



Behind The Wheel



Leldon Bulkley

VP Risk Management RATP Dev USA

Leading the Way

At [RATP Dev USA](#), the Risk Management process is one in which we continuously identify, analyze, evaluate, treat, monitor results, and review risk exposures. Risk Management and risk modeling only have true value if we can learn from what has occurred in the past, to better protect against the future. As the Vice President of Risk Management for RATP Dev USA, I am excited to lead the effort in managing insurance, mitigating risk, and partnering with Patrick Manley, VP of Safety and Security to oversee RATP Dev's safety program.

As a part of the Going for Excellence initiative at RATP Dev USA, I partner with the executive leadership team to continuously improve our risk standards and exposure. This can only be done through internal partnerships where all parties move to achieve a reduction in our total cost of risk. Working collaboratively with leaders across our organization, we identify and develop comprehensive risk assessments, safety tools and policies, and more effective techniques to reduce the frequency of incidents.

Our top priority is the safety of our customers, the people that trust us to get them from their origin to their destination each day, and to make sure our employees get to go home safely each night. By providing support and leadership to the General Managers at our various system locations across the United States, we ensure a seamless process to achieve our goals while advancing our standards of safety.

Success depends on realistic loss prevention solutions that align with business objectives to manage and control risk. Our plan of action includes reviewing historical events to provide the necessary data to deploy a specialized safety improvement plan at each system location. With proper identification and measurement of risks, we will be better prepared to protect all aspects of the RATP Dev enterprise - people, assets, and operations.

Safety solutions are the foundation of our risk management approach and the building blocks of a safety culture. Here at RATP Dev we have many tools being utilized today for these reasons. For example, our Safety Management System (SMS), drive2zero™, has been implemented at many of our system locations, with more to come this year. This proprietary SMS, where only the highest levels of safety standards are accepted, redefines safety in the transit industry as it moves safety from reactive to proactive, and ultimately to a predictive approach.

In this edition of 'Behind the Wheel' we take a deeper dive into our commitment to a safety-first culture through strategic partnerships, global influences and employee engagement. Our mission is to provide excellence in transportation and that begins with safety first, safety always.

This quarter features articles, highlighting:



Leading the Way – Risk Management and Safety solutions: How it impacts our future success.



Going for Excellence – drive2zero™, a partnership with Ideagen's Coruson and SmartDrive to change safety culture.



Safety First, Safety Always – The video technology that supports a proactive approach to safety, protecting operators and passengers alike.



Transforming Transit – RATP Dev's interactive pilot program increasing awareness and safety for keeping cyclists and pedestrians.



Caught in the Headlights – Fourteen of our transit agencies are leveling up with drive2zero™ find out which ones are leading the way.



Community Connection – Protecting our environment for our customers through We Move People: Community Beautification.



Patrick Manley

VP Safety & Security RATP Dev USA

Going for Excellence

Effective Components to a Robust Safety Management System (SMS)



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As any results producing Safety Management System (SMS) should be, it is first a system of processes developed specifically to surface, assess and mitigate risks in the local operation and in the organization. The processes used to do this should be backed by practical policy and promoted from the top-down. Manageable policy coupled with effective processes require internal checks to ensure continued functional performance, and this is part of the safety assurance pillar of our SMS. All of this bound neatly by a ribbon of organizational trust from frequent communication, and appropriate promotion with all employees, completes a robust SMS.

At RATP Dev, and in keeping with the guiding principles of SMS referenced as the four pillars of risk management, we employ as integral parts of the overall safety plan two products to assist in our risk management practices.

1. Coruson, an Ideagen product for risk logging and management
2. SmartDrive, a telematics product for identifying, logging and correcting driving anomalies

From hazard identification and reporting, to event investigation and overall mitigation/management, Coruson is the electronic conduit through which all information flows. Reports are generated, workflows are applied based on the type and location of incoming reports, need-to-know information is communicated, investigated and classified all through the use of our SMS's management function, Coruson.

Complimenting Coruson is SmartDrive telematics. From onboard cameras and sensors, to validation of driver behavior through data/video capture and coaching, SmartDrive enables RATP Dev to identify negative driver behaviors and coach those behaviors to improve

RATP Dev USA deploys Ideagen's Coruson risk management software and SmartDrive as a part of its overall Safety Solution - drive2zero™.

