

# Media/Crisis Management Silverliner V Case Study

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Transit CEOs Seminar

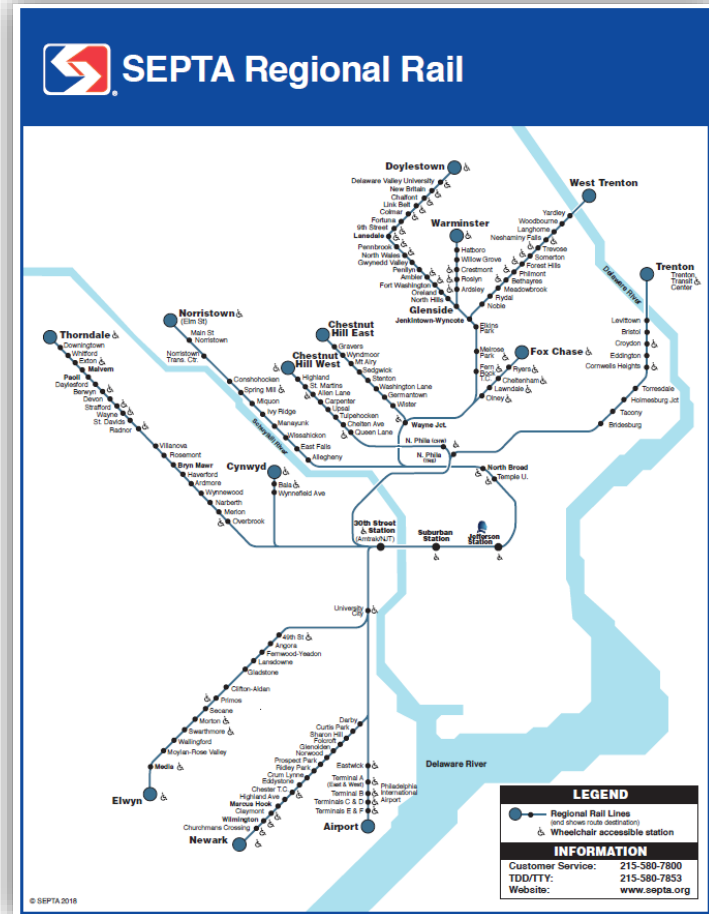
# Key Presentation Take-Aways

- Safety must be the foundation for all that you do
- Move quickly and decisively when a crisis arises
- Keep EVERYONE informed
- Keep your word!
- Utilize all available resources (consultants, other properties, etc.)
- Post-crisis recovery plan important

# Background

## Regional Rail Service Profile

- 13 Regional Rail lines with over 150 stations
- Regional Rail Ridership over 37M annually and has increased 52% since 1998
- 770 trains per day on weekdays (570 per day on weekends)
- Total track miles: 474
  - 234 SEPTA track miles
  - 240 Amtrak track miles



# Background

## Silverliner V Fleet Information

**February, 2010:** First Silverliner V cars arrived in Philadelphia from Hyundai Rotem



**October, 2010:** First three cars entered revenue Service



**March, 2013:** Last remaining cars arrived, completing the fleet



120 Silverliner V Cars  
105 Seats on Average  
Average Mileage Per Car (7/16): 150,000

# Identification of the Problem Chronology

- **Thursday, June 30:**
  - SEPTA mechanic discovered Silverliner V #812, part of a married pair, leaning at Powelton Yard
  - The married pair was moved to nearby Overbrook Shop for a detailed inspection Friday morning
- **Friday, July 1:**
  - Silverliner V defect identified at Overbrook Shop
  - Additional cars at Overbrook were determined to have weld cracks in the same general area
  - Mid-day speed restrictions were placed on all Silverliner V cars
  - Friday night the entire fleet was pulled from service for inspection



D. McAnulla (Assistant Chief Officer Vehicle Maintenance), R. Hopkins (Assistant General Manager Vehicles), N. Gonzalez (Mechanic), J. Knueppel (General Manager), J. Brennan (Chief Officer Vehicle Equipment Maintenance).



