



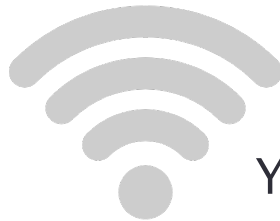
MBTA Regional Rail Operator Industry Day

May 2025

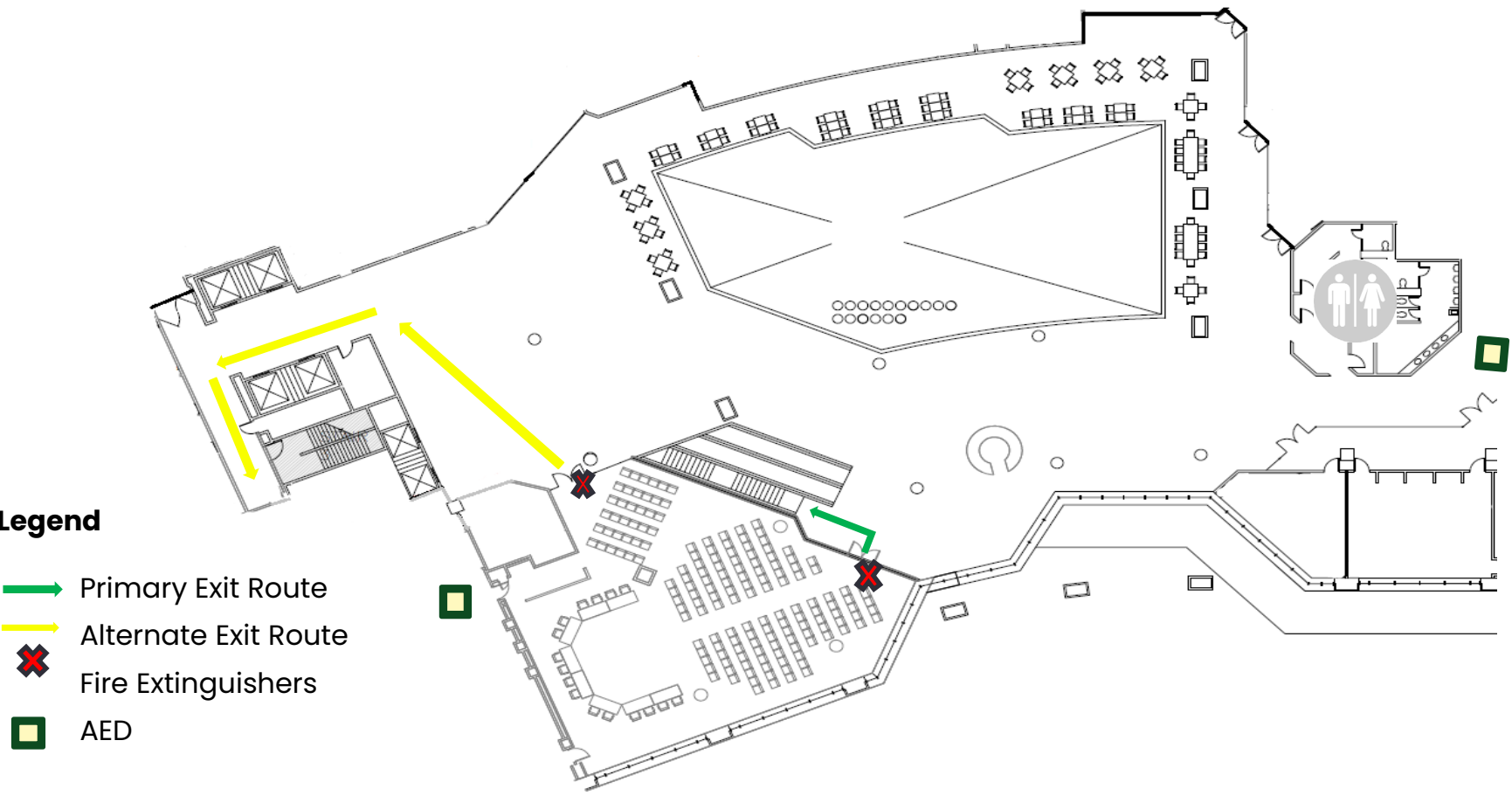


**Massachusetts Bay
Transportation Authority**

Industry Day Logistics



WiFi Network: MassDOT-Guest
You will need to create an account



- Legend**
- Primary Exit Route
 - Alternate Exit Route
 - ✕ Fire Extinguishers
 - AED

To ask a question, please use the QR code that can be found in the room



Introduction and Welcome Remarks



Phil Eng
General Manager and CEO



Michael Muller
Executive Director of
Commuter Rail

Table of Contents

1.	Commuter Rail Overview and History	10:30 – 11:30
2.	Regional Rail Goals and Objectives	11:30 – 12:00
	Networking Lunch	12:00 – 1:00
3.	Operator Scope and New Contract Overview	1:00 – 2:00
4.	Operator Procurement Overview	2:00 – 2:30
5.	Operator RFQ Requirements and Evaluation Criteria	2:30 – 3:00

Times are approximate. Sections may take more or less time depending upon the level of questions



Section

1.

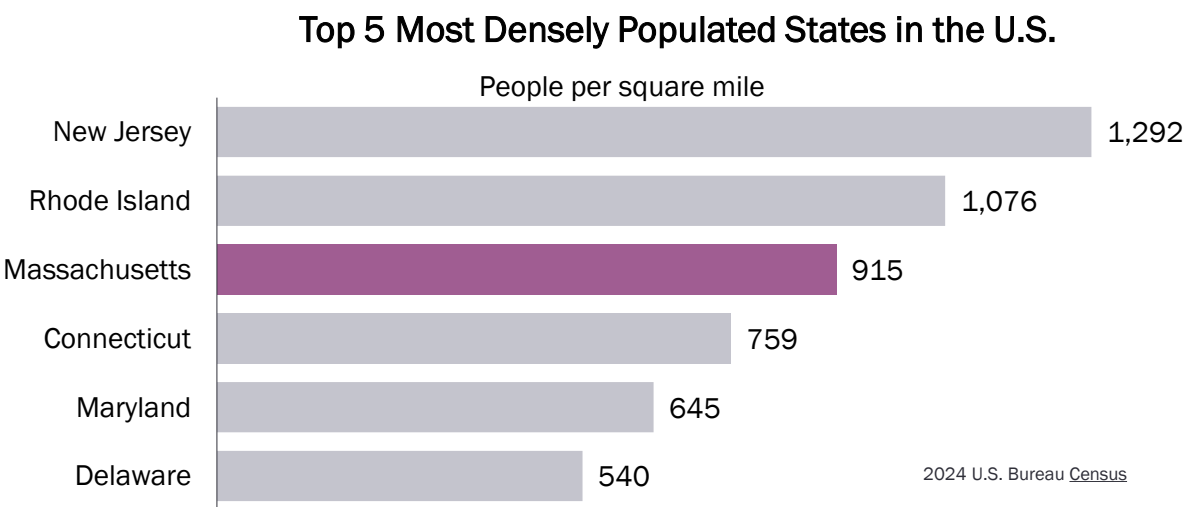
Commuter Rail Overview and History



Overview of Massachusetts

Massachusetts is renowned for its rich history and significant contributions to American culture. As one of the original thirteen colonies, it played a key role in the American Revolution, with landmarks like the Freedom Trail. The state is also home to historic educational institutions, making it a hub for innovation and education.

In addition to its historical significance, Massachusetts has a diverse economy driven by technology, healthcare, and finance. Vibrant cities like Boston and Cambridge offer a mix of modern amenities and historic charm, while the state's beautiful coastal landscapes and cultural attractions make it a desirable place to live and visit.



2nd Highest GDP per capita in the US by state

106 Institutions of Higher Education in the state

1st In life sciences employment



Overview of The Massachusetts Bay Transportation Authority (MBTA) Commuter Rail



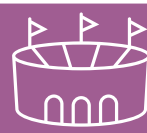
141 stations
served with 388 route
miles of track



Above 92%
on-time performance



Serving 8.3m
combined statistical area population of
Boston-Worcester-Providence in 2023

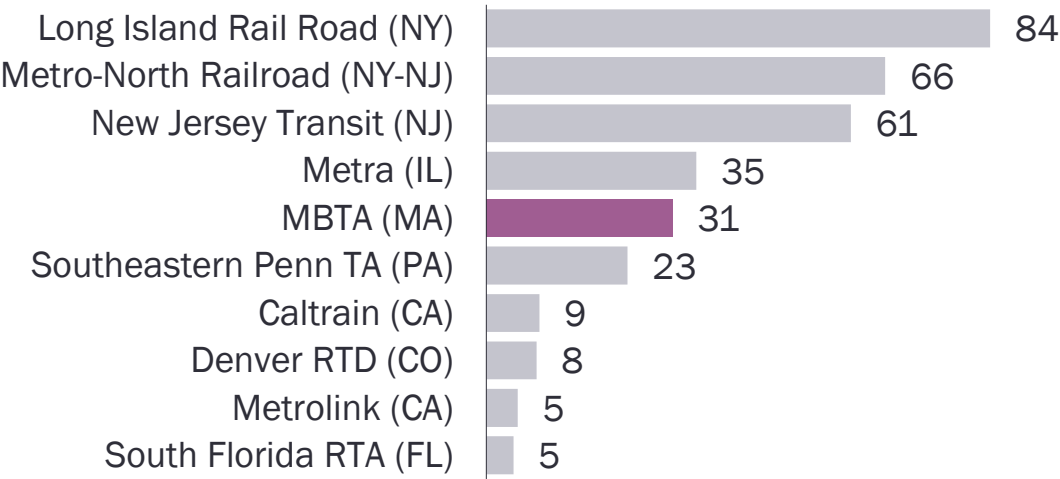


Connecting sports fans
TD Garden, Fenway Park, Gillette
Stadium, Warrior Ice Arena

MBTA was created in 1964 as a public authority to create a unified regional transit system in Massachusetts. In 2009, MBTA came under the jurisdiction of the Massachusetts Department of Transportation (MassDOT).

As a public agency, MBTA is responsible for operating a range of public transportation services in the Greater Boston area, including the subway, light rail, bus rapid transit, Commuter Rail system, and ferry routes.

Top 10 Transit Agencies by Passenger Ridership (millions)
2024



Dec 2024 Monthly Ridership Data – FTA



MBTA Commuter Rail System Overview

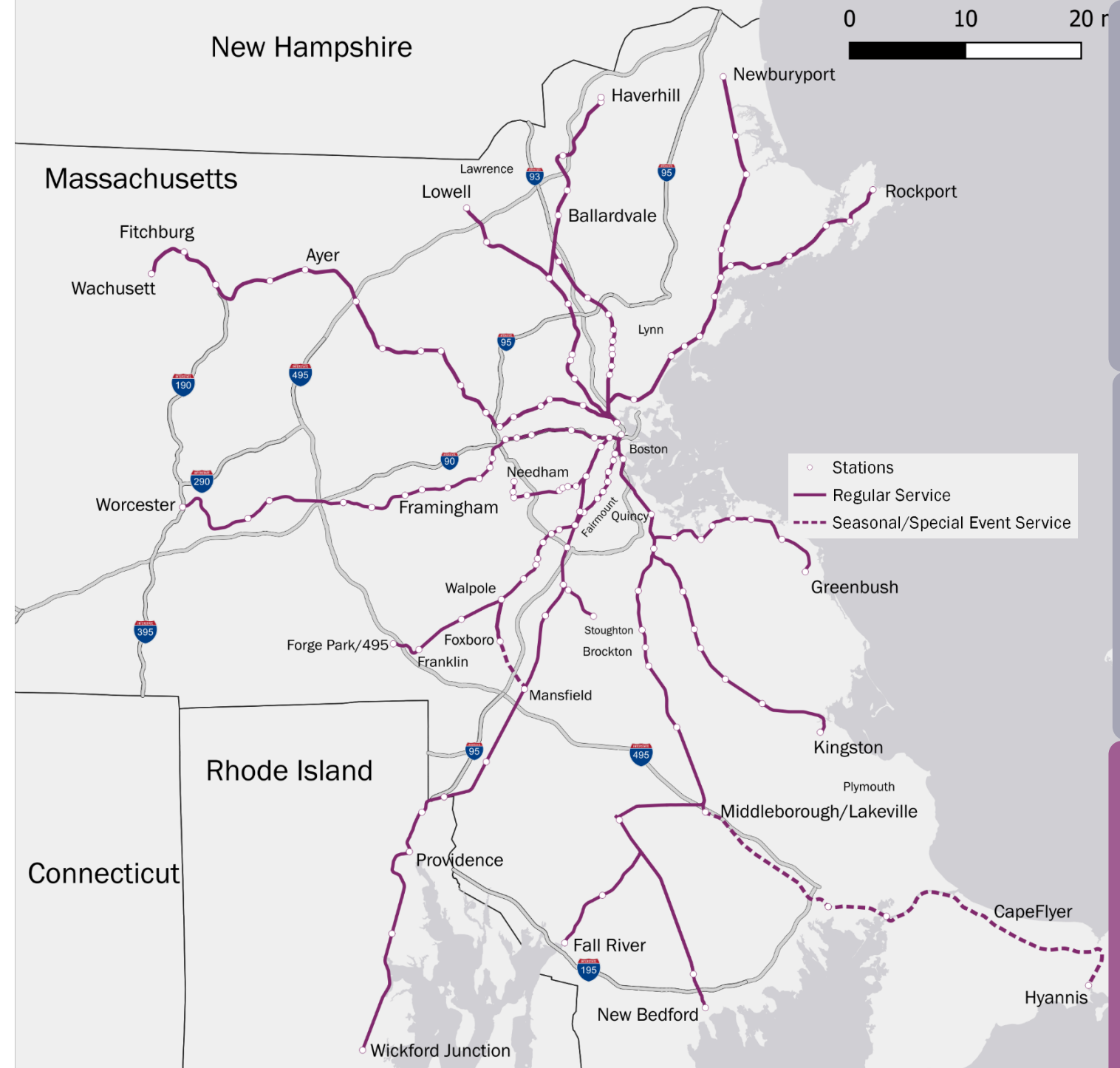
Northside Line	Route Miles	Stations
Fitchburg	53.7	18*
Haverhill	32.9	15
Lowell	25.5	8*
Newburyport/ Rockport	52.8	18*

Southside Line	Route Miles	Stations
Fairmount	9.3	9
Franklin/Foxboro	30.8	17*
Greenbush	27.6	10
Kingston	35.1	10*
Fall River/New Bedford	65.0	15
Needham	13.7	12
Providence/Stoughton	62.9	18
Framingham/Worcester	44.2	18

