



WSTA-Transit Operations Contract

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Kelly Garvin, Assistant Director of Transportation

Tia Ramsey, Transit Financial Manager



An Introduction to the Winston-Salem Transit Authority

- ▶ Founded in 1968, The Winston-Salem Transit Authority (WSTA) provides fixed-route and para-transit services for the City of Winston-Salem and Forsyth County
- ▶ Since 2010, the services for transit are provided by an administrative contract with TransDev, with managing oversight by the Winston-Salem Department of Transportation.

An Introduction to the Winston-Salem Transit Authority

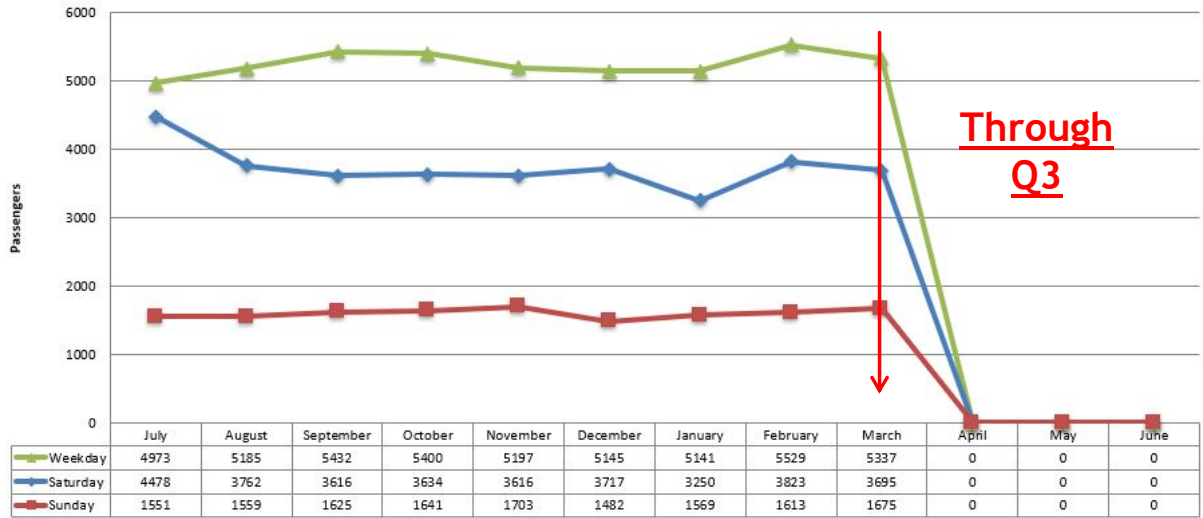
▶ Fixed-Route

- ▶ 45 Buses
- ▶ 31 Fixed Routes (approx. 1700 bus stops)
- ▶ FY 22/23 Ridership 1,552,470

