

Integrated Vehicle Fleet and Facilities Plan

Fleet Plan Update

March 20, 2017



What we want

- Strategic (versus tactical) approach
- Fully funded w/ maintenance commitment (smoothed? simplified)
- Achievable
- Consistent (strategic plan, future needs, procurement approaches)
- Backwards-engineered (staffing, maintenance facilities)



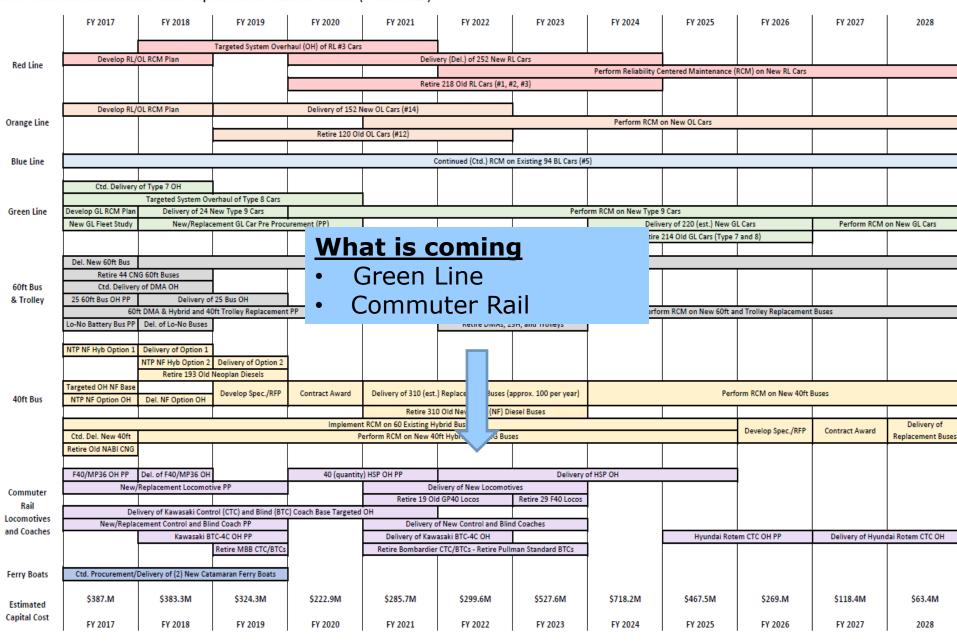
What is being done now?

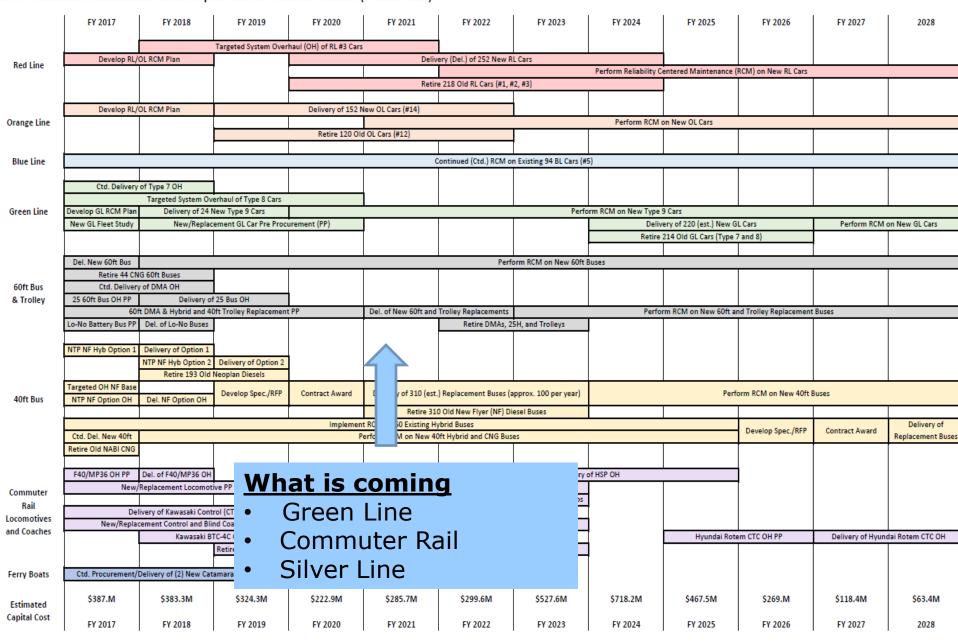
- Specific tools tailored to MBTA needs
 - Data collection tools
 - Database for evaluation
 - Asset "Report Card"
- Field work completed in early March
- > Summary assessment report being developed
- Findings will impact project prioritization

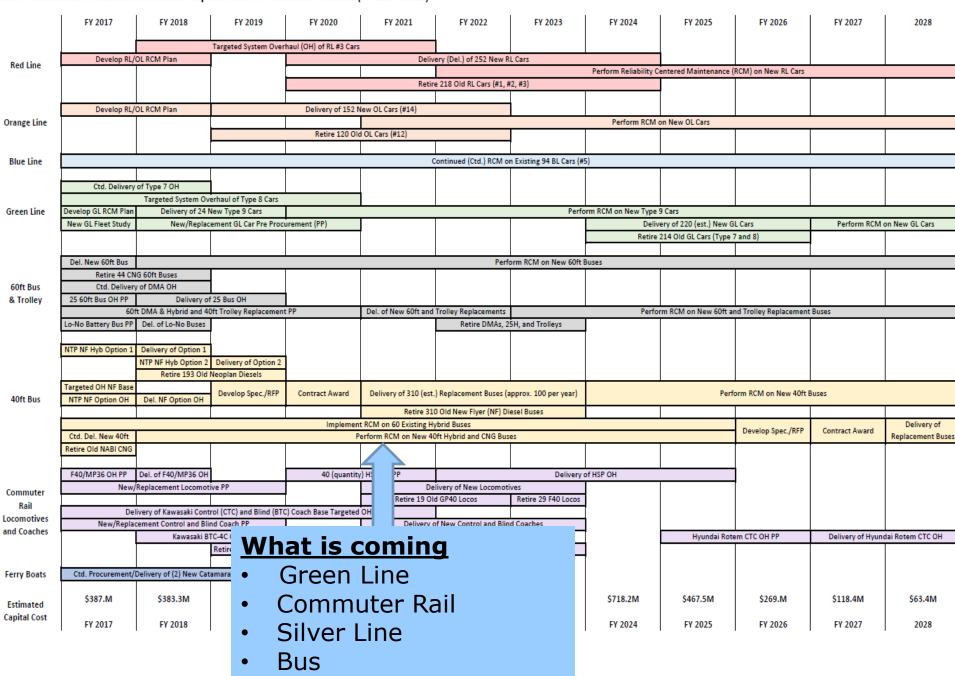


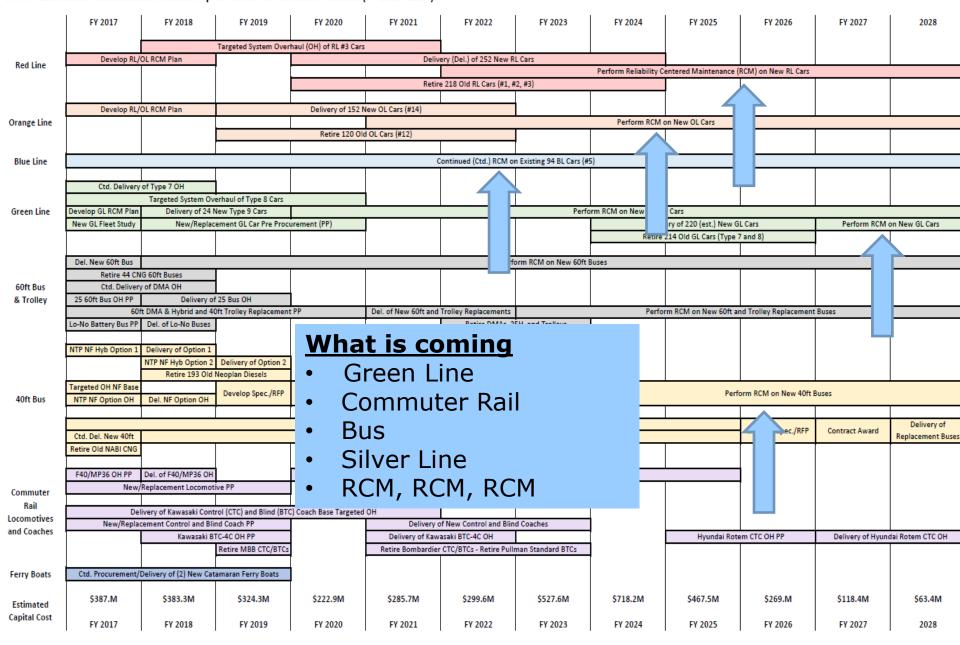
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	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars		<u> </u>						
Red Line	Develop RL/	OL RCM Plan			Deliv	ery (Del.) of 252 New	RL Cars					
neu cine								Perform Reliability C	Centered Maintenance ((RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1,	, #2, #3)					
	Develop RL/	OL RCM Plan		Delivery of 152 f	lew OL Cars (#14)							
Orange Line								Perform RCM	on New OL Cars			
				Retire 120 Ol	d OL Cars (#12)							
Blue Line						Continued (Ctd.) RCM	on Existing 94 BL Cars (#	5)				
	Ctd. Delivery	of Type 7 OH										
		. ,	erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan		New Type 9 Cars	(ar)			Perfo	orm RCM on New Type				
	New GL Fleet Study	New/Replac	ement GL Car Pre Proci	rement (PP)	ļ				very of 220 (est.) New G		Perform RCM (on New GL Cars
								Retire	214 Old GL Cars (Type	7 and 8)		
	Del. New 60ft Bus	0.000				Pei	rform RCM on New 60ft	Buses		1		
COSe Dura		G 60ft Buses of DMA OH	-									
60ft Bus			E D OH		_	_						
& Trolley		25 60ft Bus OH PP Delivery of 25 Bus OH 60ft DMA & Hybrid and 40ft Trolley Replacement PP				<u>e kno</u>	W		rm RCM on New 60ft a	nd Trolley Replacement	Rucas	
	Lo-No Battery Bus PP	· ·	I						THE NEW CORE	na rroney nepiacement	buses	
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	NTP NF Hyb Option 1	Delivery of Option 1			rica a	Orang						
		NTP NF Hyb Option 2	Delivery of Option 2									
			Neoplan Diesels									
	Targeted OH NF Base		I									
40ft Bus	NTP NF Option OH	Del. NF Option OH	Develop Spec./RFP	Contract Award	Delivery of 310 (est	.) Replacement Buses	(approx. 100 per year)		Perf	form RCM on New 40ft B	luses	
					Retire 31	0 Old New Flyer (NF) I	Diesel Buses					
				Implemen	t RCM on 60 Existing H	ybrid Buses				Develop Sees /DED	Content America	Delivery of
	Ctd. Del. New 40ft			F	erform RCM on New 4	Oft Hybrid and CNG Bu	ises			Develop Spec./RFP	Contract Award	Replacement Buses
	Retire Old NABI CNG											
										1		
	F40/MP36 OH PP	Del. of F40/MP36 OH		40 (quantit) HSP OH PP			of HSP OH				
Commuter	New/	Replacement Locomot	ive PP			livery of New Locomo				[
Rail						d GP40 Locos	Retire 29 F40 Locos	1				
Locomotives			rol (CTC) and Blind (BTC	C) Coach Base Targeted				ļ				
and Coaches	New/Replac	cement Control and Bli				of New Control and Bi	ind Coaches	ļ				
and coucies		Kawasaki B	TC-4C OH PP			asaki BTC-4C OH		1	Hyundai Rote	em CTC OH PP	Delivery of Hyuno	dai Rotem CTC OH
			Retire MBB CTC/BTCs		Retire Bombardie	r CTC/BTCs - Retire Pu	Ilman Standard BTCs	ļ				
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	amaran Ferry Boats									
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Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost	EV 2017	FV 2010	EV 2010	EV 2020	EV 2021	EV 2022	EV 2022	EV 2024	EX 2025	EV 2026	FV 2027	2020
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