1

Proactive Data

- Operations Hazard reports
- Maintenance Hazard reports

2

SmartDrive Active Data

- SmartDrive operator behavioral observations
- SmartDrive on-route hazard Reporting
- Top 5 Risks Analysis and Reduction

3

Reactive Data

- Incident/Accident Investigative findings: root cause and contributing factors

skills, remove risk and prevent accidents. SmartDrive delivers near real-time information regarding performance using sensor driven telematics for incident evaluation, risk identification and more.

As depicted, we gather time-relevant information across three spectrums to create an overall risk footprint image and to be able to predict, act, or react to the data it presents.

1. **Proactive Data:** That which we learn or know about in advance of it being contributory to an accident. Also referred to as 'change agent' information; with this we can affect meaningful change.
2. **Active Data:** That which we have near real-time access to.
3. **Reactive Data:** That which we study to determine how and why things happened in order to prevent recurrence.

All three types of data originate or pass through Coruson and SmartDrive to help RATP Dev manage risk at a higher level with our drive2zero™ Safety Solution. By leveraging partnerships such as these we improve day after day, operator after operator and continue our pursuit of being the leader in safety within the transportation industry.



Guest Author, Eric Cohen
Marketing Manager SmartDrive

Safety First, Safety Always

When asked, “What does safety mean to you?” an operator responded, “It’s a way of life.” When questioned further, she responded, “It doesn’t matter what I’m driving – my bus, my pickup or my motorcycle – I never want my family to get that phone call. I know that as long as I’m practicing safe driving, not only do I get to go home to my family but someone else gets to go home to theirs, as well.”

That’s what “[Safety First, Safety Always](#)” means. From CEO to managers and from coast to coast, RATP Dev takes pride in ensuring its operators have the proper safety education and training, and ensuring its buses, paratransit vehicles, streetcars and trolleys all have the latest safety technology. From staying on schedule and handling unique passenger needs, to inclement weather and pedestrians, operators face incredible obstacles during their day. It’s important they stay focused on driving and helping passengers in a safe and professional manner.

These are just a few reasons why RATP Dev did not hesitate when considering the SmartDrive video safety program to protect its operators and passengers. With “Safety First, Safety Always” as part of our culture, the SmartDrive program enables RATP Dev take a proactive approach to safety by helping operators understand how they can eliminate poor driving habits and improve their driving acumen. In addition, SmartDrive has exonerated operators who have been involved in incidents that were no fault of their own.

With first-hand knowledge, from actual road-facing and interior-facing video of whether an operator is distracted (cell phone, food and drink, etc.), maintaining proper following distance, speeding, or engaging in other risky habits, managers can coach operators to safer driving. Take this example for instance, an operator happens to be in a hurry and drives through a crosswalk without yielding to a pedestrian. At first, the operator is defensive, but when we sat down and have a conversation with the operator, using the video to show where the pedestrian steps out into the crosswalk and talk about what could have happened if the operator had stopped, the defensive attitude turns to understanding.

“What we explain to the operators and the unions that we work with, is that this is an environment of learning and coaching. We have a culture here that we call ‘just culture,’ that says people make mistakes and they can learn from those mistakes when they are not intentional,” commented Patrick Manley, Vice President of Safety and Security at RATP Dev. “That’s where SmartDrive comes in. It really is a tool to measure behaviors of our operators, so we have an opportunity to approach each coaching opportunity with open understanding. It reinforces our Safety First, Safety Always culture.”

 **SMARTDRIVE**

As a result of having SmartDrive as part of our safety program, RATP Dev has improved its Safety Score by 75% and reduced its Unsafe Following Distance (0-2 seconds) by 29%.





Matt Booterbaugh

SVP Innovation & Operations RATP Dev USA

Transforming Transit

RATP Dev's Shared Road User Awareness Training Program



RATP Dev's commitment to safety extends beyond the riding public who board our vehicles every day, to the pedestrians and cyclists who share the roads. According to the National Highway Traffic Safety Administration, pedestrian/cyclist fatalities are up 12% in the last decade, while the number of people who cycle to work has risen 64% since 2000. With the increase in cyclist and pedestrian traffic, especially in densely populated cities, the need for heightened awareness and innovative training is critical to ensure safety for all.