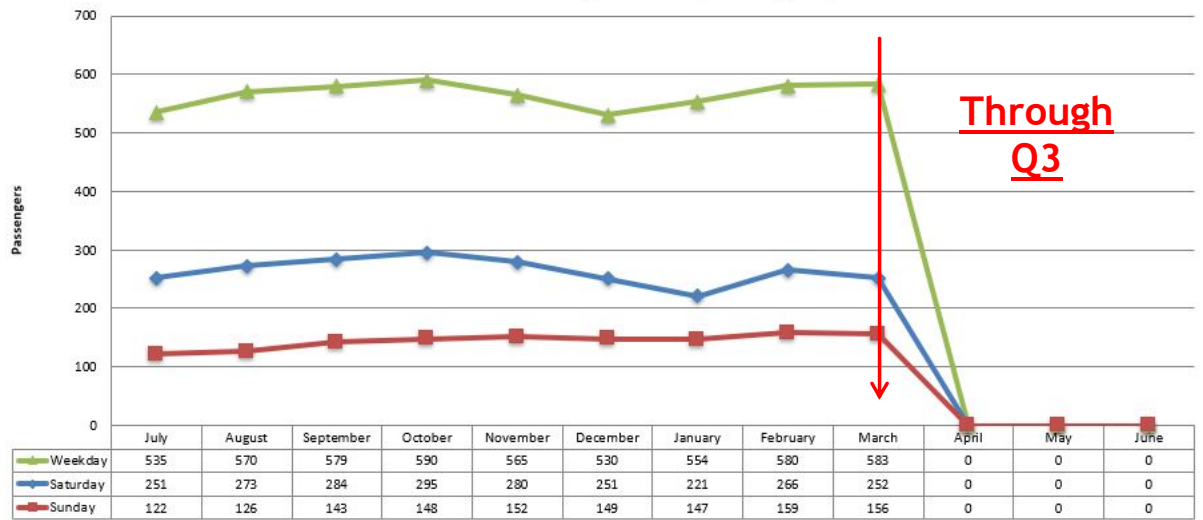
▶ TransAid

- ▶ 40 Demand Response Paratransit Vehicles
- ▶ Door-to-Door Service
- ▶ FY 22/23 Ridership 163,112

