

New Orleans Regional Transit Authority (RTA)



**Proposal for
RFP #2022-021**

OCCUPATIONAL HEALTH AND SAFETY (OSH) PROGRAM DEVELOPMENT AND TRAINING

ORIGINAL

January 6, 2023

SUBMITTED BY:

**K&J SAFETY AND SECURITY
CONSULTING SERVICES, INC.
CANTONMENT, FLORIDA**



K&J SAFETY AND SECURITY CONSULTING SERVICES, INC.

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CERTIFICATIONS: DBE / SBE / VBE / WBE

DBE/SBE/VBE/WBE Certifications

K&J Safety and Security Consulting Services, Inc. (K&J) is a wholly-owned:

- Certified Disadvantaged Business (DBE),*
- Small Business (SBE),
- Veteran Business (VBE), and
- Woman-Owned (WBE) Business Enterprise.

**DBE in Florida, Louisiana, North Carolina, Illinois, Georgia, Massachusetts, Minnesota, Oklahoma, Texas, Washington, District of Columbia, Pennsylvania, Ohio, and Tennessee.*

QUALIFICATIONS: FIRM EXPERIENCE AND HISTORY

RTA's operations are in a state of constant evolution. New facilities, equipment, vehicles and systems, new extensions and route changes, new employees, and new and changing regulatory requirements impact RTA's Safety Program and Operations. Each change must be addressed and reviewed regarding safety and security, regulatory compliance, impact on rules and procedures, and training. RTA requires a partner in this process to provide the best and most practical technical approach applicable to RTA's unique operating environment. This partner must also have a proven track record of successful project management and technical excellence. K&J Safety and Security Consulting Services, Inc., is that partner.

Our Corporate Experience

K&J specializes in transportation, safety, security, emergency management, occupational safety and health, and fire/life safety consulting services. The company, which began operation in 2002, is headquartered in Cantonment (Pensacola), Florida, and has shown steady growth in fees, industry recognition, and employee size since its inception. K&J focuses on providing safety and security reviews of existing and new start transportation systems throughout the United States. K&J also assists transit agencies by providing safety and security training, Threat and Vulnerability Assessments (TVA), OSHA compliance audits, Fire Life Safety (FLS) support through our National Fire Protection Association (NFPA) expertise, Hazard Analysis (HA), Operating Hazard Analysis (OHA),

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Failure Modes Effects and Criticality Analysis (FMECA), Fault Tree Analysis, Safety and Security Certification (SSC), subject matter expertise for accident and incident investigations, and system safety, security, and operational audits.

K&J's client base includes state and federal governments and the general industry. In addition to our current large contracts contract with the Washington Metropolitan Transit Authority (WMATA) and Southeastern Pennsylvania Transportation Authority (SEPTA) K&J has contracts with the Federal Transit Administration (FTA), United States Department of Transportation (USDOT), Federal Bureau of Investigation (FBI), National Aeronautical Space Administration (NASA), University of South Florida, Center for Urban Transportation Research (CUTR), the California Transit Insurance Pool (CalTIP), several State DOTs, and a number of small, medium and very large transit agencies including the Greater Cleveland Regional Transportation Authority (GCRTA), Charlotte Area Transit System (CATS), Houston Metro, Central Florida Regional Transportation Authority (LNYX), New Jersey Transit (NJT), Memphis Area Transit Authority (MATA), Port Authority Allegany County (PAAC), Hillsborough Area Regional Transit Authority (HART) Metropolitan Transit Authority of Harris County (METRO), Jacksonville Transportation Authority (JTA), and the Massachusetts Bay Transportation Authority (MBTA).

K&J currently employs 39 staff, including professionally registered engineers, architects, fire/life safety (FLS), system safety, system security, OSHA 501 trainers, and Safety Management Systems (SMS) experts with extensive experience in all facets of transportation services (maritime, highway, pipeline, aviation, railroad, bus...). The company project management is led by Mr. James Tucci, President/Chief Engineer.

Special Training, Certifications, and Licenses

K&J Safety and Security Consulting Services, Inc., represents a transit industry leader in system safety and security engineering services and includes registered Professional Engineers (P.E.), Registered American Institute of Architects (AIA), World Safety Organization Certified Safety and Security Directors (WSO-CSSD) and Certified Safety Specialist (WSO-CSS) designations, Board of Certified Safety Professionals (BSSP) Certified Safety Professional (CSP), staff that have obtained the U. S. Department of Transportation(USDOT)/Transportation Safety Institute (TSI) Transit Safety and Security Practitioner (TSSP) certificate, Florida CPTED Practitioner (FCP) certification and staff that have completed and received certifications in Safety Management Systems (SMS) from TSI, Mitre and the Board of Certified Safety Professionals, Registered Environmental Manager (REM), International Code Council (ICC) - Master Code Professional (MCP), International Code Council - Certified Fire Marshal (CFM), Federal Emergency Management Agency (FEMA) certified National Incident Management System (NIMS) and Incident Command System (ICS) trainers, OSHA 500 and 501 Outreach Instructors, DHS certified emergency exercise trainers (HSEEP) as well as the coveted Federal Transit Administration's (FTA) Public Transportation Safety Certification Training Program (PTSCTP) certificate. Our team of highly skilled professionals collectively possesses several hundred years of transit safety, security, emergency preparedness, architecture, and engineering experience. This varied experience has allowed us to

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develop a technical approach explicitly geared towards supporting RTA's needs with a clear vision of the future to set the foundation for sustained safety performance improvement. Additionally, most of our team are USDOT/Transportation Safety Institute (TSI) certified instructors who regularly teach multiple courses for TSI and transit agencies across the United States and are responsible for developing and updating most of the current inventory of TSI courses.

Project and Training Location Map

The following graphic (**Figure 1**) represents K&J office locations, active/past projects, and locations where K&J staff have provided training to transit agencies.

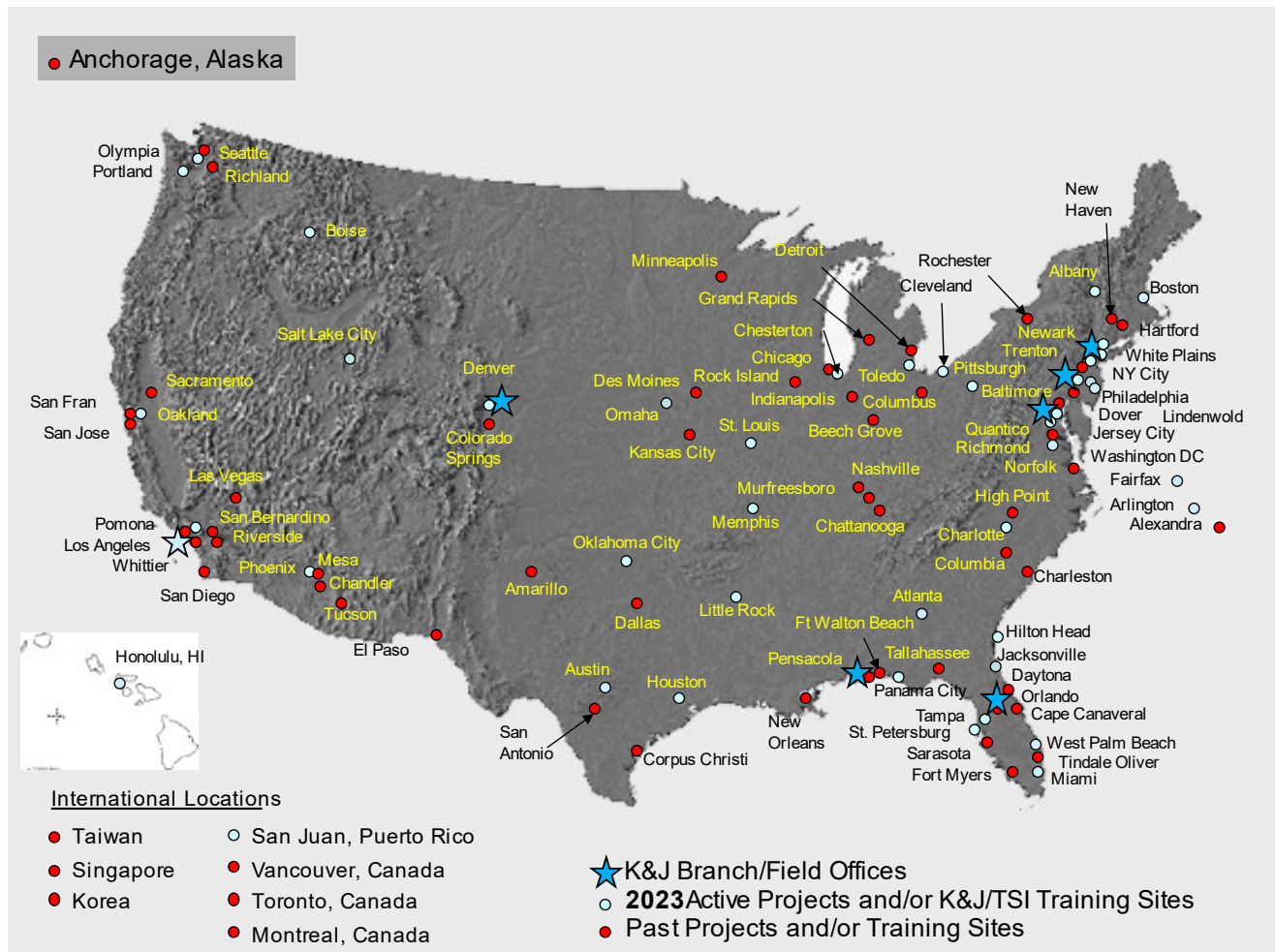


Figure 1: K&J Project and Training Location Map

Ability and Experience to Provide the Services Specified in the RFP

K&J's methodology and approach are structured to maximize responsiveness. We will evaluate RTA's needs for each task and allocate the most qualified staff to meet those needs. For this assignment, we propose a team that has successfully supported OSH contracts that meet the RTA scope of work's qualification requirements and have expert knowledge of RTA's operations and system safety, security, and emergency management needs. Personnel substitutions will only be made with prior RTA approval.

As work is performed, we will effectively communicate and coordinate activities with project stakeholders to ensure that RTA remains involved and has ample opportunity to complete all assignments and deliverables. Our collaborative team approach minimizes surprises and potential conflicts or miscommunications by ensuring the RTA CSO (or designate) and Executive Leadership Team (ELT) are provided with timely information that will allow them to make well-informed decisions to prioritize the implementation of findings and recommendations appropriately. We will combine our knowledge of RTA's multi-modal operations, safety and security program, organizational structure, and State and Federal regulations with our highly qualified staff of system safety, security, and engineering experts to develop consistent, high-quality deliverables immediately valuable to the RTA.

We understand that safety and security performance results must be objectively assessed, substantiated through quantitative and qualitative analyses, and presented from a balanced perspective. Likewise, findings need to be presented in the appropriate context and focused on the cause(s), not the symptoms, of the issues at hand. Results that may significantly impact safety and security performance or presents a clear hazard will be immediately reported to RTA.

Throughout the execution of this assignment, we will implement project controls that have been proven through our past support of numerous other clients. We routinely use these controls to ensure that project status is visible, that work activity is timely and directed at task objectives, and to allow for quick corrective action (if needed). Our approach highlights the following control mechanisms:

Frequent discussions and communications with RTA technical and managerial staff. During the execution of each task, we expect that weekly or daily discussions among RTA and K&J Team staff will be held. Through regular meetings, teleconferences, emails, monthly progress reports, and frequent on-site activities at RTA, we will make sure that all work activities are coordinated and completed as efficiently as possible and in a manner that meets RTA's expectations and requirements.

Briefing meetings. We recognize the critical, time-sensitive, and high-profile nature of the tasks performed during this assignment. As such, RTA Safety, Security, and the Executive Leadership Team must be provided with the most accurate and timely information possible. To accomplish this, we will hold weekly (or more frequent)

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briefings with the RTA CSO (or designate) and other RTA personnel as required, ensuring all parties remain up-to-date regarding all project activities, schedules, and actions to be taken to resolve any issues or concerns.

Monthly Progress Reports. Each month we will prepare and submit a progress report that will include discussions of each task. At a minimum, the progress report will document activities completed over the preceding month, activities planned for the coming month, schedule information including progress towards meeting stated milestones and anticipated completion dates, a discussion of issues and concerns requiring RTA's attention, and the actions being taken to resolve them, and a summary of financial data (i.e., labor costs and expenses incurred, total remaining funds, etc.). The reports will be formatted to facilitate ease of comprehension and will be consistent during the contract.

Schedule Management. We will define milestones and deliverable dates for each task and monitor progress toward reaching each milestone and completion date. This progress will be reported as part of our Monthly Progress Reports.

Quality Management. The Project Manager will review all deliverables before being submitted to RTA to ensure they meet their intended purpose and are of the highest quality. We will also conduct deliverable reviews with RTA technical and managerial staff, as appropriate, to ensure they meet RTA's expectations.

Our Program Manager for this assignment, Mr. James Tucci, will have management authority over overall tasks and personnel. As task needs are identified, Mr. Tucci will meet with the appropriate RTA representatives to ensure a shared understanding and an agreement regarding the work to be completed and the assignment's desired product(s). Mr. Tucci will then identify and assign an appropriate Task Leader and the staff necessary to complete the job. Work schedules, including deliverable milestones, will be developed consistent with the project master schedule and task budget. All work will be performed to make clear, balanced findings highlighting RTA achievements, successes, and recommendations for future progress.

Mr. Tucci has assisted the FTA, WMATA, SEPTA, HART, MATA, PAAC, and numerous other clients with implementing an SMS program. Mr. Tucci is an SMS-trained practitioner with over 20 years of SMS experience. For the past four years, Mr. Tucci has served as Project Manager on WMATA's existing Safety Engineering Services contract (Contract No. CQ11242/KB), where he has successfully managed and overseen the delivery of all tasks completed in support of this contract. In this capacity, he has become a trusted advisor and valuable technical resource to WMATA SAFE.

Projects Matrix

The following charts (**Figure 2**) provide a brief overview of various projects and clients for which K&J has provided professional consulting services.

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Agency / Project	New Start / Line Extension / MCP / CIP Projects	Bridges / Aerial Structures	Occupational / Environmental	Maintenance Facility / Parking Structures	Systems / Communications	Vehicles (rev and non-rev)	Operations	Training and Meetings	Certifiable Items List (CIL)	Conformance Checklists	Certification Documentation	Safety Analysis and Planning	Security Analysis and Planning	Reports and Presentations	Fire / Life Safety Analysis	Grade Crossings	Emergency Drills / Exercises	Testing and Start-up	Hazard Management	SSOC Support	Auditing / GAP Analysis	TVA ISA	Construction Safety	COOP / Emergency Plans	Safety Design Reviews	Security Design Reviews	FRA Compliance	Accident / Incident Investigations	Development of Plans / ISOPs / SSMP / ASP / CAPs / SSCP	
Charlotte Area Transit System (CATS)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X		X	X	X	X	X	
New Orleans Regional Transit Authority (NORTA)	X			X				X						X	X				X		X	X			X	X			X	
Washington State Department of Transportation (WSDOT)								X				X	X	X		X			X	X	X				X	X	X		X	
Central Florida Regional Transportation Authority (LYNX)	X		X		X		X	X	X	X	X	X	X	X			X	X	X			X	X			X	X			X
Connecticut Department of Transportation (ConnDOT)	X		X		X			X	X	X	X	X	X	X								X	X		X	X	X			
Greater Cleveland Regional Transit Authority (GCRTA)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X		X	X			X	X				X
Hillsborough Area Regional Transit Authority (HARTLINE)	X							X				X	X	X			X		X			X		X						X
Honolulu Authority for Rapid Transportation (HART)	X	X	X	X	X	X		X	X	X	X	X	X	X	X		X	X	X			X			X	X				X
Maryland Transit Administration (MTA)	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X	X	X		X		X	X	X	X	X			
Metropolitan Atlanta Rapid Transit Authority (MARTA)				X			X	X	X	X				X	X		X		X											
Metropolitan Transit Authority of Harris County (Houston)	X		X	X		X	X	X	X	X	X	X	X	X		X		X	X			X			X	X				
Memphis Area Transit Authority (MATA)	X		X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X					X	X	X		X	X	
Tri-County Metropolitan Transportation District (Tri-Met)	X	X						X			X	X	X	X	X			X							X	X				
Washington Metro Area Transit Authority (WMATA)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X		X				X	X	X	X	X	X
Puerto Rico Integrated Transit Authority (PRITA)					X		X	X	X	X	X	X	X	X	X			X	X		X	X			X	X				X

Figure 2: K&J Projects (Page 1)

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Agency / Project	New Start / Line Extension / MCP / OIP Projects	Bridges / Aerial Structures	Occupational / Environmental	Maintenance Facility / Parking Structures	Systems / Communications	Vehicles (rev and non-rev)	Operations	Training and Meetings	Credible Items List (CIL)	Conformance Checklists	Certification Documentation	Safety Analysis and Planning	Security Analyses and Planning	Reports and Presentations	Fire / Life Safety Analysis	Grade Crossings	Emergency Drills / Exercises	Testing and Start-up	Hazard Management	SSOC Support	Auditing / GAP Analysis	TVA / SA	Construction Safety	COOP / Emergency Plans	Safety Design Reviews	Security Design Reviews	FRA Compliance	Accident / Incident Investigations	Development of Plans / SOPs / SSMP / ASP / CAPs / SSCP
Pinellas Suncoast Transit Authority (PSTA)							X	X	X	X	X	X	X	X			X		X		X	X		X	X	X			X
USDOT/ Transportation Safety Institute (TSI)								X						X														X	
Jacksonville Transportation Authority (JTA)	X	X			X	X		X	X	X	X	X	X	X	X		X		X		X	X		X	X	X			X
Arlington County Transit (ART)								X				X	X	X			X		X		X	X		X	X	X			X
Fairfax County Transit (Connector)								X				X	X	X			X		X		X	X		X	X	X			X
Virginia Railway Express (VRE)	X	X	X	X				X	X	X	X	X	X	X	X		X		X		X	X		X	X	X	X		
Center for Urban Transportation Research (CUTR)								X				X	X	X	X				X						X	X		X	X
Southeastern Pennsylvania Transportation Authority (SEPTA)	X				X			X	X	X	X	X		X		X	X		X		X			X	X	X	X	X	X
Pittsburgh Regional Transit (PRT)								X				X		X			X		X		X			X	X	X		X	X
Chattanooga Area Regional Transportation Authority (ARTA)								X				X		X					X		X			X					
New York State Department of Transportation - Public Transportation Safety board (PTSBS)								X				X	X	X					X	X	X							X	X
Texas Department of Transportation (TxDOT)								X				X	X	X					X	X	X							X	X
National Passenger Railroad (AMTRAK)				X				X				X	X	X					X		X		X				X		
Palm Beach County Transit (Palm Tran)								X				X	X	X					X			X		X					

Figure 2: K&J Projects (Page 2)

NORTA Projects Supported by K&J

K&J has been providing professional consulting services in support of the New Orleans RTA since 2002. K&J currently has no active projects underway. Most recently (May 2022), K&J staff delivered the Transit Industrial Safety Management course to RTA staff. This course included 90% of the topics discussed in the RFP SOW and additional topics. The course also included a field exercise where participants conducted an industrial safety workplace audit at RTA facilities. K&J also issued OSHA 30-hour cards to participants.

Past services that K&J provided to the RTA include the following:

- 2022 - Delivered the Transit Industrial Safety Management course, which included a workplace safety audit at RTA facilities, and issued 30-hour OSHA cards to participants.
- 2019 to 2020 – Developed the Multi-Year Strategic Plan for RTA's Safety and Emergency Preparedness Program development and implementation.
- 2019 – Performed a Security Training Gap Analysis on RTA's entire system
- 2019 – Conducted multiple NIMS and ICS training classes for various RTA staff.
- 2018 – Developed and delivered Active Shooter Tabletop Exercise utilizing the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP) guidelines. Assisted in Planning Meetings, developed the Situation Manual and Slide Presentation, and followed up with the After-Action Report (AAR).
- 2018 - Provided training for NIMS 700 and ICS 100. Developed Slide Presentations and Student Manuals.
- 2017 to 2018 - Performed a draft Preliminary Hazard Analysis (PHA) for the Streetcar Cemeteries and Canal Street Ferry Terminal projects.
- 2017 to 2018 - Launched Drones to collect aerial video coverage of all New Orleans RTA fixed facilities, including Ferry Terminals, maintenance facilities (bus and streetcar), administrative headquarters, and streetcar alignments. This complete video documentation was the first for a transit system.
- 2017 to 2018 - Developed Multi-Year Training and Exercise Program utilizing FEMA guidelines for HSEEP compliant program.
- 2017 to 2018 - Performed a Threat and Vulnerability Assessment (TVA) on RTA's entire system, including the bus, para-transit, streetcar, ferry operations, and associated equipment and facilities.
- 2008 – Safety assessments of post-Hurricane Katrina mitigation implementation projects.
- 2005 – K&J developed emergency policy documentation covering RTA's in-service transit vehicles (bus and rail) in full compliance with city, state, and federal regulations.
- 2005 – Post-Hurricane Katrina safety assessments.