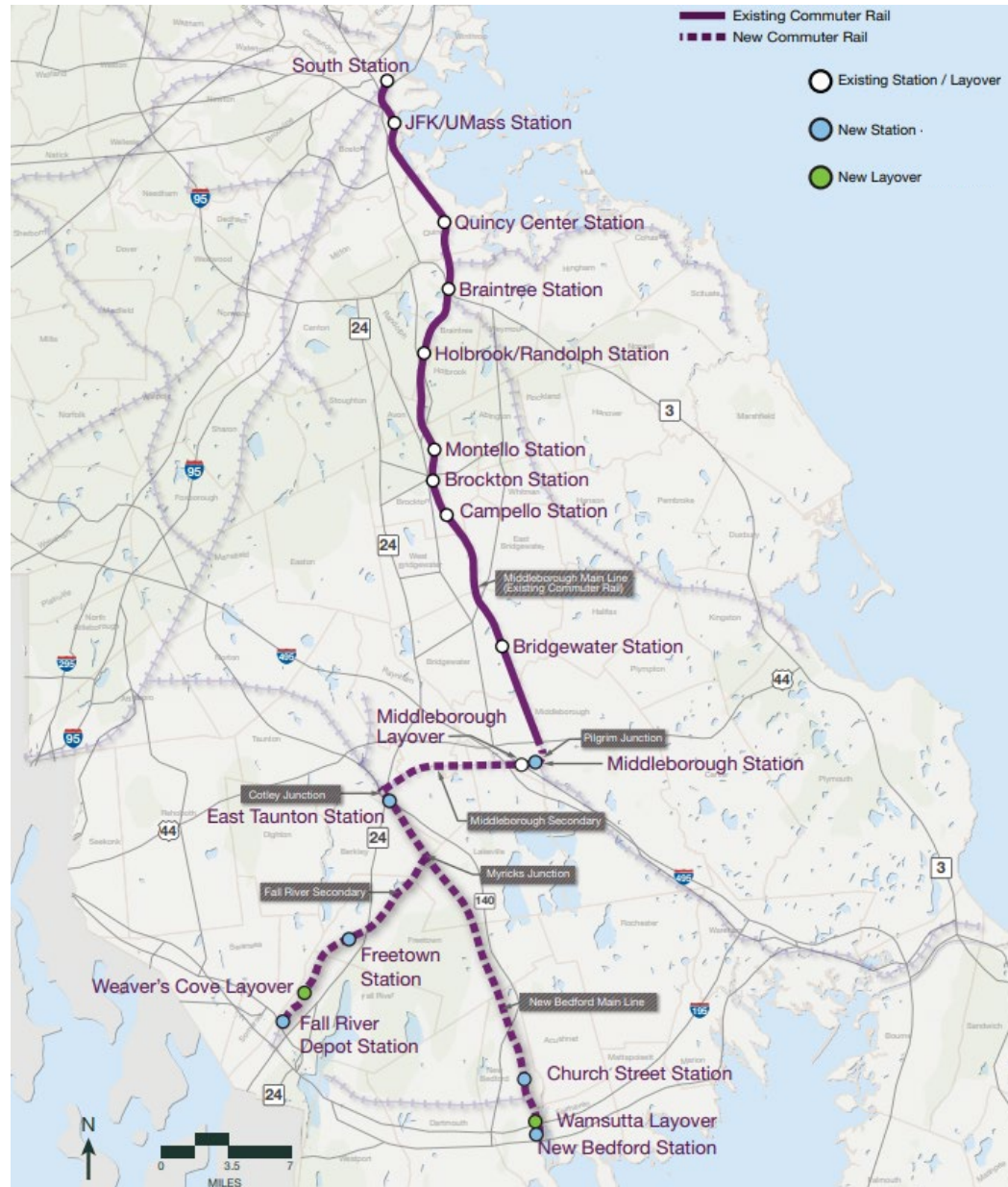
Total	Stations
North & Southside	148**

* One station on each of these lines is Temporarily Suspended – a total of 5

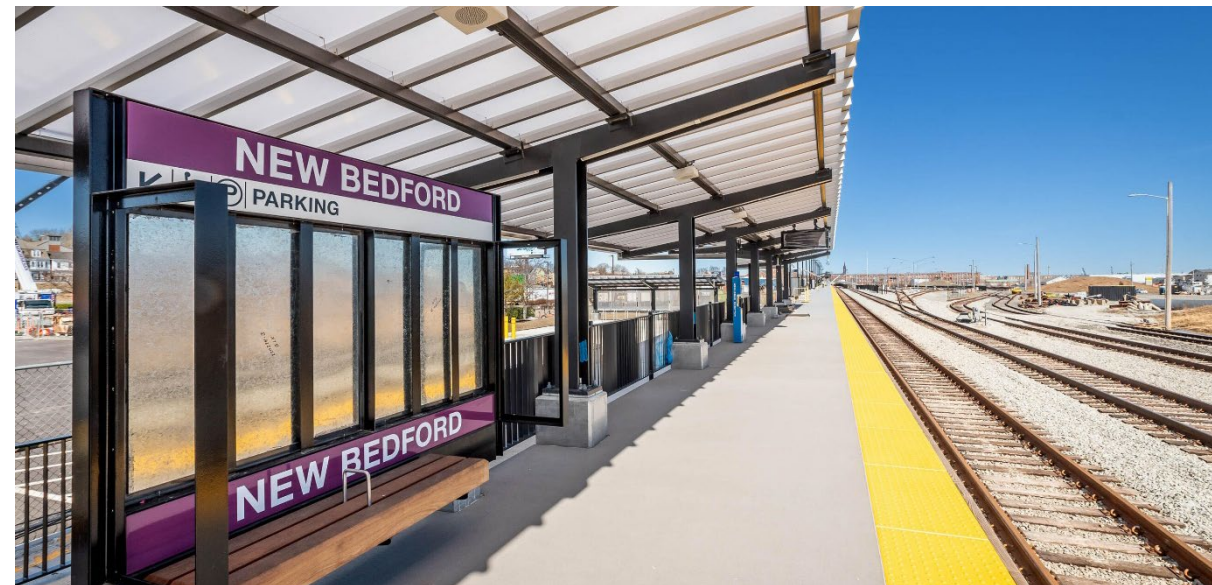
** Lines share stations and totals do not add to total North and Southside stations



New Service – South Coast Rail



- The Fall River/New Bedford Line began service on March 24th, 2025 (aka South Coast Rail)
- The line extends service on the former Middleborough Line to the towns of Taunton, New Bedford, and Fall River



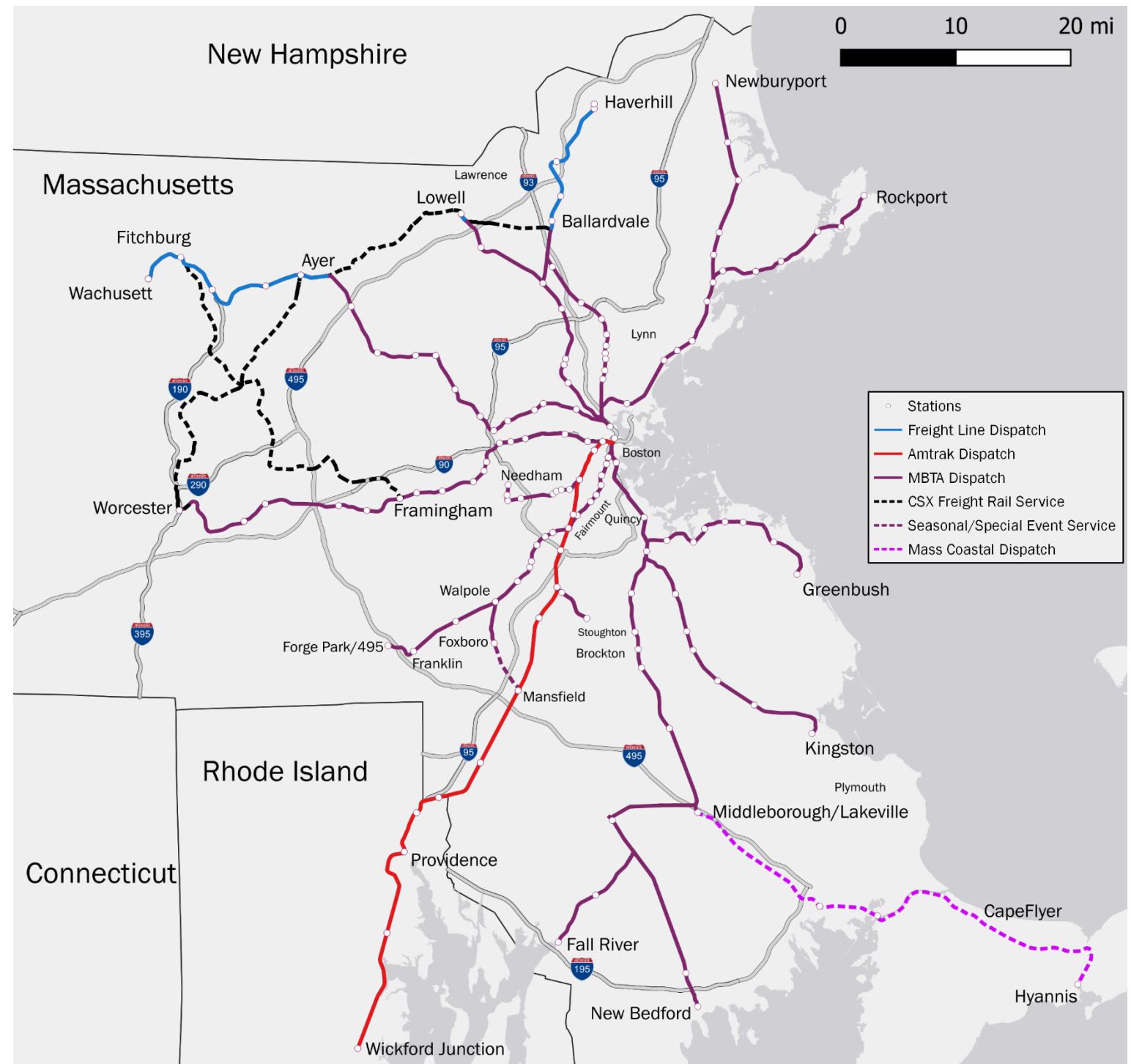
Commuter Rail Dispatch Services

CSX and G&W currently manages dispatch in areas where its freight rail service overlaps with Commuter Rail lines:

- West of Littleton on the Fitchburg Line (G&W)
- Northern Tip in Lowell on the Lowell Line (CSX)
- North of Ballardvale on the Haverhill Line (CSX)
- Amtrak manages dispatch along the Northeast Corridor from South Station to Wickford Junction. This includes portions of 4 of the MBTA routes (Needham, Franklin, Stoughton, Worcester), as well as the entirety of the Providence Line and all of South Station.

Mass Coastal manages dispatch for the seasonal CapeFLYER service.

MBTA's Operator will manage dispatch for the remainder of the Commuter Rail lines.

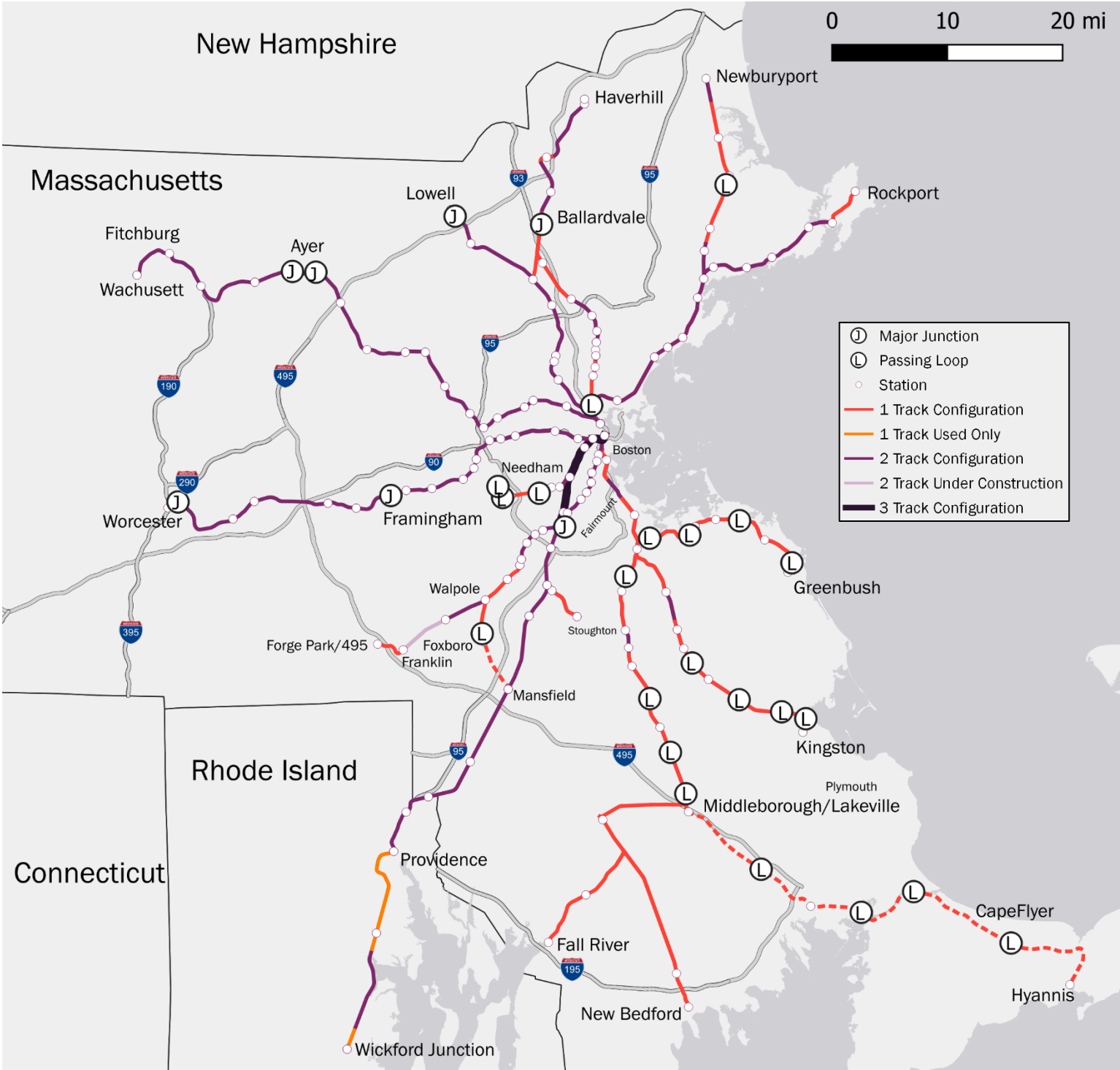


Track Configurations: Systemwide

The system has different track configurations across the network

Northside Line	Track Configuration
Fitchburg	1-2 Track
Haverhill	1-2 Track
Lowell	2 Track
Newburyport/ Rockport	1-2 Track 1-2 Track

Southside Line	Track Configuration
Fairmount	2 Track
Franklin	1-2 Track
Foxboro (Branch)	1 Track
Greenbush	1-2 Track
Kingston	1-2 Track
Fall River/New Bedford	1-2 Track
Needham	1 Track
Providence	1-3 Track
Stoughton (Branch)	1 Track
Worcester	2 Track



Special Services



Cape Flyer

Train runs from Memorial Day weekend to Labor Day weekend and travels from South Station to Bourne



4th of July Service

Holiday Ticket for unlimited travel all day. Last trains have delayed departures on most lines.



Boston Marathon

Holiday Weekend Pass with unlimited stops



Patriots Games and Event Trains to Gillette

One-train from Boston to Gillette and one train from Providence to Gillette during regular season



Lowell Folk Fest

Extra Commuter Rail train added on the Lowell Line on Friday and Saturday of the festival



Wachusett Ski Train

Select trains on Fitchburg Line feature a specifically modified coach equipped with racks for equipment during the winter



Salem Haunted Happenings

Special Halloween Ticket to Salem or Beverly-Salem, and increased weekend service in October on Newburyport/Rockport Line

Fares Overview

Fares and Tickets

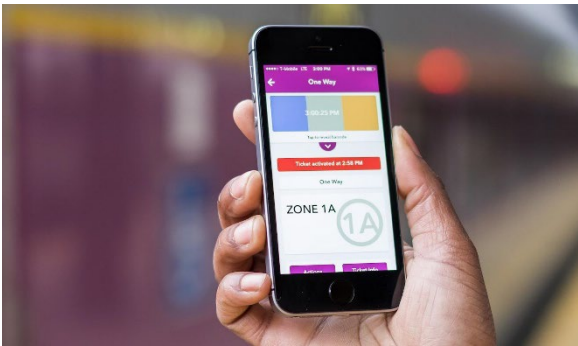
Fares are set by MBTA and currently sold by the Operator both at Stations, onboard, and through the App

Electronic Fare Gates

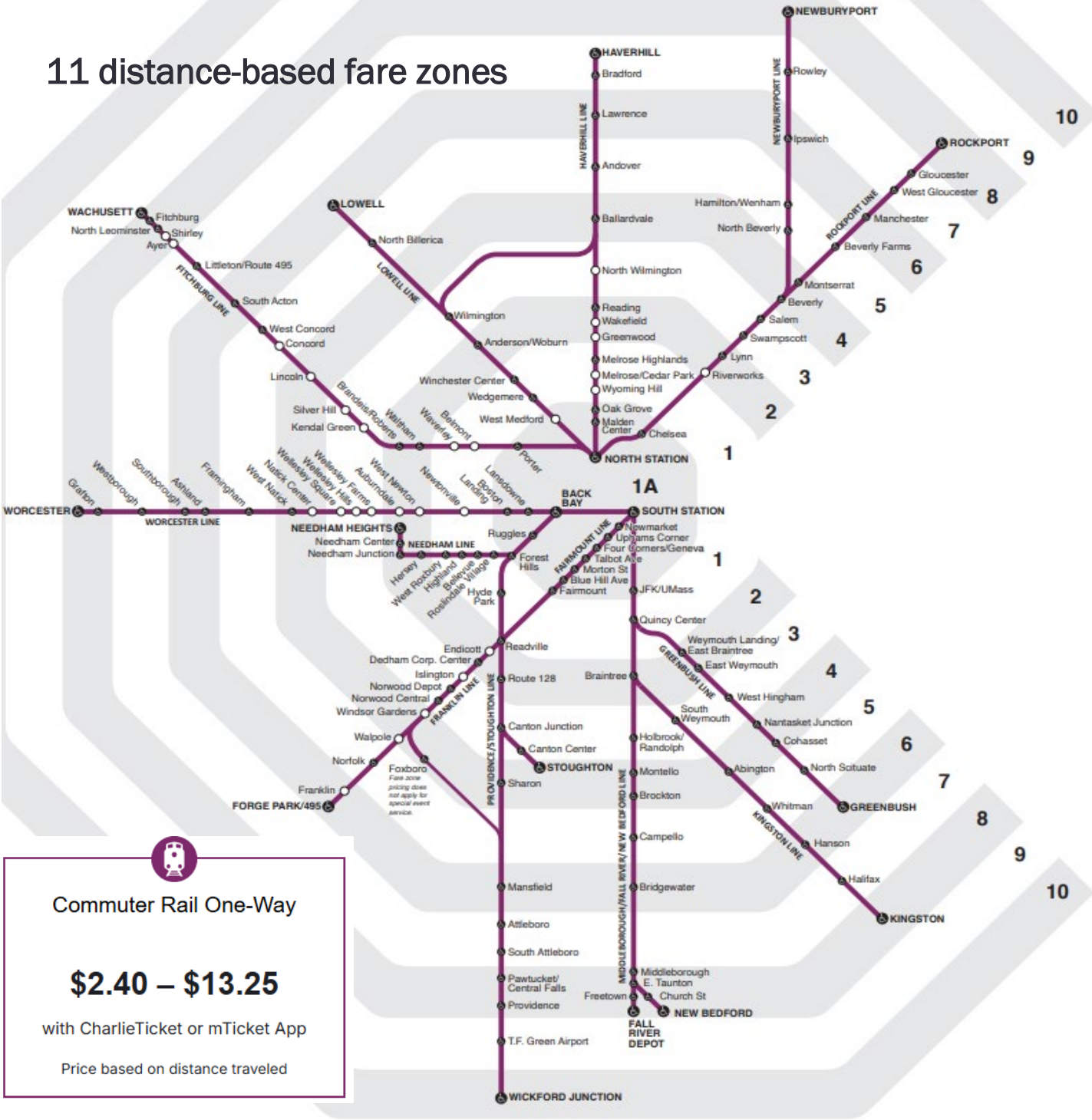
Currently at North Station
Expected at Back Bay and South Station in 2025

Automatic Fare Collection - AFC2.0

In 2026, smart card ticketing will be extended to the Commuter Rail. Riders will need to touch on prior to boarding, after deboarding and be checked on the train



11 distance-based fare zones



Customer Service

Customer Service managers and representatives are provided by the Operator

- to oversee delivery of customer services and maintain frequent contact and coordination efforts with MBTA Railroad Operations and MBTA's Customer Service department
- responsibilities also include accommodating persons with disabilities

Information Booths staff are provided by the Operator in South Station, Back Bay Station, and North Station for schedule information and customer service assistance



Lost & Found managed by Operator

- Monday – Friday, 6:30 AM – 8 PM
- Saturday – Sunday, 7:30 AM – 6 PM

The Operator is responsible for Station Announcements and Electronic Messages to inform customers of:

- train departures, platform assignments, destinations and intermediate stops through the electronic boards, and public address systems at Back Bay Station
- emergencies and security issues

The Operator is responsible for the removal of snow and ice in all commuter rail station platforms, walkways, ramps, and parking areas.