Fixed Route Passengers Per Operating Day

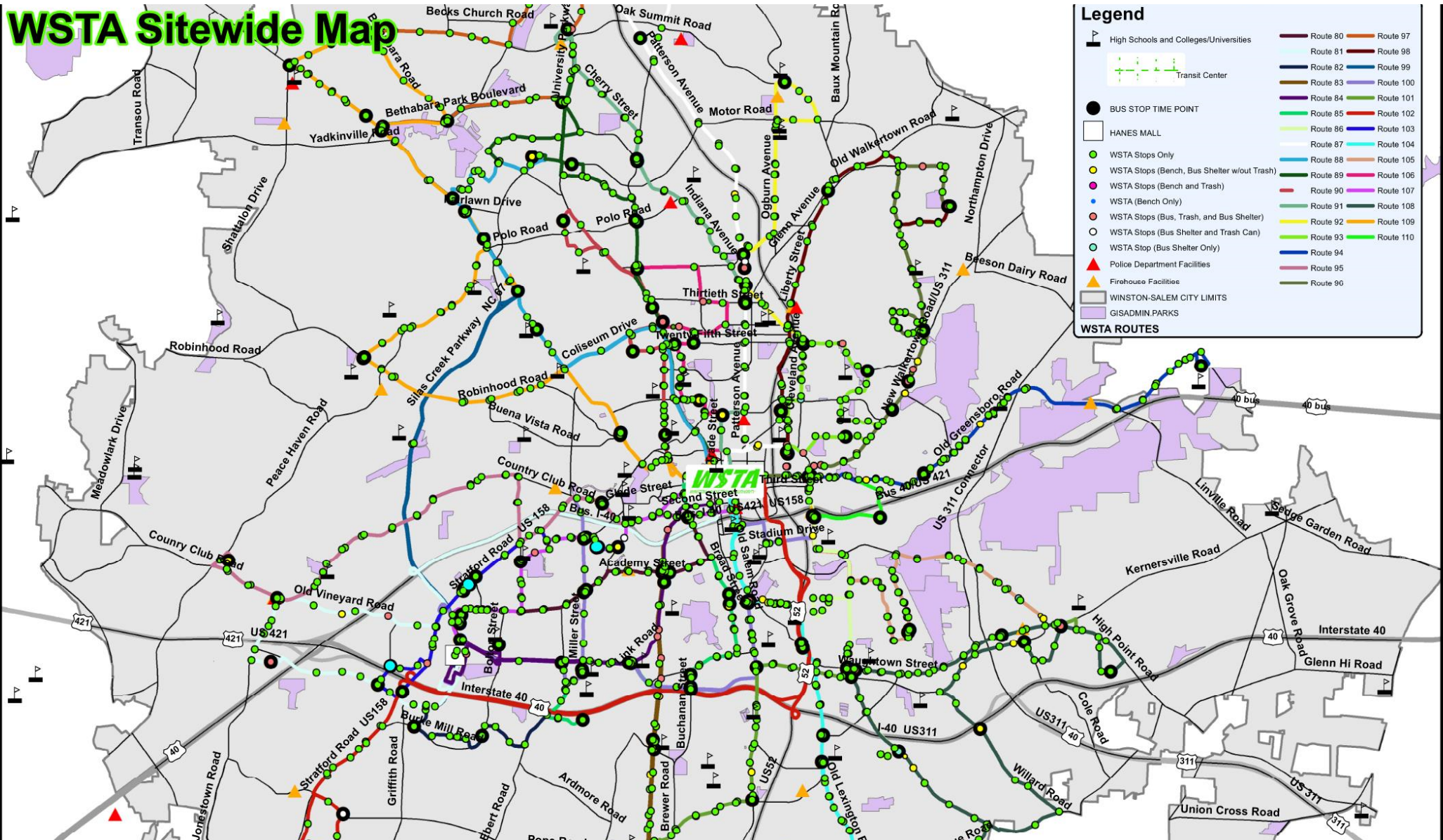


Dial-A-Ride Passengers Per Operating Day



FY24: Q3

WSTA Sitewide Map



Current Transit Contract Model- Management Contract w/ Trans Dev

- ▶ Incumbent Responsibility
 - ▶ General Manager
 - ▶ Management of Operations
 - ▶ Training
- ▶ City of Winston-Salem Responsibility
 - ▶ Operating Contracts
 - ▶ Insurance
 - ▶ Claims
 - ▶ Payroll
 - ▶ Fuel
 - ▶ Bus Procurement
 - ▶ Facilities



WSTA Purchase Order Summary

Aces Equipment Sales, LLC	FAO Café & Cake Kitchen (Pam Cager)	Mohawk Mfg & Supply	Tire Solutions
Airgas USA, LLC	Finishmaster, Inc	Mt. Zion (EDTAP)	T-Mobile
Auto Glass by Pfaffs Inc	Flow GM Auto Ctr. Of WS	Munice Transit Supply	Tony's Italian Ice (Tony Jordan)
Auto Springs Co., Inc	Flow GM Auto Ctr. Of WS	Napa Corp Genuine Parts Comp	Trans-Air Mfg. Corp
Barracuda (extension)	Forsyth Co. Dept. Soc Svcs	Natsco	TransDev
Barracuda	Genfare -emergency repair	New Flyer of America	Trapeze
C & A Equipment	Genfare LLC	North State Security	Triad Thermo King
Carquest Auto Parts, Inc	Gillig, LLC	Omni Services Inc	Truck Pro Of Greensboro
CEIA USA LTD (Metal Detectors)	YMCA	Parrish Tire Company Inc	UTA (Urban Transportation Assoc.)
Central Carolina Body Works	Going Green Lawn Care	Pest Control Authority	Enghouse
Chemsource Direct	Goodyear Tire & Rubber Co.	Piedmont Truck Center, Inc	Modern Chevorlet
Clarke Power	Gordon's Radiator and A/C	Pine State Marketing	Modern Body Shop and/or Toyota
Clarke Power	Harisons Workwear	Ron Turley Associates (RTA)	Southern Fastner & Supply Inc.
Communications Access Partners	J J Keller & Assoc, Inc.	Safety Kleen	Surry Chemical Inc.
Cummins Atlantic	Lift U Corp.	Safety Kleen	Diesel Equipment Co.
Cummins Atlantic	MD3 Media (Michael D. Clinton, Sr.)	SEON Systems Sales Inc. - Seon Design	Model 1 Commer. Vehicles (Creative Bus)
Cummins Atlantic	Mobile Communications -Sole Source	Shepherd Ctr. Of Kenersville (EDTAP)	Snider Tire dba Snider Fleet

Solicitation/RFP Process

FTA Audit Findings

- ▶ Oversight
- ▶ Procurement



HDR Consultant

- ▶ Workshop (Sep 23)
- ▶ Reading Room (Oct 23)
- ▶ Peer Agency Review (Oct 23)
 - ▶ Durham
 - ▶ Raleigh
 - ▶ Phoenix
- ▶ RFP Document/Solicitation (Nov 23)
- ▶ Pre-Proposal Open House (Jan 24)

Solicitation/RFP Process Focus

Proposals Due: March 1, 2024

The City of Winston-Salem is seeking a partner to:

- ▶ Deliver best-in-class service to our residents, visitors and workers.
- ▶ Revitalize hiring and training at WSTA to staff the full level of service (~181,500 Revenue Service Hours)
- ▶ Meet best practice standards for reporting on operations that allows for proactive service planning and continuous improvement

Key Contract Elements

- ▶ 5 years with the option to renew up to two additional years
- ▶ All FTA requirements that govern funds will be in effect

Key Evaluation Considerations

Core Criteria

- ▶ Qualifications and Experience
- ▶ Key Personnel & Organizational Structure
- ▶ Approach to Providing Services
- ▶ Safety

