



3800 Sandshell Drive | Suite 180
Fort Worth, Texas 76137

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BEHIND THE WHEEL





LEADING THE WAY

Matt Bootherbaugh
SVP Operations and Innovation

Excellence is a moving target; one that can only be attained through continuous improvement. At RATP Dev, our Going for Excellence philosophy involves actionable steps towards improvement every single day. Through established metrics and targets centered around production, quality, and service, we are defining “a gold standard” for our clients and our customers across the U.S.

This quarter features articles, highlighting:



Going for Excellence
Sustainable Transportation



Safety First, Safety Always
Introducing Richard Czeck and RATP Dev’s Strides in Safety



Transforming Transit
The Inner Innovators



Caught in the Headlights
Success That Lasts: 2019 Regional Accomplishments



Community Connection
We Move People 2019

2019 has been a year of alignment throughout our [30+ system locations](#) to create and perfect our focus on excellence. We began with our Board of Operational Leaders, who defined a set of key performance indicators (KPIs). Safety metrics, service quality objectives and maintenance efficiency levels were standardized to better evaluate current performance and track towards future improvements. It is crucial to have consistent conversations around excellence to drive adoption. Therefore, RATP Dev’s Executive leaders, Regional Vice Presidents, and General Managers cultivated consistent messaging throughout, so that as an organization we were speaking the same language, and rowing in the same direction.

Additionally, Going for Excellence utilizes reporting tools and audit processes to enhance our performance regularly. By standing up a KPI dashboard, we have visualized data from our systems and turned it into valuable information. As a result, our organization has achieved steady improvements in on-time performance, customer satisfaction ratings, maintenance performance, and decreased accident rates.

Recognizing that excellence may change over time; we never rest on previous accomplishments. Instead, our goal is to continually review, analyze and adjust over time so that Going for Excellence doesn’t become stagnant. As targets shift, our responsibility will be to focus on new KPIs and maintain those that we have already achieved. The goal is for all of our systems to absorb this philosophy as a part of their DNA. Understandably, this can be a challenge, but we have found that this process breeds best practices and creates sustainable standards across our organization. Our competitive spirit produces and enables a team environment focused on the highest levels of execution to manage a profitable business and provide superior service to our customers.

[RATP Dev](#) is committed to measuring and rewarding performance throughout our organization. In this edition of our ‘Behind the Wheel’ newsletter, we proudly share the accomplishments our agencies have achieved this year in safety, innovation, sustainability and throughout their communities! Join me in congratulating our hard-working teams!

GOING FOR EXCELLENCE

SUSTAINABLE TRANSPORTATION



Sustainable best practices has been a focus for RATP Dev throughout our company's history. As an initial step in reducing our carbon footprint, we were pioneers in the utilization of alternative fuels like Compressed Natural Gas (CNG). As an example, our Trinity Metro system in Fort Worth, TX, is comprised of 177 transit buses accumulating over 100,000,000 miles on CNG fuel. However, we believe alternative fuel sources only scratch the surface of sustainable transportation. From infrastructure, recyclable materials and renewable energy sources to the actual operation and maintenance of our facilities and vehicles - we have a responsibility to our clients and our customers to drive sustainability forward within the transit industry.

As a part of our continuous improvement efforts and Going for Excellence strategy, RATP Dev has partnered with global RATP Dev experts in Alternative Fuel Transportation and Proterra Inc. on a thought leadership white paper detailing the essential elements of [Sustainable Transportation](#). Collectively, we discussed the Importance of Sustainability, our shared responsibility, a Green Protocol – Evolving Sustainable Solutions, and the Green Way – Transit Best Practices. Here at RATP Dev, our experience and expertise with sustainable alternatives includes innovative solutions to provide greener mobility options across the world. Globally, our parent company, RATP Group in Paris, France, has committed to the [Bus 2025 plan](#), a plan aimed at making the Paris region's fleet of 4,600 buses 100% clean by 2025. As a transit provider, these strides in sustainable transportation as a long-term solution is vital to our current and future environment.



DID YOU KNOW?

Based on the 2017 U.S. EPA statistics, transportation produces 28.9% of all global greenhouse gas emissions making it the largest producer of CO2 emissions than any other industry.¹



In addition to alternative fuels, hybrid vehicles, and electric fleets, transit agencies and their communities can decrease their carbon footprint and go green in a variety of ways, including Bus Rapid Transit (BRT) lines, streetcars, light rails, bike lanes and increased walkability. Autonomous vehicles are also being ushered into the transit industry as a sustainable alternative in high demand locations as first mile, last mile solutions.