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	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
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								Perform Reliability C	entered Maintenance (RCM) on New RL Cars		
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Orange Line								Perform RCM	on New OL Cars			
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Blue Line					(Continued (Ctd.) RCM o	n Existing 94 BL Cars (#	5)				
	Ctd. Delivery	of Type 7 OH	1									
			erhaul of Type 8 Cars		1							
Green Line	Develop GL RCM Plan	Delivery of 24 I	New Type 9 Cars			'	Perfo	orm RCM on New Type	9 Cars			
	New GL Fleet Study	New/Replac	ement GL Car Pre Procu	urement (PP)	I			Deliv	ery of 220 (est.) New G	L Cars	Perform RCM (on New GL Cars
								Retire	214 Old GL Cars (Type	7 and 8)		
										1		
	Del. New 60ft Bus					Perf	orm RCM on New 60ft I	Buses				
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60ft Bus		y of DMA OH	1									
& Trolley	25 60ft Bus OH PP		f 25 Bus OH									
& Honey			Oft Trolley Replacement	pp	Del. of New 60ft and	Trolley R ments		Perfo	rm RCM on New 60ft a	l nd Trolley Replacement	Ruses	
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	Ctd. Del. New 40ft				<u> </u>		ı	ı				Replacement Buses
	Retire Old NABI CNG											
	F40/MP36 OH PP	Del. of F40/MP36 OH		40 (quantity) HSP OH PP			of HSP OH				
Commuter	New/	Replacement Locomot	ive PP			livery of New Locomot						
Rail						d GP40 Locos	Retire 29 F40 Locos					
Locomotives			rol (CTC) and Blind (BTC	C) Coach Base Targeted								
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			Retire MBB CTC/BTCs		Retire Bombardie	r CTC/BTCs - Retire Pull	man Standard BTCs					
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	amaran Ferry Boats									
j												
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Capital Cost												
Capital Cost	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
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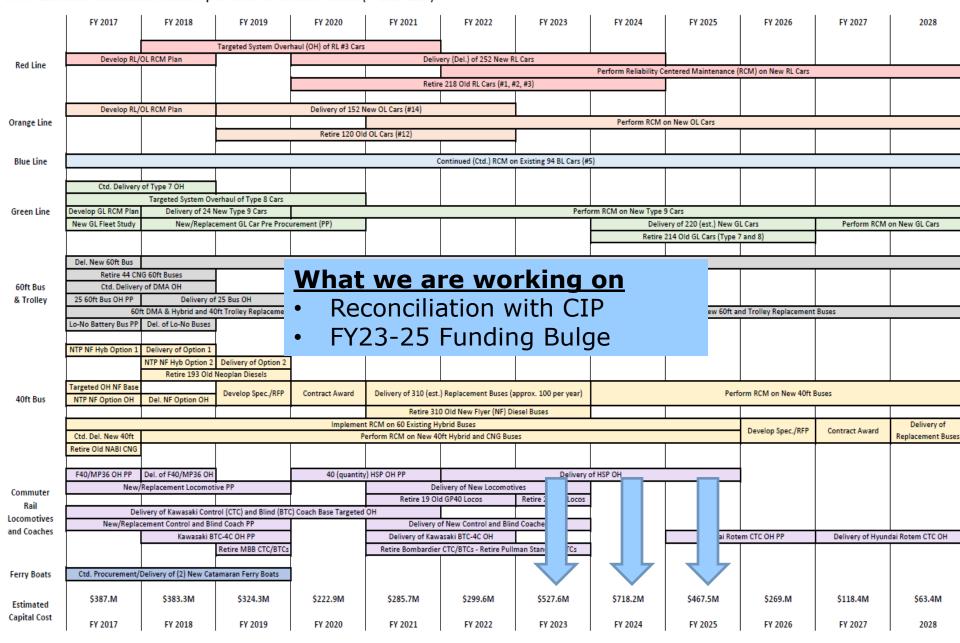


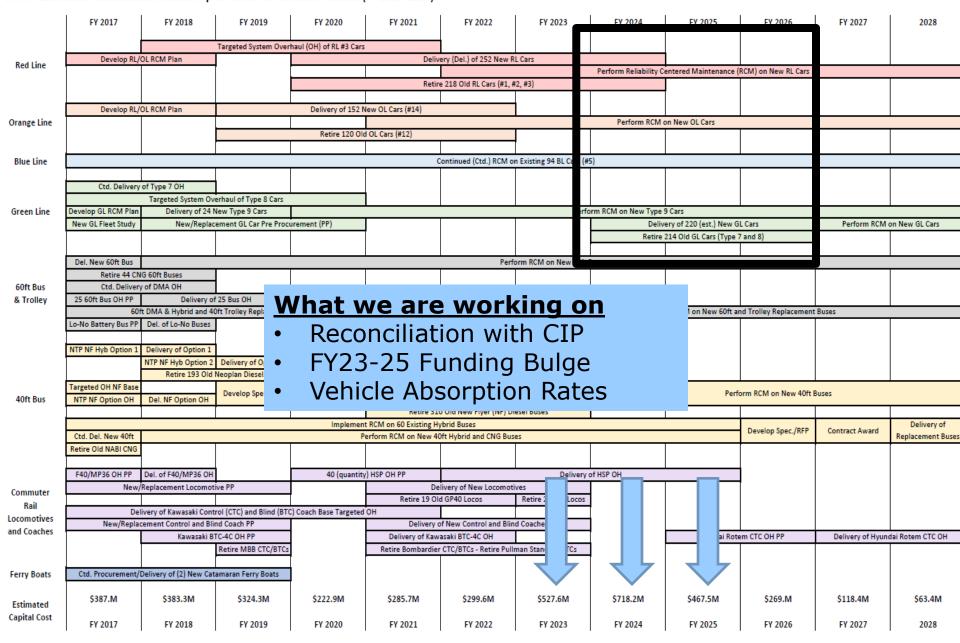


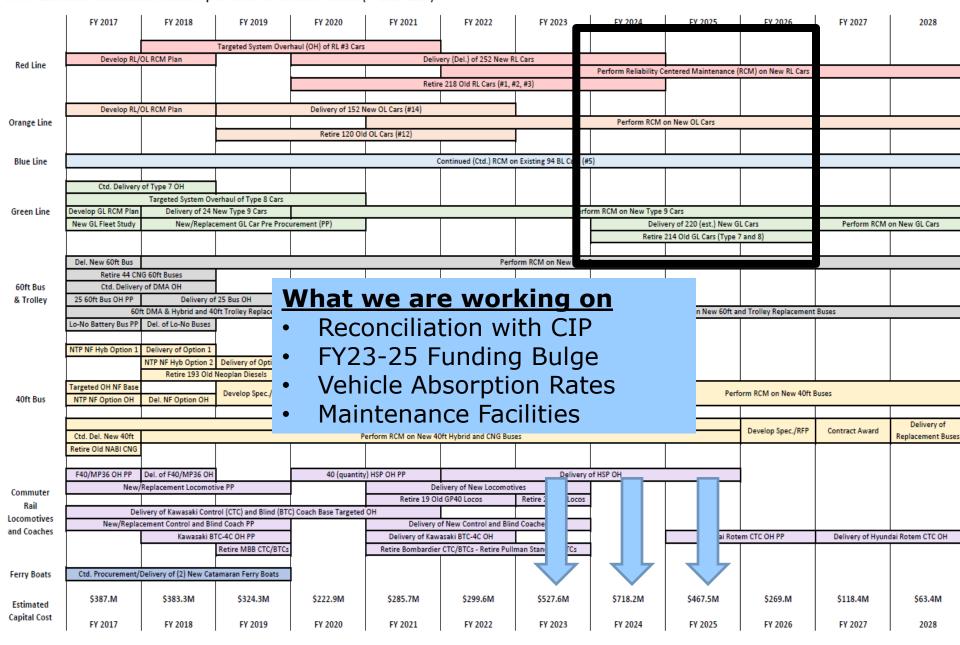




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			Targeted System Over	haul (OH) of RL #3 Cars								
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					Retir	e 218 Old RL Cars (#1, #	±2 #3\			,		
					Ketil	2 210 Old NE Cars (#1, #	12, 113,					
	Develop RI /	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)		1					
Orange Line	bevelop (tc)	OE NOW FIAM		Delivery of 132 i	lew of cars (#14)			Porform PCM	on New OL Cars			
Orange Line				Retire 120 Old	1 OL Cars (#12)			T ETTOTHI NOW (on New Or cars			
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	New GL Fleet Study	New/Keplac	ement GL Car Pre Proci	urement (PP)					ery of 220 (est.) New G		Perform KCM	on New GL Cars
								Retire	214 Old GL Cars (Type 7	/ and 8)		
	Del. New 60ft Bus			ı		Pert	orm RCM on New 60ft I	Buses				
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60ft Bus		y of DMA OH	COE D. OU									
& Trolley	25 60ft Bus OH PP	,	f 25 Bus OH Oft Trolley Replacement	<u>_</u>					50 0	nd Trolley Replacement	D	
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	Lo-No Battery Bus PP	Del. of Lo-No Buses										
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		NTP NF Hyb Option 2										
	T	Ketire 193 Old	Neoplan Diesels									
40ft Bus	Targeted OH NF Base	Del ME Oeries Oll	Develop Spec./RFP	Contract Award	Delivery of 310 (est.	.) Replacement Buses (a	approx. 100 per year)		Perf	orm RCM on New 40ft E	Buses	
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				ll			lesel buses					Delivery of
	Ctd. Del. New 40ft				t RCM on 60 Existing H	oft Hybrid and CNG Bus	205			Develop Spec./RFP	Contract Award	Delivery of Replacement Buses
	Retire Old NABI CNG		1		erioriii kcivi oli ivew 40	I Hybrid and CNO Bus	es .					Replacement buses
	neure old IVABI CIVG	1										
	F40/MP36 OH PP	Del. of F40/MP36 OH	1	40 (aurantit	r) HSP OH PP		Dolivery	of HSP OH		\		
		Replacement Locomot	ino DD	40 (quantity		livery of New Locomoti		ornor on				
Commuter	New/	Replacement Locomot	live FF	ł		d GP40 Locos	Retire 29 F40 Locos	1				
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Ferry Boats	Ctd Procurement/	Delivery of (2) New Cat	tamaran Ferry Boats	1								
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Capital Cost	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
	F1 2017	F1 2010	F1 2013	F1 2020	F1 2021	F1 2022	F1 2023	F1 2024	F1 2023	F1 2020	F1 2021	2020

