Prioritizing Performance

APTA Rail Conference
June 13, 2018
Denver, CO

Ed Byers, General Manager
Herzog Transit Services, Inc.
Miami, FL
Tri-Rail Service

- Location: MIA - WPB
- Owner: FDOT/SFRTA
- ROD: 1/9/1989
- Operator: HTSI
- Stations: 18
- Distance: 72 Miles
- Trains per day: 50/30/30
- Passengers: 15,000
- Other Rail Lines: FEC Crossing

*Herzog Transit Services, Inc.*
<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train Operations</td>
<td>1</td>
</tr>
<tr>
<td>Train Maintenance</td>
<td>2</td>
</tr>
<tr>
<td>Dispatching</td>
<td>3</td>
</tr>
<tr>
<td>Station Maintenance</td>
<td>4</td>
</tr>
<tr>
<td>Maintenance of Way</td>
<td>5</td>
</tr>
</tbody>
</table>
HERZOG TRANSIT SERVICES, INC.

HIS FAULT
HER FAULT
THEIR FAULT
NOT ME

Playing the Blame Game
Herzog Transit Services, Inc.

Average OTP

<table>
<thead>
<tr>
<th>Year</th>
<th>OTP</th>
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<tbody>
<tr>
<td>FY 2008</td>
<td>78.4%</td>
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<tr>
<td>FY 2009</td>
<td>73.4%</td>
</tr>
<tr>
<td>FY 2010</td>
<td>86.3%</td>
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<tr>
<td>FY 2011</td>
<td>89.7%</td>
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<tr>
<td>FY 2012</td>
<td>86.5%</td>
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<tr>
<td>FY 2013</td>
<td>82.3%</td>
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<tr>
<td>FY 2014</td>
<td>85.5%</td>
</tr>
<tr>
<td>FY 2015</td>
<td>82.3%</td>
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<tr>
<td>FY 2016</td>
<td>82.7%</td>
</tr>
<tr>
<td>FY 2017</td>
<td>84.0%</td>
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</tbody>
</table>
Angry Passengers

Herzog Transit Services, Inc.
Tri-Rail Tracker

Herzog Transit Services, Inc.
Train Operations
Train Maintenance
Dispatching
Station Maintenance
Maintenance of Way

1
2

Herzog Transit Services, Inc.
Pathway to Improved OTP

Mechanical Troubleshooting Training
- Training crews on troubleshooting skills to correct minor en-route mechanical failures

Speed Increases
- Perform an analysis on the potential of increasing speeds in areas with permanent speed restrictions
- Work with MOW to address and remove temporary speed restrictions along the corridor

Herzog Transit Services, Inc.
Pathway to Improved OTP

Improving Dispatch Efficiencies
  • Improve dispatch practices to reduce train stoppages while issuing instructions to trains

Training
  • Provide refresher training to operating crews, mechanics, dispatch and other staff on job duties and working to instill a improved culture of communication and teamwork

Incident Response
  • Coordinate efforts to speed recovery time after incidents

Herzog Transit Services, Inc.
Pathway to Improved OTP

Mechanical Improvements - 19.9%
• Herzog is working to improve fleet reliability through warranty enforcement, training and increased mechanical staffing

Modification of SFRTA Operating Rules
• Operations is working with Herzog and VTMI to modify certain operating rules to increase corridor efficiency

Corridor User Communication
• Improved communication with CSX, Amtrak and FEC