Protecting tomorrow's environment begins today. Providing transit options and sustainable solutions is all a part of a holistic approach that benefits everyone. Cleaner air, better water quality, and less pollution from traffic congestion ultimately creates better cities for our customers and improves the quality of life for us all. 2020 will bring us one step closer to our goal of reducing our carbon footprint as we expand our sustainable fleets in the U.S. and abroad!



SAFETY FIRST SAFETY ALWAYS



INTRODUCING RICHARD CZECK AND RATP DEV'S STRIDES IN SAFETY

RATP Dev is eager to introduce to you, our new Vice President of Safety and Security, Mr. Richard (Rich) Czeck. With over ten years of experience in both fixed-route bus operations and rail, Rich joined RATP Dev's Senior Leadership Team in November. Rich is a respectful leader with a clear focus on safety. He provides simple steps that lead to a comprehensive safety program for transit organizations when implemented appropriately and consistently.

"I look forward to shaping the safety culture at RATP Dev by collaboratively aligning one safety vision across our U.S. footprint. I will lead a proactive approach to decrease preventable collisions and on-the-job injuries. We can adjust service; we can't adjust an injury. We will foster an atmosphere of cooperation, continual training, thorough investigations, sound audits, and refinement of safety procedures. At the end of the day, when the left hand knows what the right hand is doing, we have a win-win situation."

– Richard Czeck

As a part of our Safety and Security growth and development, RATP Dev's [Safety Management Solution \(SMS\)](#), drive2zero™ has been increasingly adopted and implemented throughout our system locations this year. Once our agencies reach SMS Level 1, they are considered compliant with the new Public Transportation Agency Safety plan, that require public transportation systems operators to develop Safety Oversight Plans by June 2020. The goal of drive2zero™ is to drive accidents and risk to zero utilizing cutting-edge technology. For example, [Ideagen's](#) software Coruson makes it easy to log and manage potential risks, while [SmartDrive's](#) video-based telematics captures real-time footage ensuring all of our operators are driving safely. Congratulations to these RATP Dev system locations for achieving Level 1:



Another great feat for drive2zero™ this year – receiving the Trailblazer Award for "making new and inventive ways to manage operational risk and clearing the path for others to follow" this summer at the third annual SmartDrive Conference. In August, we successfully held our second annual Safety Summit in Fort Worth, TX, where leaders from every RATP Dev system came together to discuss safety and share best practices. We can't wait for another great year to continue to make safety a priority and positively impact our communities!



COLD WEATHER TIPS

WITH RICHARD CZECK, VP SAFETY & SECURITY AND SMARTDRIVE



As the temperatures change, even the most experienced bus operators can have a hard time managing the wintery roads. At times, poor visibility coupled with reduced traction makes the job of a bus operator extremely challenging. To help keep us all safe this winter season, here are eight (8) driving tips for bus drivers (and drivers that share the road) that can help you stay safe this winter.

1. Inspect Your Vehicle

Make sure buses are prepared for winter; it's essential to prevent any major problems. Check all vehicles thoroughly before hitting the road to make sure operators are ready to withstand the harsh season of wear and tear.

2. Slow Down

Accidents can occur because operators don't adjust their speed according to the road conditions. While driving on a snow-covered road, compensate for the poor traction by reducing speed. Moreover, slower speeds will also give more time to react if anything goes wrong.

3. Give Yourself Some Extra Space

Do you know that the stopping distance on a wet road is twice the normal stopping distance than a dry road? On icy roads, it's almost 10 times more! Leave plenty of room between the bus and any object in front of you so that there is enough space to move out of harm's way in the case of unpredictable situations.

4. Stay Smooth

In cold weather, try hard to refrain from doing anything sudden – sudden braking, sudden acceleration, cornering, etc. If you do have to slow down suddenly on a slick road, pump brakes lightly. The key is to maintain a consistent speed and avoid doing anything that could reduce traction.

5. Pay Attention to the Tire Spray

This is one of the most important (and commonly forgotten) winter driving tips. A good way to assess the road condition is to observe the water coming off the tires of vehicles around you. If there's a lot of water being sprayed, the road is definitely wet. If the tire spray is relatively less, it means that the roadway has started to freeze, and you need to exercise additional caution!