Information Technology

The Operator is responsible for all facets of the Commuter Rail IT environment:

- Certain relevant baseline IT assets (e.g., accounting system, HR system)
- Integrating Operator-proposed IT software, equipment, and network into the Commuter Rail IT environment
- Operations, support and maintenance, security, training, and other services
- Relevant baseline software includes an asset management system to track repairs, preventative maintenance, equipment information, vehicle availability, work orders that capture labor and parts usage/rolling stock (Trapeze)
- Utilize and maintain the Train Resource Management System (TRMS) that monitors and manages train performance information

MBTA and the Operator collaborate on upgrading the IT environment, including:

- NaviLens – to help passengers who are blind or have low vision to navigate stations
- Comply365 – content management system and mobile application for train crews and other operational personnel



MBTA Commuter Rail Stations

54 High-level platforms



62 mini-high level platforms



30 low level platforms



11 Multimodal Stations



Operator Marketing Responsibilities

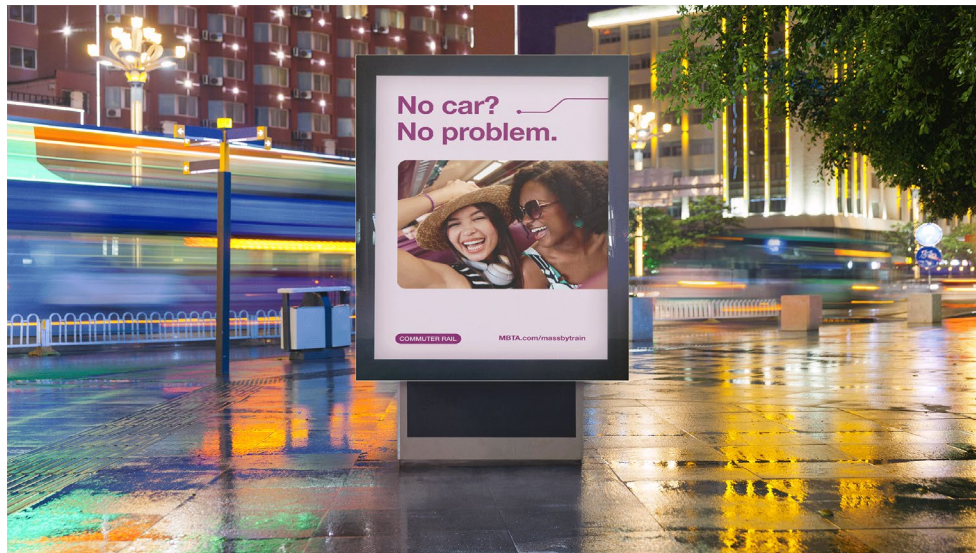
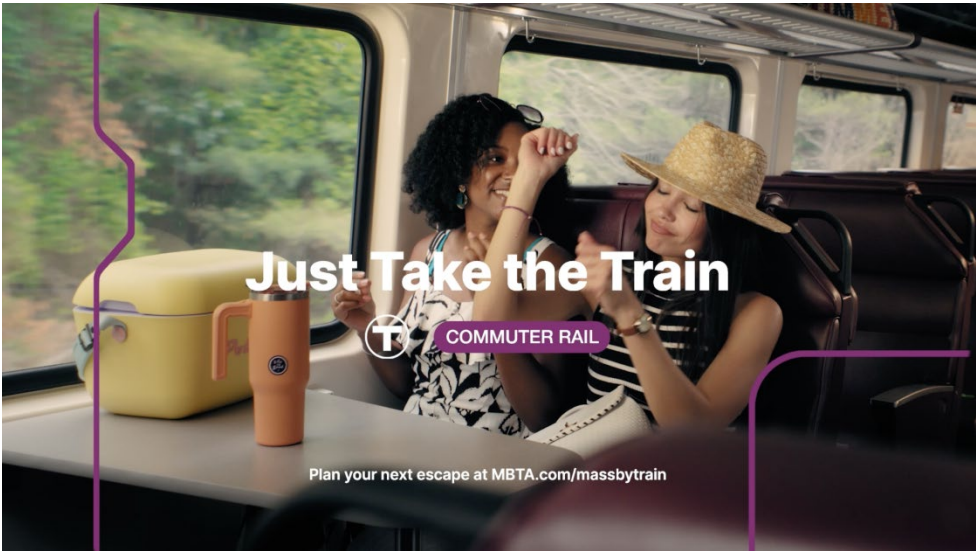
Marketing

MBTA directs the Operator to install and maintain promotional materials and public information notices. The Operator also assists MBTA in its effort to market, promote and advertise the Commuter Rail Service and participate in community outreach programs.

Third Party Advertising

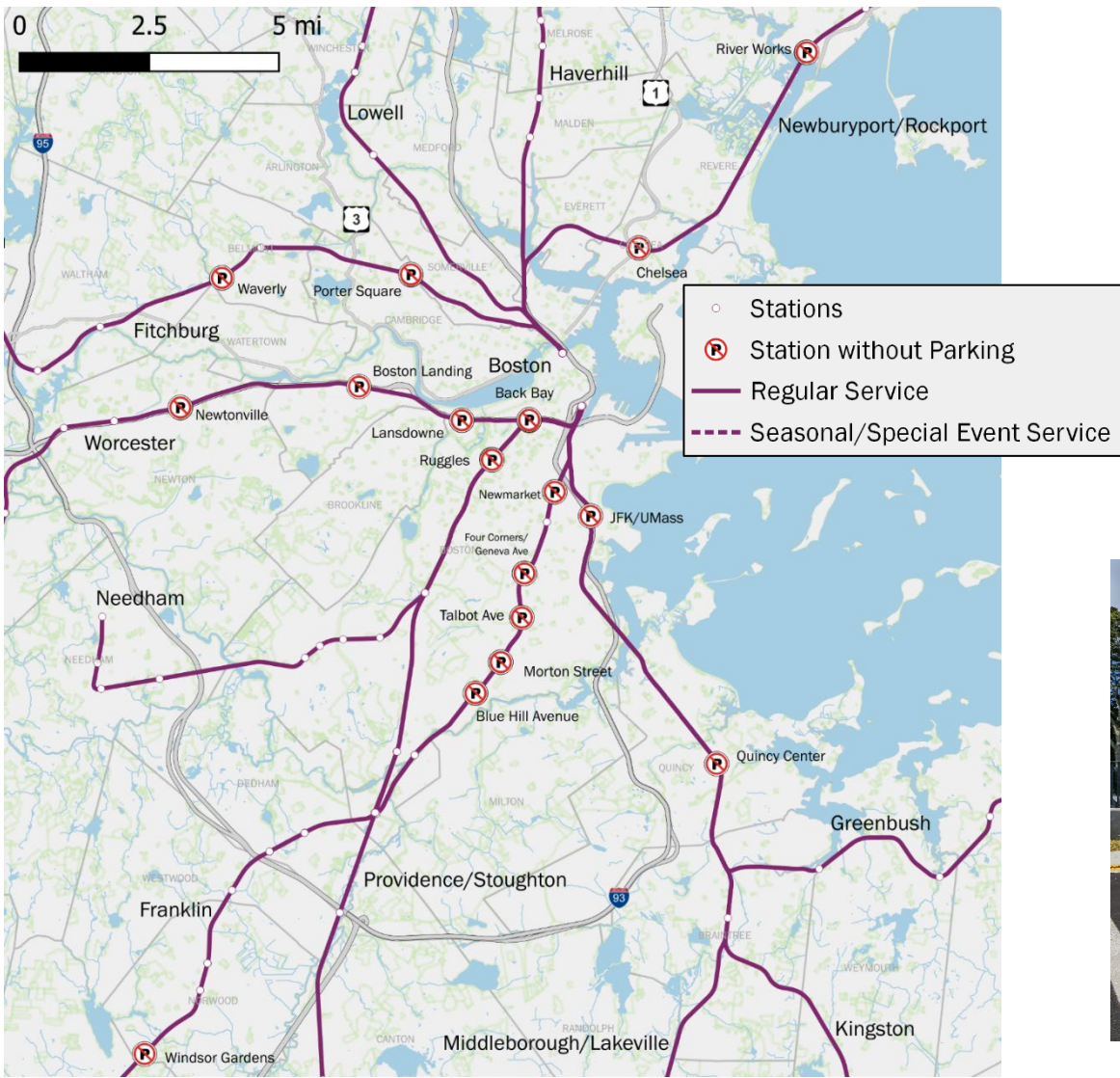
The Operator can propose Third Party advertising programs and other non-Fare revenue generating programs, where MBTA and the Operator can share any revenues generated net of expenses for the program.

MBTA Frequently Collaborates with the Operator to Encourage Ridership: ‘Just Take the Train Campaign’

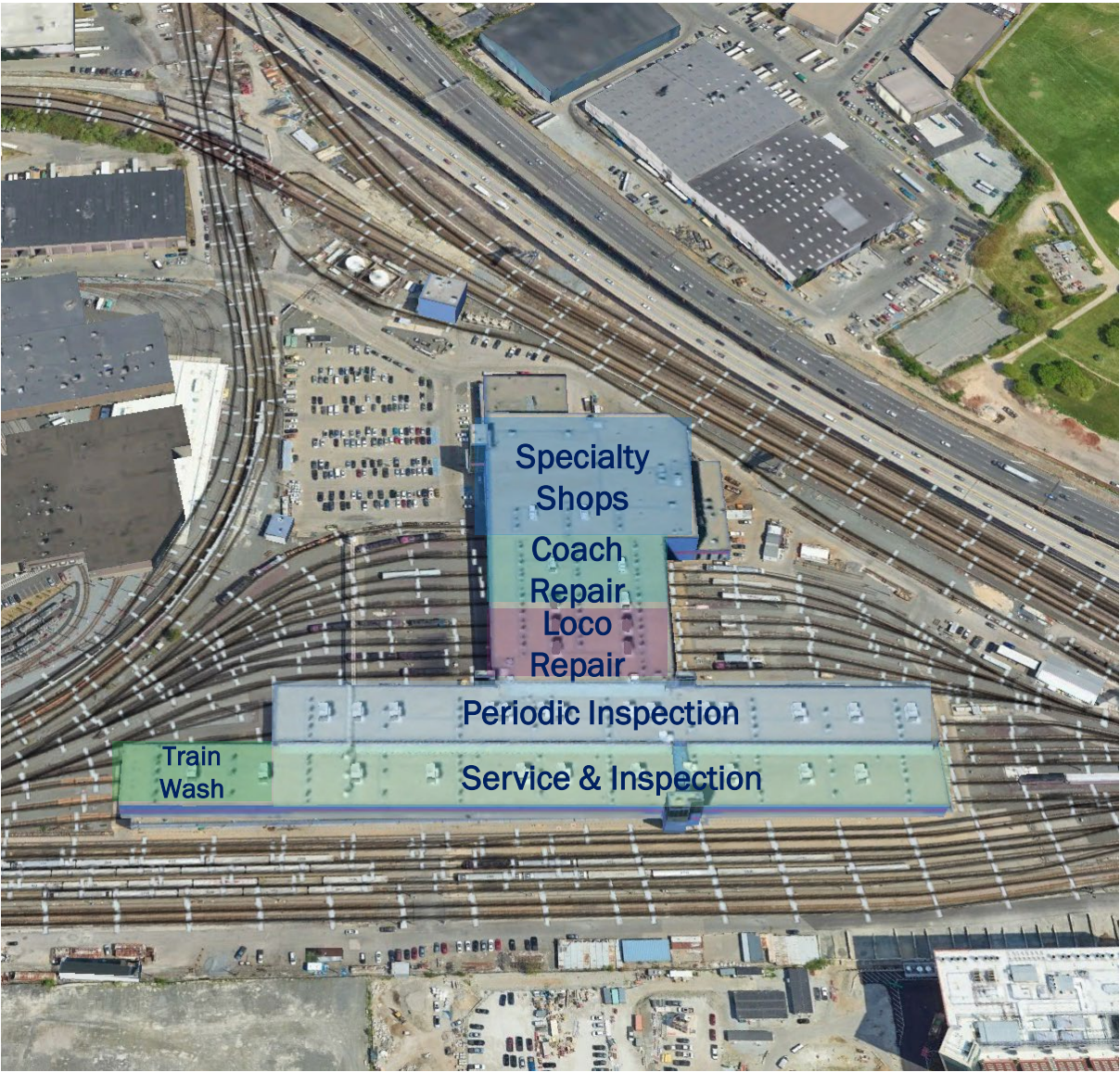


MBTA Commuter Rail Parking

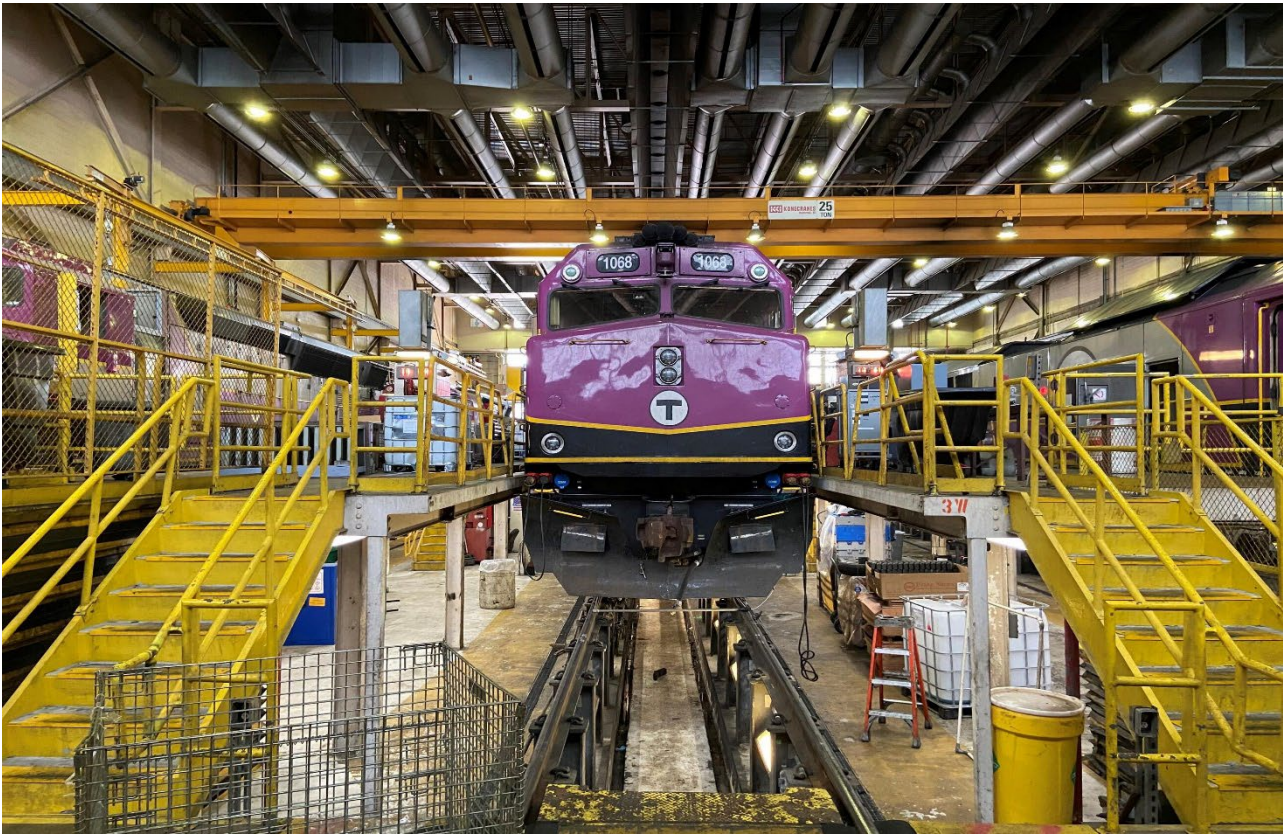
Current operator is maintaining and servicing 106 parking lots and garages under a separate contract



