

Keolis



Commuter Rail Recovery Plan

2/25/2015



Commuter Rail Recovery Plan

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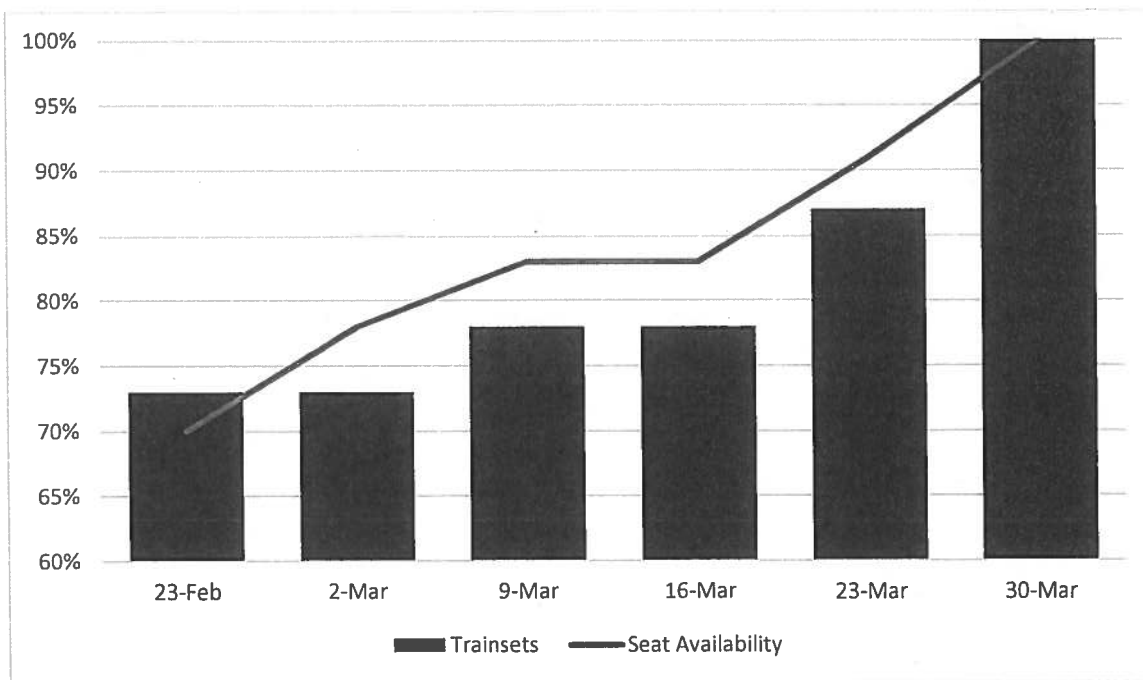
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Executive Summary

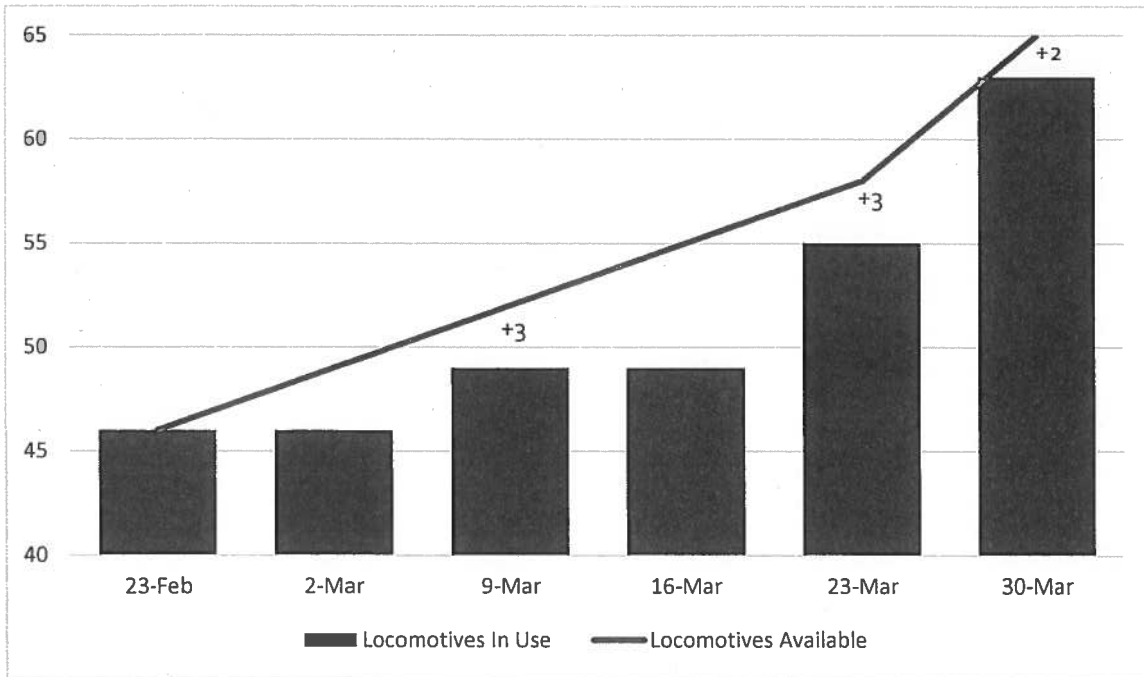
- The Massachusetts Bay Transportation Authority (MBTA) Commuter Rail system will be **operating at full service by March 30** and **at 80% capacity by February 27** through the addition of cars to existing train sets, including double-deckers.
- During the transition to full service, passenger capacity will be increased incrementally through the addition of train sets according to the following schedule:

Date	Sets Added	Total Train Sets
February 23	—	46
March 9	3	49
March 23	6	55
March 30	8	63 (Full Service)

- Trains and routes with high ridership or significant performance issues will be given priority as we add capacity.
- Regular Saturday and Sunday service will run throughout the recovery process.
- Keolis will continuously explore opportunities to accelerate the return to full service.



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1.0 Service Schedule Improvement

Objectives:

- Return to full service by 3/30
- Improve service reliability
- Maximize utilization of crews and equipment

Decision drivers:

- Safety (Passengers, staff, operations) – reduce overcrowding
- Meeting public expectations (Customer satisfaction)
- Prioritizing major lines, while still addressing needs of smaller routes

Milestones on Path to Full Service:

Date	Service Restoration
February 23	60%
March 9	64%
March 23	72%
March 30	Full Service

1.1 3/9 Schedule Change

Planned Schedule Improvements as of 3/9:

Line	Regular Schedule	2/23		3/9	
		Trains	% Sched.	Trains	% Sched.
Fairmount	40	22	55%	22	55%
Fitchburg	34	22	65%	26	76%
Franklin	37	20	54%	22	59%
Greenbush	24	18	75%	18	75%
Haverhill	48	19	40%	23	48%
Kingston/Plymouth	24	18	75%	18	75%
Lowell	52	32	62%	32	62%
Middleboro	24	14	58%	14	58%
Needham	32	20	63%	24	75%
Providence/Stoughton	73	44	60%	48	66%
Rockport/Newburyport	62	44	71%	44	71%
Worcester	48	26	54%	30	63%
Total	498	299	60%	321	64%

Changes between 2/23 and 3/9 indicated in green.

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North Side (1 Set):

Layover		Trains Projected for Reinstatement						
Fitchburg	400	451	452	267	268	417	263	264
Train Route	Fitchburg	Littleton	Littleton	Reading	Reading	Fitchburg	Reading	Reading

South Side (2 Sets):

Layover		Trains Projected for Reinstatement				
Boston (SHSY)*	841	842	709	716	525	530
Train Route	Mansfield	Mansfield	Franklin	Franklin	Framingham	Framingham

Layover		Trains Projected for Reinstatement						
Boston (SHSY)*	903	904	515	522	621	622	629	628
Train Route	Stoughton	Stoughton	Worcester	Worcester	Needham	Needham	Needham	Needham

* SHSY – Southampton Service Yard

1.2 3/23 Schedule Change

Planned Schedule Improvements for 3/23:

Line	Regular Schedule	3/9		3/23	
		Trains	% Sched.	Trains	% Sched.
Fairmount	40	22	55%	26	65%
Fitchburg	34	26	76%	26	76%
Franklin	37	22	59%	30	81%
Greenbush	24	18	75%	20	83%
Haverhill	48	23	48%	27	56%
Kingston/Plymouth	24	18	75%	20	83%
Lowell	52	32	62%	42	81%
Middleboro	24	14	58%	14	58%
Needham	32	24	75%	26	81%
Providence/Stoughton	73	48	66%	54	74%
Rockport/Newburyport	62	44	71%	44	71%
Worcester	48	30	63%	32	67%
Total	498	321	64%	361	72%

Changes between 2/23 and 3/9 indicated in green.