Differentiators

- ▶ Customer Service & Marketing
- ▶ Asset Management
- ▶ Transition Plan

Administrative compliance & responsiveness

Technical evaluation yields short-list

Price review of short-list only

Oral presentations / Interviews

Best and final offer

Notice of intent to award

Scoring

Outstanding – the proposal clearly demonstrates an understanding of the City’s goal(s) for the area of evaluation; demonstrates a well-resourced and thorough technical approach to the area of evaluation; identifies resource or process redundancies to mitigate potential operational, technical, or administrative risks; and/or provides several elements of added value to meet the requirements.

Exceeds Requirements – the proposal clearly demonstrates an understanding of the City’s goal(s) for the area of evaluation and demonstrates a well-resourced and thorough technical approach in this area of evaluation and presents some specific elements to the technical approach that may add value to meeting the requirements.

Meets Requirements – the proposal indicates an understanding of all technical requirements and demonstrates sufficient resources and technical approach to meet the City’s goals in this area of evaluation.

Marginally Acceptable – the proposal meets most of the technical requirements but may have a one or two material weaknesses that could be mitigated or improved through clarification of intent, further explanation, or minor adjustment to the technical approach.

Unacceptable – the Offeror does not provide sufficient information for evaluation or contains several material weaknesses that cannot be reasonably or reliably mitigated or improved without a significant change of approach by the Offeror.

Solicitation/RFP Process-Proposals Received

- ▶ WSDOT received 2 proposals
 - ▶ WeDriveU
 - ▶ RATP Dev

Panel Scoring Summary

We Drive U						Criteria	RATP Dev					
Panelist 1	Panelist 2	Panelist 3	Panelist 4	Panelist 5	ave.		Panelist 1	Panelist 2	Panelist 3	Panelist 4	Panelist 5	ave.
Exceeds	Meets	Exceeds	Meets	Exceeds	3.6	Qualifications	Exceeds	Meets	Exceeds	Exceeds	Exceeds	3.8
Meets	Meets	Margin	Meets	Meets	2.8	Key Personnel	Meets	Exceeds	Exceeds	Meets	Meets	3.4
Meets	Exceeds	Exceeds	Meets	Exceeds	3.6	Approach to Services	Exceeds	Meets	Exceeds	Exceeds	Meets	3.6
Exceeds	Meets	Exceeds	Exceeds	Exceeds	3.8	Safety	Exceeds	Meets	Exceeds	Meets	Exceeds	3.6
Meets	Meets	Margin	Exceeds	Meets	3	Customer Service	Exceeds	Meets	Exceeds	Meets	Meets	3.4
Exceeds	Meets	Meets	Meets	Exceeds	3.4	Asset Management	Exceeds	Meets	Exceeds	Meets	Meets	3.4
Meets	Meets	Meets	Meets	Exceeds	3.2	Transition	Exceeds	Exceeds	Outstand	Exceeds	Meets	4
23.4							25.2					

WINSTON-SALEM DEPARTMENT OF TRANSPORTATION

Transit Operations and Maintenance Services
RFP#24135





OUR REACH ACROSS THE US

- 
HQ
 RATP Dev USA
 Headquarters
- 
Streetcar
- 
Bus & Coach
- 
Sightseeing
- 
DRT
- 
Paratransit
- 
Shuttle

ALWAYS SUPPORTED IN NORTH CAROLINA

Buncombe County Mountain Mobility

Operations
Since 2011
52 Employees
43 Vehicles



Asheville Rides Transit

Operations
Since 2017
82 Employees
39 Vehicles



Winston-Salem



Greensboro

Operations
Since 2022
227 Employees
113 Vehicles



Durham

Operations
Since 2023
202 Employees
53 Vehicles



Raleigh & Wake County

Operations
459 Employees
185 Vehicles



 Converted from Management

Our service delivery model

HANDS ON

From answering customer calls to operating services, our employees are always responsive and customer-focused.

VISIBLE

Our management teams are present and available at our facility – whether in the breakroom, on revenue vehicles, or engaging with customers and employees.

COLLABORATIVE

We build rapport and engage staff, customers, stakeholders, and the community on transit goals, safety, and services.