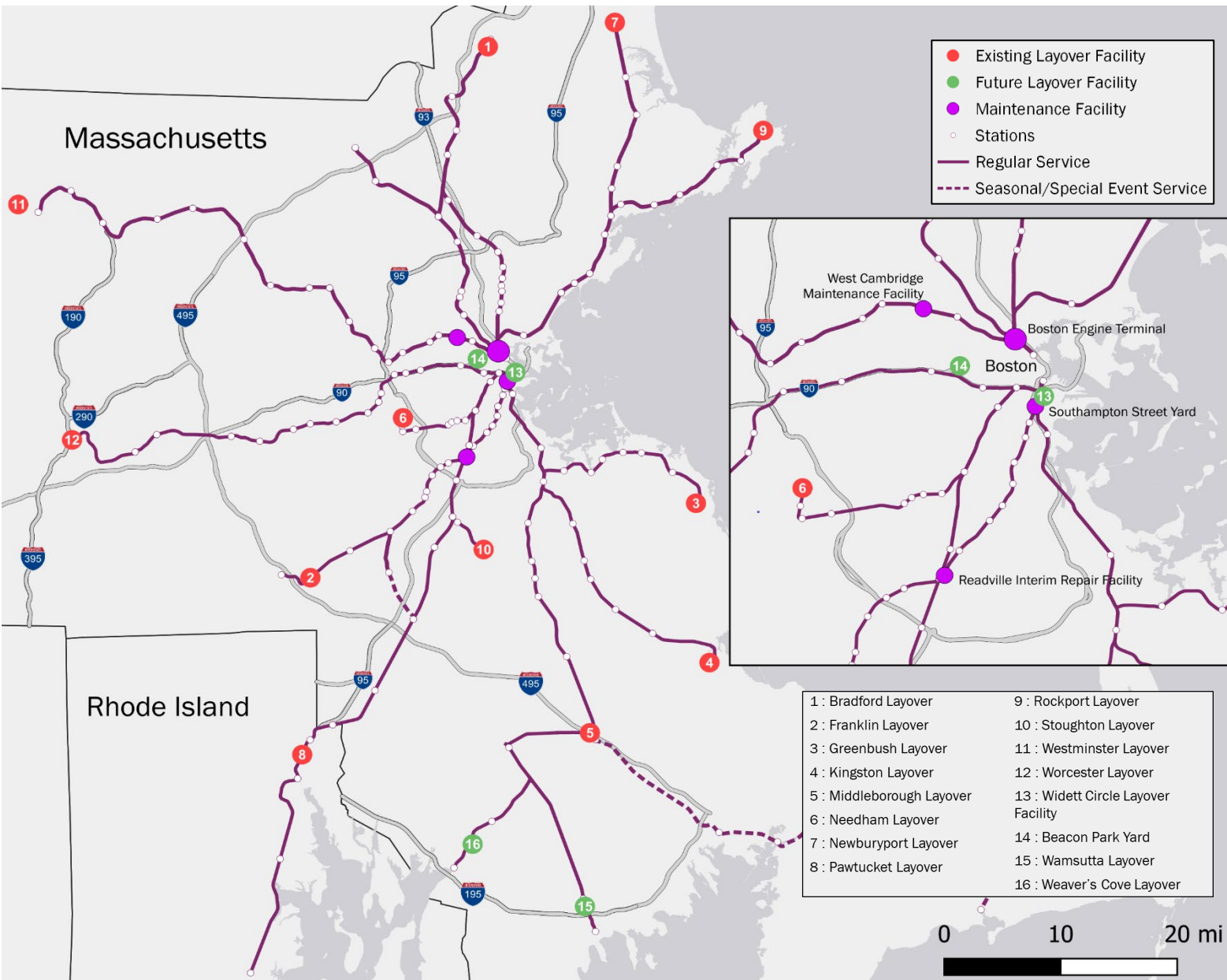
MBTA Commuter Rail Maintenance Facility (Boston Engine Terminal, “BET”)



The MBTA Commuter Rail Maintenance Facility is a 36-acre maintenance facility in Somerville, Massachusetts. It has approximately 7 miles of track and facility that covers almost 9 acres.



MBTA Commuter Rail Maintenance of Equipment and Layover Facilities

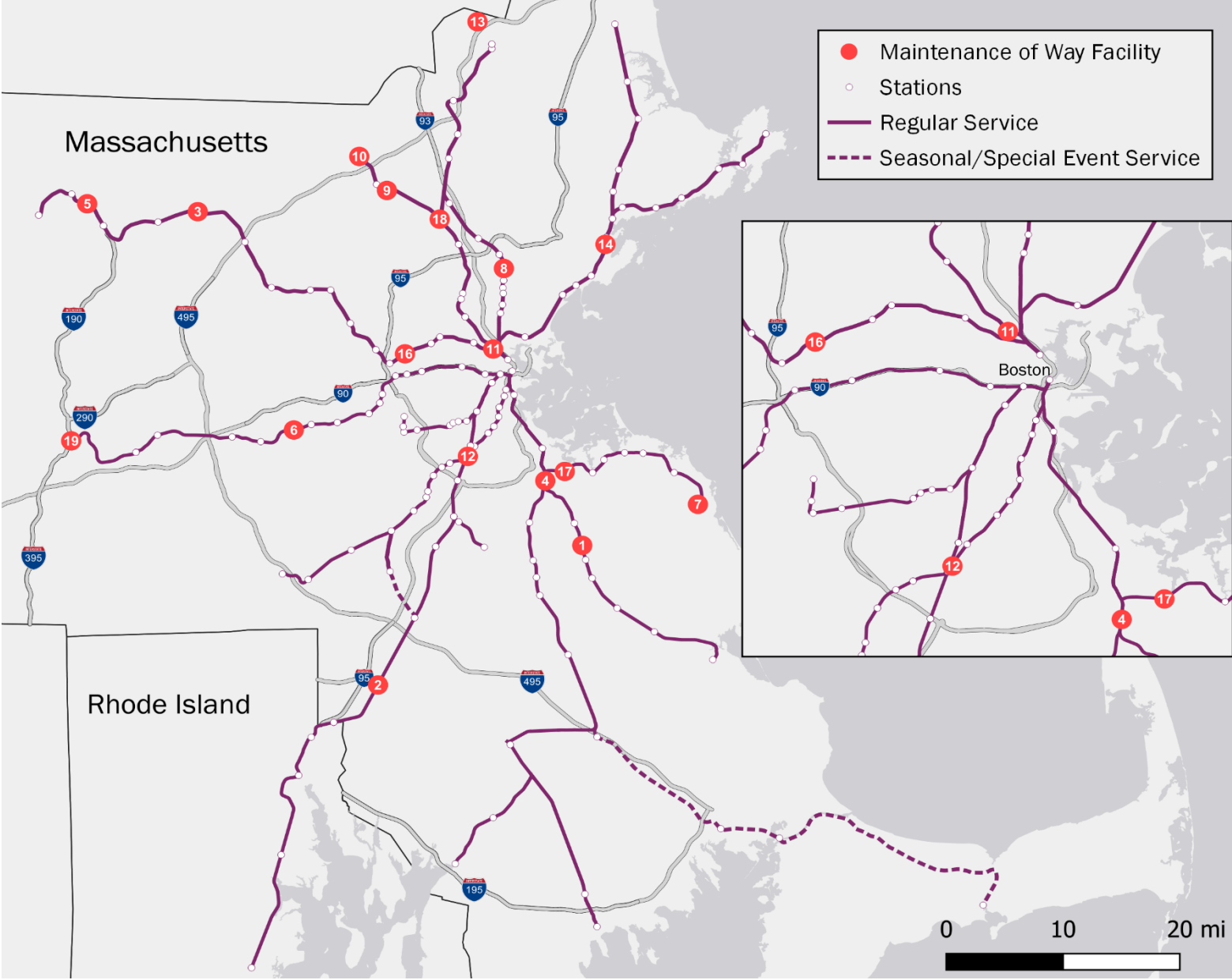


Major Maintenance Facilities:

- Readville Repair Facility – running maintenance for trains and track maintenance
- Southampton Street Yard – running repairs and midday storage
- West Cambridge Maintenance Facility – maintenance of way and equipment storage



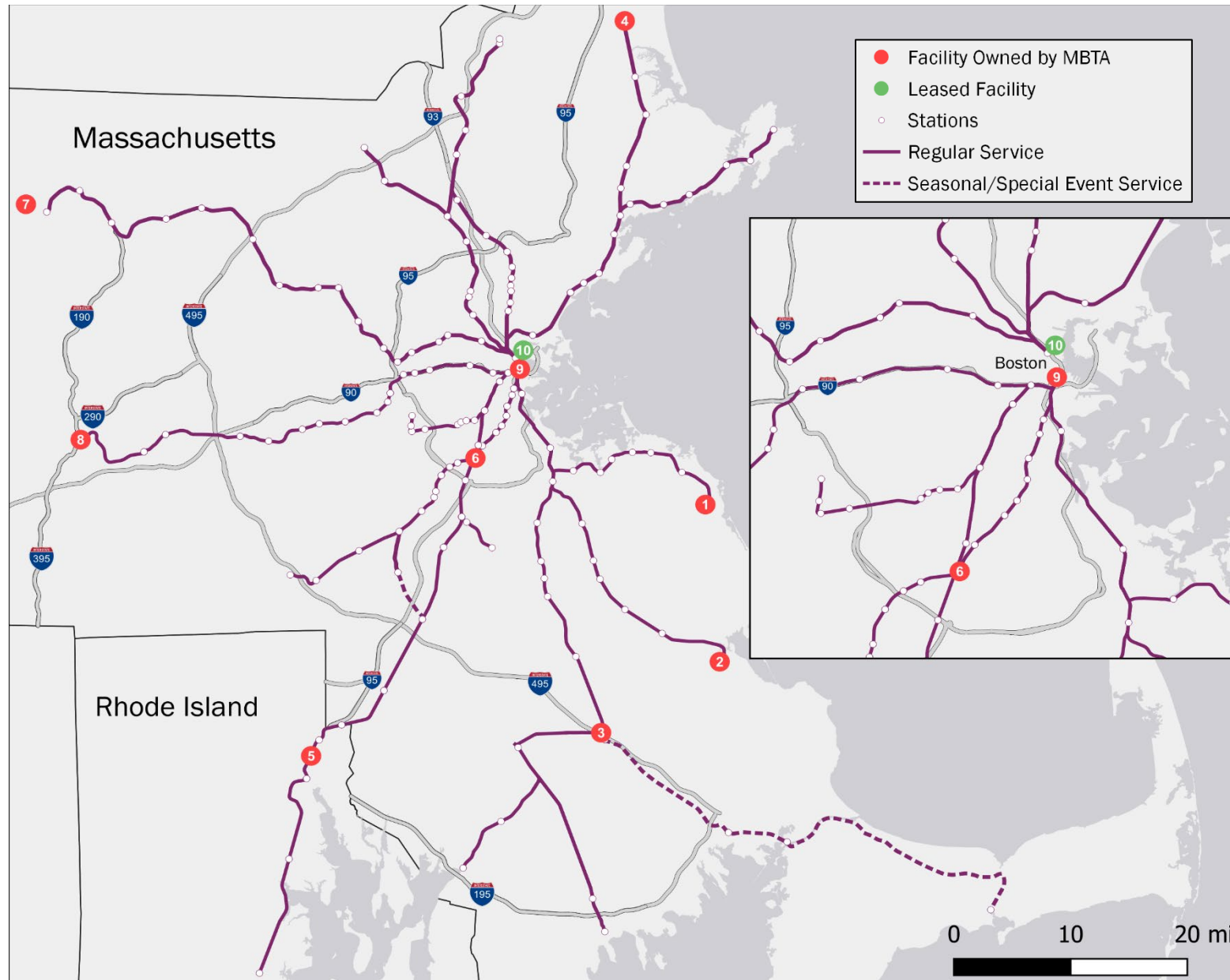
MBTA Commuter Rail Maintenance of Way Facilities



- 1 : Abington Facility
- 2 : Attleboro Facility
- 3 : Ayer Facility
- 4 : Braintree Facility
- 5 : Fitchburg Facility
- 6 : Framingham Facility
- 7 : Greenbush Facility
- 8 : Greenwood Facility
- 9 : Iron Horse Facility
- 10 : Lowell Facility
- 11 : Mystic Junction Facility
- 12 : Readville Facility
- 13 : Rosemont Facility
- 14 : South Salem Facility
- 15 : TPAD Facility
- 16 : Waltham Facility
- 17 : Weymouth Facility
- 18 : Wilmington Facility
- 19 : Worcester Facility

These are the main facilities for maintenance of way and a full list of facilities and sites will be provided with the RFP

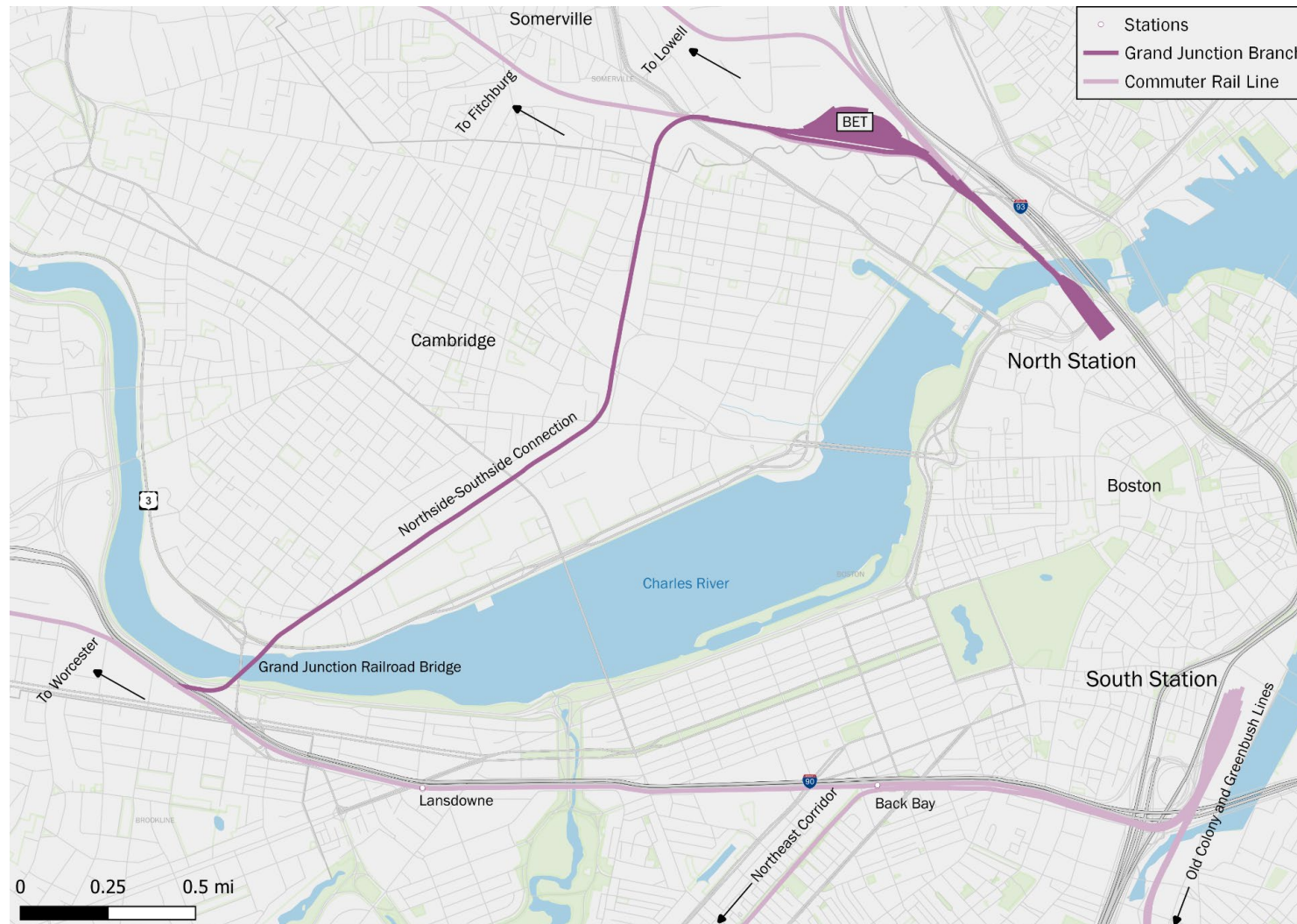
MBTA Train Operations and Crew Facilities



Crew facilities are located at most terminal stations

1. Greenbush Facility
2. Kingston Facility
3. Middleboro Facility
4. Newburyport Facility
5. Pawtucket Facility
6. Readville Facility
7. Westminster Facility
8. Worcester Facility
9. South Station Facility
10. North Station Facility
11. Boston Engine Terminal
12. South Hampton Facility
13. Bradford Facility
14. Rockport Facility
15. Weavers Cove Facility
16. Wamsutta Facility

MBTA Commuter Rail: Grand Junction Northside-Southside Connection



- The Grand Junction or Northside-Southside Connection provides rail connection to maintenance facility in Somerville from rolling stock originating from South Station
- The current Operator moves trains overnight between the northside and southside, as all heavy maintenance is performed on northside
- The connection is an approximately 3-mile western portion of the Grand Junction Railroad. It is primarily single-track, low-speed through Somerville and Cambridge
- Only current rail connection between the Northside lines and Southside lines
 - **Southside:** Merges with Worcester Line between BU Bridge and Beacon Park Yard
 - **Northside:** Merges with Lowell Line near Boston Engine Terminal

Existing MBTA Commuter Rail Contract Overview

-  Executed in 2014 and set to expire in June 2027
-  Passenger operations
-  Maintenance of existing diesel fleet
-  Routine maintenance of existing infrastructure, including track and right of way
-  Supplemental work – corrective and major maintenance of existing infrastructure, including track and right of way, and of other assets (stations, parking, signaling and systems), and equipment
-  Highly-skilled workforce with strong union representation
-  Performance Driven - contract includes deductions for On Time Performance (OTP) and passenger comfort