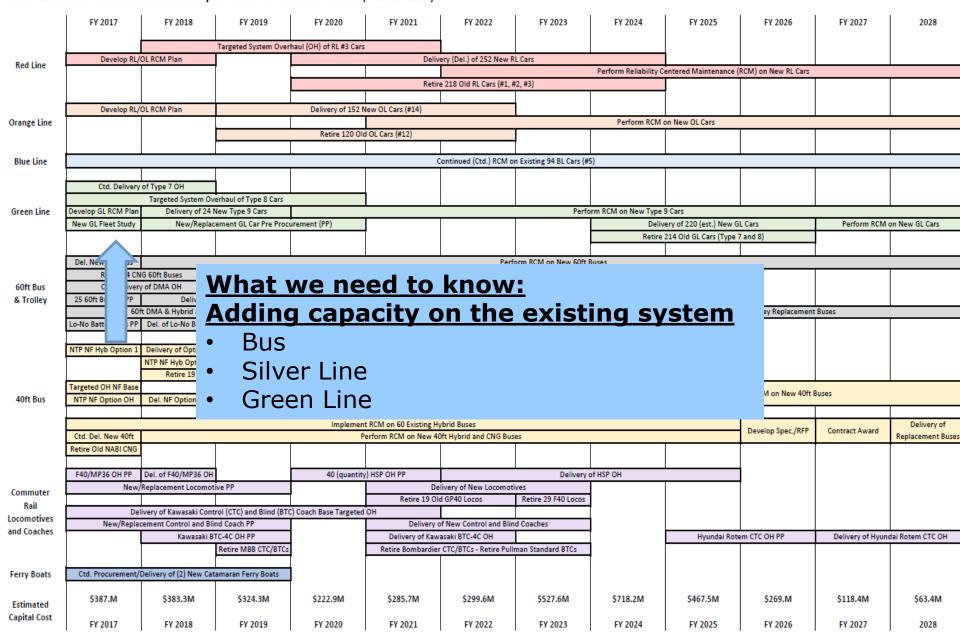






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	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars		1						
	Develop RL/	OL RCM Plan			Deliv	ery (Del.) of 252 New R	L Cars		1			
Red Line								Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
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Orange Line								Perform RCM /	on New OI Care			
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		Targeted S	Bus									
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	New G Study	New/Replac	ement GL Car Pre Procu	irement (PP)					ery of 220 (est.) New G 214 Old GL Cars (Type 7		Perform KCM	on New GL Cars
								Ketire .	214 Old GL Cars (Type /	/ and 8)		
	Del. New 60ft Bus					Porfe	orm RCM on New 60ft E	Rusas				
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60ft Bus	Ctd. Delivery		1									
& Trolley	25 60ft Bus OH PP		f 25 Bus OH									
,	60f	t DMA & Hybrid and 40	Oft Trolley Replacement	PP	Del. of New 60ft and	Trolley Replacements		Perfor	rm RCM on New 60ft ar	nd Trolley Replacement	Buses	
	Lo-No Battery Bus PP	Del. of Lo-No Buses				Retire DMAs, 2	5H, and Trolleys					
'												
	NTP NF Hyb Option 1	Delivery of Option 1										
		NTP NF Hyb Option 2	Delivery of Option 2									
		Retire 193 Old	Neoplan Diesels									
	Targeted OH NF Base		Develop Spec./RFP	Contract Award	Delivery of 310 (est.	.) Replacement Buses (a	pprox. 100 per year)		Perf	orm RCM on New 40ft B	luses	
40ft Bus	NTP NF Option OH	Del. NF Option OH				· · · · ·						
				lmnlemen	Retire 31 t RCM on 60 Existing H	O Old New Flyer (NF) Di	esel Buses					Delivery of
	Ctd. Del. New 40ft					ybrid Buses Oft Hybrid and CNG Buse	as			Develop Spec./RFP	Contract Award	Replacement Buses
	Retire Old NABI CNG				erioriii new a	ore riybrid and civo bus	=5					Replacement buses
	Netire old MADI CNO											
	F40/MP36 OH PP	Del. of F40/MP36 OH	i	40 (quantity) HSP OH PP		Delivery o	of HSP OH		i		
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Commuter					Retire 19 Ol	d GP40 Locos	Retire 29 F40 Locos					
Rail	Del	ivery of Kawasaki Cont	rol (CTC) and Blind (BTC) Coach Base Targeted	ОН							
Locomotives and Coaches	New/Replac	ement Control and Blir			Delivery o	of New Control and Blin	d Coaches					
and Coaches		Kawasaki Bi	TC-4C OH PP			asaki BTC-4C OH			Hyundai Rote	em CTC OH PP	Delivery of Hyun	dai Rotem CTC OH
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Ferry Boats	Ctd. Procurement/I	Delivery of (2) New Cat	amaran Ferry Boats									
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Estimated	\$307.IVI	SOSSISINI	3324.3IVI	\$222.9IVI	\$205./WI	\$233.0141	\$327,0101	\$/10.21/1	3407.3IVI	\$209.IVI	\$110,4101	\$65,4W
Capital Cost	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
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	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars								
	Develop RI /	OL RCM Plan	- Ingeled System Over	(Only of the #3 cals	Deliv	ery (Del.) of 252 New R	L Cars		i			
Red Line	David Prince		•		25	., (50, 6 252		Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	2, #3)					
	Develop RL/	OL RCM Plan		D. P	- Inak							
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	Ctd. Delivery		verhaul of 1	Bus								
Green Line	Develop GL RCM Plan		New Type !	Cilvan	Lina							
Green Line	New GL Fleet Study		cement GL	Silver	Line						Perform RCM	on New GL Cars
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& Trolley	25 60ft Bus OH PP		f 25 Bus OH									
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	Lo-No Battery Bus PP	Del. of Lo-No Buses	J			Retire DMAs, 2	5H, and Trolleys					
	NTP NF Hyb Option 1	Delivery of Option 1	-									
	NTF NF Hyb Option 1	NTP NF Hyb Option 2	Delivery of Option 2	1								
			Neoplan Diesels									
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40ft Bus	NTP NF Option OH	Del. NF Option OH	Develop Spec./RFP	Contract Award	Delivery of 310 (est) Replacement Buses (a	pprox. 100 per year)		Perf	orm RCM on New 40ft B	luses	
					Retire 31	0 Old New Flyer (NF) Di	esel Buses					
					RCM on 60 Existing H					Develop Spec./RFP	Contract Award	Delivery of
	Ctd. Del. New 40ft			P	erform RCM on New 4	Oft Hybrid and CNG Bus	es		ı	22,2,000 0000,1111	23	Replacement Buses
	Retire Old NABI CNG											
i	F40/MP36 OH PP	Del. of F40/MP36 OH	1	40 (quantity) USB ON BB		Delivery o	of USB ON				
	,	Replacement Locomot		40 (quantity		livery of New Locomoti		of har On				
Commuter	ivew/	Replacement Edicomot	LIVE I I			d GP40 Locos	Retire 29 F40 Locos					
Rail	Del	ivery of Kawasaki Cont	trol (CTC) and Blind (BTC	C) Coach Base Targeted	ОН	I						
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Estimated	\$307.IVI	SOSOISINI	\$324.3IVI	\$222.3IVI	\$205./WI	\$299.0WI	\$327,0101	\$/10.21/1	3407.3WI	\$209.IVI	\$110,4101	303,4W
Capital Cost	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
	112017	112010	112015	112020	112021	11 2022	112020	112027	112023	112020	112027	2020

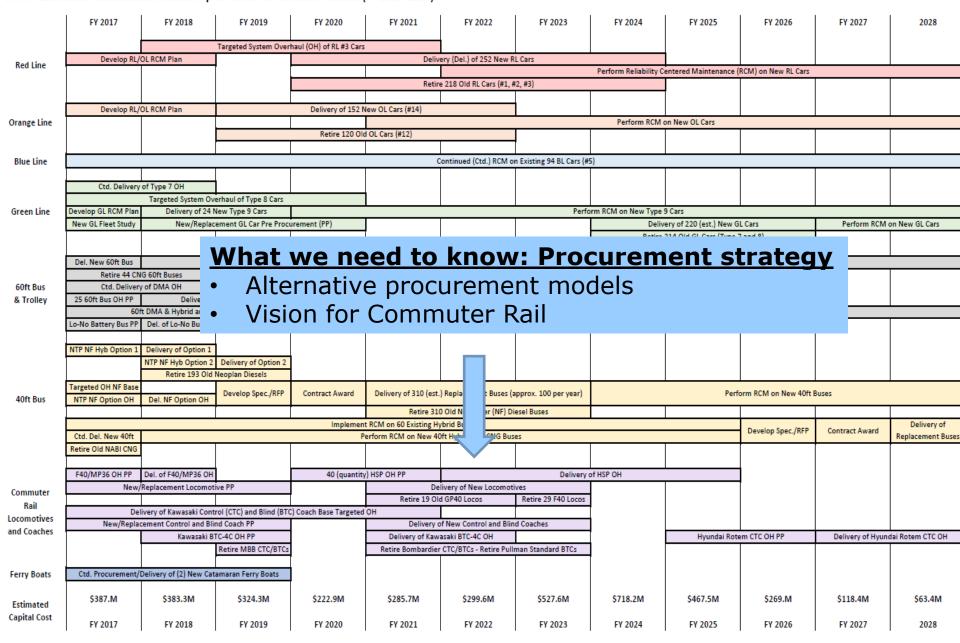


					,							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
	Develop DL	OL DOM DISS	Targeted System Over	haul (OH) of RL #3 Cars		(D-1) -6 252 N	PL C		1			
Red Line	Develop RL/	OL RCM Plan	l		Deliv	ery (Del.) of 252 N	ew KL Cars	Perform Polishility C	entered Maintenance (RCM) on New PL Care		
					Ratir	e 218 Old RL Cars	#1 #2 #3)	Perform Reliability C	entered maintenance (nowly on New NL Cars		
					Retir	E 223 Old NE Cals	,,)		1			
	Develop RL/	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)							
Orange Line	221212				(,			Perform RCM	on New OL Cars			
				Retire 120 Old	OL Cars (#12)							
Blue Line						Continued (Ctd.) RC	M on Existing 94 BL Cars (#	ł5)	•			
	Ctd. Delivery	of Type 7 OH	1									
		Targeted System Ov	erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan	Delivery of 24 N	Nev: Timo 9 Care				David	arm DCM on Now Tune	0 0			
	New GL Fleet Study	New/Replac		+ 14/0	nood t	to L	OW. Ex	manci	on		Perform RCM	on New GL Cars
			<u>vviia</u>	t we	<u>ieeu i</u>	LO KI	ow: Ex	<u> (pali5i</u>	<u> </u>			
								_				
	Del. New 60ft Bus		_ • 50	outh C	oast R	all						
		G 60ft Buses			l e	I		I	ı	I		
60ft Bus	Ctd. Delivery			1								
& Trolley	25 60ft Bus OH PP		f 25 Bus OH	- DD	Del ef New COff and	T II D I		Df-	DCM N CO6	T	D	
		Del. of Lo-No Buses	Oft Trolley Replacement	rr	Del. of New 60ft and		As, 25H, and Trolleys	Гепо	rm κανι on New 60π a	nd Trolley Replacement	Buses	
	LO-NO Battery Bus FF	Del. Of LO-NO Buses	ļ			Retire Divi	As, 25H, and Trolleys	-				
	NTP NF Hyb Option 1	Delivery of Option 1	1									
	NTF NF Hyb Option 1	NTP NF Hyb Option 2	Delivery of Option 2									
			Neoplan Diesels									
	Targeted OH NF Base		I .						l .			
40ft Bus	NTP NF Option OH	Del. NF Option OH	Develop Spec./RFP	Contract Award	Delivery of 310 (est.) Replace : Bu:	es (approx. 100 per year)		Perf	orm RCM on New 40ft B	Buses	
					Retire 310	O OIGN	F) Diesel Buses					
				Implemen	t RCM on 60 Existing Hy	brid Bus		•				Delivery of
	Ctd. Del. New 40ft			P	erform RCM on New 40	Oft Hybrid and CNG	Buses			Develop Spec./RFP	Contract Award	Replacement Buses
	Retire Old NABI CNG											
]		
	F40/MP36 OH PP	Del. of F40/MP36 OH		40 (quantity) HSP OH PP			of HSP OH]		
Commuter	New/	Replacement Locomot	ive PP			livery of New Loco						
Rail						d GP40 Locos	Retire 29 F40 Locos	1				
Locomotives			rol (CTC) and Blind (BTC	C) Coach Base Targeted				1				
and Coaches	New/Replac	cement Control and Bli				of New Control and	Blind Coaches	1				
and coucies			TC-4C OH PP			asaki BTC-4C OH		4	Hyundai Rote	em CTC OH PP	Delivery of Hyun	dai Rotem CTC OH
			Retire MBB CTC/BTCs		Retire Bombardier	· CTC/BTCs - Retire	Pullman Standard BTCs	4				
	0.1.0	C (0) N		1								
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	amaran Ferry Boats									
	\$387.M	\$383.3M	\$324.3M	\$222 OM	\$285.7M	\$200.6**	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Estimated	\$38/.IVI	\$385.5IVI	\$324.3IVI	\$222.9M	\$285./IVI	\$299.6M	\$527.bW	\$/18.2IVI	\$407.5IVI	\$209.IVI	\$118.4IVI	\$03.4IVI
Capital Cost	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
	F1 2017	F1 2010	F1 2019	F1 2020	F1 2021	F1 2022	F1 2023	F1 2024	F1 2023	F1 2020	F1 2027	2020

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			T	I (OUI) F.DI #3 C								
i	Davides BL/	OL RCM Plan	Targeted System Overi	haul (OH) of RL #3 Cars	Dalis	ery (Del.) of 252 f	low PL Care		•			
Red Line	Develop KL/	OE NOW FIAM			Deliv	lery (Del.) of 232 i	VEW ILL COIS	Perform Reliability C	entered Maintenance ((RCM) on New RL Cars		
					Retir	e 218 Old RL Cars	(#1, #2, #3)	,		,		
						I		I	†			
í	Develop RL/	OL RCM Plan		Delivery of 152 N	ew OL Cars (#14)							
Orange Line							•	Perform RCM	on New OL Cars	•		
				Retire 120 Old	OL Cars (#12)							
Blue Line					(Continued (Ctd.) R	CM on Existing 94 BL Cars (#	15)				
	Ctd. Delivery	of Type 7 OH			1							
			erhaul of Type 8 Cars							_		
Green Line	Develop GL RCM Plan	Delivery of 24 N	Vew 1	- - - - - - - - - -	555			V 10 D 10 G	ian		Doubour DOM	NCl C
ļ	New GL Fleet Study	New/Replac	VV N	<u>at we</u>	<u>neea</u>	<u>to k</u>	<u>now: E</u>	<u>xpans</u>	<u>ion</u>	_	Perform KCM	on New GL Cars
								_		_	ļ	
i	Del. New 60ft Bus		_ • S	South (Loast i	каш				_		
		IG 60ft Buses								_		
60ft Bus	Ctd. Delivery		• (Irban F	kail							
& Trolley	25 60ft Bus OH PP	Delivery of			10	,		,				
	60f	ft DMA & Hybrid and 40	Oft Trolley Replacement	PP .	Del. of New 60ft and	Trolley Replacem	ents	Perfo	rm RCM on New 60ft a	nd Trolley Replacement	Buses	
	Lo-No Battery Bus PP	Del. of Lo-No Buses				Retire DN	As, 25H, and Trolleys					
]								1				
[NTP NF Hyb Option 1	Delivery of Option 1										
			Delivery of Option 2									
	T	Retire 193 Old	Neoplan Diesels									
40ft Bus	Targeted OH NF Base NTP NF Option OH	Del. NF Option OH	Develop Spec./RFP	Contract Award	Delivery of 310 (est	.) Replace Bu	ises (approx. 100 per year)		Perf	form RCM on New 40ft I	Buses	
4010 Dus	ите ие орион он	Del. NF Option On			Retire 31	0 Old N	NF) Diesel Buses		1	Ι		
i				Implement	RCM on 60 Existing H		,					Delivery of
	Ctd. Del. New 40ft				erform RCM on New 4		G Buses			Develop Spec./RFP	Contract Award	Replacement Buses
	Retire Old NABI CNG											
]										1		
[Del. of F40/MP36 OH		40 (quantity				of HSP OH		1		
Commuter	New/	Replacement Locomot	ive PP			livery of New Loc		1				
Rail			. (272)	10.10.0		d GP40 Locos	Retire 29 F40 Locos					
Locomotives		livery of Kawasaki Conti cement Control and Blii	rol (CTC) and Blind (BTC	C) Coach Base Targeted		of New Control an	d Plind Conches	1				
and Coaches	ivew/kepiac		TC-4C OH PP			rasaki BTC-4C OH	d billid Coaches	4	Hyundai Pote	em CTC OH PP	Delivery of Hyun	dai Rotem CTC OH
			Retire MBB CTC/BTCs				e Pullman Standard BTCs	1	Tiyundar Noti	em crc on r	Delivery of Hydric	dar Notelli CTC OII
			neme mod erejores		cure bombardie	. c.ajoros netii	2 - 2on otonoura p103	†				
Ferry Boats	Ctd. Procurement/I	Delivery of (2) New Cat	amaran Ferry Boats									
,	,											
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost												
Capital Cost	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

