



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: RODRIGO BITAR

WMATA Headquarters
Jackson Graham Building
Washington, D.C.

Wednesday,
April 15, 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. Corrections are shown in underline/~~strikeout~~.

APPEARANCES:

MICHAEL FLANIGON, Railroad Accident Investigator
National Transportation Safety Board

RICK NARVELL, Human Performance Investigator
National Transportation Safety Board

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

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I N T E R V I E W

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2 MR. FLANIGON: Okay. My name is Mike Flanigon, F-l-a-n-
3 i-g-o-n, with the National Transportation Safety Board. It's
4 April 15th, 2015. We're interviewing Mr. Rodrigo Bitar, R-o-d-r-
5 i-g-o, first name; second -- last name, B-i-t-a-r. And he is --
6 well, I'll ask him to explain who he is and what he does here.
7 And we're doing interviews in relation to the January 12th
8 incident at L'Enfant Plaza involving WMATA.

9 I'll ask my colleagues to identify themselves.

10 MR. NARVELL: Rick Narvell. It's N, like in Nancy, a-r-
11 v, like in Victor, e-l-l. And I'm with the NTSB.

12 DR. GROFF: Loren Groff, L-o-r-e-n, G-r-o-f-f, NTSB.

13 MR. FLANIGON: Okay. And I just want to confirm,
14 Mr. Bitar, you understand we record the interview and provide you
15 a transcript?

16 MR. BITAR: Yes.

17 MR. FLANIGON: Great.

INTERVIEW OF RODRIGO BITAR

19 BY MR. FLANIGON:

20 Q. Well, let's start in kind of a general way and explain
21 how long have you been at WMATA, what do you do here, what's your
22 area of responsibility.

23 A. Sure. My title is Assistant General Manager for Transit
24 Infrastructure and Engineering Services, TIES. Basically,
25 maintenance and engineering. I been with the company -- I first

1 started working through a consulting firm for WMATA on the rail
2 vehicle side in 2001. In 2008, I was hired as director of quality
3 assurance and warranty. By the end of 2010, I was promoted as
4 general superintendent for vertical transportation. And in 2000-
5 -- what was it, that -- 2013, I think -- yeah, ~~February~~ March 19,
6 2013, I was promoted as assistant general manager for TIES.

7 My area of responsibility is I oversee the maintenance
8 -- five maintenance groups for ~~planned-plant~~ track structures,
9 system maintenance, car maintenance, and ELES, which is vertical
10 transportation. I have two engineering groups: One is vehicle
11 engineering; the other one is civil infrastructure engineering. I
12 have asset management, the storerooms, the group of quality
13 assurance and warranty, and program delivery office. I oversee
14 the capital program for the agency, capital investment program.
15 All in all, I have 13 offices under my department, about, give and
16 take, 5,000 people. A little bit north of 5,000 people. As I
17 said, I oversee the capital program for the agency, which was last
18 year up to \$1.1 billion, and roughly \$500 million worth of
19 operating budget.

20 Q. It sounds like a busy job.

21 A. It keeps me busy, yes.

22 Q. Yeah, I'll bet. I'll bet it does.

23 So, you've been involved with WMATA since 2001.

24 A. Uh-huh.

25 Q. And directly employed since --

1 A. '8.

2 Q. -- 2008. Okay. So, over that period of time -- what's
3 that, 16 years -- WMATA's had some ups and downs, some -- there
4 was a string of pretty significant accidents about 5, 6 years ago.

5 A. Uh-huh.

6 Q. And I know that WMATA has been the subject of a lot of
7 recommendations from us, the NTSB, as well as others, and have
8 initiated various programs to improve safety, emphasize safety.
9 Can you talk a little bit from your perspective what kind of
10 changes you've seen during your career here, that -- with regard
11 to safety, and for the good, for the bad, or no change.

12 A. We, everybody, union and non-union members, of this big
13 family, we had a cultural problem. We had a couple incidents
14 where we have track workers been injured. You remember those
15 probably.

16 Q. Um-hum.

17 A. And in my opinion, wasn't for a lack of processes and
18 procedures; it was for the lack of implementation and compliance
19 with those. I'm not saying the procedures were perfect. We
20 developed a bunch of new procedures. We establish the RWP program
21 over here, that revamped and instituted a new training sessions
22 for everybody. We're very diligent when it comes to
23 recertifications of employees when they are due for
24 recertification. We're doing a better job with compliance. But
25 basically, the problem that we had was cultural.

1 Q. Um-hum.

2 A. That has been improving, in my opinion. We have seen
3 significant improvement in -- when it comes to workmen's comp
4 claims, OSHA recordable incidents and accidents. So, the message
5 has been communicated to the field.

6 We established different venues to do that, starting
7 with local safety committees down in the shop areas and facilities
8 and all of that. And then the local safety committees are also
9 overseen by departmental safety committees and then by the
10 executive safety committee. So we have a safety structure, venues
11 that people can reach out to and express their safety concerns.
12 So that didn't happen before. So it has been improving. I think
13 we're getting better in that regard. That's one aspect.

14 The other aspect is the close call program that we
15 implemented in the agency.

16 Q. Um-hum.

17 A. Not so much the whistleblower program -- the
18 whistleblower is also for safety, but also addresses waste and
19 other kind of issues. But the close call program is aimed to
20 address safety concerns.

21 We're doing a better job on tracking incidents. The SMS
22 software that was created and deployed is helping us to keep track
23 of the incidents so we have a better database that we can look at
24 and we can trend information there so we can make smarter
25 decisions. So, I -- are we perfect? No. But there has been

1 significant improvements in safety culture in the agency. In my
2 tenure over here, total of 15 years, I have seen a significant
3 change from what it was back in the early 2000s to today. So --
4 more work needs to be done.

5 Q. Yeah. I recall hearing about employee surveys.

6 A. Um-hum. Engagement surveys.

7 Q. Can you describe those a little bit?

8 A. Sure. Two years ago, we had the first employment survey
9 that I can recall. And safety was one of the concerns, among
10 others like compensation and some other stuff. But regarding
11 safety, they did give us a little bit of feedback and input from
12 what the field feels and see down there.

13 And we started addressing some of them, some of the
14 concerns that they have. Simple stuff coming from vertical
15 transportation, they were concerned about the way the ladders that
16 are installed in the pits weren't safe. They brought that, those
17 kind of concerns. The local safety committees were encouraged to
18 address those issues, and as a result they came out with a new
19 design and it was implemented, so -- that's just one example.
20 But, like that, the employee engagement survey gave us also an
21 additional source of information for safety concerns.

