



**Massachusetts Bay
Transportation Authority**

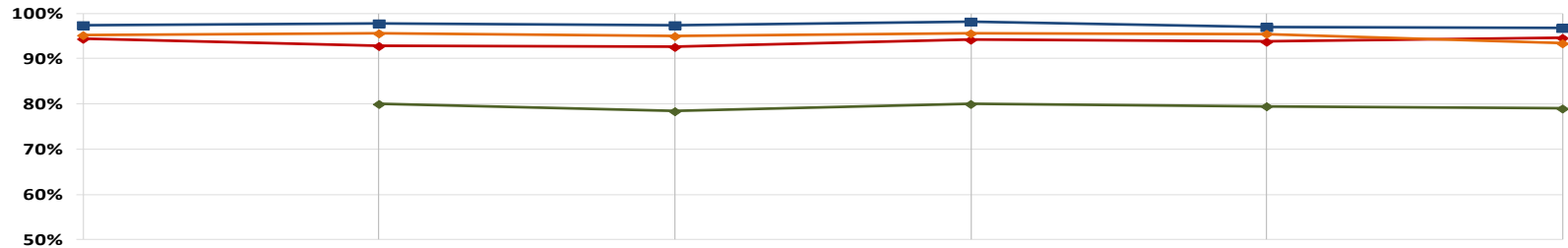
COO Remarks

April 10, 2017

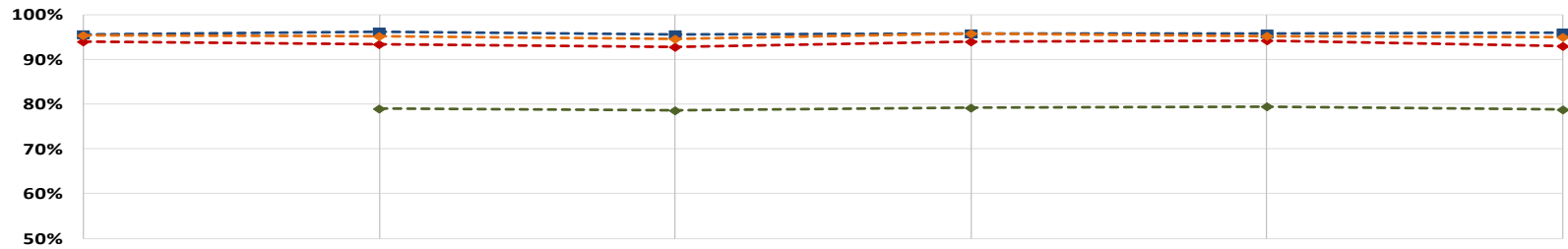


Weekly Reliability

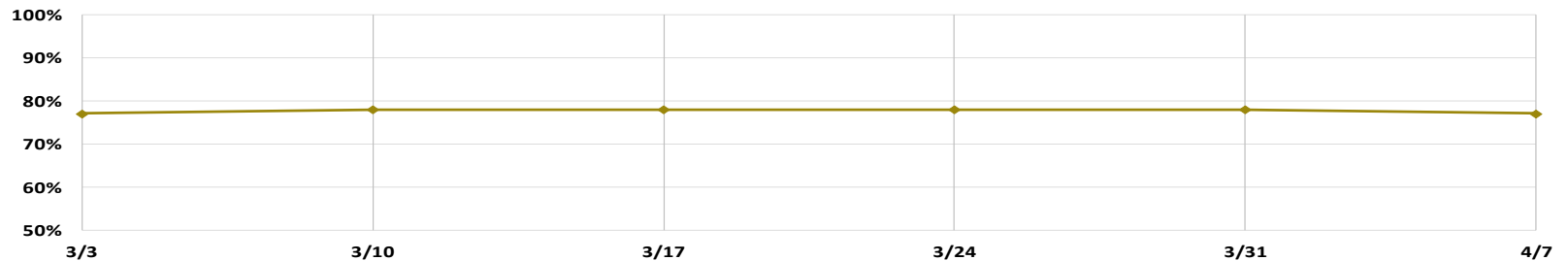
Rail Reliability: Peak



Rail Reliability: Offpeak



Bus Headway Adherence



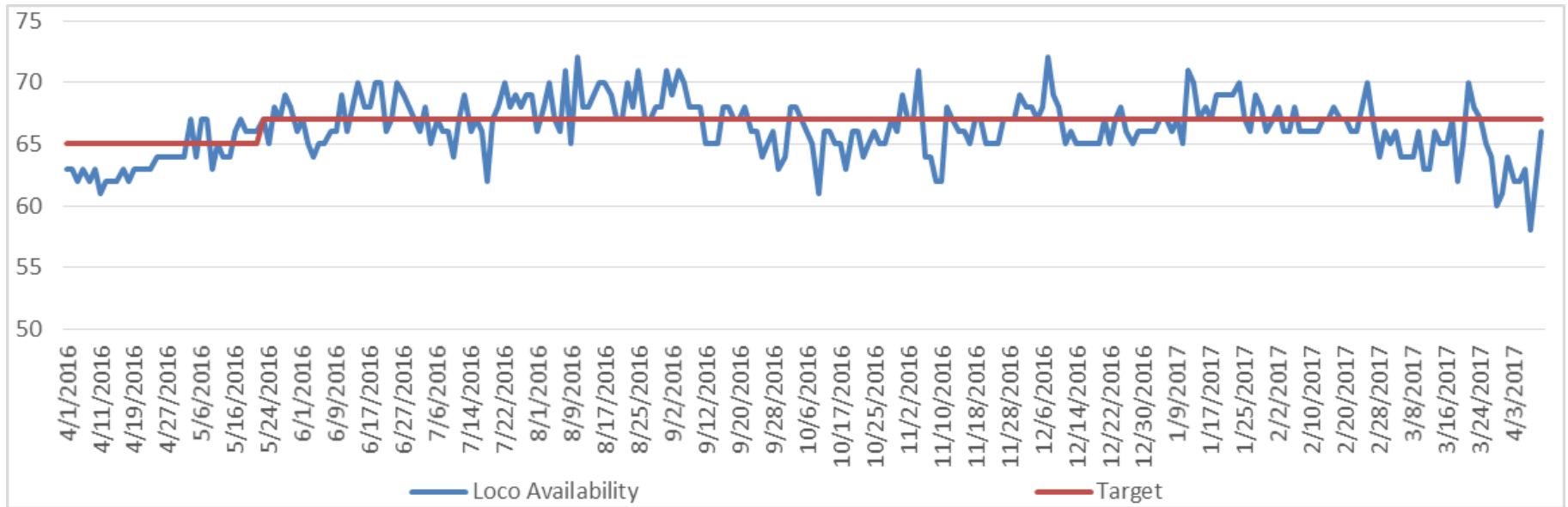


Coach Availability



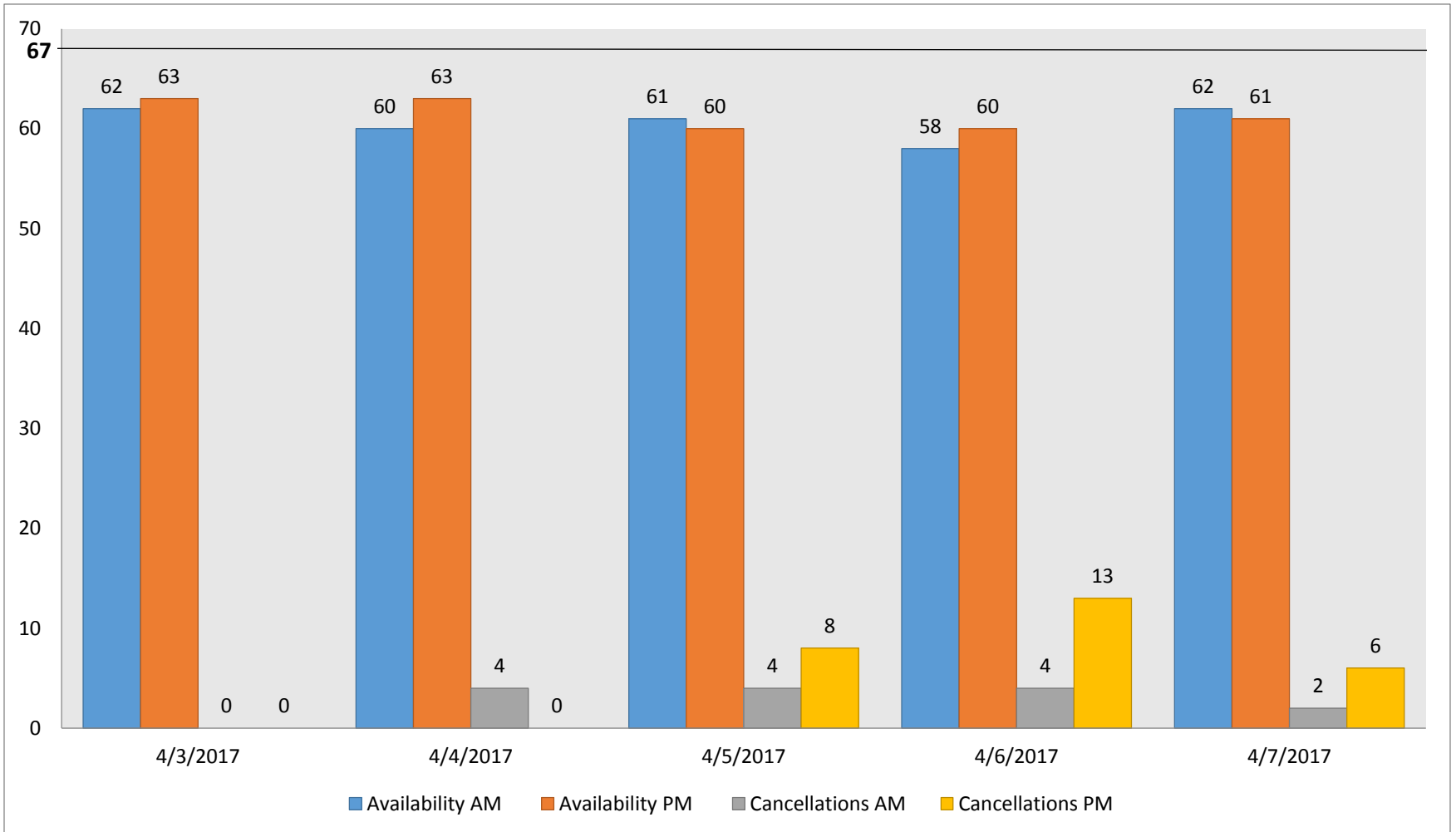


Locomotive Availability





Locomotive Weekly Availability





Locomotive Strategic Team

- **Members: COO / GM's Office, Keolis, Railroad Operations, and Vehicle Engineering.**
 - Several multi-hour meetings held last week
- **Initial action plan is to achieve immediate, short, and mid-term fleet stabilization.**
- **Immediate Key Areas of Focus:**
 - Develop plan for long-term out of service locomotives
 - Explore supplemental locomotive repair options
 - Review organizational structure, staffing and management
 - Develop regular schedule for preventative maintenance inspections
 - MPI/GE reliability, retrofit program and staffing