		•			,								
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 202	22	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
						1							
			Targeted System Over	haul (OH) of RL #3 Cars									
Red Line	Develop RL/	OL RCM Plan			Deliv	ery (Del.) of 2	52 New R	L Cars					
						212 2115: 2	fue :		Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL C	ars (#1, #	2, #3)					
	Develop DL	OL DOM DIS-		Deliuses of 450 h	law Ol Care (#4.4)								
Orangolina	Develop RL/	OL RCM Plan		Delivery of 152 f	New OL Cars (#14)				Parform DCM	on New OL Cars			
Orange Line				Retire 120 Ok	d OL Cars (#12)				renorm KCM (on New OL Cars			
					22 0012 (1.22)								
Blue Line						Continued (Ctd	L) RCM or	n Existing 94 BL Cars (#!	5)				
Dide Lille						Continueu (Cto	a., NOW O	TEXISTER OF DE CAIS (#:	-1				
	Ctd Delivery	of Type 7 OH				·							
	Std. Delivery	Targeted System Ov		at we	need	tol	n	ow. F	<u>xpans</u>	ion			
Green Line	Develop GL RCM Plan	Delivery of 24 I	New 1	at vvc		to I	× 110	944 L	xpuii3	<u> </u>			
	New GL Fleet Study	New/Replac		outh (Coast F	Dail						Perform RCM	on New GL Cars
	,		_	outil (Luast I	\all							
			. т	nnorC	ity Da	:1							
	Del. New 60ft Bus		<u> </u>	mer C	ity Ra	H							
	Retire 44 CN	IG 60ft Buses	_										
60ft Bus	Ctd. Deliver	• Go Boston 2030											
& Trolley	25 60ft Bus OH PP	Delivery of											
			Oft Trolley Replacement	PP	Del. of New 60ft and				Perfor	rm RCM on New 60ft a	nd Trolley Replacement	Buses	
	Lo-No Battery Bus PP	Del. of Lo-No Buses	ļ			Retire	DMAs, 2	SH, and Trolleys	ļ				
			1										
	NTP NF Hyb Option 1	Delivery of Option 1		1			l l						
		NTP NF Hyb Option 2	, ,				l l						
	Torrested CU NE D	Ketire 193 Old	Neoplan Diesels										
40ft Bus	Targeted OH NF Base	Del NE Ostice Oll	Develop Spec./RFP	Contract Award	Delivery of 310 (est	.) Replac	Buses (a	pprox. 100 per year)		Perf	orm RCM on New 40ft E	Buses	
4011 DUS	NTP NF Option OH	Del. NF Option OH			Retire 31	0.014.84	- (NE) Die	esel Buses					
				Implemen	t RCM on 60 Existing H		11 101	coc. buses					Delivery of
	Ctd. Del. New 40ft				erform RCM on New 4		CNG Buse	es			Develop Spec./RFP	Contract Award	Replacement Buses
	Retire Old NABI CNG												
1		1											
	F40/MP36 OH PP	Del. of F40/MP36 OH	1	40 (quantity) HSP OH PP			Delivery o	of HSP OH		1		
Commuter	New/	Replacement Locomot	tive PP		De	livery of New	Locomotiv	ves			1		
Commuter Rail					Retire 19 OI	d GP40 Locos		Retire 29 F40 Locos]				
Kall Locomotives	De	livery of Kawasaki Cont	trol (CTC) and Blind (BTC	C) Coach Base Targeted	ОН								
and Coaches	New/Repla	cement Control and Bli				of New Contro		d Coaches					
and Coaches		Kawasaki B	TC-4C OH PP		Delivery of Kaw					Hyundai Rote	em CTC OH PP	Delivery of Hyun	dai Rotem CTC OH
			Retire MBB CTC/BTCs		Retire Bombardie	r CTC/BTCs - R	etire Pullr	man Standard BTCs					
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	tamaran Ferry Boats				Ì						
	400	4202	422	4000	400	****		4505	4745		40.55.55	A445	Acc
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6	δM	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost	FV 0047	EV 2242	FV 2242	EV 2022	FW 2224	FW CC		FW 2222	EV 2024	FW 2025	EV 2025	FV 2227	2020
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 20	22	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

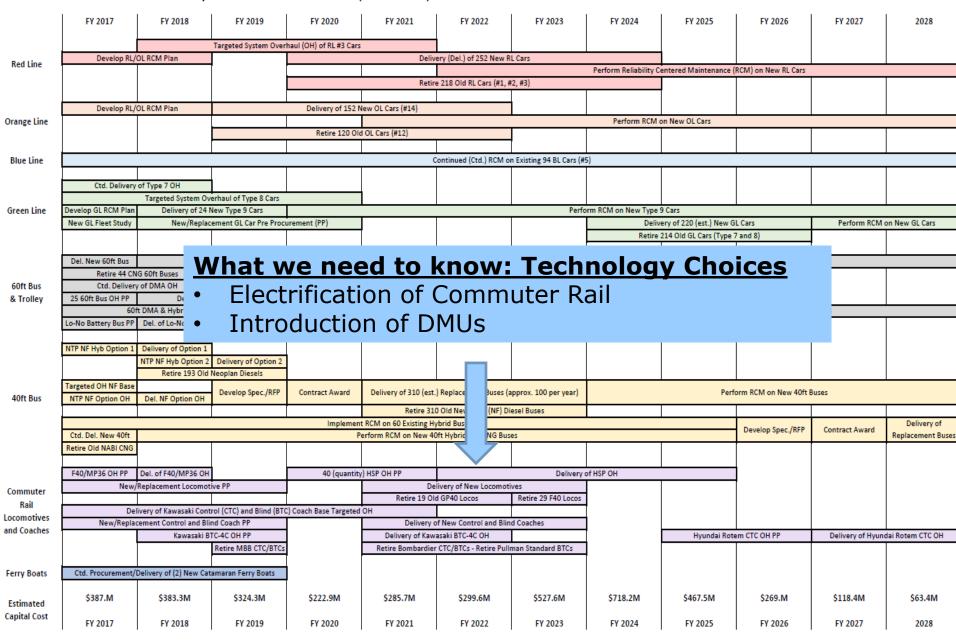
		•		•	•							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
	11.2017	112010	11.2015	11 2020	112021	112022	11.2023	112024	112023	112020	11 2027	2320
			Targeted System Over	haul (OH) of RL #3 Cars								
	Develop PL/	OL RCM Plan	Targeted System Over	naur (Orr) or KE #3 cars		lery (Del.) of 252 New R	I Care					
Red Line	Develop KL/	OE NOW FIAM	1		Deliv	ery (Dei./ 01 232 New h	L Cars	Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
					Potis	e 218 Old RL Cars (#1, #	12 #2\	remorni Kenabinty Co	entered Maintenance (NOWIJ OII WEW NE Cars		
					Retir	e 216 Old NL Cars (#1, #	2, #3)					
	Davidas BL/	OL RCM Plan		Delivery of 152 N	law Ol Care (#14)		1					
0	Develop KL/	OF KCIAL LIAM		Delivery of 152 iv	iew Of cars (#14)			Danfarra DCM a	on New OL Cars			
Orange Line				Retire 120 Old	I OL Care (#12)		ı	remorm KCW C	on New OL Cars			
				Netire 120 Oit	OL Cals (#12)	I						
								- 1				
Blue Line		ı	ı		(Continued (Ctd.) RCM o	n Existing 94 BL Cars (#:	5)				
			1									
	Ctd. Delivery	of Type 7 OH										
		• ,	erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan		New Type 9 Cars				Perfo	orm RCM on New Type S				
	New GL Fleet Study	New/Replac	ement GL Car Pre Proci	rement (PP)					ery of 220 (est.) New G		Perform RCM (on New GL Cars
								Retire :	214 Old GL Cars (Type	7 and 8)		
	Del. New 60ft Bus					Perf	orm RCM on New 60ft i	Buses				
		IG 60ft Buses								_		
60ft Bus	Ctd. Deliver	y of DMA OH	vnat v	ve ne	ed to	know	: Proc	ureme	ent st	rategy		
& Trolley	25 60ft Bus OH PP	Del								1 4 4 5 5		
	60ft DMA & Hybrid Lo-No Battery Bus PP Del. of Lo-No Alternative procurement models											
	Lo-No Battery Bus PP	Del. of Lo-No	AitCi	Hative	, procc		it illou	CIS				
			I				l					
	NTP NF Hyb Option 1	Delivery of Option 1										
		NTP NF Hyb Option 2	Delivery of Option 2									
		Retire 193 Old	Neoplan Diesels									
	Targeted OH NF Base		Develop Spec./RFP	Contract Award	Delivery of 310 (est	.) Replacement Buses (a	ennroy 100 ner year)		Perf	orm RCM on New 40ft B	luces	
40ft Bus	NTP NF Option OH	Del. NF Option OH	Develop Spec./III1	CONTRACT AWARD	Delivery of 510 (est.	.) Neplacement buses (ipprox. 100 per year)		ren	onn new fort	ruses	
					Retire 31	0 Old New Flyer (NF) Di	esel Buses					
				Implemen	RCM on 60 Existing H	ybrid Buses				Develop Spec./RFP	Contract Award	Delivery of
	Ctd. Del. New 40ft			P	erform RCM on New 40	Oft Hybrid and CNG Bus	es			Develop spec./ NTT	CONTRACT AWARD	Replacement Buses
	Retire Old NABI CNG											
			1							<u> </u>		
	F40/MP36 OH PP	Del. of F40/MP36 OH		40 (quantity) HSP OH PP		Delivery (of HSP OH				
Commuter	New/	Replacement Locomot	tive PP		De	livery of New Locomot	ves					
Rail					Retire 19 Ol	d GP40 Locos	Retire 29 F40 Locos					
Locomotives	De	livery of Kawasaki Cont	trol (CTC) and Blind (BTC	C) Coach Base Targeted	ОН							
and Coaches	New/Repla	cement Control and Bli	nd Coach PP		Delivery o	of New Control and Blin	d Coaches					
and Coacnes		Kawasaki B	TC-4C OH PP		Delivery of Kaw	asaki BTC-4C OH			Hyundai Rote	em CTC OH PP	Delivery of Hyuno	dai Rotem CTC OH
			Retire MBB CTC/BTCs		Retire Bombardier	r CTC/BTCs - Retire Pull	man Standard BTCs					
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	tamaran Ferry Boats									
'												
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
i	•	•	•	1	ı	'	'	'	•	'		'