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- 2004 – Performed complex Hazard Analysis (HA) on several RTA Ferry Terminals before implementing a terminal overhaul program.
- 2004 – Revised the agency System Safety Program Plan (SSPP).
- 2002 to 2004 - K&J developed, delivered, and evaluated Emergency incident drills and tabletop exercises per the guidelines established by the Federal Transit Administration (FTA). Activities included:
 - Developed, organized and moderated the exercises in conjunction with RTA's staff and local emergency response teams (Police dept., Fire dept.).
 - Ensured compliance with all FRA, USDOT, FTA, and other applicable Code of Federal Regulations (CFR), State and local ordinances, and the transit agency's policies and procedures.
 - Ensured all hazards associated with the exercise were appropriately identified, addressed, and mitigated or eliminated before any persons, agencies, or transit agency employees participated in the activities.
 - Ensured all appropriate external agencies/parties were interviewed, received a written invitation, polled to ascertain participation or observation of the exercises, and provided proper documentation.
 - Held debriefings with the participants and stakeholders to critique the exercises and identify findings and recommendations to meet all previous requirements.
 - Generated an After-Action Report (AAR). The AAR was reviewed and approved by the consulting staff and designated RTA personnel to document the briefing. Distribution was made to all RTA-identified parties.

Client References

Reference 1

Central Florida Regional Transportation System (LYNX)

Agency: LYNX – Orlando, FL

Contact Person: Mr. D'Hasheem Alkebulan, Project Manager

Address: 52133 LYNX Lane

Orlando, FL 31633

Email Address: dalkebulan@golynx.com

Phone Number: 407-254-6210

Period of Performance: 2002 to present

Reference 2

Pinellas Sun Coast Transit Authority (PSTA)

Agency: PSTA – St. Petersburg, FL

Contact Person: Mr. Theo Bakomihalis, Safety, Security, and Training Manager

Address: 3201 Scherer Dr.

St. Petersburg, Fl. 33716

Email Address: tbakomilahis@psta.net

Phone Number: 727-540-1886

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Period of Performance: 2006 to present

Reference 3

Jacksonville Transportation Authority (JTA)

Agency: JTA – Jacksonville, FL

Contact Person: Mr. Robert Maniuszko, Chief Safety Officer (CSO)

Address: 100 N. Myrtle Avenue

Jacksonville, FL 32204

Email Address: rmaniuszko@jtafla.com

Phone Number: 904-652-8998

Period of Performance: 2005 to present

Reference 4

Greater Cleveland Regional Transit Authority (GCRTA)

Agency: GCRTA – Cleveland, OH

Contact Person: Mr. Steve Paganoff, Chief Safety Officer (CSO)

Address: 1240 West 6th Street

Cleveland, Ohio 44113-1331

Email Address: speganoff@gcrta.org

Phone Number: 216-356-3233

Period of Performance: 2001 to present

Reference 5

Hillsborough Area Regional Transit (HART)

Agency: HART – Tampa, FL

Contact Person: Mr. Jose Marquez (no longer with the agency)

Address: 4305 E. 21st Avenue

Tampa, FL 33605

Email Address: etpspr@gmail.com

Phone Number: 787-221-0293

Period of Performance: 2002 to present

Reference 6

Charlotte Area Transit System (CATS)

Agency: CATS – Charlotte, NC

Address: 600 East 4th Street

Charlotte, NC 28202

Contact Person: Jill Brim, Project Manager

Email Address: jmbrim@ci.charlotte.nc.us

Phone Number: 704-651-3809

Period of Performance: 2004 – Present

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Reference 7

Greater Cleveland Regional Transit Authority (GCRTA)

Agency: GCRTA – Cleveland, OH
Address: 1240 West 6th Street
Cleveland, Ohio 44113-1302
Contact Person: Joseph Shaffer, Director of Engineering
Email Address: jshaffer@gcrtc.com
Phone Number: 216-566-5146
Period of Performance: 2003 – Present

Reference 8

Washington Metropolitan Area Transit Authority (WMATA)

Agency: WMATA – Washington, DC
Address: 600 5th Street, NW
Washington, DC 20001
Contact Person: Theresa Impastato, Chief Safety Officer (CSO)
Email Address: tmimpastato@wmata.com
Phone Number: 202-962-2297
Period of Performance: 2010 – Present

Reference 9

Southeastern Pennsylvania Transportation Authority (SEPTA)

Agency: SEPTA – Philadelphia, PA
Address: 1234 Market Street
Philadelphia, PA 19107
Contact Person: Ed Abel, Manager, Operational Safety
Email Address: eabel@septa.org
Phone Number: 215-439-0274
Period of Performance: 2015 – Present

Reference 10

USDOT/Transportation Safety Institute (TSI)

Agency: TSI – Oklahoma City, OK
Address: 6500 S. Macarthur Blvd.
Oklahoma City, OK 73169
Contact Person: Lynna Forbus, COR
Email Address: Lynna.Forbus@dot.gov
Phone Number: 405-954-7575
Period of Performance: 2000 – Present

Reference 11

Memphis Area Transit Authority (MATA)

Agency: MATA – Memphis, TN

Address: 1370 Levee Road

Memphis, TN 38108

Contact Person: Ron Nickle, Chief Safety and Security Officer (CSSO)

Email Address: rnickle@matatransit.com

Phone Number: 601-722-7100

Period of Performance: 2015 – Present

Reference 12

Port Authority of Allegheny County (PAAC)

Agency: PAAC – Pittsburgh, PA

Address: 345 Sixth Avenue, Third Floor

Pittsburgh, PA 15222

Contact Person: Burt Jennings, Chief Safety Officer (CSO)

Email Address: bjennings@poetauthority.org

Phone Number: 412-255-1383

Period of Performance: 2018 - Present

STAFFING: KNOWLEDGE AND CURRENT EXPERIENCE OF KEY INDIVIDUALS

Aging infrastructure coupled with the implementation of new technologies, growing ridership demands, a dynamic and constantly evolving workforce, changing regulatory requirements, and increased governmental and public scrutiny are just a few of the challenges affecting the New Orleans Regional Transit Authority (RTA) safety program as it continues to become more proactive, far-reaching and effective. ***K&J Safety and Security Consulting Services, Inc.*** possesses an unmatched understanding of New Orleans RTA's safety program challenges, priorities, and needs, both present, and future. In addition, K&J has a fully trained and certified Safety Management Systems (SMS) staff who provide SMS services to transportation systems throughout the United States.

Personnel from K&J Safety and Security Consulting Services, Inc. have been instrumental in assisting some of the largest transportation agencies with implementing many of the critical safety program initiatives undertaken to address the challenges listed above and foster the growth of an organization's renewed safety culture. This has included assisting with the development and implementation of new hazard management procedures and corrective action planning processes, managing the safety and security certification programs for key major capital projects and assisting in developing new risk-based certification processes, supporting the investigation of high profile bus and rail accidents, implementing new comprehensive internal safety and security auditing programs, performing fire life safety assessments and facility inspections of critical

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agency assets, conducting engineering studies and hazard analyses of new and existing structures, equipment and systems, and supporting transportation agencies' responses to FTA, National Transportation Safety Board (NTSB) recommendations and inquiries and other regulatory agency oversight.

K&J Consulting Services, Inc. can provide a team of highly qualified staff that will work to become a fully integrated, highly responsive, and well-respected extension of RTA and the Department of Safety, Security, and Emergency Management, providing services that are of the highest quality and best value to the organization.

Applicable Training of Key Staff

K&J Safety and Security Consulting Services, Inc., represents a transit industry leader in system safety and security engineering services and includes registered Professional Engineers (P.E.), World Safety Organization Certified Safety and Security Directors (WSO-CSSD) and Certified Safety Specialist (WSO-CSS) designations, Board of Certified Safety Professionals (BSSP) Certified Safety Professional (CSP), staff that have obtained the Transportation Safety Institutes (TSI) Transit Safety and Security Practitioner (TSSP) certificate, Florida CPTED Practitioner (FCP) certification and staff that have completed and received certifications in Safety Management Systems (SMS) from TSI, Mitre and the Board of Certified Safety Professionals, Registered Environmental Manager (REM), International Code Council (ICC) certified Master Code Professional (MCP) and Certified Fire Marshal (CFM), Federal Emergency Management Agency (FEMA) certified National Incident Management System (NIMS) and Incident Command System (ICS) trainers, OSHA 500 and 501 Outreach Instructors, DHS certified emergency exercise trainers (HSEEP) as well as the coveted Federal Transit Administration's (FTA) Public Transportation Safety Certification Training Program (PTSCTP) certificate. Our team of highly skilled professionals collectively possesses several hundred years of transit safety, security, emergency preparedness, architecture, and engineering experience. This varied experience has allowed us to develop a technical approach explicitly geared towards supporting RTA's needs with a clear vision of the future to set the foundation for sustained safety performance improvement. Additionally, most of our team are USDOT/Transportation Safety Institute (TSI) instructors who regularly teach for TSI and are responsible for developing and updating most of the current inventory of TSI classes.

K&J understands that we must be capable of a timely response to requests made by RTA. This ability and the capacity to effectively and efficiently undertake a significant number of relatively small projects cannot be overemphasized. K&J further understands that we should remain cognizant of the fact that the primary objective of RTA in entering into a contract of this type is to have quality safety, security, emergency management, and training services available within a significantly shorter lead time than can be achieved by entering into individual contracts for every minor assignment that arises during the timeframe set forth for this proposed contract.

Proposed Key Staff

K&J Safety and Security Consulting Services, Inc. intends to support this project with its current, highly qualified employees with OSH experience in the transit environment. This staff includes professional engineers from several disciplines, OSHA 501 trainers, and system safety, system security, Safety Management systems, occupational safety and health, and emergency management and response professionals. K&J intends to staff this project from our satellite offices and corporate office in Pensacola, Florida (just a short 3-hour drive from New Orleans). However, depending on other RTA requests, subject matter experts will have to be brought in from other offices on an as-needed basis.

Program Manager	James Tucci
Project Manager	James Dougherty
Project Staff	Kevin Lyons
Project Staff	Steve Tima
Project Staff	Wendy Perez
Project Staff	Joel Cox

Brief Resumes of Key Staff (See Appendix A for Full Resumes)

The following are brief overviews of the proposed Key Staff. Full resumes are available in **Appendix A** for your review.

Proposed K&J Program Manager:

MR. JAMES TUCCI

K&J PRESIDENT/CHIEF ENGINEER

K&J proposes to assign to the project Mr. James Tucci, President and Chief Engineer of K&J Consulting Services. Mr. Tucci currently directs the fulfillment of his company's ongoing contracts with transit clients nationwide for safety certification services, SMS implementation, hazard condition investigation, hazard mitigation, hazard resolution, employee health and safety (EH&S), and emergency management services.

Mr. Tucci has led numerous audit teams performing SMS-based GAP Analysis, Agency Safety Plan (ASP) generation, and threat and vulnerability assessments on multi-model transit properties and industrial properties.

Mr. Tucci is an authorized OSHA 501 Trainer and is authorized to issue the 30-hour OSHA cards to individuals completing OSHA-certified training modules. Mr. Tucci is also a certified USDOT/Transportation Safety Institute (TSI) trainer and teaches various courses at transit agencies across the United States and internationally. Courses include

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rail/bus system safety, SMS, security, CPTED, design review, FTA capital projects, incident/accident investigation, and the Transit Industrial Safety Management course. He has developed and revised the courses he teaches for TSI.

Mr. Tucci provided senior technical supervision for all aspects of an ISO 9000 accredited non-destructive/destructive testing process chemistry laboratory, ensured all analytical procedures were compliant with those methods approved by the USEPA, NIOSH, ATSM, and Standard Methods (SM), provided system safety training and instruction for all NASA new engineering staff at the Huntsville, Alabama, space complex, developed Standard Operating Procedures for Alternative fuel maintenance facilities, and conducted internal audits on transit properties to comply with the System Safety Program Plan (SSPP) and APTA guidelines.

Mr. Tucci has attended over 1975 hours of professional development courses, workshops, and seminars in rail system safety, industrial safety, construction safety, transit system security, emergency management, SMS, ESMS, ISMS, industrial hygiene, fire/life safety, OSHA regulations, and environmental laws and regulations workers' compensation, occupational accident investigation, rail accident investigation, bus accident investigation and environmental management.

Mr. Tucci has developed Employee Health and Safety (EH&S) plans, chemical hygiene plans, and multi-state approved environmental quality assurance plans for transit properties. He has produced and implemented standard operating procedures to implement internal auditing programs of transit agency safety departments. He has Performed failure modes analysis for NASA on implementing Alternative Fueled Support Vehicles (AFSV) for the NASA Huntsville complex and generated project-specific safety work plans for the Charles Street freight terminal for Amtrak's Gold Coast Corridor.

Mr. Tucci is a degreed Environmental/Chemical Engineer and holds Professional Engineer (PE) designation in several states. Mr. Tucci also holds certifications as a CPTED Practitioner (FCP), Safety and Security Director (WSO-CSSD), Transit Safety and Security Practitioner (TSI-TSSP), and Public Transportation Safety Certification Training Program (FTA-PTSCTP).

Differentiator
Our proposed Program Manager has over thirty years of directly relevant experience. He is a registered/licensed Professional Engineer (PE) in multiple states, is a Transit Safety and Security Practitioner (TSSP), a certified OSHA 501 Trainer (issued over 700 cards to date), CPTED Practitioner (FCP), and a certified by the World Safety Organization as a Safety and Security Director (WSO-CSSD) and has attained the coveted Public Transportation Safety Certification Training Program (PTSCTP) Certification.

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Mr. Tucci is supported by a team of exceptional individuals who will act as either the Project Manager (PM) or Project Staff (PS). If the task needs more support than initially projected, the support staff can draw from the Project Manager to provide additional support to ensure that the resources required to complete the project on time and within budget are achieved.

Proposed K&J Project Manager:

**MR. JAMES DOUGHERTY, TSSP, PTSCTP, FCP, WSO-CSSD
K&J DIRECTOR OF REGULATORY COMPLIANCE**

Mr. James Dougherty is K&J's Director of Regulatory Compliance. Mr. Dougherty has extensive experience assisting clients with various transportation safety and security projects, including analyzing, developing, drafting, implementing, training, auditing, reviewing safety and security programs, and assisting clients in developing and implementing Safety Management System (SMS) programs.

Mr. Dougherty was the Chief Safety Officer for the Washington Metropolitan Area Transit Authority (WMATA), implementing the NATION'S FIRST integrated SMS program. Jim is assisting the Center for Urban Transportation Research (CUTR) / the University of South Florida (USF) with the Federal Transit Administration's (FTA) Safety Standards, Strategic Planning, and Data Collection project, as well as acting as the project manager assisting CUTR with the "Compendium" (Inventory of Standards).

Mr. Dougherty teaches numerous Safety Management Systems (SMS), Transit Industrial Safety, Safety/Security Audits, and System Safety courses for the USDOT/Transportation Safety Institute (TSI), as well as conducted training for the Center for Urban Transportation Research (CUTR) / University of South Florida (USF) entitled: How to Conduct an Internal Safety Audit and How to Perform a Bus Collision Investigation.

Mr. Dougherty also led the K&J SMS development and implementation efforts at properties such as the Southeastern Pennsylvania Transportation Authority (SEPTA), Hillsborough Area Regional Transit (HART), Memphis Area Transit Authority (MATA), Chattanooga Area Regional Transit Authority (CARTA), Fairfax Connector, and Port Authority of Allegheny County (PAAC).

Mr. Dougherty also holds the designations as CPTED Practitioner (FCP), Safety and Security Director (WSO-CSSD), Transit Safety and Security Practitioner (TSI-TSSP), and Public Transportation Safety Certification Training Program (FTA-PTSCTP).

Differentiator

Our proposed Project Manager has extensive experience with OSHA standards and compliance, including developing OSHA-related programs and training. He also teaches the Transit Industrial Safety Management course for USDOT/TSI.

Proposed K&J Project Staff:

**MR. KEVIN LYONS, BSCP-SMS, WSO-CSSD, TSSP, PTSCTP
K&J SENIOR ADVISOR/SAFETY RISK MANAGEMENT**

Kevin Lyons is K&J's Senior Advisor for Safety Risk Management. He was trained in the US Department of Labor, Occupational Safety and Health Administration (OSHA) Standards when he worked for the State of Maryland Occupational Safety and Health Service (MOSH). At MOSH, Mr. Lyons was trained in safety and industrial hygiene. He conducted safety and industrial hygiene inspections, investigations, and evaluations of employee work environments (including transit systems) in the State of Maryland.

Mr. Lyons began his 40-year career in transit safety with the Washington Metropolitan Area Transit Authority (WMATA), which provides rail, bus, and para-transit service to the District of Columbia, Maryland, and Virginia (DMV) metropolitan and suburban region. Mr. Lyons served in all safety disciplines, performing and holding positions as a safety specialist, senior safety compliance officer, system safety engineer, senior system safety engineer, manager of safety and fire protection, environmental management oversight administrator, and chief safety officer. As a director, he led the industrial safety, industrial hygiene, environmental oversight, construction safety, safety training, safety data analysis and reporting, accident investigation, internal safety auditing, and workers' compensation activities of professional staff. In a separate director's position, Mr. Lyons directed the operational safety, fire/life safety, emergency management, system safety engineering, safety training, the safety and security certification program, internal safety audit program, construction safety, safety data acquisition and analysis, and the reporting activities of professional staff. Mr. Lyons has over 20 years of experience developing, managing, directing, and monitoring the WMATA System Safety Program Plan (SSPP) implementation throughout WMATA.

While at WMATA, Mr. Lyons directed the development and implementation of a mandatory occupational safety and health management course for all managers and supervisors. This five-day course focused on OSHA regulations pertinent to a transit authority. The course was based on the National Safety Council's Supervisor's Safety Course. In addition, specific modules were developed to meet the requirements for the OSHA 30-Hour Course. Over 500 OSHA 30-Hour cards were issued to the bus, rail, support managers, and supervisors who completed the OSHA-required modules.

Mr. Lyons developed or directed the development of and trained personnel in the following regulatory compliance programs for WMATA and other transit authorities as noted:

- Hazard Communication: 29 CFR 1910.1200
- Bloodborne Pathogens: 29 CFR 1910. 1030
- Respiratory Protection: 29 CFR 1910.134
- Facility Evacuation Plans: 29 CFR 1910.38
- Machine Guarding: 29 CFR 1910.212 (Subpart O)

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- Lockout/Tagout: 29 CFR 1910.147
- Electrical Hazards (low and high voltage): 29 CFR 1910 Subpart S (MBTA and SEPTA)
- Personal Protective Equipment: 29 CFR 1910.132 (Subpart I)
- Confined Space Entry: 29 CFR 1910.146
- Hearing Conservation: 29 CFR 1910.95
- Construction Safety: 29 CFR 1926 Subpart a through Subpart DD
- Asbestos and Lead Removal Programs: 29 CFR 1910.1001(Asbestos) and 1025 (Lead)

After retiring from WMATA, Mr. Lyons brought his vast transit safety experience to K&J Safety and Security Consulting Services, Inc. (K&J). His broad transit safety background qualifies Mr. Lyons to provide state-of-the-art and subject matter expert knowledge to K&J clients, including WMATA, Charlotte Area Transit System (CATS), Massachusetts Bay Transit Authority (MBTA), Southeastern Pennsylvania Transit Authority (SEPTA), Portland (TriMet), Central Florida Regional Transportation Authority (LYNX), Jacksonville Transit Authority (JTA), Washington DC Department of Transportation DC Streetcar (DCS), Greater Cleveland Regional Transit Authority (GCRTA), Pinellas Suncoast Transit Authority (PSTA), Honolulu Authority for Rapid Transit (HART), Connecticut Department of Transportation, New Britain to Hartford BRT (NBHB) and New Haven Rail Yard Maintenance Facilities Improvement Program; University of South Florida Center for Urban Transportation Research (USF-CUTR), and Virginia Railway Express (VRE).

Mr. Lyons served as associate and senior associate staff for the USDOT/Transportation Safety Institute. He facilitated courses in *Transit Industrial Safety Management* and *Effectively Managing Transit Emergencies* at the following transit agencies: Los Angeles Transit Authority, Bi-State Transit Authority, Greater Cleveland Regional Transit Authority, Houston Metropolitan Transit Authority, Maryland Transit Administration, San Francisco – MUNI and Tren Urbano, San Juan, Puerto Rico. (1999-2004)

In 2019, Mr. Lyons revised the US Department of Transportation, Transportation Safety Institute (TSI), Transit Industrial Safety Management (TISM) course. One of the objectives of the revision was to conform with recent changes in the OSHA Outreach Training Program (OSHA 10-Hour & 30-Hour Cards). Each person who completes TISM receives an OSHA 30-Hour Card. Hundreds of OSHA cards have been issued to TISM course participants.

Mr. Lyons participated in over 3,000 hours of professional development courses, workshops, and seminars in Safety Management Systems, safety risk management, rail system safety, industrial safety, construction safety, transit system security, emergency management, industrial hygiene, fire/life safety, OSHA regulations, safety training, and environmental laws and regulations, workers' compensation, occupational accident investigation, rail accident investigation, bus accident investigation and environmental management.

