

# Report on MBTA-Keolis Service Improvement Plan August-December 2015

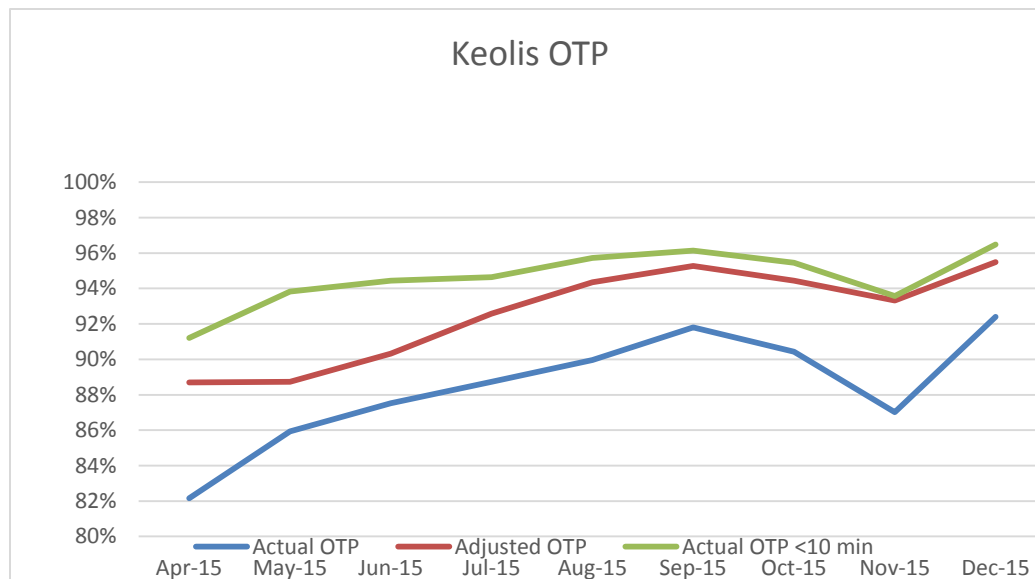
February 10, 2016

# Service Improvement Plan (SIP)

- In effect from August – December 2015
- Focus on:
  - On Time Performance (OTP)
  - Peak Period OTP
  - Fare/Connection Revenue
- Use some penalty funds to improve
  - Communication with customers
  - Fare collection
- Test new penalty calculation
  - Daily incentive from daily cap

# OTP Overall -Results

- SIP focused on “adjusted” OTP as contract measure, but OTP as experienced by passengers (actual OTP) also improved compared to
  - historic (2003-2013) average of 88.5%
  - Year 1 (excluding Winter) average of 87.5%
- August-December actual OTP 90.35%



# Adjusted OTP – Goal and Results

- Achieved goal of 92% or better adjusted OTP, with no month below 90%
- August – December adjusted OTP: 94.61%

## Monthly adjusted OTP

Month	Adjusted OTP	Actual OTP
August	94.42%	89.88%
September	95.29%	91.81%
October	94.46%	90.46%
November	93.32%	87.01%
December	95.49%	92.40%

# Peak Period OTP – Goal and Results

- Peak Period OTP was special focus and had two goals, one system wide and one by month/line
- Peak period system wide goal of 92% adjusted OTP was exceeded – 93.31%
- Goal by month/line met most months on most lines
- Data has shown problems concentrated on 2-4 lines of 14 total in system

