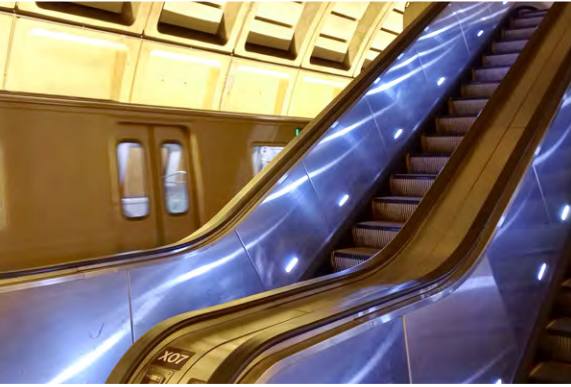


WASHINGTON
METRO RAIL
SAFETY COMMISSION



STRATEGIC PLAN
2026-2030





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LETTER FROM THE CHAIR AND CEO

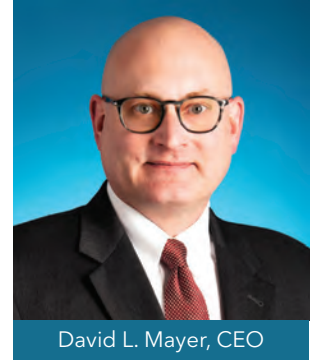
We are pleased to present the Washington Metrorail Safety Commission Strategic Plan for 2026-2030. This plan reaffirms the Commission's commitment to independent, data-driven safety oversight rooted in the 2017 Interstate Compact among Maryland, Virginia, and the District of Columbia and our federally certified authority under 49 CFR Part 674. As the Commission's first Strategic Plan, it establishes a clear foundation for aligning our regulatory responsibilities, organizational priorities, and long-term vision for safety oversight.

The WMSC is the designated State Safety Oversight Agency for the WMATA Metrorail system and is committed to independently exercising its oversight responsibilities by operating in a consistent and transparent manner to protect riders, employees, and the public. Since certification in 2019, the WMSC has strengthened its oversight framework through recurring audits, targeted investigations, enhanced corrective action monitoring, and the implementation of a risk-based inspection program. These efforts—along with expanded analytical capacity, improved performance tracking, and a continued focus on transparency—have positioned the Commission to advance measurable safety outcomes across the Metrorail system.

This Strategic Plan builds on that foundation by establishing four strategic goals: Enhance Safety Oversight and Mission Capabilities; Foster Strategic Stakeholder Engagement; Promote Transparency, Integrity, and Accountability; and Strengthen WMSC Organizational Capacity and Excellence. The plan integrates clear performance measures,



Christopher Conklin, Chair



David L. Meyer, CEO

defined implementation phases, and a structured risk-management framework to ensure disciplined execution and sustained results.

Our mission remains clear: to advance the safety of the Metrorail system through independent oversight and effective enforcement.

Our mission remains clear: to advance the safety of the Metrorail system through independent oversight and effective enforcement.

We also recognize the leadership of former Chair Christopher Hart, whose guidance and commitment to strong, independent safety oversight were instrumental in the development of this Strategic Plan. His leadership helped shape the Commission's strategic direction and the priorities reflected in this document, including the establishment of this first Strategic Plan for the agency.

Respectfully,

A handwritten signature in black ink, appearing to read 'Chris Conklin'.

Christopher Conklin
Chair

A handwritten signature in black ink, appearing to read 'David L. Meyer'.

David L. Meyer
Chief Executive Officer

COMMISSIONERS

CHRISTOPHER CONKLIN

(State of Maryland),
Chair

Commissioner Conklin is Secretary-Treasurer of the Washington Metrorail Safety Commission (elected November 2025). Conklin serves as the director of the Montgomery County Department of Transportation (MCDOT), and previously served as Deputy Director for Transportation Policy. He has guided the implementation of new transit services and worked to advance pedestrian safety and bicycle infrastructure projects. Prior to joining MCDOT, Conklin spent 23 years at the planning, engineering and environmental firm VHB, where he was managing director for the National Capital Region. Mr. Conklin holds a Bachelor of Civil Engineering from the Georgia Institute of Technology and two masters degrees in transportation and technology policy from the Massachusetts Institute of Technology. He is a licensed professional engineer in Maryland.



DEVIN C. ROUSE

(Commonwealth of Virginia), Vice Chair

Commissioner Rouse is the former Executive Officer of the Federal Railroad Administration's (FRA) Office of Railroad Systems, Technology and Innovation, and the former director of the Passenger Rail Division within the FRA's Office of Railroad Safety. He previously served on the board of directors of the Washington Metropolitan Area Transit Authority, as well as FRA's Railroad Safety Board, and chaired the Railroad Safety Advisory Committee's Passenger Safety Working Group and Engineering Task Force. He has served as a subject matter expert in areas related to passenger rail safety, passenger rail equipment, Positive Train Control and emerging technologies, high-speed rail, and the development and construction of new railroads. Mr. Rouse is the owner of DCRail Advisory, providing services to passenger railroads, public transit agencies, and railroad industry executives. He holds a master's degree in Civil and Transportation Engineering, and a bachelor's degree in Mechanical Engineering from Virginia Tech. Mr. Rouse is a registered Professional Engineer in Virginia.



DON DRUMMER

(State of Maryland),
Secretary-Treasurer

Commissioner Don Drummer is a former Senior Executive with over 38 years of federal government experience in defense, logistics, transportation security, safety management, risk management, and organizational transformation. He concluded his government career while serving as Director of the Aviation Logistics Organization in the Federal Aviation Administration (FAA). Prior to this appointment, he served in the Transportation Security Administration (TSA) as Deputy Federal Security Director at John F. Kennedy International Airport, as Federal Security Director at Newark Liberty International Airport, and as Deputy Assistant Administrator in the Office of Security Capabilities in TSA Headquarters. Prior to joining TSA, Mr. Drummer retired as a U.S. Army Colonel. He's also a former member of the Washington Suburban Transit Commission (WSTC) with experience in advancing governance, operational effectiveness, regulatory compliance, transparency, and public trust. Mr. Drummer holds a Bachelor of Business Administration from the University of Texas at Austin, a Master of Business Administration from Kansas State University, a Master of Strategic Studies from the U.S. Army War College, and a Master of Professional Studies from the University of Maryland Baltimore County.



CHRISTOPHER HART

(District of Columbia),

Commissioner Hart is chair of the Washington Metrorail Safety Commission (re-elected March 2024). Chair Hart earned a Bachelor of Science in Engineering and a Master of Science in Engineering from Princeton University and a Juris Doctor from Harvard Law School. Chairman Hart has extensive experience working in transportation and specifically with transportation safety issues in both the public and private sectors. He served as an attorney for the Air Transport Association of America, as an associate attorney for the law firms Peabody, Rivlin, Lambert, and Meyers and Dickstein, Shapiro and Morin, and as a managing partner for the law firm Hart & Chavers. He also served as Deputy Administrator of the National Highway Traffic Administration and as Assistant Administrator of System Safety and Deputy Director of the Air Traffic Safety Oversight Service at the Federal Aviation Administration. Chairman Hart served two terms as a member of the National Transportation Safety Board (NTSB) from 1990 to 1993 and 2009 to 2018. He served as chairman of the NTSB from 2014 to 2017.



ROBERT BOBB

(District of Columbia)

Commissioner Bobb earned a Bachelor of Arts and Political Science from Grambling State University and a Master of Science degree in Business from Western Michigan University. He went on to earn a Certificate for Senior Executives in State and Local Governments from Harvard University's John F. Kennedy School of Government. Commissioner Bobb is known as a turnaround specialist. He stepped in as emergency financial manager of Detroit Public Schools. He also served as city administrator for the District of Columbia, among his many accomplishments.



KATHRYN O'LEARY HIGGINS

(State of Maryland – Alternate)

Commissioner Kathryn (Kitty) O'Leary Higgins is a former member of the National Transportation Safety Board. In addition to her work as a member of the NTSB, she served as Deputy Secretary of the U.S. Department of Labor and Chief of Staff to the Secretary of Labor, Vice Chair of the Presidential Commission on U.S. Coast Guard Roles and Missions, Acting Chair of the National Endowment for the Arts, and Vice President for Public Policy for the National Trust for Historic Preservation. Ms. Higgins previously served in various roles on White House staffs where she worked closely with the federal transportation agencies. She is the President of the Higgins Company, a government relations firm. Ms. Higgins holds a Bachelor of Science degree from the University of Nebraska.



BRAD BELZAK (District of Columbia – Alternate)

Commissioner Belzak is a senior executive with 23 years of leadership experience across government, defense, consulting, finance, and technology. He currently serves as Senior Director at Strider Technologies and formerly held senior roles at the Export-Import Bank, the Transportation Security Administration, the Federal Emergency Management Agency, and the Department of Defense. He began his career in transportation security post-9/11 and has advised on infrastructure, crisis response, and public safety worldwide. In the private sector, Brad led risk management and resilience efforts at Ernst & Young and Deloitte. A resident of Washington, DC, he chaired the city's Homeland Security Commission, and holds degrees from Northeastern University and Elon University.





EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Washington Metrorail Safety Commission (WMSC) Strategic Plan for 2026-2030 outlines the Commission’s vision for advancing the safety and oversight of the WMATA Metrorail system. Rooted in the foundational 2017 Interstate Compact among Maryland, Virginia, and the District of Columbia and certified by the Federal Transit Administration (FTA) in 2019, the WMSC operates as an independent agency with robust enforcement powers, dedicated to protecting every person who relies on the Metrorail system.

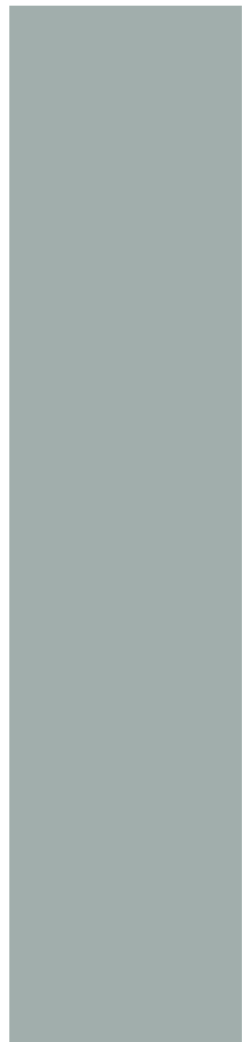
This strategic plan reflects the WMSC’s recent achievements—including targeted audits, the introduction of risk-based inspections, and key operational improvements accomplished in 2025. Internally, the Commission has expanded its analytics capacity, achieved a clean FY 2025 financial audit, and refined its oversight processes. These accomplishments form the basis for a forward-looking, data-driven approach that seeks to continuously improve Metrorail safety.

Central to this strategic plan is a focused set of oversight priorities that reflect the Commission’s statutory responsibilities, operational experience, and the evolving safety environment of the Metrorail system. Together, these priorities emphasize:

- » Enhancing inspection frameworks to ensure rigorous, risk-based oversight;
- » Strengthening performance measurement systems to track progress and ensure accountability;
- » Modernizing technology and data management to support effective oversight and enhance analytics capabilities;
- » Cultivating organizational excellence by investing in staff development, internal processes, and stakeholder engagement.

These interconnected themes shape the structure of the plan and provide the foundation for the strategic framework presented in the sections that follow. They are translated into a clear set of strategic priorities and supporting actions that guide implementation, performance monitoring, and continuous improvement over the 2026-2030 planning period. Specifically, the plan consists of four strategic goals with eleven supporting objectives which will be discussed in detail. The plan is supported by an implementation roadmap, a performance measurement framework, and a risk-management approach designed to ensure transparency, accountability, and measurable safety outcomes.