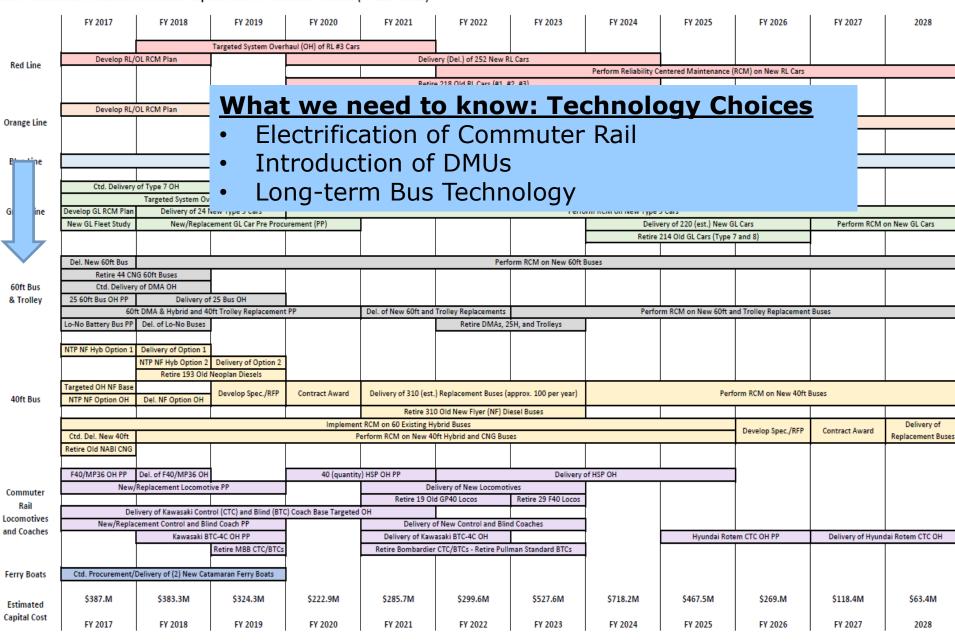


					,							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
	_		Targeted System Over	haul (OH) of RL #3 Cars		(5.1)						
Red Line	Develop RL/	OL RCM Plan			Deliv	ery (Del.) of 252 New R	L Cars	Desfere Pull-bille C	and Maintenance	DOM) Nov. DL C-		
					D-4:-	- 248 Old DL C (#4 #	2 #2\	Perform Reliability Co	entered Maintenance	RCM) on New RL Cars		
					Ketir	e 218 Old RL Cars (#1, #	2, #3)					
	Davolan PL/	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)							
Orange Line	Develop KL/	OL NCIVI FIAII		Delivery of 132 is	lew OL cars (#14)			Perform RCM o	on New OL Cars			
Orange Line				Retire 120 Old	I OL Cars (#12)			T ETTOTHI NOW C	on New OL cars			
					(,							
Blue Line					(Continued (Ctd.) RCM or	n Existing 94 BL Cars (#	5)				
blue tille						(,		-,				
	Ctd. Delivery	of Type 7 OH	1									
	,		erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan	Delivery of 24 N	New Type 9 Cars				Perfo	rm RCM on New Type 9	9 Cars			
	New GL Fleet Study	New/Replac	ement GL Car Pre Proci	urement (PP)				Delive	ery of 220 (est.) New G	L Cars	Perform RCM	on New GL Cars
								Retire :	214 Old GL Cars (Type	7 and 8)		
	Del. New 60ft Bus											
		G 60ft Buses	/hat w	le nee	ed to k	mow:	Procu	ireme	nt str	ategy		
60ft Bus	Ctd. Delivery	of DMA OH							561	accgy		
& Trolley	25 60ft Bus OH PP	1	Altari	nativa	nrocui	remen [•]	t mada	عاد				
		T DIVIA & HYD	AILCII	native	procu	CITICIT	cilloud	213			S	
	Lo-No Battery Bus PP	Del. of Lo-N	Micio	n for C	ommi	iter Ra	.il					
			V 15101			itei Ka	111					
	NTP NF Hyb Option 1	Delivery of	DCM	0 (0 0		L N/_:-		C	. L			
		NTP NF Hyb Retire	KCIM	& Con	iponer	าt Mair	itenan	ce Cor	itracts			
	Targeted OH NF Base	Retire	1		•							
40ft Bus	NTP NF Option OH	Del. NF Option OH	Develop Spec./RFP	Contract Award	Delivery of 310 (est.	.) Replacement Buses (a	pprox. 100 per year)		Perf	orm RCM on New 40ft E	Buses	
Tork bus	ин и орион он	Del. III option on			Retire 31	0 Old New Flyer (NF) Di	esel Buses					
				Implemen	RCM on 60 Existing Hy							Delivery of
	Ctd. Del. New 40ft					Oft Hybrid and CNG Bus	es			Develop Spec./RFP	Contract Award	Replacement Buses
	Retire Old NABI CNG											
ľ												
	F40/MP36 OH PP	Del. of F40/MP36 OH		40 (quantity) HSP OH PP		Delivery o	of HSP OH				
Commuter	New/	Replacement Locomot	ive PP			livery of New Locomoti]		
Rail						d GP40 Locos	Retire 29 F40 Locos					
Locomotives				C) Coach Base Targeted								
and Coaches	New/Replac	ement Control and Blir				of New Control and Blin	d Coaches					
una couches		Kawasaki Bi				asaki BTC-4C OH			Hyundai Rot	em CTC OH PP	Delivery of Hyun	dai Rotem CTC OH
			Retire MBB CTC/BTCs	ļ	Retire Bombardier	r CTC/BTCs - Retire Pullr	man Standard BTCs					
	0.1.0											
Ferry Boats	Ctd. Procurement/I	Delivery of (2) New Cat	amaran Ferry Boats	ļ								
	6207.84	6202.284	6224.284	6222.014	6205 784	6200 514	6507.684	6740.004	6467.544	6250.84	6110 414	652.444
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost	EV 2017	EV 2010	FV 2010	EV 2020	FV 2024	EV 2022	FV 2022	EV 2024	EV 2025	EV 2026	EV 2027	2020
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

FY 2017 FY 2018 FY 2019 FY 2020 FY 2021 FY 2022 FY 2023 FY 2024 FY 2025 FY 2026	FY 2027	2028
	I	
Targeted System Overhaul (OH) of RL #3 Cars		
Red Line Develop RL/OL RCM Plan Delivery (Del.) of 252 New RL Cars		
Perform Reliability Centered Maintenance (RCM) on New RL Cars		
Retire 218 Old RL Cars (#1, #2, #3)		
Develop RL/OL RCM Plan Delivery of 152 New OL Cars (#14)		
Orange Line Perform RCM on New OL Cars Retire 120 Old OL Cars (#12)		
Nette 120 of of cars (#12)		
Blue Line Continued (Ctd.) RCM on Existing 94 BL Cars (#5)		
but the		
Ctd. Delivery of Type 7 OH		
Targeted System Overhaul of Type 8 Cars		
Green Line Develop GL RCM Plan Delivary of 24 Naw Type 9 Care		
New GL Fleet Study	Perform RCM o	n New GL Cars
What we need to know: Procurement strategy		
All constant and a second seco		
• Alternative procurement models		
Retire 44 CNG 60ft B		
60ft Bus Ctd. Delivery of DMA • Vision for Commuter Rail		
& Irolley 25 bott Bus OH PP		
Lo-No Battery Bus PP Del. of RCM & Component Maintenance Contracts	ises	
NTP NF Hyb Option 1 Deliver • Project Delivery Resources		
NTP NE		
Retire 193 Old Neoplan Diesels		
Targeted OH NF Base Develop Spec./RFP Contract Award Delivery of 310 (est.) Replacement Buses (approx. 100 per year) Perform RCM on New 40ft Buses	inc.	
40ft Bus NTP NF Option OH Del. NF Option OH		
Retire 310 Old New Flyer (NF) Diesel Buses		
Implement RCM on 60 Existing Hybrid Buses Develop Spec./RFP C	Contract Award	Delivery of
Ctd. Del. New 40ft Perform RCM on New 40ft Hybrid and CNG Buses Retire Old NABI CNG		Replacement Buses
NEUTE OID INNO CITO		
F40/MP36 OH PP Del. of F40/MP36 OH 40 (quantity) HSP OH PP Delivery of HSP OH		
New/Replacement I ground type PP Delivery of New I ground types		
Commuter Retire 19 Old GP40 Locos Retire 29 F40 Locos		
Rail Delivery of Kawasaki Control (CTC) and Blind (BTC) Coach Base Targeted OH		
Locomotives New/Replacement Control and Blind Coach PP Delivery of New Control and Blind Coaches		
and Coaches Kawasaki BTC-4C OH PP Delivery of Kawasaki BTC-4C OH Hyundai Rotem CTC OH PP	Delivery of Hyund	lai Rotem CTC OH
Retire MBB CTC/BTCs Retire Bombardier CTC/BTCs - Retire Pullman Standard BTCs		
Ferry Boats Ctd. Procurement/Delivery of (2) New Catamaran Ferry Boats		
\$207.MA \$200.2MA \$230.2MA \$230.0MA \$230	£110 4M	662.414
Estimated \$387.M \$383.3M \$324.3M \$222.9M \$285.7M \$299.6M \$527.6M \$718.2M \$467.5M \$269.M	\$118.4M	\$63.4M
Capital Cost	FY 2027	2028
FY 2017 FY 2018 FY 2019 FY 2020 FY 2021 FY 2022 FY 2023 FY 2024 FY 2025 FY 2026	FT 2027	2020

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 202	22	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
						202	_						
			Targeted System Over	haul (OH) of RL #3 Cars		1							
D-421	Develop RL/	OL RCM Plan				ery (Del.) of 25	2 New	RL Cars					
Red Line			1						Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
					Retire	e 218 Old RL C	ars (#1,	, #2, #3)					
										•			
	Develop RL/	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)								
Orange Line								•	Perform RCM o	on New OL Cars			
				Retire 120 Old	d OL Cars (#12)								
								7					
Blue Line					C	Continued (Ctd.	.) RCM	on Existing 94 BL Cars (#5	5)				
'													
	Ctd. Delivery	of Type 7 OH	1										
		Targeted System Ov	erhaul of Type 8 Cars		1								
Green Line	Develop GL RCM Plan		New Type 9 Cars					Perfo	orm RCM on New Type !	9 Cars			
	New GL Fleet Study		cement GL Car Pre Procu	urement (PP)						ery of 220 (est.) New G	L Cars	Perform RCM	on New GL Cars
'									Retire :	214 Old GL Cars (Type	7 and 8)		
												1	
	Del. New 60ft Bus												
	Retire 44 CN	IG 60ft Buses	What	WA na	ad ta	kn/	714	<u>v: Tecl</u>	hnolog	av Cha	nicas		
60ft Bus	Ctd. Deliver	y of DMA OH	vviiat	WE HE	eu to	KII	JY	v. ieci	111010	Jy CIII	<u> </u>		
& Trolley	25 60ft Bus OH PP	Delive	. Eloc	trifica	tion of	Car	~ r	muter F	Dail				
	601	ft DMA & Hybrid a	LIEC	uiiica	tion or	COI	Ш	Hutel r	Sall				
	Lo-No Battery Bus PP	Del. of Lo-No Buses	ı			neure	DIVIAS,	200, and froneys	ı		l		
			Ī										
	NTP NF Hyb Option 1	Delivery of Option 1				_							
'		NTP NF Hyb Option 2	Delivery of Option 2										
		Retire 193 Old	Neoplan Diesels										
	Targeted OH NF Base		Develop Spec./RFP	Contract Award	Delivery of 310 (est.	\ Poplace	Purcer	(approx. 100 per year)		Porf	orm RCM on New 40ft I	Duene	
40ft Bus	NTP NF Option OH	Del. NF Option OH	bevelop spec./iii1	Contract Award	Delivery of 510 (est.	/ Neplace	Juses	(approx. 100 per year)		ren	orm new on new fort	buses	
					Retire 310	_	(NF) [Diesel Buses					
					t RCM on 60 Existing Hy						Develop Spec./RFP	Contract Award	Delivery of
	Ctd. Del. New 40ft			P	erform RCM on New 40	Oft Hyb.	o Bu	uses			Develop opec./ NFF	Contract Award	Replacement Buses
	Retire Old NABI CNG												
			1								1		
	F40/MP36 OH PP	Del. of F40/MP36 OH		40 (quantity) HSP OH PP				of HSP OH		ļ		
Commuter	New/	Replacement Locomot	ive PP	l		livery of New I	Locomo						
Rail						d GP40 Locos		Retire 29 F40 Locos					
Locomotives			trol (CTC) and Blind (BTC	C) Coach Base Targeted									
and Coaches	New/Repla	cement Control and Bli				of New Control		ind Coaches					
		Kawasaki B	TC-4C OH PP		Delivery of Kaw					Hyundai Rote	em CTC OH PP	Delivery of Hyun	dai Rotem CTC OH
			Retire MBB CTC/BTCs	l	Retire Bombardier	CTC/BTCs - Re	etire Pu	Illman Standard BTCs	l				
	0.1.0												
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	tamaran Ferry Boats	l									
	400=	4205	400.	4000	4005			4505	4745	A467	40.52.11	A445	Acc
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6	M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost													
·	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 202	22	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028