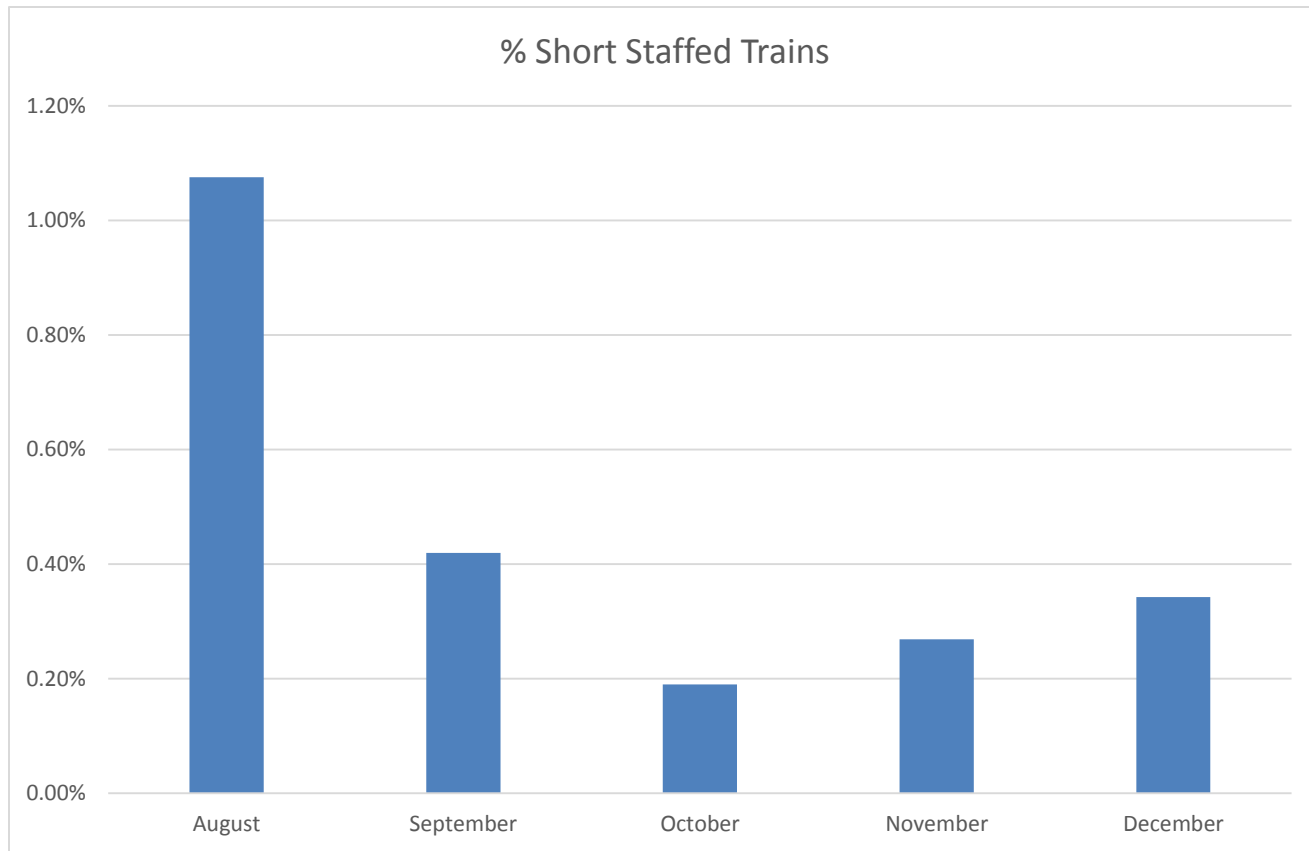
# Peak Period Performance

Month	# of lines Meeting Goal	Lines Not Meeting Goal
August	12	Franklin; Stoughton
September	11	Franklin; Providence; Stoughton
October	12	Franklin; Stoughton
November	9	Worcester; Needham; Franklin; Stoughton; Middleboro
December	12	Worcester; Stoughton

# Goals and Results – Staffing

- Staff shortages were rare but contributed to cancellations/delays in Year 1, prompting SIP to include specific hiring goals
- Hiring goals met by
  - 2 new classes of engineers started: 9 graduated and working; 10 in training
  - 9+ assistant conductors to be promoted to conductor: 12 trained as conductors and working
  - 1 new class of 18 assistant conductor trainees started: 17 graduated and working
  - 2 classes of fare collectors started: 15 started service; 15 in training
- Short staffed trains reduced from 1.08% in August to 0.34% in December, but “heavy ridership” still #1 cause of delay on most lines
  - Passengers with special needs, groups, luggage/bikes, etc.
  - Continued focus of training
- Assistant conductors funded by penalty funds now being used on board and at stations to check payment