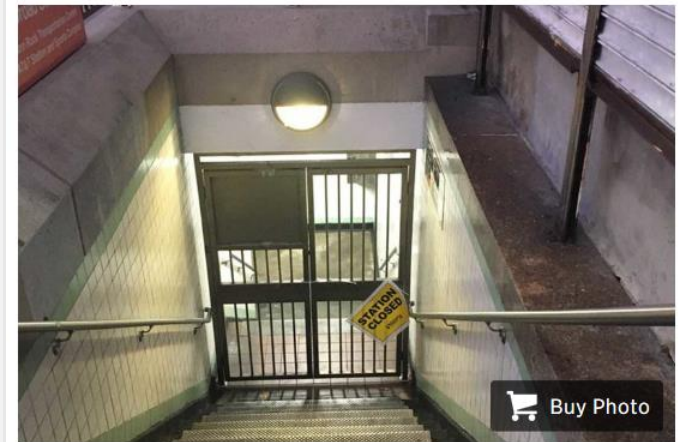
# Context of Discovery

- Could possibly affect 30% of Regional Rail fleet
- Silverliner V cars were new!
- 58% of fleet was 40+ years old!
- DNC coming to Philly is just 3 weeks
- City labor contract expires on 10/31/16!!



## SEPTA strike begins

Updated: NOVEMBER 1, 2016 — 12:36 PM EDT



by JASON NARK / STAFF

Gates are closed at the Erie Station on the Broad Street Line during the SEPTA strike.

# Initial Response Chronology

- **Sunday, July 3:**

- First Press Conference
- Federal Railroad Administration, Federal Transit Administration, and PennDOT were notified
- SEPTA Board members were notified individually
- City/County Governments were notified
- Round the clock development of an interim weekday schedule