 - Assess condition of legacy locomotives



Legacy Locomotives

Three Primary Fleets of Locomotives

Locomotives	Years of MBTA Service	Quantity
MPI/GE	1-2	40
EMD F-40	25+	30
EMD GP-40	20	20
		90

- All legacy locomotives are past due for major overhaul
- 10 legacy locomotives are on engine “RISK” list



Legacy Locomotives

Current Plan to Address

- Keolis UTEX Program
 - Overhaul of major components
 - 1st locomotive to be returned to service this month
 - 5th locomotive to be returned to service in January 2018

Immediate Actions Necessary

- All long-term out of service (OOS) locomotives being reviewed and analyzed.
 - Utilizing alternative contractors and worksites, 5 locomotives will be returned to service in 4 weeks.
 - Initiate RFPs for the overhaul/repair of F-40s and two long-term OOS GP-40s.
 - 6 locomotives returned to service in 12 months
 - 12 locomotives returned to service by summer 2018
 - Returned locomotives will be in a complete “state of good repair”
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Legacy Locomotives

Future Actions/Next Steps

- Continue to evaluate alternative contractors to conduct repairs
- Review options to accelerate Keolis UTEX program
- Review price estimates for prime mover (engine) replacements
- Continue long-term strategy through the Integrated Fleet Plan





Key Tactical Decisions Made in Last 7 Days

- **Utilize public and private assets to expedite repairs of long term OOS locomotives**
 - Five locomotives expected to be returned to service in 4 weeks
 - RFP initiated to overhaul F-40 locomotives
- **Increase availability of MPI and GE staff to support repairs at Boston Engine Terminal (BET)**
 - Will now have full coverage for all shifts
- **Utilize contractor to repair one locomotive at BET for the first time**
 - Wednesday GE to initiate warranty repair on 2010
- **Executive level management oversight**
 - Staff present at BET 7 days / week
- **Keolis increased workforce / labor to conduct repairs**
 - Over 400 hours of additional maintenance technician staff deployed this week



Appendices



Commuter Rail OTP