\$400m/year
Fixed Fee

\$50-100m/year
Supplemental Work

Above 92%
On-time performance

3. Asset Condition

2. Performance

1. Overview



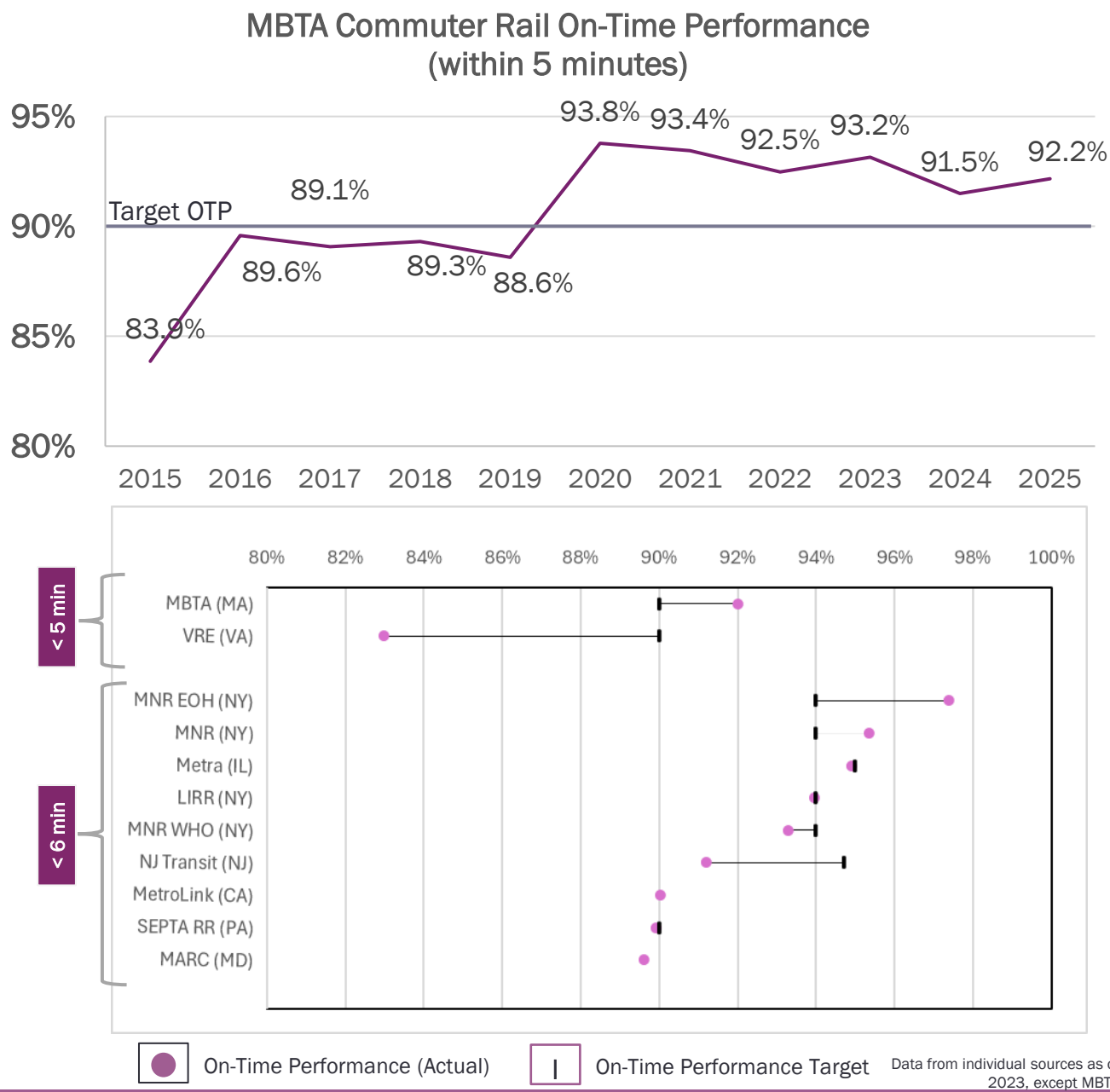
Existing MBTA Commuter Rail Contract Overview

Operations and Financials

- Keolis Commuter Services (KCS) currently employs approximately 2,500 people for commuter rail services
- Approximately 85% of the workforce is subject to collective bargaining agreements and represented by 14 unions
- Approx. 70% of operating expenses are for wages and benefits and 15% are train operations, fuel, and utilities
- KCS received approximately \$421 million for train operations and maintenance, \$83 million in supplemental work, and \$19 million for revenue sharing, parking, and other revenue in 2023
- Agreement includes annual allowance of \$12.3 million for snow removal costs, unused maintenance of way costs, capital support costs, and IT operations and maintenance costs

	Union	Management	Total	%
Operations	831	62	893	35%
Maintenance of Equipment	576	46	622	25%
Maintenance of Way	530	79	609	24%
Finance & Administration	33	118	151	6%
Engineering - Supplemental	105	33	138	6%
Customer Service	52	32	84	3%
Parking	-	18	18	1%
HR & Training	1	15	16	1%
Total	2,128	403	2,531	100%

Commuter Rail Has Strong On-Time Performance (OTP)



Improvements to OTP

MBTA Commuter Rail has improved performance significantly since 2020 and is consistently above the 90% OTP target.

The improved OTP is a result of the change from peak service to an all-day bidirectional service throughout the system.

New contract's OTP threshold will be 6 minutes instead of 5 minutes.

Types of Delays and Cancellations

2024 Statistics Across MBTA CR System

~515 Trains on a Typical Weekday

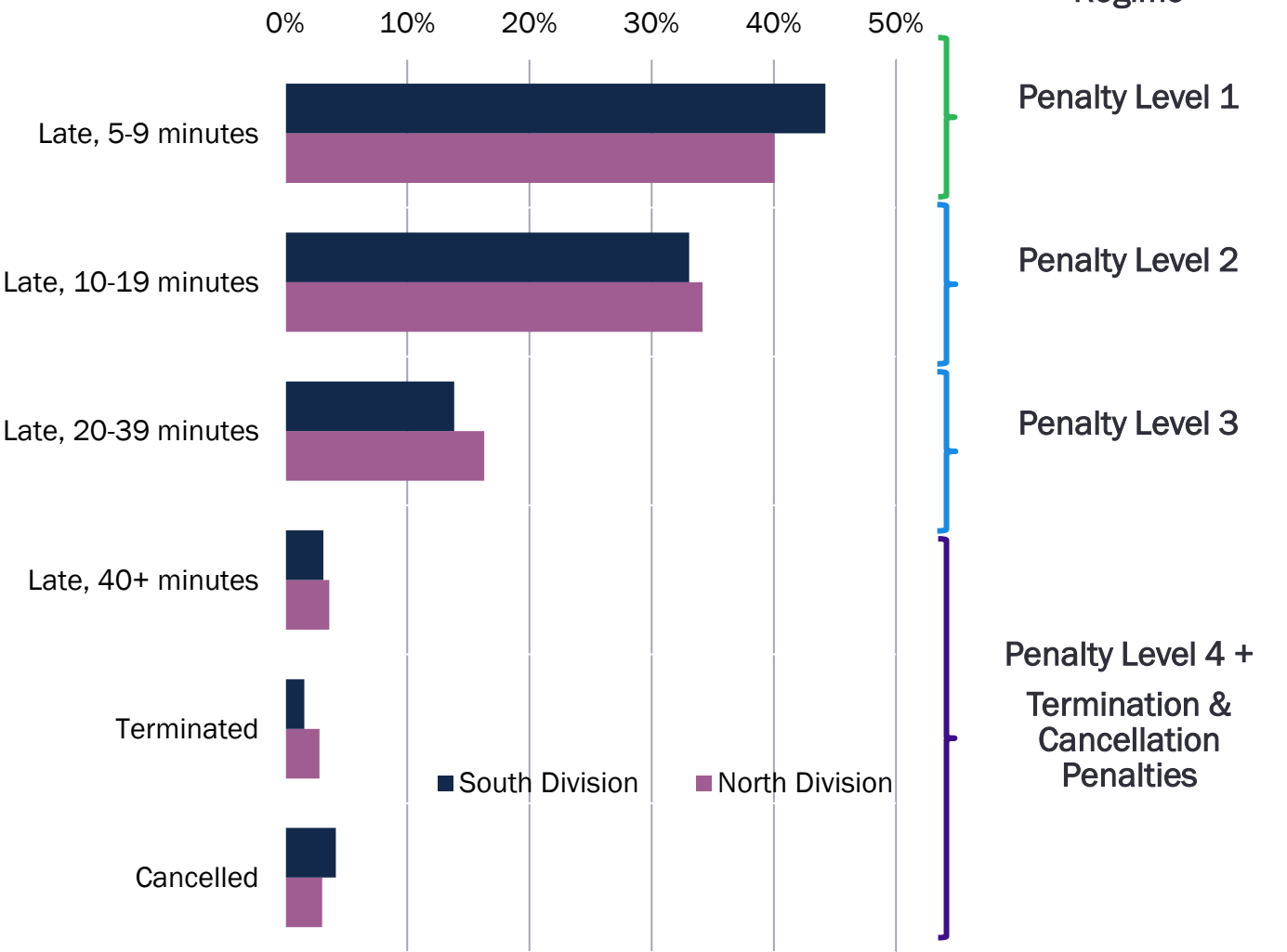
7.9% of trips are late¹

0.6% of trips are cancelled or terminated

A late¹ trip is, on average, 19 minutes late

The current operator was responsible for 54% of late¹ trips

Operator-Responsible Late¹, Terminated, or Cancelled Trips, by Division (2022-2024)²



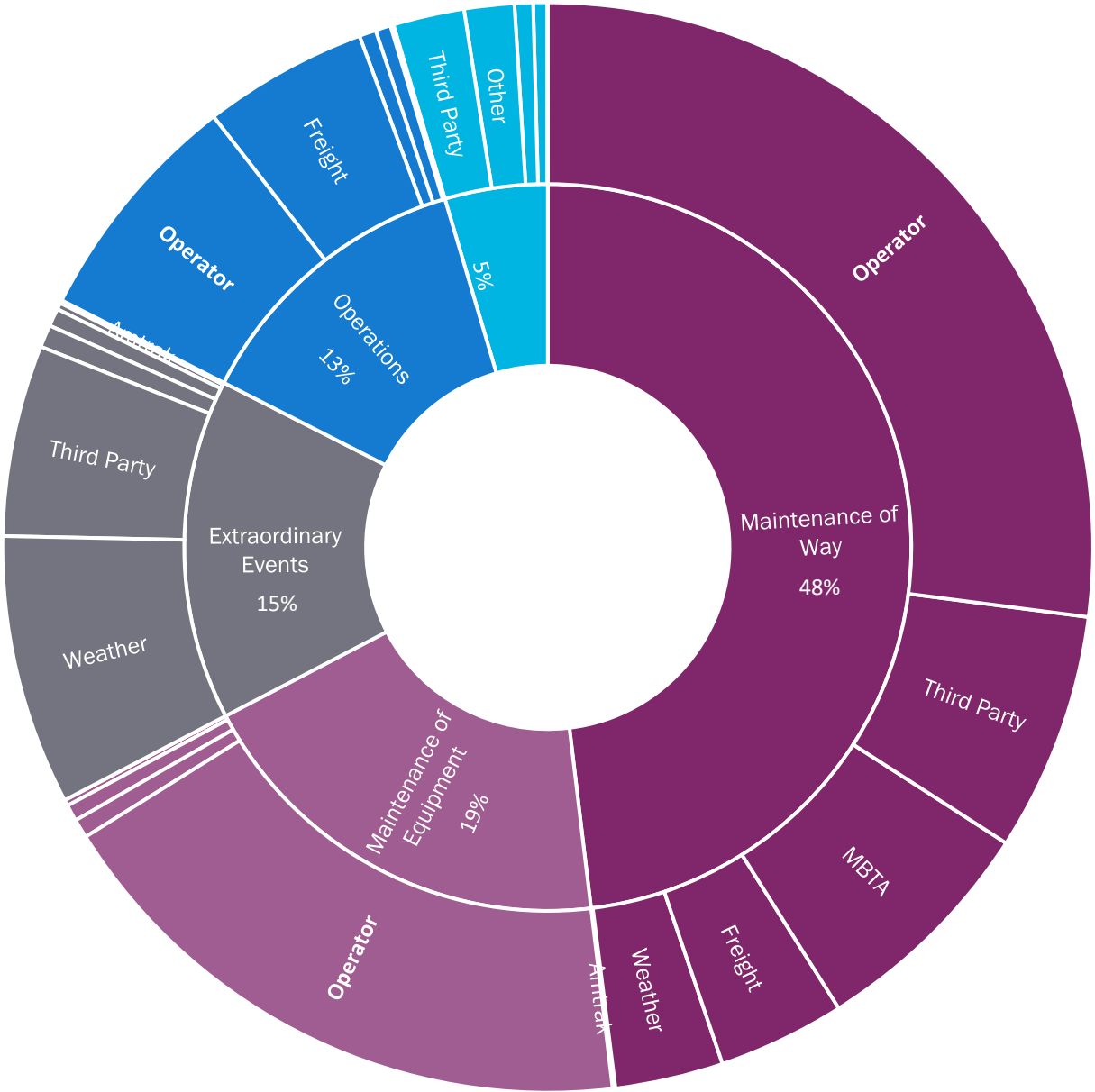
¹ Late Trips are trips delayed more than 4:59 minutes; new contract will move to 5:59 minutes.

² The dataset removes late trips where the operator was not responsible for the primary delay.



Northern Division - Delay Minutes and Responsible Parties (2022-2024)

Northern Division Delay Types and Responsibilities



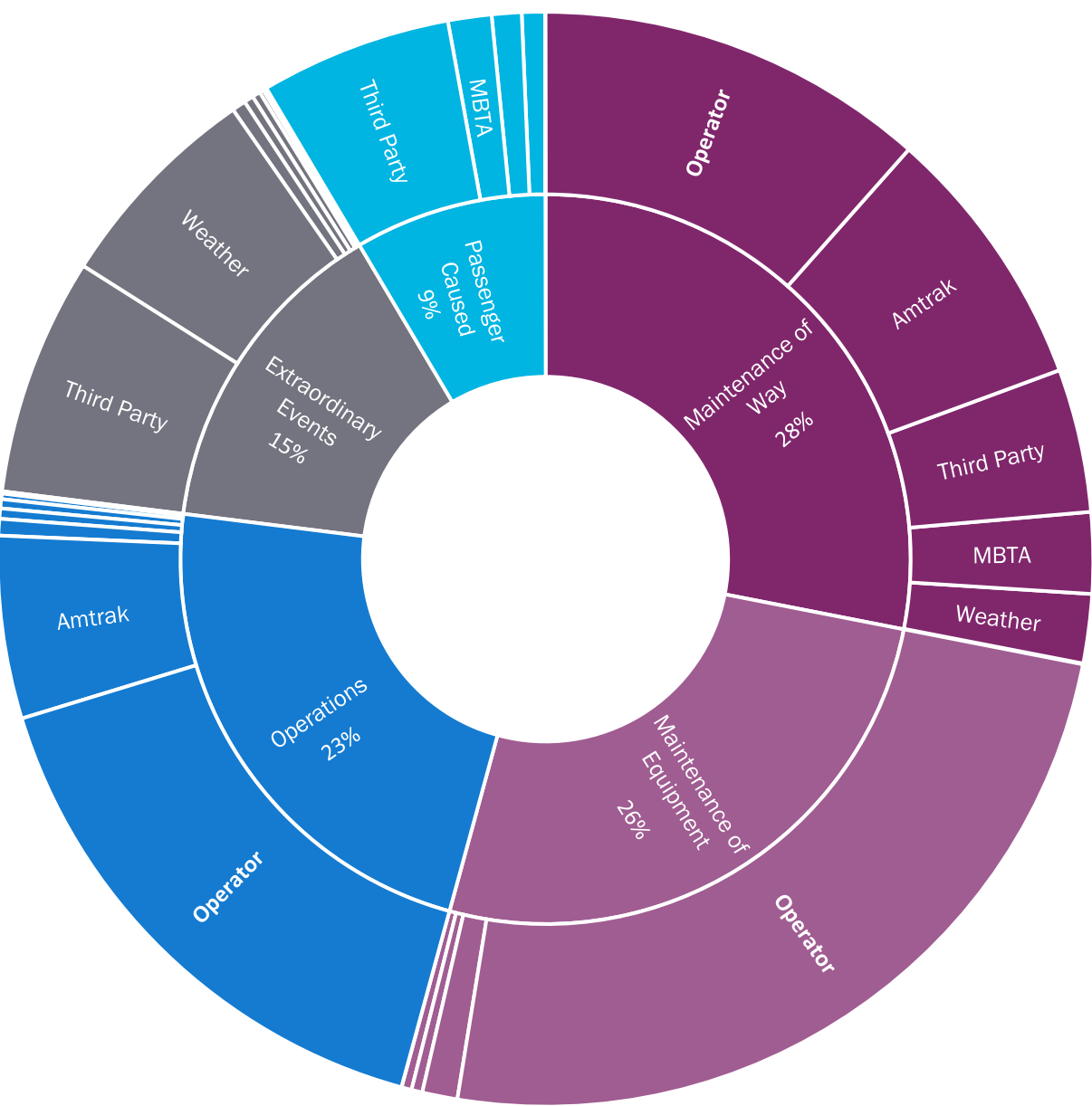
- Total delay minutes are caused by:
 - Operator – 53%
 - Third-Party – 17%
 - Weather – 11%
 - Freight railroads – 9%
 - MBTA – 9%
 - Amtrak – 1%

MBTA delays are pre-approved delays and delays for capital projects



Southern Division - Delay Minutes and Responsible Parties (2022-2024)