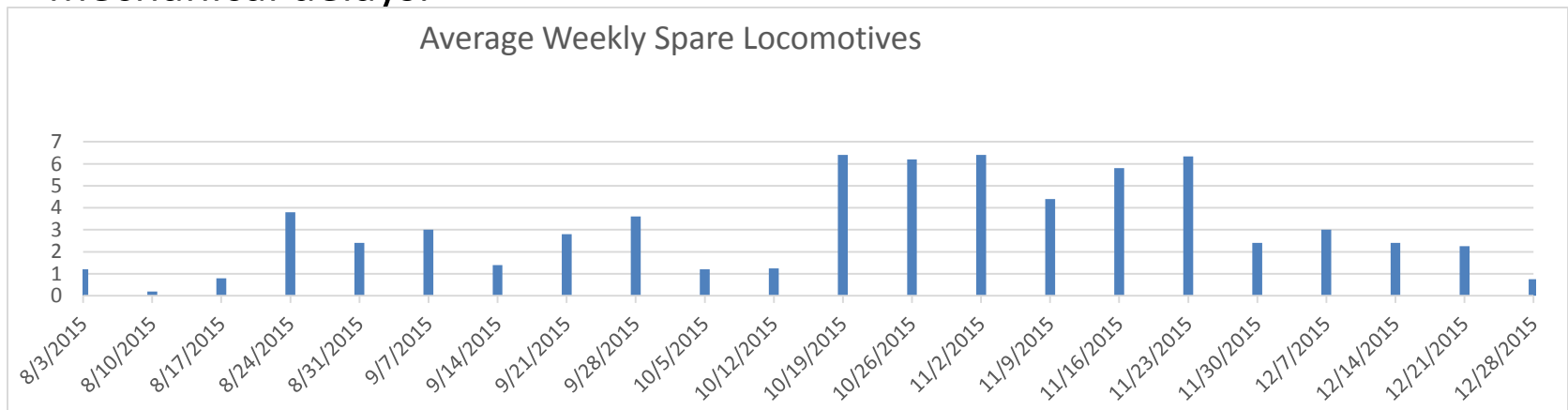
# Staffing Improvements



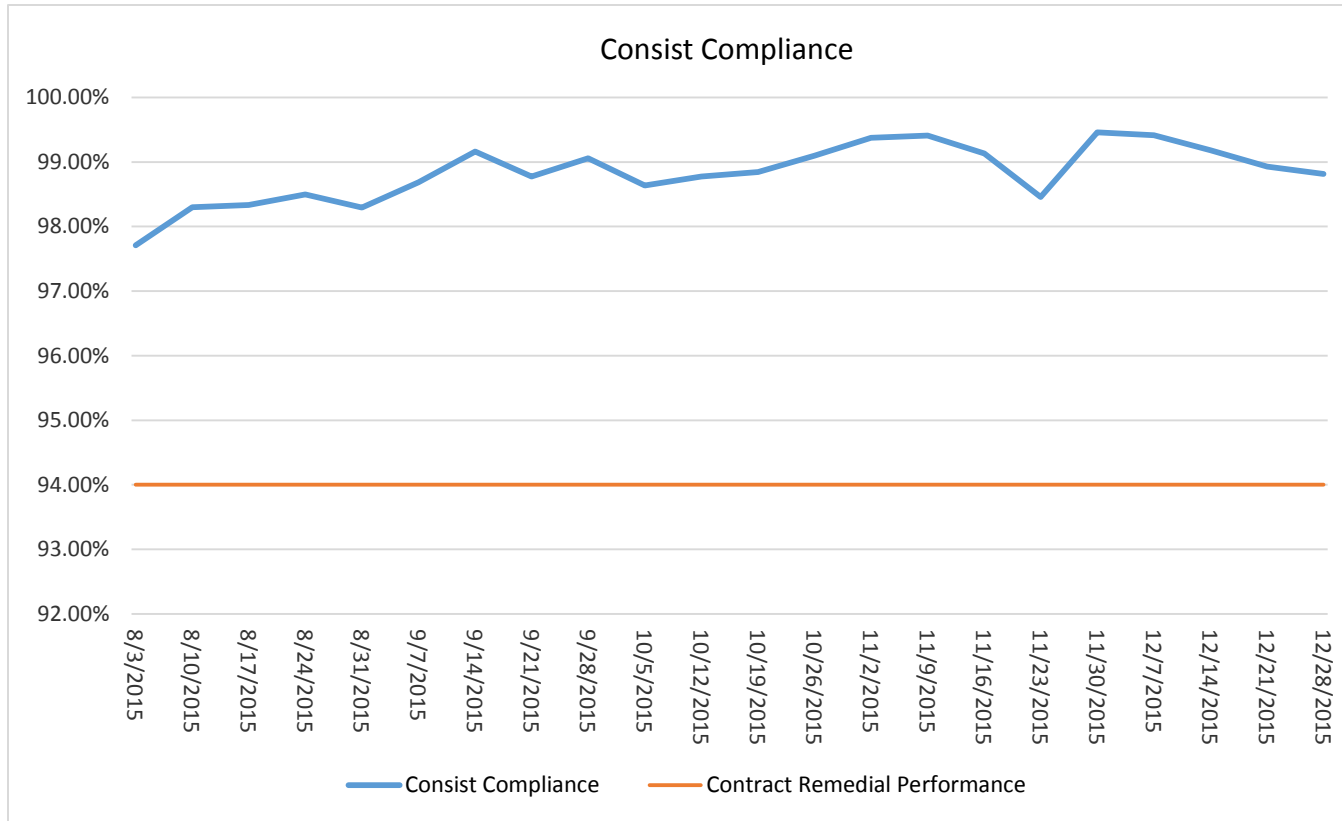


# Goals and Results - Locomotives

- 63 locomotives (including 2 spares) required daily from fleet of 90
- Most weeks at least 63 locomotives have been available for service.
- 40 new MCI locomotives have arrived and are in service
  - “Break-in” period and warranty issues being worked out
- New locomotives have “Mean Miles Between Failures” 5x higher than rest of fleet
- Other 50 locomotives have 18-36 years of service
- Residual delays from mechanical failures continue to be a leading cause of delays, but new schedules are expected to reduce the “ripple “ effect of mechanical delays.



# Goals and Results - Coaches



Keolis consistently meets contract standard

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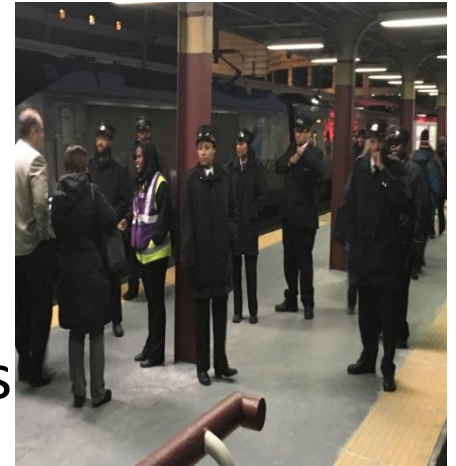
- While Keolis consistently meets contract standard, surveys show continuing rider dissatisfaction
  - 31% customers satisfied with seating
  - Customers choosing to stand rather than use 3<sup>rd</sup> seat
  - Depends on mix of single and double level coaches
  - Unreliable customer counts can skew ridership estimates

# Goals and Results - Preparedness

- Life Cycle Maintenance – weekly meetings to develop comprehensive maintenance plan
  - how to know when to replace and when to repair
  - identify major components with high failure rates
  - part of MBTA’s asset management approach
- Winter Resilience Action Plan – developed and being implemented
  - 25 vehicles; 285 pieces heavy work equipment; 1000 pieces support equipment
  - using new communications protocols and customer support staff funded by penalties