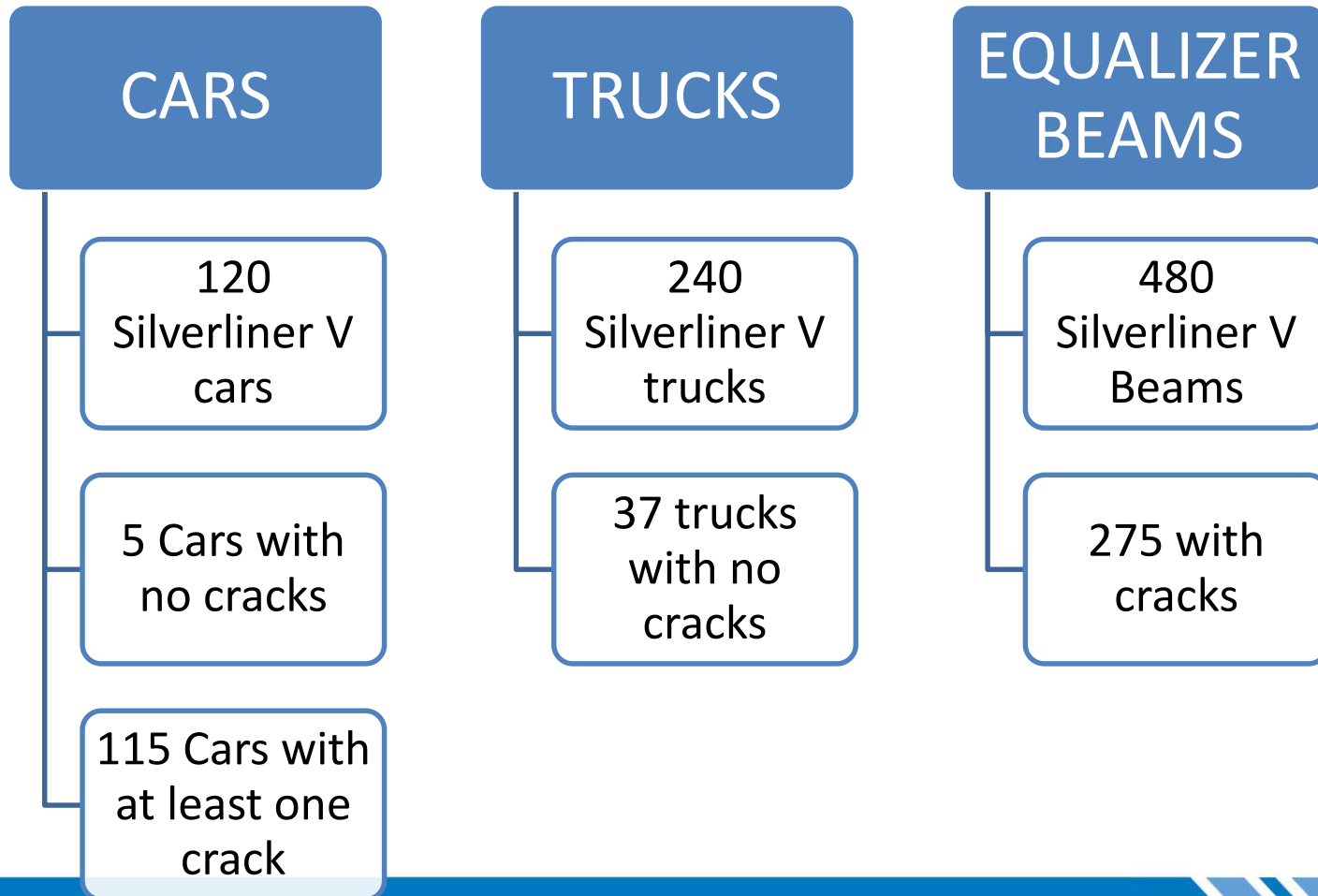


SEPTA GM Jeff Knueppel Addressing the Media regarding the SLV Issue on Sunday, July 3, 2016

- **Monday, July 4:**

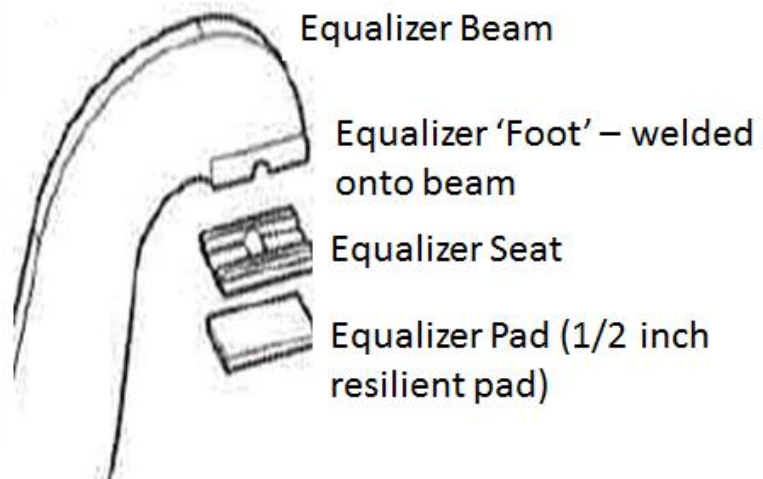
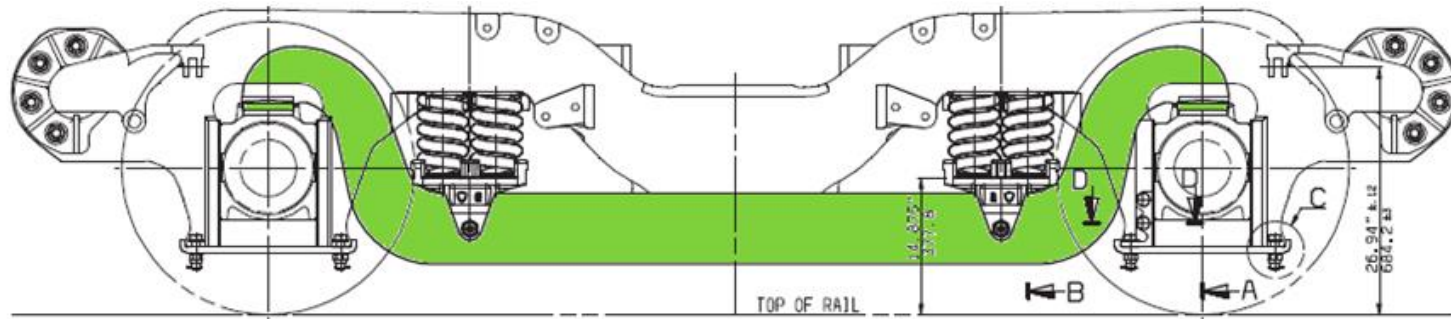
- First “Interim Weekday Schedule” published online on July 4<sup>th</sup> for Tuesday, July 5<sup>th</sup>

# Initial Inspection Results





# Equalizer Beam Existing Design



# Fixing the Problem Working Together

- SEPTA immediately retained LTK Engineers at the start of the Silverliner V issue
- Hyundai Rotem, SEPTA, and LTK worked cooperatively on computer modeling, metallurgical evaluation, vehicle instrumentation and developed new equalizer beam replacement options



# Interim Schedules

## Emergency Schedule Changes

	Weekday Schedule 6/30/2016	Interim Schedule 7/5/2016	Interim Schedule 7/11/2016	Interim Schedule 7/18/2016
<b>Number of Trains</b>	788	549	574	577
<b>* Daily Car Requirement</b>	297 (IVs and Vs)	205 (IVs)	223 (IVs and 18 Leased)	233 (IVs and 28 Leased)
Silverliner V Fleet: 120 Cars Silverliner IV Fleet: 231 Cars				