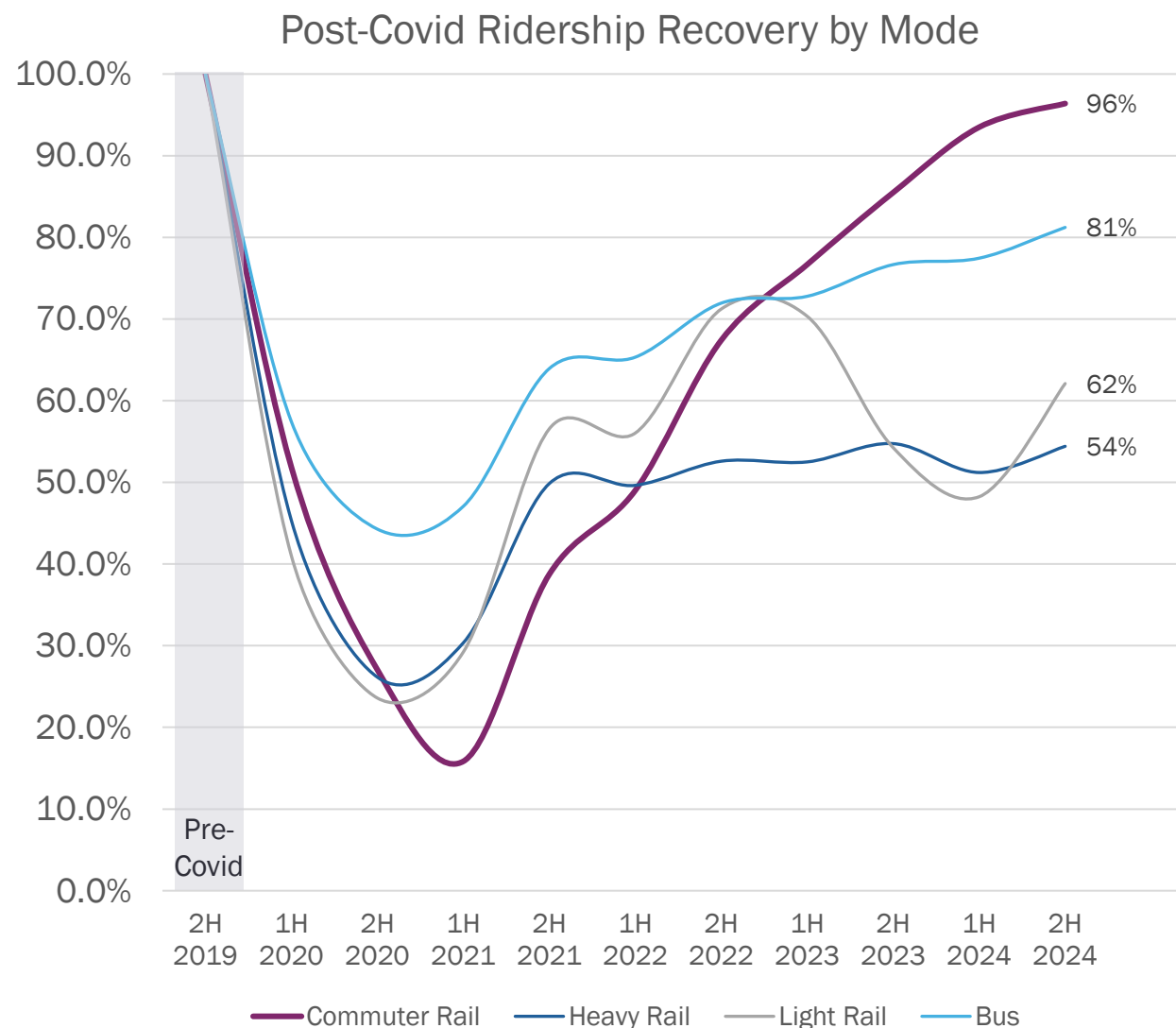
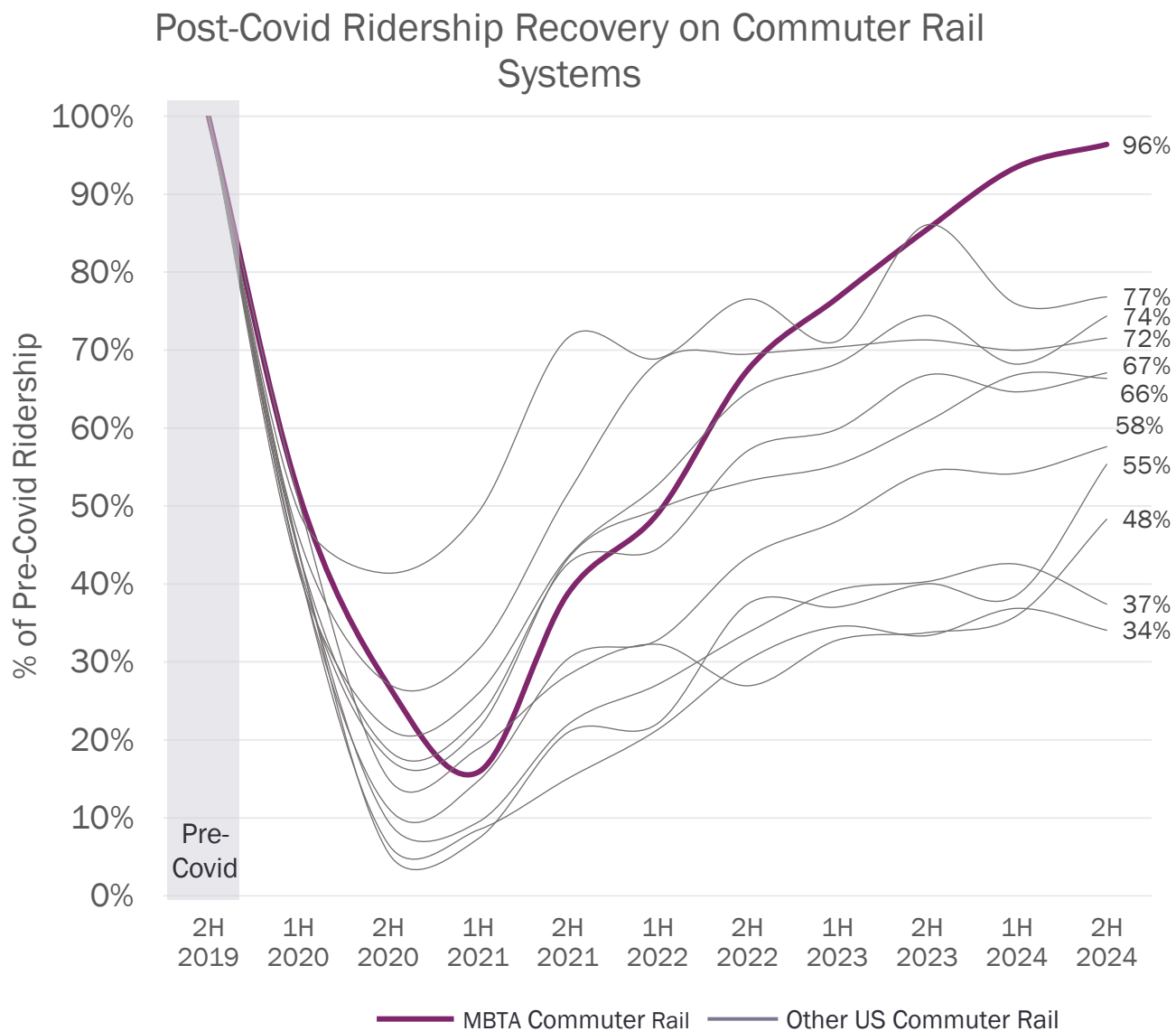
Southern Division Delay Types and Responsibilities



- Total delay minutes are caused by:
 - Operator – 53%
 - Third-Party – 19%
 - Amtrak – 14%
 - Weather – 9%
 - MBTA – 5%
 - Freight railroads – 1%

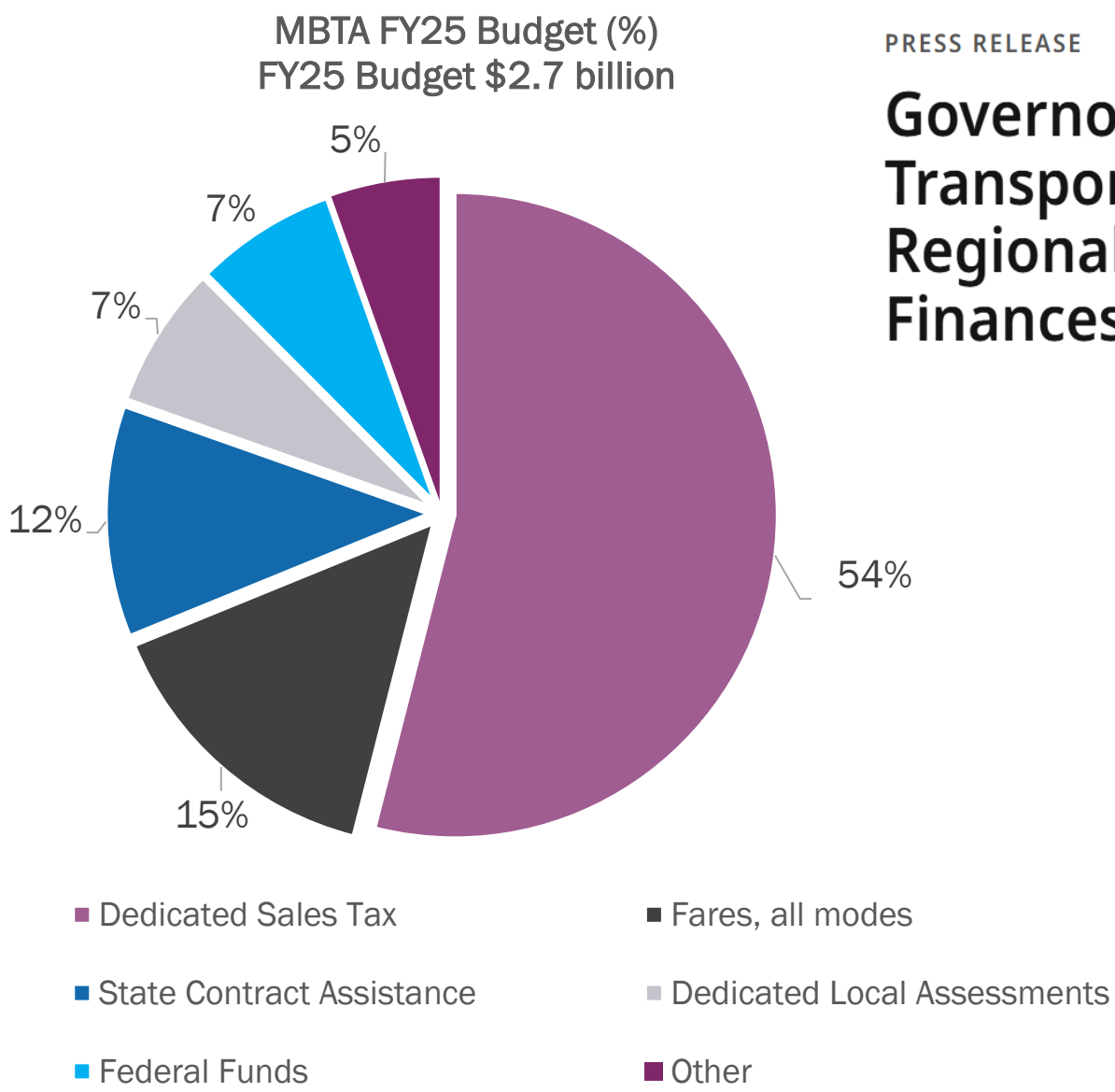
MBTA delays are pre-approved delays and delays for capital projects

MBTA Commuter Rail leads Ridership Recovery



See MBTA's Office of Performance Management and Innovation post for additional information on ridership: <https://www.massdottracker.com/latest-posts/fall-2024-regional-rail-counts>

Massachusetts is Committed to Continue Investing in MBTA and the Regional Rail



PRESS RELEASE

Governor Healey Releases Plan for Historic, \$8 Billion Transportation Investment to Improve Roads, Bridges, Regional Transit and Immediately Stabilize MBTA Finances

“The Healey-Driscoll administration is deeply committed to meeting the needs of every resident in every municipality—and to advancing efforts that leave our communities stronger than we found them”

*Transportation Secretary and CEO,
Monica Tibbits-Nutt*

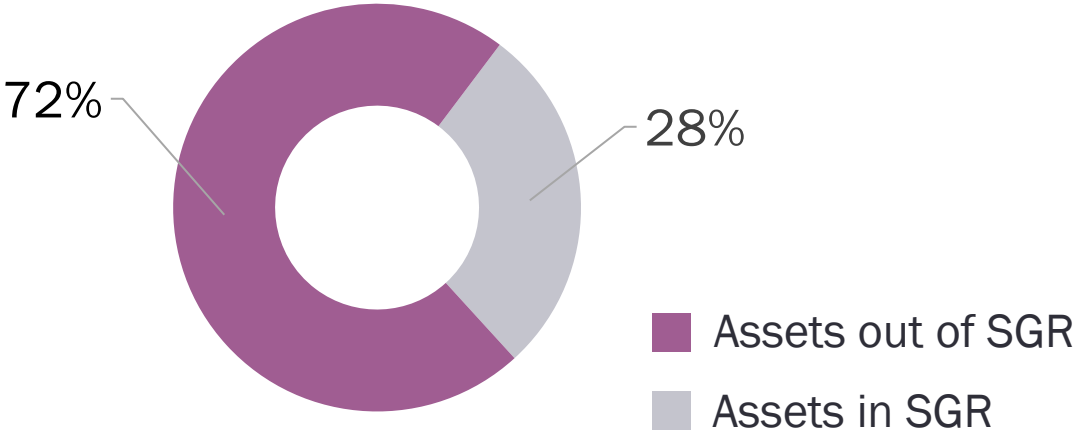


Current State of Good Repair (SGR) and Capital Needs for Commuter Rail System

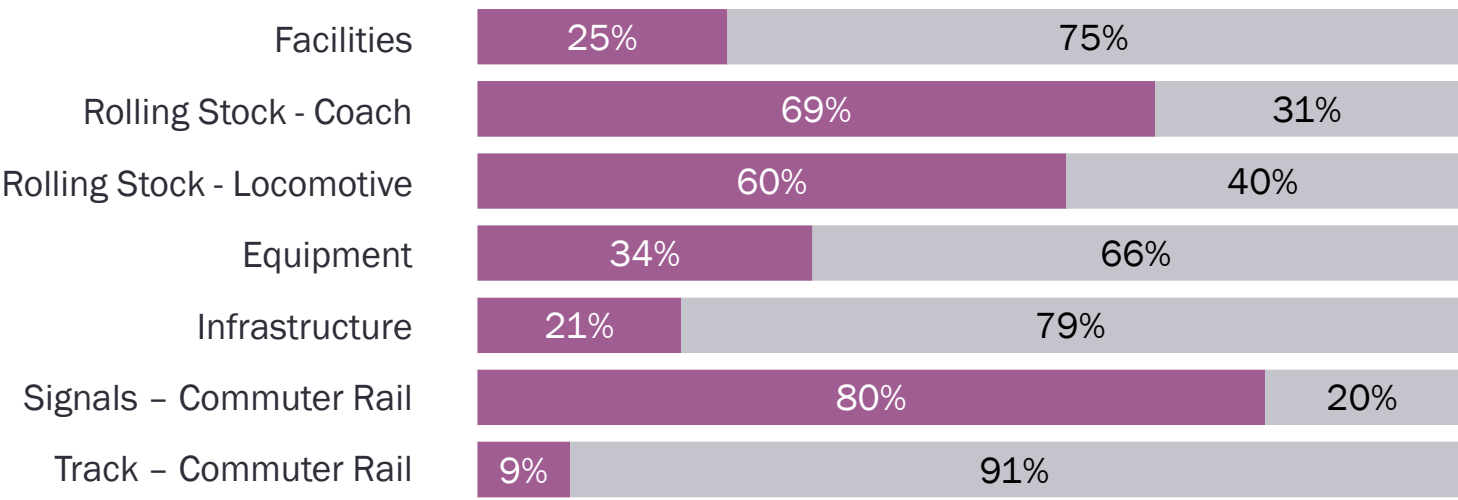
- ~80% of signal assets were out of SGR, driven by the large quantity of wayside equipment and cables and grade crossing signals in need of rehabilitation
 - Key investments: **Commuter Rail Positive Train Control and ATC Implementation – North Side Commuter Rail Lines**
- ~70% of MBTA CR Rolling Stock assets are out of State of Good Repair totaling over \$1.4bn of capital needs
 - Key investments: **procurement of bi-level Commuter Rail Coaches and locomotive overhauls, and planning for electrification**



% of Assets In/Out of SGR



% of Assets In/Out of SGR by Category



Locomotives

Type	Available for Use	Non-Revenue Services	Out of Service	Current Lifespan	Refurb Date
F40PH	37	0	4	12	2018 – Current
GP40MC	25	6	6	8	2008
MPI HSP46	40	0	2	5	2025 onwards
MP36	0	0	2		Complete 2025
Total	102	6	14		

MBTA has a fleet of locomotives for service, but anticipates to retire aging locomotives at the end of their lifespan

- At least 66 locomotives are required for current service
- MBTA leased six F40s that will be available in 2025
- The current operator is running a procurement, as MBTA’s Project Delivery Partner for new BEMUs (7 BEMUs / 28 cars) expected to enter service in 2028



Coaches

Type	Revenue Service Date	Available for Use	Out of Service
Pullman BTC-1C	1978	28	28
MBB BTC -3	1987	7	31
Bombardier BTC-1A	1987	40	0
Bombardier BTC-1B	1989	49	5
Kawasaki BTC-4	1990-2005	115	0
Rotem BTC-4D	2012	47	0
Rotem BTC-4E	2022	40	0
MBB CTC-3	1987	0	30
Bombardier CTC-1B	1989	20	33
Kawasaki CTC-4	1990	25	0
Rotem CTC-5	2012	28	0
Rotem CTC-5A	2022	43	0
Total		442	127

At least 372 coaches are required for current service.
 80 Rotem Bi level coaches (70 BTC and 10 CTC) are expected to arrive in 2026-2028, which will replace all existing single level coaches.



