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Issue 3

September 2019

BEHIND THE WHEEL





LEADING THE WAY

Sandy Freeman
SVP of Business Development

Since officially rebranding under our parent company’s name, RATP Dev, in October 2017, our US division has been strategically focused on building relationships with our existing clients, while fostering new relationships with prospective agencies, and transit leaders across the US. When providing services, both managerial and operating for over 30+ transit systems in the US, varying from fixed-route, paratransit, streetcar, flex services, charter – we apply an innovative, customer-centric focus to drive our client’s mission forward. From corporate leadership to local management, we feel sincerely responsible to act as an honest partner and advisor, bringing forth new concepts, transit technologies, maintenance processes, sustainable transit, and more.

Our genuine partnership mentality is vital during the transition stage for transit agencies looking to outsource their public transportation and/or switch from one provider to another. At RATP Dev, we operate with the highest level of transparency and flexibility. We eagerly guide transit agencies through the necessary processes, laying the foundation for a strong future relationship. This mindset can be attributed to our agency relationships across the world, as we begin new projects from the ground up- literally! In Riyadh, Saudi Arabia we are supporting our client in all aspects of the awarded project, such as planning and implementing infrastructure, training and standardizing operations and management, conducting analysis and launching safety programs, deploying strategic marketing efforts and more. We take pride in removing the stress of a transition, managing through to the first day of service and beyond.

Our President, Mr. Blaine Rigler, recently said, “the transit industry is at an important inflection point, and we have a role to play in what comes next.” Although this sentiment is clearly shared across our US operations, it is also supported at a global level, enabling [RATP Dev USA](#) to bring our clients the very best in transit by accessing global expertise, technology, and processes through RATP Dev and RATP Group. The entire global organization strives to have a significant role in the future of transit and its relation to building smarter cities. With a keen focus on growth and development, we are excited to share with you the appointment of RATP Dev’s new global Vice President of the America’s Business Unit, Mehdi Sinaceur. With a background in International Business Strategy Consulting, Mehdi will guide the United States and South Africa in delivering large and complex development projects and supporting the local leadership and subsidiary management teams. In years to come, you’ll see RATP Dev’s presence grow, and our focus on light rail and paratransit operations increase, while our commitment to overall continuous improvement will remain consistent and front of mind.

I am excited to share with you in this quarter’s ‘Behind the Wheel’ a focus on Global inspirations, innovations, and transit news from across the pond, celebrating our global peers, colleagues and partners!

Sandy Freeman

This quarter features articles, highlighting:



Going for Excellence

Preparing our Country’s Rail Industry for the Digital Age



Safety First, Safety Always

Safety Summit Success



Transforming Transit

RATP Dev’s first MaaS (Mobility as a Service) Launch in France



Caught in the Headlights

Excellence in Rail



Community Connection

The RATP Group Foundation Inspiration

GOING FOR EXCELLENCE

PREPARING OUR COUNTRY'S RAIL INDUSTRY FOR THE DIGITAL AGE

Guest Author
Siemens Mobility

SIEMENS



Here at RATP Dev, we strive for continuous improvement every single day. In our mind, [“Going for Excellence”](#) means never resting; continually refining processes, seeking best practices, enhancing work environments, eliminating waste, and creating sustainable standards across our global organizations. This mindset also applies to our industry partnerships. We strive to connect with industry partners with the same values, vision, and drive towards excellence. This month, we are pleased to introduce Siemens Mobility, as our guest columnist for Going for Excellence:

[Siemens Mobility](#) takes the lead in pushing the boundaries for digital technology in rail. Today, Siemens’ locomotives (manufactured in their U.S.-based manufacturing plant in Sacramento, CA) could be described as computers on steel wheels, constantly collecting data as data capabilities are now built into trains, as well as the surrounding infrastructure.

Just a few years ago, Siemens Mobility opened a 44,000 square-foot facility in New Castle, Delaware, combining Siemens’ global digital analytics ‘know-how’ with its extensive industry knowledge. This team remotely services Siemens locomotives for customers across the U.S. based on their ability to collect and analyze more than 800 data points from each locomotive daily.