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Mr. Lyons holds a Bachelor of Science Degree in Psychology/Biology from Albright College in Reading, PA, and a Master's Degree in Administration/Management from the University of Maryland. He also studied graduate-level courses at the School of Engineering of George Washington University, Washington, DC, in public and environmental health, epidemiology, and biostatistics.

Mr. Lyons holds the SMS certification from the Board of Certified Safety Professionals, a Risk Assessment Certificate from the American Society of Safety Professionals (ASSP), and certification by the World Safety Organization/Certified Safety and Security Director (WSO-CSSD). He also earned certificates from the USDOT/TSI Transit Safety and Security Program (TSSP) and the FTA's Public Transportation Safety Certification Training Plan (PTSCTP).

Differentiator

Our proposed Project Staff has over 40 years of safety experience and extensive experience with OSHA standards and regulatory compliance, including the development of OSHA-related programs and training. He has trained numerous individuals on OSHA-related topics and, was an OSHA 501 trainer/issued over 500 30-hour cards.

STEVE TIMA, CSP

K&J SENIOR SAFETY CONSULTANT

Mr. Steve Tima has a BS degree in Safety Management with a concentration in Occupational Safety and Health. He is a Certified Safety Professional (CSP) from the Board of Certified Safety Professionals in Comprehensive Practice. He also holds an OSHA 30-Hour General Industry Safety and Health Card.

Mr. Tima is a USDOT/Transportation Safety Institute (TSI) Associate Staff trainer and delivers the Transit Industrial Safety Management course at transit agencies across the United States.

Mr. Tima has reviewed and applied OSHA, EPA, NFPA, and ANSI regulations and standards. He also participated in an internship at four industrial locations (Foundry, Food Production Factory, Healthcare Facility, and Machine Shop) that included on-site safety/OSHA inspections and records (OSHA Recordkeeping), as well as safety and OSHA training program reviews and policy development, and has conducted OSHA Confined Space Entry, Hazard Communication, and Respiratory Protection Training/Fit Testing.

Mr. Tima has also conducted audits of OSHA Recordkeeping and Hazard Communication/GHS training.

Differentiator

Our proposed Project Staff has a BS degree in Safety Management with a concentration in Occupational Safety and Health. He holds an OSHA 30-hour card, is a USDOT/TSI trainer, and teaches the Transit Industrial Safety Management course at transit agencies across the United States.

**WENDY PEREZ, WSO-CSSD, TSSP, PTSCTP
K&J SAFETY CONSULTANT**

Ms. Wendy Perez has a BS in Industrial Engineering. She is a certified OSHA 501 Trainer and is authorized to issue the OSHA 30-hour cards. She has experience designing, developing, and implementing Safety Training Plans, including Job Hazard Analysis, and providing OSHA and other training to transit agencies.

Ms. Perez has conducted safety audits and accident/incident investigations, assisted with safety and security certification, and has experience in Safety Reporting. She also has experience with compliance with job site safety rules and regulations, SMS compliance audits, and has been a Designated Employee Representative (DER) for drug and alcohol screening.

Ms. Perez also has experience creating, reviewing, and modifying agency plans and procedures, such as Agency Safety Plans, Employee Assistance Plans, Continuity of Operations Plans, and Safety and Security Emergency Preparedness Plans.

Ms. Perez holds designations for USDOT/Transportation Safety Institute's Transit Safety and Security Program, FTA's Public Transportation Safety Certification Training Program (PTSCTPP), and the World Safety Organization's Certified Safety and Security Director certificate.

Differentiator

Our proposed Project Staff has a BS in Industrial Engineering and is a certified OSHA 501 trainer authorized to issue OSHA 30-hour cards. She has designed, developed, and implemented safety training plans, including Job Hazard Analysis, and provided OSHA training to transit staff.

**JOEL COX, TSSP, PTSCTP, WSO-CSSD
K&J SAFETY & SECURITY CONSULTANT**

Mr. Joel Cox has supported agencies' Internal Safety and Security Auditing programs in support of Safety Management Systems (SMS) implementation. He has experience supporting agency safety and security certification projects and developing project risk assessments and certification checklists.

Mr. Cox has experience managing the day-to-day quality management systems, developing and implementing new quality assurance processes where necessary, expanding on existing processes, and actively supporting management to ensure that all

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products, services, processes, procedures, and documentation meet quality requirements.

Mr. Cox also has experience with ensuring the accuracy and integrity of controlled documents through proper versioning, storage, and distribution; monitoring the flow and storage of forms and other records for rail operations and maintenance; supporting internal and regulatory audits by conducting interviews, reviewing documents and records, producing checklists, reports, or other materials, and communicating with regulators as needed, facilitating the tracking and implementation of system configuration changes; ensuring that all proposed configuration changes are documented according to department policies and other agency or regulatory requirements, and supporting staff training, qualification, and certification through the development of curricula and instructional materials, proper retention of training and certification records, and monitoring staff qualifications according to departmental, agency, or regulatory requirements.

Mr. Cox has developed and revised policies, standard operating procedures, training programs, and public relations material.

Mr. Cox has an MS in English and a BA in English Education. He also holds the TSSP, PTSCPT, and WSO designations.

Differentiator
Our proposed Project Staff has experience supporting internal and regulatory audits, developing training materials, determining qualifications for agency staff to meet regulatory requirements, and developing standard operating procedures.

Representative List of Relative Work Performed

K&J has worked on several projects of similar size and scope requested by Request for Proposal (RFP) No. 2022-021. The following projects are just a few examples of our experience with similar projects.

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Project 1: Washington Metropolitan Area Transit Authority
600 Fifth Street, NW
Washington, DC 20001-2651
Theresa Impastato, Chief Safety Officer (CSO)
Phone: (202) 962-2297

Scope: Gap Analysis and Development/Implementation and Monitoring of the WMATA Hearing Conservation Program in compliance with Title 29 CFR 1910.95(c)(1)

Services Provided:

K&J was contracted to perform a Gap Analysis of the current WMATA hearing conservation procedure and current WMATA practices, as well as a review of the current WMATA procedure and its conformity with the OSHA Occupational Noise Exposure Standard, Title 29 CFR 1920.25. The Gap Analysis included the following:

- Development of a formal Gap Analysis report identifying the procedures currently not in compliance with OSHA standards and the gaps between practice and procedures.
- Written documentation, reporting, and analysis recommending corrective action to ensure future conformity, including suggesting vendors, equipment, practices, and best-case solutions.
- A review of the work plan for noise exposure assessment.
- An update of the WMATA Safety Rules and Procedures for the Hearing Conservation Program, which the WMATA Chief Safety Officer approved.
- Implementation of the new procedure, and K&J is currently responsible for monitoring compliance.

Project 2: Amtrak
202 Garstang Street
Beech Grove, IN 46107
David Morgan, Safety and Security Consultant (DDS Safety)
Phone: (609) 489-3435

Scope: Amtrak Beach Groves Shops Assessment to Evaluate and Improve Safety Programs (Welding/Hot Work, Fall Protection, etc.)

Services Provided:

K&J was contracted to comprehensively assess the Welding/Hot Work and Fall Protection Programs at Amtrak's Beach Grove Shops. This included a site walk-through of 100+ acres with approximately 500 employees working on three shifts in over 20 buildings to determine and report any systemic safety issues. The program assessment included the following:

- A records review to determine availability, accuracy, and currency.

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- Field verification of tools, equipment, signs/barricades, permits/sig-offs, methods of work practices, regulatory compliance, employee interviews, etc.
- Walk-throughs of confined space, hoists/cranes, lockout/tagout, powered tools, electrical code, fire protection, machine guarding, compressed gasses, flammable materials/combustibles, respiratory protection, hearing conservation and protection, mandatory PPE, and walking surfaces/housekeeping.
- A training review of the scope, users, compliance, and documentation to determine the overall effectiveness.
- A comprehensive report of findings and recommendations, including corrective actions and means to address deficiencies.

Project 3: Central New York Regional Transportation Authority (CENTRO)
200 Cortland Avenue
Syracuse, NY
Jeffrey Palin
(316) 374-6601

Scope: Occupational Safety Assessment of nine (9) CENTRO facilities and levels of competency and training for compliance with 29 CFR Part 1910

Services Provided:

CENTRO contracted K&J to provide an Occupational Safety Assessment to provide a systematic and independent review of occupational activities performed onsite and comparison to applicable OSHA standards, as well as determine the required level of personnel competency and training to maintain performance levels. K&J utilized a structured process of collecting onsite visual and documentation-based information on the efficiency, effectiveness, and reliability of CENTRO's Occupational Safety Program and management's commitment to enforcing its implementation, compliance, and corrective action. The assessment included the following:

- Interviews with maintenance staff and managers, and supervisors.
- A review of select training records, work experience, maintenance procedures, emergency procedures, training programs (29 CFR part 1910), and safety rules and practices.
- A formal report detailing the areas assessed, a summary of the findings (positive findings and areas that needed improvement), and recommendations, including corrective action.

Project 4: Massachusetts Bay Transportation Authority (MBTA)
10 Park Plaza
Boston, MA 02116
Steven Culp, Director of Safety Engineering
Phone: (617) 908-3143

Scope: Development of MBTA's Confined Space Program

Services Provided:

K&J was tasked with performing a Gap Analysis and developing MBTA's Confined Space Program. Tasks included the following:

- A review of all existing MBTA procedures and work practices relative to confined space safety.
- Identification of which existing procedures and work practices currently conform to OSHA Title 29 CFR 1910.146 — Permit Required Confined Spaces and Appendices and Massachusetts General Law Chapter 149, section 18B, Confined Space Entry for Public Employees in Massachusetts.
- An on-site Gap Analysis Audit to identify current employee and supervisor conformance to existing confined space entry procedures and work practices: identify what PPE is currently in use, identify additional PPE if needed, determine if supervisors are conducting OSHA-required PPE assessments, determine if supervisors enforce the use of required PPE, identify the required confined space entry training for and provided to employees who are assigned to enter confined spaces, and verify that all confined space entry points have been identified and physically marked as permit-required confined spaces or non-permit.
- Assessment of the Gap Analysis results to determine which SOPs must be developed or revised based on the results.
- Development of a comprehensive Confined Space Safety Plan that complies with all requirements of OSHA Title 29 CFR 1910.146.
- Implementation of the Confined Space Safety Plan, which included issuing a final draft of the Confined Space Safety Plan for departmental review and addressing departmental comments.
- Meetings with affected personnel to obtain input on the development of the implementing SOPs, acceptance, and buy-in
- Assistance with employees whose jobs required them to enter permit-required confined spaces, conducted a needs assessment to determine required training, developed the training course, and provided them with the required OSHA training.
- Monitoring the effectiveness of the implementation of the Confined Space Safety Plan.

Project 5: Massachusetts Bay Transportation Authority
10 Park Plaza
Boston, MA 02116
Steven Culp, Director of Safety Engineering
Phone: (617) 908-3143

Scope: Develop MBTA's Electrical Safety Plan per OSHA Standards

Services Provided:

K&J was tasked with creating MBTA's Electrical Safety Plan (ESP), which established a matrix of priorities, activities, timelines, and milestones for the promulgation of the ESP. The plan's overall objective was to identify and prioritize key program elements that would bring MBTA into conformance with OSHA Regulations and other applicable electrical safety standards. The application of this plan encompassed all departments and contractors/vendors of the MBTA, including but not limited to Capital Delivery, Engineering and Maintenance, Vehicle Maintenance, and Operations. The plan included proper controls, including personal protective equipment, for qualified and non-qualified personnel. Tasking included the following:

- A review of existing MBTA procedures and work practices relative to electrical safety to identify which conforms to OSHA 1910.147, 269, 1926, and NFPA 70/70E standards.
- Identification of other standards that apply to electrical employee safety (1910.335, 137, 269(g), 140(d), and 146, and 214.105 and 1917.
- An on-site Gap Analysis to identify employee and supervisor conformance, PPE currently in use, and PPE needed, and to determine if supervisors were conducting PPE assessments and enforcing PPE requirements.
- An assessment of the Gap Analysis results to determine which SOPs need to be developed.
- Development of an Electrical Safety Plan, including provisions for procedures to implement OSHA Construction Standards in contract specifications to be established by the contractor for Subpart K, V, and NFPA standards for departmental review, implementation, acceptance, and buy-in.
- Development and implementation of Standard Operating Procedures (SOPs)
- Implementation of the Electrical Safety Plan, training on the ESP, and implementing procedures.
- Monitored the effectiveness of the implementation of the Electrical Safety Plan.

Staff Skills Matrix

The following charts (**Figure 3**) are a matrix of K&J staff and their skill sets to better present to RTA the technical capabilities that the proposed K&J team can offer in support of this RFP.

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	Staff Member	Safety Program Management	Safety Certification	Safety Mgt. Systems (SMS)	Hazard/Risk Analysis & Mgt.	Safety Committees	Rail Vehicles Design & Ops	Transit Bus Design & Ops	Design Reviews	Flame, Smoke, Toxicity	Inspection, Test & Eval.	Transit Security / TVA	Electrical Systems	Mechanical Systems	Civil/Structural Engineering	Fire Protection Engineering	Reliability Engineering	System Safety Engineering	Fire/Life Safety Assessment	Building Codes & Standards	OSHA Compliance	Transit Operations	Hazard Reporting & CAPs	Accident Investigation	Construction Safety	Safety & Security Training	SOP/EOP Planning	FTA MAP-21 Requirements	Reports & Presentations	Quality Assurance/Control	Auditing	Exercises / Drills	Emergency Management	Maritime					
K&J Safety and Security Consulting Services, Inc.	James Tucci	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				
	Walter Heinrich	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X		X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
	Ameed Shaban	X	X	X	X	X	X	X	X		X	X	X	X	X		X	X		X			X			X	X	X	X	X	X	X	X	X	X	X	X		
	Kevin Lyons	X	X	X	X	X	X	X	X		X						X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Alex Cachecho	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Dennis Mullaney	X	X		X	X			X	X	X	X	X	X	X	X	X	X	X	X	X					X				X	X								
	Robert Brinson	X	X		X	X	X	X	X		X	X							X		X						X	X	X	X				X	X	X	X		
	Robert Boone	X	X		X	X			X		X	X					X		X	X							X			X	X				X	X			
	Alex McCrory	X	X		X				X		X		X	X	X		X	X		X																			
	Steve Safranek		X		X				X		X	X																							X		X		
	Tim Pernie	X	X		X	X	X	X	X		X	X							X		X				X			X		X	X				X	X	X	X	
	Debbie Zielonka	X	X		X	X			X		X	X					X		X	X						X			X	X					X	X			
	Mike Flanigon	X	X	X	X	X	X	X	X		X							X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Pat Lavin	X	X	X	X	X	X	X	X	X	X		X	X	X				X	X		X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X
	Steve Marshall				X	X		X			X	X					X			X			X												X	X			

Figure 3: Staff Skills Matrix (Page 1)

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Staff Member	Safety Program Management	Safety Certification	Safety Mgt. Systems (SMS)	Hazard/Risk Analysis & Mgt.	Safety Committees	Rail Vehicles Design & Ops	Transit Bus Design & Ops	Design Reviews	Flame, Smoke, Toxicity	Inspection, Test & Eval.	Transit Security / TVA	Electrical Systems	Mechanical Systems	Civil/Structural Engineering	Fire Protection Engineering	Reliability Engineering	System Safety Engineering	Fire/Life Safety Assessment	Building Codes & Standards	OSHA Compliance	Transit Operations	Hazard Reporting & CAPs	Accident Investigation	Construction Safety	Safety & Security Training	SOP/EOP Planning	FTA MAP-21 Requirements	Reports & Presentations	Quality Assurance/Control	Auditing	Exercises / Drills	Emergency Management	Maritime		
John Morro				X	X			X		X							X		X	X			X					X		X	X				
James Dougherty	X	X	X	X	X	X	X	X		X	X						X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Wendy Perez	X	X	X	X	X			X		X	X	X	X			X	X		X	X		X	X			X	X	X	X	X	X	X	X		
Joel Cox	X	X	X	X	X			X		X	X						X			X		X	X			X	X	X	X	X	X	X	X		
Nick Boyd	X	X		X	X			X		X	X						X										X				X	X			
Larry Kauffman	X	X		X	X	X	X	X	X	X		X	X	X	X	X	X	X	X				X				X					X	X		
John Fardellone		X		X	X			X		X							X				X		X					X	X			X	X		
Steve Tima	X		X	X	X	X	X	X		X		X	X	X			X		X		X	X	X	X	X	X	X	X	X				X	X	X
Doug Connett	X	X	X	X	X	X		X		X							X				X	X	X			X		X	X			X	X		
Raquelle Gilbert	X	X	X	X	X		X	X		X		X					X				X	X	X			X				X		X	X		
Lories Beabes	X	X		X	X			X		X		X	X	X		X	X		X										X			X	X	X	
Bruce Parkin				X	X					X	X										X		X								X	X			
Greg Swaniger	X	X		X	X	X		X		X							X						X					X							
Mike Buggy				X	X			X		X									X	X			X	X				X							
Justin Tucci		X		X	X						X																		X			X	X		
David Leachman	X	X	X	X	X	X	X	X		X	X						X		X			X	X			X		X		X	X	X	X		

Figure 3: Staff Skills Matrix (Page 2)

K&J Consulting's Office Locations

The following graphic (**Figure 4**) represents K&J office locations, active/past projects, and locations where K&J staff have provided training to transit agencies.

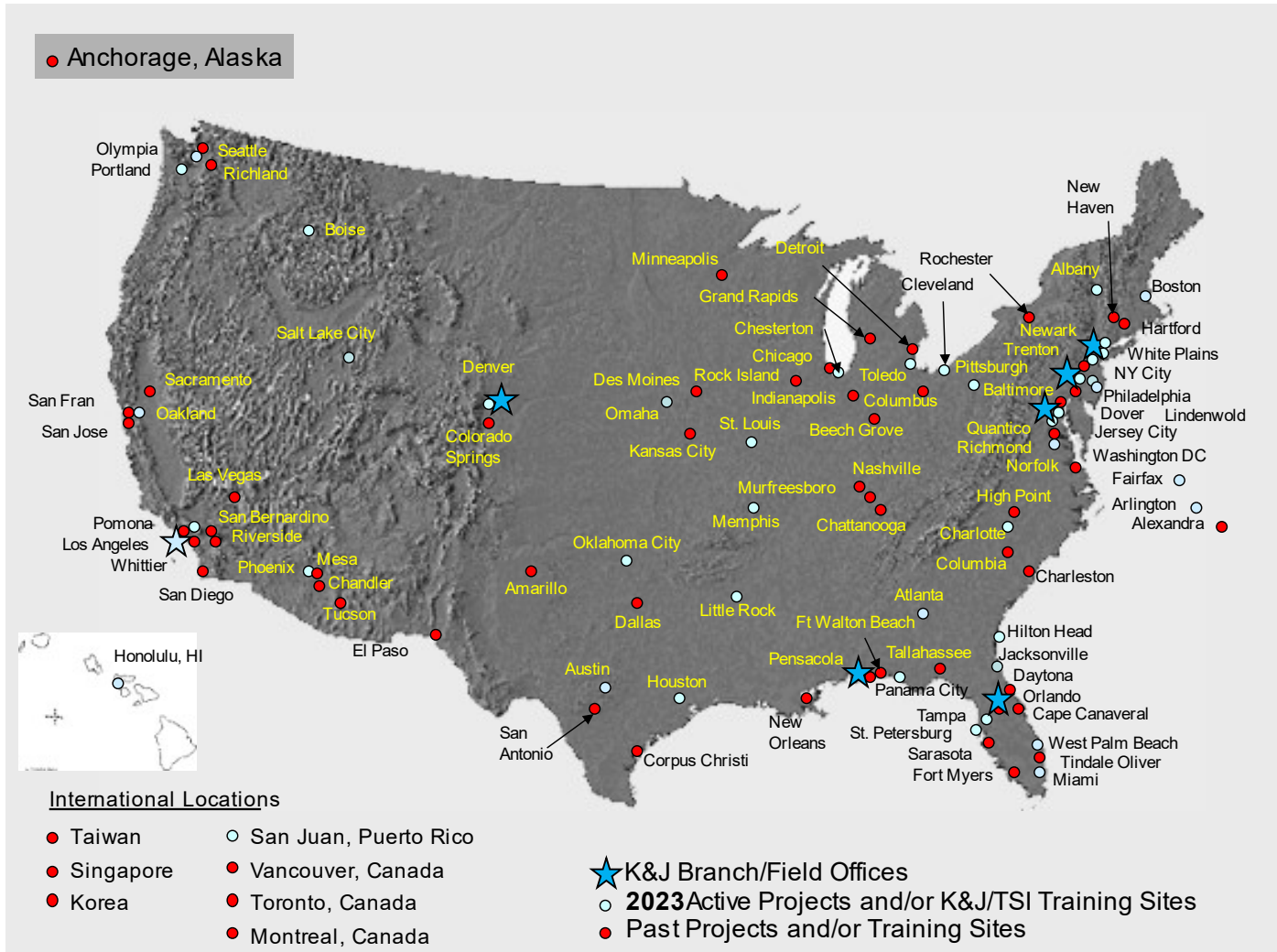


Figure 4: K&J Office Locations

Key K&J Staff Availability and Involvement in Support of this Project

The following K&J staff is expected to perform the bulk of the assigned tasks that RTA requests and will be committed to this project. Since K&J is unaware of the labor support needed for this RFP, we can add or reduce labor hours as RTA dictates.