22 We just went through the second employee engagement
23 survey. We're still digesting the information that was received.
24 We're -- the ELT is meeting to look at the results of the survey
25 and see what else needs to be done to improve safety, among other

1 stuff.

2 Q. Yeah. So, from your position -- and I guess you've got
3 peers in the executive --

4 A. Um-hum.

5 Q. -- team -- how do you -- you're talking about going
6 through and digesting it, and you had that experience with the
7 first survey. So can you talk a little bit about how you actually
8 take the information and translate that into some kind of plan of
9 action?

10 A. Last time what we did is we had a workshop, basically.
11 So, we went item by item and identified what actions had been
12 taken or needed to be taken in addition to whatever had been
13 taken. Safety, which is always ranked number 1 in the priority
14 list, followed by customer service and quality you provide and so
15 on and so forth.

16 Q. Um-hum.

17 A. But safety issues, identified safety issues, they are
18 always ranked number 1; they're the first ones to be addressed.
19 That is the process.

20 Q. Okay. So you kind of meet and come up with an action
21 plan of --

22 A. Um-hum. And it's an action plan for the agency, but
23 also there is some specific ones, very targeted to specific areas.
24 So, not so much administrative but more in the field. So, then
25 the maintenance groups and organizations will take care of those,

1 not so much the company as a whole. However, those actions are
2 reflected on the company strategy.

3 Q. Okay. Good. That's helpful.

4 How about the safety hotline? Do you get information
5 from the safety hotline too?

6 A. Directly, no. But the safety hotline goes directly to
7 the safety department. They review the information. They're the
8 first ones to take a crack at it. We do an investigation. They
9 check it out. If they see that the tip, it has merit, then they
10 forward it to the responsible offices for action.

11 Q. Okay.

12 A. So, that's how we receive the information. And then we
13 need to reply to them --

14 Q. Yeah.

15 A. -- with some documentation or memorandums of what
16 actions were taken, stuff like that. It might end up in SMS as
17 well.

18 Q. Yeah. And that -- does that come to you and others
19 through the SMS or does it come in some other -- like an email or
20 some other form?

21 A. It comes through an email form, because I have a safety
22 officer assigned to me, so he is my liaison. So, we work very
23 closely together and all my communications goes back through -- to
24 him, and then he takes care of putting that into the overarching
25 safety process.

1 Q. Right. Okay. Maybe if you could take a minute and
2 explain a little bit, from your perspective, what is the SMS and
3 how do you use it and, you know, what's its utility and so forth?

4 A. SMS -- all the different offices have access to SMS,
5 safety management system. So the incident is created there and
6 then they assign responsible people to do the investigation, to do
7 the root cause analysis, to do the mitigations and everything.
8 All the information is to go back into the system.

9 So, if I want to find information about a specific
10 incident that happened 2, 3, 4 months ago or whatever, I can go
11 over there, log in, and start retrieving all that information.
12 Now, I don't do the data analysis because safety is doing that for
13 me. They go and digest the information that is over there. They
14 go and see how many new incidents were created in SMS, how many
15 remain open, how many remain closed, are we keeping pace with the
16 due dates established in the system, all of that.

17 So, when we have the executive safety committee meetings
18 if there's any discrepancies, anything that needs to be addressed,
19 people that are not following through with their actions and stuff
20 like that, that is part of the discussions over there and then we
21 drill it down to the people.

22 Q. And what constitutes an incident or an entry in the SMS?
23 Can you give some examples of the kind of things that pop out of
24 that system?

25 A. Employee injury.

1 Q. Um-hum.

2 A. That's a default. Close miss incidents are recorded
3 over there as well. Prime mover didn't stop on the right location
4 and was encroaching on the adjacent track, didn't clear properly.
5 Pretty much anything. Anything that has merit and has a valid
6 concerns of safety, especially if we are violating established
7 process and policies. If it's a violation, then it goes over
8 there. Because if there is disciplinary actions that needs to be
9 taken and stuff like that, then this is part of our whole process.

10 Q. Okay. So does the SMS capture employee input on, like,
11 the ladders or tripping hazards or some process that people don't
12 think is working safe? Or is that a different --

13 A. No, that's a different venue. Those are initial
14 concerns that are driven through the local safety committees for
15 resolutions and stuff like that. It's more an incident, something
16 that has happened. An open hatch is not an incident
17 investigation. Somebody falling through an open hatch is an
18 incident investigation, regardless if he was injured or not. If
19 there was something that happened, that -- I will say that will be
20 the --

21 Q. So it's actually an incident of some kind.

22 A. It's an incident recording system.

23 Q. Or an almost incident.

24 A. An almost incident. Let's -- yeah. An almost incident
25 recording system.

1 Q. Okay.

2 A. It's not a concern recording system. That is a close
3 call program. That is the safety hotline program, the OIG
4 programs. They document concerns.

5 Q. Okay. So, would smoke on the right-of-way incidents end
6 up in --

7 A. If it's confirmed, yes.

8 Q. -- in SMS?

9 A. If it's confirmed.

10 Q. Okay.

11 A. Because better safe than sorry. Recently, we have had a
12 rash of reports. We send people; we don't find anything, but
13 that's fine, we do it. We want to encourage people to report
14 their concerns. We're listening to their concerns, I guarantee
15 you that. We're putting a lot of people just to go and check and
16 double-check.

17 Q. Yeah.

18 A. It's a good thing that we're not finding anything --

19 Q. Yeah.

20 A. -- but we want people to continue to report. If they
21 feel there is something, let us know.

22 Q. Yeah. And that's, I'm assuming, an outgrowth of the
23 high-profile incident that got a lot of attention that people are
24 more sensitive to --

25 A. Yeah.

1 Q. -- things like that. So, are a lot of those that people
2 see or smell something, they're sort of -- how would you describe
3 what -- if you don't go out and find a smoking insulator or
4 deteriorated cable or something like that, is it a -- is it like a
5 stuck brake or what would explain that? Or maybe a small trash
6 fire? I don't know.

7 A. Sometimes we -- we do have the smelly brakes, in --

8 Q. I know. They're kind of stinky sometimes.

9 A. Yeah.

10 Q. Numerous times.

11 A. It's a composite that they use over there.

12 Q. Yeah.

13 A. With so many environmental regulations, the
14 manufacturers are trying to find new formulas for the brakes over
15 there, and some of them are -- stink. Not the performance, but
16 the smell. And people that is not familiar with it might confuse
17 that with something else. Rightfully so. They don't need to be
18 experts on everything that we do.

