has been the best
2 experience for me as being a train -- I mean, being a controller
3 and coming back out in the field now to see who I was talking to
4 and what I was really talking about. So it really has made me a
5 better train operator because now I know, I see it. I know where
6 the signals are. I know the dead spots because I used to talk to
7 train operators all the time, so I know when I'm supposed to call
8 something in because they may not hear me until I get to a certain
9 point. So it's been very helpful.

10 Q. Yeah.

11 A. And train operators that they do sit in the OCC for a
12 day just to let them understand how stressful it can be, how you
13 have so many people calling on you at one time, and so it takes a
14 little bit of patience. It takes a little bit of being able to
15 convey that information, and then for the person that's -- who
16 you're talking to to be able to ascertain and so, okay, well,
17 listen; I have to be able to do X, Y, Z in order to make sure that
18 this incident is prioritized. So that is a program that they have
19 in place. Is it done enough? No, but it started from that point.

20 So, my personal experience as being a controller, being
21 a train operator, and talking to OCC, I know what information
22 they're looking for, so I'm giving it to them because I know what
23 they're getting ready to ask me, you know? So if a train operator
24 is just not, you know, sure what he's supposed to be looking for,
25 he's not going to see it. You know what I mean?

1 Q. Um-hum.

2 A. You know, so that's been my personal experience because
3 I know, you know, basically what they're looking for.

4 Q. Well, conversely, thinking back to your time as an
5 operations controller, would it have made you a better controller
6 to have spent more time --

7 A. Oh, absolutely.

8 Q. -- riding trains and --

9 A. Yes.

10 Q. -- more familiarity with the right-of-way to --

11 A. Yes. If train controllers could come out and see the
12 changes in the system and ride the trains, it would make them
13 better controllers, better controllers. They're just, like I
14 said, they're looking at schematics. I mean, you're looking at a
15 railroad, you can't picture in your mind of how something looks by
16 looking at a computer. It's just not real time. But if they can
17 actually come out and ride the new Silver Line and -- because I
18 haven't been on the Silver Line yet. I heard it's beautiful. And
19 I'm sure a lot of controllers don't know what the Silver Line
20 looks like unless it's the new ones that just actually turned in.
21 But the ones who've been down there my kind of time, unless they
22 personally went out there, you know, on their off time and rode
23 the system, they don't know what it look like.

24 Q. Okay. Okay, that's all I have.

25 MR. NARVELL: This is Rick Narvell with NTSB. No

1 questions, Marcus. I just want to -- I wrote down -- I've been
2 writing down stuff here. "I don't compromise with safety," and I
3 appreciate you saying that. I really do. I just wanted to
4 acknowledge that.

5 MR. McDOWELL: Okay.

6 MR. NARVELL: So, that's all I have. Thank you.

7 MR. McDOWELL: Thank you.

8 BY DR. GROFF:

9 Q. Loren Groff, NTSB. Just one question. I think you've
10 answered it, but I just want to make it clear that when you talked
11 about your experience of having -- like seeing somebody walking
12 along the track or wherever you may have maybe a problem with
13 somebody in OCC in communicating, in your experience, you are able
14 to pick up the phone and talk to them. But is there any sort of
15 way that that communication would happen across different groups?

16 A. Well, usually -- for example, I think I transported a
17 train from Alexandria to New Carrollton the other day and I saw
18 personnel on the right-of-way and I was like, oh, wow, reduce my
19 speed, because, you know, that's what was required of us. And I
20 was like, well, I've been on the train now for 5 minutes, so maybe
21 I did miss the announcement because I picked the train up at the
22 platform, and it's just a platform where train operators would be
23 able to access the train, you know. But, then, once again, me, as
24 being a controller, and maybe train operators -- and like I said,
25 I implement my own system. Well, when I saw them, I called and

1 said, "Central, this is train ID 403. Can I have a personnel
2 wayside update or personnel roadway update?" And then they told
3 me, yep, you have personnel walking J-Line between, say, yada yada
4 yada and X, Y, Z.

5 So, you know, those are systems that a person that has
6 to implement themselves, you know? Could WMATA make a requirement
7 across the board? They have, but, once again, do train operators
8 do it? Not all, but that's what I do. And it was just another
9 experience for me, that now I said from when I get on trains and
10 -- the first thing I'm going to do is I'm going to request a
11 wayside update or a roadway update where personnel could be
12 walking along the tracks. That's what I'm going to personally do.

13 So, once again, this experience that will make -- and if
14 a person is really serious about doing their jobs, then they have
15 to implement their own systems within the system at WMATA.
16 Because they're going to give you the basics, you know, but me, I
17 just can't afford an incident, you know. And I don't want no one
18 to lose their life. I don't want that on my, you know, on my
19 watch, so I try to do what I can to protect myself and others
20 around me.