The K&J team presents RTA with unmatched technical expertise and knowledge of transit safety programs coupled with a project management approach that has successfully delivered highly

responsive, top-quality services to transit agencies throughout the United States. We will partner with RTA staff and managers throughout this assignment as we respond to RTA's needs. Our philosophy is to collaborate with client staff across the organization to allow all parties maximum input throughout the assignment. Our staffing plan is designed to efficiently and effectively respond to RTA's needs and highlights the following:

- A core team that provides a breadth and depth of safety expertise and transit experience that will be dedicated to RTA's needs, working as a partner and supported by a pool of qualified technical and Subject Matter Experts (SMEs).
- Key staff with long-term technical and institutional knowledge of transportation and system safety engineering that bring lessons learned, best practices from their past experiences, and an expert understanding of Federal and State Safety Oversight (SSO) requirements.
- A senior leadership team with extensive working relationships and experience with the Louisiana Department of Transportation and Development (DOTD) and their State Safety Oversight Consultant (SSOC).

TECHNICAL APPROACH

For this proposal, the K&J Team proposes a technical approach that addresses the Scope of Work (SOW) described in RFP 2022-021. Our overall understanding of the requirements and approach to the services that may be requested and how we will provide measurable results to the New Orleans RTA is provided in the following four tasks listed below.

Task 1

PROJECT MANAGEMENT

Project Management

Throughout the execution of this assignment, we will implement project controls that have been proven through our past support of numerous other clients. We routinely use these controls to ensure that project status is visible, that work activity is timely and directed at task objectives, and to allow corrective action (if needed) to be taken quickly. Our approach highlights the following control mechanisms:

Frequent discussions and communications with RTA technical and managerial staff. During the execution of each task, we expect that weekly or daily discussions among RTA and K&J Team staff will be held. Through regular meetings, teleconferences, emails, monthly progress reports, and frequent on-site activities at RTA, we will make sure that all work activities are coordinated and

completed as efficiently as possible and in a manner that meets RTA's expectations and requirements.

Briefing meetings. We recognize the critical, time-sensitive, and high-profile nature of the tasks performed during this assignment. As such, RTA Safety, Security, and the Executive Leadership Team must be provided with the most accurate and timely information possible. To accomplish this, we will hold weekly (or more frequent) briefings with the RTA CSO (or designate) and other RTA personnel as required, ensuring all parties remain up-to-date regarding all project activities, schedules, and actions to be taken to resolve any issues or concerns.

Monthly Progress Reports. Each month we will prepare and submit a progress report that will include discussions of each task. At a minimum, the progress report will document activities completed over the preceding month, activities planned for the coming month, schedule information including progress towards meeting stated milestones and anticipated completion dates, a discussion of issues or concerns requiring RTA's attention, and the actions being taken to resolve them, and a summary of financial data (i.e., labor costs and expenses incurred, total remaining funds, etc.). The reports will be formatted to facilitate ease of comprehension and be consistent with the format used by K&J throughout the contract.

Schedule Management. We will define milestones and deliverable dates for each task and monitor progress toward reaching each milestone and completion date. This progress will be reported as part of our Monthly Progress Reports.

Quality Management. The Project Manager will review all deliverables before being submitted to RTA to ensure they meet their intended purpose and are of the highest quality. We will also conduct deliverable reviews with RTA technical and managerial staff, as appropriate, to ensure they meet RTA's expectations.

TASK SCHEDULE AND MILESTONES

1. K&J schedules a task kick-off meeting after the Notice to Proceed
2. K&J prepares and submits milestones
3. K&J assigns tasking to the key project staff
4. K&J monitors tasking and milestone accomplishments
5. K&J schedules monthly meetings and prepares status reports
6. K&J prepares and presents OSH Program and Training Plan status to RTA when requested

Key Deliverables Produced
<ul style="list-style-type: none">• Monthly Project Status/Progress Reports• Meeting Minutes• Reports and recommendations to RTA regarding project deliverables• Presentations of OSH Program and Training Plan Status per RTA request

Task 2

OCCUPATIONAL SAFETY AND HEALTH PROGRAM AND TRAINING PLAN

OSH Program and Training Plan Development

Our approach to developing the Occupational Safety and Health Program and Training Plan would be to examine what is currently in place to determine compliance with applicable regulations and evaluate whether or not the rules and procedures effectively meet their intended purpose. We will work with the appropriate RTA departments and personnel to develop proposed revisions, if needed, and present them to all applicable departments and committees for review and approval before being finalized and implemented. K&J will review the Gap Analysis and other pre-existing audits, reviews, assessments, or other information collected and provided by RTA for this tasking. Based on the review, K&J will develop an agency-wide OSH Program and Training Plan based on the baseline OSH topics in the Statement of Work. Programs will meet the requirements set forth by OSHA, including Job Hazard Analysis, Training, and Inspection requirements. Other topics will likely be identified during this tasking.

At a minimum, the OSH Program and Training Plan will be formatted to include all necessary identifying information, including the responsible department, the person issuing/approving, the date of issuance/effective date, superseded documents, past revision dates, the title of the procedure, and assigned procedure number as dictated by RTA's configuration management and document control policies. The OSH Program and Training Plan will be written to introduce the document's background, purpose, and scope, including how it applies to RTA. Specific roles and responsibilities will be identified for applicable by Division, Department, and Position, including those responsible for supervision and management oversight of the procedure. All relevant and necessary reference documents to perform or support the procedure will be cited appropriately.

The draft OSH Program and Training Plan will be proofread and reviewed using MS Word® spell check and Grammarly to identify and correct errors. The K&J Project Manager will also review draft procedures to ensure they meet appropriate quality standards before being submitted to RTA for review. During this review, the Project Manager will confirm that the procedure is understandable, effective, and complete and verify that it does not present any new hazards. We will then work with RTA to review the draft procedures and make revisions necessary to address comments or concerns.

TASK SCHEDULE AND MILESTONES

1. K&J prepares and submits a Document Request
2. K&J reviews all RTA documentation (Gap Analysis, audits, assessments, current training materials, etc.) provided by RTA
3. K&J determines requirements based on the topics identified in the SOW and additional topics as identified during this tasking
4. K&J develops RTA OSH Program and Training Plan

5. K&J provides the draft OSH Program and Training Plan (by Division/Department/Position) to RTA for review and comment
6. K&J provides the final OSH Program and Training Plan for RTA approval

Key Deliverables Produced

- Agency-wide OSH Program and Training Plan

Task 3

COURSE MATERIAL DESIGN AND DEVELOPMENT

Course Material Design and Development

K&J staff will develop training materials using a systematic approach based on industry-standard course design and development principles and methods. Training materials will be developed to meet the applicable state and federal requirements, including FTA, OSHA, DOT, and LADOTD. K&J will review existing training programs and revise them as needed or develop new training modules based on the Gap Analysis and other topics identified during this tasking. Some topics listed in the SOW may be combined into one module. K&J has extensive experience developing Training Programs and course materials. The development will start with clear and measurable enabling objectives and learning objectives utilizing Bloom's Taxonomy and a draft outline of the materials. From there, an instructor guide, participant manual/workbook, PowerPoint presentation, or other training materials will be developed. Assessments/tests/quizzes will also be created based on the learning outcomes to ensure RTA staff competency. If RTA wants RTA trainers to provide follow-on or refresher training, K&J can offer train-the-trainer classes to those trainers at some future date.

K&J proposes to combine the 21 topics outlined in the SOW into a one-week course to award participants the OSHA 30-hour cards. OSHA requires specific mandatory teaching topics to be included in the training, and training must be delivered contiguously. K&J will identify those additional OSHA-required topics and include them in the one-week course per RTA approval. K&J is willing and able to adjust the training to deliver as individual topics; however, it is cost-advantageous to RTA for K&J to provide the training in one week. K&J can also present individual topics through multiple virtual live pieces of training (VLT). However, OSHA 30-hour cards cannot be issued in this manner. Other topics may be identified during the contract term, and K&J will work with RTA on how to proceed with development and delivery.

*Note: The training on Powered Industrial Trucks will not include training on how to operate and will not include the issuance of licenses. The training will include the OSHA requirements for inspection, pre-trip, hazard inspections, etc.

K&J will coordinate with RTA Safety and Operations Training Departments to review and approve final course materials.

TASK SCHEDULE AND MILESTONES

1. K&J will revise existing training to meet applicable OSHA standards
2. K&J will develop additional training to fill in the gaps to meet applicable OSHA standards
3. K&J will submit draft training materials to RTA for review and comment
4. K&J will present the final training materials to RTA for approval

Key Deliverables Produced	
<ul style="list-style-type: none">• Course Training Plans, including learning objectives and means of delivery• Instructor Guides• Participant Manuals• Presentation Materials• Testing Materials• Evaluation Form• Other Training Materials	
Task 4	TRAINING DELIVERY TO RTA STAFF

OSH Training Delivery to RTA Staff

K&J has qualified staff with direct experience in occupational safety and health and training adults in the transit environment. The K&J team will deliver the required OSH training to RTA staff per the RTA-approved training schedule. Based on the RFP Q&A, RTA will need several hundred employees trained for this effort. This equates to approximately 12 deliveries of the one-week course. K&J is flexible and will deliver the number of classes needed to complete the project.

The OSHA training will be conducted at RTA facilities. K&J will provide all printed training materials and utilize a projector and screen to present the training. K&J will present the training certificates and award OSHA cards (if applicable) after the successful completion of each one-week class. K&J recognizes that there may be changes to the schedule, shift workers, and training delivery format (virtual via Microsoft Teams, Zoom, etc.) due to inclement weather, public health issues (such as COVID), etc. K&J will adapt to RTA's needs.

K&J has extensive experience with delivering training in a transit environment. Training will be provided professionally with students' needs in mind. Customer and student feedback has always been positive, and we will continue that level of customer service, satisfaction, and professional delivery for RTA.

If RTA wants RTA trainers to provide follow-on or refresher training, K&J can offer train-the-trainer classes to those trainers at some future date.

TASK SCHEDULE AND MILESTONES

1. K&J creates a training delivery schedule in coordination with RTA Safety and Operations Training Departments based on priorities identified during OSH program development
2. K&J delivers OSHA classes per the approved training schedule
3. K&J processes OSHA 10-hour or 30-hour cards, if applicable
4. K&J submits required training documentation and end-of-course summary to RTA, as well as ensures the process includes adding certification information into RTA employee files
5. K&J will provide overall training status updates in the monthly progress report to RTA

Key Deliverables Produced

- Training Delivery Schedule by priority
- RTA Staff Daily Sign-in Sheets w/ instructor sign-off/acknowledgment
- Class Rosters
- RTA Staff Completion Certificates (and copies for individual employee files)
- Participant Evaluations (instructors and course content)
- OSHA 10-hour/30-hour cards, if applicable
- End-of-course Reports

Additional K&J Expertise, Capabilities, and Qualifications

In addition to the service categories described in Tasking 1 through 4, K&J possesses the following expertise, capabilities, and qualifications to provide other safety, security, emergency management, training, and engineering consulting services of a similar nature that may be requested by RTA on an as-needed basis.

Supporting Activities

Other services of a similar nature that RTA may request on an as-needed basis include but are not limited to the following:

- Perform Hazard Analysis (PHA, OHA, FMEA, FTA, O&SHA, etc.) and Hazard Tracking Logs.
- Perform Quality Assurance audits.
- Perform technical assessments or evaluations, such as noise testing and PPE assessments.
- Perform documentation/records reviews.
- Develop/write programs, plans, policies, protocols, and standard operating procedures (SOP).
- Deliver post-accident re-training and refresher training.
- Create alternative training formats: handouts, toolbox talks, briefings, and presentations for management.
- Attend meetings as requested.

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- Generate and edit safety, security, and emergency management rules and procedures.
- Provide correspondence and reports.
- Conduct inspections and audits related to safety, security, and emergency management.
- Conduct research and provide written summary reports.
- Assist with narratives and justifications for related grant funding opportunities.
- Review staffing levels dedicated to system security and make recommendations.
- Identify or develop tools for tracking recurring elements of the security program.
- Perform Peer Reviews.
- Provide Safety, Security, and emergency management training to new employees.
- Conduct Accident / Incident Investigations as needed.
- Develop and perform tabletop, drill, full-scale, cyber, and active shooter exercises.
- Perform Internal Safety Management Audits.
- Utilize Drone technology for aerial videography, photography, 3D renderings, and assessments.
- Perform Threat and Vulnerability Assessments (TVA).
- Develop and manage Corrective Action Plans (CAP).
- Develop Emergency Management Plans.
- Perform hazard identification, analysis, and mitigation.
- Perform Accident/Incident Investigation: rail, bus, industrial, etc.
- Provide Industrial Safety Support.
- Perform OSHA Compliance Assessments.
- Perform Fire Life Safety (FLS) activities.
- Perform Bus, Rail, and Para-Transit Safety activities.
- Perform System Safety and security tasking.
- Safety and Security Design Reviews.
- Crime Prevention Through Environmental Design (CPTED) Reviews and Applications.
- Safety and Security Certification (SSC) Methodology.
- Perform Rail and Bus Accident / Incident Investigation.
- Perform Bus and Rail Hijacking Simulations.
- National Incident Management System (NIMS).
- Incident Command System (ICS).
- Perform Internal Safety, Security (ISSAs), and Emergency Management Audits.
- Develop Agency Rules and Procedures.
- Develop Safety (SSPP/ASP), Security (SSP), and Emergency Management (SSEPP) Plans.
- Develop Transit Agency Safety and Security Design Criteria (DC).
- Provide Transit Asset Management System (TAMS) Support.
- Provide SMS Services.
- Perform State of Good Repair (SGR) Assessments.
- Provide Safety Engineering services.
- Development of Safety and Security Management Plans (SSMPs – FTA Circular 5800.1).
- Development of Project Management Plans (PMPs – 49 CFR Part 633).
- Development of Safety and Security Certification Plans (SSCP).
- Provide 49 CFR Part 270, 659, 625, 630, 670, 672, 673, 674, 1520, and 1584 Support.
- Provide safety and security certification on Photovoltaic Energy Systems projects.

Additional Available Training

K&J has provided numerous training deliveries to transit and transportation clients for over 20 years. Our training capabilities are unmatched by other comparable consulting firms.

The qualifications and skills of the proposed staff selected to provide training to RTA have been well documented throughout this proposal and within the resumes of individuals, including the staff qualifications listed in the Staff Skills Matrix.

The K&J Team proposal to provide services for this RFP includes several senior and associate instructors for the USDOT/Transportation Safety Institute (TSI), which offers training and transit safety, security, and emergency management certifications in support of FTA requirements. This means that RTA will benefit from instructors at the forefront of the changing environment for public transit agencies due to recent changes in industry regulations.

TSI requires all associate instructors to be recommended for possible acceptance as an instructor. They then attend an Instructor Excellence Course, which evaluates and critiques their effectiveness as an instructor. Additionally, they must observe courses for their discipline and teach while an experienced instructor team evaluates them. Instructors are also assessed by the participants in each class they are teaching.

In addition to the TSI involvement, many of the K&J Team have experience in other areas that will benefit RTA. These include former firefighter/emergency medical personnel, transit police, law enforcement, and other safety professionals to provide training.

K&J Safety and Security Consulting Services, Inc. can provide a wide variety of various course offerings available to RTA. If the course requested by RTA is only available through a designated provider, K&J staff will assist with the process. An example of this would be the Land Transportation Antiterrorism Training Program (LTATP) through the Federal Law Enforcement Training Centers (FLETC) and possibly others listed below (training class list).

K&J is adept at customizing the training curricula to incorporate the agency's goals and expected outcomes. The following is a list of additional training that can be provided to RTA. The following list is provided as a subset of examples of previous training that K&J has delivered to various transit agencies:

- Transit Safety and Security Certification
- Incident Command System (ICS 100, 200)
- National Incident Management System (NIMS 700)
- Bus/Rail Hijacking
- Behavioral recognition
- The Art of the Game Robbery; Pickpocket and ID Theft
- Active Shooter
- DHS/TSA 1584 Approved Training
- Fire Life Safety

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- System Security Awareness
- National Response Framework
- Safety Management Systems (SMS)
- Emergency Management Operations Plan (EMOP)
- Terrorist Activity Recognition and Reaction (TARR)
- Transit-Oriented Screening of Passengers by Observational Techniques (TO SPOT)
- Continuity of Operations Awareness Course IS 546
- EOC Management and Operations IS 775
- Emergency Support Functions
- Industrial Safety Management
- Rail/Bus Incident Investigation
- Rail/Bus System Safety
- Transit System Security
- Explosives and Bomb Threat Awareness
- Terrorism Awareness and Counterterrorism
- Transit System Security: Design Review
- Fatigue Awareness
- Alternative Fuels Safety
- Crime Prevention through Environmental Design
- Weapons of Mass Destruction
- Paratransit training
- Instructor Development training
- Other various safety/security training as needed



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Fax: 850-968-0902
www.kjsafety.com**

January 6, 2023

**Regional Transit Authority of New Orleans
ATTN: Procurement Department
2817 Canal Street
New Orleans, LA 70119**

Subject: Letter of Interest (RTA RFP No. 2022-021)

To Whom it may Concern:

K&J Safety and Security Consulting Services, Inc. (K&J Consulting) is pleased to provide the following proposal as Prime Contractor in response to the **Regional Transit Authority of New Orleans Request for Proposal (RFP) #2022-021, Occupational Health and Safety (OSH) Program Development and Training**. Enclosed are the required forms, Technical Proposal, staff resumes, and pricing. A Schedule of Work (SOW) will be developed if the contract is awarded.

K&J Safety and Security Consulting Services, Inc., which began operation in 2002, is a Corporation in the State of Florida. K&J Consulting has been certified as a State of Louisiana Disadvantaged Business Enterprise (DBE). Additionally, K&J is a certified Small Business Enterprise (SBE), Woman-Owned Business (WOB), and Veteran Owned Business (VOB/VBE).

COVID-19: *K&J understands that flexibility and structure are needed after dealing with the C-19 pandemic during these difficult times. K&J staff has received their C-19 vaccinations, and we have stringent in-house rules concerning following the CDC and FTA guidelines for COVID-19 safety. K&J will follow all RTA protocols for any onsite work activities that RTA may request of us.*

K&J's Methodology for Approaching the RTA Scope of Work

Our methodology and approach to this project are structured to maximize responsiveness to our client's needs. We will review the Gap Analysis report and other internal/external documentation provided by RTA, evaluate RTA's needs for each task, and allocate the most

qualified staff to meet those needs. For this assignment, we propose staff that has successfully supported safety, security, occupational safety and health, emergency management, and training delivery contracts for clients throughout the United States, including the U.S. Department of Transportation, that meet the qualification requirements of this scope of work and have expert knowledge of RTA's operations and safety and security program. Additionally, K&J is committed to not substituting any personnel without obtaining RTA's approval.

As work is performed, K&J will effectively communicate and coordinate activities with project stakeholders to ensure that RTA remains involved and has ample opportunity to complete all assignments and deliverables. Our collaborative team approach minimizes surprises and potential conflicts or miscommunications by ensuring the RTA CSO (or designate) and Executive Management Team are provided with timely information that will allow them to make well-informed decisions to prioritize the implementation of findings appropriately and recommendations. We will combine our intimate knowledge of RTA's multi-modal operations, safety program, organizational structure, and State and Federal regulations with our highly qualified staff of system safety, security, emergency management, OSH, training, and engineering experts to develop consistent, high-quality deliverables that will be immediately helpful to the RTA.

We understand that safety performance results must be objectively assessed, substantiated through quantitative and qualitative analyses, and presented from a balanced perspective. Likewise, findings need to be presented in the appropriate context and focused on the cause(s), not the symptoms, of the issues at hand. Results that may significantly negatively impact safety, security, OSH, and emergency management performance or present an apparent hazard will be immediately reported to RTA.

Value-Added Features – The K&J team has successfully supported RTA since 2004, providing RTA with both continuities of service and staff that possess an unmatched understanding of RTA's past and future safety program challenges, priorities, and needs.

Throughout the execution of this assignment, we will implement project controls that have been proven through our past support of RTA. We routinely use these controls to ensure that project status is visible, work activity is timely and directed at task objectives, and allow quick corrective action (if needed). Our approach highlights the following control mechanisms:

- **Frequent discussions and communications with RTA technical and managerial staff:** During the execution of each task, we expect that weekly or daily discussions among RTA and select K&J Team staff will be held. Through regular meetings, teleconferences, emails, monthly progress reports, and onsite activities at RTA, we will make sure that all work activities are coordinated and completed as efficiently as possible and in a manner that meets RTA's expectations and requirements.
- **Briefing meetings:** We recognize the critical, time-sensitive, and high-profile nature of the tasks performed during this assignment. As such, RTA Safety, Security, and the Executive Management Team must be provided with the most accurate and timely information possible. To accomplish this, we will hold weekly (or more frequent) briefings with the RTA CSO (or designate) and other RTA personnel as

required, ensuring all parties remain up-to-date regarding all project activities, schedules, and actions taken to resolve any issues or concerns.