19 Q. Yeah.

20 A. Right? They just want a good ride.

21 Q. Right.

22 A. But with everything that has happened, I don't blame
23 them from expressing concern.

24 Q. Okay. Changing gears just a little bit.

25 A. Sure.

1 Q. In the -- the people in your various offices and
2 operations, do any of them get training on what's called the
3 incident command system or the -- it's also referred to as the
4 National Incident Management System, NIMS. That refers to how the
5 fire departments and all sort of organize their emergency response
6 and so forth.

7 A. No. The short answer is no. We don't train for that.
8 What we do train for is, in any incident our Metro Police has
9 command and everybody becomes a support function. That we do
10 train on. Everybody understands that.

11 So emergency management for the agency immediately goes
12 there to the location and assumes command. That is the protocol
13 that we follow. They don't -- they're not required to receive
14 that kind of training to perform their jobs.

15 Q. They just look for the police --

16 A. Emergency.

17 Q. -- officer or --

18 A. Yeah. Emergency management officers.

19 Q. -- who is the in command. And are some of your folk's
20 part of what's called the Emergency Response Team?

21 A. All of them, yes.

22 Q. Okay. And describe that a little bit for us.

23 A. The Emergency Response Team is designed to operate from
24 the maintenance side, not to respond to an emergency in the sense
25 of there's a house on fire and they respond to it. It's more if

1 we lost -- we have a report of a cracked rail. They respond over
2 there. They have tools to take the initial action on it. They
3 make -- they take pictures, send information back so we can make
4 the determination if we can proceed at low speed, do we need to
5 single track, do we need to start emergency repairs. That is the
6 nature of it. Not necessarily that there is a fire and they will
7 be responding to a fire.

8 Q. Um-hum.

9 A. Big fire -- an arcing insulator, yes, they will go over
10 there and they're qualified to contact central and say, yep, it's
11 confirmed, let's knock down power while we knock it down or while
12 we do the repairs. That is from a maintenance perspective. From
13 an incident perspective, at that point in time, emergency
14 management they are responsible to do that.

15 Q. And they would look for direction on how do we support
16 you? Is that kind of the --

17 A. Um-hum. Exactly. We become a support function.

18 Q. Okay. So, if I understood it correctly, any kind of
19 maintenance problem or failure that's likely to cause a disruption
20 to service, this is the team that goes out to take -- make the
21 initial assessment?

22 A. Right. And report --

23 Q. Fix it if they can.

24 A. Yeah.

25 Q. Work around it, however. Okay.

1 A. That's correct.

2 Q. Okay. Okay, good.

3 Are you familiar with the Tri-state Oversight Committee?

4 A. Very familiar.

5 Q. Very familiar. Okay. How often do you see them around?

6 A. Frequently.

7 Q. Yeah?

8 A. They're in the building. I don't keep track of them,
9 but they're in the -- it seems like they're over here every week,
10 several days a week. We have had a lot of activity recently
11 happening with the Silver line, so they were really involved on
12 that. With the 7000 series, they were really involved with that.
13 So, we have projects and programs that are requiring their
14 involvement.

15 And so as far as I know, safety has a standard meeting
16 with them every month. And I don't mean to speak for Jim, because
17 Jim, the chief safety officer, he is the point of contact to talk
18 to you guys or to talk to the TOC. Or, OMBS is the primary point
19 of contact to deal with FTA, for example. And it's so we can have
20 some consistency on the information that has been communicated,
21 because otherwise it just create too much confusion.

22 Q. Right.

23 A. And then they coordinate and -- like this event over
24 here, they coordinate and move forward.

25 Q. How about out on the line, in terms of out in the field

1 looking at equipment and looking at processes, how often do you
2 see them out there?

3 A. They do have an audit cycle. During the audits, they go
4 over there and look at the field operations and everything. And
5 they do check all my different groups, basically for compliance
6 with the SSPP. They spend a lot of time -- I mean, their audits
7 is not a 1-day thing. It's several days and weeks of activity.

8 And Safety is the primary liaison. We have our work
9 quality organization working with them. They do request, I can
10 tell you, they do request access, access to elevator pits, access
11 to track bed, access to railcars, access to track -- access to
12 yards. They -- when they're doing their audits, they are out
13 there.

14 Q. Yeah. Okay, good. Is part of your responsibility the
15 communications function?

16 A. By communications you mean radios or talking to the
17 media?

18 Q. Radio. Radio.

19 A. Yes.

20 Q. Okay. How would you characterize the functionality of
21 WMATA's radio system?

22 A. It's old.

23 Q. Yeah.

24 A. I know that wasn't the question. I know that. It's
25 very old and we are working on upgrading the system because it is

1 not operating at the level that it is supposed to operate. We
2 know that. We have been working towards improving the system and
3 we have been mediating the areas of outages, if you want to call
4 it like that. And we have a very close relationship between the
5 police and my -- our communications group.

6 Do we have failures? Yes. But we immediately try to
7 address those. Immediately. We -- people are just dedicated to
8 that. So --

9 Q. Yeah.

10 A. Integrating our system with the region, that's a
11 different story. That is complex, because it's not one single
12 system.

13 Q. Right.

14 A. Everybody has their own system, the little -- tiny
15 little customization that they wanted, and at the end of the day
16 you end up with 50 different systems that are not identical. So
17 pretending that WMATA's radio system is going to be all mighty and
18 powerful to be able to talk to everybody, when they tweak it ever
19 so slightly --

20 Q. Um-hum.

21 A. -- you end up with a spectrum this big. I think they
22 need to -- and by they I mean the COG. They really need to come
23 to terms and just have one system, with 20 channels if you want or
24 30 or 50. I don't care. But it has to be one system, one band,
25 one -- you heard the news about the D.C. walking away from the

1 encryption.

2 Q. Yeah, I've heard about encryption and then they no
3 longer want to have encryption. Is that one of those custom
4 features --

5 A. Yes.

6 Q. -- that they wanted?

7 A. Exactly. They wanted that --

8 Q. And I guess encryption was for security, or to keep
9 people from listening that shouldn't listen or something like
10 that?

11 A. I'm not going to pretend I know the details on that.

12 Q. That's fine.

13 A. All that I can tell you is that they have specific
14 features that they thought it would be helpful for them, but then
15 when you're trying to integrate the system of so many different
16 jurisdictions, I think we need to slow down on the customizations
17 and be more generic.