	1	1	1		1	1	1	1	1	1		1
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars								
2011	Develop RL/	OL RCM Plan		, , , , , , , , , , , , , , , , , , , ,		ery (Del.) of 252 New R	L Cars		1			
Red Line			1 1					Perform Reliability C	entered Maintenance	RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	ŧ2, #3)					
									Ī			
	Develop RL/	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)							
Orange Line				D-+i 120 OI	d OL Cars (#12)			Perform RCM	on New OL Cars			
				Retire 120 Oid	OL Cars (#12)	I						
Blue Line						Continued (Ctd.) BCM o	 n Existing 94 BL Cars (#:	[
blue Lille						continued (ctd.) Kcivi o	II EXISTING 54 DE CAIS (#:	5) 				
i	Ctd. Delivery	of Type 7 OH	1									
			erhaul of Type 8 Cars		1							
Green Line	Develop GL RCM Plan		New Type 9 Cars				Perfo	orm RCM on New Type	9 Cars			
	New GL Fleet Study	New/Replac	ement GL Car Pre Procu	urement (PP)				Deliv	ery of 220 (est.) New G	iL Cars	Perform RCM (on New GL Cars
								Retire	214 Old GL Cars (Type	7 and 8)		
			Mb -4 -		-d L-	l	. Taab		or Cha	iooo		
	Del. New 60ft Bus	V	<u>Vhat v</u>	<u>ve ne</u>	<u>ea to </u>	<u>KNOW</u>	<u>: recn</u>	<u>INOIOG</u>	y Cno	<u>ices</u>		
60ft Bus		G 60ft Buses of DMA OH		L: C: L	: £	C = 100	L D	: I	_			
& Trolley	25 60ft Bus OH PP	Del	Elect	trificat	ion or	Comm	iuter R	lali				
& Honey		t DMA & Hybrid	T L		c D	N / I I _						
	Lo-No Battery Bus PP		Intro	auctic	n of D	MUS						
Ì												
	NTP NF Hyb Option 1	Delivery of Op	Lonc	ı-term	Bus I	echnol	ogy					
Ī		NTP NF Hyb O	_				– ,					
		Retire 1	Vehi	cie He	aith M	onitori	na					
Anfr Bus	Targeted OH NF Base	Dal ME Oation Oll			, , ,		.					
40ft Bus	NTP NF Option OH	Del. NF Option OH			Ratina 31	0 Old New Flyer (NF) Di	acal Rucas					
l				Implemen	t RCM on 60 Existing H		eser buses					Delivery of
	Ctd. Del. New 40ft			•		Oft Hybrid and CNG Bus	es			Develop Spec./RFP	Contract Award	Replacement Buses
	Retire Old NABI CNG											
]												
[F40/MP36 OH PP	Del. of F40/MP36 OH		40 (quantity) HSP OH PP			of HSP OH				
Commuter	New/	Replacement Locomot	ive PP			livery of New Locomoti		1				
Rail	Dal	ivery of Vayasaki Coat	rol (CTC) and Blind (BTC	1) Coach Base Tarastad		d GP40 Locos	Retire 29 F40 Locos	ļ				
Locomotives		cement Control and Bli		.) Coach base rangeled		of New Control and Blin	d Coaches	1				
and Coaches	nen/nepis		TC-4C OH PP			asaki BTC-4C OH		ł	Hyundai Rot	em CTC OH PP	Delivery of Hyuno	dai Rotem CTC OH
			Retire MBB CTC/BTCs			r CTC/BTCs - Retire Pulli	man Standard BTCs	1	,		,,	
Ferry Boats	Ctd. Procurement/I	Delivery of (2) New Cat	amaran Ferry Boats									
]												
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost	EV 2017	FV 2010	EV 2010	EV 2020	EV 2024	EV 2022	EV 2022	EV 2024	EV 2025	EV 2026	EV 2027	2020
ا	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars								
	Develop RL/	OL RCM Plan	I			very (Del.) of 252 New R	L Cars		1			
Red Line			Ī			,,,,		Perform Reliability C	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	2, #3)	,	Ī			
	Develop RL/	OL RCM Plan		Delivery of 152 N	New OL Cars (#14)							
Orange Line								Perform RCM (on New OL Cars			
				Retire 120 Old	d OL Cars (#12)							
Blue Line						Continued (Ctd.) RCM o	n Evicting 94 BI Care (#1	5)				
blue tille						Continued (ctd.) Helli c	r Existing 5 r DE curs (iii	-, 		1		
	Ctd. Delivery	of Type 7.0H	1									
	Ctu. Delivery		erhaul of Type 8 Cars		1							
Green Line	Develop GL RCM Plan		New Type 9 Cars				Perfo	orm RCM on New Type !	9 Cars			
Green Line	New GL Fleet Study		ement GL Car Pre Proci	rement (PP)	I	I	Teno		ery of 220 (est.) New G	I Cars	Perform RCM c	on New GL Cars
	New dericer study	пенуперис	lement de carrie rioci	arement (11)	1				214 Old GL Cars (Type		T CHOIN IICIN C	on new de cars
								Retire	214 Old OE Cars (Type	/ and o _j		
	Del. New 60ft Bus					Porf	orm RCM on New 60ft E	Ruses				
	Retire 44 CN	G 60ft Ruses	1			ren	Jilli Kcivi oli New Gott I	Juses				
60ft Bus	Ctd. Delivery		4									
& Trolley	25 60ft Bus OH PP											
& Holley		ft DMA & Hyb	/hat w	re nee	ea to k	(now:	Fisca	I ISSU	es		ıç	
	Lo-No Battery Bus PP											
	20110 201101 / 20211	•	Γ_{1}	: <i>-</i>	. \/abia							
		_		ina tor	·venic	ies and	า Facili	ITIAS				
	NTP NF Hvb Option 1		runa	ing for	venic	ies and	d Facili	ities				
	NTP NF Hyb Option 1	Delivery of		ing for	venic	ies and	d Facili	ities	I			
	NTP NF Hyb Option 1	Delivery of (NTP NF Hyb Option 2		ing for	venic	ies and	d Facili	ities				
	NTP NF Hyb Option 1 Targeted OH NF Base	Delivery of (NTP NF Hyb Option 2	Delivery of Option 2 Neoplan Diesels					ities				
40ft Bus	Targeted OH NF Base	Delivery of (NTP NF Hyb Option 2 Retire 193 Old	Delivery of Option 2	Contract Award		Replacement Buses (a		ities	Perf	orm RCM on New 40ft E	Buses	
40ft Bus		Delivery of (NTP NF Hyb Option 2	Delivery of Option 2 Neoplan Diesels		Delivery of 310 (est.		pprox. 100 per year)	ities	Perf	form RCM on New 40ft E	duses	
40ft Bus	Targeted OH NF Base	Delivery of (NTP NF Hyb Option 2 Retire 193 Old	Delivery of Option 2 Neoplan Diesels	Contract Award	Delivery of 310 (est.	.) Replacement Buses (a 0 Old New Flyer (NF) Di	pprox. 100 per year)	ities	Perf			Delivery of
40ft Bus	Targeted OH NF Base	Delivery of (NTP NF Hyb Option 2 Retire 193 Old	Delivery of Option 2 Neoplan Diesels	Contract Award	Delivery of 310 (est. Retire 31 t RCM on 60 Existing H	.) Replacement Buses (a 0 Old New Flyer (NF) Di	pprox. 100 per year) esel Buses	ities	Perf	orm RCM on New 40ft E	Buses Contract Award	Delivery of Replacement Buses
40ft Bus	Targeted OH NF Base NTP NF Option OH	Delivery of (NTP NF Hyb Option 2 Retire 193 Old	Delivery of Option 2 Neoplan Diesels	Contract Award	Delivery of 310 (est. Retire 31 t RCM on 60 Existing H	.) Replacement Buses (a O Old New Flyer (NF) Di ybrid Buses	pprox. 100 per year) esel Buses	ities	Perf			
40ft Bus	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft	Delivery of (NTP NF Hyb Option 2 Retire 193 Old	Delivery of Option 2 Neoplan Diesels	Contract Award	Delivery of 310 (est. Retire 31 t RCM on 60 Existing H	.) Replacement Buses (a O Old New Flyer (NF) Di ybrid Buses	pprox. 100 per year) esel Buses	ities	Perf			
40ft Bus	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG	Delivery of (NTP NF Hyb Option 2 Retire 193 Old	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP	Contract Award Implemen	Delivery of 310 (est. Retire 31 t RCM on 60 Existing H	.) Replacement Buses (a O Old New Flyer (NF) Di ybrid Buses	pprox. 100 per year) esel Buses es	of HSP OH	Perf			
	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP	Delivery of ONTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP	Contract Award Implemen	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40	.) Replacement Buses (a O Old New Flyer (NF) Di ybrid Buses	pprox. 100 per year) esel Buses es		Perf			
Commuter	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP	Delivery of ONTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP	Contract Award Implemen	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 y) HSP OH PP	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus	pprox. 100 per year) esel Buses es		Perf			
Commuter Rail	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Delivery of ONTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 4) HSP OH PP De Retire 19 OI	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomot	pprox. 100 per year) esel Buses es Delivery oves		Perf			
Commuter Rail Locomotives	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Delivery of ONTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 /) HSP OH PP De Retire 19 Ol	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomot	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos		Perf			
Commuter Rail	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot livery of Kawasaki Control and Blit	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 /) HSP OH PP De Retire 19 Ol OH Delivery of 310 (est.	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomot d GP40 Locos	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos					Replacement Buses
Commuter Rail Locomotives	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot livery of Kawasaki Control and Blit	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 () HSP OH PP De Retire 19 Oi OH Delivery of Kaw	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot livery of Kawasaki Control and Blit	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 () HSP OH PP De Retire 19 Oi OH Delivery of Kaw	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin vasaki BTC-4C OH	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ Del New/Replac	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot livery of Kawasaki Control and Blit	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP TC-4C OH PP Retire MBB CTC/BTCs	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 () HSP OH PP De Retire 19 Oi OH Delivery of Kaw	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin vasaki BTC-4C OH	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives and Coaches	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ Del New/Replac	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Contrement Control and Blir Kawasaki B	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP TC-4C OH PP Retire MBB CTC/BTCs	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 () HSP OH PP De Retire 19 Oi OH Delivery of Kaw	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin vasaki BTC-4C OH	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives and Coaches Ferry Boats	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ Del New/Replac	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Contrement Control and Blir Kawasaki B	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP TC-4C OH PP Retire MBB CTC/BTCs	Contract Award Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 () HSP OH PP De Retire 19 Oi OH Delivery of Kaw	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin vasaki BTC-4C OH	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives and Coaches Ferry Boats Estimated	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replace Ctd. Procurement/	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Control and Blin Kawasaki B	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP TC-4C OH PP Retire MBB CTC/BTCs	Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 A Delivery of Retire 19 Ol Delivery of Kaw Retire Bombardies	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin rasaki BTC-4C OH r CTC/BTCs - Retire Pulli	pprox. 100 per year) esel Buses Delivery oves Retire 29 F40 Locos d Coaches man Standard BTCs	of HSP OH	Hyundai Rote	Develop Spec./RFP	Contract Award Delivery of Hyuno	Replacement Buses
Commuter Rail Locomotives and Coaches Ferry Boats	Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replace Ctd. Procurement/	Delivery of (NTP NF Hyb Option 2 Retire 193 Old Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Control and Blin Kawasaki B	Delivery of Option 2 Neoplan Diesels Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP TC-4C OH PP Retire MBB CTC/BTCs	Implemen P 40 (quantity	Delivery of 310 (est. Retire 31 t RCM on 60 Existing Herform RCM on New 40 A Delivery of Retire 19 Ol Delivery of Kaw Retire Bombardies	.) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin rasaki BTC-4C OH r CTC/BTCs - Retire Pulli	pprox. 100 per year) esel Buses Delivery oves Retire 29 F40 Locos d Coaches man Standard BTCs	of HSP OH	Hyundai Rote	Develop Spec./RFP	Contract Award Delivery of Hyuno	Replacement Buses