BACKGROUND AND
ENVIRONMENTAL
ANALYSIS



BACKGROUND AND ENVIRONMENTAL ANALYSIS

2.1 Background and Rationale

The WMSC was created by the 2017 Interstate Compact among Maryland, Virginia, and the District of Columbia, approved by Congress and the President. In March 2019, the Federal Transit Administration (FTA) certified our authority under 49 CFR Part 674, confirming our independence and enforcement powers.

Under the Compact, the WMSC for example:

- 1) Has exclusive safety oversight authority and responsibility over the Washington Metropolitan Area Transit Authority (WMATA) Metrorail System pursuant to federal law, including, without limitation, the power to restrict, suspend, or prohibit rail service on all or part of the WMATA Rail System;
- 2) Develops and adopts a written state safety oversight Program Standard;
- 3) Reviews and approves the WMATA Public Transportation Agency Safety Plan;
- 4) Investigates hazards, incidents, and accidents on the WMATA Metrorail System; and
- 5) Requires, reviews, approves, and enforces Corrective Action Plans developed by WMATA.



2.2 Analysis of WMSC Operations

Feedback from five stakeholder groups—WMSC employees, WMSC Commissioners, WMSC senior managers, outside stakeholders, and WMATA leadership—provides a comprehensive picture of WMSC's current operating environment. Across all groups, there was broad agreement on the organization's strengths, weaknesses, opportunities, and threats.

One of the WMSC's greatest strengths is its clear mission and mandate, rooted in the 2017 Compact, to serve as the independent safety oversight authority for the Metrorail system. Stakeholders consistently recognized the WMSC's critical role in ensuring safety and reliability, emphasizing measurable safety outcomes, effective Corrective Action Plan (CAP) implementation, and the value of both regulatory independence and advisory support. The organization's staff were praised for their technical expertise, professionalism, and leadership within the State Safety Oversight Agency (SSOA) community. The strategic planning process was also viewed as a positive step toward refining the WMSC's vision, defining priorities, and enhancing transparency and accountability.

Stakeholders also identified significant opportunities to strengthen WMSC’s effectiveness. Many suggested creating structured and predictable communication channels with WMATA, such as centralized points of contact and thematic CAP approaches that align oversight with operational realities while maintaining independence. Developing clear, outcome-based performance metrics—aligned where possible with WMATA’s measures—was seen as essential for demonstrating WMSC’s impact. Modernizing technology through integrated data systems, dashboards, and enhanced data exchange mechanisms could further improve oversight efficiency. Expanding staff training and certification programs would bolster productivity, while refining the public communication strategy could build trust and reinforce the WMSC’s role without overshadowing WMATA’s public profile. Additionally, leveraging collaboration within the SSOA/Transit Safety Oversight Association (TSOA) network

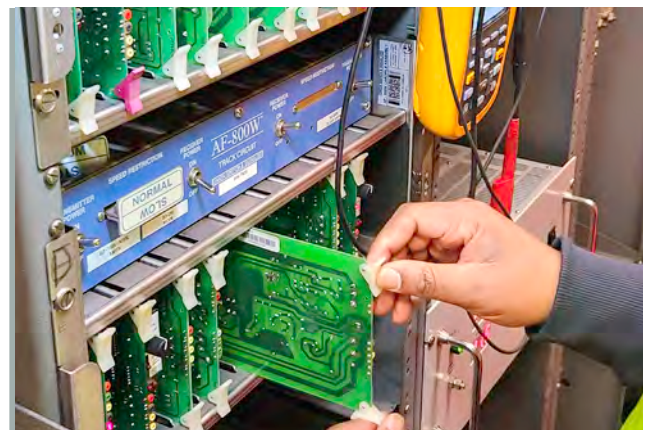
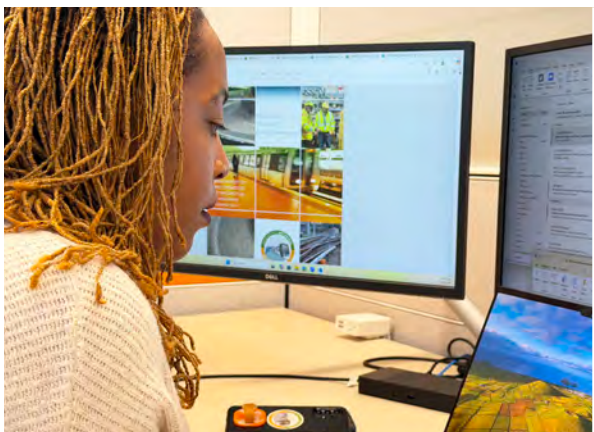
to adopt consistent performance measures was highlighted as a way to strengthen credibility and resource sharing.

Finally, the analysis surfaced a set of potential threats that could undermine the WMSC’s mission if not addressed. These include political pressures and philosophical differences regarding safety, funding uncertainty stemming from grant dependency, and reputational risk tied to public communications or perceived conflicts of interest. Persistent staffing shortages and growing oversight demands also create the risk of operational overload, which could lead to burnout or missed safety issues. Without robust and widely accepted performance

measures, the WMSC may also face challenges in demonstrating its oversight value to funders, policymakers, and the public.

Overall, the stakeholder feedback affirms that the WMSC is an essential, capable, and committed oversight body.

Independent oversight strengthens rail safety.



However, to sustain and enhance its impact, the WMSC will need to address relationship and communication challenges, explore use of newer technologies such as AI, strengthen performance measurement, and ensure adequate resources. By doing so, the agency can seize the opportunities before it, mitigate identified threats, and continue advancing safety outcomes for the Metrorail system. Taken together, this operational landscape highlights why strong governance, clear authority, and consistent oversight processes are essential to advancing the WMSC's mission.

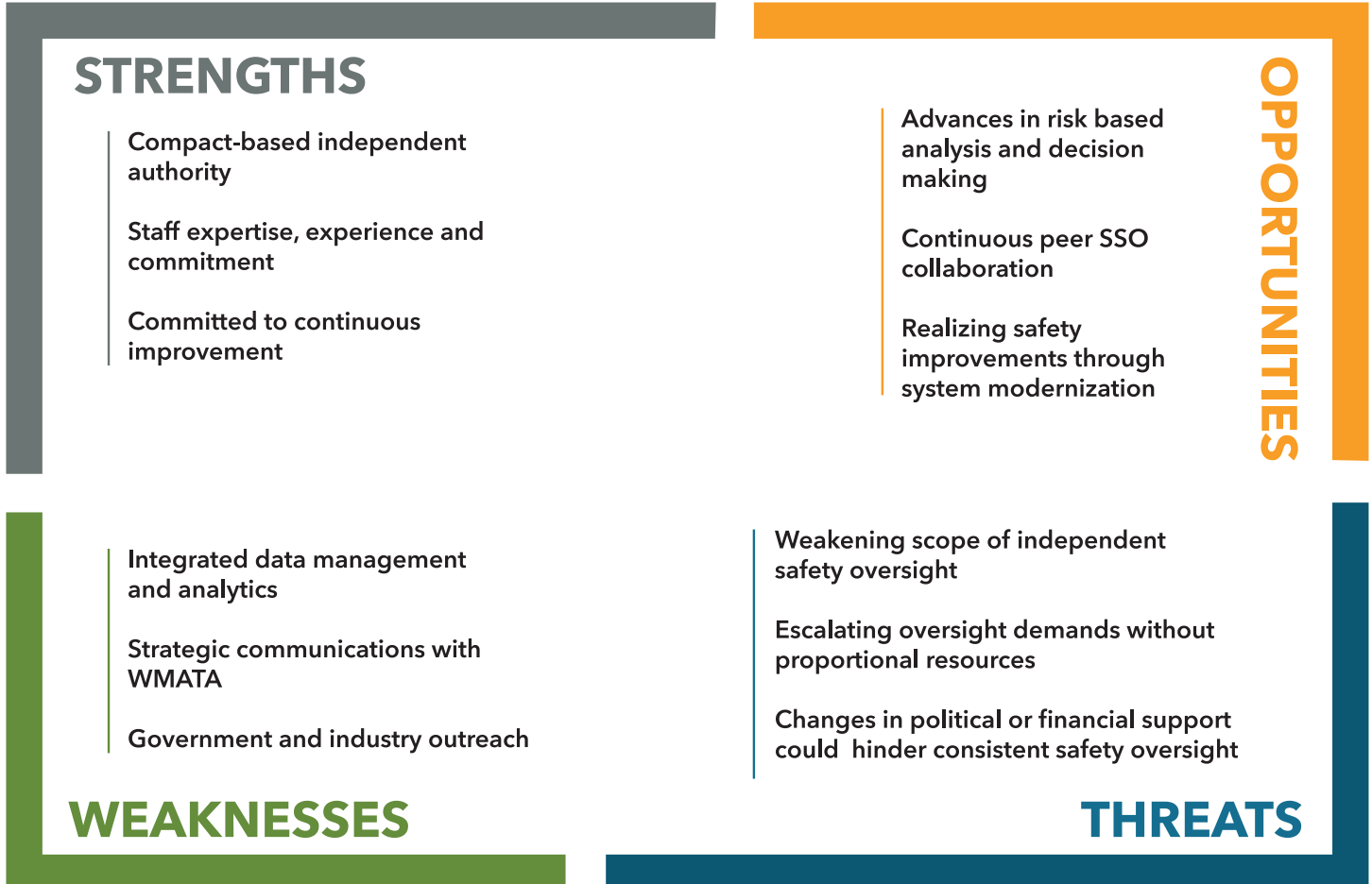
2.3 SWOT Analysis

The following Strengths Weaknesses Opportunities Threats (SWOT) analysis synthesizes input from stakeholder interviews, internal discussions, and an assessment of the broader rail safety oversight environment. It provides a concise, strategic snapshot of the internal and external factors affecting the Washington Metrorail Safety Commission's ability to fulfill its Compact-based mission. The analysis highlights areas where the WMSC is well

positioned to advance safety outcomes, as well as reflect operational and environmental risks that warrant careful management. The SWOT framework serves as a foundation for identifying strategic priorities, guiding decision-making, and informing governance considerations discussed in this plan.

Overall, the SWOT analysis explains that the WMSC has significant institutional strengths, including a clear Compact-based statutory mandate, a highly experienced and committed workforce, and a culture focused on continuous improvement. These strengths position the WMSC to exploit opportunities such as advances in risk-based analysis, peer collaboration among State Safety Oversight Agencies, and safety improvements associated with system modernization. By leveraging staff expertise and strengthening analytical capabilities, the WMSC can enhance risk identification, prioritize oversight activities, and drive measurable safety outcomes. At the same time, the analysis highlights persistent weaknesses related to data management and strategic communications, including outreach to government and industry, that may limit the

Strengths Weaknesses Opportunities Threats (SWOT)





WMSC's ability to fully demonstrate its impact. From a safety perspective, limitations in integrated data and analytics can constrain analysis and decision-making, while gaps in strategic communications may reduce stakeholder understanding of safety risks and oversight value. The WMSC will mitigate these weaknesses through targeted improvements in data integration, analytics, and communication practices that strengthen transparency and support evidence-based oversight.

Externally, the SWOT analysis identifies material threats with direct safety implications, including potential weakening of independent oversight, escalating oversight demands without proportional resources, and changes in political or financial support. These risks could affect staffing capacity, long-term planning, and organizational independence if not actively managed. The WMSC will mitigate these threats by applying risk-based prioritization, conducting structured staffing and workload assessments, and reinforcing stakeholder understanding of the importance of independent, outcome-focused safety oversight.