North Side (2 Sets):

Layover	Trains Projected for Reinstatement							
Boston (CRMF)*	3801	302	323	326	359	360	333	3802
Train Route	Lowell	Lowell	Lowell	Lowell	Anderson	Anderson	Lowell	Lowell

Layover	Trains Projected for Reinstatement					
Bradford	204	263	264	317	320	215
Train Route	Haverhill	Reading	Reading	Lowell	Lowell	Haverhill

South Side (4 sets):

Layover	Trains Projected for Reinstatement					
Franklin	706	793	734	755	756	715
Train Route	Franklin	Franklin	Franklin	Fairmount	Fairmount	Franklin

Layover	Trains Projected for Reinstatement					
Needham	602	843	844	915	916	625
Train Route	Needham	Attleboro	Attleboro	Stoughton	Stoughton	Needham

Layover	Trains Projected for Reinstatement							
Boston (SHSY)†	501	504	909	910	737	736	725	726
Train Route	Worcester	Worcester	Stoughton	Stoughton	Norwood	Norwood	Franklin	Franklin

Layover	Trains Projected for Reinstatement					
Kingston	36	751	752	75	82	47
Train Route	Kingston	Fairmount	Fairmount	Greenbush	Greenbush	Kingston

* SHSY – Southampton Service Yard

† CRMF – Commuter Rail Maintenance Facility

1.3 Running Time

Option	Pros	Cons
Option 1: Maintaining Running Times	<ul style="list-style-type: none"> Less confusion for passengers by not changing schedules for just a week Allows all internal resources to focus on the recovery plan 	<ul style="list-style-type: none"> Impacts on-time performance
Option 2: Adjust Running Times	<ul style="list-style-type: none"> More accurate/ realistic schedule for passengers 	<ul style="list-style-type: none"> Frequent schedule changes causing confusion to passengers

Conclusion:

- Our recommendation is to maintain current running times.
- In the spring, work with the MBTA to determine future protocols around adjusting running times and reducing schedules to protect equipment during weather emergencies.

2.0 Seat Availability

Objective:

- Increase capacity on trains to ensure customer safety and satisfaction

Decision drivers:

- Focus on trains with highest ridership
- Ensure that all trains have some additional seating

Seat Availability Milestones to Full Capacity:

Date	Capacity	Capacity Source
February 27	78%	Coaches
March 6	80%	
March 9	85%	Trains
March 23	92%	
March 30	Full Capacity	

Seat Availability for February 27, 2015:

Location	Required Seats	Available Seats	% of Required	Coaches Added
North	103,037	87,339	85%	14
South	255,744	186,664	73%	18
Total			78%	32

Seat Availability for March 6, 2015:

Location	Required Seats	Available Seats	% of Required	Seats Added	Coaches Added
North	103,037	92,463	90%	5,124	4
South	255,744	196,264	77%	9,600	5
Total			80%	14,724	9

Seat Availability March 9, 2015:

Location	Required Seats	Actual Seats	% of Required	Seats Added	Coaches Added	Routes Added
North	103,037					8
South	255,744					14
Total			83%			22