7. Take Evasive Action

Sometimes, it's better to take evasive action rather than hard braking, especially on a snow-covered road. If your speed is around 25-30 mph, consider decelerating the bus slightly and maneuvering around the obstacles to avoid a collision.

8. Check Twice

When visibility is compromised in a whiteout blizzard, it can be difficult to see traffic lights and signs. Make sure to look twice before proceeding through an intersection or turning down a one-way street.

These winter driving safety tips might appear quite simple, but they will only work if followed carefully. Ultimately, it's up to you to exercise your judgment and stay safe out on the road.



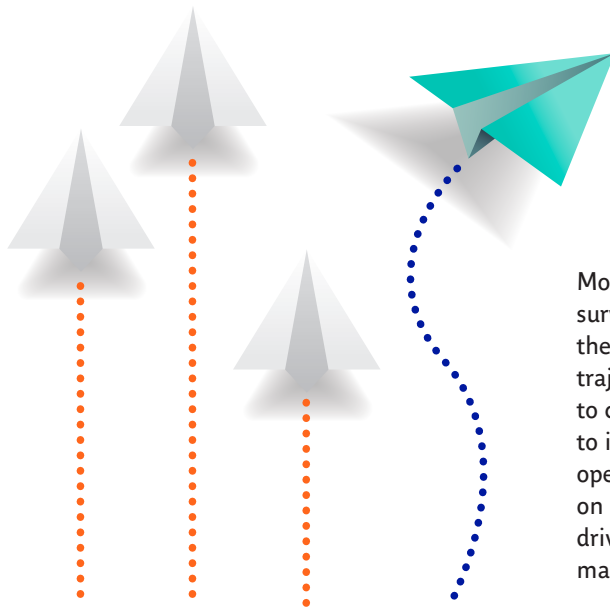


TRANSFORMING TRANSIT

THE INNER INNOVATORS

Tahmina Amin-Nawabi
Technical Product Manager

Molly Lepine
Marketing Director



Innovation is a concept as old as Ancient Rome. The word comes from the latin root *inovatio*, which translates to renewal. Today, innovation means the action of introducing something new and therefore, innovation is integrative of anything that is injected into an existing system in order to get a different outcome, to change a destiny, to bend the course of events. An innovation is thus characterized by the change or the renewal it brings rather than its own novelty.

Most importantly, innovation is always triggered by the necessity to evolve, or even survive and be sustainable. It is the product of measured needs to change rather than the quest of a mad scientist or a dreamer. For instance, the need to change the feeble trajectory of a contract, the need to improve low performance levels, to remain relevant to clients, and to win new contracts. We're proud to say that at RATP Dev, this need to innovate is built into our culture and values. This is evidenced by many of our operations here in the US, that explored new ways to bring service to those who rely on public transit, implemented big data and artificial intelligence tools to use data to drive sound decision making, launched pilot programs for Autonomous Vehicles, and made a commitment to deploy alternative fueled fleets.

Meanwhile our parent company in Paris, has launched several innovation labs across the globe; the flagship lab [Urbanopolis](#) is located in our Paris Headquarters. Our innovation labs produce creative concepts that are nurtured from idea to reality. Just this year, an anti-harassment mobile application was launched in Casablanca, Morocco to empower women taking transit, RATP Dev launched a Mobility-as-a-Service (MaaS) solution in Annemasse, France and a third deployment of Slide, RATP Dev's MicroTransit service was launch in November 2019.

Innovation has been part of our culture from day one; the very first ever urban public transit – the French Omnibus - was innovative because of the outcomes it brought to the people who used it: for the first time, the working class in the then industrial city of Nantes could travel within the city for their daily activities, in a safe, affordable, and quick way. Our very industry was born from the mind of a man, Stanislas Baudry, who introduced the change that both his ailing business and the community desperately needed by re-cycling an old technology. Baudry became his own company's Inner Innovator.

Inner Innovation is about introducing changes within an organization to enhance its performance. At RATP Dev USA, these changes have materialized by nurturing our corporate culture, by growing our own human resources, by investing in safety management, by developing our portfolio of technology partners, and by adopting a proven result-driven thought process and methodology. These tools are meant to bring out the inner innovation laying within our organization and in each of our operating locations.

This issue of Behind the Wheel should hit your desks right before the New Year, many of us make promises to iterate on our pasts, renewing or creating habits to start fresh! What will your inner innovator create in 2020?