RATP Dev and Siemens Mobility understand the importance of leveraging this wealth of information to make informed decisions and promote operational efficiency, especially as the rail industry progresses forward in this digital age. The data, collected in real-time, is made available by automatic, continuous streaming from the locomotive on equipment health, operational metrics and environmental data to help diagnose fleet issues and develop predictive maintenance capabilities, so issues are resolved before they even surface.

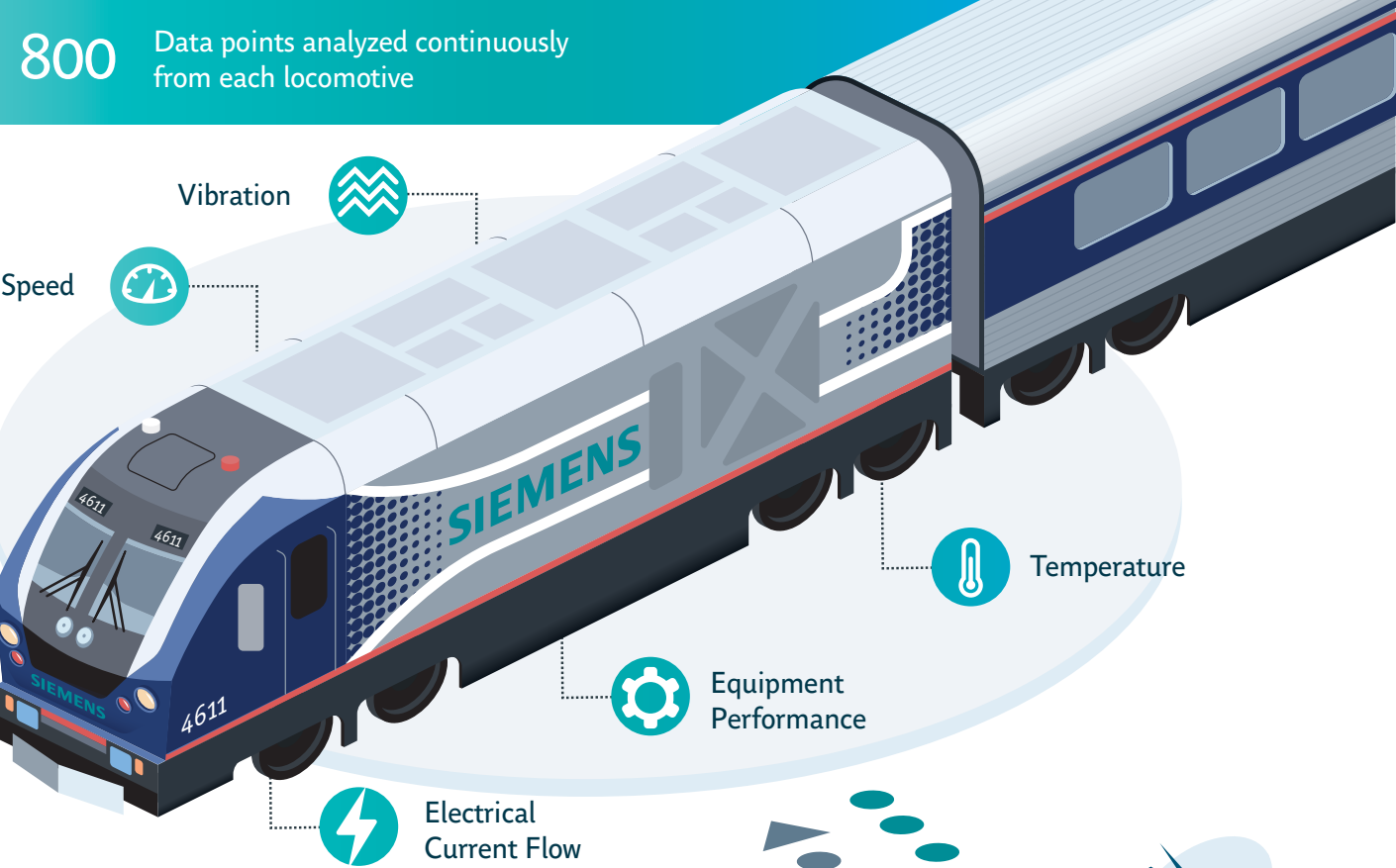
As Siemens strives for excellence, our vision is built on a foundation of innovation and technology. In everything that we do, we rely on innovative processes to drive maximum efficiency. A great example of innovative improvement is Siemens employees using virtual reality technology for maintenance training on locomotive equipment actively operating worldwide. Using virtual-reality goggles and handheld controls, a service technician can virtually stand inside a locomotive and work on switches, components, and panels. This training helps prepare them both mentally and physically for work on actual locomotives at customer locations across the U.S.