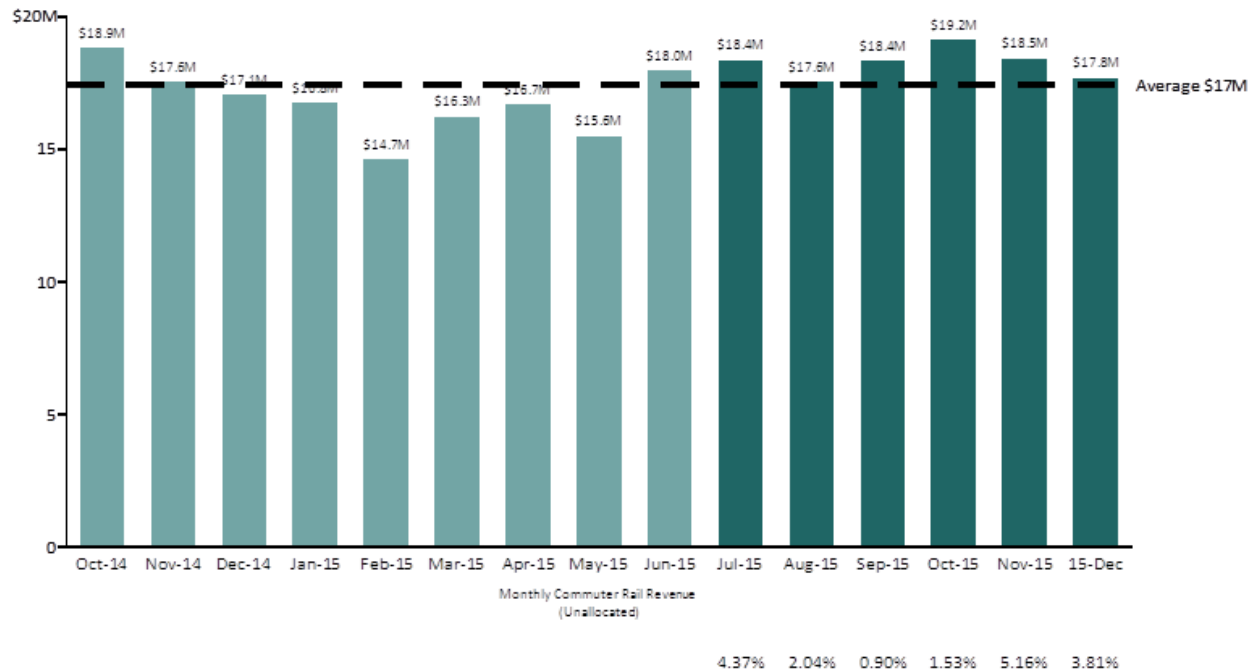
# Goals and Results – Revenue Collection

- Fare Collection – goal was improved collection and creation of a benchmark
- Initiatives:
  - “Buy Before you Board” platform events
  - “Fare is Fair” campaign
  - Targeted training and use of fare collectors
- Survey : Was your fare collected?
  - Wide variation between lines
  - Focus to be on lines with consistent reports of non-collection
- Revenue up 3% over prior year, partially through better fare collection