18 Q. Yeah. Get the basics first, and then --

19 A. Well, it's when we try to be too unique and too fancy,
20 is when the problems start.

21 Q. Yeah. You mentioned the radio system is old, so what
22 would be old? The towers, antennas? The --

23 A. Some of them are -- or the repeaters and cables and
24 antennas and all of them are -- require track access, so it's
25 difficult to get to some of them.

1 And now we're checking the system -- every week we're
2 riding the entire system. We're developing a map, where we can
3 pinpoint in a map, you can go and click over there and see if
4 there is an issue with the communications right there. And it's
5 based out of the work orders that the maintenance group is opening
6 in the system, in MAXIMO. Those work order are often based on
7 train operators' reports, police reports. The region over here,
8 they have a direct line of communication with the communication
9 superintendent, so if they perceive that they have an issue they
10 reach out directly to them -- to the maintenance group, so they
11 can document it.

12 So, all of that information and more is being mapped.
13 So, now you can access a map and you can see exactly -- if there
14 is something happen, it's going to tell you. This area here,
15 there's an issue in this area, and what is the status of it. We
16 might need a new DVA and the technician is en route to pick it up.

17 So information like that, the first responders will have
18 access to.

19 Q. Yeah. What does TBA refer to?

20 A. DVA.

21 Q. Oh, DVA.

22 A. DVA. It's just repeaters.

23 Q. Okay.

24 A. Amplifiers.

25 Q. Okay. All right.

1 You mentioned the SSPP, which is System Safety Program
2 Plan. What are your responsibilities under that plan?

3 A. A bunch. A bunch. I need to comply with -- make sure
4 that my offices are in compliance with all the requirements listed
5 in there. And we can break it down and spend a couple hours
6 talking about the SSPP, but basically my responsibility to make
7 sure that my offices are in compliance with the requirements
8 listed there, all the way from safety training to developing of
9 safety work plans whenever they go and work on the track bed, you
10 know. Communicate those things to safety, the safety department.

11 When we develop new processes, procedures, corrective
12 actions, everything within the safety arena is being communicated,
13 so -- it's enforcement basically. I'm also one of the approvers
14 of the SSPP.

15 Q. Okay. So, this is a really in the weeds question, and
16 if you don't know --

17 A. It's okay.

18 Q. -- it's okay, yeah. There's no harm. But you could
19 probably steer us to somebody who can answer it.

20 A. Sure.

21 Q. There's a smoke detector. It's in the vent shaft where
22 the arcing -- adjacent to where the arcing occurred. And the
23 question that I've been trying to track down is where does that
24 smoke alarm alert to? You know, who -- if it goes off, who gets
25 the alarm?

1 A. It should go to ROCC. And I'm saying it should, because
2 I'm not 100 percent.

3 Q. Okay.

4 A. But if my understanding of the design concept of the
5 system is correct, it should go to ROCC. I can get back to you
6 and get you more detailed information on that.

7 Q. Okay. Okay.

8 A. I need to talk to my GS, my general superintendent
9 responsible for systems.

10 Q. Yeah. Somebody else at NTSB may have asked that
11 question too. It's one I know all of us have kicked around.

12 A. Right. Right. Okay.

13 Q. So, I just haven't heard an answer from anybody.

14 A. Okay. I'll make sure to get an answer for that.

15 Q. Okay. You mentioned the internal audits, and also the
16 TOC audits. So, with regard to the maintenance of and operation
17 of the vent fans, if you know, or -- and again, you may need to
18 get back to us -- when was the last time either the internal audit
19 program that's conducted by the safety -- I'm not sure if safety
20 or QA or whoever does it, but the internal audit program --

21 A. Um-hum.

22 Q. -- or the TOC audit program looked at the fan
23 maintenance program?

24 A. I don't know. I need to get back to you. I can tell
25 you we do keep track of preventive maintenance compliance.

1 Reports are generated every month. They're distributed to head of
2 offices in personnel for, you know, on performance, so they can
3 see how they're doing, stuff like that, but also to take action.

4 Q. Yeah.

5 A. I need to go back and find a date for that particular --

6 Q. Okay.

7 A. Okay.

8 Q. Okay. Now, the -- you mentioned a QA department. And
9 that you have your own, within your organization, a QA function.

10 A. Um-hum.

11 Q. And are they the ones that would examine, for example,
12 the fan maintenance program? Kind of do a double-check here and
13 there, or how would that work?

14 A. They will be the ones, but -- and this is not an excuse.
15 It's just the quality program, it started with being quality
16 assurance for railcars because we needed to improve over there,
17 maintenance, compliance, and all of that. As we have been able to
18 get more resources, they have been expanding to track, to
19 signaling. But we still don't have the resources to do across-
20 the-board comprehensive audit programs. So, we're sampling.

21 Q. Um-hum.

22 A. Especially if we see indicators, like high failure rate
23 on a piece of equipment, then we need to see what's going on over
24 there. So, we were selective about the quality -- not the quality
25 -- the type of audits that will be performed.

1 Will QAW be responsible to execute those type of audits
2 whenever they fall on a schedule? Yes. I don't think there has
3 been a quality audit performance specifically on the ventilation
4 system because it wasn't a concern.

5 Q. Okay. Now, someone told us that there was some kind of
6 review of the PM procedure, of the fans. Somebody -- and maybe,
7 to help clarify things, I know there's a QA type function in the
8 safety department as well. And how is that different or the same
9 as what your internal QA function is?

10 A. There's two things. What safety has is a Corporate
11 Quality Group. I think that's the title that they have. And they
12 were looking at the different policy level compliance type of
13 thing. What my organization is doing is, they're looking at the
14 procedure to have the compliance then.

15 Q. Um-hum.

16 A. And we are reinforcing it right now -- before Mr. Sarles
17 left, he authorized the positions to reinforce the quality control
18 aspect of it. Not quality assurance; quality control. To make
19 sure that everything that is happening on the track bed we can go
20 in sample and keep an eye on it.

21 Can we check every single bolt at every single -- no.
22 We can't. We don't have an army of people, but we can certainly
23 go over there and sample areas so we can get an idea of how
24 efficient we are, how effective we are, how -- the quality of work
25 being done and stuff like that.