Taken together, effectively leveraging strengths and opportunities while mitigating weaknesses and external threats will be essential to sustaining credible, independent, and outcome-driven safety oversight. Given this context, the structure, roles, and decision-making processes of WMSC governance play a central role in ensuring the organization can navigate these challenges, preserve its independence, and execute its oversight responsibilities effectively.

2.4 WMSC Governance

The WMSC is governed by a Board of six voting members—two each appointed by Maryland, Virginia, and the District of Columbia—with alternates stepping in when primary members are absent. Appointees must bring expertise in transit safety, engineering, law, or finance, and they must remain free of conflicts of interest by neither serving on WMATA's board nor holding WMATA employment or contracts. Members serve staggered four-year terms and convene

at least quarterly to set policy and oversee the Commission's work.

At the heart of the Commissioner's authority is its responsibility to adopt and periodically update the State Safety Oversight Program Standard, review and approve WMATA's Public Transportation Agency Safety Plan, and approve and monitor corrective

action plans. The Commission also approves audit scopes, issues final reports, and, where WMATA falls short, exercises its enforcement powers—ranging from directives to judicial remedies—to protect rail safety.

To ensure transparency and accountability, the Commission has its own open-meeting and freedom-of-information policies and maintains independent administrative and procurement procedures. It keeps comprehensive records, publishes investigation findings, and enforces a conflict-of-interest policy—all while remaining financially and legally separate from WMATA. This governance structure enables the WMSC to fully exercise its federal and Compact-based oversight authority, ensuring independence and consistency in the regulation of Metrorail safety.

Safety oversight must anticipate risks to independence, resources, and capacity.

2.5 State Safety Oversight Authority

Under FTA regulation 49 CFR Part 674, the WMSC serves as the designated State Safety Oversight Agency for the WMATA Rail System. As such, it holds exclusive regulatory and enforcement authority: WMATA is bound by the Commission’s rules, orders, and directives, and must comply with its written safety oversight program.

This authority empowers the Commission to review, approve, and monitor WMATA’s Public Transportation Agency Safety Plan; investigate hazards, incidents, and accidents; and require, oversee, and enforce corrective action plans. It may issue subpoenas, compel safety-critical changes, and—when circumstances demand—restrict or suspend rail service to eliminate immediate threats.

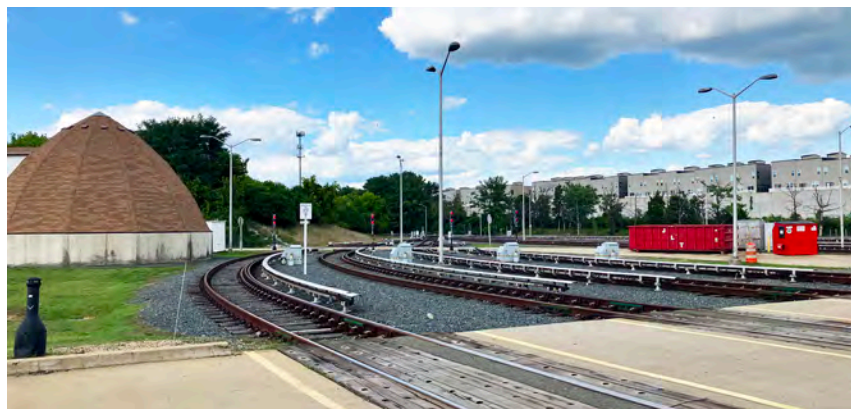
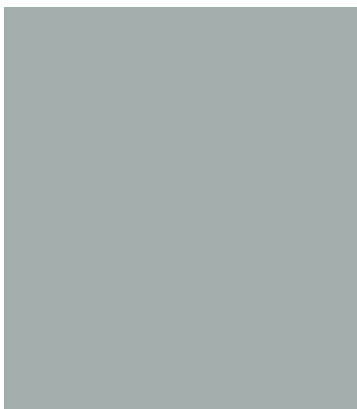
By centralizing safety oversight within an independent tri-state body, the compact establishes an autonomous and consistently enforced framework that remains unaffected by internal political or organizational influences within WMATA. This legal and financial independence strengthens the Commission’s capacity to hold WMATA accountable and protect the safety of the riding public. With this authority established, the WMSC’s core oversight programs—audits, inspections, investigations, and safety certification—translate that authority into concrete, systemwide safety protections.

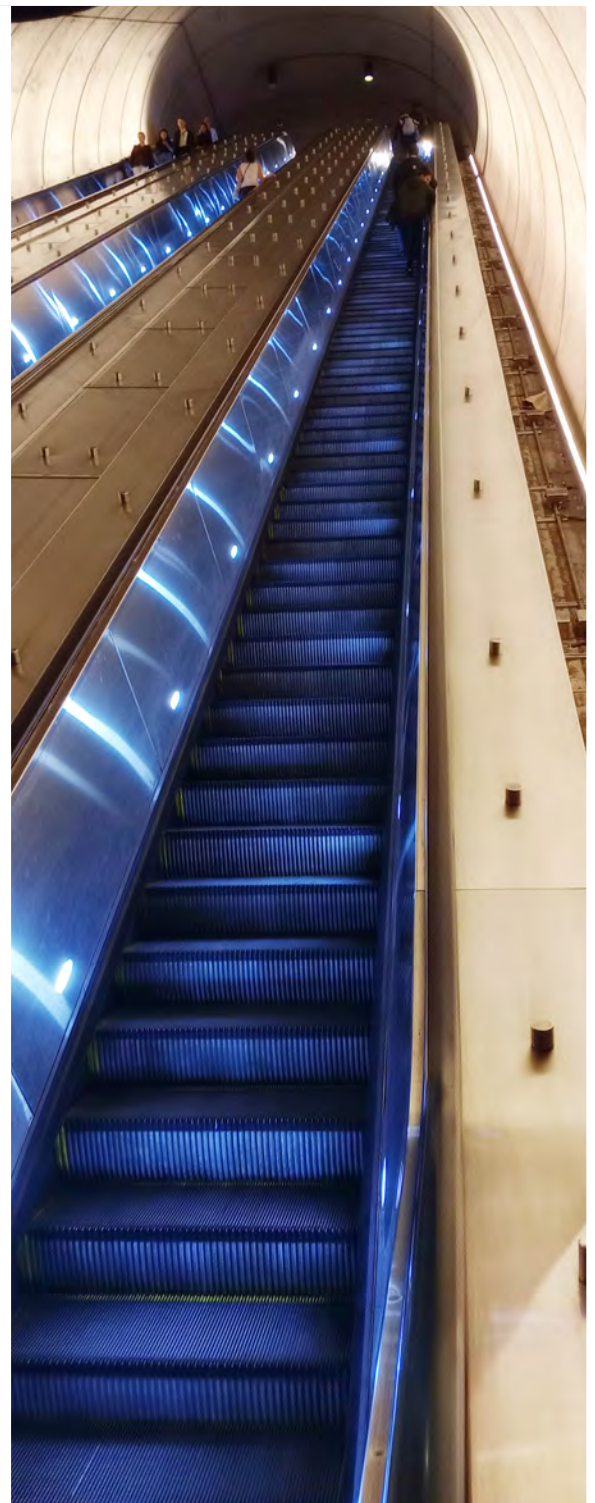
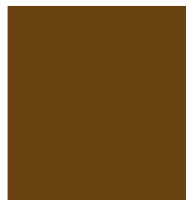
2.6 Core Oversight Programs: Audits and Inspections

The WMSC’s functional-area audits run on a rolling three-year cycle, covering essential safety elements such as roadway worker protection, revenue vehicles, power systems, signals, control center operations, and emergency management. Each audit combines in-depth document review, on-site observations, and personnel interviews to evaluate WMATA’s Safety Management System as required by the WMSC Compact and federal regulation.

In December 2024, the Commission launched a new inspection program that includes risk-based components as required by a FTA special directive. The WMSC’s inspection program focuses on several core areas essential to Metrorail safety. Inspectors evaluate **safety-critical infrastructure**, such as lighting, emergency exits, call boxes, and key cables, to ensure systems function properly and support safe passenger movement. They review **electrical reliability**, including negative return cables and emergency trip systems, to verify that power systems are stable and protective features operate as intended. Inspections also assess **procedural compliance and required training**, confirming that employees follow established safety procedures and maintain the qualifications needed for their duties. **Housekeeping and environmental safety** are examined to ensure materials are stored correctly and work areas are clean, organized, and free of hazards. Finally, inspectors conduct **operational observations**, monitoring real-time train operations and staff activities to confirm adherence to safety rules in the field. These inspections identified defects that have prompted immediate remediation actions and systemwide safety improvements.

Together, these audit and inspection activities generate the objective evidence needed to drive corrective actions, measure performance, and inform continuous improvement. By integrating findings into public audit reports and subsequent CAP monitoring, the WMSC demonstrates its commitment to transparent, data-driven oversight and tangible safety outcomes. These oversight activities form the operational backbone of the WMSC’s mission, directly supporting the Commission’s commitment to protecting every person who relies on the Metrorail system.





MISSION,
VISION AND
VALUES



MISSION STATEMENT

This mission distills the compact’s core purpose and federal mandate into a concise operational commitment. The 2017 interstate compact and 49 U.S.C. § 5329 created a legally and financially independent Safety Commission, tasked with protecting transit users by adopting a written state safety oversight program standard, auditing operations, reviewing safety plans, investigating hazards, and compelling corrective actions. Emphasizing both independence and enforcement underscores the WMSC’s unique authority to regulate WMATA without undue influence, ensuring that every regulatory tool—from subpoenas to service restrictions—is available to uphold the compact’s promise of safe, reliable rail service. Our mission provides the foundation for the WMSC’s long-term aspirations, which are articulated in the Commission’s vision.

MISSION

The WMSC advances the safety of the Metrorail system through independent oversight and effective enforcement.

VISION STATEMENT

VISION

To be the model of safety oversight, inspiring confidence in the Metrorail system.

The WMSC’s vision highlights its role as an independent and authoritative safety oversight body that ensures accountability, transparency, and continuous improvement across the Metrorail system. By setting rigorous standards, conducting data-driven evaluations, and upholding the highest principles of integrity, the WMSC strengthens public confidence in the safety and reliability of Metrorail operations. Through consistent, objective oversight and clear communication of results, the WMSC demonstrates that effective governance and safety vigilance are the foundation of a trusted transit system. The WMSC values define how the WMSC will pursue its vision each day, shaping decisions, oversight practices, and organizational culture.

CORE VALUES

- » **Transparency** - We communicate openly and provide clear rationale for our decisions.
- » **Independence** - We act without external influence to ensure objectivity and fairness.
- » **Integrity** - We adhere to the highest ethical standards in all that we do.
- » **Collaboration** - We engage interested parties and other stakeholders to support shared safety outcomes.
- » **Continuous Improvement** - We strive to learn, adapt, and enhance our effectiveness over time.
- » **Safety Excellence** - We uphold the highest standards in safety oversight to protect the public.

The six core values—transparency, independence, integrity, collaboration, continuous improvement, and safety excellence—are fundamental to the WMSC’s mission of

providing authoritative and inclusive safety oversight. Transparency ensures that the public and stakeholders understand the rationale behind decisions, fostering trust and accountability. Independence guarantees that oversight remains objective and fair, free from external pressures that could compromise

safety. Integrity underpins every action with ethical rigor, reinforcing credibility and public confidence. Collaboration



Safety oversight begins with integrity, independence, and transparency.

brings together government and industry to co-create solutions, ensuring that safety outcomes are shared and effective. Continuous improvement drives the organization to learn and adapt, keeping oversight practices current and effective in a changing environment. Finally, safety excellence is the cornerstone of WMSC’s mission, ensuring the highest standards are upheld to protect the public and inspire confidence in the Metrorail system. Together, these values create a culture of shared responsibility and proactive risk management, directly supporting WMSC’s vision to lead collaborative safety oversight and deliver a safer, more reliable rail experience. Building on these core values, the WMSC’s strategic goals translate principles into action, providing a clear roadmap for advancing safety oversight in the coming years.