“It’s important to realize that keeping a locomotive running smoothly relies on more than the vehicle and rail infrastructure,” said Michael Tyler, Vice President of Siemens Rail Services, based in Sacramento. “Properly maintaining these trains is key to keeping them running reliably and now having access to data allows us to ensure a whole new level of efficiency and safety for our customers.”

Through partnerships with companies like Siemens Mobility, RATP Dev looks forward to the evolution of the rail industry. Going for Excellence is aimed at building a culture that provides superior service to our customers and enhances the future of transit worldwide. With partner’s like Siemens, that is certainly possible!

Internet of Trains

Today, rail vehicles send between one and four billion data points per year and rail infrastructure can send billions of messages just inside a specific system. Siemens is taking experience from its global rail footprint and its extensive company-wide digital expertise to turn these billions of data points into action.



800 Data points analyzed continuously from each locomotive

A new locomotive service hub in New Castle, Delaware will use the latest in digital and predictive technology to remotely maintain Siemens locomotives for customers across the U.S., including the ability to detect malfunctions well before they can cause problems and information that helps improve arrival times and punctuality for riders.

New Castle Locomotive regional digital service, supply chain, and technical field service hub

44,000
Square Foot Facility

140+
Siemens-built locomotives will be monitored

86
Service employees at Siemens locations & customer sites across the U.S.



SAFETY FIRST SAFETY ALWAYS

SAFETY SUMMIT SUCCESS

Brick Conners
Regional VP



“The ability to build and refine best practices through partnership and collaboration as a Team, is a powerful force multiplier on our journey to creating an RATP Dev safety culture that we can all be proud of, and that our customers will recognize as an important distinction for delivering the safest and most comfortable transportation services.”

– Brick Conners, RVP

RATP Dev recently hosted our [2nd Annual Safety Summit](#) in Fort Worth, TX August 21st and 22nd. Leaders from our U.S. system locations, safety partners, risk management professionals, and our global leaders were in attendance to exchange best practices and discuss topics that are impacting the transit industry as it relates to safety. This year’s themes included increasing safety culture and converting risk data and information into impactful actions.

Throughout the course of the event, attendees were able to share safety challenges they face in the field, identify and build upon a wealth of available resources and safety solutions, and participate in a unique team-building activity. Here is what some of our leaders had to say about the Safety Summit.

Joe DeGeorge, General Manager:

“We all have to change the way we think in regard to dealing with collisions from disciplinary actions to coaching. Getting to the root cause of the situation (risk assessment) rather than the reaction to an accident. I have noticed since we started performing more coaching versus discipline, our at-faults have been reduced for the same time period last year, making us a better operation overall.”

Leldon Bulkley, VP Risk Management:

“Safety in the workplace is the cheapest Insurance Policy we will ever purchase.”

Abby Hannie, General Manager:

“The safety summit was a much-appreciated opportunity to connect with all of the team, and it was extremely beneficial to receive insight into all of the resources that are available to us. We are looking forward to launching drive2zero™, online training for our supervisors, and utilizing the fantastic risk management platform. The irony of axe throwing at a safety summit was not lost on me; it was a terrific and fun opportunity (as well as perfectly safe) to get to know the entire RATP Dev team!”

Joe Flores, Regional Director of Safety and Training:

“The most important takeaway for me was that safety and risk management must be at the forefront of everything we do on a daily basis. That means a proactive approach to managing risk to the lowest acceptable level will lead us to a reduction of accidents, incidents, and hazards.”