Rolling Stock Maintenance and Inspections

Periodic Maintenance Inspections

All revenue service vehicles require inspections at 45-day, 92-day, 180-day, 1-year, 2-year, 3-year and 4-year intervals per Federal Railroad Administration (FRA), the Original Equipment Manufacturer (OEM), and MBTA



Required Inspections (FRA Tier I Compliance):

- Exterior & Interior Calendar Day Inspections
- Periodic Mechanical Inspections
- Brake Equipment Maintenance
- Single Car Test
- Class 1, 1A, & 2 Brake Tests
- Emergency Systems Testing (Windows, Lighting, Doors, Intercoms, PA)
- MBTA Locomotive 45-day Inspection



Top >\$10m Proposed Commuter Rail Capital Investment Plan Projects (FY25-29) for Rolling Stock

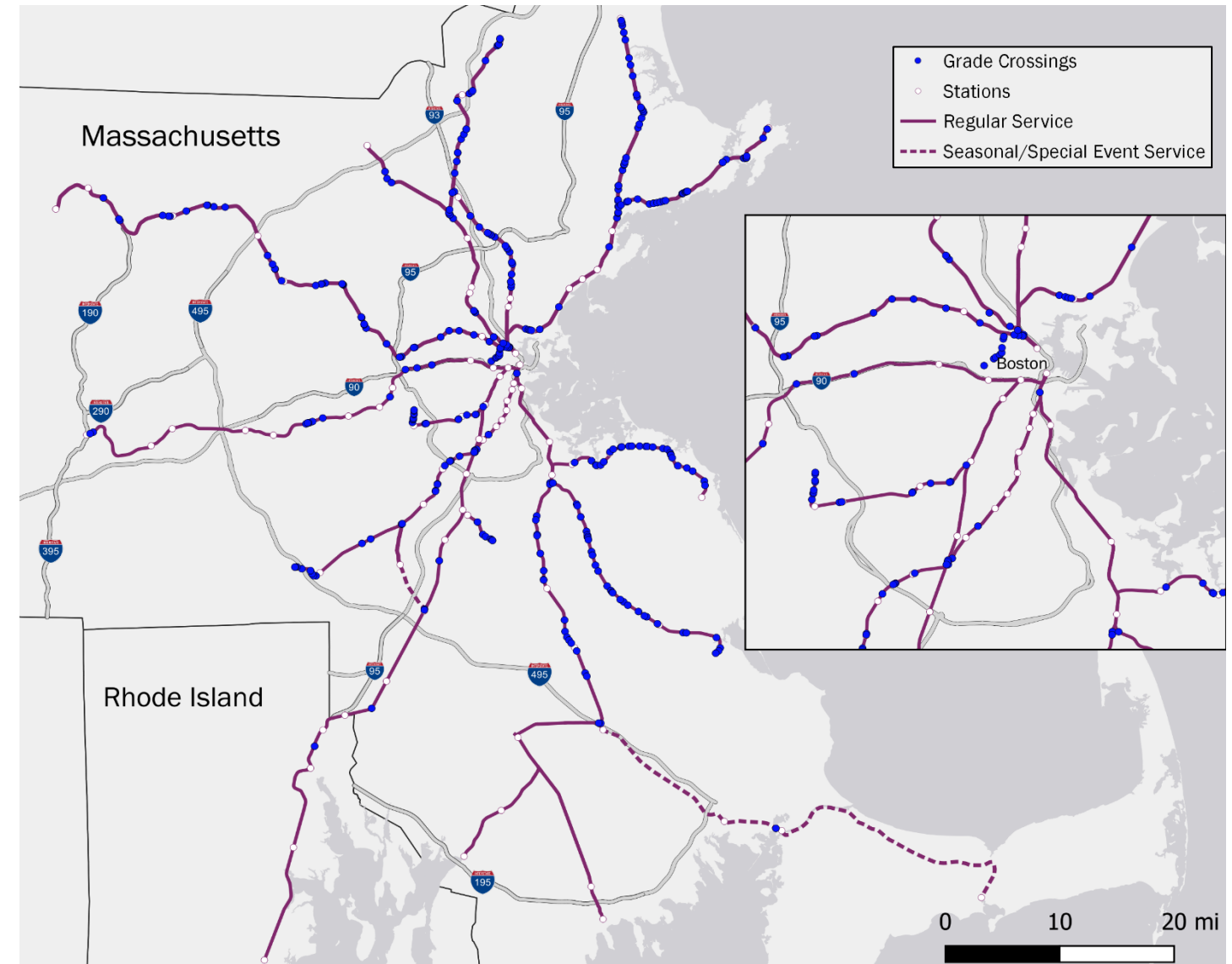
Vehicle Project	Description	FY25-29 Programmed Spend (\$m)
Procurement of Hyundai Rotem Bi-Level Coaches	Procurement of bi-level coaches to replace the 30+-year-old bi-level Commuter Rail coaches currently in use.	\$160.80
HSP46 Locomotive Overhaul	Midlife overhaul of 40 HSP46 Locomotives to improve reliability and reduce risk of unplanned maintenance.	\$125.10
Procurement of 67 Bi-Level Commuter Rail Coaches	Procurement of 67 bi-level coaches from Hyundai Rotem to replace existing single-level vehicles due for retirement.	\$62.10
Future Rolling Stock	Planning funds to support future procurement of electrified or decarbonized Commuter Rail rolling stock to replace the oldest vehicles in the fleet and support rail electrification.	\$45.20
Procurement of 100 Bi-Level Commuter Rail Coaches	Procurement of 100 Bi-Level Commuter Rail coaches to replace aging single-level coaches, expand capacity from 120 to 180 passengers per coach.	\$42.30
Rolling Stock – Locomotive and Coach State of Good Repair and Resiliency	Program to upgrade system reliability, correct deficiencies, standardize procedures, and increase equipment availability for Commuter Rail rolling stock through vehicle procurement, testing, service life enhancement, and overhauls.	\$39.10
F40 Commuter Rail Locomotive Overhaul	Overhaul of 37 F40 Commuter Rail locomotives to improve reliability and reduce risk of unplanned maintenance.	\$21.90



Track Infrastructure

Grade Crossings

- There are 423 grade crossings across the network
 - 394 are owned by MBTA and operated by the current Operator



Please note there are some grade crossings on non-revenue lines that may need to be maintained.

Signaling

Wayside Signal Equipment

Program to address signal state of good repair backlog has commenced:

- Retrofitting air conditioning to older signal bungalows
- Crossing signal equipment replacement as part of rolling grade crossing upgrade program



Positive Train Control (PTC) and Automatic Train Control (ATC) Implementation

- PTC and ATC installed across the entire network
- Operator oversees and is in control of Configuration Management allowing for change management (ECR/ECO) processes in addition to participating in the AAR NEC committee
- Operator maintains 435 route miles of fiber communications with ~350 miles being pole line aerial fiber
- Program to increase resilience by burying fiber in ducts is underway starting with the Fitchburg and Lowell lines
- Operator maintains two fault tolerant Safety TSR Servers (STS) in addition to ensure safety communication is shared with all tenant and host trains
- Within the ACSES II application, operator audits and makes recommendations to over 3200 PTC Transponders on 19 different route segments

Other Capital Projects (FY25-29)

Vehicle Project	Description	FY25-29 Programmed Spend (\$m)
Structure	Replacement of North Station Draw 1 bridge structures and control tower	\$384.70
Guideway, Signal, and Power	Upgrade of interlocking components outside South Station to support Commuter Rail and Amtrak operations	\$137.30
Guideway, Signal, and Power	Implementation of Automatic Train Control (ATC) on the North Side Commuter Rail Lines to support full implementation of federally mandated Positive Train Control (PTC)	\$68.00
Maintenance and Administrative Facilities	Funding to support Commuter Rail facilities improvements, including design support contracts, roof and roof equipment replacement, WiFi and IT infrastructure, fluid systems, and maintenance of way facilities	\$64.70
Guideway, Signal, and Power	Installation of a buried fiber-optic cable network for railroad vital systems, including signals, communications, and Positive Train Control (PTC) on the Fitchburg and Lowell lines	\$60.80
Guideway, Signal, and Power	Project Delivery Partnership to deliver and operate decarbonized service every 20 minutes on the Fairmount line including required infrastructure	\$123.90



Questions and Answers

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Section

2.

MBTA Regional Rail Goals and Objectives

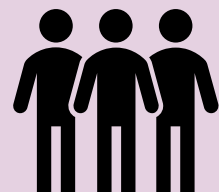


Rail Modernization is about transforming the legacy Commuter Rail System into a high-frequency decarbonized “Regional” rail service



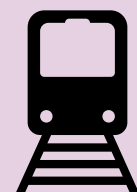
Regular Service

- ⌚ Every 15-20 minutes inside of Beltway
- ⌚ Every 30-60 minutes outside of Beltway
- ⌚ Same time between trains throughout the day



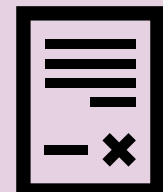
Serving All Types of Riders

-  Office workers
-  Students
-  Lab workers
-  Sports fans
-  Concert Goers
-  Shoppers



Updated Trains

-  Cleaner
-  Quieter
-  Better amenities
-  Electric
-  Faster



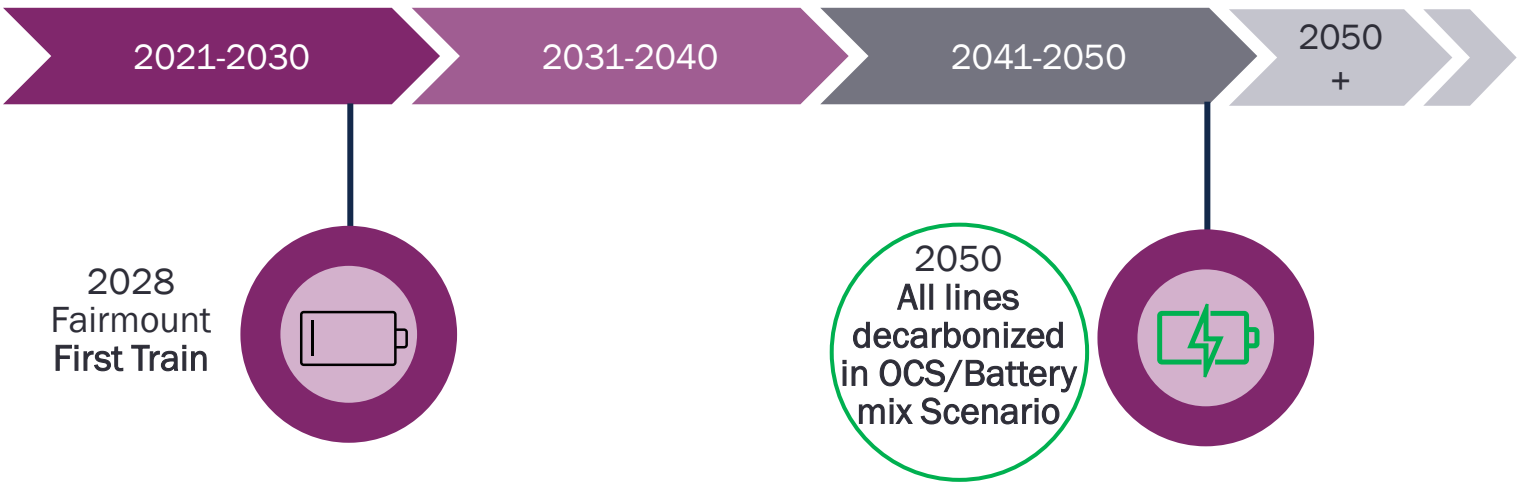
Modern Contract

-  Improved Delivery
-  Cost Effective
-  Risk Transfer

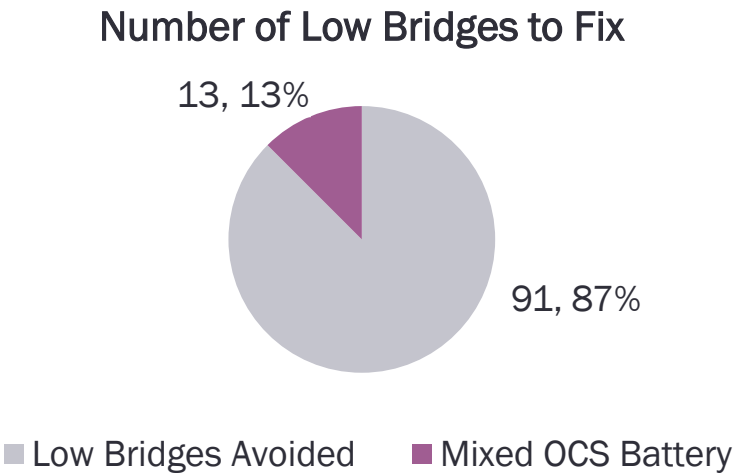
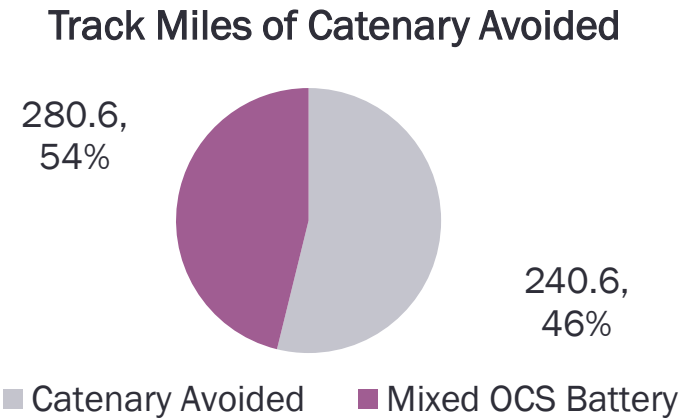


Modernization includes Fleet Replacement

MBTA is pursuing discontinuous electrification with Battery-Electric Multiple Units (BEMUs) that will reduce mileage of OCS and skip costly sections using battery. Full electrification requires lengthy environmental processes for 331 route miles of catenary, and power grid is poor in some places.



OCS/Battery mix can still achieve electrification goals with ~50% reduction in catenary and ~90% reduction in clearance projects



Fairmount Line Decarbonization



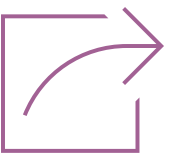
MBTA selected a Project Delivery Partner (PDP) to procure new decarbonized fleet (BEMUs) for the Fairmount Line.

The PDP will also manage the associated power/charging infrastructure and a new light maintenance facility.



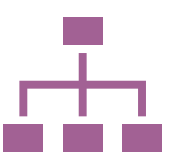
The BEMU project is anticipated to involve:

- The selection of a train manufacturer to deliver the BEMUs under a manufacture and supply agreement
- Leasing the BEMUs from a financier



Each BEMU-related contract (including the lease with the financier, and the various rolling stock agreements) will be transferred from the current Operator to the new Operator.

Copies of these agreements will be provided as part of the RFP.



Operator's responsibilities in this area will include:

- Performing any outstanding project management services
- Operating the new BEMUs once they have been delivered into passenger service



Questions and Answers

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Section

3.

Operator Scope and New Contract Overview



Operator Scope of Services – Within Base Contract



1. Passenger Service Operations

- Operations
- Service Planning
- Fare Collection and Marketing
- Station Staffing
- Passenger Communications
- Dispatch of services on most lines



2. Legacy Diesel Fleet Maintenance

- Routine Maintenance
- Corrective Maintenance
- Lifecycle Maintenance



3. Interface Coordination

- Amtrak
- CSX
- Mass Coastal
- Other third party contractors (including any future modernization)



4. Future Rolling Stock

- Assume Fairmount BEMU contracts
- Procurement of new Rolling Stock
- Specification, Delivery, and Commissioning
- Routine, Corrective, and Lifecycle Maintenance



5. Legacy Infrastructure Maintenance

- Track, right of way, signaling / comms; other equipment
- Maintenance facilities / depots
- Corrective, Preventive, and Major maintenance
- Incident and Materials Management



6. Stations, Parking, Snow

- Maintenance of stations
- Maintenance of Parking Structures
- Station and Parking Snow Clearance

Key Contract Items

Contract term	Term: 7 – 11 years (including potential option periods). Option periods: • Exercisable at MBTA's discretion with 12 months advance notice. • Each Option Period no less than 24 months.
Price Proposal	Annual fee will be bid for the whole 11 year maximum term, subject to escalation. Subject to adjustment via Change Mechanism and for other unexpected events No renegotiation of the annual fee or contract if extension exercised.
Liability Cap	Liability cap: the Operating Contract will include a cap on liabilities (based on a defined subset of liabilities)
Performance Security Package	Letter of credit (LC) or equivalent cash collateral in an amount to be specified by MBTA. • LC term: at least 1 year with an automatic 1-year extension. • MBTA can draw on the LC or cash collateral on early termination caused by default and for unfulfilled obligations under the contract. Parent company guaranty (PCG): if the Operator itself does not meet certain financial capacity requirements, a guarantor may be required to guarantee all of the Operator's obligations (including performance and financial).