- **Monthly Progress Reports:** Each month, we will prepare and submit a progress report that will include discussions of each task. At a minimum, the progress report will document activities completed over the preceding month, activities planned for the coming month, schedule information including progress towards meeting stated milestones and anticipated completion dates, a discussion of issues or concerns requiring RTA's attention, and the actions being taken to resolve them, and a summary of financial data (i.e., labor costs and expenses incurred, total remaining funds, etc.). The reports will be formatted to facilitate ease of comprehension and be consistent with the format used by K&J throughout our current contract.
- **Schedule:** K&J is prepared to start work immediately. K&J's project controls group will prepare detailed work schedules for each Task Order received from RTA. Our schedule will then be approved by RTA and will drive the delivery of our work product to RTA.
- **Schedule Management:** We will define milestones and deliverables for each task and monitor progress toward reaching each milestone and completion date. This progress will be reported as part of our Monthly Progress Reports.
- **Quality Management:** The Project Manager will review all deliverables before being submitted to RTA to ensure they meet their intended purpose and are of the highest quality. We will also conduct deliverable reviews with RTA technical and managerial staff, as appropriate, to ensure they meet RTA's expectations.
- **Structure:** K&J does **NOT** intend to utilize any subcontractors and Joint Venture partners because we feel we have the in-house expertise to deliver the requirements detailed in the RFP.

Our Program Manager for this assignment, Mr. James Tucci, will have management authority over overall tasks and personnel. As task needs are identified, Mr. Tucci will meet with the appropriate RTA representatives to ensure a common understanding is agreed upon regarding the work to be completed and the assignment's desired product(s). Mr. Tucci will then work with our K&J assigned RTA Project Manager (Mr. James Dougherty) to identify and give the appropriate staff necessary to complete the assignment. Work schedules, including deliverable milestones, will be developed and provided to RTA for review and approval. All work will be performed to make clear, balanced findings highlighting RTA achievements, successes, and recommendations for future progress.

If I can provide you with any additional information, please do not hesitate to contact me at (850) 968-0901 or by email at ktucci@kjsafety.com.

Thank you,



Karen L. Tucci, WSO-CSSD, TSSP, PTSCTP, FCP
Chief Executive Officer
K&J Safety and Security Consulting Services, Inc.

13. List all outside subcontractors or subconsultants you intend to employ for this project.

a. Name and address of subconsultant or subcontractor	b. Specific work to be performed on this project	c. Worked with prime firm before?
Not Applicable	Not Applicable	Not Applicable

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3). **Part 2 of 3**

<p>a. Name and title: Kevin Lyons, Senior Advisor/Safety Risk Management Riva, MD</p>	<p>b. Name and title: Steve Tima, Senior Safety Consultant Mifflin, PA</p>
<p>b. Position or assignment for this project: Program Staff</p>	<p>b. Position or assignment for this project: Project Staff</p>
<p>c. Years of professional experience with this firm: 15 With other firms: 34</p>	<p>c. Years of professional experience with this firm: <1 With other firms: 15</p>
<p>d. Education: Degree / Year / Specialization</p> <ul style="list-style-type: none"> • BS Degree in Psychology/Biology • MS Degree in Administration/Management 	<p>d. Education: Degree / Year / Specialization</p> <ul style="list-style-type: none"> • BS Degree – Safety Management/Occupational Safety and Health
<p>e. Active registration or applicable certifications: State / Discipline / License number / First year registered</p> <ul style="list-style-type: none"> • SMS Certification/Risk Assessment Certifications • Training Program through Maryland Occupational Safety & Health Service • World Safety Organization Certified Safety and Security Director • USDOT/TSI Transit Safety and Security Program Certificate (TSSP) • FTA Public Transportation Safety Certif. Training Program (PTSCTP) Certificate 	<p>e. Active registration or applicable certifications: State / Discipline / License number / First year registered</p> <ul style="list-style-type: none"> • Certified Safety Professional • OSHA 30-hour card
<p>f. Experience and qualifications relevant to this project: Mr. Lyons directed the development and implementation of a mandatory occupational safety and health management course for all managers and supervisors. This five-day course focused on OSHA regulations pertinent to a transit authority. The course was based on the National Safety Council’s Supervisor’s Safety Course. In addition, certain modules were developed to meet the requirements for the OSHA 30-Hour Course. Over 500 OSHA 30-Hour cards were issued to the bus, rail, support managers, and supervisors who completed the OSHA-required modules. Mr. Lyons developed or directed the development of and trained personnel in the following regulatory compliance programs for WMATA and other transit authorities as noted:</p> <ul style="list-style-type: none"> • Hazard Communication: 29 CFR 1910.1200 • Bloodborne Pathogens: 29 CFR 1910. 1030 • Respiratory Protection: 29 CFR 1910.134 • Facility Evacuation Plans: 29 CFR 1910.38 • Machine Guarding: 29 CFR 1910.212 (Subpart O) • Lockout/Tagout: 29 CFR 1910.147 • Electrical Hazards (low and high voltage): 29 CFR 1910 Subpart S (MBTA and SEPTA) • Personal Protective Equipment: 29 CFR 1910.132 (Subpart I) • Confined Space Entry: 29 CFR 1910.146 • Hearing Conservation: 29 CFR 1910.95 • Construction Safety: 29 CFR 1926 Subpart a through Subpart DD • Asbestos and Lead Removal Programs: 29 CFR 1910.1001(Asbestos) and 1025 (Lead) <p>Mr. Lyons participated in over 3,000 hours of professional development courses, workshops, and seminars in SMS, safety risk management, rail system safety, industrial safety, construction safety, transit system security, emergency management, industrial hygiene, fire/life safety, OSHA regulations, safety training, and environmental laws and regulations, workers’ compensation, occupational accident investigation, rail accident investigation, bus accident investigation and environmental management.</p>	<p>f. Experience and qualifications relevant to this project: Mr. Steve Tima has a BS degree in Safety Management with a concentration in Occupational Safety and Health. He is a Certified Safety Professional (CSP) from the Board of Certified Safety Professionals in Comprehensive Practice. He also holds an OSHA 30-Hour General Industry Safety and Health Card.</p> <p>Mr. Tima is a USDOT/Transportation Safety Institute (TSI) Associate Staff trainer and delivers the Transit Industrial Safety Management course at transit agencies across the United States.</p> <p>Mr. Tima has reviewed and applied OSHA, EPA, NFPA, and ANSI regulations and standards. He also participated in an internship at four industrial locations (Foundry, Food Production Factory, Healthcare Facility, and Machine Shop) that included onsite safety/OSHA inspections and records (OSHA Recordkeeping), as well as safety and OSHA training program reviews and policy development, and has conducted OSHA Confined Space Entry, Hazard Communication, and Respiratory Protection Training/Fit Testing.</p> <p>Mr. Tima has also conducted audits of OSHA Recordkeeping and Hazard Communication/GHS training.</p>

14. Brief resumes of key persons anticipated for this project (clearly identify if alternate office location if different than listed in item 3). Part 3 of 3

<p>a. Name and title: Wendy Perez, Safety Consultant Oklahoma City, OK</p>	<p>c. Name and title: Joel Cox, Safety and Security Consultant Memphis, TN</p>
<p>b. Position or assignment for this project: Program Staff</p>	<p>b. Position or assignment for this project: Project Staff</p>
<p>c. Years of professional experience with this firm: 1 With other firms: 19</p>	<p>c. Years of professional experience with this firm: .<1 With other firms: 6</p>
<p>d. Education: Degree / Year / Specialization</p> <ul style="list-style-type: none"> • BS in Industrial Engineering 	<p>d. Education: Degree / Year / Specialization</p> <ul style="list-style-type: none"> • MS in English • BA in English Education
<p>e. Active registration or applicable certifications: State / Discipline / License number / First year registered</p> <ul style="list-style-type: none"> • World Safety Organization Certified Safety and Security Director • USDOT/TSI Transit Safety and Security Program Certificate (TSSP) • FTA Public Transportation Safety Certif. Training Program (PTSCTP) Certificate • OSHA 501 Trainer 	<p>e. Active registration or applicable certifications: State / Discipline / License number / First year registered</p> <ul style="list-style-type: none"> • USDOT/TSI Transit Safety and Security Program Certificate (TSSP) • FTA Public Transportation Safety Certif. Training Program (PTSCTP) Certificate
<p>f. Experience and qualifications relevant to this project: Ms. Wendy Perez has a BS in Industrial Engineering. She is a certified OSHA 501 Trainer and is authorized to issue the OSHA 30-hour cards. She has experience designing, developing, and implementing Safety Training Plans, including Job Hazard Analysis, and providing OSHA and other training to transit agencies. Ms. Perez has conducted safety audits, accident/incident investigations, safety and security certification, and has experience in Safety Reporting. She also has experience with compliance with job site safety rules and regulations, SMS compliance audits, and has been a Designated Employee Representative (DER) for drug and alcohol screening. Ms. Perez also has experience creating, reviewing, and modifying agency plans and procedures, such as Agency Safety Plans, Employee Assistance Plans, Continuity of Operations Plans, and Safety and Security Emergency Preparedness Plans. Ms. Perez holds designations for USDOT/Transportation Safety Institute's Transit Safety and Security Program, FTA's Public Transportation Safety Certification Training Program (PTSCTPP, and the World Safety Organization's Certified Safety and Security Director certificate.</p>	<p>f. Experience and qualifications relevant to this project: Mr. Joel Cox has supported agencies' Internal Safety and Security Auditing programs in support of Safety Management Systems (SMS) implementation. He has experience supporting agency safety and security certification projects and developing project risk assessments and certification checklists. He has experience with the day-to-day management of quality management systems, developing and implementing new quality assurance processes where necessary or expanding on existing processes, and actively supporting management to ensure that all products, services, processes, procedures, and documentation meet quality requirements. He also has experience with ensuring the accuracy and integrity of controlled documents through proper versioning, storage, and distribution; monitoring the flow and storage of forms and other records for rail operations and maintenance, supporting internal and regulatory audits by conducting interviews, reviewing documents and records, producing checklists, reports, or other materials, and communicating with regulators as needed, facilitating the tracking and implementation of system configuration changes; ensuring that all proposed configuration changes are documented according to department policies and other agency or regulatory requirements, and supporting staff training, qualification, and certification through the development of curricula and instructional materials, proper retention of training and certification records, and monitoring staff qualifications according to departmental, agency, or regulatory requirements. Mr. Cox has developed and revised policies, standard operating procedures, training programs, and public relations material. Mr. Cox has an MS in English and a BA in English Education. He also holds the TSSP, PTSCTP, and WSO designations.</p>

15. List work by firm's personnel members to be assigned to this project which best illustrates current qualifications relevant to this project (limit 15 projects).

a. Project name, location, and owner's name	b. Reference contact name, telephone number, and e-mail	c. Project description	d. Nature of firm's responsibilities	e. Completion date (actual or estimate)	f. Estimated fees (000's)	
					Entire project	Firm's work
<p>Jim Tucci</p> <p>On-call Safety Consulting WMATA-Washington, DC</p>	<p>Theresa Impastato 202.962.2297 tmimpastato@wmata.com</p>	<p>On-call safety consulting services</p>	<p>Program Manager on multiple projects/task orders</p>	<p>2025</p>	<p>\$4M</p>	<p>\$4M</p>
<p>Wendy Perez</p> <p>Safety/Security Certification PRITA – San Juan, PR</p> <p>Drug/Alcohol Program MATA – Memphis, TN</p> <p>Internal Auditing TXDOT – Austin, TX</p>	<p>Linnette Diaz 787.568.8785 jlmenendez@dtop.pr.gov</p> <p>Ron Nickle 601.722.7100 rnickle@matatransit.com</p> <p>Carter Sieber 512.486.5961 Carter.sieber@txdot.gov</p>	<p>Safety and Security Certification of Faregate Replacement & Radio Communications projects</p> <p>Drug/Alcohol Program & Bus Certification</p> <p>Internal Auditing</p>	<p>Project Manager</p> <p>Review and revise D/A Program</p> <p>Internal Auditing</p>	<p>2023</p> <p>2022</p> <p>2025</p>	<p>\$250K</p> <p>\$10K</p> <p>\$250K</p>	<p>\$250K</p> <p>\$10K</p> <p>\$250K</p>
<p>Steve Tima</p> <p>Gap Analysis and Training PANYNJ – Jersey City, NJ</p> <p>OSHA PPE MBTA – Boston, MA</p>	<p>Darren Zebrowski 201.216.6186 dzebrowski@panynj.gov</p> <p>Steve Culp 617.908.3143</p>	<p>Review Gap Analysis and Developing/Delivering 270 Training</p> <p>OSHA Personal Protective Equipment</p>	<p>Review Gap Analysis and Developing/Delivering 270 Training</p> <p>Evaluation of PPE to ensure it meets OSHA requirements</p>	<p>2022</p> <p>2023</p>	<p>\$166K</p> <p>\$240K</p>	<p>\$166K</p> <p>\$240K</p>
<p>Kevin Lyons</p> <p>SOPs and Inspections WMATA – Washington, DC</p>	<p>Theresa Impastato 202.962.2297 tmimpastato@wmata.com</p>	<p>Metro Safety Rules/Procedures Handbook &</p> <p>Automated Wheel Inspections</p>	<p>Rules and Procedures Review</p> <p>Project Manager of new technology</p>	<p>2024</p>	<p>\$4M</p>	<p>\$4M</p>

Joel Cox						
Bus Certification MATA – Memphis, TN	Ron Nickle 601.722.7100 rnickle@matatransit.com	Bus Certification	Bus Certification	2024	\$200K	\$200K
Auditing, Gap Analysis, SSP PANYNJ – Jersey City, NJ	Darren Zebrowski 201.216.6186 dzebrowski@panynj.gov	Auditing/Gap Analysis/System Safety Plan	Perform audit, gap analysis, and develop System Safety Plan	2022	\$100K	\$100K
On-call task Order - Certification WMATA – Washington, DC	Theresa Impastato 202.962.2297 tmimpastato@wmata.com	Certification of Emergency Generators	Certification of Emergency Generators	2023	\$4M	\$4M
Jim Dougherty						
Auditing, Gap Analysis, SSP PANYNJ – Jersey City, NJ	Darren Zebrowski 201.216.6186 dzebrowski@panynj.gov	Review Gap Analysis and Developing/Delivering 270 Training	Review Gap Analysis and Develop/Deliver 270 Training	2022	\$120K	\$120K
Safety/Security Plans Fairfax Connector – Fairfax, VA	Peter Bromley 571.471.4140 Peter.bromley@fairfaxcounty.gov	Develop Agency Safety Plan and Agency Security Plan	Develop Agency Safety Plan and Agency Security Plan	2022-2023	\$130K	\$130K
On-call Task Orders SEPTA – Philadelphia, PA	Ed Abel 215.439.0274 eabel@septa.org	Grade Crossing and Internal Auditing, FTA Directives	Grade Crossing and Internal Auditing, FTA Directives	Jan 2023	\$175K	\$175K

16. List all projects currently under contract or under contract negotiations that are being (or will be) performed by the firm's office as listed in item 3.

a. Project name, location, and owner's name	b. Nature of firm's responsibility	c. Indicate whether work completed as prime, subconsultant, or joint venture	d. Percent Complete	e. Estimated fees (000's)	
				Total fee	Fee remaining
Safety Consulting WMATA – Washington, DC Theresa Impastato 202.962.2297 tmimpastato@wmata.com	General safety consulting services	Prime	Just awarded	\$4M	\$4M

Safety and Security & Grade Crossing SEPTA – Philadelphia, PA Ed Abel 215.439.0274 eabel@septa.org	On-call safety and security services Grade Crossing Risk-Based Hazard Analysis	Prime	Just awarded 50%	\$1.5M \$100K	\$1.5M \$50K
Security Training PPE Assessment MBTA – Boston, MA Steve Culp 617.908.3143 sculp@mbta.com	Security training for 2,500 employees ROW PPE Evaluation Assessment	Prime	10% 75%	\$310K \$145K	\$279K \$36K
Safety and Security Engineering PRITA – San Juan, PR Linnette Diaz 787.568.8785 jlmenendez@dtop.pr.gov	On-call Safety and Security Engineering Support	Prime	Just awarded	\$250K	\$250K
Auditing & Safety Program Management Tri-Met – Portland, OR Jon Gilmore 971.303.3287 gilmorej@trimet.org	Internal Safety and Security Auditing & Safety Program Management	Prime	Just awarded	1.5M	\$1.5M
TVA Bayway – Panama City, FL Lamar Hobbs 850.248.8161 lhobbs@baycountyfl.gov	Threat and Vulnerability Assessment	Prime	95%	\$10K	\$500
Fire Life Safety JTA – Jacksonville, FL Robert Maniuszko 904.652.8998 rmaniuszko@jtafla.com	Fire Life Safety Services	Sub to Tindall-Oliver	50%	\$240K	\$120K

17. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project.

K&J specializes in transportation, safety, security, emergency management, occupational safety and health, and fire/life safety consulting services. The company, which began operation in 1997, is headquartered in Cantonment (Pensacola), Florida, and has shown steady growth in fees, industry recognition, and employee size since its inception. K&J focuses on providing safety and security reviews of existing and new start transportation systems throughout the United States. K&J also assists transit agencies by providing safety and security training, Threat and Vulnerability Assessments (TVA), OSHA compliance audits, Fire Life Safety (FLS) support through our National Fire Protection Association (NFPA) expertise, Hazard Analysis (HA), Operating Hazard Analysis (OHA), Failure Modes Effects and Criticality Analysis (FMECA), Fault Tree Analysis, Safety and Security Certification (SSC), subject matter expertise for accident and incident investigations, and system safety, security, and operational audits. K&J's client base includes state and federal governments and the general industry. In addition to our current large contracts contract with the Washington Metropolitan Transit Authority (WMATA) and Southeastern Pennsylvania Transportation Authority (SEPTA) K&J has contracts with the Federal Transit Administration (FTA), United States Department of Transportation (USDOT), Federal Bureau of Investigation (FBI), National Aeronautical Space Administration (NASA), University of South Florida, Center for Urban Transportation Research (CUTR), the California Transit Insurance Pool (CalTIP), several State DOTs, and a number of small, medium and very large transit agencies including the Greater Cleveland Regional Transportation Authority (GCRTA), Charlotte Area Transit System (CATS), Houston Metro, Central Florida Regional Transportation Authority (LNYX), New Jersey Transit (NJT), Memphis Area Transit Authority (MATA), Port Authority Allegany County (PAAC), Hillsborough Area Regional Transit Authority (HART) Metropolitan Transit Authority of Harris County (METRO), Jacksonville Transportation Authority (JTA), and the Massachusetts Bay Transportation Authority (MBTA).

K&J currently employs 39 staff, including professionally registered engineers, architects, fire/life safety (FLS), system safety, system security, OSHA 501 trainers, and Safety Management Systems (SMS) experts with extensive experience in all facets of transportation services (maritime, highway, pipeline, aviation, railroad, bus...). K&J represents a transit industry leader in system safety and security engineering services and includes registered Professional Engineers (P.E.), Registered American Institute of Architects (AIA), World Safety Organization Certified Safety and Security Directors (WSO-CSSD) and Certified Safety Specialist (WSO-CSS) designations, Board of Certified Safety Professionals (BSSP) Certified Safety Professional (CSP), staff that have obtained the U. S. Department of Transportation(USDOT)/Transportation Safety Institute (TSI) Transit Safety and Security Practitioner (TSSP) certificate, Florida CPTED Practitioner (FCP) certification and staff that have completed and received certifications in Safety Management Systems (SMS) from TSI, Mitre and the Board of Certified Safety Professionals, Registered Environmental Manager (REM), International Code Council (ICC) - Master Code Professional (MCP), International Code Council - Certified Fire Marshal (CFM), Federal Emergency Management Agency (FEMA) certified National Incident Management System (NIMS) and Incident Command System (ICS) trainers, OSHA 500 and 501 Outreach Instructors, DHS certified emergency exercise trainers (HSEEP) as well as the coveted Federal Transit Administration's (FTA) Public Transportation Safety Certification Training Program (PTSCTP) certificate. Our team of highly skilled professionals collectively possesses several hundred years of transit safety, security, emergency preparedness, architecture, and engineering experience. This varied experience has allowed us to develop a technical approach explicitly geared towards supporting RTA's needs with a clear vision of the future to set the foundation for sustained safety performance improvement. Additionally, most of our team are USDOT/Transportation Safety Institute (TSI) certified instructors who regularly teach a variety of courses for TSI and transit agencies across the United States, and are responsible for developing and updating most of the current inventory of TSI courses.

18. Ethics Questionnaire: If any owner, officer, or employee of respondent or any of the respondent's subcontractors (whether identified in the submittal or not) is currently an officer, employee, or board member of the City of New Orleans or of any of its departments, boards, or commissions, committees, authorities, agencies, public trusts, or public benefit corporations, please state the name or names of said owner, officer or employee, the relationship to respondent and/or respondent's subcontractor(s), the relationship with City board, agency, department, commission, authority, public trust, or public benefit corporation; if respondent or person(s) identified believe that the relationship is not or would not be a violation of applicable ethics laws, fully explain why not. If applicable, please complete ethics questionnaire on company letterhead attached to the back of this form. By signing below, you have completed the ethics questionnaire or you have not identified any ethics conflict at this time. **None**

19. Pursuant to Louisiana Revised Statute 42:6.1, I hereby authorize the Regional Transit Authority to discuss the character and professional competence of this firm in Executive Session.