STRATEGIC GOALS
AND OBJECTIVES

STRATEGIC GOALS AND OBJECTIVES

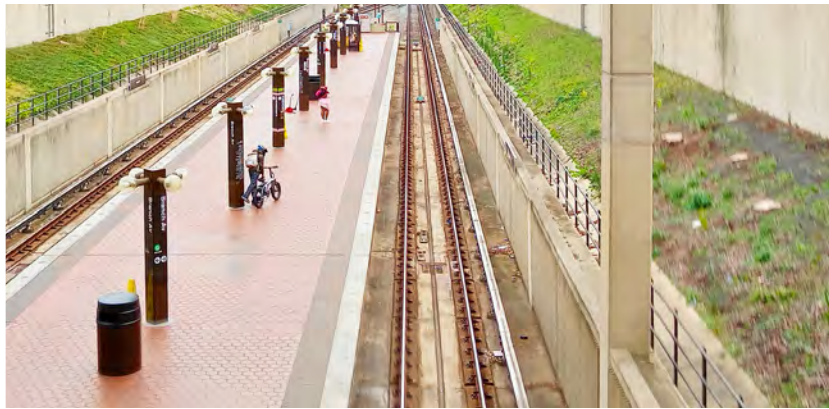


Strategic Goal 1: Enhance Safety Oversight and Mission Capabilities

Goal Definition: Ensure that the WMSC remains a proactive and data-driven safety oversight entity through robust audits and inspections and risk mitigation.

Strategic Goal 1 ensures that the WMSC remains a proactive and data-driven safety oversight entity. By focusing on enhancing safety oversight and mission capabilities, the WMSC demonstrates its commitment to systematic, rigorous audits and inspections that lead to the early identification and remediation of safety gaps. This approach benefits the WMSC by strengthening its effectiveness and credibility

as a safety regulator, while stakeholders—including the public and agency partners—gain assurance that Metrorail safety risks are being proactively managed and mitigated. Emphasizing continuous improvement and transparency in safety oversight not only aligns with regulatory standards and best practices, but also fosters accountability, supports trend analysis, and ultimately ensures safer transit outcomes for everyone involved. Strengthening mission capabilities through robust oversight provides the foundation for effective engagement with stakeholders, which is the focus of the next goal.



Objective 1.1: Continuously improve the safety oversight program, including using new FTA regulations and guidance, to enhance Metrorail safety.

Detailed Explanation:

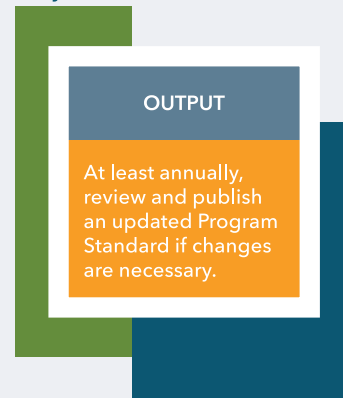
Continuously improving the WMSC’s safety oversight program ensures that our audit and inspection activities remain effective, forward-looking, and fully aligned with evolving FTA regulations and guidance. Regular evaluation of oversight methods and internal processes allows the WMSC to identify safety gaps systematically, verify the effectiveness of corrective action plans (CAPs), and ensure consistent application of standards across all facilities and operations.

By integrating best practices, improving internal processes, enhancing operational efficiencies - and including new federal requirements - WMSC strengthens the rigor and comparability of its reviews, supports transparent performance tracking, and enhances accountability throughout the oversight process. Publishing updated program standards when necessary demonstrates WMSC’s commitment to continuous improvement, responsiveness to regulatory changes, and proactive, data-driven oversight that protects passengers, workers, and the public.

Enhancing our audit and inspection framework ensures systematic identification and remediation of safety gaps. Standardized, rigorous processes allow us to compare performance across facilities, verify CAP effectiveness, and maintain regulatory alignment. This objective drives proactive, data-driven oversight by embedding best practices into every audit and inspection cycle.

The program standard measures success for this objective by setting a clear benchmark for WMSC’s oversight effectiveness. Regular updates ensure alignment with regulations, support continuous improvement, and provide transparent evidence that safety risks are being actively addressed.

Performance Measure– Objective 1.1:



Objective 1.2: Conduct recurring audits, inspections, and other means to identify safety risks and improve Metrorail system safety.

Detailed Explanation:

To fulfill its statutory responsibilities, the WMSC conducts recurring audits, inspections, investigations, and other oversight activities that systematically identify hazards, assess compliance with safety requirements, and verify the effectiveness of corrective actions. These activities form a continuous oversight cycle, enabling the Commission to detect safety trends early, confirm adherence to written procedures, and ensure that CAPs and RCAs drive lasting improvements across the Metrorail system. A structured schedule of oversight work—combined with timely communication, documented findings, and transparent reporting—supports consistent accountability and promotes a culture of continuous improvement at WMATA.

The performance measures below translate this oversight approach into concrete, trackable expectations. They ensure that key elements of the oversight cycle occur with sufficient frequency, rigor, and follow-through to meaningfully support safety risk reduction.

Conducting and publishing three audits and completing sixty inspections each year ensures that the WMSC maintains a consistent, systemwide oversight into Metrorail's operations, maintenance practices, and adherence to safety requirements. These recurring oversight activities allow the WMSC to identify hazards early, verify whether corrective actions are being sustained, and detect trends that may signal deeper systemic risks. Publishing audit and inspection results also strengthens transparency and accountability by clearly documenting both identified issues and the progress made in resolving them. Delivering this level of recurring oversight is essential for driving continuous safety improvement, ensuring that significant areas of risk receive regular attention, and demonstrating to stakeholders that the WMSC's independent review is timely, thorough, and effective.

Interpreting key safety metrics provided by WMATA—such as the timely completion of Recommended Corrective Actions (RCAs), trends in fatalities, collisions, serious injuries, derailments, and red signal overruns, staffing levels at the Operations Control Center, and compliance with Roadway Worker Protection (RWP) rules—allows the WMSC

Performance Measures—Objective 1.2:



to assess underlying safety conditions and monitor areas of elevated risk on the Metrorail system. These output-oriented measures complement traditional audits and inspections by providing continuous, system-level insight into operational performance and emerging vulnerabilities. By analyzing trends and patterns in these indicators, the WMSC can better prioritize oversight activities, focus resources on higher-risk areas, and intervene earlier when adverse safety trends are identified.

In addition, outcome-focused safety metrics—such as the recurrence of safety deficiencies previously addressed by closed Corrective Action Plans (CAPs)—enable the WMSC to evaluate whether its oversight efforts are producing sustained safety improvements. These outcome measures are complemented by activity-based performance measures that track how the WMSC engages urgent safety hazards at both staff and senior-leadership levels to clearly communicate safety issues to Metrorail and to confirm that appropriate mitigations or corrective actions are implemented. Together, these measures assess not only whether corrective actions were completed, but whether early engagement and escalation were timely, effective, and resulted in durable safety outcomes. By linking proactive hazard engagement with outcome-based evaluation, output and outcome measures demonstrate the connection between WMSC oversight activities and measurable safety impacts, reinforcing accountability, supporting continuous improvement, and advancing a safer and more reliable Metrorail system for riders, workers, and the public.

Objective 1.3: Continuously strengthen WMSC’s analytical and technical capabilities through appropriate investment in data analysis and technology.

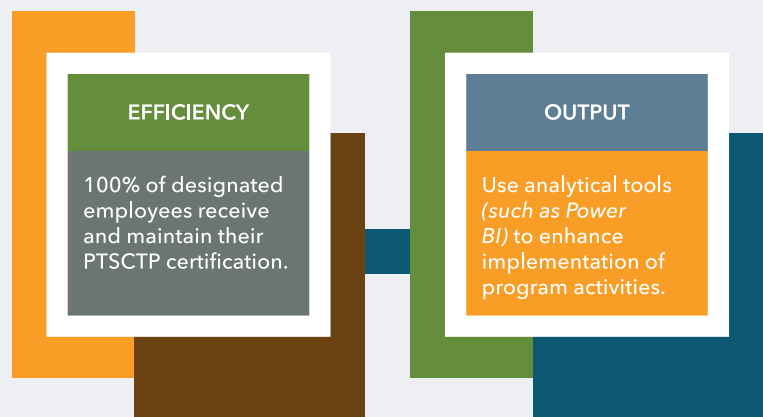
Detailed Explanation:

Investing in advanced analytics and technology enables the WMSC to transform safety data into meaningful intelligence that drives oversight decisions. Strengthening analytical and technical capabilities ensures that staff can not only interpret data but also anticipate risks before they escalate. The WMSC ensures that every employee possesses the technical foundation to conduct rigorous, standards-based safety oversight.

Equally critical is the effective use of analytical tools—such as Power BI and other data visualization platforms—to integrate and display complex data sets in clear, actionable formats. Implementing these tools allows the WMSC to track performance trends, monitor compliance indicators, and communicate findings efficiently to leadership and stakeholders. The development of dashboards demonstrates measurable progress in applying these methodologies, aligning analytical improvements with desired operational outcomes.

By enhancing analytical capabilities and integrating tools like Power BI, the WMSC effectively transforms safety data into actionable intelligence. Analysis and trend identification through Power BI directly drive targeted inspections, which in turn guide WMSC actions. This approach not only improves the quality and timeliness of reports and reviews, but also ensures that oversight decisions are both responsive and impactful.

Performance Measures—Objective 1.3:



Objective 1.4: Ensure timeliness for WMSC work products.

Detailed Explanation:

Timeliness is essential to the credibility and effectiveness of the WMSC's oversight. Delivering reports, reviews, and analyses within established timeframes ensures that findings remain relevant, that corrective actions are implemented promptly, and that stakeholders can act on current data to prevent recurrence of hazards. By monitoring publication timelines and standardizing workflow processes, the WMSC reinforces accountability, consistency, and transparency in all work products.

Performance Measures—Objective 1.4:



The timely completion of key deliverables—such as audits, the Annual Report, FTA State Safety Oversight Reporting tool (SSOR) submissions, WMATA investigative report approvals, and PTASP reviews—demonstrates operational discipline and efficiency. Each of these milestones reflects a different aspect of oversight timeliness: audits show a disciplined approach to timely PTASP reviews; the Annual Report and SSOR submission demonstrate adherence to statutory obligations; investigative report approvals measure compliance with established safety program standards.

Collectively, performance measures ensure that the WMSC's full oversight cycle—including audits, inspections, investigations, safety certification reviews, and the monitoring of corrective actions—proceeds in a timely and effective manner. By meeting or exceeding these targets, the WMSC strengthens stakeholder confidence, supports faster identification and mitigation of safety risks, and ensures that oversight outcomes remain actionable, impactful, and aligned with the Commission's statutory responsibilities.

Strategic Goal 2: Foster Strategic Stakeholder Engagement

Goal Definition: Strengthen partnerships to enhance safety outcomes and align oversight practices with stakeholder expectations.

Strategic Goal 2 emphasizes the importance of proactive stakeholder engagement in achieving safety outcomes and aligning oversight practices with stakeholder expectations. By strengthening partnerships with groups such as WMATA leadership, the Federal Transit Administration/ U.S. Department of Transportation, and interested local organizations, the WMSC ensures that its oversight is

informed by diverse perspectives and evolving needs. This focus benefits the WMSC by enhancing the relevance and effectiveness of its actions, building trust, and facilitating collaborative problem-solving. For stakeholders, it provides transparency, consistent communication, and opportunities to influence safety priorities, ultimately leading to a safer and more responsive transit system for all involved. Meaningful engagement supports transparent and accountable oversight, directly connecting to the WMSC's commitment to integrity and public trust which is outlined later in Goal 3.