In 2018, in partnership with the [London Cycling Campaign \(LCC\)](#), RATP Dev London developed a standardized method for incident reduction, the Cycling and Walking Champion Model. This model identified challenges of driving near cyclists and pedestrians, implemented Operator awareness training, and integrated cycling and pedestrian awareness into daily communications, risk evaluations, and policies and procedures - creating a permanent shift in Operator culture. As a result, incidents involving pedestrians and cyclists have reduced significantly.

"Our safety team approached the London Cycling Campaign to help us develop a cycling course," explains Matthew Howie, Garage Risk Manager at RATP Dev London. "We worked with LCC because they have a foothold in London, and they're committed to the Mayor's Vision Zero strategy to reduce the number of people killed or seriously injured on London's roads by 65% by 2030 and zero by 2041."

The pilot program consisted of Operators from three locations attending five training sessions structured around interactive classroom courses, a cycle ride to observe danger points, and post-ride reviews based on action items. "Some hadn't been on a bike for ten years. It was an eye-opener. They understood what cyclists do and why they do it." Matthew and his colleagues also devised a novel way to maintain driver awareness: "We are working towards a cycle-to-work program and some of the Operators are now regular cyclists - so there are even health benefits." The next phase of this program is to convert the pilot to a Certificate of Professional Competence accreditation.

Using the successful London model, RATP Dev USA is developing an interactive pilot program to be launched at our Austin location, with plans to expand across our US operations. Austin is perfect for this pilot as it is a top 10 cyclist city, and the program aligns with the City's own Vision Zero Action Plan, which outlines the goal of reducing traffic injuries and deaths on Austin roads to zero by 2025.

The pilot will include small teams of stakeholders from our client, Capital Metro, local affinity groups, and RATP Dev; and will consist of five phases over six months, focused on identifying the locations, times, and modes of specific hot spots for elevated cyclist and pedestrian activity. Participants and Operators who complete the pilot will graduate to become Program Ambassadors and bring the program to all Operators and the community. The goal is to create mutual awareness and reduce accidents through shared training and live experiences to make the roads safer for all.





Russ Tieskoetter
Chief Operating Officer RATP Dev USA

Caught in the Headlights

Our proprietary Safety Management Solution, [drive2zero™](#), was developed and launched in 2017 with an overarching goal to drive accidents and risk to zero. Since its inception we have had fourteen of our system locations to Go Live and achieve the first level, which also includes the Pre-Go Live Activities listed in our Levels at a Glance below.

SMS PRE GO LIVE TASKS

- ▶ Gap analysis
- ▶ Implementation plan
- ▶ Leadership training
- ▶ Documentation to include SMS policy, manual and guidebooks
- ▶ Safety team and council development
- ▶ SMS Software installed, configured, tested and training conducted



DOCUMENTED AND DESIGNED

- ▶ SMS Components are visible and documentation is complete
- ▶ GO LIVE



IMPLEMENTED AND PRACTICED

- ▶ SMS Components are utilized



EFFECTIVE AND EVIDENTIAL

- ▶ SMS Components are in use with objective evidence of effective risk management