20. The forgoing is a statement of facts.

Signature:  _____

Date: January 6, 2023

Typed Name: Karen L. Tucci

Title: Chief Executive Officer

NON-COLLUSION AFFIDAVIT

STATE OF Florida

PARISH OF Escambia

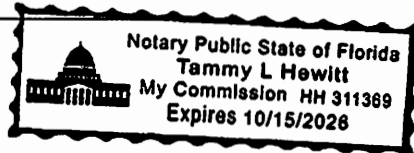
Karen L. Tucci, being first duly sworn, deposes and says that:

- (1) He is (Owner) (Partner) (Officer) (Representative) or (Agent), of K&J Safety and Security Consulting Services, Inc., the Contractor that has submitted the attached bid;
- (2) Such Bid is genuine and is not a collusive or sham Bid.
- (3) The attached bid is not made in the interest of or on behalf of any undisclosed person, partnership, company association, organization or corporation; that such bid is genuine and not collusive or sham; that said bidder has not, directly or indirectly, induced or solicited any other bidder to put in a false or sham bid, and has not, directly or indirectly colluded, conspired connived or agreed with any bidder or anyone else to put on a sham bid, or refrain from bidding; that said bidder has not in any manner, directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of said bidder or any other bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other bidder, or to secure any advantage against RTA or anyone interested in the proposed contract; that all statements contained in such bid are true; that said bidder has not, directly or indirectly, submitted his bid price or any breakdown thereof or the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly, any money or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual; and further that said bidder will not pay or agree to pay directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any individual, for aid or assistance in securing contract above referred to in the event the same is awarded to said bidder.

Signed: Karen L. Tucci Karen L. Tucci
Title: Chief Executive Officer

Sworn to me and subscribed in my presence this 27th day of December, 2022 A.D.,

Tammy L Hewitt
NOTARY PUBLIC



**CERTIFICATION ON PRIMARY PARTICIPANT
REGARDING DEBARMENT, SUSPENSION, AND
OTHER RESPONSIBILITY MATTERS**

The Primary Participant (Potential Contractor for a major third party contract), certifies to the best of its knowledge and belief, that it and its principles:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal Department or agency;
2. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

(If the primary participant is unable to certify to any of the statements in this certification, the participants shall attach an explanation to this certification.)

THE PRIMARY PARTICIPANT, (POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT, CERTIFIES OR AFFIRMS THAT TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTION 3801 ET SEQ ARE APPLICABLE HERETO.

COMPANY K&J Safety and Security Consulting Services, Inc.

ADDRESS 3257 Elcano Lane, Cantonment, FL 32533-6876

DATE 12/27/22

 Karen L. Tucci, CEO
Signature of Offeror's Authorized Representative

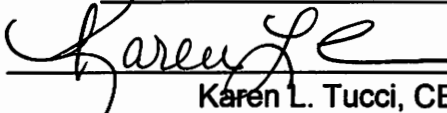
**CERTIFICATION REGARDING DEBARMENT
SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION - LOWER TIER COVERED TRANSACTION**

- 1. The prospective lower tier participant certifies, by submission of this offer, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.**
- 2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this offer.**
- 3. The Lower-Tier participant (Potential Contractor under a major Third Party Contract), certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C., 3801 ET SEQ are applicable thereto.**

COMPANY K&J Safety and Security Consulting Services, Inc.

ADDRESS 3257 Elcano Lane, Cantonment, FL

DATE 12/27/22



Karen L. Tucci, CEO

Signature of Offeror's Authorized Representative

CERTIFICATION OF RESTRICTIONS ON LOBBYING

I, Karen. L. Tucci, Chief Executive Officer hereby certify on
(Name and Title of Offeror Official)

behalf of K&J Safety and Security Consulting Services, Inc. that:
(Name of Offeror)

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

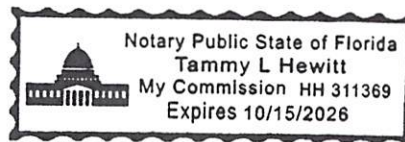
Executed this 27th day of December, 2022.

BY [Signature]

Witnesses: [Signature]
(Signature of Authorized Official)

Chief Executive Officer

(Title of Authorized Official)



Sworn to and subscribed before me on this 27th day of December, 2022.

Notary Public In and For Escambia Parish/County

State of Florida

PARTICIPANT INFORMATION FORM

All offerors are required to submit the information contained on this form. This information is a condition of submitting an offer to the RTA. Offerors must insure that **ALL** sub-contractors, sub-contractors or others at all tiers, which are proposed to be used or used under any agreement issued by RTA have submitted an executed copy of this form. RTA is required to maintain this information by the Federal Transit Administration and it is not subject to waiver.

Firm Name K&J Safety and Security Consulting Services, Inc.

Firm Address 3257 Elcano Lane, Cantonment, FL 32533-6876

Telephone Number (850) 968-0901

Fax Number (850) 968-0902

E-Mail Address ktucci@kjsafety.com

Firm's status as Disadvantaged Business Enterprise (DBE) or Non- DBE DBE Certified

Age of the firm 20 years

Annual gross receipts of the firm \$5,000,000

Prime or Sub-Contractor Prime

NAICS code (s) 541611 541618 541620 541330 237990

I certify to the best of my knowledge that the above information is true and correct:

Signature  Karen L. Tucci

Title Chief Executive Officer

Date 12/27/22

RTA Project No. RFP 2022-021

FAILURE TO PROVIDE AN EXECUTED COPY OF THIS FORM AS STIPULATED HEREIN MAY PRECLUDE YOUR OFFER FROM CONSIDERATION FOR AWARD.

1.15 ADDENDA


Proposers shall acknowledge receipt of all addenda to this Request for Proposals. Acknowledged receipt of each addendum shall be clearly established and included with each proposal. The undersigned acknowledges receipt of the following addenda.

Addendum No. 1, dated 12/27/2022

Addendum No. 2, dated 1/3/2023

Addendum No. _____, dated _____

Company Name K&J Safety and Security Consulting Services, Inc.

Company Representative  Karen L. Tucci, CEO

Date: 01/06/23

RFP 2022-021

12/27/2022

REGIONAL TRANSIT AUTHORITY

PUBLIC NOTICE

**RFP 2022-021 Occupational Health and Safety Program
Addendum I**

Acknowledge receipt of this addendum in the bid submission. This addendum is a part of the Contract Documents and shall be included in the Contract Documents. Changes made by the addenda take precedence over information published at an earlier date.

Request For Proposal No. 2022-021 has been amended as follows:

Due date for RFP 2022-021 has been extended from January 3, 2023 till January 10, 2023.

**Lona Hankins
Interim Chief Executive Officer
Regional Transit Authority**

REGIONAL TRANSIT AUTHORITY

PUBLIC NOTICE

RFP 2022-021 Occupational Health and Safety Program

Addendum II

Acknowledge receipt of this addendum in the bid submission. This addendum is a part of the Contract Documents and shall be included in the Contract Documents. Changes made by the addenda take precedence over information published at an earlier date.

Request For Proposal No. 2022-021 has been amended as follows:

Is NORTA willing to do all the requested training extracted from the Gap Analysis via a single class or two? The classes will be more than two since we have hundreds of employees needing to be trained.

Can we do multiple sessions in a day and schedule concurrent days to minimize the number of trips? It is a possibility but not a certainty as departmental schedules may not make this feasible.

Do we only submit the three-page letter of interest in addition to the vendor forms? You should submit the letter of interest and information that the evaluation criteria states. Are the resume and project experience forms provided in the consultant questionnaire sufficient to satisfy RFP requirements? yes

**Lona Hankins
Interim Chief Executive Officer
Regional Transit Authority**

approved categories shall be substantiated by a current audit conducted by a federal or state agency. Labor rates for all individuals who may perform any work associated with this project shall be identified in the proposal. The individuals will be identified by name and job category. This requirement extends to all individuals whether classified as professional or non-professional. Any changes in labor rates and/or additions or changes to personnel providing work on this project must be pre-approved by RTA in writing.

4.4 OVERHEAD RATES

Contractor will be required to submit an audited overhead rate.

4.5 PLACE OF PERFORMANCE

(a) The offeror or respondent, in the performance of any contract resulting from this solicitation, ___ intends, X does not intend [check applicable block] to use one or more plants or facilities located at a different address from the address of the offeror or respondent as indicated in this proposal or response to request for information.

(b) If the offeror or respondent checks “intends” in paragraph (a) of this provision, it shall insert in the following spaces the required information:

Place of Performance (Street
Address, City, State, County, ZIP
Code)

Name and Address of Owner and Operator of the
Plant or Facility if Other than Offeror or
Respondent

**DBE FORM 1 - CONTRACT PARTICIPATION AND DISADVANTAGED BUSINESS ENTERPRISE
(DBE) COMMITMENT**

Column A. Indicate the firm's role: prime, sub-tier 2 (first-level sub), sub-tier 3 (sub of a sub), manufacturer, regular dealer/supplier, or broker/agent. Please note that only 60% of the value of regular dealer/supplier commissions and fees can be counted toward Disadvantaged Business Enterprise (DBE) participation. All firms participating (DBE and non-DBE, prime and subs) must be included on the form.

Column B. Provide the name and address of the firm.

Column C. Provide the principal contact person and phone number of the firm.

Column D. Describe the work, goods, and/or services to be provided by the firm.

Column E. Indicate the dollar amount of total bid (including all alternatives) assigned to the firm. Enter NIA for qualification statements (RFQ).

Column F. Indicate the percent value of the bid amount of work assigned to the firm. Total percent value of work should equal 100% to account for all work being performed on the contract.

Column G. Indicate whether firm is a DBE, SLDBE, or non-DBE. DBE-certified means federally certified by a member of the Louisiana Unified Certification Program (www.LAUCP.org). An SLDBE designation recognizes the firm as certified by the City of New Orleans SLDBE Program. For federally-funded projects, only DBE firms certified through the LAUCP program can be counted toward the DBE goal. For non-federal projects, both LAUCP and SLDBE certification is acceptable.

DBE FORM 1 - CONTRACT PARTICIPATION AND DISADVANTAGED BUSINESS ENTERPRISE (DBE) COMMITMENT (CONTINUED)

Project Title: OSH Program and Training Plan Project No.: 2022-021

Project Type (Specify DBE or SLDBE) DBE, LAUCP, SBE, VOE, WOE DBE Contract Goal 100 %

A.	B.	C.	D.	E.	F.
FIRM ROLE (Prime, sub-tier 2, sub-tier 3 manufacturer, supplier, etc.)	FIRM NAME AND ADDRESS	PRINCIPAL CONTACT NAME AND PHONE NUMBER	WORK TO BE SUBCONTRACTED/GOODS/SERVICES TO BE PURCHASED	% VALUE OF WORK/PURCHASES	DBE, SLDBE, OR non-DBE
Prime	K&J Safety and Security Consulting Services, Inc. 3257 Elcano Lane Pensacola, FL 32533	Karen L. Tucci, CEO 850.968.0901	0	100 %	DBE, SBE, VOE, WOE, LAUCP
				%	
				%	
				%	
				%	
				%	
				%	
				%	

TOTAL VALUE OF PARTICIPATION FROM CONTINUATION PAGES:

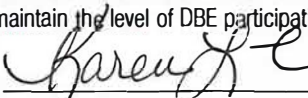
TOTAL VALUE OF PARTICIPATION:

	%	%
Enter Total Bid Amount	Total Must Equal 100%	Total DBE Participation
\$ 223,800.00	100 %	100 %

**Supplier/Manufacturer/Purchase/Dealer work is counted at 60% participation toward DBE goal.*

**Total DBE participation is less that the goal, refer to the Good Faith Efforts section of the instructions, and attach a Schedule C and all other necessary documentation. Firms must be DBE-certified with an authorized agent of the LAUCP to count participation towards the goal.*

The undersigned prime firm will enter into a formal written agreement with the subcontractors I consultants/vendors identified herein for work and/or goods and services as shown in this schedule, conditioned upon the execution of a contract with the RTA. The undersigned agrees to be contractually bound to maintain the level of DBE participation set forth above. Failure to comply with this agreement constitutes breach of contract.

Signature:  Date: January 6, 2023

Printed Name: Karen L. Tucci Title: Chief Executive Officer



Regional Transit Authority
2817 Canal Street
New Orleans, LA 70119-6301

504.827.8300

www.norta.com

October 7, 2019

K & J Safety and Security Consulting Services, Inc.

Ms. Karen L. Tucci
3257 Elcano Lane
Cantonment, FL 32533

Dear Ms. Tucci:

Congratulations! We are pleased to inform you that your firm has been certified as a disadvantaged business enterprise for the following work categories:

NC541690 – Other Scientific and Technical Consulting Services
NC541618 – Other Management Consulting Services
NC541620 – Environmental Consulting Services

Please note that per the federal regulations, suppliers only receive 60% goal credit towards the materials they provide. Also note that a Louisiana Contractor's License is required by any contractor performing work in excess of \$50,000 with the exception of electrical, mechanical and plumbing which are required to have a license if work is in excess of \$10,000. You may contact the State Licensing Board for Contractors at (225) 765-2301 for more information. Your firm's certification will be recognized by all participants of the Louisiana Unified Certification Program. This includes all entities receiving federal transportation funding within the boundaries of our state.

Be advised that recent changes in the Federal Regulations which govern our DBE program have removed expiration dates on certifications. Therefore, recertification every three (3) years is no longer needed. However, you will be required to submit an annual affidavit, along with all supporting documents, stating that your firm continues to meet the eligibility requirements of the program. This form will be sent to you approximately 4 weeks prior to your anniversary date (**October 7, 2020**). You must notify our office immediately regarding any changes which affect the social and economic disadvantage, size, ownership or control of your firm.

We reserve the right to withdraw this certification, if at any time, it is determined that DBE certification was knowingly obtained by the submission of false, misleading or incorrect data. We, further reserve the right to request additional information and/or conduct an on-site visit at any time during your certification period.

If we can be of further assistance, please do not hesitate to contact our office at (504) 827-8362.

Sincerely yours,

Keziah L. Cawthorne
DBE Compliance Manager



Regional Transit Authority

September 27, 2022

K&J Safety and Security Consulting Services, Inc.

Attn: Karen Tucci
32547 Elcano Lane
Cantonment, FL 32533-6876

Dear Ms. Tucci:

The Regional Transit Authority's (RTA) Disadvantaged Business Enterprise office have received your firm's DBE annual affidavit. Based on the information, which you provided, it has been confirmed that your firm continues to meet the eligibility requirements of our program and remains certified for **only** the following **specific** work categories **that fall under the listed NAICS and/or DOTD Work codes:**

NC541690 Other Scientific and Technical Consulting Services
NC541618 Other Management Consulting Services
NC541620 Environmental Consulting Services

Please note that per the federal regulations, suppliers only receive 60% goal credit towards the materials they provide. Also, note that any contractor performing work in excess of \$50,000 with the exception of electrical, mechanical and plumbing requires A Louisiana Contractor's License, which are required to have a license if work is in excess of \$10,000. You may contact the State Licensing Board for Contractors at (225) 765-2301 for more information. All participants of the Louisiana Unified Certification Program will recognize your firm's certification. This includes all entities receiving federal transportation funding within the boundaries of our state.

You will be required to submit an annual affidavit with all supporting documents (**Business taxes with all attachments, such as 1098, 1099, K-1's and/or W-2's**) stating your firm continues to meet the eligibility requirements of the program. An email informing you to submit the necessary documentation will be forwarded to you approximately six (6) weeks prior to your anniversary date, **October 7, 2023**. However, should you not receive notification from this office for your annual affidavit; it is your responsibility to contact us. Additionally, you must notify our office immediately regarding any changes, which affect the social and economic disadvantage, size, ownership or control of your firm.

We reserve the right to withdraw this certification, if at any time, it is determined that the DBE certification was knowingly obtained by the submission of false, misleading, or incorrect data. The Department reserves the right to request additional information and/or conduct an on-site visit at any time during your certification period. We are pleased to have you as a participant in the LAUCP and wish you much success.



Regional Transit Authority

If you have any questions regarding the content of this letter, contact the RTA DBE Office at (504) 827-8362.

Kind regards,

A handwritten signature in black ink, appearing to read "Keziah L. Cawthorne". The signature is fluid and cursive, with a long horizontal stroke at the end.

Keziah L. Cawthorne
DBE Program Administrator II

Enclosure (Certificate)



LOUISIANA UNIFIED CERTIFICATION PROGRAM

Disadvantaged Business Enterprise Program

This is to certify that under Title 49, Part 26 of the Code of Federal Regulations
& Under the State of Louisiana United Certification Program (LAUCP)

K&J Safety and Security Consulting Services, Inc.

Is a Certified Disadvantaged Business Enterprise (DBE) in the following special

541690, 541618, 541620

NOTE: There may be other approved NAICS Codes. The online DBE Directory includes a complete list of approved codes.

Certificate Eligibility: October 7, 2022- October 7, 2023

This certificate is valid through the above date provided. This firm meets the on-going programmatic standard and fulfills the annual update requirement to remain in good standing as a DBE. This certification is subject to annual verification and suspension or revocation based upon reasonable cause to believe that the firm is ineligible.

Keziah L. Cawthorne, DBE Program Administrator II

Regional Transit Authority

DBE FORM 3 - DOCUMENTATION OF GOOD FAITH EFFORTS

If the Respondent or Proposer cannot fully meet the DBE goal of this Contract, the Respondent or Proposer shall complete Schedule DBE Form 4 and attach documentation demonstrating the Respondent's or Proposer's good faith efforts. RTA has the authority to make a fair and reasonable judgment whether a Respondent or Proposer that did not meet the contract goal made adequate good faith efforts. Respondents are required to demonstrate Good Faith Efforts with additional documentation as applicable including call logs, posted advertisements, attendance to pre-bid/submittal meetings, and records of negotiation. CFR 49 Part 26, Appendix A, Part IV is quoted below:

IV. The following is a list of types of actions which you should consider as part of the bidder's good faith efforts to obtain DBE participation. It is not intended to be a mandatory checklist, nor is it intended to be exclusive or exhaustive. Other factors or types of efforts may be relevant in appropriate cases.

A. (I) Conducting market research to identify small business contractors and suppliers and soliciting through all reasonable and available means the interest of all certified DBEs that have the capability to perform the work of the contract. This may include attendance at pre-bid and business matchmaking meetings and events, advertising and/or written notices, posting of Notices of Sources Sought and/or Requests/or Proposals, written notices or emails to all DBEs listed in the State's directory o/transportation firms that specialize in the areas of work desired (as noted in the DBE directory) and which are located in the area or surrounding areas of the project.

(II) The bidder should solicit this interest as early in the acquisition process as practicable to allow the DBEs to respond to the solicitation and submit a timely offer for the subcontract. The bidder should determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.

B. Selecting portions of the work to be performed by DBEs in order to increase the likelihood that the DBE goals will be achieved. This includes, where appropriate, breaking out contract work items into economically feasible units (for example, smaller tasks or quantities) to facilitate DBE participation, even when the prime contractor might otherwise prefer to perform these work items with its own forces. This may include, where possible, establishing flexible timeframes for performance and delivery schedules in a manner that encourages and facilitates DBE participation.

C. Providing interested DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation with their offer for the subcontract.

D. (I) Negotiating in good faith with interested DBEs. It is the bidder's responsibility to make a portion of the work available to DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available DBE subcontractors and suppliers, so as to facilitate DBE participation. Evidence of such negotiation includes the names, addresses, and telephone numbers of DBEs that were considered; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and evidence as to why additional Agreements could not be reached for DBEs to perform the work.

(II) A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take a firm's price and capabilities as well as contract goals into consideration. However, the fact that there may be some additional costs involved in finding and using DBEs is not in itself sufficient reason for a bidder's failure to meet the contract DBE goal, as long as such costs are reasonable. Also, the ability or desire of a prime contractor to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Prime contractors are not, however, required to accept higher quotes from DBEs if the price difference is excessive or unreasonable.

E. (I) Not rejecting DBEs as being unqualified without sound reasons based on a thorough investigation of their capabilities: The contractor's standing within its industry, membership in specific groups, organizations, or associations and political or social affiliations (for example union vs. non-union status) are not legitimate causes for the rejection or non-solicitation of bids in the contractor's efforts to meet the project goal. Another practice considered an insufficient good faith effort is the rejection of the DBE because its quotation for the work was not the lowest received. However, nothing in this paragraph shall be construed to require the bidder or prime contractor to accept unreasonable quotes in order to satisfy contract goals.

(II) A prime contractor's inability to find a replacement DBE at the original price is not alone sufficient to support a finding that good faith efforts have been made to replace the original DBE. The fact that the contractor has the ability and/or desire to perform the contract work with its own forces does not relieve the contractor of the obligation to make good faith efforts to find a replacement DBE, and it is not a sound basis for rejecting a prospective replacement DBE's reasonable quote.

F. Making efforts to assist interested DBEs in obtaining bonding, lines of credit, or insurance as required by the recipient or contractor.

G. Making efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.

H. Effectively using the services of available minority/women community organizations; minority/women contractors' groups; local, State, and Federal minority/women business assistance offices; and other organizations as allowed on a case-by-case basis to provide assistance in the recruitment and placement of DBEs.