WE WILL MANAGE AND OPERATE THE
WSTA SERVICES TO THE HIGHEST
STANDARDS OF SAFETY AND QUALITY,
IN TRUE PARTNERSHIP.

Robust Transition Experience



RATP Dev believes in building lasting partnerships, starting before the first day of the transition. We develop and foster partnerships with our customers by embracing open communication and delivering transparency.

COMMUNICATION

- ✓ **Dedicated Transition Manager Ken Fischer**
- ✓ Open communication starting early
- ✓ Frequent interactions
- ✓ Engagement with customers, staff, and community stakeholders

TRANSPARENCY

- ✓ Understanding of expectations
- ✓ Open invitation to RATP Dev transition meetings
- ✓ Availability any time, during and after service transition

Experienced and Dedicated Transition Manager



- Over 42 years of industry experience
- Former GM and corporate senior leader
- Managed over 12 transition nationwide and more recently Durham, Raleigh/Wake
- Led Raleigh, Wake and Durham successful transition from management contract to operating contract on time
- Transparent and clear processes established over the years
- **Our transition consists of over 200 executable checkpoints**
- WSTA will have Full access to transition tasks manager in Monday.com as part of our commitment to transparency



monday work
management

Strong & Experienced Local and Regional Team

A strong local management team with a focus on quality, stability, and versatility



Bruce Adams

General Manager
20-year US Army veteran



Michael Rosson

AGM – Operations
Private and public transit experience



Reginald Arrington

AGM – Maintenance
23-year US Army veteran



Brandie Peterson

Director of Customer Engagement/Marketing
10+ years marketing experience



Steve Sherrer

VP of Operations



Robert Smith

VP of Business Development & Client Relations



Photo courtesy of RATP Dev's Greensboro team.

TAKING CARE OF OUR EMPLOYEES

WHEN WE TAKE CARE OF OUR EMPLOYEES, OUR EMPLOYEES TAKE BETTER CARE OF PASSENGERS. OUR INCENTIVE AND WELLNESS PROGRAMS PROVIDE EMPLOYEES PEACE OF MIND AT HOME, SO THEY CAN FOCUS ON SAFETY AND THE ROAD.

- ✓ Acquire
- ✓ Retain
- ✓ Develop
- ✓ Motivate & Reward

Continuous Improvement & Transparent Service Delivery

- **Optibus** – Continuous improvement in operations for driver and fleet management to deliver efficient service
- **LYTX DriveCam** – Continuous safety improvement and employee coaching opportunities
- **Safe Tracker** – multi-module safety management tool for accurate data collection
- **Connect** – Internal platform for reporting and collaboration as part of our commitment to transparency
- **RATP Dev's Business Intelligence (BI) Dashboard** – Interactive dashboard with KPIs to monitor efficiency daily.

The logo for Optibus, featuring the word "optibus" in a blue, lowercase, sans-serif font with a stylized 'o'.The logo for Lytx DriveCam, with "lytx" in a blue, lowercase, sans-serif font and "DriveCam™" in a smaller, blue, sans-serif font below it.The logo for SafeTracker, featuring a stylized orange and blue 'S' icon followed by the word "SafeTracker" in a blue, sans-serif font.

Network Name	AFR	IFR	Risky Driver 5 Star	Safe Tracker Adoption KPI
Location 1	1,33	0,00	5	95%
Location 2	2,77	0,00	4	95%
Location 3	2,45	3,82	4	98%
Location 4	0,57	6,93	3	95%
Location 5	1,63	10,96	3	96%

Safety KPIs

Value Added

RATP Dev USA Programs

- We Move People – Community engagement
- Grow Our Own
- Mentorship Program
- Certified Trainer Program
- Blink Frontline Employee App
- Drive2zero Safety Program
- Learn & Dev Program
- Going for Excellence Program

RATP Dev USA Tools

- SafeTracker
- LYTX DriveCam
- Welcome Customer Service Management
- TAPTCO Operator Training
- LLLC Defensive Driving Training
- Connect Dashboard
- Business Intelligence Dashboard
- RTA Fleet Management Software