# Commuter Rail Revenue is Up, But Not Solely Due to Better Fare Collection

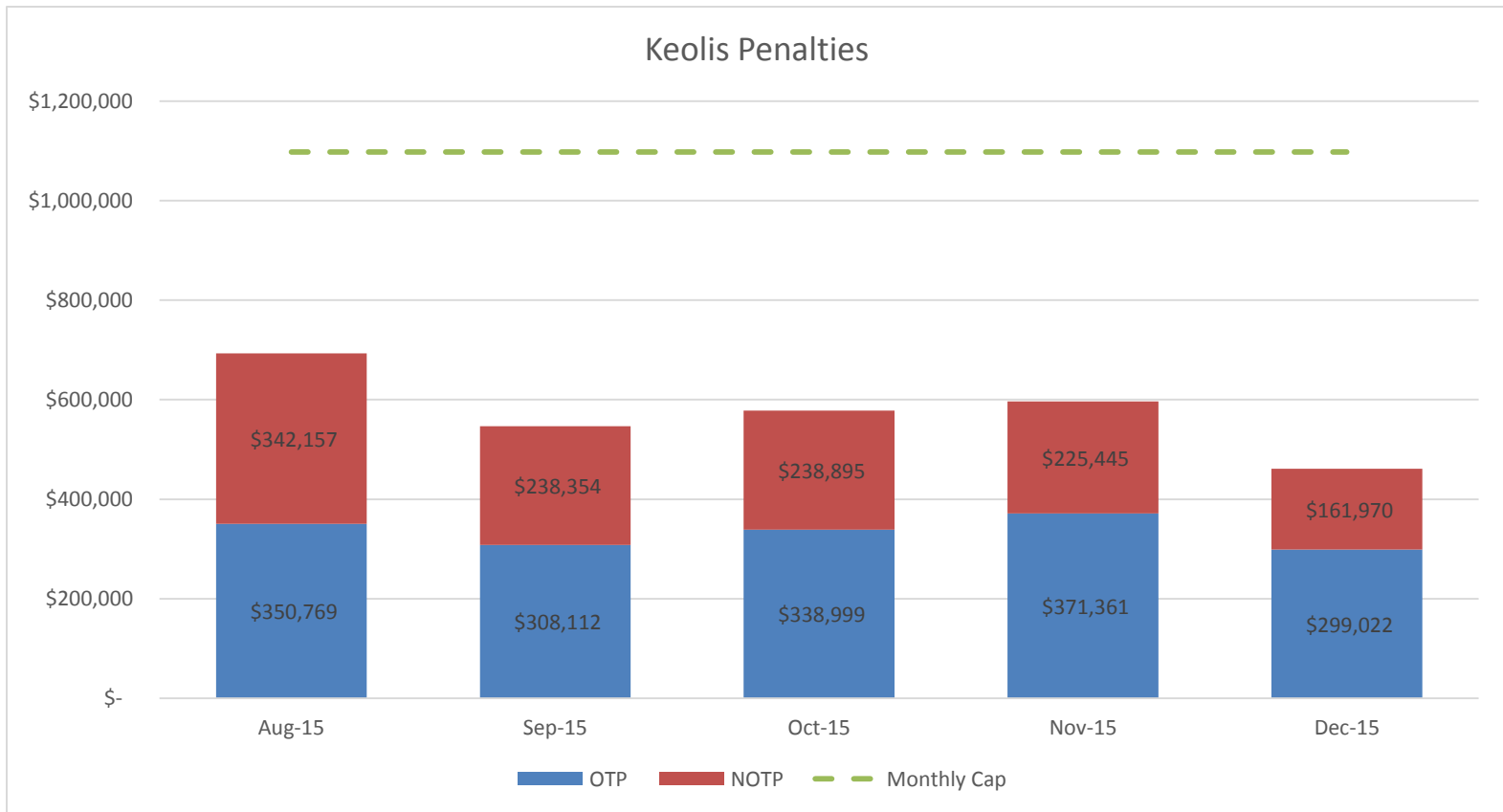
Monthly MBTA Commuter Rail Revenue



# Goals and Results - Penalties

- New way to calculate penalties was tested
  - Daily instead of monthly application of cap
  - Intended to give continuing incentives
- Successful: in year 1 penalty cap had been consistently exceeded; in year 2 it has not yet been reached
- \$6,767,500 of the \$11,270,267 (roughly 60%) in penalties assessed to date have been committed to the additional items specified in the 2015 SIP, including improved cleaning facilities, customer information staff, and fare

# Penalties Are Consistently Below the Monthly Cap





# 2015 SIP Summary

- Raised On Time Performance system wide and during peak period
- OTP focus now needs to be on identified lines with weaker OTP performance, while continuing to achieve system wide OTP and peak period goals
- Implemented new initiatives to improve revenue collection
  - “Buy Before you Board”; “Fare is Fair”
- Successfully used penalty structure to
  - Improve daily performance
  - Fund additional customer benefits

# Next Steps

- New Agreement will cover period from March 1 – through end of Year 2 (June 30)
- Continue OTP expectations from 2015 SIP
  - Especially peak period
  - Focus on specific lines with OTP problems
- New focus: ridership and revenue
- New tools:
  - Penalty initiatives to focus more attention on delays that affect larger number of passengers
    - Weight penalties to emphasize peak period service and trains carrying more passengers
  - Better baseline passenger data to support future ridership and fare collection initiatives
    - Surveys
    - Automated passenger counting pilots both in station and on board

# Next (Continued)

- New Tools
  - Fare Collection
    - Review MBTA fare collection methods against other models and present recommendations
  - Communications
    - Screens more widely distributed in major stations
      - Improved crowd management
      - Potential to enhance advertising revenue
    - Single/standardized source for printed passenger information to be tested at other stations