



Keolis Commuter Services Update  
495/MetroWest Partnership's Transportation Committee  
April 30 2015

#### THE TRAIN FLEET

- At Keolis Commuter Services, when we were bidding on the contract, we knew we would be inheriting a train fleet that was old and facing serious maintenance issues.
- But we did not understand, until we got inside, saw the condition of the trains and discovered some of the workforce issues, the extent of the challenges facing the commuter rail system.
- We were expecting delivery of 40 new locomotives by the end of 2014, but shortly after taking over the service, we were told delivery of the new trains would be delayed by almost a year.
- **Still, by January our on-time performance had steadily risen to 92 % and ridership was increasing.**

#### IMPACT OF WINTER 2015

- From January 27 through March, we experienced nearly 9 feet of snow.
- No transit system in North America has ever experienced this amount of snow, according to the American Public Transportation Association.
- The storms came one after another. Before we could recover from one, another would hit.
- Tracks, stations and rail yards were buried.
- In the first two storms alone, Keolis removed 10.6 million cubic feet of snow from station platforms, and 594 million cubic feet of snow from tracks and track infrastructure.
- The snow was light and fluffy, it blew inside the traction motors on locomotives. When the temperature dropped to record lows, the melted snow froze, causing the motors to short out or become disabled.

- By early March, equipment failures related to snow and cold temperatures had taken 40 % of the locomotive fleet out of service.
- **In three weeks, much of what had been accomplished over the previous six months was nearly obliterated.**

## RECOVERY

During March, we operated the Commuter Rail system under a modified schedule as we worked to get the system back to 100% by March 30 as promised.

- We need 63 trains to run the system. Some days we barely had 40.
- Our teams worked around the clock for weeks.
- Keolis flew in experts in customer service, mechanical and engineering from around the world to help in this team effort.
- Our goal was not only to get the system up and running, but also to build a more robust system that can weather future challenges.
- The Governor's team was closely monitoring the recovery process and gained a strong understanding of the challenges we are facing.
- Since then, the Governor has become strongly involved in managing and reforming the MBTA. He commissioned a task force that issued a report in April analysing the MBTA and calling for reform.
- **Those recommendations are aimed at improving the situation system wide, including commuter rail, and we will take them into account.**

In the coming months, Keolis Commuter Services will announce a series of initiatives to improve the overall commuter rail experience. These include:

- Better maintenance processes.
- Promoting a new culture of performance and accountability.
- Implement schedule changes that are based in reality.
- Improved customer communications.
- New procedures for car cleaning.
- Improving the fare collection process to restore faith in the system.
- Increasing readiness to snow and hazards in general.