1 So, that's the difference between those two groups.
2 Now, per policy, our -- the QAW -- my quality group data system,
3 the database system, is sent to Safety every month, with all the
4 audits that have been done, with all the responses that have been
5 received so they have that information for -- if they need it or
6 if they want to look at it or if they want to do something in
7 addition to. That's how we're operating.

8 Q. Okay. Can I add to your list one item, to --

9 A. Sure.

10 Q. -- to query that database and see if there was -- when
11 the last was, if there was, a QA review --

12 A. Yeah.

13 Q. -- of the fan maintenance program?

14 A. Yeah.

15 Q. Because I think -- somebody told us -- am I remembering
16 right, that somebody said there was a QA inspector or somebody
17 wanted to go through the procedure with them and they made notes
18 and -- I vaguely remember something.

19 MR. NARVELL: Vaguely.

20 MR. FLANIGON: Yeah.

21 MR. BITAR: Sure. Sure. I can check.

22 BY MR. FLANIGON:

23 Q. Yeah, okay. And if --

24 A. Can I have a piece of paper from your little pad right
25 there? Because --

1 MR. NARVELL: Yes. Here you are.

2 MR. BITAR: -- I can -- no, that long thing on the --
3 page.

4 BY MR. FLANIGON:

5 Q. Oh, this one?

6 A. Yeah. Can you just --

7 Q. There you go.

8 A. Thank you. So, I need to get back to you with last
9 audit --

10 Q. And I think for sort of -- for sort of managing us and
11 all this stuff we ask for, you know, it goes through Jim. And --

12 A. Um-hum. So, the last fan shaft audit, when was that
13 done and who did it? And the first thing that you asked me was
14 what?

15 Q. Where does the vent -- where does the alarm --

16 A. The smoke detector.

17 Q. -- and I'm talking about the vent shaft that's there
18 between L'Enfant Plaza and the portal right where the arcing
19 occurred. So, I know we got information that that alarm went off
20 at a certain time, and I've been trying to figure out what --
21 okay. Who sees that and what do they do?

22 A. Um-hum.

23 Q. And so forth. And then the QA audit -- or QA review or
24 whatever it is, of the fan maintenance program.

25 A. Um-hum.

1 Q. So, one of the things that you -- I'm guessing you're
2 probably aware of, is it appears that in the fan maintenance PM
3 checklist, one of the items is to have the control center remotely
4 operate the fans and verify that that's -- that they're able to do
5 that.

6 A. Um-hum.

7 Q. And evidently, it was difficult to sometimes get them to
8 do that.

9 A. It shouldn't be.

10 Q. It shouldn't have been.

11 A. It shouldn't be. We have a job to do.

12 Q. Yeah.

13 A. And then that is --

14 Q. And evidently, in some cases it wasn't done. So --

15 A. That was identified during the investigation that
16 followed the incident, that some personnel were not getting back
17 to it, per se. So, we reinforced that it's not optional --

18 Q. Okay.

19 A. -- to begin with. Certain people that mentioned that
20 they completed the test, and it was not done, they were dealt with
21 through proper company policy, disciplinary actions.

22 So, the plan manager -- not the manager -- the director
23 of planned maintenance directed everybody to talk to the
24 personnel. So, everybody was reminded it's not optional; the
25 checklist has to be completed. And if it's not, it has to be

1 clearly marked as not completed, not left blank or no action taken
2 at all on the document. Even worse, mark it as completed and it
3 -- when it wasn't.

4 Q. Um-hum.

5 A. I have to say that the reports that I receive from the
6 planned maintenance groups indicated that we did have that
7 situation, but it was not across the organization. It was one or
8 two people. It was a one, two thing instance type of deal, not a
9 systematic thing. Because we couldn't find any more. They went
10 through all the records and validated with the actual condition of
11 the equipment. You know, we went down there after you guys allow
12 us to do this, the rail survey on our system, and prove or
13 disprove the condition of the equipment. So --

14 Q. Okay. Let's see. One last question for me. You
15 mentioned discipline. We've heard something about -- something
16 called a discipline matrix. Do you know anything about that? And
17 does it apply to your folks?

18 A. Absolutely.

19 Q. Okay.

20 A. It's a disciplinary matrix that was put together, if I
21 remember correctly, between HR and labor relations. It wasn't
22 created as a result of this incident. It was to standardize the
23 disciplinary actions across the board. Because one group, for the
24 same type offense -- and I'm just going to use this as an example,
25 not -- it's not factual. But for the same type of offense in car

1 maintenance the employee might receive 3 days, while in system
2 maintenance he might receive a warning.

3 So, when we go to arbitration and try to explain how we
4 enforce our policies and procedures, we find ourselves not being
5 consistent. So, it's difficult to explain that. So, they created
6 this disciplinary matrix where it says what kind of disciplinary
7 action has to be taken depending of the incident. And everybody
8 has to follow that. That was the intent of that.

9 Q. Okay.

10 A. It was created a couple months ago, prior to the
11 incident. It was last year. I cannot remember when -- if it was
12 late summer, early fall.

13 Q. Do you or any level of manager have any discretion in
14 applying the matrix?

15 A. No. That's precisely the intent.

16 Q. Okay. So, kind of a cookbook, this -- or a logic tree,
17 this, then this.

18 A. Yeah.

19 Q. Okay.

20 A. Like electronic policy. We have been in the news
21 several times for that. Electronic policy is very clear-cut.
22 First offense, you're out. There's no -- there's nothing I can do
23 to say, no, well, he's a good guy, let him --

24 Q. Yeah.

25 A. That is not up to me. The policy is clear.

1 Q. Okay.

2 A. And that's the intent.

3 Q. Yeah.

4 A. Not to take anything away from the managers, but there's
5 too many managers. It's difficult to leave everything to them and
6 expect consistency. Because there's too many. Maybe between 2 or
7 3, maybe, but not between 100. So, we're trying to reduce that
8 variation in policy implementation and enforcement.

9 Q. Okay.

10 A. Makes sense?

11 Q. Understood.

12 MR. FLANIGON: So, I'm going to pass the baton to my
13 colleague across the table there.

14 MR. NARVELL: this is Rick Narvell, with the NTSB.

15 BY MR. NARVELL:

16 Q. Just a couple questions, Mr. Bitar.

17 A. Sure.

18 Q. You've been here affiliated for, what, 7 years roughly.

19 A. Um-hum. Direct employee, yes.

20 Q. Up until, up until soon. What have you seen, and I'll
21 say in recent times, 2 or 3 years, in terms of safety concerns or
22 issues? What -- at your level, what do you see in terms of,
23 again, potential or actual problems with safety?