Objective 2.1: Conduct a structured engagement and outreach program with WMATA.

Detailed Explanation:

A structured communication program across the core program areas of audits, corrective action plans, safety certification, inspections, and investigations ensures that the WMSC maintains clear, consistent, and professional interactions with WMATA while preserving its independence as an oversight body. The WMSC Program Standard calls for regular, documented exchanges related to audits, investigations, inspections, and project safety certification activities. These interactions—such as required notifications, coordinated updates, and timely sharing of key information—help clarify expectations and ensure that safety issues are identified and addressed efficiently. Establishing a core program area communication framework, including routine engagement among WMSC and WMATA senior leadership and appointed members, supports timely coordination on business matters and strengthens stakeholder and public confidence in the safety of the Metrorail system.

Performance Measure—Objective 2.1

OUTPUT

Develop and implement a communication program between the WMSC and WMATA, comprising functions (i.e. audits, corrective action plans, safety certification, inspections, investigations, cross-leadership) according to the Program Standard, if applicable.

Objective 2.2: Implement and maintain a comprehensive and transparent communication strategy which builds the WMSC’s professional reputation with stakeholders.

Detailed Explanation:

A comprehensive communication strategy ensures that the WMSC delivers clear, consistent, and timely information to both internal and external audiences. By defining standards for press releases, public reports, and stakeholder briefings, the WMSC strengthens transparency and reinforces its professional reputation as an independent safety oversight authority. Implementing a formal communications plan for regulatory agencies and jurisdictional partners ensures that all messaging supports accountability, builds trust, and reflects the WMSC’s commitment to clarity and credibility in every interaction. Finally, this communications plan helps mitigate the risk of fluctuating political or financial support by ensuring decision-makers clearly understand WMSC’s statutory role, oversight results, and the safety value delivered through consistent funding.

Performance Measure—Objective 2.2

OUTPUT

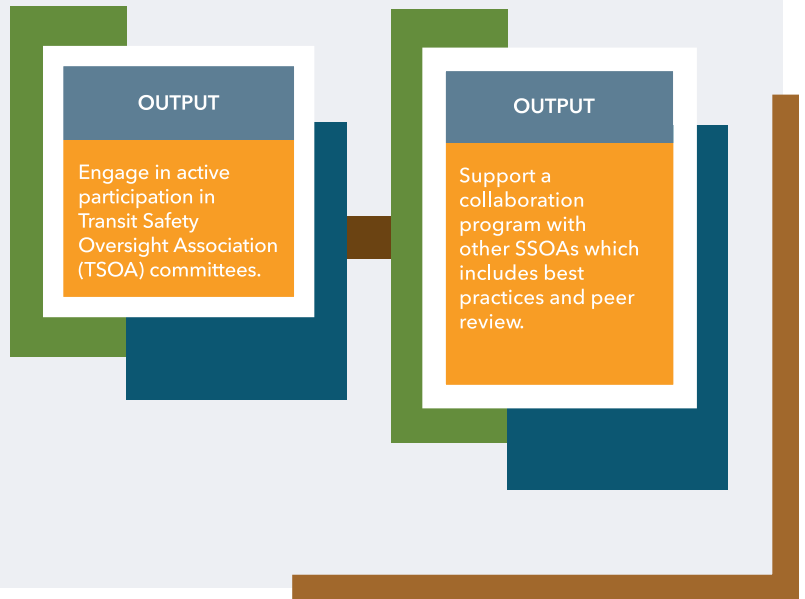
Develop and implement a formal communications plan for regulatory agencies and other jurisdictional partners.

Objective 2.3: Promote collaboration and knowledge sharing with other State Safety Oversight (SSO) agencies.

Detailed Explanation:

Collaboration with peer State Safety Oversight Agencies (SSOAs) enhances the WMSC’s ability to apply national best practices and strengthen its oversight framework. Through active participation in the Transit Safety Oversight Association (TSOA) working groups and joint initiatives, the WMSC shares lessons learned, harmonizes performance measures, and advances consistent safety standards. Establishing a structured collaboration program with other SSOAs promotes continuous learning, improves analytical approaches, and promotes the WMSC’s leadership within the national safety oversight community.

Performance Measures—Objective 2.3:

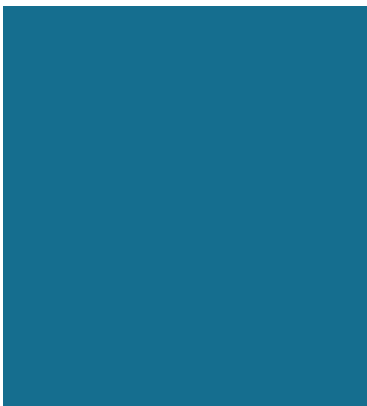


Strategic Goal 3: Promote Transparency, Integrity, and Accountability

Goal Definition: Build public and inter-governmental trust through verifiable, transparent oversight and consistent performance reporting.

Strategic Goal 3 helps build trust and credibility between the WMSC, the public, and inter-governmental partners by emphasizing transparency, integrity, and accountability in oversight activities. Focusing on this goal ensures that safety oversight is not only effective but also perceived as fair and open, which is critical for maintaining stakeholder confidence. By providing clear, accessible reports on safety trends, audit results, and regulatory progress, the WMSC

empowers stakeholders—including policymakers, transit agencies, and the public—to make informed decisions and actively participate in safety discussions. Furthermore, the establishment of robust review mechanisms for oversight findings and safety decisions enhances the accuracy of information, encourages constructive feedback, and reduces misunderstandings or disputes, ultimately leading to better safety outcomes for everyone involved. Achieving transparency and accountability depends on strong internal performance and organizational capacity, which is the focus of Goal 4.

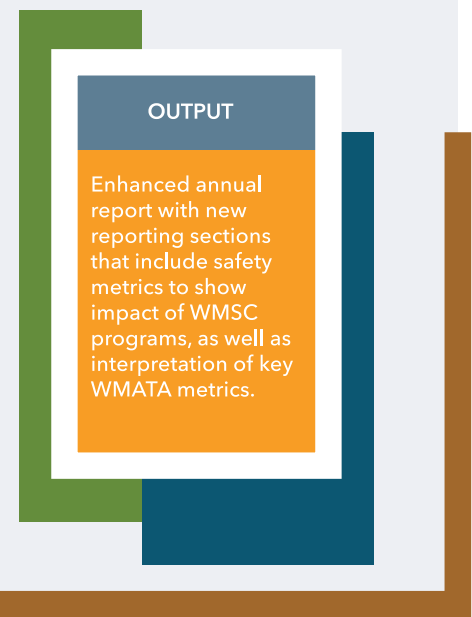


Objective 3.1: Ensure public-facing reports clearly explain safety trends, audit and inspection results, and oversight progress.

Detailed Explanation:

Clear, accessible public reporting is central to the WMSC’s mission of transparency and accountability. By presenting safety data, audit results, and oversight progress through visualizations, concise narratives, and defined performance indicators, the WMSC enables policymakers, media, and the public to understand key safety trends. Enhancing the annual report with new sections that display performance outcomes and WMATA safety trends strengthens public confidence, fosters informed dialogue, and demonstrates the WMSC’s commitment to open and data-driven oversight.

Performance Measure—Objective 3.1:

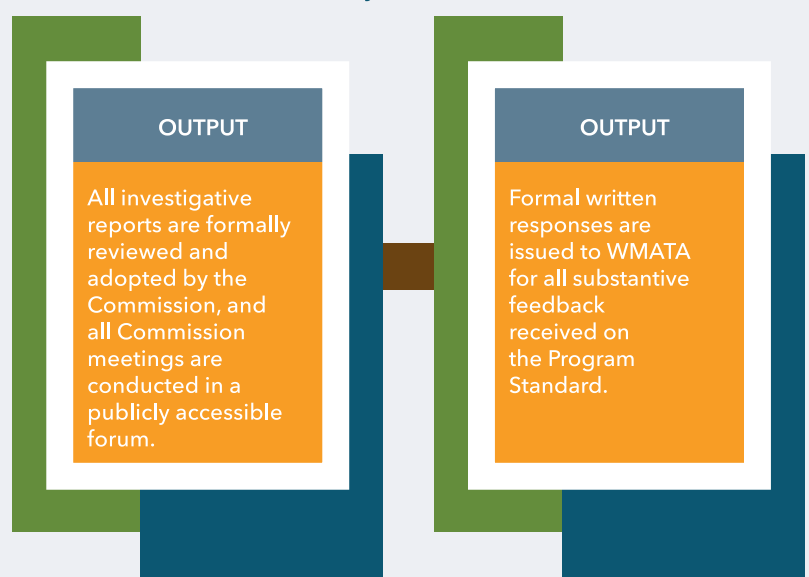


Objective 3.2: Establish and maintain review mechanisms for the oversight program, findings and safety decisions.

Detailed Explanation:

This objective focuses on establishing and maintaining formal review mechanisms within the WMSC’s oversight program to ensure that findings, reports, and safety decisions are subject to structured evaluation before becoming final. For an independent safety oversight agency, these review mechanisms are essential to ensuring that conclusions are well supported, decision-making is deliberate, and oversight actions are applied consistently. Effective oversight depends on clear, documented processes that promote transparency, reinforce accountability, and provide confidence that safety decisions reflect careful consideration and sound governance.

Performance Measures—Objective 3.2:



To support this objective, the WMSC applies review mechanisms at both the product level—such as investigative reports and safety decisions—and the program framework level, including the Program Standard that governs how oversight is conducted. The performance measures below are designed to assess whether these review mechanisms are being applied consistently and transparently as part of routine oversight operations, rather than on an ad hoc basis.

These performance measures demonstrate how the WMSC establishes and maintains formal review mechanisms for its oversight program, findings, and safety decisions. Requiring that all investigative reports are formally reviewed and adopted by the Commission, and that all Commission meetings are conducted in a publicly accessible forum, ensures that safety findings and oversight decisions undergo substantial scrutiny prior to finalization and that deliberations occur in an open and observable setting. This approach reinforces accountability by confirming that oversight products are evaluated collectively and publicly by the Commissioners.

In addition, issuing formal written responses to WMATA for all substantive feedback received on the Program Standard demonstrates that feedback on the WMSC’s governing oversight framework is reviewed, documented, and resolved through an established process. Because the Program Standard is the principal document which defines how the WMSC conducts its oversight responsibilities, maintaining a structured feedback and response mechanism ensures that changes or concerns are addressed deliberately and transparently, supporting consistency and integrity in safety oversight practices.