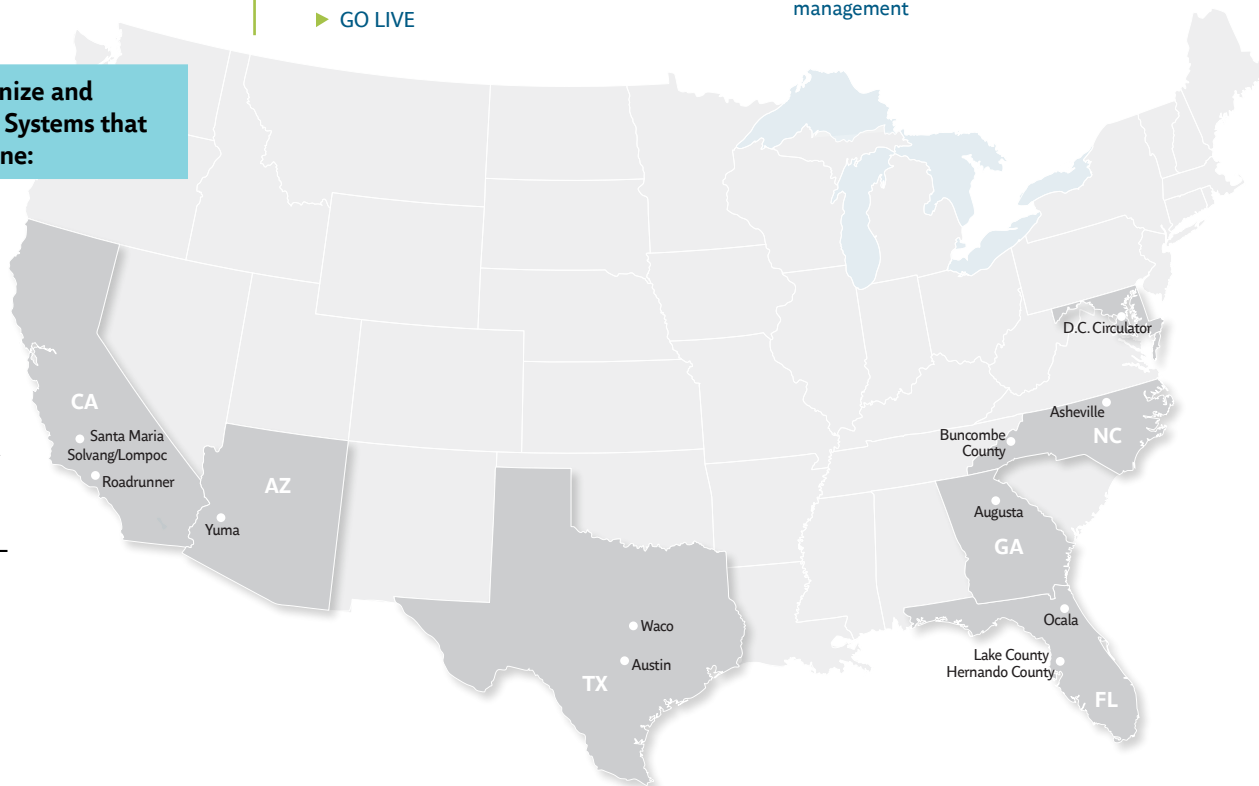


ACHIEVED

- ▶ SMS Components achieving desired outcome

We'd first like to recognize and congratulate all of our Systems that have achieved Level One:

- Asheville, NC
- Ocala, FL
- Augusta, GA
- Roadrunner (CA)
- Austin, TX
- Santa Maria, CA
- Buncombe, NC
- Solvang/Lompoc, CA
- D.C. Circulator
- Waco, TX
- Hernando County, FL
- Yuma, AZ
- Lake County, FL





Our Caught in the Headlights feature goes to D.C. Streetcar for being our first RATP Dev System to achieve Level Two!

The 'Just Culture' Approach with D.C. Streetcar

Beginning with the basics, the purpose of a Safety Management System (SMS) that embraces an effective safety culture is to prevent accidents. Accidents don't just happen – there are usually several factors at work that come together at a specific time and place. If there was a change in any of these factors, there is a high probability that the accident would not occur, instead, the experience would be termed 'hazardous'.

Typically, the transit industry's culture towards safety is characterized as 'blame first', where the essential theme is to identify and apportion blame; often to the last person in the chain of events. The principle behind this culture being, the threat of punishment would influence behavior to the extent that safety would be a higher priority.

At D.C. Streetcar, safety is one of the highest priorities – not because of a culture of punishment, but rather, a just culture characterized by inclusion and awareness. In May 2018, the D.C. Streetcar achieved SMS Level 1 and one year later, pushing forward and embracing drive2zero™, they just entered Level 2!

By fully embracing drive2zero™, the agency has seen a 75% reduction in accidents, of which 50% are preventable accidents. With the help of Coruson, employees are encouraged to anonymously, self-report hazardous incidents, resulting in increased hazard reporting over 100%!