21 Q. Thank you.

22 A. You're welcome.

23 Q. That's all I have.

24 BY MR. MADARAS:

25 Q. Marcus, I have a couple of quick questions. James

1 Madaras, Local 689. What was your understanding as to why the
2 close call program came into existence?

3 A. It was to my understanding that it was not just for
4 people to -- or personnel to understand the incident that may have
5 happened, but to also find a corrective action. So when -- the
6 near miss program is to let them know, say, well, listen, if
7 there's something that happens, you're not going to be held
8 accountable, but if you report this, then there can't be no
9 repercussion. That was my understanding.

10 Q. And what was your understanding about the
11 confidentiality of the program? I mean, was it explained to you
12 what the reasoning was behind the confidentiality?

13 A. As far as no retaliation, no retaliatory offense.

14 Q. And are you aware of any employees or any instances
15 where there may have been any apprehension by employees to address
16 a safety concern because it may have resulted in some way they
17 could be disciplined?

18 A. Yes, I have talked to one person that was -- felt
19 threatened by that and very reluctant to do it. And when you just
20 asked me that question, I thought about it and, yes, I have
21 personally experienced, now that you say that, someone -- a
22 situation had happened. They were afraid to go to management
23 because of, you know, some kind of retaliatory offense. And it
24 does happen all the time, so --

25 Q. And just one more question, and this is kind of off the

1 beaten path here. How do you think the new disciplinary matrix
2 has played into people's wanting and willingness to talk about
3 safety concerns?

4 A. The new matrix, I believe it has put a lot of operators
5 on point, let them know that zero tolerance for, I believe they
6 will say, the foolishness. They have to get on to doing their
7 jobs. And if -- the repercussions or the disciplinary actions
8 that are coming down, a lot of them feel that it's too harsh and
9 it's not fair and square across the board, so -- and what -- if
10 another person get into the same offense, then the discipline is
11 not consistent across the board.

12 Q. Do you see that matrix being an instrument by which
13 people are less willing to talk to each other about concerns?

14 A. Oh, absolutely. They're not going to talk. They're
15 afraid.

16 Q. Thank you.

17 BY MR. GORDON:

18 Q. I've just gone question. Joe Gordon, NTSB. Back to
19 your day as a control operator, when you do that work, is -- how
20 is the territory assigned? Do you get assigned a -- one specific
21 line from station A to station B, or is it an entire line? How
22 does that territory --

23 A. For example, the Red Line will cover from Shady Grove to
24 Glenmont, so that means that you have -- it was broken up into
25 three consoles. You had the Red Line from Shady Grove to

1 Glenmont, the Blue and the Orange Line from Franconia-Springfield
2 to Largo Town Center to New Carrollton to Vienna. That was one
3 line. And then you had the Yellow Line that went from part of
4 Franconia-Springfield, Huntington to Greenbelt to Branch Avenue.
5 So, it was broken up into three different lines. However, it's
6 some things that have changed since I've been there. Now that the
7 Silver Line has come, that the Red -- the Orange and Blue Line was
8 being overwhelmed, so now they have someone working the Silver
9 Line from Wiehle Avenue down to Rosslyn, and that's to keep proper
10 headway.

11 Q. Okay. Okay, did you feel like, at your time there, the
12 section of territory that you controlled the movements over, was
13 it manageable, that section of track, or was it overwhelming? I
14 know --

15 A. It's, it's --

16 Q. -- I mean, I know it would be busy.

17 A. -- it's manageable. It's a lot of trains out here, but
18 it's manageable. It's very manageable. I would say that the
19 controller job alone, if they would just manage trains, it would
20 probably make it a lot easier, but they do so many other things
21 like power, ATC. So they're engulfed with a lot. So one incident
22 happens, you know, it could get hysterical, you know?

23 Q. Right. Okay.

24 A. But it is a lot of trains. The Red Line, you know,
25 you're talking about 3-minute headways. Silver and Blue -- Orange

1 and Blue, since they put the Silver Line in there, you're talking
2 about 3 minutes. So if a train break down, you've got a major
3 delay. You won't get it back till after rush hour.

4 Q. And each desk has a communications person and someone
5 who controls?

6 A. Yeah, what they call a radio person and you have what
7 they call a button. The radio person manages incidents and the
8 button person sets routes.

9 Q. Okay. And did you work both of those jobs --

10 A. Both of them.

11 Q. -- jobs when you were there?

12 A. Um-hum.

13 Q. Okay. I have no further questions.

14 MR. FLANIGON: I do not either.

15 Are we -- anything for the good of the order here?

16 UNIDENTIFIED SPEAKER: No.

17 MR. FLANIGON: If not, I want to thank you. I
18 appreciate your time. I'll turn this off.

19 (Whereupon, the interview was concluded.)

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CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD

IN THE MATTER OF: WMATA INCIDENT AT L'ENFANT PLAZA
STATION, WASHINGTON, D.C.
JANUARY 12, 2015
Interview of Marcus McDowell

DOCKET NUMBER: DCA-15-FR-004

PLACE: Washington, D.C.

DATE: April 13, 2015

was held according to the record, and that this is the original,
complete, true and accurate transcript which has been transcribed
to the best of my skill and ability.



Karen M. Galvez
Transcriber