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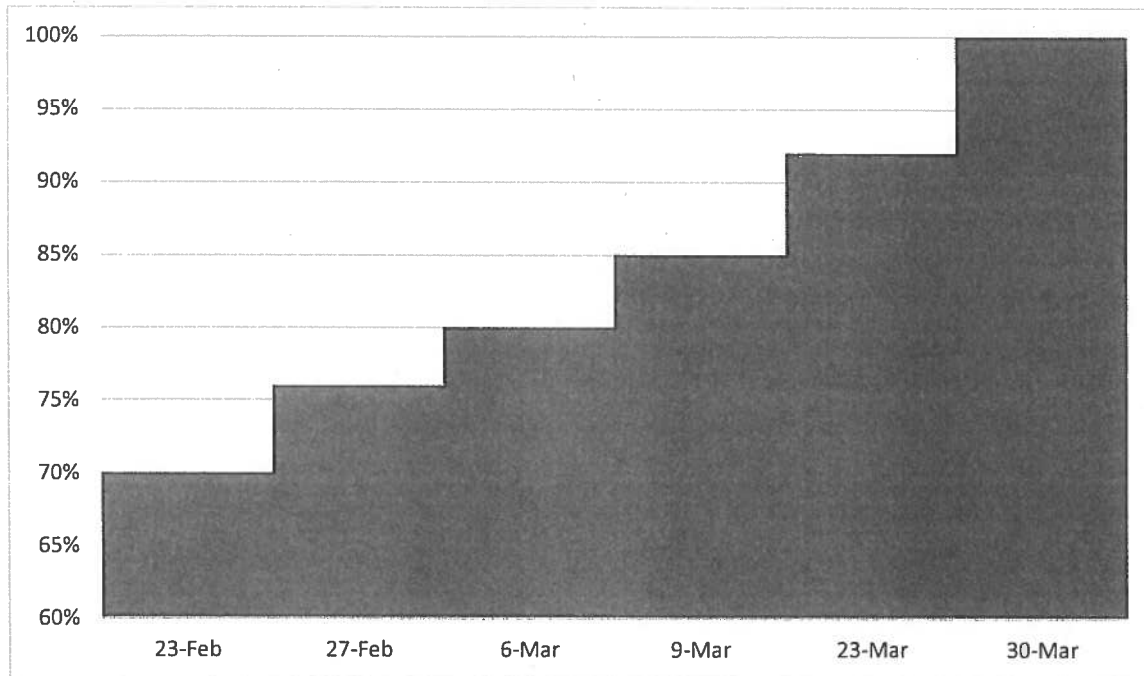
Seat Availability March 23, 2015:

Location	Required Seats	Actual Seats	% of Required	Seats Added	Coaches Added	Routes Added
North	103,037					14
South	255,744					26
Total			91%			40

Seat Availability March 30, 2015:

Location	Required Seats	Available Seats	% of Required
North	103,037	103,037	100%
South	255,744	255,744	100%
Total			100%

Projected Seat Availability Improvement



2.1 Crew Availability

Objective:

- Ensure passenger safety and satisfaction. When adding coaches, extra crew must be available to ensure smooth operations.

Decision drivers:

- Add crews where coaches are added
- Add crews to AM and PM peak times
- Add crews to cars with manual doors, located primarily on the Northside

Detail:

- North and South Side – managers on location directing surplus crews, added to trains based on need/to work as directed
 - Surplus crews from cancelled service to support trains in service
 - As more trains are brought online, the surplus conducts/assistant conductors will be reassigned.
- Trying to ensure each double has a crew member
- Crews at Mechanical facilities has remained the same
- We will continue to manage staff and add to trains that require extra crew as described above
- 40% of trains have added crew members to support increased capacity

For February 24 and 25, the following table and graph shows how many employees are assigned to scheduled and extra trains:

	North	South	Total
Regular Assigned Employees	121	177	298
Extra Assigned Employees	36	53	89
% Extra Employees	30%	30%	30%
Scheduled Trains	117	182	299
Extra Trains	3	4	7

3.0 Summary Recovery Schedule

Line		2/27	3/9	3/23
Fairmount	% of Trains	55%	55%	65%
	% of Seats	66%		
Fitchburg	% of Trains	65%	76%	76%
	% of Seats	65%		
Franklin	% of Trains	54%	58%	81%
	% of Seats	57%		
Greenbush	% of Trains	75%	75%	83%
	% of Seats	79%		
Haverhill	% of Trains	40%	48%	56%
	% of Seats	45%		
Kingston/Plymouth	% of Trains	75%	75%	83%
	% of Seats	78%		
Lowell	% of Trains	62%	62%	81%
	% of Seats	74%		
Middleboro	% of Trains	58%	58%	58%
	% of Seats	64%		
Needham	% of Trains	63%	75%	81%
	% of Seats	85%		
Providence/Stoughton	% of Trains	60%	66%	74%
	% of Seats	60%		
Rockport/Newburyport	% of Trains	71%	71%	71%
	% of Seats	84%		
Worcester	% of Trains	54%	58%	67%
	% of Seats	65%		
Total	% of Trains	60%	64%	72%
	% of Seats	69%		

4.0 Passenger Trust Recovery Plan

Objective:

- Inform passengers of the recovery plan and schedule changes
- Restore passenger confidence in the commuter rail system (predictability and reliability)
- "Thinking Like A Passenger" = Demonstrate we are determined, committed and we care