Sandy Freeman, SVP Business Development:

“What does fighter pilot safety, emotional intelligence, and axe throwing have in common...a perfect combination to a wonderful safety summit. RATP Dev proved once again that safety first and always, is not only a mandate – but our culture.”

Rickey Mack, General Manager:

“Safety not just a culture, it is the heartbeat of RATP Dev USA.”

Coming together in a team atmosphere provided the opportunity to collectively and proactively move our safety-first culture in a positive direction. We are already looking forward to next year! A special thanks to our partners who attended the Safety Summit!





TRANSFORMING TRANSIT

RATP DEV'S FIRST MAAS (MOBILITY AS A SERVICE) LAUNCH IN FRANCE

Matt Booterbaugh
SVP of Innovation and Operations

As a result of RATP Dev's continuous analysis of mobility market trends, it is clear that urban mobility demand has increased, and will continue to grow from 2010-2050. With a steady increase in demand emerges the need for cooperation rather than competition among cars, private transport providers, and public transport networks. This cooperation will result in the creation of a transit ecosystem that allows passengers and travelers alike to combine several transport solutions, creating a multimodal journey.

As trends evolve, we strive to meet the transit needs of our passengers and communities. This year [RATP group launched our first 'all-in-one' MaaS \(Mobility as a Service\) solution](#) that will provide a multimodal mobility experience for passengers on the TAC network in Annemasse, France, operated by RATP Dev. Through the TAC Mobilités mobile app. The new version of the TAC Mobilités mobile app has a single gateway to real-time local travel options covering complementary modes of transport: TAC and public transport, carpooling, taxis, and parking spaces. E-tickets for the TAC network are stored in the app so passengers can now find travel information and buy and validate tickets in one app.

This new mobile app is the RATP group's first real 'MaaS' solution offering all passenger services:

- Transit information
- Multimodal journey planning for multiple modes of transport: public transport, car sharing, carpooling, taxis and parking spaces
- In-app mobile ticketing including booking, purchasing, and ticket validation through a user account with payment by credit card or a virtual wallet

This new mobile app offers a seamless user experience, providing a unique interface for accessing multiple modes of transit. By connecting mobility solutions, the app encourages multi-modality and reduces one's carbon footprint as vehicle pooling and sharing increases. According to Laurence Batlle, RATP Dev Chief Executive Officer: "With this MaaS solution, RATP Dev is aiming to make transport accessible to all, no matter the time or place, by using all available public and private options to meet the needs of tomorrow's cities."

The TAC Mobilités mobile app is the result of cooperation between RATP Dev, start-up [Instant System](#), and [RATP Smart Systems](#), a RATP group subsidiary specializing in smart mobility systems and ticketing. As this MaaS application nears its launch anniversary in January 2020, RATP Dev will review its success in Annemasse and look to replicate this service across the globe.





CAUGHT IN THE HEADLIGHTS

EXCELLENCE IN RAIL

Steve Bethel
VP of Rail

RATP Group is known for the overall system design, commissioning and testing of new streetcars and rail lines, as well as implementing best practices, including high safety standards, and providing expertise in expansions and multimodal integration. While exploring and developing new mobility options in the global transit ecosystem, RATP Group has opened or extended 15 streetcar/light rail lines including Tucson, AZ, Washington, D.C., Paris, France, Manchester, U.K., Casablanca, Morocco, Algiers, Algeria, and Rio de Janeiro, Brazil. In this month's Caught in the Headlights, we are highlighting these global examples of excellence in rail.



Sun Link – Tucson, AZ

Approach: Passenger Centricity

Benefits: RATP Dev deployed the Welcome Approach aligning with the City of Tucson's goals to increase ridership on Sun Link and Sun Tran and promote a positive brand image among the riding and non-riding community.

The Welcome Approach is a formal framework for improving customer experience and attracting new passengers by identifying opportunities to increase their experience throughout touchpoints in their typical passenger journey. It consists of a passenger-centric workshop that defines and builds relevant target personas in the community.

RATP Dev has partnered with the City of Tucson since 2014, and in 2019, the Sun Link System was awarded AzTA/ADOT's Excellence Award for Partnership of the Year – Large Urban.