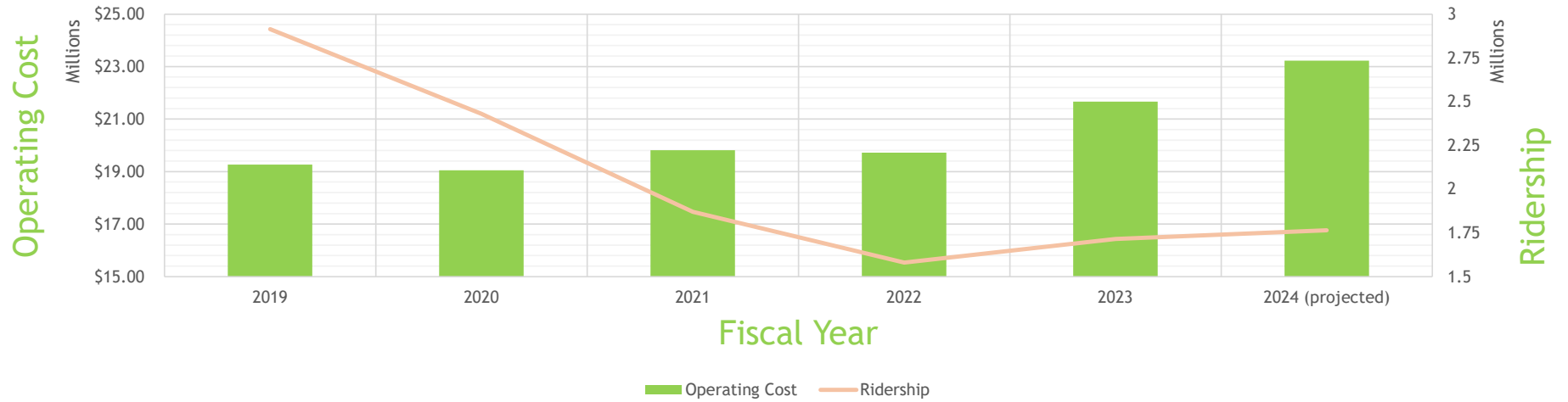


Health Check Review – Dedicated resource and tool help prepare WSTA for FTA Triennial reviews.