24 A. Our work environment by nature is dangerous. People
25 take it for granted. The third rail is unforgiving. You touch

1 it, you're gone.

2 We are going to be going through and we're going through
3 a huge turnaround. We have a lot of people retiring. We have a
4 lot of new people coming. I think as an issue is the extent of
5 the training that we give to the new employees. I think it is --
6 obviously, it's going to cost money, but we need to probably
7 increase the time, the training time, especially if you're going
8 to be working on the track bed. Especially. Because you have
9 dark, wet, damp conditions full of trip hazards. We need to train
10 better. We need to be more established on that regard.

11 Improvements, there have been many, as I explained
12 earlier today. I think the new employees will benefit from those
13 improvements. But -- and I don't know how to say this to be
14 politically correct and be respectful to younger generations, but
15 it's -- the mindset of younger generations is different than ours,
16 the old-timers. We respected the worksites. The younger
17 generations are a little bit more daring than we were. I mean, no
18 disrespect to young people.

19 Q. I understand.

20 A. But I think we need to tell them, re-set them, this is
21 not a Nintendo game. This is not a PlayStation game. This is
22 your life, underline, and that third rail doesn't like you. So,
23 we really need to tell them that. We have been doing a really
24 good job as a society protecting younger generations, all the way
25 from helmets for bicycles to seatbelts and airbags on cars and

1 everything. It's protection, protection, protection, which is
2 good. I think younger generations are not as conscious of their
3 own safety as we were. I don't mean that in a negative way.

4 Q. No.

5 A. It's just that no other place, they're going to be
6 introduced to an environment like a transit rail system.

7 Q. Okay.

8 A. No other place.

9 Q. You mentioned retirements and new blood -- new folks
10 coming in, et cetera. Has there been any discussion, again, from
11 -- you're in charge of 5,000 people here. And I guess I'll -- the
12 obvious question for me that would follow on is succession
13 planning. Has there been any discussion --

14 A. Yes.

15 Q. -- and any implementation of succession planning here?

16 A. Yes. Yes, they have. There has been -- HR has been
17 working on an actual policy for succession planning. We do have
18 succession planning programs ongoing that are -- actually, just --
19 I just sponsored the engineering manager for vertical
20 transportation for that program. But they going to be exposed to
21 different places --

22 Q. Okay.

23 A. -- different disciplines: administrative and maintenance
24 and engineering and all of that. And if successful, they're not
25 guaranteed a job, but they -- it weights a lot when they apply for

1 a position if they have gone through that.

2 Q. I see. You also mentioned a little while ago to Mike
3 that you had a safety department staff assigned to you.

4 A. Um-hum.

5 Q. Okay. Can you talk a little bit about your relationship
6 with that individual? How often you meet with them and what's
7 discussed, and so on and so forth?

8 A. Sure. His name is Manuel Canoli (ph.).

9 Q. Okay.

10 A. You might have met the guy. He is our liaison to
11 safety.

12 Q. Okay.

13 A. We don't have a regular standard meeting. But we do
14 meet probably once or twice a month. He and I talk at least once
15 a month, because as my liaison I need to be ready to present the
16 safety concerns and safety issues on the executive safety
17 committee that happens monthly.

18 Q. Okay. Right.

19 A. So, all new information he brings it to my attention.
20 Questions that I have, I bring it to his attention. He keeps me
21 abreast of what is happening with the local safety committees,
22 what kind of progress. If he is seeing that -- I don't know --
23 maybe the Alexandria group or maybe the Greenbelt group are not
24 making progress or they're struggling, so I can go over there and
25 give it an extra push type of thing. So, that's the relationship

1 that we have. Obviously, my safety stats -- he sends me my safety
2 stats to see how many injuries I have and stuff like that.

3 Q. Okay. So, there -- would you characterize this as a
4 good open dialogue with you and this gentleman?

5 A. Yeah. Absolutely.

6 Q. Okay.

7 A. Absolutely.

8 Q. At least once a month.

9 A. At least.

10 Q. At least?

11 A. At least, yes.

12 Q. Great. Last question for now. Mike had asked you about
13 the Tri-state Oversight Committee, the TOC, and you were familiar
14 with those folks. Same question with FTA folks. Do you see FTA
15 here, and what's your interaction with them if any?

16 A. We have a quarterly meeting.

17 Q. With FTA?

18 A. And I -- with FTA. I participate on that.

19 Q. Okay.

20 A. And we go through program issues, funding issues, grant
21 issues, but also safety issues, safety concerns. It's part of the
22 agenda.

23 Q. Okay.

24 A. FTA comes over here, that I interact with them, it's in
25 that quarterly meeting. However, they do have the PMOC. I

1 interact with them on monthly basis, which is different. And it's
2 more on the program side. But they also express safety concerns,
3 if that's the case, during the meetings with them.

4 Q. Okay. Great. All right. Thank you very much.

5 MR. NARVELL: That's all I have for now .

6 MR. BITAR: Sure.

7 MR. FLANIGON: And just for clarification, Papa-Mike-
8 Oscar-Charlie, Project Management Oversight --

9 MR. BITAR: Committee.

10 MR. FLANIGON: -- Committee. Okay.

11 BY DR. GROFF:

12 Q. Loren Groff, NTSB. I think you've covered an awful lot,
13 so I don't have a whole lot of questions. But I am actually
14 interested in some of the discussion back towards the beginning
15 about different safety programs and initiatives. We'll certainly
16 talk to the safety department, but I'm interested in -- from your
17 perspective, talked about the close call reporting, the safety
18 management system, and then the process of local department and
19 executive safety committees. In each of those, which of them or
20 to what extent in all of those would they -- would the worker out
21 doing the job be aware of the details of those programs?

22 A. Um-hum.

23 Q. If that question is clear. So, for example, SMS, how
24 much would you expect the average worker to be aware of that
25 program and what it involves?

1 A. With the SMS, SMS is a software that is helping us
2 catalog the incidents so we can analyze the data. So, I'm not
3 expecting the regular mechanic to know about SMS.

4 Q. Okay.

5 A. This is a management tool, and I will say that probably
6 the lowest grade that I'm expecting to have training knowledge and
7 know how to use it will be the supervisors.