DBE FORM 3 - DOCUMENTATION OF GOOD FAITH EFFORTS

If you have **not** attained the amount of DBE participation to meet the contract goal you are required to complete and submit DBE Compliance Form-3 along with all required supporting GFE documentation.

BIDDERS: *This completed form along with all required supporting documentation must be submitted at time of submission. Should the bidder fail to comply with this request, the bid shall be considered non-responsive.*

RESPONDENTS: *This completed form must be furnished prior to contract award if you are unable to attain the DBE Goal.*

RFP/RFQ/Bid/Solicitation/Other #: _____ Bid/Proposal Amount: \$ _____ Date: ____ / ____ / ____

Description: _____

N/A - PRIME is DBE

Name of Bidder/Respondent: _____ has satisfied the requirements of the bid/proposal specifications for the above referenced BID/RFP/RFQ or solicitation by the Regional Transit Authority in the following manner: (Please check the appropriate space)

- The Bidder/Respondent is unable to meet the DBE contract goal, and has completed and submitted DBE Compliance Form-3 along with all required supporting GFE documentation.
- The Bidder/Respondent is unable to meet the DBE contract goal, however is committed to a minimum of _____ % DBE utilization on this contract, and has completed and submitted DBE Compliance Form-3 along with all required supporting GFE documentation.

I HEREBY CERTIFY THAT THE INFORMATION CONTAINED HEREIN IS TRUE AND CORRECT.

PRINT NAME: _____ SIGNATURE: _____ TITLE: _____

Instructions: Please complete sections A through D, and include all specific supporting documentation as outlined below. All sections of this form **MUST** be completed or your response will be deemed non-responsive. If you feel that any section of this form is not applicable, do **not** respond/write *not applicable* or *N/A*. You must provide a written statement as to why a section is not applicable to your response. Attach additional pages if necessary.

- SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR:** Complete section A.
- NOTIFYING CERTIFIED DBEs OF CONTRACTING OPPORTUNITIES:** Please attach a copy of the announcement and written notices distributed to DBE(s). Example: Newspaper, email, mail correspondence, community outreach notices, etc.
- INITIAL SOLICITATION & FOLLOW-UP OF INITIAL SOLICITATION:** Bidders/Respondents may only solicit from the Louisiana Unified Certification Program (LAUCP) for federally-funded projects. For non-federal projects, bidders/respondents may use the LAUCP and/or the State and Local Disadvantaged Business Enterprise (SLDBE) directories.

DBE FORM 3 - DOCUMENTATION OF GOOD FAITH EFFORTS

A. SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR: You **MUST** list all selected scopes or portions of work to be performed by DBE(s) in order to increase the likelihood of meeting the contract goal for this project and the estimated value of each scope or portions of work identified. Use additional pages if needed.

Scope or Portions of Work Identified for DBE Participation	Estimated Value	% of Contract Value
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

B. NOTIFYING CERTIFIED DBEs OF CONTRACTING OPPORTUNITIES: Please complete all fields below, list all sources of advertisement and outreach to DBE subs.

I. Did you attend all pre-bid and/or outreach meetings scheduled by the RTA to inform DBEs of subcontracting opportunities? Yes _____ No _____ If yes, date of meeting _____

If no, was there a meeting advertised by the RTA? Yes _____ No _____



DBE FORM 3 - DOCUMENTATION OF GOOD FAITH EFFORTS

II. ADVERTISING SUBCONTRACTING OPPORTUNITIES: You **MUST** identify publications in which announcements or notifications were placed and published. Include a copy of each announcement or notification.

Source of Advertising/Outreach	What subcontracting areas of work were advertised?	Date of Ad	Due Date & Time for Sub Bids		DBE Office Verification
			Date	Time	
1.					
2.					
3.					
4.					

C. INITIAL SOLICITATION & FOLLOW-UP: You **MUST** complete all fields below. List all certified DBE firms that received telephone or e-mail notification of work items to be subcontracted. If no response was received to the initial solicitation, you must indicate when firms received subsequent telephone or e-mail solicitations (list delivery dates, or read receipt date, and certified firm's response). You must include copies of the physical and/or electronic notice(s) sent to certified firms. Use additional pages as needed.

DBE Firm & Contact	Phone	Scope of Work Solicited	Date of Written Notification	Result of Initial Communication	Date of Follow-Up & Method of Contact		Result of Follow-Up Communication
					Date	Method	
1. <i>Example: ABC Company/Jane Smith</i>	<i>(504) 123-4567</i>	<i>Lego/Services</i>	<i>01/01/14</i>	<i>Will submit a quote</i>	<i>01/10/14</i>	<i>email</i>	<i>Quote received</i>
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
14.							

DBE FORM 3 - DOCUMENTATION OF GOOD FAITH EFFORTS

DBE Firm & Contact	Phone	Scope of Work Solicited	Date of Written Notification	Result of Initial Communication	Date of Follow-Up & Method of Contact		Result of Follow-Up Communication
15. <i>Example: ABC Company/Jane Smith</i>	<i>(504) 123-4567</i>	<i>Lego/Services</i>	<i>01/01/14</i>	<i>Will submit a quote</i>	<i>01/10/14</i>	<i>email</i>	<i>Quote received</i>
16.							
17.							
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21.							
22.							
23.							
24.							
25.							
26.							
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38.							
39.							

RTA  *Regional Transit Authority*
DBE FORM 3 - DOCUMENTATION OF GOOD FAITH EFFORTS

III. **OTHER**: Please provide narrative details of any other efforts your firm conducted to attain the DBE goal. Use additional pages as needed,

RTA  *Regional Transit Authority*
DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

RESPONDENTS TO RFPS AND RFQS: This completed form must be furnished with your proposal. You must complete every section of the form or your proposal will be deemed non-responsive. If a section is not applicable to your proposal, you must explain why it is not applicable or your proposal will be deemed non-responsive. You must submit your response on the DBE Responsiveness Form 4 or your proposal will be deemed non-responsive. You may use additional pages as warranted.

RFP/RFQ/Solicitation #: 2022-021 Date: 12 / 27 / 22
 Description: OSH Program and Training Plan
 Name of Respondent: K&J Safety and Security Consulting Services, Inc.

Please check the appropriate space:

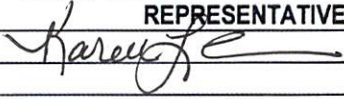
- The proposer is committed to the contract goal of 100 % DBE utilization on this contract. (If selected, you must complete and submit DBE Compliance Form 1 and 2 in order to be awarded a contract.)
- The proposer is unable to meet the DBE contract goal, however is committed to a minimum of _____% DBE utilization on this contract and will submit documentation demonstrating good faith efforts. (If selected, you must complete and submit DBE Compliance Forms 1 and 3 and DBE Compliance Form-2 if applicable along with all required supporting documentation in order to be awarded a contract.)

SECTION I - DBE COMMITMENT TO CONTRACT GOAL: You must list all DBE firms that you have identified to participate on the contract. **PLEASE NOTE:** Every DBE firm listed **MUST** be utilized on the project. To remove and/or replace a DBE firm you must submit a request for removal and substitution and you must receive approval from the DBELO to remove and/or replace the firm.

DBE FIRM & NAME of DBE	PHONE	SOURCE OF CERTIFICATION (SLDBE or LAUCP)	SCOPE OF WORK TO BE PERFORMED BY THE DBE	VALUE of PROPOSED CONTRACT with DBE (If Known)	ESTIMATED % OF TOTAL CONTRACT
1. K&J Safety and Security Consulting Services, Inc.	850.968.0901	LAUCP	All work associated with the RFP	\$ 223,800.00	100 %
2. PRIME				\$	%
3.				\$	%
4.				\$	%
5.				\$	%
6.				\$	%
7.				\$	%
8.				\$	%
TOTALS				\$	100 %


RTA *Regional Transit Authority*
DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

SECTION II - DBE AFFIRMATIONS: For the DBE firms listed above, please provide the name and signature of the firm's authorized representative.

NAME OF DBE FIRM	PRINT NAME OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	SIGNATURE OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	DATE
K&J Safety and Security Consulting Services, Inc.	Karen L. Tucci		12/27/22

SECTION III - SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR: If you have not identified DBE firms for attainment of the DBE goal and have not listed a commitment to specific DBE firms for participation in Section I that equals the total contract goal for this project, you must list all selected scopes or portions of work that you identified to be performed by DBE(s) and the estimated percentage value of each scope of work identified in order to increase the likelihood of meeting the contract goal for this project.

SCOPE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION		ESTIMATED % OF CONTRACT VALUE
1.	N/A - All work to be performed by the Prime/DBE	100%
2.		
3.		
4.		
5.		
6.		
7.		
8.		
TOTAL		


RTA *Regional Transit Authority*
DBE FORM 4 --DBE PARTICIPATION PLAN (For RFPs and RFQs)

SECTION IV - PAST PERFORMANCE: You must provide details of you firm's past performance in compliance with DBE goals.

AGENCY NAME	PROJECT NAME	COMPLETION DATE	DBE PARTICIPATION ACHIEVED	DBE OFFICE VERIFICATION
	N/A - DBE goal will be met by Prime/DBE			

SECTION V - OTHER: If you have not identified DBE firms for attainment of the DBE goals and have not listed commitments to specific DBE firms for participation in Section I that equals the total contract goal for this project, you must provide narrative details of any other efforts your firm will conduct to attain the DBE goal.

BUY AMERICA

CERTIFICATE OF COMPLIANCE WITH SECTION 165(a)

The bidder or proposer hereby certifies that it will comply with the requirements of section 165(a) of the Surface Transportation Assistance Act of 1982, as amended, and the applicable regulations in 49 CFR part 661.

Date 12/27/22

Signature  Karen L. Tucci

Company Name K&J Safety and Security Consulting Services, Inc.

Title CEO

RTA Project No. 2022-021

K&J SAFETY AND SECURITY CONSULTING SERVICES, INC.

NORTA RFP #2022-021 OSHA PROGRAM AND TRAINING

APPENDIX A – FULL RESUMES

Following are the full resumes of the proposed Key Staff.

James Tucci	2
James Dougherty	9
Kevin Lyons.....	16
Steve Tima	33
Wendy Perez.....	36
Joel Cox	41

James M. Tucci, P.E., WSO-CSSD, TSSP, PTSCPT, FCP

3257 Elcano Lane, Cantonment, FL 32533 | (850) 968-0901 | jtucci@kjsafety.com

Professional Experience

K&J Safety and Security Consulting Services, Inc.
Cantonment, FL

November 2002 to Present

President / Chief Engineer

- Program manager for the Safety Engineering Services Contract for the Washington Metropolitan Area Transit Authority (WMATA). Responsibilities include leading 12 full-time safety personnel supporting WMATA's need for safety certification (Dulles Phase II, IRPG, JDAC, MATOC, and MCAP Projects) and the certification of the new Kawasaki 8000 series rail car fleet) for some 70+ capital projects currently under design or construction. Additionally, K&J staff supported fixed facility fire assessments, fire investigations, Hazard Analysis (HA's, FMEA's, FMECA's, FTA's, O&SHA's), development of safety rules and procedures, assisting with the agency transition to an SMS driven safety program (to include the development of the Agency Safety Plan {ASP}) as well as leading the Internal Safety Auditing (ISA's) for the agency and providing OSHA compliance as well as accident/incident investigation support.
- Providing consulting support for the FTA / Center for Urban Transportation Research (CUTR) program on developing Transit industry safety standards, guidelines, and proposed regulations. The output of this 5-yearlong work effort has resulted in the development and publication of the FTA Safety Standards Compendium and the formation of the Safety Standards Working Group (WG), which is tasked with researching and prioritizing safety standards initiatives for the transit industry.
- Providing consulting support to the Greater Cleveland Regional Transit Authority (GCRTA) to support the safety and security certification of over 12 rail stations undergoing rehabilitation, the procurement and certification of up to 50 new heavy rail vehicles, and the complete security assessment of opening Public Square to bus operations. Activities include performing extensive hazard analysis, emergency preparedness drills and exercises, familiarization training for first responders, performing all certification activities, and supporting the fire life safety (FLS) and safety and security certification committees (SSRC).
- Provided consulting support to Washington DC, Department of Transport (DDOT) – DC Streetcar, City of Atlanta - ASC, and the City of Memphis - MATA to support the "reactivation" of their streetcar programs. Various hazards analysis, threat, vulnerability assessments, and complex certification activities are provided to support the reactivation activities.
- Safety and security consultant of record leading the safety and security certification of the New Britain to Hartford Busway (NBHB) Bus Rapid Transit (BRT) project.
- Assisted in developing the Transportation Safety Institute's (TSI) SMS teaching curriculum, which included working with the Federal Transit Administration (FTA) and

TSI to guide how current TSI courses can be modified to accommodate the inclusion of SMS program material.

- Program manager for the K&J portion of the safety and security certification of the Honolulu Authority for Rapid Transportation (HART), the nation's first fully automated (operator less), \$8.2 Billion completely elevated heavy rail system.
- Project manager for "On-Call" Professional Safety Engineering Services contracts for LYNX – Orlando, PSTA – St Petersburg, JTA – Jacksonville, MCAT – Manatee County, and Southeastern Pennsylvania Transportation Authority (SEPTA). Services include safety and security certification, safety and security engineering design reviews, rules, plans and procedures development and update, Threat and Vulnerability Assessments (TVAs), development, evaluation of emergency drills and exercises, and professional safety and security training.
- Program manager for the safety and security certification and successful activation of 4 light rail corridors (East End, Southeast, North, and Downtown lines) for the Houston Metropolitan Transit Authority of Harris County (METRO).
- Develop/Review emergency preparedness plans for transit systems throughout the United States to include MTA Baltimore, Chicago Transit Authority (CTA), Orlando (LYNX), Tampa (PSTA / HART), Jacksonville (JTA), Atlanta Streetcar (ASC), DC Streetcar (DCS) and Bay Area Rapid Transit (BART) in Oakland.
- Consultant of record for the Blue Line Extension (BLE) for the Charlotte (CATS) extension to their current light rail system. Activities include vehicle, track, structure, power, signal, maintenance facility certification, the integration test plan development, system-wide Threat and Vulnerability Assessments (TVAs), and developing and delivering HSEEP compliant drills and exercises.
- Consultant of record for the safety and security certification of the four separate contracts for the Bus Operating Division (BOD), Poindexter Grade Crossing, Light Rail Maintenance-of-Way facility, Blue Line Capacity Expansion (BLCE) Gap Vehicle procurement, and Rail Yard Lighting projects for the Charlotte Area Transit System (CATS).
- Directed the development and implementation of the Washington Metropolitan Area Transit Authority (WMATA) safety recovery contract post the Fort Totten collision. Activities included an experience and capabilities analysis of the WMATA SAFE staff, extensive hazard analysis of various SAFE activities, implementation of an Internal Safety Auditing (ISA) program, and creating/updating various SAFE documentation.
- Developed and evaluated emergency preparedness tabletop drills and full-scale field exercises for over fifty (50) transit properties throughout the United States and Canada.
- Developed the system activation plan and the pre-revenue testing and integration plan for the Baltimore (MTA) Light Rail Double Track Project.
- System Safety consulting engineer of record for the Euclid Corridor Transportation Project (ECTP) in Cleveland, Ohio. Responsibilities include safety design review,

hazard analysis, developing the integration test plan and system activation test plan, and safety certifying the entire 13-mile Bus Rapid Transit (BRT) corridor.

- System Safety consulting engineer of record for the Charlotte Area Transit System (CATS) New Start - South Corridor Light Rail Project (SCLRP) in Charlotte, North Carolina. Responsibilities include safety design reviews, hazard analysis, development, and submission of the SSPP and SSP, certification of 16 Siemens S-70 LRV's, VMF, 17 Grade Crossing and stations, and safety certifying the 10-mile Light Rail "New Start" project.
- Conducted CNG/LNG facility safety, compliance, and security inspections on over 17 properties throughout the United States.
- Provided design and construction drawing review and pre-construction safety and security analysis of Alternative fuel and conventional fuel fueling facilities on numerous transit properties and NASA's Huntsville, Alabama, mission center.
- Provided technical and educational consulting services in environmental management, industrial safety, HAZMAT, and OSHA compliance and facility security to 13 industrial facilities located throughout the United States.
- Performed over 66 industrial, commercial, and transit facility Threat and Vulnerability Assessments (TVA) throughout the United States.
- Technical assistant to the Federal Bureau of Investigation (FBI) in developing the transit tubular assault plan for train and bus and transit counter-terrorism.
- Provided technical review of Transit System Security Program Plans (SSPP's) for new rail property startups. These properties include Salt Lake City (UTA), San Juan (Tren Urbano) as well as Baltimore (MTA), and Detroit (DDOT and DTC People Mover).
- Performed safety certification for the Howard Street track fixation upgrade for MTA Baltimore.
- Performed safety certification of the Howard and Lombard Street intersection post the CSX fire for MTA Baltimore.
- Provided internal system safety auditing and training for MTA Baltimore's Metro Rail and Central Light Rail operations.
- Audited rail operating procedures for Bi-State Development Agency's Metrolink Rail Operations.
- Performed track structure failure investigation for MTA Baltimore's Central Light Rail (CLR) operation at Penn Station and the Howard Street tunnel for the State of Maryland.

**LAW Engineering and Environmental
Services, Inc.**

August 1995 to July 1997

Office Manager

- Managed a staff of over 80 chemists, engineers, geologists, and technicians.

- Provided technical and managerial oversight to a project management staff that handled a caseload of 75 to 130 projects a week.
- Project engineer/chemist for the remediation/closure of the AGRICO superfund site, the nation's number 8 ranked NPL site.
- Provided environmental regulatory compliance, OSHA compliance auditing, pre- and post-construction analysis, and security inspections of conventional and alternative fuel fueling facilities and maintenance shops.
- Developed safety work plans, standard operating procedures, and quality assurance plans for new construction, renovation, and deconstruction of alternative fuel fueling and maintenance facilities.
- Project engineer/chemist for the remediation/closure of the AGRICO superfund site, the nation's number 8 ranked NPL site.

Operations Manager

July 1989 to July 1995

- Provided senior technical supervision for all aspects of an ISO 9000 accredited non-destructive/destructive testing process chemistry laboratory.
- Insured all analytical procedures were compliant with those methods approved by the USEPA, NIOSH, ATSM, and Standard Methods (SM).
- Provided system safety training and instruction for all NASA new engineering staff at the Huntsville, Alabama, space complex.
- Acting chief research scientist for all in-house research projects conducted in the area of human fatigue.
- Developed Standard Operating Procedures for Alternative fuel maintenance facilities.
- Conduct internal audits on transit properties to comply with the System Safety Program Plan (SSPP) and APTA guidelines.

Environmental Protection Systems Pensacola, FL.

November 1987 to June 1989

Quality Assurance Manager

- Developed Employee Health and Safety (EH&S) plans, chemical hygiene plans, and multi-state approved environmental quality assurance plans for transit properties.
- Produced and implemented standard operating procedures to implement internal auditing programs of transit agency safety departments.
- Performed failure modes analysis for NASA on implementing Alternative Fueled Support Vehicles (AFSV) for the NASA Huntsville complex.
- Generated project-specific safety work plans for the Charles Street freight terminal for Amtrak's Gold Coast Corridor.

- Reviewed construction drawings on fueling facility renovations for compliance to NFPA and best industry standards.

United States Army Reserves
361st Civil Affairs Brigade
Pensacola, FL

November 1987 to August 2007

Intelligence Analyst, Counter-Terrorism

United States Army (Active Duty)
Walter Reed Army Medical Center
Washington, DC

October 1979 to October 1987

Medical Research Supervisor, Infectious Disease Department

Education

State University of New York
Oswego, New York

Biological Sciences Course Work

University of Maryland
College Park, Maryland

Chemistry Course Work

LaSalle University
Philadelphia, Pennsylvania

Bachelors of Science, (Cum Laude) Environmental Engineering / Management
With a Minor in Chemistry

Masters of Science, Analytical Chemistry (Cum Laude)

Professional Development 1977 – 2014

Attended over 1975 hours of professional development courses, workshops, and seminars in rail system safety, industrial safety, construction safety, transit system security, emergency management, SMS, ESMS, ISMS, industrial hygiene, fire/life safety, OSHA regulations, and environmental laws and regulations workers' compensation, occupational accident investigation, rail accident investigation, bus accident investigation and environmental management.

Safety Management Systems (SMS) Principles, five (5) day course presented by the MITRE Corporation Aviation Institute, December 9-13, 2013. (Based on US Department of Transportation, Federal Aviation Administration SMS programs. The principles covered in this course provided the foundation for developing the US Department of Transportation, Federal Transit Administration SMS 100 Course.)

Safety Management Systems Implementation and Operation Course (SMS II), three (3) day course presented by the MITRE Corporation Aviation Institute, April 8-10, 2014.

Safety Management Systems Audit and Evaluation Course, one (1) day course presented by the MITRE Corporation Aviation Institute, October 24, 2014.

