

Message

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Sent: 6/24/2019 10:15:20 AM
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Subject: RTM Readiness
Importance: High
Sensitivity: Company Confidential

Lady and Gents –

Some of you addressed herein participated in a meeting with RTM Leadership last week to review and discuss their state of readiness as it relates to what they will be required to do/provide once revenue service operations begin. As some of you have now heard, when I was asked individually what rating on a scale of 1-10 I would give RTM, I stated a 3-4 rating. I realize that this rating might differ substantially from those others likely provided. In the interest of transparency and disclosure I am providing herein the reasons for the rating I gave them. I have categorized the reasons both by name, relative importance and general rating for reference purposes.

Organization Structure (High Importance – Moderate Rating (5/6))

What RTM presented from an overall perspective made sense and followed a semi-traditional approach to an MOW/Vehicles inspection and maintenance function for a rail organization. It appeared to be lean in terms of resources, but then again private sector entities generally are very much more “lean and mean” as compared to public sector ones. They are able to do such by utilizing staff who are have expertise and experience in a variety of disciplines and fully expect those individuals to multi-task. Their actual success is therefore predicated on the actual people they hire and utilize. Without knowing the individuals RTM will be using for all of the key positions I rated them moderate in this area.

Vehicle Inspection, Maintenance and Revenue Service Support (High Importance – Low-to Moderate Rating (3/4))

*While Alstom will be the prime party responsible for these functions, the staff they have been using to-date are relatively inexperienced in most of these areas. They have been almost solely devoted to the vehicle build activities and have not had to perform routine inspection and maintenance functions and likely have **LITTLE OR NO** experience in troubleshooting defects and making effective repairs to return vehicles for revenue service. When combined with what appears to be limited resources for these functions (one could say “lean and mean”,) limited to no ability to “commit an overabundance of resources” at the front end of early revenue service operations, there is a strong possibility that vehicle availability will suffer. When you also consider that many of the existing employees will be required to change their working hours (transition from traditional day tours (8A-4P) to night hours (one of two of the latter tours (4P-12A or 12A-8A) or possibly some form of 10-10-4 mix of tours) one can expect some staff choosing to leave for another job elsewhere and the commensurate need to hire and train new employees. There are considerable risks with this that while manageable the degree to which it occurs will affect vehicle availability.*

Outstanding Critical Vehicle Issues Remaining (Moderate Importance – Moderate Rating (4/5))

Critical HVAC issues and the close out of a large number or smaller ones (SNAGS) will require specific attention and will compete for space and resources in the MSF. The overall affect of this will mean that either they will take longer to complete and/or that the above mentioned vehicle work will suffer. The “knock on” effect on vehicle availability could be significant. We have not seen a resource loaded and schedule driven plan to address these issues nor have we seen any defined general approach to dealing with it. This serves to underscore the concern it presents.

Running Double Car Consists (High Importance – Low Rating (3/4))

While this issue is already a known one that requires the attention of OLRTC and, more specifically, Alstom, the to-date use of the MSF and its focus has not included one that is driven by the need to constantly think in terms of two-car consists and the daily delivery service with a total of 15 two car consists. In fact, for a number of very good reasons the mindset to-date has been on getting 15 consists of either one or two car lengths out daily for the practice running that has been going on for quite some time now. That mindset will need a paradigm shift on the part of the vehicle maintenance supervision and staff as the transition to Trial Running, RSD and the beginning of revenue service operation begins very soon. I heard nothing in the way of recognition of that and how it will be addressed when we met with RTM leadership.

Lack of Single Person Accountability for All Yard Operations (“Yardmaster”) (High Importance – Low Rating (2/3))

*Despite repeated efforts at highlighting this concern by most of those addressed herein, RTM has failed to acknowledge the importance of a “Yardmaster” function and has not been able or willing to even fully indicate the critical role it plays in ensuring daily service is delivered well and that work necessary to be done so that future service days performance is not unduly limited. It is also not evident that a comprehensive plan for how the yard will be used and operated on a daily basis to support **all** the inspection, maintenance and troubleshooting repair work even exists. When you add in all of the work to address HVAC and SNAG issues that only exacerbates the matter. Waiting until Revenue Service begins to address this issue is not only unwise, but likely an untenable place to be in.*

Revenue Service Support – Incident Response Structure and Resources (High Importance – Low Rating (2/3))

RTM presented an organization structure to provide this support and it listed all of the appropriate functional responsibilities. However, the amount of those resources, especially at the onset of revenue service when expectations are exceptionally high, and the deployment of them geographically, raises concerns in terms of their ability to respond in a timely manner sufficient to meet actual and perceived public needs. It is a “given” that service delivery problems will occur once service begins and the need to overcompensate with resources is something all new start-ups focus on. The importance of this one factor is something that cannot be underestimated.

Summary

I believe that when taken together collectively as a whole with the importance ranking and ratings I have provided you will see why I rated RTM as I have at this point in time. And I also recognize that some of you may not share my opinion and, more specifically, my ranking and ratings. I am only providing them for illustrative purposes.

Tom Prendergast