8 Q. Okay.

9 A. Okay. Not necessarily the mechanics.

10 Going back to your other point regarding the local and
11 departmental and executive safety committees, the thought process
12 over there is the local safety committees is a smaller group, more
13 in contact with the field. We encourage the union reps for each
14 one of the maintenance units to have representation there, union
15 members, so they have a forum where they can talk to their union
16 brothers and sisters and say, hey, I have this problem, can you
17 bring it to the local safety committee? They have a wide open
18 door to bring their concerns.

19 Obviously, there is -- there might be some
20 administrative restrictions. There might be some funding
21 frustrations. All the ideas that they bring are really good
22 ideas, but not everything can be implemented.

23 Q. Sure.

24 A. That's true, right? So, what they are tasked to do is
25 to address the primary concern and see if there is ways to address

1 it from the root, to do some kind of low-cost investment that can
2 solve the problem or mitigate the problem, either/or, and then
3 communicate it to the base. If for whatever reason the local
4 safety committee -- let's say going back to the ladders on the
5 pits. It required investment. It was a good idea, valid idea,
6 but it required investment. That is -- that was outside -- the
7 cost of that initiative was outside the financial capacity of the
8 local safety committee so it needed to be escalated to a
9 departmental level.

10 So, those issues are brought to the departmental level,
11 and if we can execute over there -- we meet, we discuss and
12 everything. If it's executable, then we need to take action on
13 it. And the same thought process -- now we're not talking about a
14 \$100,000; now we're talking about \$3 million. Now we need to
15 probably take it all the way to the executive safety committee to
16 say this is what is happening, this is the injury rate, this is
17 how much it's going to cost, this is the proposed solution, so on
18 and so forth, to get it approved. To get extra horsepower.

19 So, it's a simple escalation process to address the
20 problems. So, it doesn't die at a local safety committee, so the
21 departmental safety committee can say I didn't know. No, it's --
22 and that was communicated to all the employees when the program
23 began -- it was probably around 2008. I'd say around -- I think
24 it was around 2008, when Dupont was hired as consultant over here.
25 I might be wrong about the date, but --

1 Q. So, just to -- maybe let's come up with a for example.
2 I'm working out in the field and I see something that concerns me.
3 Would it be fair to say my -- typically, let's say Rick is my
4 union representative. I go to him and say, hey, this -- can you
5 tell these guys this is a problem and he -- at the next local
6 safety committee, he would bring that up. And it may be -- it
7 could get resolved at that level. If it couldn't, then it would
8 move up through the department --

9 A. Yes.

10 Q. -- and through the executive, through the executive as
11 necessary. And would I get any feedback -- obviously, if
12 something got fixed right away I would see it. If it's moving up
13 the chain, would I get any feedback?

14 A. Um-hum.

15 Q. And would it come through Rick or would there be some
16 other --

17 A. There is two ways --

18 Q. -- feedback?

19 A. -- that you will find out. First, yes -- not
20 necessarily through Rick. It can be coming down back to you from
21 Rick. It can be coming down from your supervisor. It can be
22 coming down from different venues.

23 Now, all of the offices have safety bulletin boards.
24 The actions taken by local safety committee, the -- I'm not going
25 to say the minutes, but the actions taken over there, they're

1 being communicated to the field through those safety boards, where
2 we post information over there so they can see what's going on.
3 That's important.

4 But I just want to make one clarification. The
5 employees are encouraged and told they don't have to wait for a
6 local safety committee to happen if there's something that
7 requires attention today. The responsibility is shared among
8 every single employee. They need to contact the supervisor
9 immediately -- look at that cable, it's live and it's hanging.

10 Q. So, if it's -- if there's something, an incident or
11 something they're dealing with right now --

12 A. Yes.

13 Q. -- that's different than if it's an ongoing --

14 A. Exactly.

15 Q. -- concern?

16 A. Yeah. I just -- but if it's that -- I don't know -- the
17 sidewalk is uneven and it might represent a trip hazard, okay,
18 let's take it to the safety committee and see if there -- maybe
19 there's already a program that is going across the system
20 addressing those. Maybe, I don't know. I'm just throwing that
21 out there.

22 Q. Um-hum.

23 A. But if there's a live wire, it has to be communicated
24 immediately.

25 Q. And how about the system safety plan? Would you expect,

1 you know, a worker out in the field to know what that is or how
2 that action -- or is that more of a management level to --

3 A. It's more management level. That is -- the SSPP is more
4 like our policy, for lack of a better term. It's a manual. So
5 it's a high level of what needs to happen. It's up to the
6 management to implement those and digest the pieces that are
7 required to be pushed down and pushed down and pushed down.

8 It's like the SWPS, safety work plans. Is the employee
9 -- does he need to participate on the development of a -- on a
10 SWP? No, that is the supervisor's responsibility or the program
11 manager's responsibility. However, every single one of them, it
12 starts with there will be safety toolbox talks and meetings prior
13 to the start of the shift. And that is in compliance with the
14 SSPP.

15 Q. Okay.

16 A. You know. So, that's -- and that they do know.

17 Q. So they may see, directly see all sorts of products and
18 activities that flow from that that they may not be aware of the
19 SSPP.

20 A. Of the high level document, yes.

21 Q. Okay. And then, let's see, one last question. You
22 mentioned that the SMS system is mostly for incidents or things
23 that happened and the close call reporting might be for near
24 misses and things that --

25 A. Um-hum.

1 Q. Is there any communication between those two activities
2 or is there any -- at what level might someone be looking at both
3 and weighing both systems against each other?

4 A. That's a good question.

5 Q. Because you gave the -- so, for an example, you
6 mentioned that --

7 A. Good question.

8 Q. -- someone falling versus someone reporting the
9 possibility of falling --

10 A. Falling.

11 Q. -- but it's -- they may be even referring to the same
12 location, for example. At what level would those two talk to each
13 other?

14 A. That -- I don't have an answer for you. That's a very
15 good question, and I don't know.

16 Q. Okay.

17 A. The safety group might be in better position to answer,
18 because they sort of manage both of those systems.

19 Q. Okay.

20 A. They deal with them daily basis. I wouldn't like to
21 speak out of turn.

22 Q. Okay. No, that's --

23 A. I really don't know. But that's a really good point,
24 though.

25 Q. So, like I said, I --

1 A. I'm pretty sure there's something, but --

2 Q. -- we'll definitely ask them.

3 A. Yeah.

4 Q. But I wanted to see if, you know, if --

5 A. Yeah. I don't know.

6 Q. Okay.

7 DR. GROFF: And that's -- I think that's all I have.

8 MR. FLANIGON: Okay.

9 BY MR. FLANIGON:

10 Q. Just kind of a follow-up on the safety committee
11 structure. Are you on the executive safety committee? I'm
12 assuming you are. Who else is on that?