- An Interim Schedule was developed and modified over time
- Leased vehicles, additional service added, express service changes and adjustments to meet demand
- Shuttle busing on the Cynwyd Line

# Leased Equipment “Alphabet Fleet”

- SEPTA leased equipment from Amtrak, MARC and NJT to increase fleet size during the outage
- MARC
  - 30 coach cars @ height
- Amtrak
  - 5 ACS Engines
  - 5 coach cars
- New Jersey Transit
  - 1 ALP-46 Engine
  - 8 coach cars





# Expanded Service on Other Modes

- Expanded service on other modes:
  - All rail transit rush hour time periods were extended
  - Additional cars added to the Norristown High Speed and Media Sharon Hill Lines
  - Increased parking options
  - 2.5% increase in Market Frankford Line and Broad Street Subway ridership from previous week
- Supplemental bussing after Labor Day
- Suspension of Trolley Tunnel Blitz



# Media Coverage

## Forward Facing Communication

- Press transparency and communication with the public was a priority for SEPTA
- Updates provided through regular press conferences
- Overbrook Maintenance Facility Inspection Tour – July 14, 2016
- Press tour of PennFab plant in Bensalem – September 1, 2016





# Key Points to Handling a Crisis

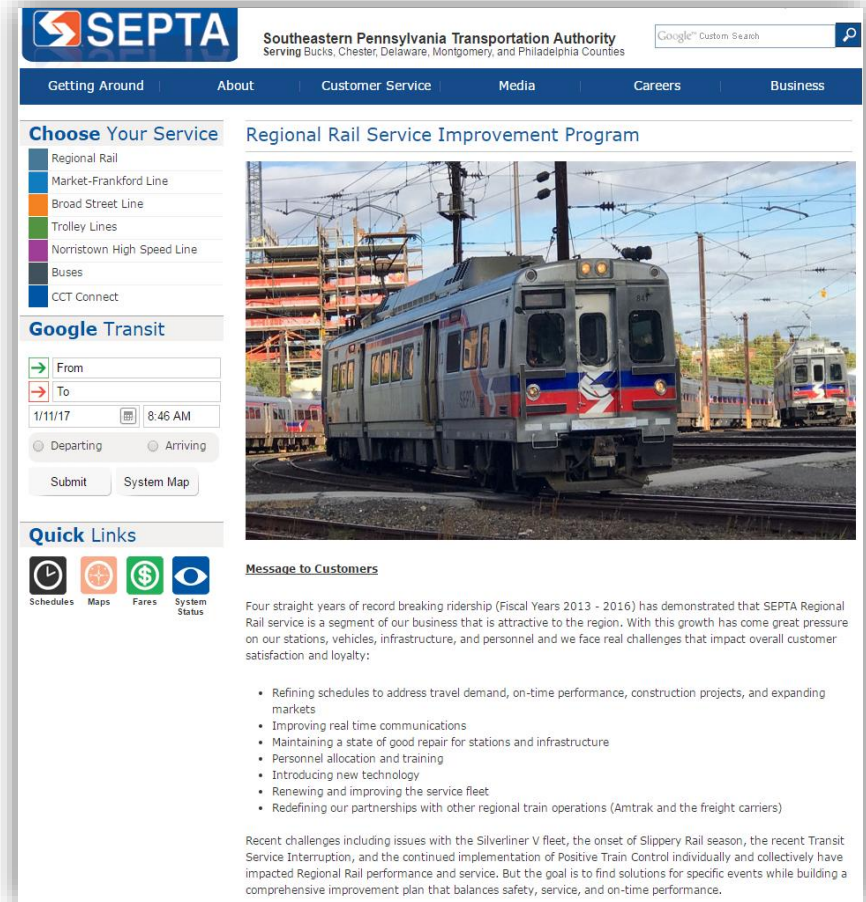
- Was ready to walk the talk on safety
- Looked ahead before plan was developed
- Suspended hostilities with car supplier
- Explained things in terms that the public could understand
  - Regular updates provided
- Struck careful balance between confidence in actions being taken, but upset for riders

# Key Points to Handling a Crisis

- Kept my word: 10/3 return to regular service
- It pays to have friends!!
- Did not forget the workforce and how the crisis was affecting them
  - Also celebrated their discovery
- Strong post-crisis plan
  - Developed Regional Rail Service Improvement Program Microsite

# Regional Rail Service Improvement Program

- Development of Regional Rail Service Improvement Program microsite
  - On Time Performance
  - Communications
  - Planning & Schedules
  - Fleet Upgrades
  - Safety
  - Hiring & Training
  - Rail Trans Realignment
  - Business Partners
  - Infrastructure



The screenshot displays the SEPTA website's 'Regional Rail Service Improvement Program' microsite. The header features the SEPTA logo and navigation links: 'Getting Around', 'About', 'Customer Service', 'Media', 'Careers', and 'Business'. A search bar is located in the top right corner.