Payment Mechanism

Fixed Annual Fee for Base Scope

- Respondents will bid a total annual fee in real terms for each year (in the RFP price proposal template) broken into categories e.g:
 - Staff/direct labor, Materials, Services, etc.
- Each category will be escalated for specified indices each year, and 1/12th paid monthly
- Pricing subject to adjustment following an initial validation period, or later upon discovery of unknown legacy conditions, or via the Change Mechanism
- Additional payments via Supplemental Works orders will fund additional actual costs outside the scope of the annual fee
- Monthly deductions and bonuses for performance regimes
- MBTA assumes all revenue risk; no portion of the annual fee is dependent on ridership/revenues

Risk-Sharing on certain Operating Costs

- Contract will list cost categories that will be shared or at MBTA's expense – and are not covered by the fixed fee
- Includes aspects of price risk on utilities

Proposal Pricing at RFP Stage – Maintenance of Legacy Infrastructure and Rolling Stock

- Not all scope requirements can be bid at a real-terms fixed price due to due to the legacy nature of the asset
- This is particularly the case for infrastructure maintenance and aspects of legacy rolling stock maintenance
- Maintenance of infrastructure assets and rolling stock will be allocated to one of the below categories

RFP Pricing Approach	Description
Fixed Pricing	• Respondents provide a single fixed price in real terms (to be adjusted by actual inflation) for performing maintenance on these assets • Respondents takes cost risk (subject to the Change Mechanism and Supervening Events)
Emerging Pricing	• Price based on information available at point of bid • Price adjusted based on discovery of new facts within a ‘validation period’



Change Mechanisms – Scope Changes and Supplemental Work



- The Operating Contract will include a Change and Supplemental Work mechanism to address changes during the contract.
- The mechanism will cover changes to the services and supplemental work
- The mechanism may result in an adjustment to the annual fee and / or reimbursement on an actual cost basis
- For service level revisions, the fee will be adjusted via mechanistic calculation to reflect new service levels, mainly based on the increase or decrease in mileage

Anticipated Performance Regimes for Operator

- Operator performance will be assessed against six categories of performance with financial deductions and incentives
- Deductions for each of these seven will be subject to an annual cap
- Certain other non-performances (such as failures to provide safety reports) will give rise to additional oversight and other consequences

Seating Capacity
/ Consist Short
Formation

Revenue
Collection

Rolling Stock
Availability

On Time
Performance
(lateness and
cancellations)

Legacy
Infrastructure
Maintenance

Service Quality
and Customer
Experience

Operator Performance Regime description (1/2)

Operator KPIs	Description
On Time Performance (lateness and cancellation)	• Measures whether a service is within 6 minutes of schedule • Measured at departure, mid-point and destination station • Deductions and bonuses for performance below and above target
Service Quality	• Measures % of Operator’s facilities which fail an inspection against criteria set out in the contract • Deductions and bonuses for performance below and above target
Rolling Stock Availability	• Measures % of locomotives ready for revenue service at the start of each day against a target • Deductions and bonuses for performance below and above target



Operator Performance Regime description (2/2)

Operator KPIs	Description
Seating Capacity	• Measures number of services where the number of seats available to customers is below that set out in the agreed train plan • A deduction will be payable for each service where below target
Revenue Collection	• Measures the amount of time that gates are not operational • Further checks of tapping in/out at other stations • A deduction will be payable for each hour where below target
Legacy Infrastructure Maintenance	• Deductions and bonuses for not maintaining assets according to maintenance plans or standards or having repeated failures or defects



Operating Contract – Anticipated Labor-related Requirements

Continued Employment

- Operator shall be required to:
- Offer employment to qualified existing employees of the current operator
 - Recognize seniority rights of qualified existing employees of the current operator in accordance with existing seniority rosters
 - Hire such existing qualified employees in accordance with existing craft and class designations
 - Offer employment to certain eligible existing management/supervisory employees (subject to probation period)

Union Shop

- Operator's workplace for the Operating contract shall be operated as a union shop

Collective Bargaining Agreements (CBAs)

- Operator shall be required to:
- Recognize the labor organizations representing the current workforce
 - Assume the terms and conditions in the existing CBAs entered into by the current operator and labor organizations as the initial terms and conditions of employment
 - Negotiate future CBAs with labor organizations

Federal Labor Laws

- Operator shall comply with all applicable Federal Labor Laws and ensure that employees continue to be covered by such laws, including Hours of Service Act, Railroad Retirement Act, Railroad Unemployment Insurance Act, and Railway Labor Act
- Operator shall comply with Section 5333(b) of title 49, U.S.C. (commonly known as Section 13(c))

Questions and Answers



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Section

4.

Operator Procurement Overview



Two step procurement

We are here: Industry Day

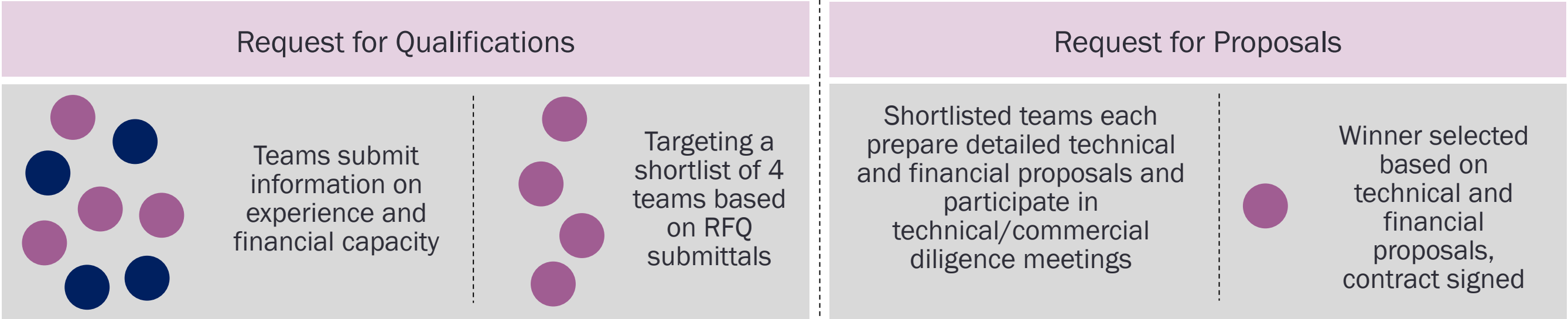


MBTA obtains feedback from industry on project and delivery structure
(completed)

Proposers demonstrate technical experience and financial capacity

Qualified proposers submit a binding submission to perform work under the Operating Contract

MBTA and selected team execute the Operating Contract



Operator Procurement Schedule

Milestone	Date
Industry Day	May 13, 2025
Issue RFQ	May/June 2025
SOQ (Statement of Qualifications) Due Date	10 Weeks Later
Shortlist	October 2025
Issue Initial RFP	Q3 2025
Issue Final RFP	Q2 2026
Proposal Due Date	Q3 2026
Award	Q4 2026
Mobilization	Q1-Q2 2027
Service Commencement	July 2027



Questions and Answers

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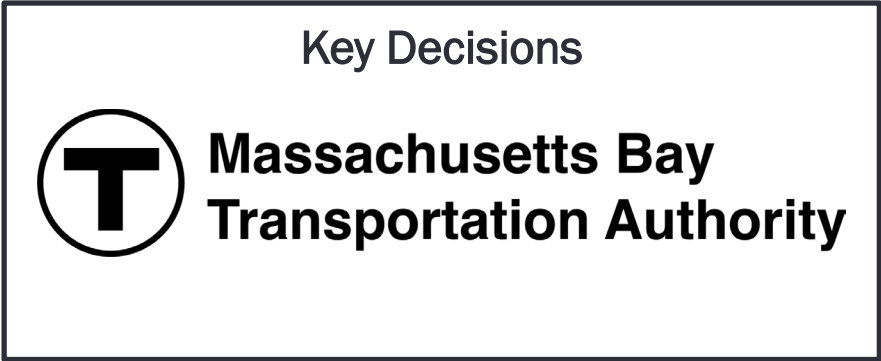
Section

5.

Request for Qualifications (RFQ)



Project Management Team



Project Management Team Experience

 **Massachusetts Bay
Transportation Authority**

MBTA has a long history of overseeing operations and procurements of its Commuter Rail System. These reprocurement efforts are being led by the Rail Modernization team, who have more than 60 years of combined experience in infrastructure and rail procurement. This is both on bidder and authority side in the US and internationally. They are supported by a team from MBTA familiar with previous procurements and local, state and federal requirements.



Aecom is a global infrastructure leader with significant experience in the rail industry. Aecom currently serves as a consultant through to provide Project Management and Engineering support services for MBTA. These efforts have assisted MBTA in establishing the base line including how modernization will occur, including the improvements and shift to electrification from diesel.



EY has local, national, and international expertise on commercial, financial, and procurement aspects of rail franchising. The EY team is currently advising, and has historically advised on, significant rail P3s, outsourcing, and franchise transactions including Metrolinx's GO Expansion Project, California High Speed Rail, Front Range Passenger Rail, and Transport Canada's GO High Frequency Rail among others.



MBTA is being advised by Ashurst LLP, a global law firm active in the rail sector. Ashurst has advised numerous public agencies and rail sector stakeholders on rail deals in the US and worldwide. Ashurst has a large US-based dedicated rail and infrastructure team and has spent many years applying national and international lessons learned to a wide variety of rail projects in the US.



Network Rail Consulting (NRC) are the international consultancy arm of Network Rail, the U.K. Rail Infrastructure owner and operator. NRC are supporting MBTA through the application of expert technical advice, international best practice and lessons learned across decarbonization technology strategy and risk assessment, traction power planning and modeling, system integration, program governance, service strategies, and operating concepts.



CPCS is a global management consulting firm specializing in rail advisory engagements supporting many of the most significant rail transformations around the world. CPCS delivers a powerful combination of real-life operations and implementation experience with advanced consulting skills and techniques. CPCS provides strategic advice around the world on the development of rail networks, businesses, and assets.



RFQ Evaluation Requirements

Responsive and Responsible

- ✓ Respondent is responsive and responsible
- ✓ SOQ is in compliance with all terms and conditions of RFQ
- ✓ SOQ is complete with all required forms and documents

Legal

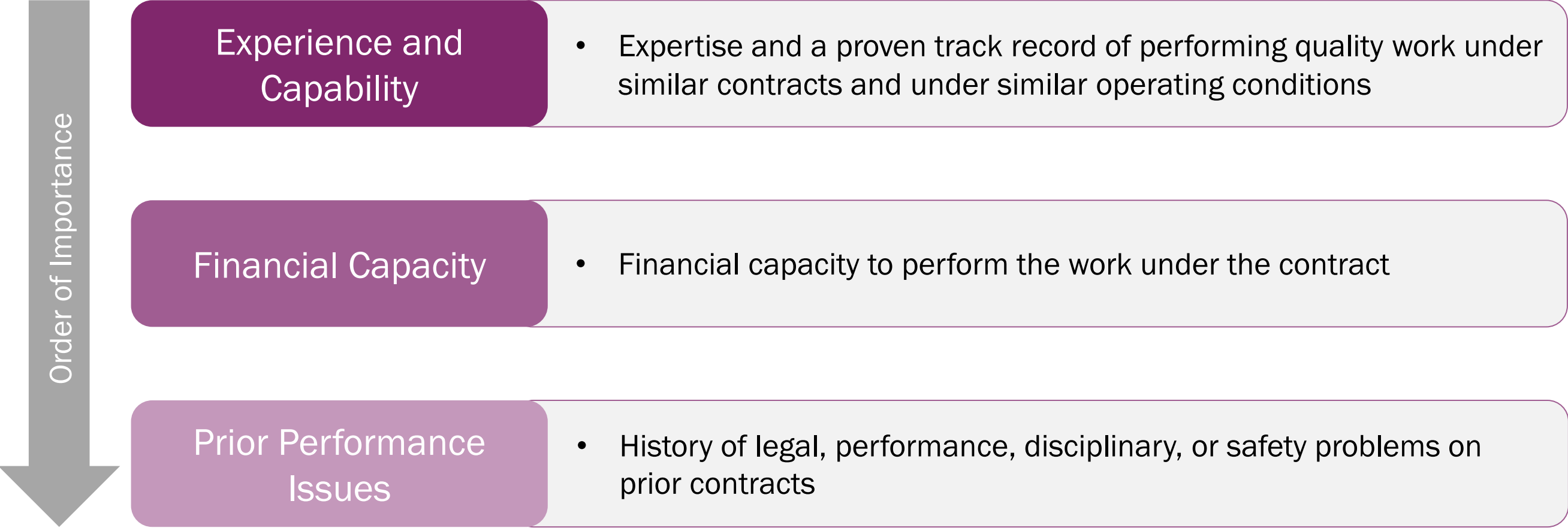
- ✓ Respondent will have the legal ability to enter into the Operating contract
- ✓ Respondent has provided the requested information
- ✓ If applicable, Respondent has confirmed that JV/partner will be joint and several and provided draft JV/partnership MOU/terms

Financial

- ✓ Respondent has presented evidence that its team members (in aggregate) can obtain a letter of credit or equivalent cash collateral in an amount to be specified by MBTA in the RFQ

RFQ Submittals and Evaluation Criteria

MBTA is targeting a shortlist of four teams based on their **qualifications**, including technical experience and financial strength.



Operator Minimum Technical Requirements

Demonstrate experience with all of the following criteria.

It is not required for a single contract to meet all of the minimum requirements – requirements may be addressed by a single contract or across multiple contracts.



At least one rail contract where the Respondent was responsible for **passenger operations**



At least one contract where the Respondent was responsible for **fleet maintenance services**



At least one contract where the Respondent was responsible for **infrastructure maintenance services**

Based on the contracts above:



At least one contract to provide **commuter heavy rail or suburban heavy rail passenger services**



At least one contract valued at **US\$50 million per year or higher** (O&M services only)



At least one contract **active after January 1, 2020**



At least one contract **directly with a government agency or as a subcontract where the ultimate entity was a government agency**

Experience of the Firms (1)

Each team will submit narratives for the 3-7 prior contracts used to meet the minimum technical requirements on the prior slide. Narratives should describe the team's experience with the following areas:



Passenger Operations

- Operation of passenger rail systems
- Dispatching of commuter rail systems
- Mobilization/transition
- Improving impacts of the rail systems on the environment
- Value for money for the owner



Safety, Labor, and Workforce Development

- Implementation and management of superior safety programs
- Labor Relations
- Training and employee development



Fleet Maintenance Services and Asset Management of Rolling Stock



Innovation and Technology

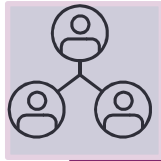
- Working with regulators (e.g., FRA) to accept new technologies, methodologies, or other innovation
- Procurement and integration of new rolling stock

Evaluation will consider:

The Respondent's experience and capabilities to perform on contracts similar in size and scope to the Operating agreement.

Experience of the Firms (2)

Each team will submit narratives for the 3-7 prior contracts used to meet the minimum technical requirements on the prior slide. Narratives should describe the team's experience with the following areas:



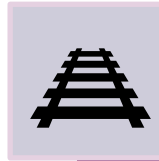
Collaborative Relationships

- Experience working with authorities similar to MBTA
- Experience working with other commuter and passenger railroads, and other entities similar to Third Parties contemplated under the RFQ.



Customer Experience

- Improving service quality
- Improving ridership volume
- Improving customer satisfaction



Infrastructure Maintenance Services

Maintenance and asset management of supporting infrastructure for the rail system including:

- Track and right of way
- Signaling / communications
- Stations
- Other facilities and structures
- Parking
- Snow clearance

Evaluation will consider:

The Respondent's experience and capabilities to perform on contracts similar in size and scope to the Operating agreement.

Financial Capacity

Each owner of the operator consortium, and its Guarantor, as applicable, will submit evidence of its financial capacity.



Financial Statements
(3 years)



CFO Letter



Credit Ratings



Guarantor (as applicable)

Evaluation will consider:

The Respondent’s financial capacity to undertake the work in, and assume the potential financial liabilities under, the Operating Contract, including:

- Short-term liquidity (cash & cash equivalents, line of credit, net assets) available to float 2 months of Operator payroll
- Size of Respondent’s existing contracts
- Creditworthiness of the Respondent team members



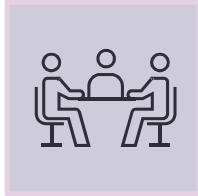
Past Performance Issues

Consistent with standard MBTA procurement practices, each Respondent will disclose performance on past contracts.





Claims, dispute proceedings, litigation, and arbitration proceedings



Disciplinary actions



Termination for cause or default

Evaluation will consider:

Frequency, severity, outcomes, and financial/schedule impacts of the disclosures



Procurement Process – Access to Information and Data during RFP Phase

Technical Reference Information

- Provided to recipients of RFP via access to a data room
- Includes factual technical information such as:
 - Asset condition
 - Asset performance
- Produced by MBTA based on information provided by the current operator as well as MBTA historic data

Due Diligence Opportunities

- Shortlisted bidders will have an opportunity to request that MBTA perform additional technical studies and populate subsequent findings to the data room
- Site visits

Procurement Process – Access to Information and Data during RFP Phase

Financial Reference Information

- Provided to recipients of RFP
- Will include factual financial information about existing operations over the last 3 years such as:
 - Costs incurred by the current operator, disaggregated between relevant cost categories
 - Labor-related information
 - Current employment contract details
 - Brief narrative explanations of the current cost base and reasons for movements year-on-year
- Produced by MBTA, based on information provided by current operator

View



Pre-recorded Webcast

How to Locate and Respond to Bid Solicitations in COMMBUYS

Link to the recording: <https://www.screencast.com/t/GMJLKkilF12>

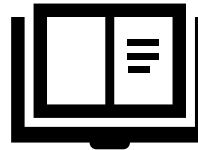


Participate

Link to the Vendor Training Schedule:

<https://attendee.gototraining.com/957t1/catalog/5152599978190574336>

Read



Job Aids

<https://www.mass.gov/files/documents/2016/11/uk/basic-commbuys-navigation-and-searching-for-the-seller-role.pdf>

Proposer Clarification Questions

During the RFQ, Respondents must submit any clarification questions using the Form in the RFQ via email to **RRProcurement@MBTA.com** by the deadline indicated in the RFQ. Further guidance on the question and answer process will be provided in the RFQ.

Respondents will be required to identify the RFQ section and topic (e.g. procurement, financial, technical, or legal) for each question.

Questions and Answers

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Contact Information



MBTA_RR@MBTA.COM

Note that once the RFQ is released, all communications with MBTA and its consultants will be limited by procurement rules which shall be detailed in the RFQ.