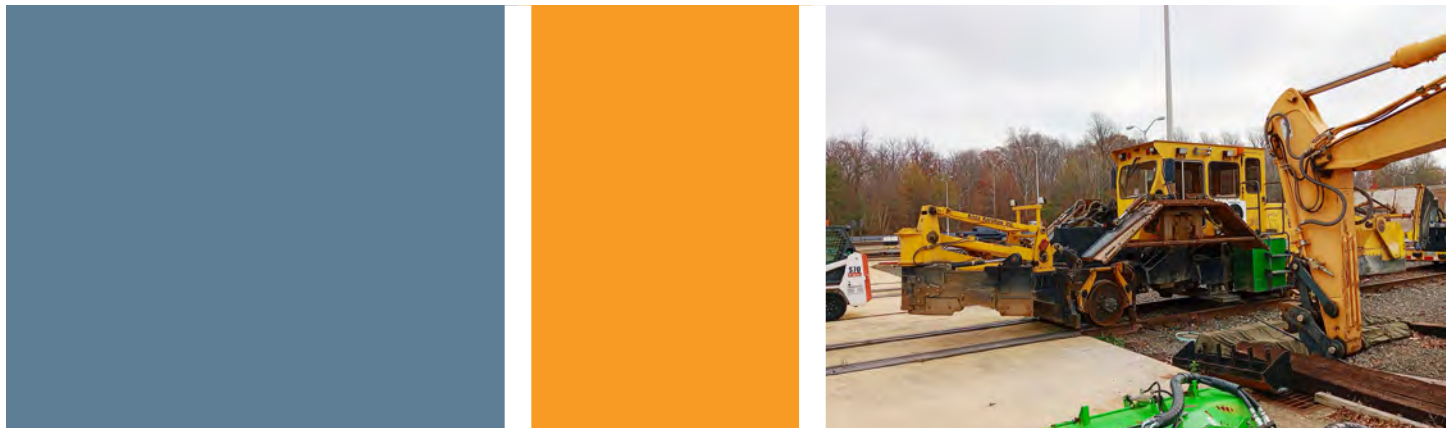
Taken together, these measures confirm that the WMSC consistently applies formal, repeatable review mechanisms across both individual oversight actions and the broader oversight framework. By ensuring that findings, decisions, and governing standards are subject to documented review and public visibility, the WMSC strengthens sound safety decision-making, reinforces independence, and builds confidence in the effectiveness of its oversight program.

Strategic Goal 4: Strengthen WMSC Organizational Capacity and Excellence

Goal Definition: Ensure that WMSC sustains high performance through operational effectiveness and a culture of continuous improvement.

Strategic Goal 4 ensures that the WMSC maintains a high level of organizational performance by prioritizing operational effectiveness and fostering a culture of continuous improvement. By focusing on strengthening internal policies, structures, and staffing, the WMSC can

proactively address capacity needs, mitigate risks, and adapt to evolving oversight demands. This internal focus directly benefits the WMSC by enabling it to sustain the skills and governance frameworks necessary for effective oversight. For stakeholders, such as WMATA and the public, the goal ensures that the WMSC remains a reliable, transparent, and responsive regulatory body, ultimately leading to more credible safety decisions and stronger accountability within the transit system.



Objective 4.1: Enhance and maintain internal policies, structures, and staffing to support WMSC’s oversight role.

Detailed Explanation:

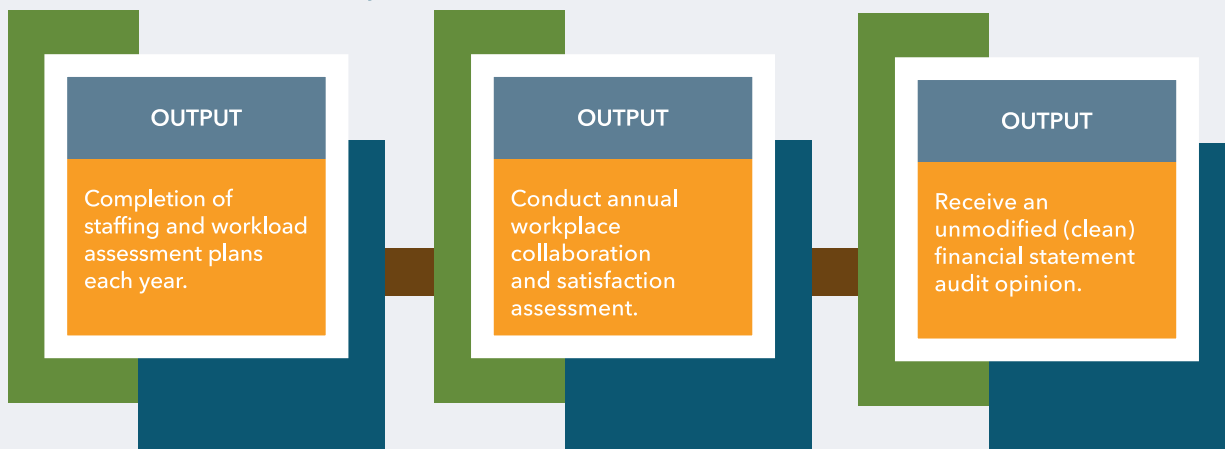
Enhancing and maintaining the WMSC’s internal policies, structures, and staffing is essential to sustaining a strong, independent, and resilient oversight organization. A well-designed internal framework ensures that the WMSC can fulfill its statutory mission efficiently while adapting to emerging safety, operational, and regulatory challenges. Regular evaluations of organizational design, resource allocation, and internal controls allow the WMSC to anticipate capacity needs, address workforce gaps, and strengthen governance processes before risks materialize.

Structured assessments—such as staffing and workload reviews—help determine whether the right expertise and resources are in place to meet oversight demands. In particular, a structured staffing plan grounded in workload and demand analysis provides an objective basis for identifying the personnel and expertise required to meet increasing oversight responsibilities, helping mitigate the risk of escalating oversight demands without proportional resources.

Maintaining an updated internal controls manual reinforces accountability, consistency, and compliance with best financial and administrative practices. Conducting annual workplace collaboration and satisfaction assessments provides leadership with valuable feedback to sustain employee engagement and retention, directly supporting long-term institutional stability.

Achieving an unmodified (clean) financial statement audit opinion further demonstrates the integrity and effectiveness of WMSC’s management systems, validating that public resources are used responsibly and transparently. Together, these efforts ensure the WMSC remains a capable, accountable, and well-governed organization—fully equipped to deliver authoritative safety oversight and uphold public trust in the Metrorail system.

Performance Measures—Objective 4.1:





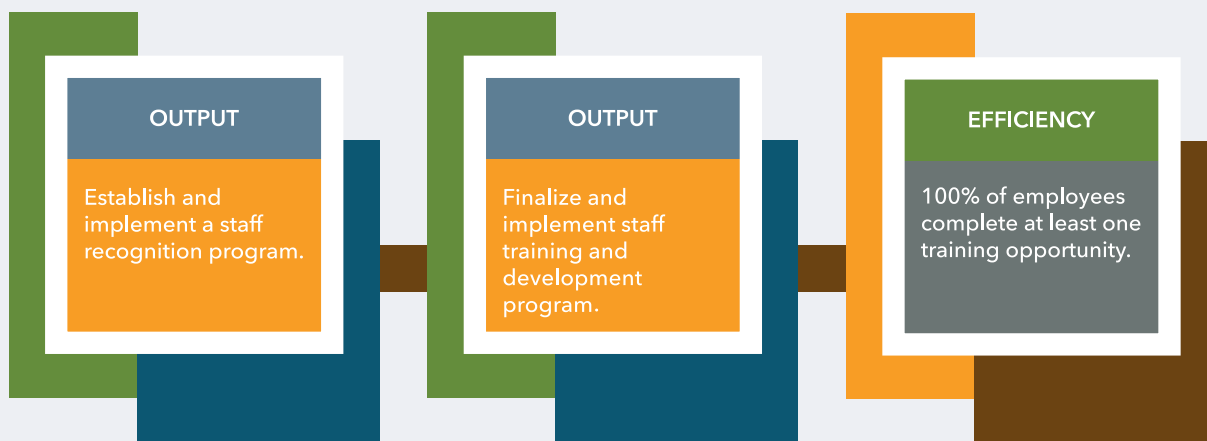
Objective 4.2: Promote a high-performance, learning-oriented culture through staff training, development, and internal collaboration.

Detailed Explanation:

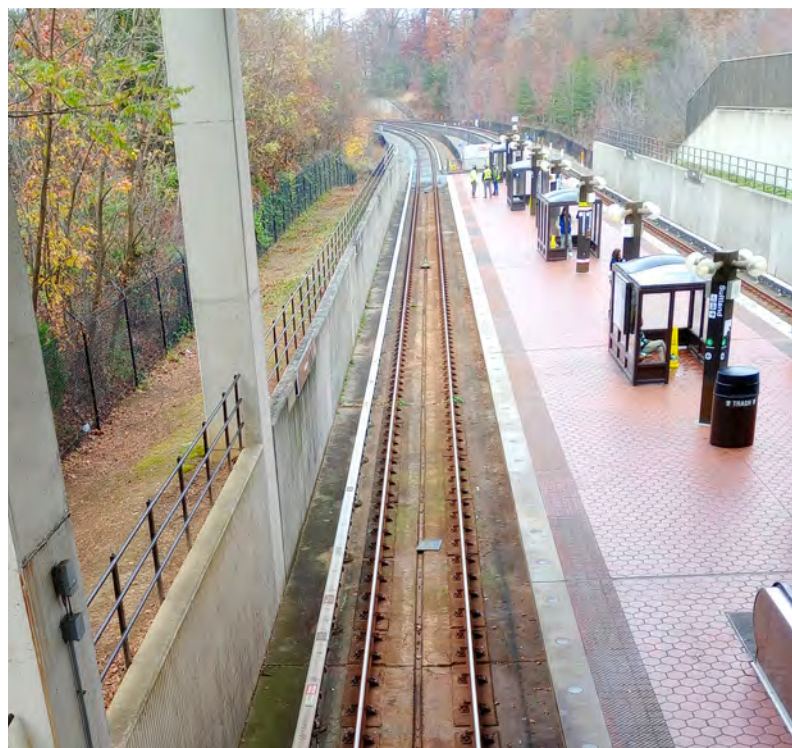
A high-performance, learning-oriented culture is essential for sustaining the WMSC's ability to carry out effective, independent safety oversight. Building staff capability through targeted training, ongoing development, and cross-functional collaboration ensures that employees maintain the technical expertise and professional judgment required to oversee a complex transit system. By establishing structured programs—such as training plans, development pathways, and recognition initiatives—the WMSC supports continuous learning, strengthens teamwork, and encourages innovation across the organization.

These performance measures reflect the Commission's commitment to investing in its workforce and ensuring that employees have clear opportunities to grow, contribute, and excel.

Performance Measures—Objective 4.2:



These performance measures advance the objective by ensuring that every employee participates in training, that professional development is structured and accessible, and that excellence is reinforced through recognition. A formal training and development program provides consistency and fairness in building staff skills, while a recognition program encourages high performance and reinforces the behaviors that support efficient and effective oversight.



IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

The WMSC will implement this Strategic Plan in a clear, straightforward manner that focuses on coordination, communication, and steady progress. Successful implementation depends on keeping staff informed, working closely with WMATA and other partners, and regularly checking progress against the plan’s goals.

a. Collaborative Rollout

Implementation will rely on practical coordination across WMSC teams and with external partners.

» Internal Coordination:

Make sure staff understand their roles in carrying out the plan. Teams will work together as needed, and staff will receive the tools or support required to meet the plan’s objectives.

» External Coordination:

Maintain regular communication with WMATA, the FTA, and Compact partners to ensure everyone understands expectations and any changes in oversight priorities.

» Peer Engagement:

Continue participating in SSOA/TSOA discussions to exchange lessons learned and stay aligned with oversight best practices.

b. Communication and Outreach

Clear communication—both inside and outside the organization—is central to successful implementation.