Decision Drivers:

- In compliance with service schedule improvement plan
- Customer feedback: social media, passenger comments, and customer facing staff
- Various inputs from international experts
- Focus on critical points on commuter lines

Key Actions:

- Service recovery plan awareness campaign: starts on 2/27
- Schedule deployment
 - Step 1: 3/09 schedule update – deployment starts on 3/04
 - Step 2: 3/23 schedule update – deployment starts on 3/18
 - Step 3: 3/30 – Full service – deployment starts on 3/25
- Passenger information improvement plan – launched on 2/22
- Interacting with passengers in real time – started on 2/22
- Passenger survey (3/30)

For a detailed action plan refer to Appendices A and B.



5.0 Recovery Plan Acceleration

We have built this plan without the expectation of having additional resources, most notably the Motive Power Industries (MPI) locomotives. If more locomotives are added or released sooner, then the recovery schedule will be hastened.

Currently, there 80 locomotives in the fleet. To provide service with maximum efficiency and reliability, 65 are needed.

Two Opportunities for Acceleration:

1. Expedited MPI Release: To be organized through a joint MBTA/Keolis project team.
2. Lease: The MBTA is under negotiation to lease locomotives. Keolis needs to understand the schedule as soon as possible.

6.0 Recovery Team Organization

Keolis has organized the Service Recovery Team using the following structure. Five key areas were identified and a leader, facilitator, and expert have been put in place to develop a recovery plan and implement improvements to return to full service by 3/30.

Legend

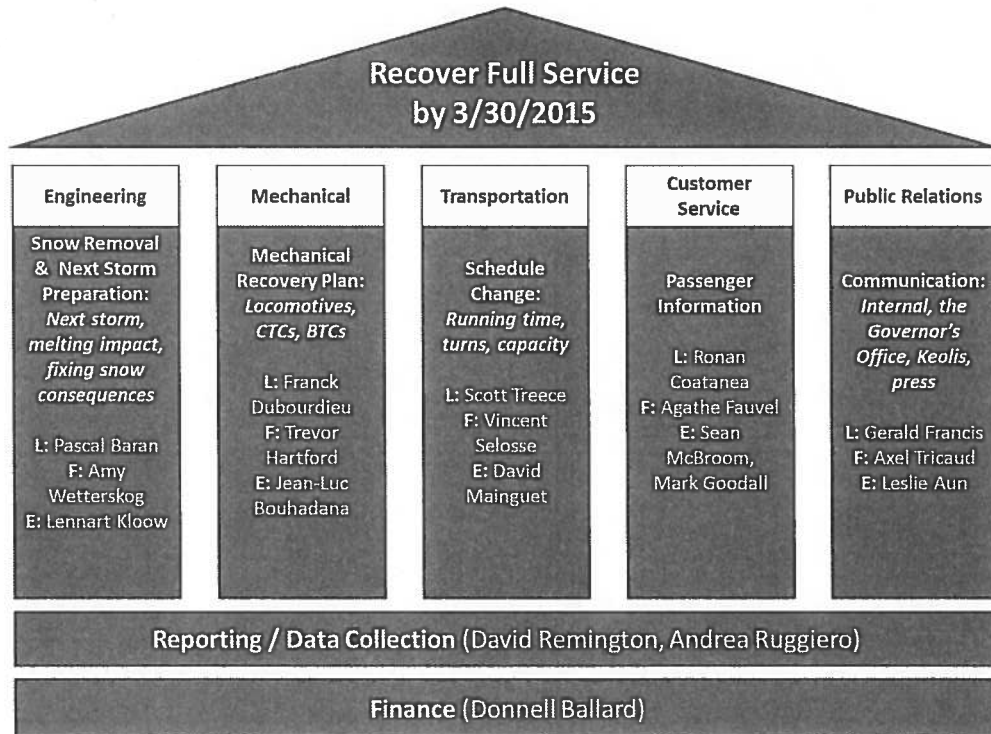
- L:** Leader
- F:** Facilitator
- E:** External Expert