CAUGHT IN THE HEADLIGHTS

SUCCESS THAT LASTS: 2019 REGIONAL ACCOMPLISHMENTS

RATP Dev's vision to make distances feel shorter and provide enhanced, seamless transportation that improves quality of life, is brought to life every day at each of our operating locations, through the structure, leadership and guidance provided by our Regional Vice Presidents and their team of General Managers.

Southeast Region

Seeking to develop richer platforms defined by concrete goals, Steve Sherrer (RVP, Southeast Region) seeks to positively motivate his team in the Southeast and provide guidance and leadership from his 20+ years of experience.

1. The **Buncombe County, NC (Mountain Mobility)** team successfully improved On Time Performance to average >95% over the past 5 months, exceeding the contractual obligations.
2. The **Asheville, NC (ART)** team's diligence led to overtime (OT) reductions and fleet maintenance improvements. Their keen focus on recruitment, controlling OT and minimizing missed trips, resulted in significant financial gains.
3. **Votran team members in Volusia County, FL** received numerous awards in 2019 including the following:
 - a. Florida Public Transportation Association Bus Operator of the Year – Doc Wilson
 - b. Metro Magazine - Maintenance Manager of the Year – Rick Kazawitch
 - c. Florida Commission for the Transportation Disadvantaged - Dispatcher/Scheduler of the Year – Tommie Robinson
 - d. Propane Education & Research Council Award for Outstanding Fleet
4. The **SunTran** team stepped up to help the City of Ocala, FL navigate through a successful FTA Triennial Review in mid-2019.
5. The **August, GA Transit** team successfully reduced operator OT by 56% between 2018-2019, resulting in approximately \$120K in savings for the year.
6. **Western Kentucky University (Topper Transit)** put RATP Dev's 'green fleet approach' to action and converted 20% of their fleet to biodiesel in July 2019.
7. **The Bus (Hernando County, FL)** added Saturday service and extended weekday service in October 2019. This service expansion resulted in improved revenue hours and positive revenue gains.
8. For years, **Oxford University Transit** has focused solely on marketing to the students of Ole Miss University. In 2019, the OUT team reintroduced public transit to the city residents through a variety of initiatives and activities that resulted in increased ridership of about 25% over a four-month period.



West Region

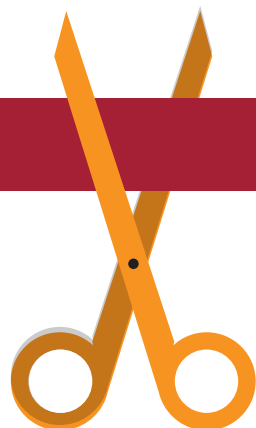
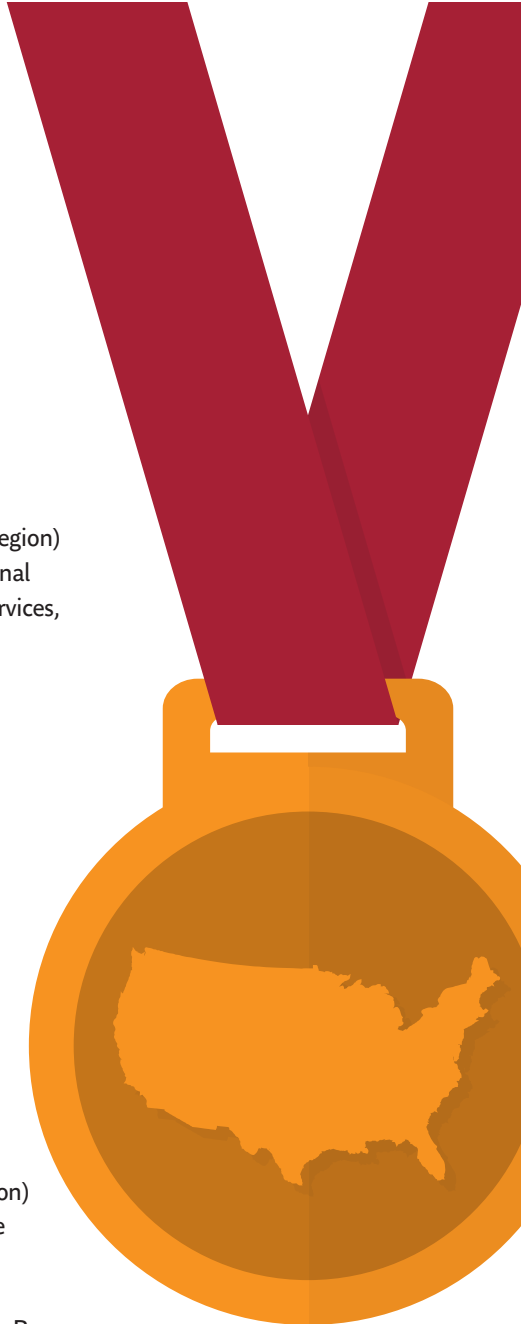
Leading the way with over 30 years of experience in the transit industry, Ken Fischer (RVP, West Region) has managed transit systems across the United States, including Volusia County Transit and National City Transit. Mr. Fischer's expertise is in transportation planning, labor negotiations, contracted services, tourist/special event operations, and facility construction.