"The implementation of drive2zero™ changed the mindset of 'at fault/blame' to ask the question, what is the root cause of the accident? 12% of accidents/incidents that occur are not the fault of the operator, 88% are uncontrollable, based on policies, procedures and environmental stimuli" - Ulysses Johnson, Director of Safety, Security & Training at D.C. Streetcar expands on the importance of considering the human factor as well as situational elements, while reducing accident rates. "drive2zero™ played a big role in driving awareness throughout the organization. It educated operators to understand that it's not 'their fault' while also teaching them to embrace the implementation of general rules that could solve for root causes." While taking precautionary safety measures that may take an extra 20-30 minutes, which impacts revenue generating activities; in the long term it leads to a reduction in accidents – ultimately helping the bottom line and boosting on time performance.

Congratulations D.C. Streetcar for reaching SMS Level 2! Your commitment to safety and drive2zero™ has illustrated the benefits of a just culture. With future goals to perfect the use of Coruson and SMS to reduce their overall risk footprint, D.C. Streetcar drives forward to Level 3!

The Road to Level 2:

1. Advanced investigation course for select individuals and thorough examination of Coruson to determine their overall performance level with SMS.
2. Reporting hazards and near-misses, actively conducting risk assessments and closing reports with mitigation plans to prevent occurrence/recurrence.
3. Filing accident reports and actively investigating to determine root cause and developing risk mitigation plans to prevent recurrence where applicable.





Sandy Freeman

SVP Business Development RATP Dev USA

Community Connection



At RATP Dev our focus on the safety of our communities is in tandem with ensuring we utilize sustainable best practices in our transit systems, to protect the environment and lower our carbon footprint in each community we operate. Sustainability is defined as not harming the environment, depleting natural resources and thereby supporting long-term ecological balance. Due to the nature of the transportation industry it is our responsibility to take advantage of any and all opportunities to implement sustainable habits for a cleaner environment. In one such example, at [Western Kentucky University](#) we have increased the percentage of bio-diesel used in our fleet from 10% to 20% since August of 2018.



Throughout the late spring months of 2019 RATP Dev launched our second, company-wide We Move People initiative in support of Sustainability through Community Beautification. We celebrated Earth Day 2019 with our official kick-off of this endeavor, and we are excited to share the community beautification activities that several of our systems participated in.

- [Santa Maria, CA](#) had their First Annual “Spruce Up the Fairway” event where the team set out to pick up trash and landscaped neighboring properties up and down Fairway Drive. An estimated 70 pounds of trash was collected and removed in about one and a half hours. Everyone had an enjoyable time working together as a team.
- [Edmond, OK](#) started a recycling program at their transit system to encourage all employees to be mindful of trash and recycle items when possible.
- In [Austin, TX](#) they participated in the Walnut Creek Clean-Up with Keep Austin Beautiful and Pioneer Farms. They cleaned up the creek removing blankets, wheel rims, bottles, cans and much more all while sharing with others about RATP Dev’s We Move People initiative and the transit services in Austin.
- On a similar note, Mr. John Roslansky, RATP Dev’s Labor and Employment Attorney, gave back by raising awareness and completing Bike MS: Ride the Vineyard 2019 bike ride. He raised over \$1,200 for Bike MS to change the world for people with multiple sclerosis.





- [RATP Dev's corporate office](#) in Fort Worth, TX created teams for their Earth Day Community Project to clean up Eugene McCray Park at Lake Arlington. Additionally, our Business Development and Marketing Teams, who work remotely, each did their part through individual sustainability practices including home gardens, and switched to using stainless steel straws and cups to reduce the use of plastic.

The goal of [We Move People](#) is to support, partner and unite our system locations to positively impact the communities we serve. The longevity of these communities are a direct result of long-term sustainable practices. We are proud of the community beautification events that took place this quarter and look forward to the next opportunity to make an impact!



RATP Dev's Social Corner

Make sure you follow us on LinkedIn and Twitter to stay up to date on all of the new and exciting things happening at RATP Dev.



RATP Dev is electrifying! Our team tests the new BYD Battery Electric Bus.



Catch Sandy Freeman, SVP of Business Development and Marketing talk outsourcing in BUSRide Magazine!



Watch General Managers from across the nation talk culture at RATP Dev!



The one year anniversary for We Move People, RATP Dev's Charitable Giving Program.



Celebrating #Infrastructure week with an article from @SmartCitiesDive.



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