		•		•	•							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars		i						
	Develop RL/	OL RCM Plan	, ,	, ,		very (Del.) of 252 New R	L Cars		1			
Red Line			1			, , , , , , , , , , , , , , , , , , , ,		Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	2, #3)					
	Develop RL/	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)							
Orange Line					, ,			Perform RCM o	on New OL Cars			
				Retire 120 Old	OL Cars (#12)							
Blue Line					(Continued (Ctd.) RCM o	n Existing 94 BL Cars (#	5)				
							,	ĺ				
	Ctd. Delivery	of Type 7 OH	1									
			erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan	• ,	New Type 9 Cars				Perfo	orm RCM on New Type !	9 Cars			
	New GL Fleet Study		cement GL Car Pre Procu	urement (PP)					ery of 220 (est.) New G	L Cars	Perform RCM	on New GL Cars
		, ,							214 Old GL Cars (Type			
										,		
	Del. New 60ft Bus					Perf	orm RCM on New 60ft I	Buses				
	Retire 44 CN	IG 60ft Buses	·			T .						
60ft Bus	Ctd. Deliver	y of DMA OH				•						
& Trolley	25 60ft Bus OH PP	Del	<u>Vhat v</u>	ve ne	ea to	Know	: FISCa	ai issi	ıes			
	601	ft DMA & Hybrid										
	Lo-No Battery Bus PP	Del. of Lo-No	Func	tina fo	r Vehi	cles ar	nd Faci	lities				
'			ranc		ı verii	cics ai	ia i aci	11000				
	NTP NF Hyb Option 1	Delivery of Op	Fully	fundi	na acc	at lifa	mamt	. appro	nach			
'		NTP NF Hyb Op	i uny	Turiui	ny ass	et ille	mymic	. appro	Jacii			
		Retire 193 Old	Neoplan Diesels									
	Targeted OH NF Base		Daviden Spee /DED	Contract Award	Delivery of 310 /ost	.) Replacement Buses (a	nnew 100 nes week)		Post	orm RCM on New 40ft B		
40ft Bus	NTP NF Option OH	Del. NF Option OH	Develop Spec./RFP	CONTract Award	Delivery of 310 (est.	.) Replacement buses (a	ipprox. 100 per year)		ren	orm Kow on New 4011 B	ouses	
					Retire 31	0 Old New Flyer (NF) Di	esel Buses					
				Implemen	t RCM on 60 Existing H	ybrid Buses				Develop Spec./RFP	Contract Award	Delivery of
	Ctd. Del. New 40ft			P	erform RCM on New 40	Oft Hybrid and CNG Bus	es			Develop spec./ NTT	CONTRACT AWARD	Replacement Buses
	Retire Old NABI CNG											
		Del. of F40/MP36 OH		40 (quantity) HSP OH PP			of HSP OH]		
Commuter	New/	Replacement Locomot	ive PP			livery of New Locomot						
Rail						d GP40 Locos	Retire 29 F40 Locos	1				
Locomotives			trol (CTC) and Blind (BTC	C) Coach Base Targeted								
and Coaches	New/Repla	cement Control and Bli				of New Control and Blin	d Coaches					
and codenes		Kawasaki B	TC-4C OH PP			rasaki BTC-4C OH			Hyundai Rote	em CTC OH PP	Delivery of Hyun	dai Rotem CTC OH
			Retire MBB CTC/BTCs		Retire Bombardier	r CTC/BTCs - Retire Pull	man Standard BTCs	ļ				
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	tamaran Ferry Boats									
								4				4
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost												
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

	1		1		,	1		,				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars		1						
	Develop RL/	OL RCM Plan	Sector System Over	(Only of the #3 cals		lery (Del.) of 252 New R	L Cars		i			
Red Line	Data op hay		1			, (24, 5252.112.11.11		Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	±2, #3)			,		
	Develop RL/	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)		1					
Orange Line								Perform RCM o	on New OL Cars			
				Retire 120 Old	d OL Cars (#12)							
Blue Line					(Continued (Ctd.) RCM o	n Existing 94 BL Cars (#9	5)				
	Ctd. Delivery	of Type 7 OH										
			erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan		New Type 9 Cars	,·	1	I	Perfo	rm RCM on New Type S				
	New GL Fleet Study	New/Replac	ement GL Car Pre Proci	urement (PP)	ļ				ery of 220 (est.) New G		Perform RCM (on New GL Cars
								Retire 2	214 Old GL Cars (Type 7	7 and 8)		
	D-1 N 506 D					D. of	DOM N COM					
	Del. New 60ft Bus	G 60ft Buses										
60ft Bus	Ctd. Delivery	of DMA OH	Vhat v	ve ne	ed to	know	: Fisca	al Issu	ıes			
& Trolley	25 60ft Bus OH PP	Del										
& Honey		t DMA & Hybrid	Func	tina fo	r Vehi	cles ar	nd Faci	lities				
	Lo-No Battery Bus PP	•	ranc	ing io	ı verii	cics ai	ia i aci	iicics				
	,		Fully	, fundi	na acc	at lifa	mgmt	annr	nach			
	NTP NF Hyb Option 1	Delivery of Op	i uny	Tullul	ny ass	et ille	mymic	. appro	Jacii			
		NTP NF Hyb O	Cuba	sidy fo	r alact	ric toc	hnolog	11/2				
		Retire 1	Subs	siuy io	i elect	iic tec	hnolog	Jy:				
	Targeted OH NF Base		Develop Spec./RFP	Contract Award	Delivery of 310 /oct	.) Replacement Buses (a	nness 100 ness (ens)	- 	Doef	orm RCM on New 40ft E		
40ft Bus	NTP NF Option OH	Del. NF Option OH	Develop Spec./KFF	CONTract Award	Delivery of 310 (est	.) Replacement buses (a	approx. 100 per year)		ren	orm kew on New 4011 B	ouses	
					Retire 31	0 Old New Flyer (NF) Di	iesel Buses					
					t RCM on 60 Existing H					Develop Spec./RFP	Contract Award	Delivery of
	Ctd. Del. New 40ft			P	erform RCM on New 4	Oft Hybrid and CNG Bus	es			Develop open,		Replacement Buses
	Retire Old NABI CNG											
		Del. of F40/MP36 OH		40 (quantity	r) HSP OH PP	lane of New Learner	Delivery o	OT HSP OH				
Commuter	New/	Replacement Locomoti	ive PP	ļ		livery of New Locomoti d GP40 Locos	Retire 29 F40 Locos					
Rail	Dol	ivery of Vayasaki Cont	rol (CTC) and Blind (BTC	Coach Paco Targotod		d Gr40 LOCOS	Retire 25 P40 LOCOS					
Locomotives		ement Control and Blir		Coach base rangeled		of New Control and Blin	nd Coaches	1				
and Coaches	ive w/ nepiat		TC-4C OH PP	1		asaki BTC-4C OH	id Coaches		Hyundai Rote	em CTC OH PP	Delivery of Hyuno	lai Rotem CTC OH
			Retire MBB CTC/BTCs	1		r CTC/BTCs - Retire Pulli	man Standard BTCs	1	Tryundar Note	in cre on i	Delivery of Hydric	an notem or con
			mod cro/bres	•	.ictiic boiiibalulei	C.C, DIOS INCINETUM	Standard D103					
Ferry Boats	Ctd. Procurement/I	Delivery of (2) New Cat	amaran Ferry Boats	1								
,		, , , , , , , , , , , , , , , , , , , ,			I	1	1	I	I	ı		
e at the second	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Estimated Capital Cost	\$387.M FY 2017	\$383.3M FY 2018	\$324.3M FY 2019	\$222.9M FY 2020	\$285.7M FY 2021	\$299.6M FY 2022	\$527.6M FY 2023	\$718.2M FY 2024	\$467.5M FY 2025	\$269.M FY 2026	\$118.4M FY 2027	\$63.4M 2028

		-			•							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars		1						
	Develop RL/	OL RCM Plan	, ,	, ,		ery (Del.) of 252 New R	L Cars					
Red Line			1			.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		Perform Reliability C	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	2. #3)	,		,		
							,,					
	Develop RI /	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)		1					
Orange Line	Develop hey			2011/01/01/2021				Perform RCM (on New OL Cars			
orunge Eme				Retire 120 Old	d OL Cars (#12)							
Blue Line						Continued (Ctd.) RCM o	n Evicting QA DI Care (#1	<u> </u>				
blue Lille		I	I			Continued (Ctd.) KCIVI O	IT EXISTING 34 DE CAIS (#:	9) 				Ι
	Ord Delices	-fT7.0H										
	Ctd. Delivery	of Type 7 OH			1							
Green Line	Develop GL RCM Plan		verhaul of Type 8 Cars New Type 9 Cars	<u> </u>	<u> </u>		Porfo	orm RCM on New Type !	a Carr			
Green Line	New GL Fleet Study		tement GL Car Pre Proci	PROPERTY (DD)	г	I	reno		ery of 220 (est.) New G	I Care	Doeform DCM	on New GL Cars
	New GL Fleet Study	New/Replac	ement of Car Fre Froct	urement (FF)					214 Old GL Cars (Type		renorm kciwi (on New GL Cars
								Ketire	214 Old GL Cars (Type)	/ and 8)		
	D H COC D						2011					
	Del. New 60ft Bus	0.666.0				Pert	orm RCM on New 60ft E	Buses				
COM Dura	Ctd. Delivery	IG 60ft Buses	-									
60ft Bus			_	_	_	_						
& Trolley	25 60ft Bus OH PP	Wha	at we	need :	to kna	w: Re	egulat	nrv &	Fnvir	onme	ntal	
	Lo-No Battery Bus PP							_		<u> </u>		
	LO-NO Battery Bus PP	<u> </u>	ederal	Fmice	ione R	telino	inne (T	Tior 4)				
	NTD NE II-b O-d 1	, 1 (cuciai		10113 13	egulat	1) 61101	1C1 + 1				
	NTP NF Hyb Option 1	DI DI LI LI CONTO DI CO	D. I'	l								
			Delivery of Option 2 Neoplan Diesels									
	T	Ketire 193 Old	Neopian Dieseis									
AOG Due	Targeted OH NF Base	D-I NE O-vi OII	Develop Spec./RFP	Contract Award	Delivery of 310 (est.	.) Replacement Buses (a	pprox. 100 per year)		Perf	orm RCM on New 40ft E	Buses	
40ft Bus	NTP NF Option OH	Del. NF Option OH			Davies 31	0 Old New Flyer (NF) Di	! D					
							esei buses					Deliveryof
	Ctd. Del. New 40ft			•	t RCM on 60 Existing Hy	ybrid Buses Oft Hybrid and CNG Bus				Develop Spec./RFP	Contract Award	Delivery of Replacement Buses
	Retire Old NABI CNG				enorm kow on New 40	I Hybrid and Civo bus	es	I				Replacement Buses
	Retire Old NABI CNG	1										
i	F40/MP36 OH PP	Del ef E40/MB3C OU	1	40 (========	r) HSP OH PP		Deliver	of HSP OH				
		Del. of F40/MP36 OH		40 (quantity		livery of New Learner		or nor On				
Commuter	New/	Replacement Locomot	ive FF	l		livery of New Locomoti d GP40 Locos	Retire 29 F40 Locos					
Rail	D. I	livony of Vayanashi Cara	rol (CTC) and Blind (DTC	Coach Pace Targets		u or 40 Locos	nedle 25 P40 LOCOS					
Locomotives		cement Control and Bli	trol (CTC) and Blind (BTC	of coacii base rargeted		of New Control and Blin	d Coaches					
and Coaches	ivew/neplat		TC-4C OH PP			asaki BTC-4C OH	d Coaciles		Uwundai Pate	em CTC OH PP	Delivery of Hyuno	dai Potom CTC OU
		Nawasaki D	Retire MBB CTC/BTCs			r CTC/BTCs - Retire Pull	man Standard BTCs		nyunuai koti	an cicon rr	Delivery of Hyuno	ar notein croon
			netire WIDB CTC/BTCS	l	netire bombardier	CIC/BICS - Retire Pull	man stanuard BTCs	l				
Form Pasts	Ctd Procurence //	Delivery of (2) New Cat	amaran Form Dants	1								
Ferry Boats	Ctu. Procurement/I	Denvery or (2) New Cat	amaran reity Boats	l								
	6207 **	6202 284	6224.284	6222.084	\$20F 744	\$200 CAA	\$527.58A	6710 384	CACT FAA	6260.84	¢110 484	662 484
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost	EV 2047	EV 2242	EV 2242	FW 2022	EV 2024	EV 2222	FW 2022	EV 2024	EV 2025	EV 2025	FW 2027	2020
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