» Progress Updates:

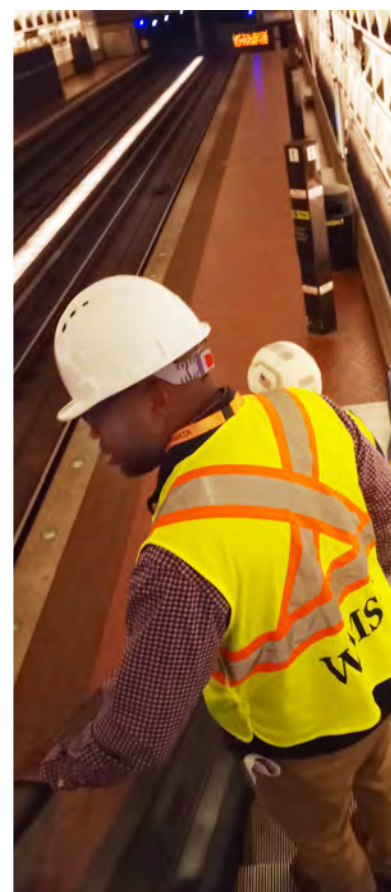
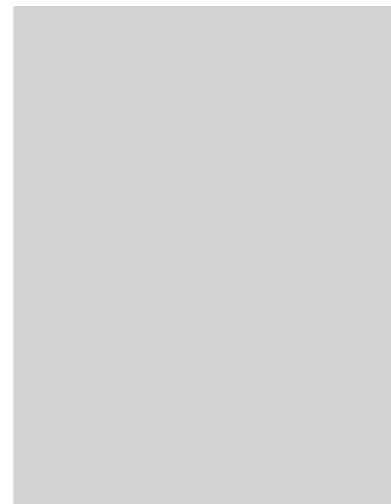
Provide routine updates to Commissioners, WMATA, and the public so everyone can track progress in a simple, transparent way.

» Public Communication:

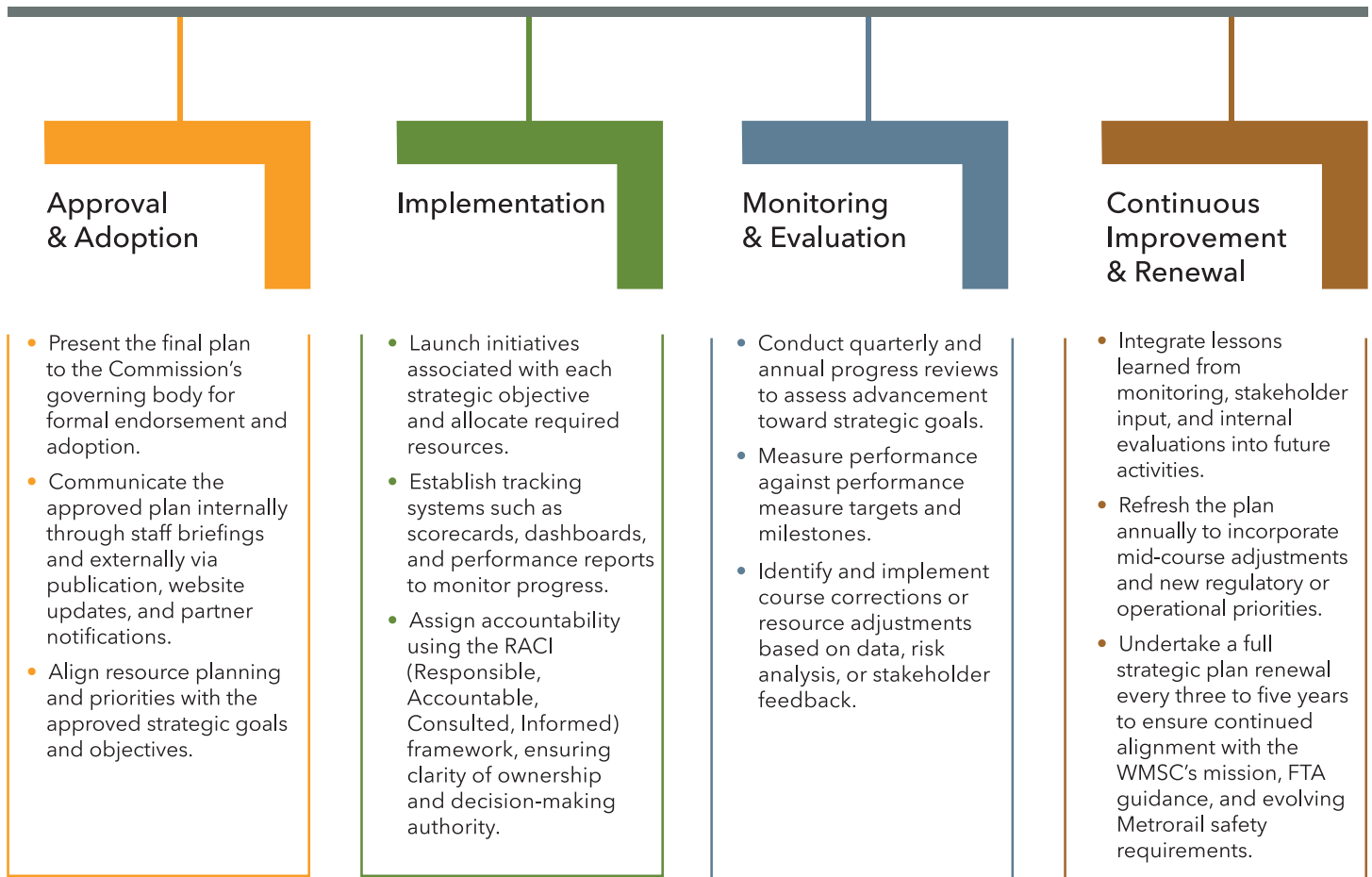
Use the WMSC website and public announcements to share major milestones in a clear, accessible manner.

» Feedback and Review:

Keep an open line of communication with WMATA and other partners to address implementation concerns, and adjust as needed to keep oversight work accurate and timely.



Timeline and Key Milestones



C. Timeline and Key Milestones

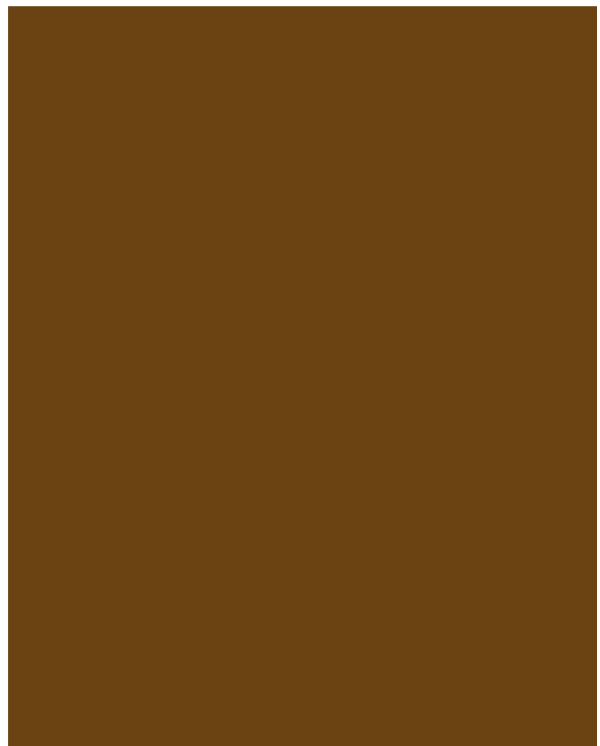
The strategic plan will be implemented in four sequential phases—from approval to continuous improvement—to ensure accountability, sustainability, and measurable impact.

d. Accountability and Oversight

The Chief Executive Officer (CEO) and Senior Leadership Team will conduct quarterly progress reviews, documenting results and ensuring that updates are communicated both internally and externally. This accountability structure guarantees that implementation remains disciplined, data-driven, and outcome-oriented.

e. Sustaining Momentum

The implementation of this strategic plan is not a one-time event but a continuous process of improvement. Following initial rollout, the WMSC will systematically incorporate lessons learned, refine performance measures, and adapt to evolving oversight conditions. Through ongoing evaluation and communication, the WMSC will maintain engagement, strengthen institutional resilience, and ensure that the plan continues to deliver meaningful safety outcomes for the Metrorail system. Implementing the plan is only the first step; ongoing monitoring and evaluation ensure that progress remains consistent and measurable.



PERFORMANCE MONITORING AND EVALUATION

PERFORMANCE MONITORING AND EVALUATION

The performance measures embedded throughout this strategic plan were selected to provide a balanced, practical, and meaningful way to assess the WMSC's progress toward its strategic goals. Each measure is tied directly to a specific objective and reflects an essential component of the WMSC's oversight responsibilities—whether through audits, inspections, communications, review mechanisms, or organizational development. Collectively, these measures ensure that the plan is not only aspirational but also actionable and measurable.

These measures work together in three important ways. First, they translate strategic goals into observable actions, ensuring that key oversight activities—such as audits, inspections, CAP monitoring, stakeholder engagement, and timely communication—occur with the consistency and rigor required to protect Metrorail safety. Second, they capture the results and impact of these activities, allowing the WMSC to assess whether its actions lead to improved safety outcomes, more effective corrective actions, increased transparency, or stronger internal capacity. Third, they promote accountability and continuous

improvement by creating clear expectations for performance and enabling regular monitoring, transparent reporting, and data-driven decisions.

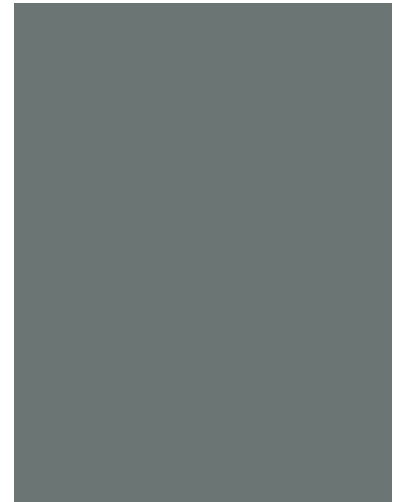
**What gets measured
in safety oversight
gets improved.**

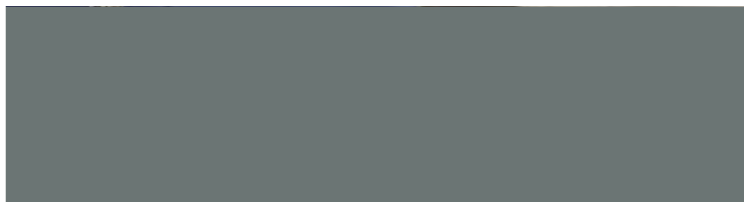
To ensure these measures drive real results, the WMSC maintains a robust performance monitoring and evaluation process. Monitoring and tracking performance measures is essential to the successful execution of this strategic plan, as it ensures that progress toward organizational goals is objectively evaluated and

areas requiring improvement are promptly identified. Transparent, data-driven assessment supports accountability, drives continuous improvement, and enables course corrections when objectives are not being met. The WMSC will regularly reviewing key performance metrics results against established targets to maintain a high standard of operational excellence and safety.

This best-practice approach aligns with the WMSC's commitment to fostering a culture of accountability and results-driven management and ensures that leadership and stakeholders remain informed and engaged throughout the strategic plan's lifecycle. Communicating results and evaluations clearly ensures that performance insights translate into informed action and sustained organizational alignment.

As a whole, the performance measures—combined with a strong monitoring and evaluation process—provide a unified framework that strengthens accountability, supports effective management, and ensures that the WMSC's actions lead to measurable, lasting safety improvements across the Metrorail system.