THANK YOU



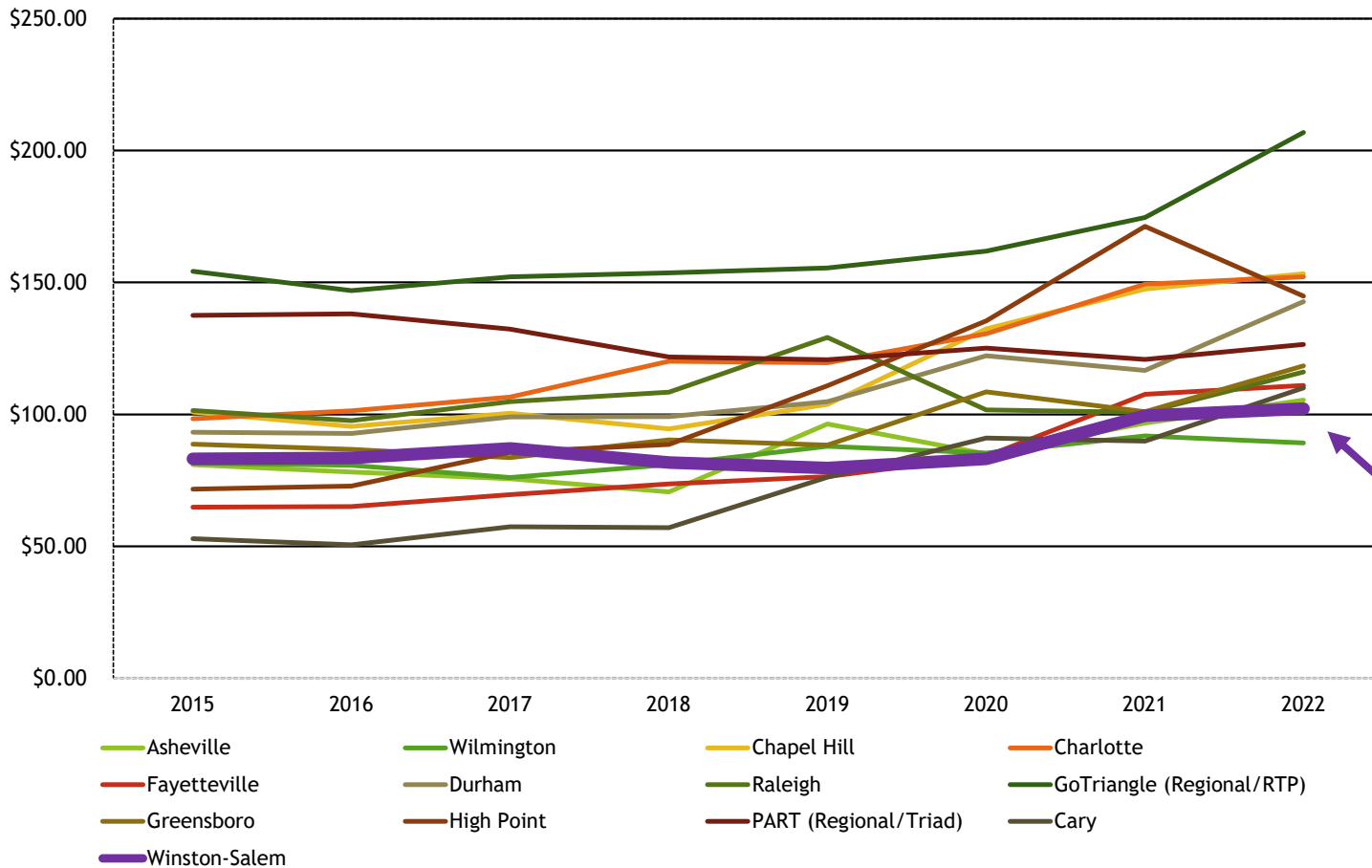
WSTA Cost/Ridership Trends



Financial Overview-A Look Back

Cost-Efficiency Compared to NC Peer Agencies

Operating Cost Per Vehicle Revenue Hour, NC Transit Agencies



- **WSTA had the 2nd-lowest cost per hour** of service of 13 large NC transit agencies in 2022
- **WSTA has done a better job containing cost growth** than most in a time of high inflation

WSTA in Purple

Financial Overview-Contractual Value

Contract Year	Operational Costs	Pension Costs	Annual Allowances	Incentive Payments	Contract Total
FY 2025	\$ 26,428,919.71	\$ 524,052.11	\$ 400,001.00	\$ 396,433.80	\$ 27,749,406.61
FY 2026	\$ 27,792,385.40	\$ 541,258.34	\$ 260,002.00	\$ 416,885.78	\$ 29,010,531.52
FY 2027	\$ 28,767,506.64	\$ 556,065.99	\$ 270,503.00	\$ 431,512.60	\$ 30,025,588.24
FY 2028	\$ 29,702,671.10	\$ 570,367.54	\$ 281,529.00	\$ 445,540.07	\$ 31,000,107.71
FY 2029	\$ 30,672,106.74	\$ 584,767.17	\$ 293,106.25	\$ 460,081.60	\$ 32,010,061.76
Subtotal Base Period (5yr)	\$ 143,363,589.59	\$ 2,776,511.15	\$ 1,505,141.25	\$ 2,150,453.84	\$ 149,795,695.83
FY 2030	\$ 31,423,092.40	\$ 600,177.29	\$ 305,262.31	\$ 471,346.39	\$ 32,799,878.40
FY 2031	\$ 32,548,707.67	\$ 616,493.20	\$ 318,026.13	\$ 488,230.62	\$ 33,971,457.62
Option Year Total (7yr)	\$ 207,335,389.66	\$ 3,993,181.65	\$ 2,128,429.69	\$ 3,110,030.84	\$ 216,567,031.84
Full Term Allowances					
PTO Accrual					\$1,710,800.85
Vehicle Commissioning					\$75,000.00
Ops & Maintenance Facility					\$250,000.00
Total Contract Value					\$218,602,832.69

Changes in Transit Management

- ▶ MANAGEMENT TO FULL OPERATIONS

- ▶ Refocus

- ▶ Transit Planning
- ▶ FTA Compliance
- ▶ Ridership Growth
- ▶ Marketing
- ▶ Security/Code of Conduct
- ▶ Service and Amenity Standards

WHY!!

FTA Compliance

Enable Route Planning

Staff Efficiencies

Improve Service Delivery

Accountability

Incentivize Performance

Minimize Risk to City

Industry Best Practice

Transparency

Promote Service Expansion

Enhances Rider Experience



Questions??