Objectives

Leader: Create plan, work with department

Facilitator: Interface between Keolis and the external experts

External Expert: Stress test the plan, summarize lessons learned



7.0 Conclusion

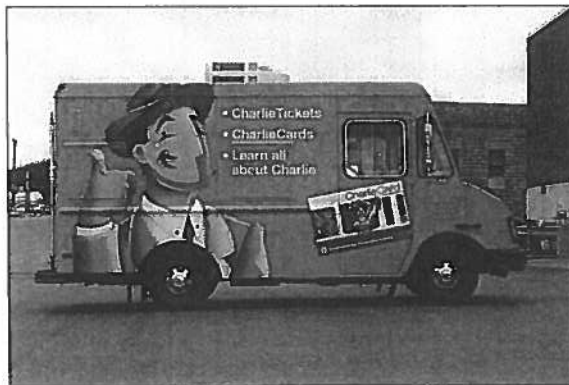
This is a plan without additional locomotives or other capital assets. It is built to be realistic, and if we outperform on locomotive recovery we can adapt accordingly and offer more routes to passengers. To date we have hit many milestones around snow removal in order to prepare for this recovery plan, but recognize that next year we need to have protocols in place well in advance of winter weather to preempt weather emergencies. We look forward to working with the MBTA, the Governor's Office, and the larger Keolis organization.

Appendix B:

Mobile passenger information kiosks



Charlie Van: Service recovery roadshow with the Charlie Van



List of proposed stations for the roadshow

Lines	Stations
Newbury/Rockport	Salem
Haverhill	Reading
Lowell	Anderson Woburn
Framingham/Worcester	Framingham/Worcester
Fitchburg	South Acton
Needham	West Roxbury
Franklin/Fairmount	Dedham Corp
Providence	Providence/Route 128
OLD Colony	Braintree
Greenbush	Greenbush


List of proposed station for the human presence deployment

Interconnection Stations

- Braintree
- Back Bay
- Porter Square

Announcements guide examples

London Midland "your pocket guide to customer service"



Senior Conductors

Your pocket guide to customer service

london midland

Welcome announcement (pre-departure)
 "Good morning/afternoon/evening ladies and gentlemen, this is your Senior Conductor speaking. Welcome on board the XX.XX London Midland train from [starting station] to [destination station]. We shall be calling at [station calling points], due to arrive at [destination station] at XX.XX. First class accommodation is available and is located at the [location] of the train."

Post departure announcement from all starting and Principal stations
 "Good morning/afternoon/evening ladies and gentlemen, this is your Senior Conductor speaking. Welcome on board the XX.XX London Midland train from [starting station]. We shall be calling at [station calling points], due to arrive at [destination station] at XX.XX. I will shortly be coming through the train to undertake a full ticket inspection, so please have all travel documents handy. If you have any questions about your journey, please stop me as I pass through and I'll do my very best to help."

Post departure announcement from all other stations
 "This train is for [destination station] and the next station is [station name]."



For services which call at request stops the following should be added to the departure announcement

p15 to 30

SNCF " Parlons à nos voyageurs autrement " : let's speak to our passenger differently

PARLONS À NOS VOYAGEURS AUTREMENT

GUIDE PRATIQUE TRANSLIQUEN DES ANNONCES SONORES

FAIBLE PERTURBATION

20 Messages diffusés dans les gares et à bord des trains en situation faiblement perturbée. Tout retard de plus de 5 minutes doit être annoncé.

RETARD GLOBAL VERS UNE REPRISE DU CADENCEMENT

Madame, Monsieur
 Sachez que vos trains circulent avec ___ minutes de retard ce matin, (maître la raison).
 Notez que la fréquence de vos trains est respectée
 Prochain départ à destination de ___ à ___h___ ou dans ___ minutes vole ___ /
 Votre prochain train pour ___ se trouve actuellement en gare de ___
 Merci de votre écoute.

RETARD MISSION PRÉCÉDENTE

Pour les voyageurs à destination de ___ votre train est en retard, il a été retardé lors de son précédent trajet.
 Pivoyez ___ minutes de retard.
 Merci de votre patience.

ALLÈGEMENT DU TRAFIC

Madame, Monsieur
 Vous qui voyagez sur la ligne/ la branche/ l'axe ___
 sachez que moins de trains circuleront la semaine prochaine/ aujourd'hui.
 Plusieurs trains seront retenus dans les ateliers pour des opérations de maintenance

Enhanced customer assistance presence

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Staff allocation	Quantity	Duration
Call center	9 (including 3 in recruitment)	2 to 3 month
Staff on field	17	30 days min
Keolis manager customer squad	21	Until 03/30
Keolis managers assistance squad	3	2 to 4 weeks