COMMUNICATION AND CHANGE MANAGEMENT

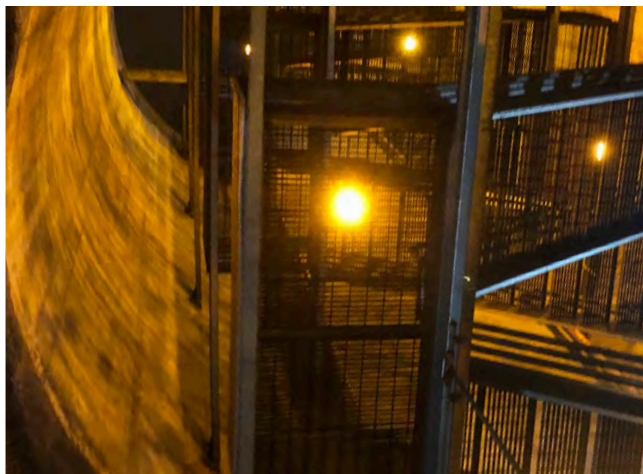
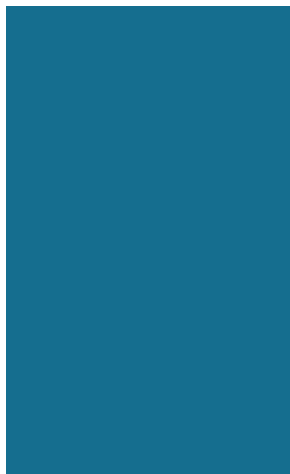
A well-structured communications strategy is fundamental to effective change management, ensuring that every phase of organizational evolution—whether regulatory updates, process improvements, or policy adjustments—is guided by clarity, transparency, and engagement. Change management depends on timely, consistent communication that prepares stakeholders for transition, reduces uncertainty, and aligns internal and external partners with shared goals.

The WMSC’s communications approach intentionally links information delivery to the needs of key audiences—staff, Commissioners, WMATA leadership, jurisdictional partners, and the public—so that messages are not only shared but understood and acted upon. By defining channels, frequency, and ownership, the WMSC creates accountability and predictability in how change is conveyed and implemented.

This deliberate, audience-based approach helps manage the human and operational dimensions of change, reinforces trust through open dialogue, and ensures that new initiatives are adopted smoothly and sustainably. In doing so, the WMSC

strengthens both its organizational resilience and its reputation as a transparent, collaborative, and forward-looking safety oversight authority. Effective change management also requires anticipating risks and addressing them proactively, which is central to the WMSC’s risk management approach.

Effective oversight depends on communication that is timely and transparent.



Communication and Change Management

AUDIENCE: Internal Staff
CHANNEL: Email briefings; Intranet
FREQUENCY: As needed
OWNER: Senior Leadership Team (SLT)

AUDIENCE: Commissioners
CHANNEL: Dashboard; private briefing
FREQUENCY: Quarterly
OWNER: CEO

AUDIENCE: WMATA Executives
CHANNEL: Technical review sessions; meetings and briefings
FREQUENCY: Quarterly
OWNER: CEO/COO

AUDIENCE: Public & Media
CHANNEL: Press release; wmsc.gov updates; social media
FREQUENCY: Quarterly
OWNER: Staff

AUDIENCE: External Partners (FTA, State Governors)
CHANNEL: Formal letters; Meetings
FREQUENCY: Quarterly
OWNER: CEO/SLT

RISK MANAGEMENT

Implementing the WMSC strategic plan requires more than setting goals and milestones—it requires actively identifying, monitoring, and addressing risks that could hinder success. The WMSC is committed to embedding risk management as an integral part of plan deployment. Consistent with best practices, this means establishing a structured process that: (1) systematically scans for internal and external risks, (2) evaluates their potential impact and likelihood, (3) develops practical mitigation strategies, and (4) continuously monitors risks throughout the life of the plan. By approaching risk management as a living process rather than a one-time exercise, the WMSC ensures that oversight activities remain resilient, transparent, and adaptable. This approach also reflects the WMSC’s core values—transparency, collaboration, and continuous improvement—by promoting accountability, strengthening stakeholder confidence, and ensuring that strategic objectives are achieved despite challenges.

Risk Management Approach

- » **Early Identification:** Anticipate risks during planning and kickoff phases.
- » **Assessment and Prioritization:** Classify risks by their potential impact on objectives and their likelihood of occurring.

- » **Mitigation Planning:** Define targeted strategies that reduce the probability of risks occurring or minimize their effects.
- » **Monitoring and Reporting:** Review risks at regular intervals and report adjustments to leadership and stakeholders.

- » **Continuous Improvement:** Update mitigation measures in response to changing conditions, ensuring flexibility and resilience.

As an independent safety oversight agency, the WMSC operates in a dynamic environment where organizational, technical, and external factors can influence performance and outcomes. Effective risk management is essential to sustaining oversight continuity, protecting public confidence, and ensuring that safety

decisions remain data-driven and timely. The risks outlined below represent key areas that could impact the WMSC’s ability to achieve its strategic objectives—ranging from data reliability and staffing capacity to funding stability and stakeholder alignment. Each risk is accompanied by mitigation strategies designed to strengthen resilience, maintain operational integrity, and ensure that the WMSC continues to provide authoritative, transparent, and effective safety oversight of the Metrorail system. By integrating risk management into every part of the plan, the WMSC ensures that strategic goals remain resilient and achievable.

Effective safety oversight requires anticipating and managing risk.



Risk Management/Risk Management Approach

RISK	POTENTIAL IMPACT	MITIGATION STRATEGY
Data or Information Gaps	Reduces ability to measure progress and make evidence-based decisions	Improve data systems, conduct regular audits, establish clear protocols for information sharing
Staffing or Capacity Limitations	Delays implementation, reduces efficiency, and risks loss of institutional knowledge	Cross-train staff, implement succession planning, invest in professional development
Technology or Process Delays	Slows deployment of tools and processes needed to support objectives	Use phased rollouts, vendor agreements, and contingency plans
Funding or Resource Pressures	Limits ability to sustain initiatives and could force reprioritization	Diversify funding sources, maintain strong communication with partners, build financial reserve sources
Stakeholder Misalignment	Creates barriers to adoption, reduces collaboration, or slows corrective action	Implement structured engagement, establish feedback mechanisms, maintain transparent communication
Reputational Risks	Reduces public confidence and stakeholder trust	Apply quality assurance reviews, adopt clear messaging protocols, proactively manage communications
Operational Overload	Competing priorities overwhelm capacity, reducing effectiveness	Conduct workload assessments, prioritize high-value activities, implement efficiency tools

Conclusion

The WMSC Strategic Plan for 2026–2030 establishes a clear, forward-looking roadmap for strengthening independent safety oversight and fostering lasting improvements in the Metrorail system. Guided by the 2017 Interstate Compact and aligned with Federal Transit Administration requirements, this plan defines measurable goals, performance standards, and implementation milestones that position the WMSC as a model of transparency, integrity, and operational excellence. Through structured audits, risk-based inspections, data-driven analysis, and stakeholder engagement, the Commission will continue to identify hazards early, track progress systematically, and ensure that corrective actions lead to safer operations and stronger public confidence.

Sustained success will depend on collaboration, disciplined execution, and a culture of continuous improvement. By investing in its workforce, refining its internal systems, and modernizing analytical tools, the WMSC is building the capacity needed to manage evolving risks and deliver measurable results. The plan’s performance framework, communication strategy, and risk-management approach together provide the structure for accountability, while its commitment to learning and renewal ensures the organization remains responsive and resilient. Through this plan, the WMSC reaffirms its mission—to safeguard every rider, employee, and member of the public who depends on the Metrorail system—and its vision to serve as the national model for safety oversight that inspires confidence, trust, and excellence in transit safety.

TRANSPARENCY

- Ensure that the WMSC remains a proactive and data-driven safety oversight entity through robust audits and inspections and risk mitigation.

SAFETY EXCELLENCE

- Strengthen partnerships to enhance safety outcomes and align oversight practices with stakeholder expectations.

COLLABORATION

Enhance Safety Oversight and Mission Capabilities

Foster Strategic Stakeholder Engagement

WMSC GOALS

Strengthen Organizational Capacity and Excellence

Promote Transparency, Integrity, and Accountability

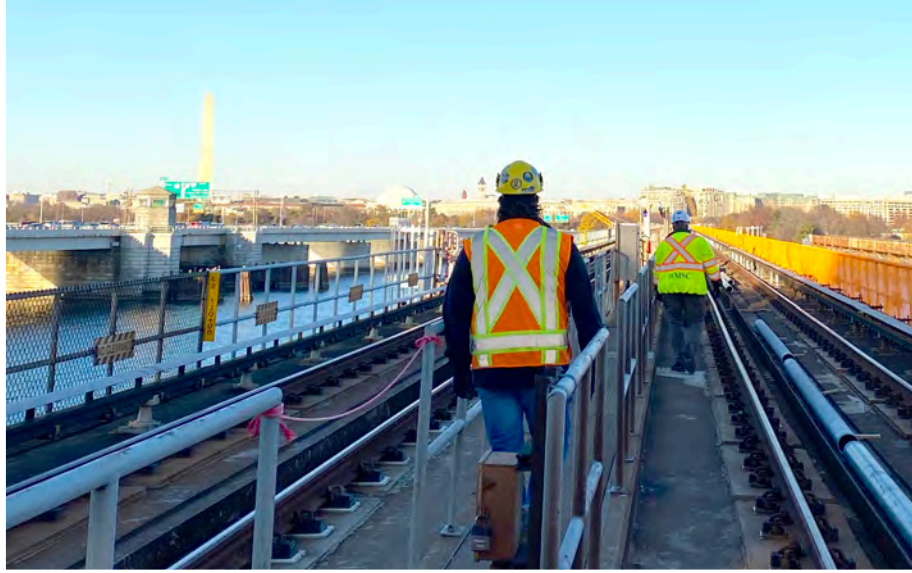
INDEPENDENCE

- Ensure that the WMSC sustains high performance through operational effectiveness and a culture of continuous improvement.

CONTINUOUS IMPROVEMENT

- Build public and inter-governmental trust through verifiable, transparent oversight and consistent performance reporting.

INTEGRITY



APPENDIX



Performance Measure Definitions

Understanding Performance Measure

Types: The WMSC’s performance measurement framework uses several complementary categories to assess how effectively objectives are achieved. Each measure type serves a distinct purpose in tracking progress, accountability, and efficiency across programs.

1. Output Measures

Definition: Tangible products, deliverables, or services produced as a direct result of WMSC activities.

Purpose: To track what is *produced or completed* as part of the WMSC’s oversight efforts.

Examples:

- » Number of audits or inspections conducted and published.
- » Completion of updated program standards or reports.

Interpretation: Output measures answer the question “*What did we do?*” They focus on the volume of deliverables.

2. Outcome Measures

Definition: Evidence of improved performance, WMATA safety, or organizational impact resulting from WMSC’s activities.

Purpose: To determine *what changed or improved* because of the WMSC’s oversight actions.

Examples:

- » Percentage of risk-based inspection deficiencies corrected within a defined timeframe.
- » Demonstrated improvement in WMATA safety indicators, such as reduced incidents or hazards.
- » Increased compliance with corrective action plans or safety standards.

Interpretation: Outcome measures answer the question “*What difference*

did our work make?” They link the WMSC’s oversight outputs to tangible improvements in Metrorail safety, organizational performance, or stakeholder behavior.

3. Efficiency Measures

Definition: The ratio of outputs to inputs, showing how effectively the WMSC uses resources such as staff time, funding, or technology to achieve results.

Purpose: To evaluate *how well* the WMSC manages resources to produce timely, high-quality oversight outcomes.

Examples:

- » Percent of audits or reports completed within scheduled timeframes.
- » Percentage of staff achieving certification targets within planned budgets and timelines.

Interpretation: Efficiency measures answer the question “*How well did we use our resources?*” They emphasize productivity, cost-effectiveness, and timeliness.

How These Work Together

Together, these measures create a comprehensive picture of WMSC performance:

- » *Outputs show what was done.*
- » *Outcomes show what changed as a result.*
- » *Efficiency shows how effectively it was done.*

Viewed collectively, they ensure that the WMSC’s oversight is not only **active and transparent** but also **impactful, measurable, and resource-efficient**, directly linking activities to improved safety and accountability across the Metrorail system.



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