1. **Santa Maria, CA (SMAT)** designed, implemented and enforced a new attendance policy that improved operator attendance and punctuality through improved efficiency and motivation.
2. **Rocky Mountain Transit Management (Estes Park, CO)** set a ridership record with over 764,000 passengers for the season, and two days with over 11,000 riders each!
3. **VCTC/Roadrunner (Camarillo, CA)** honed in on employee morale and teamwork with driver appreciation initiatives and safety-related activities. By creating a positive work environment, the rate of call-outs has reduced significantly.

Central Region

Revitalizing the central region by creating a platform for success, Robert Smith (RVP, Central Region) is widely known for his leadership, transition management, excellent communication, and resource development expertise.

1. **Waco Transit System (WTS)** is entering the Preliminary Engineering and NEPA Phase of their Bus Rapid Transit (BRT) project. This past year, WTS was the proud recipient of the Federal Transit Administration's Capital Investment Grant (CIG).
2. After three and a half years of planning, designing, and constructing, **Longview Transit** had the Ribbon Cutting Ceremony and Official Grand Opening of Longview Transit's Transfer Center in November 2019. The completion of the Transfer Center places transit riders in proximity of other transportation providers and allows for service expansion in Longview with the addition of an additional route.





COMMUNITY CONNECTION

WE MOVE PEOPLE 2019



It's been an exciting second year of partnering with our communities through We Move People, RATP Dev's charitable outreach program.

We Move People brings corporate and agency employees together to positively impact each community in which we operate, specifically focusing on programs involving community beautification, corporate sponsorship, and charitable giving. Every initiative and project completed as a part of the program finds a new way to give back to the community while building engagement and excitement for transit customers. We are proud to promote equal opportunities and accessibility for those in need and for those who use the public transit system.

In this issue of Behind the Wheel, we are delighted to share the [We Move People](#) highlights from 2019:

Community Beautification

In April 2019, we kicked off our Sustainability Initiative to support sustainability across our systems, with activities ranging from Park Clean-Up and Recycling programs, to 'Travel Green' programs and fuel-saving initiatives. At Western Kentucky University, the bio-diesel used in the Topper Transit fleet increased to 20%! Check out a few more [Sustainability Initiatives](#) on the infographic on our website.



Corporate Sponsorship

It was a pleasure partnering with [COMTO](#), as they recognized several students for their academic achievements during their 2nd Annual 2019 Scholarship Reception. We were also provided the opportunity to support and sponsor the [APTA Foundation](#) during their annual conference.

RATP Dev's Gold Level Sponsorship of each of these organizations will go towards scholarships for students who want to establish a career in the transportation industry.