		•		•	•							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Over	haul (OH) of RL #3 Cars								
	Develop RL/	OL RCM Plan			Deliv	ery (Del.) of 252 New R	L Cars					
Red Line			İ					Perform Reliability Co	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	2, #3)					
	Develop RL/	OL RCM Plan		Delivery of 152 N	lew OL Cars (#14)							
Orange Line					. ,			Perform RCM o	on New OL Cars			
				Retire 120 Old	OL Cars (#12)							
Blue Line						Continued (Ctd.) RCM o	n Existing 94 BL Cars (#	5)				
Dide tille						l l l l l l l l l l l l l l l l l l l	T Existing 5 / DE cors (iii	-,				
	Ctd Delivery	of Type 7 OH	1									
	cta. Delivery		erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan	• ,	New Type 9 Cars				Perfo	orm RCM on New Type S	9 Cars			
Green Enic	New GL Fleet Study		ement GL Car Pre Proci	rement (PP)	Γ		1 2110		ery of 220 (est.) New G	l Cars	Perform RCM	on New GL Cars
	New Of Fleet Study	New/Replac	ement of carrie rioci	arement (11)					214 Old GL Cars (Type		T ETIOTIII NOW (on New GE cars
								neure.	214 Old GL Cals (Type	and of		
	Del. New 60ft Bus					Dead	orm RCM on New 60ft I	D				
	Retire 44 CN	10.6				ren	offit ACIVI Off New BOIL	buses				
COS Duc	Ctd. Deliver				L	D		0				
60ft Bus	25 60ft Bus OH PP	💾 wna	at we	neea :	to kno	DW: KO	eaulat	ory &	Envii	onme	ntai	
& Trolley												
	Lo-No Battery Bus PP	- Fe	ederal	Fmiss	ions R	eaulat	inns (T	ier 4)				
	Lo-No Battery Bus FF	U	caciai	L111133	10115 13	cgalac	10115 (1					
	NTP NF Hyb Option 1	• B	uy Am	orica								
	NTF NF Hyb Option 1		uy Alli	CIICa								
		NI Paties 193 Old	Neoplan Diesels			l .						
	Targeted OH NF Base	Retire 193 Old	Neopian Dieseis									
40ft Bus		Del ME Ostica OII	Develop Spec./RFP	Contract Award	Delivery of 310 (est	.) Replacement Buses (a	pprox. 100 per year)		Perf	orm RCM on New 40ft B	luses	
40IL DUS	NTP NF Option OH	Del. NF Option OH			Daties 31	0 Old New Flyer (NF) Di	! D					
				II			esei Buses					D-1:
	Ctd. Del. New 40ft				t RCM on 60 Existing H					Develop Spec./RFP	Contract Award	Delivery of
	Retire Old NABI CNG			F	errorm Now on New 4	Oft Hybrid and CNG Bus	es .					Replacement Buses
	Netire Old NABI CNG											
	FAO/MARGO OU DO	Del. of F40/MP36 OH	1	40.1	A LIST OIL DD		D-F	- FUED OIL				
	,	,		40 (quantity) HSP OH PP			of HSP OH				
Commuter	New/	Replacement Locomot	IVE PP			livery of New Locomot						
Rail						d GP40 Locos	Retire 29 F40 Locos	ļ				
Locomotives			rol (CTC) and Blind (BTC	C) Coach Base Targeted								
and Coaches	New/Repla	cement Control and Bli				of New Control and Blin	d Coaches	ļ				
		Kawasaki B	TC-4C OH PP			asaki BTC-4C OH	L		Hyundai Rote	em CTC OH PP	Delivery of Hyuno	dai Rotem CTC OH
			Retire MBB CTC/BTCs		Retire Bombardie	r CTC/BTCs - Retire Pull	man Standard BTCs					
	0.1.0			1								
Ferry Boats	Ctd. Procurement/	Delivery of (2) New Cat	amaran Ferry Boats									
		4	4		4	4	4			4		4
Estimated	\$387.M	\$383.3M	\$324.3M	\$222.9M	\$285.7M	\$299.6M	\$527.6M	\$718.2M	\$467.5M	\$269.M	\$118.4M	\$63.4M
Capital Cost												
220.22.000	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	2028
			Targeted System Overl	haul (OH) of RL #3 Cars		1						
Red Line	Develop RL/	OL RCM Plan			Deliv	ery (Del.) of 252 New R	L Cars					
Red Line								Perform Reliability C	entered Maintenance (RCM) on New RL Cars		
					Retir	e 218 Old RL Cars (#1, #	2, #3)					
	Develop RL/	OL RCM Plan		Delivery of 152 N	ew OL Cars (#14)							
Orange Line								Perform RCM (on New OL Cars			
				Retire 120 Old	OL Cars (#12)							
Blue Line					(Continued (Ctd.) RCM or	n Existing 94 BL Cars (#	5)				
						. ,						
	Ctd. Delivery	of Type 7 OH										
			erhaul of Type 8 Cars									
Green Line	Develop GL RCM Plan		New Type 9 Cars				Perfo	rm RCM on New Type	9 Cars			
	New GL Fleet Study	-	ement GL Car Pre Procu	urement (PP)					ery of 220 (est.) New G	L Cars	Perform RCM o	on New GL Cars
		,							214 Old GL Cars (Type			
	Del. New 60ft Bus											
	Retire 44 CN		+		to land	MAL DA		AW. 0	Emilia	10 IO IO 0	mtal	
60ft Bus	Ctd. Deliver	VV IIC	at we	<u>neea </u>	<u>LO KIIC</u>	<u>JW: KE</u>	<u>egulat</u>	<u>.Ury </u>	<u> </u>	onme	<u>mtai</u>	
& Trolley	25 60ft Bus OH PP											
αποπεγ		_ • -	adaral	L micc	100011							
	601	+ DI	zuerar		IOHS R	eaman	ions (i	1er 4)				
		D			IOHS R	egulati	ions (T	ier 4)				
	Lo-No Battery Bus PP	D			IOHS R	egulati	ions (i	ier 4)				
	Lo-No Battery Bus PP	<u>•</u> в	euerai uy Am		IOHS K	egulati	ions (i	ier 4)				
	Lo-No Battery Bus PP	• B	uy Am	erica			·	ier 4)				
	Lo-No Battery Bus PP	• B	uy Am	erica			·	ier 4)				
	Lo-No Battery Bus PP NTP NF Hyb Option 1	• B		erica			·	ier 4)				
40ft Pur	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base	• B	uy Am	erica	ge/GH		ıls	ier 4)	Perf	orm RCM on New 40ft B	Buses	
40ft Bus	Lo-No Battery Bus PP NTP NF Hyb Option 1	• B	uy Am limate	erica Chang	ge/GH(GS goa	pprox. 100 per year)	ier 4)	Perf	orm RCM on New 40ft B	luses	
40ft Bus	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base	• B	uy Am limate	erica Chang Contract Award	ge/GH(Delivery of 310 (est.	GS goa) Replacement Buses (a 0 Old New Flyer (NF) Di	pprox. 100 per year)	ier 4)	Perf	orm RCM on New 40ft B	luses	Dallingung
40ft Bus	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH	• B	uy Am Iimate	erica Chang Contract Award	Delivery of 310 (est. Retire 31 RCM on 60 Existing H	GS goa) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses	pprox. 100 per year) esel Buses	ier 4)	Perf	orm RCM on New 40ft E	iuses Contract Award	Delivery of
40ft Bus	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft	• B	uy Am Iimate	erica Chang Contract Award	Delivery of 310 (est. Retire 31 RCM on 60 Existing H	GS goa) Replacement Buses (a 0 Old New Flyer (NF) Di	pprox. 100 per year) esel Buses	ier 4)	Perf			Delivery of Replacement Buses
40ft Bus	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH	• B	uy Am Iimate	erica Chang Contract Award	Delivery of 310 (est. Retire 31 RCM on 60 Existing H	GS goa) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses	pprox. 100 per year) esel Buses	ier 4)	Perf			
40ft Bus	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG	Del. NF Option OH	uy Am Iimate	erica Chang Contract Award	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 40	GS goa) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses	pprox. 100 per year) esel Buses		Perf			
40ft Bus	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP	Del. NF Option OH Del. of F40/MP36 OH	uy Am limate Develop Spec/RFP	erica Chang Contract Award	Delivery of 310 (est. Retire 31. RCM on 60 Existing Herform RCM on New 40.	GS GOO) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus	pprox. 100 per year) esel Buses es		Perf			
40ft Bus Commuter	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP	Del. NF Option OH	uy Am limate Develop Spec/RFP	erica Chang Contract Award	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 40) HSP OH PP	GS GOO Replacement Buses (a O Old New Flyer (NF) Di ybrid Buses Off Hybrid and CNG Buse livery of New Locomoti	pprox. 100 per year) esel Buses es Delivery oves		Perf			
	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot	uy Am limate Develop Spec./RFP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 40) HSP OH PP De Retire 19 01	GS GOO) Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus	pprox. 100 per year) esel Buses es		Perf			
Commuter	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot	Uy Am limate Develop Spec./RFP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 40 HSP OH PP De Retire 19 Oil	GS GOO Neeplacement Buses (a O Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos		Perf			
Commuter Rail	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomote livery of Kawasaki Control and Blit cement	Uy Am limate Develop Spec./RFP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Hierform RCM on New 40 HSP OH PP De Retire 19 Ol OH Delivery of	GS GOO Neeplacement Buses (a O Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin	pprox. 100 per year) esel Buses es Delivery oves Retire 29 F40 Locos			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomote livery of Kawasaki Control and Blit cement	Uy Am limate Develop Spec./RFP ive PP rol (CTC) and Blind (BTC) nd Coach PP TC-4C OH PP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 46 HSP OH PP De Retire 19 Oi OH Delivery of Kaw	GS GOO Proposed September 1998 Proposed Sept	pprox. 100 per year) esel Buses Belivery oves Retire 29 F40 Locos d Coaches					Replacement Buses
Commuter Rail Locomotives	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomote livery of Kawasaki Control and Blit cement	Uy Am limate Develop Spec./RFP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 46 HSP OH PP De Retire 19 Oi OH Delivery of Kaw	GS GOO Neeplacement Buses (a O Old New Flyer (NF) Di ybrid Buses Oft Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin	pprox. 100 per year) esel Buses Belivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives and Coaches	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replat	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Control and Bli Kawasaki B	Uy Am limate Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 46 HSP OH PP De Retire 19 Oi OH Delivery of Kaw	GS GOO Proposed September 1998 Proposed Sept	pprox. 100 per year) esel Buses Belivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replat	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomote livery of Kawasaki Control and Blit cement	Uy Am limate Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 46 HSP OH PP De Retire 19 Oi OH Delivery of Kaw	GS GOO Proposed September 1998 Proposed Sept	pprox. 100 per year) esel Buses Belivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives and Coaches	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replai	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Control and Bli Kawasaki B' Delivery of (2) New Cat	Uy Am limate Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP	Contract Award Implement Pr 40 (quantity	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 40 Perform RCM on New 40 OHSP OH PP De Retire 19 Oi OH Delivery of Kaw Retire Bombardier	Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Off Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin asaki BTC-4C OH CTC/BTCs - Retire Pulli	pprox. 100 per year) esel Buses Delivery oves Retire 29 F40 Locos d Coaches man Standard BTCs	of HSP OH	Hyundai Rote	Develop Spec./RFP	Contract Award Delivery of Hyuno	Replacement Buses
Commuter Rail Locomotives and Coaches	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replat	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Control and Bli Kawasaki B	Uy Am limate Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP	Contract Award Contract Award Implement Po	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 46 HSP OH PP De Retire 19 Oi OH Delivery of Kaw	GS GOO Proposed September 1998 Proposed Sept	pprox. 100 per year) esel Buses Belivery oves Retire 29 F40 Locos d Coaches			Develop Spec./RFP	Contract Award	Replacement Buses
Commuter Rail Locomotives and Coaches Ferry Boats Estimated	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replai	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Control and Bli Kawasaki B' Delivery of (2) New Cat	Uy Am limate Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP	Contract Award Implement Pr 40 (quantity	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 40 Perform RCM on New 40 OHSP OH PP De Retire 19 Oi OH Delivery of Kaw Retire Bombardier	Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Off Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin asaki BTC-4C OH CTC/BTCs - Retire Pulli	pprox. 100 per year) esel Buses Delivery oves Retire 29 F40 Locos d Coaches man Standard BTCs	of HSP OH	Hyundai Rote	Develop Spec./RFP	Contract Award Delivery of Hyuno	Replacement Buses
Commuter Rail Locomotives and Coaches Ferry Boats	Lo-No Battery Bus PP NTP NF Hyb Option 1 Targeted OH NF Base NTP NF Option OH Ctd. Del. New 40ft Retire Old NABI CNG F40/MP36 OH PP New/ New/Replai	Del. NF Option OH Del. of F40/MP36 OH Replacement Locomot ivery of Kawasaki Control and Bli Kawasaki B' Delivery of (2) New Cat	Uy Am limate Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP Develop Spec./RFP	Contract Award Implement Pr 40 (quantity	Delivery of 310 (est. Retire 31 RCM on 60 Existing Herform RCM on New 40 Perform RCM on New 40 OHSP OH PP De Retire 19 Oi OH Delivery of Kaw Retire Bombardier	Replacement Buses (a 0 Old New Flyer (NF) Di ybrid Buses Off Hybrid and CNG Bus livery of New Locomoti d GP40 Locos of New Control and Blin asaki BTC-4C OH CTC/BTCs - Retire Pulli	pprox. 100 per year) esel Buses Delivery oves Retire 29 F40 Locos d Coaches man Standard BTCs	of HSP OH	Hyundai Rote	Develop Spec./RFP	Contract Award Delivery of Hyuno	Replacement Buses



Project Schedule

- Evaluate and define major Capital needs
 - Estimated completion early May 2017
- Progress updates to FMCB
 - Mid March 2017
 - Mid May 2017
- Development of Fleet and Facilities Plan
 - May through July 2017
- Presentation of Draft Plan to FMCB
 - July 2017



Capital Framework – Fleets