13 A. All the ELTs.

14 Q. And that's Executive Leadership Team?

15 A. Leadership Team.

16 Q. So, that's your counterparts --

17 A. Everybody.

18 Q. -- and then the --

19 A. GM.

20 Q. Jim South?

21 A. No, no, no, the general manager.

22 Q. GM, general manager. And --

23 A. It's run by GM. This chief safety officer is the
24 facilitator. The entire safety committee -- sorry, the entire ELT
25 participates on the executive safety committee. We all are

1 members of it.

2 Q. Um-hum.

3 A. We go and discuss all kinds of different issues over
4 there. You asked me earlier about the TOC. The TOC actually
5 attends those meetings. They are active participants in the
6 meetings. All of us.

7 Q. Does anyone from any of the unions attend those?

8 A. Yeah. Yeah, we've had unions rep right on the table.

9 Q. Yeah?

10 A. Um-hum. Mr. -- right now, it's Mr. Madaras.

11 Q. Okay. Good.

12 A. Yep.

13 Q. And then the division or department safety committee
14 would be -- your department heads run those pretty much, or --

15 A. Yeah. Actually, what we do is we -- mine is run in
16 conjunction with the DGMO. So, we have one big happy family over
17 there. And we have all the shifts with the head of offices
18 attending.

19 Q. Okay.

20 A. They are the committee, basically. And we encourage
21 people -- on the agenda, we put the people to participate over
22 there. Like superintendents, tell us what you guys have seen in
23 the last month and what actions you have taken to improve safety.
24 Because obviously it's a large group, we cannot have everybody
25 participate every month. So, we pick three, four, five people to

1 go and talk about what's happening in the -- in their groups, so
2 the other groups can see if they can piggyback on those ideas,
3 learn something, you know, be aware of what's being done elsewhere
4 and stuff like that. And we invite speakers to that meeting as
5 well, from HR, safety, the general managers used to participate
6 occasionally in those meetings, as --

7 Q. So do you participate in that as well?

8 A. Yeah. Rob Troup and myself.

9 Q. Okay. So Rob Troup, you and sort of -- all the
10 department heads, or --

11 A. All the department heads under me.

12 Q. Under you?

13 A. And the DGMO.

14 Q. And then additionally, some next level down
15 superintendents?

16 A. Yeah.

17 Q. And does someone from the union participate in that, or
18 the TOC?

19 A. On that one, no.

20 Q. No?

21 A. No.

22 Q. The TOC?

23 A. I don't think so. Not on that one, no.

24 Q. No? FTA -- anyone from FTA on any of those, either the
25 executive or the -- no? Okay. And then --

1 A. Not --

2 Q. -- then the local is like the individual shop, the
3 individual --

4 A. We go by shops, basically, because in the shop you have
5 personnel from car maintenance, for rail transportation, some
6 track personnel, some system personnel, that reports to the
7 different yards. So, we have representation from all of them to
8 form the committee for that yard.

9 Q. Yeah. Basically, a big facility. And all the people
10 who might have different departmental affiliations --

11 A. Yes.

12 Q. -- but they're all --

13 A. Located there.

14 Q. -- report to West Falls Church or --

15 A. Exactly.

16 Q. -- or whatever the case may be.

17 A. Um-hum.

18 Q. And do you get to those occasionally?

19 A. Occasionally. I'm not a permanent fixture on those
20 meetings, but there's a reason for it. It's -- and it's not time
21 related. It is because sometimes if I show up, people are
22 expecting me to lead the meeting, and that's not the intent of the
23 meeting. The intent of the meeting is for them to have a free
24 environment where they can discuss their concerns, you know,
25 without -- they might hold back if I'm there.

1 Q. Um-hum.

2 A. Granted, I have some people over here that are very
3 vocal and they wouldn't hold back. But that's not the intent.
4 The intent is for them to engage in this thing, run it the way
5 they see fit, as long as they get actions in place and they move
6 forward. That is the reason I don't actively participate.

7 Q. Yeah.

8 A. Not because we don't want to. Because at one point in
9 time we were doing that, and that was the first thing that we
10 observed, that they didn't feel welcome to.

11 Q. Yeah.

12 A. Sometimes I have that effect on people. What can I say?

13 Q. Sometimes you get out of the way, right?

14 A. I can tell you one thing. If some -- they have a better
15 chance to do something out there because they live it, they feel
16 it, they touch it, they walk it. Unlike me.

17 Q. Yeah. Okay. That's --

18 A. I think they have better understanding of the reality
19 over there and what's reasonable and what is not reasonable.

20 Q. And at that local committee, safety committee level,
21 there is -- it's open, I guess, to anybody?

22 A. Anybody can come.

23 Q. Yeah?

24 A. If they want to attend, yeah.

25 Q. If they want to attend. And then usually the regular

1 delegates are through the union somehow, or --

2 A. Yeah. We send requests over there. Each local
3 committee sends requests over there, asking for participation.
4 And they have two, three, four people attend it.

5 And they become the unofficial union reps. Because it's
6 not an official role from the union side, it's just participation.
7 But their peers start looking at them as, yeah, I can go to him
8 because he's attending those meetings.

9 Q. Yeah. Okay.

10 MR. FLANIGON: That's all I had.

11 MR. NARVELL: That's all I have.

12 DR. GROFF: That's all I have.

13 MR. NARVELL: That's all I have.

14 MR. FLANIGON: We're good? All right. Anything you
15 want to add before we wrap up?

16 MR. BITAR: Looking forward to resolution to this
17 incident. It has been -- it was a bad incident, and it's -- it
18 hurts that a lot of good work has been done and it wasn't enough.

19 MR. FLANIGON: Yeah.

20 MR. BITAR: That's sad. So we need to continue working.
21 That's the only thing.

22 MR. FLANIGON: Yeah. Okay.

23 MR. BITAR: Okay.

24 MR. FLANIGON: Well, thanks for your time.

25 MR. NARVELL: Thank you.

1 MR. FLANIGON: I appreciate it.

2 MR. BITAR: My pleasure.

3 MR. FLANIGON: I'm going to turn these off.

4 (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 Rodrigo Bitar

DOCKET NUMBER: DCA-15-FR-004

PLACE: Washington, D.C.

DATE: April 15, 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.



Jane W. Gilliam
Transcriber