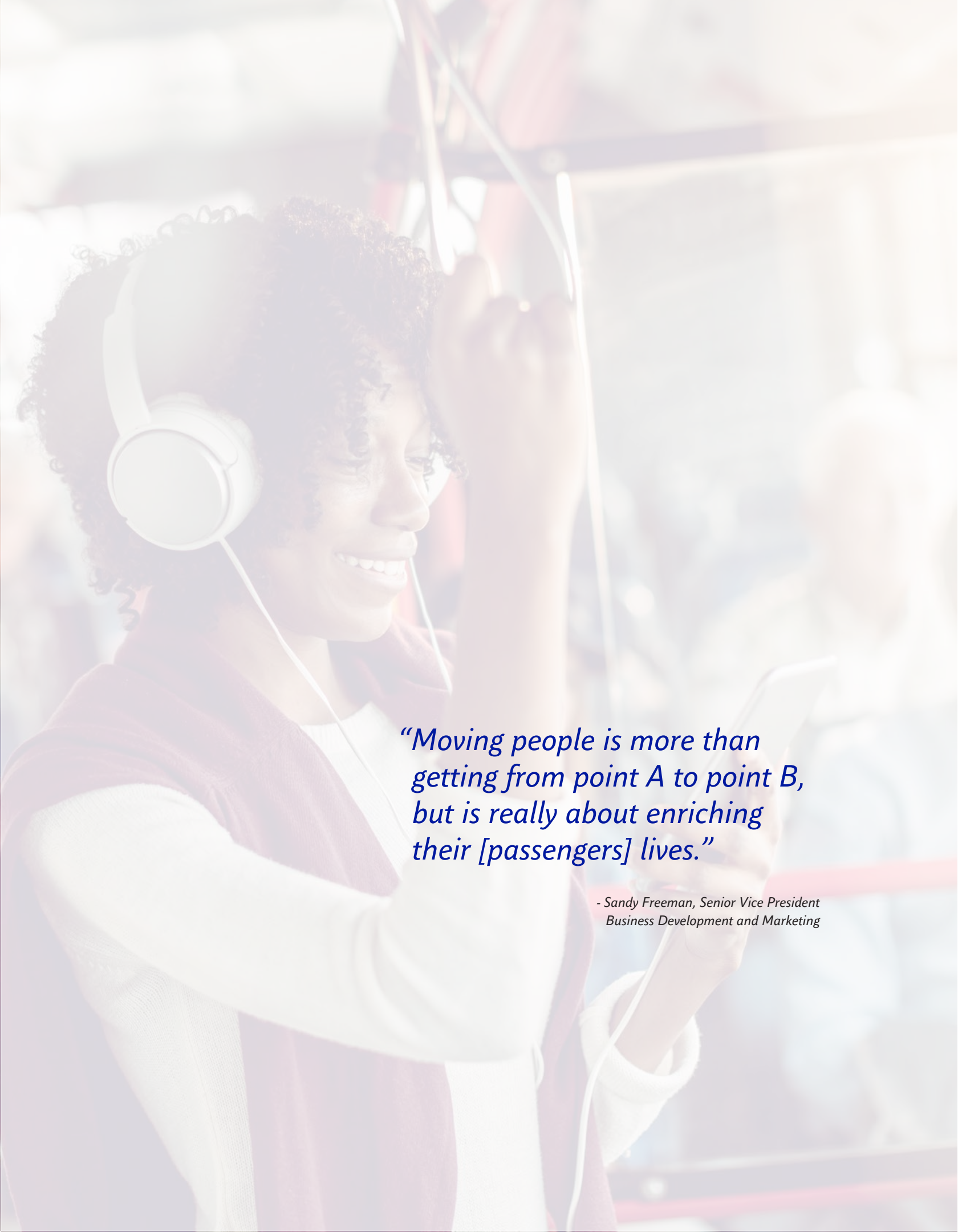
Charitable Giving

It is our responsibility to improve our community through Charitable Giving. Inspired by United Way's Shoebox Project, We Move People supported [United Way San Antonio](#) for its 5th Annual Shoebox Project. RATP Dev donated supplies that filled 350 shoeboxes with toiletry items to be distributed to the San Antonio, TX community. Over in Tucson, AZ, our Sun Tran team diligently worked on packaging over 900 emergency food boxes for senior citizens, with the local Community Food Bank.



During this season of giving, we are supporting [Toys for Tots](#), in providing a sign of hope to children in communities across the U.S. Starting November 18, 2019, our systems are collecting toys to donate to their local communities. The system that collects the largest quantity of toys will win the 'Most Charitable System' for 2019. We are excited to see what our collective team can accomplish this year!

As we head into 2020, we look forward to more collaborations with each of our communities to create meaningful and positive impacts.

A woman with curly hair is smiling and looking down at a smartphone she is holding. She is wearing large white over-ear headphones. She is wearing a white long-sleeved shirt under a maroon vest. The background is a blurred crowd of people, suggesting an airport or travel setting. The overall tone is warm and positive.

“Moving people is more than getting from point A to point B, but is really about enriching their [passengers] lives.”

*- Sandy Freeman, Senior Vice President
Business Development and Marketing*



Happy Holidays from



RATP Dev USA

3800 Sandshell Drive | Suite 180

Fort Worth, Texas 76137

(844) - RATPDEV

www.ratpdevusa.com