The main content area is titled 'Choose Your Service' and lists various transit options: Regional Rail, Market-Frankford Line, Broad Street Line, Trolley Lines, Norristown High Speed Line, Buses, and CCT Connect. Below this is a 'Google Transit' section with a form for entering travel details (From, To, Date, Time) and buttons for 'Submit' and 'System Map'.

A 'Quick Links' section provides icons for 'Schedules', 'Maps', 'Fares', and 'System Status'. The 'Regional Rail Service Improvement Program' section features a large image of a SEPTA train and a 'Message to Customers' section. This message states that SEPTA Regional Rail service is a segment of the business that is attractive to the region, and it lists several challenges and goals for improvement.

**Message to Customers**

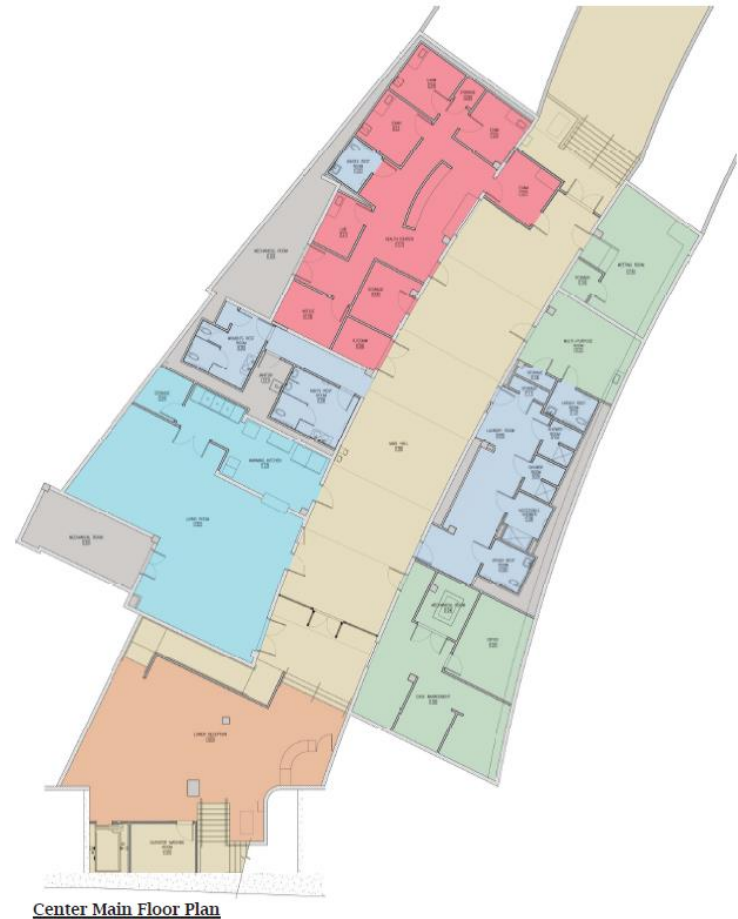
Four straight years of record breaking ridership (Fiscal Years 2013 - 2016) has demonstrated that SEPTA Regional Rail service is a segment of our business that is attractive to the region. With this growth has come great pressure on our stations, vehicles, infrastructure, and personnel and we face real challenges that impact overall customer satisfaction and loyalty:

- Refining schedules to address travel demand, on-time performance, construction projects, and expanding markets
- Improving real time communications
- Maintaining a state of good repair for stations and infrastructure
- Personnel allocation and training
- Introducing new technology
- Renewing and improving the service fleet
- Redefining our partnerships with other regional train operations (Amtrak and the freight carriers)

Recent challenges including issues with the Silverliner V fleet, the onset of Slippery Rail season, the recent Transit Service Interruption, and the continued implementation of Positive Train Control individually and collectively have impacted Regional Rail performance and service. But the goal is to find solutions for specific events while building a comprehensive improvement plan that balances safety, service, and on-time performance.

# Hub of Hope

- Homeless Engagement Center constructed by SEPTA in Center City Philadelphia
- Partnership between SEPTA, Project HOME and the City of Philadelphia
- 11,000 square foot center to provide resources to the homeless population



# Hub of Hope



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