Washington, D.C. (D.C. Streetcar)

Approach: Testing and Expansion

Benefits: RATP Dev commissioned and tested the streetcars for operation, including three Skoda-Inekon cars delivered in 2009, and three new United Streetcar vehicles fabricated and delivered for use on the expanded line. In addition to rail activation, system-specific protocols, procedures, and training were developed and implemented to support and enhance revenue operations.



Casablanca, Morocco

Approach: Launch & Promotion (Line T2)

Benefits: RATP Dev Casablanca launched Line T2 of Casablanca's Tramway. Prior to the launch, several promotional activities were carried out to introduce the new line to residents, highlight social diversity and integration, and encourage a feeling of pride for their new tram line.

The launch of Line T2 opened with a special event in which RATP Dev Casablanca partnered with the local community and the street theatre company, 'Théâtre Nomade', to put on art workshops, inviting winning participants to take part in the opening ceremony.



Algiers, Algeria

Approach: Creating a Strong Signal for the Region

Benefits: On the edge of the Sahara in the vicinity of an oil field, RATP Dev operates the Ouargla "desert tram," a powerful political symbol for the country. The tramway has given the city an important economic boost, as employees recruited and trained by RATP Dev Djazair to operate and maintain the service all come from Ouargla, the capital city in southern Algeria.

In 2019, the growing emphasis on excellent customer service has led to the introduction of new, modern applications for passengers to access real-time transit options, as well as a transition from physical to digital kiosks.

RATP Dev continues to leverage the accumulated knowledge from around the world and adapt insights to our local operations. Through the implementation of new initiatives and programs, we drive constant improvement that ultimately results in major economic growth in the communities in which we operate.



COMMUNITY CONNECTION

THE RATP GROUP FOUNDATION INSPIRATION

Blaine Rigler
President and CEO



RATP Dev has an unwavering commitment to support and positively impact the communities we serve. We believe moving people is more than getting our passengers from point A to point B, we believe it is about truly

enriching their lives and empowering our communities towards a better future. In April 2018, we formally launched [We Move People](#), our community outreach program to connect our employees with charitable organizations and transit-related non-profit opportunities centered around community beautification, corporate sponsorship, and charitable giving. Every initiative and project completed as a part of this program finds a new way to give back to the community while building engagement and excitement for transit customers.

We Move People is inspired through the efforts of our parent company, RATP Group in Paris, France. [The RATP Group Foundation](#) (The Foundation) began in 1995, with a mission to promote access to employment, education, culture, and ecological transition throughout the global communities served. For over 20 years The Foundation has supported various projects surrounding these interests in eight countries across four continents, including here in the United States.

La Fondation groupe RATP dans le monde



This month we are excited to share how RATP Group and RATP Dev are connecting our communities globally through opportunities in employment, education, culture, and ecological transition.

Employment celebrates and supports people from all profiles and all backgrounds, with the aim of developing diversity and professional equality. Recently, The Foundation renewed its support of the [Sapiens Brushing](#) job integration project for women, focusing on teaching communication and job interview skills to gain access to better employment.

Education promotes the success of our youth, regardless of their background, and supports initiatives that facilitate education and training through partnerships. One such partnership is with [Simplon.co](#), a company committed to training individuals in digital technologies and providing opportunities for young people to take advantage of socially innovative projects. Additionally, here in the United States, We Move People supports the career development of students by providing scholarships through the [Conference of Minority Transportation Officials \(COMTO\)](#) to students who want to pursue a career in the transportation industry.

Culture fights the isolation of those that are less fortunate and gives them an opportunity of discovery through access to cultural education and experiences. Since 2015, The Foundation has supported [Horton's Kids](#) in Washington, D.C. helping kids expand their view of what is possible for their future through academic development and a variety of enriching field trips.

Ecological Transition encourages the renewal of ways to consume, produce, work, and live together and promotes ecologically sustainable behavior. During [Sustainable Development Student Week](#) in France, The Foundation participated in various activities including assembling roof gardens and contributing to the evolution of sustainable approaches to urban agriculture.

'Moving People' is our number one goal, and as a global organization, we can serve our passengers well when we get to know them and understand what's important to them. Together, The RATP Group Foundation and We Move People are changing our communities and improving the world in which we live.





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