Teaching Credentials

US Department of Transportation, Transportation Safety Institute SENIOR ASSOCIATE INSTRUCTOR FOR:

Alternative Fuels Facility Investigations
Alternative Fuels Safety
Transit Industrial Safety Management
Rail System Safety
Bus System Safety
Transit System Security
Crime Prevention Through Environmental Design (CPTED)
Effectively Managing Transit Emergencies (EMTE)
Rail Hijacking
Fatigue Management
Rail Incident Investigation (RII)
Advanced Rail Incident Investigation (ARI)
Safety and Security Design Review
FTA Capital Projects
Safety Management Systems (SMS)

Federal Transit Administration

Instructor:

Connecting Communities

Pensacola Junior College, Department of Natural Resources

Adjunct Instructor:

Analytical Chemistry

The University of West Florida, Department of Chemistry

Adjunct Instructor:

Soil Analysis / Chemistry

The University of South Florida, School of Engineering

Adjunct Instructor:

Transportation Engineering

Certifications / Registrations

- Registered / Licensed Professional Engineer (P.E.)
- Certified Transit Safety and Security Practitioner (TSI-TSSP)
- FTA Public Transportation Safety Certification Training Program (PTSCTP) for Rail
- World Safety Organization, Certified Safety and Security Director (WSO-CSSD)
- Florida Crime Prevention – Certified CPTED Practitioner (FCP)
- Certified Federal Emergency Disaster Responder (FEMA)
- Certified Hazardous Waste Operations (HAZWOPER)
- Certified Hazardous Waste Operations Site Supervisor
- Authorized OSHA 501 Instructor
- Certified Emergency Medical Technician (EMT)

Affiliations

- Facilitator for the FTA / CUTR Transit Safety Standards Working Group (WG)
- Regional Director of the Society of Florida Environmental Chemists
- National and Local Member of the American Chemical Society
- Member of the Society of American Military Engineers
- Member of the National Safety Council (NSC)
- Regional Member of the Air and Waste Management Association (AWMA)
- Member of the American Waste Water Association (AWWA)
- Diplomat, Pensacola Chamber of Commerce
- Member of the Pensacola Junior College Environmental Steering Committee
- Member of the Florida Rural Water Association (FRWA)
- Member of the Society of Alternative Fuel Engineers
- Diplomat, Alternative Fuels Research Institute
- Member of the Rehabilitation Engineers and Assistive Technology Society of North America (RESNA)
- Member of the Subcommittee on Wheelchairs and Transportation (SOWHAT)
- Member of the Transportation Research Board (TRB), Task Force on Transit Safety and Security

Publications

- Co-author, Handbook for Environmental Laboratory Technicians, Lewis Publishing, 1996
- Co-author, Environmental Laboratory Operations, Lewis Publishing, 1997
- Contributor, "Identification of Cost-Effective Methods to Improve Security at Transit Operating/Maintenance Facilities and Passenger Stations," University Consortium, Intermodal Transportation Safety, and Security. FTA-FL-26-71054-03, July 2006
- Contributor, Recommended Security Guidelines for Airport Planning, Design, and Construction. Transportation Security Administration, June 15, 2006
- Contributor, Reopening Public Facilities After A Biological Attack – A decision-making framework, National Research Council of the National Academies of Science. The National Academies Press, 2005

James M. Dougherty, WSO-CSSD, TSSP, FCP, PTSCTP

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Professional Experience

K&J Safety and Security Consulting Services, Inc.
York, SC

November 2015 to Present

Director of Regulatory Compliance - Senior Safety and Security Consultant

- Assist clients with a variety of transportation safety and security projects including: analyzing, developing, drafting, implementing, training, auditing and reviewing safety and security programs.
- Assist clients with developing and implementing Safety Management System programs and drafting Public Transportation Agency Safety Plans. Plans completed include: SEPTA, PAAC, HART (Tampa), MATA, CARTA, Fairfax Connector, and HPTS.
- Assist transit agencies with developing SMS Safety Performance Measures.
- Assisted Washington State Department of Transportation with rewriting the State of Washington Rail State Safety Oversight Program Standard. Assist WSDOT with safety and security certification reviews; develop and present SSO/RTA workshop materials; assist with SSOA activities as requested.
- Conducted SSOA training for WSDOT SSOA.
- Developed Safety Management System Training Program and conduct 32 Hour SMS Safety Training for Bay Area Rapid Transit (BART).
- Assist clients with security projects, including Threat and Vulnerability Assessments.
- Assist The Center for Urban Transportation Research (CUTR) / University of South Florida (USF) with the Federal Transit Administration's (FTA) Safety Standards, Strategic Planning, and Data Collection project.
 - K&J Safety and Security Consulting Services, Inc. project lead assisting CUTR with the "Compendium" (Inventory of Standards).
 - K&J Safety and Security Consulting Services, Inc. project lead assisting CUTR with the Recommendations of Standard Topics.
 - K&J Safety and Security Consulting Services, Inc. co-facilitator of the CUTR Standards Working Group.
- Conducted training for The Center for Urban Transportation Research (CUTR) / University of South Florida (USF) entitled: How to Conduct an Internal Safety Audit.
- Developed and conducted training for The Center for Urban Transportation Research (CUTR) / University of South Florida (USF) entitled: How to Conduct a Bus Collision Investigation.
- Assist CUTR with developing Battery Electric Bus guidance.
- USDOT Transportation Safety Institute Sr. Associate Staff Instructor for Rail System Safety Course (including virtual instruction), Transit Industrial Safety Management Course, and Safety Management System Principles (including virtual instruction).
- USDOT Transportation Safety Institute – Revised and updated Rail System Safety Course (including the RSS Virtual course).

- USDOT Transportation Safety Institute – Revised and updated Rail Incident Investigation Course.
- USDOT Transportation Safety Institute – Revised and updated Safety Management System Principles for Transit Course.
- Southeastern Pennsylvania Transportation Authority (SEPTA) project lead for Safety Consulting contract. Tasks – develop SMS Gap Analysis and Implementation plan; Public Transportation Agency Safety Plan, developed Hazard Management Identification, Mitigation, and Resolution Training program and conducted training classes for safety staff and SMS liaisons; and draft monthly safety brief.
- Port Authority of Allegheny County – Completed SMS Gap Analysis, Implementation Plan, and Public Transportation Agency Safety Plan.
- Port Authority of Allegheny County – conducted Tabletop Flood Exercise.
- Hillsborough Area Transit Authority - Completed SMS Gap Analysis and PTASP.
- New York State Department of Transportation, Public Transportation Safety Board – work as subcontractor to assist with monitoring of State Safety Oversight Program and review incident/accident reports. Team member for site visits to NYCT to review and monitor compliance
- Ben Franklin Transit – subcontractor serve as subject matter expert assisting with SMS Gap Analysis.
- Washington Metropolitan Area Transit Authority – researched and developed State Safety Oversight Agency Comparison Report.
- Assisted SEPTA with developing System Safety Program Plan, Under Federal Railroad Administration (FRA) 49CFR270 Rule.
- Assisted private passenger railroad with developing and completing System Safety Program Plan, under FRA 49CFR270 Rule.
- Assisted private passenger railroad with completing Risk-Based Hazard Analysis in compliance with the FRA Rule.
- Assisted private agency with Safety Management Analysis with recommendations.

Washington Metropolitan Area Transit Authority (WMATA) April 2010 to September 2015
Washington, D.C.

Chief Safety Officer

- Led the nation’s second largest rail, (sixth largest overall) transit agency’s continuous efforts to provide the region with safe public transportation services.
- Provided daily safety briefings to the CEO/General Manager.
- Served as the safety liaison to the Board of Director’s.
- Prepared Board of Director’s safety briefing documents and presented monthly at the Board of Director’s Safety and Security Committee meetings.
- Served as Chair of the Executive Safety Committee.
- Oversaw the Department of Safety and Environmental Management, which included all safety (bus, rail, and paratransit) involving passengers, employees, vehicles, the environment, corporate quality assurance, as well as health and safety-training.
- Oversaw the Safety and Security Certification program and approved all final safety certifications.
- Developed and implemented safety programs including Safety Management System, Policy, Safety Risk Management, Safety Assurance, and Safety Promotion;

trending and analyzing data in a real-time effort to proactively identify incident “hot spots” to avoid potential occurrence /re-occurrence.

- Strategically and collaboratively developed safety assurance and promotional programs. Oversaw activities to identify potential hazards and hazards through hazard management to prevent incidents.
- Apprised and updated the agency as to local and federal safety requirements; provided identification, elimination, and proper disposal of chemical, environmental, and other related hazards; recommended the design and fabrication of safety equipment; and conducted a systematic proactive approach to analysis and surveillance of operational safety for passengers and employees as well as all agency facilities, operational work areas, and equipment.
- Developed and implemented Fatigue Risk Management System Program and Hours of Service Policy.
- Reviewed and approval operational and safety rulebooks, for all modes.
- Reviewed and approved operational training programs for bus, rail, access (paratransit), maintenance, roadway worker, and other related programs.
- Responsible for \$18M annual department budget.

**San Francisco Municipal Transportation Agency
San Francisco, CA**

February 2009 to April 2010

Director of Safety, Security, and Enforcement / Chief Safety Officer

- Oversaw all functions of the Safety, Security, and Enforcement Division, inclusive of Emergency Management, Worker’s Compensation, and Transportation Training, for the San Francisco Municipal Transportation Agency.
- Prepared and delivered presentations to the Board of Directors, City Supervisors, Federal Transit Administration, and other bodies. Conducted status review meetings with senior staff; leads, manages, and motivates the team.
- Was responsible for \$78M Division budget. Directed the development and implementation of the Division’s goals, strategic plans, policies, procedures, and work standards. Monitored organizational structure, staff assignments and administrative systems required to accomplish the Division’s goals and mission. Directed the development of effective safety and security training and education programs within the Agency for employees, the public and contractors. Oversaw / managed the Safety, Security and Enforcement staff of 650 employees.
- Provided direct oversight of the Agency’s compliance with the standards and regulations required by governmental agencies including DHS, OSHA, EPA, FTA, US DOT, DOL, CPUC and others and represented the Agency before legislative bodies, administrative officials, public agencies, community groups, labor organizations and technical and transportation industry organizations.
- Oversaw the Transportation Training Department. Reviewed and approved training programs, coordinated operator graduation activities.
- Oversaw the SFMTA Police Unit (SFPD officers (approximately 120 officers) assigned to SFMTA / Muni for fare evasion, crime prevention and various field activities.
- Directed accident / incident investigations and oversaw report preparation, for the agency.

Chief Safety Officer / Director of Transportation Safety**Feb. 2009 to Sept. 2009**

- Oversaw all functions of the Safety Division of the San Francisco Municipal Transportation Agency. Directed the development and implementation of the Safety Division's goals, strategic plans, policies, procedures, and work standards. Conferred and negotiated with City administrative officials, City Attorney's office, public representatives and others regarding issues related to the Division's activities.
- Directed the development of effective safety training and education programs within the Agency for employees, the public and contractors. Directed oversight of the Agency's compliance with the standards and regulations required by governmental agencies including OSHA, EPA, FTA, US DOT, DOL and others and represented the Agency before legislative bodies, administrative officials, public agencies, community groups, labor organizations and technical and transportation industry organizations.

**Charlotte Area Transit System
Charlotte, NC****August 2004 to February 2009****General Manager of Safety and Security (Transit)**

- Responsible for \$5.4M safety and security budget. Responsible for management of overall safety, security and operational training functions and programs for CATS, including: bus, paratransit, light rail and historic trolley operations.
- Duties included developing comprehensive safety and security programs during the design, construction, and operational phases of transit systems to ensure the safety of operating and maintenance staff, system and maintenance facilities, passengers, and the public at large.
- Developed, planned, and coordinated training and emergency exercises to test preparedness, in accordance with Federal Transit Administration standards; ensured a safe and secure work zone during the construction and operational phases; performed inspections and program audits; developed and implemented all standard safety and security operating procedures; prepared periodic safety certification status reports; maintained and implemented the System Safety Program Plan, System Security Plan and Safety Certification Plans and integrates safety principles in all operational activities.
- Oversaw operational training program for transit bus, paratransit, and light rail operations. Worthy note – Zero accidents the first year of rail revenue service.
- Held US Department of Homeland Security / Transportation Security Administration Secret Security clearance.
- Served on the North Carolina Joint Terrorism Task Force Executive Committee.

**Greater Cleveland Regional Transit Authority (GCRTA)
Cleveland, Ohio****February 1981 to August 2004****Manager of Safety****April 2001 to August 2004**

- Oversaw the daily operation of the Safety Department and supervise the Safety staff. Prepared or assisted in the preparation of various reports, e.g., bus, rail, and non-revenue incident investigations, EPA Annual Hazardous Waste, accident/injury, industrial hygiene, operator profile, and system safety reports.
- Attend and represent the safety department at various meetings, e.g., Executive and Local Safety Committees, Design Review, Workplace Violence, Construction, and Ridership.
- On 24-hour call as primary responder for bus, rail and non-revenue vehicle, industrial or environmental incidents; conduct incident investigations, determine root cause(s), and develop corrective actions and report findings and recommendations.

Acting Manager of Safety / Workers' Compensation

**January 2000 to June 2000,
November 2000 to April 2001**

- Oversaw the daily operation of the Safety Office and supervise the Safety and Workers' Compensation staff.
- Prepared or assisted in the preparation of various reports, e.g., accident investigation, EPA Annual Hazardous Waste, accident/injury, industrial hygiene, operator profile, and system safety reports.
- Attended and represented the safety office at various meetings, e.g., Executive and Local Safety Committees, Design Review, Workplace Violence, Construction, and Ridership.
- On 24-hour call as primary responder for vehicle, industrial or environmental accidents; also, conduct accident and incident investigations and report findings and recommendations.

Industrial Safety Specialist

1988 to 2001

- Acted as environmental issues coordinator for GCRTA. Was responsible for review of OSHA and EPA regulations, as well as development of safety and compliance programs, e.g., UST, hazardous materials/waste, bloodborne pathogens, and hazardous energy.
- Conducted employee safety training sessions. Investigated employee injuries and complaints.
- Served as Emergency Coordinator with various government entities. Liaison with Safety Committees. Conducted design reviews to ensure appropriate safety components are incorporated into facility and vehicle specifications.

Transportation Safety Specialist

1986 to 1988

- Reviewed bus and rail collision and passenger accidents; developed improvement programs and audit for compliance. Oversaw bus and rail traffic accident investigations. Conducted safety-training sessions. Liaison with Safety Committees.

Safety Assistant

1984 to 1986

- Reviewed bus and rail collision and passenger incidents; developed improvement programs and audit for compliance. Maintained statistical data and report to management.

Automotive Brake Mechanic

1983 to 1984

- Was lead mechanic responsible for overseeing brake replacement and suspension repairs of buses.

Village of Fairport Harbor, Police Department Fairport Harbor, Ohio

April 2003 to August 2004

Police officer; Patrolman; Sworn Auxiliary

City of Kirtland, Police Department Kirtland, Ohio

April 1992 to April 2003

Police officer; Patrolman, Part time

Village of Kirtland Hills, Police Department Kirtland, Ohio

April 1982 to April 1992

Police officer; Patrolman, Part time

Responsible for patrol duties, accident investigations, preliminary criminal investigations, traffic control and enforcement, and public relations

Education

David N. Myers University Cleveland, Ohio

Course work towards Bachelor of Arts, Criminal Justice Administration

Cuyahoga County Sheriff's Academy Cleveland, Ohio

Basic Police Officer Training: Awarded Ohio Peace Officer Training Certificate

Case Western Reserve University, Center for Criminal Justice Cleveland, Ohio

Private Police Officer Training: Awarded Ohio Private Police Training Certificate

Certificate Training Programs

- FTA Public Transportation Safety Certification Transportation Program
- USDOT TSI SMS Principles
- USDOT FTA SMS Safety Awareness
- USDOT TSI SMS Safety Assurance
- USDOT TSI SMS Principles for Transit
- USDOT TSI Bus System Safety
- USDOT TSI Fundamentals of Bus Collision Investigation
- USDOT TSI Instructor Excellence
- USDOT TSI Safety & Security Program Certificate
- USDOT TSI Rail System Safety
- USDOT TSI Rail Incident Investigation

- USDOT State Safety Oversight Program Certificate
- Hazardous Waste and Materials
- Defensive Driving
- Train the Trainer
- Industrial Hygiene
- Spill Control
- System Safety
- Accident Investigation
- Alternative Fuels Safety and Chemistry for the Non-Chemist

Certifications / Registrations

- Certified Transit Safety and Security Practitioner (TSI-TSSP)
- World Safety Organization, Certified Safety and Security Director (WSO-CSSD)
- Florida Crime Prevention – Certified CPTED Practitioner (FCP)
- FTA The Public Transportation Safety Certification Training Program for State Safety Oversight Agencies (PTSCTP)
- FTA Public Transportation Safety Certification Transportation Program, Rail (PTSCTP)

Affiliations

- North Carolina Joint Terrorism Task Force Executive Committee (March 2008 – February 2009)
- United States Department of Transportation Transit Rail Advisory Committee on Safety / Transit Advisory Committee on Safety – TRACS (2010 -2015)

National Safety Council

- Motor Transportation Division – Secretary, Executive Committee 2003 – 2005
- Motor Transportation Division – Program Chairman Executive Committee 2005 – 2007
- Motor Transportation Division – Chair, Awards, Honors and Recognition Committee 2005 - 2014
- Board of Delegates; 2007 – 2009
- Transportation Safety Division – Chair, Executive Committee, 2007 – 2009
- Board of Directors; 2009 – 2015
- Vice President, Transportation Safety Division; 2010 – 2015
- Trustees; 2014 – 2015
- Board of Director's Awards Committee Chair; 2015
- Transit Section Executive Committee –Past Chairman

American Public Transportation Association

- Safety Coordinating Committee
- Bus Safety Committee
- Rail Safety Committee
- Commuter Rail Safety and Security Subcommittee
- Joint Security Affairs and Security Standards Policy and Planning Committee

Awards

- National Safety Council - Distinguished Service to Safety; 2009

Kevin D. Lyons, SMS, WSO-CSSD, TSSP, PTSCTP

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Professional Experience

K&J Safety and Security Consulting Services, Inc.
Riva, Maryland

February 2021 to Present

Special Advisor – Safety Risk Management

- Participating in a multi-year and multi-contractor project re-writing the Washington Metropolitan Area Transit Authority (WMATA) Metrorail Safety Rules and Procedures Handbook (MSRPH).
- Reviewed the Job Hazard Analysis (JHA) for Hot Works and exothermic welding projects for the Massachusetts Bay Transportation Authority (MBTA).
- Participated in developing the Hazard Analysis for the return to Automatic Train Operations (ATO) for WMATA.
- Reviewed the Hitachi Safety and Security Management Plan (SSMP) for the WMATA 8000 Series Rail Car procurement.
- Contributed to the development of a corporate investigation report writing seminar for the safety staff of the Southeastern Pennsylvania Transportation Authority (SEPTA).
- Participating in an assessment of the SEPTA safety staff.
- Participated in the Safety Certification of the installation of a new Power Desk as part of the WMATA Rail Operations Control Center (ROCC). Developed a Hazard Analysis and Semi-Quantitative Safety Risk Evaluation (HA/SQSRE) of the newly established Power Desk.
- Reviewed and provided comments on the WMATA draft update of its Public Transportation Agency Safety Plan.

K&J Safety and Security Consulting Services, Inc.
Riva, Maryland

August 2012 to February 2021

Department Manager, System Safety

- Conducted a Safety Integrity Level (SIL) Determination Study on the “Tagging Relay” intended to enhance the safety of the traction power de-energization and energization process for the Washington Metropolitan Area Transit Authority (WMATA).
- Performed a Hazard Analysis and Semi-Quantitative Safety Risk Evaluation (HA/SQSRE) of the WMATA, traction power restoration process. This HA/SQSRE was performed as part of the response to the Washington Metrorail Safety Commission (WMSC) Corrective Action Plan, CAP-20-C0037.

- Performing a Hazard Analysis and Semi-Quantitative Safety Risk Evaluation of the COVID-19 pandemic effects on transit systems.
- Revised and expanded the safety section of the Rail Activation Plan for the WMATA Metrorail Phase 2 of the Dulles Corridor Silver Line project.
- Completed a review of the Operational Hazard Analysis for the WMATA Metrorail Phase 2 of the Dulles Corridor Silver Line project.
- Completed a review of the SSMP for the WMATA 8000 Series rail car procurement project.
- Performed a Hazard Analysis and Semi-Quantitative Safety Risk Evaluation of the inter-car barrier of the rapid transit vehicles for the Southeastern Pennsylvania Transportation Authority (SEPTA).
- Developed a Safety and Security Management Plan (SSMP) for the Greater Cleveland Regional Transit Authority (GCRTA) new rail car procurement project.
- Developed an SSMP for the Virginia Railway Express (VRE) Crystal City Station project engineering phase.
- Provided technical support for the occupational safety and health audit of the Crane Aerospace Fort Walton Beach Florida, electronics manufacturing facility.
- Revised the corporate Quality Assurance Manual for K&J Safety and Security Consulting Services, Inc.
- Reviewed and provided comments on the Preliminary Hazard Analysis of the WMATA Drainage Pumping Station Rehabilitation project at 13 locations.
- Developed a corporate Technical Training Plan as required by the FTA Public Transportation Safety Certification Training Program (PTSCTP) for K&J Safety and Security Consulting Services, Inc.
- Initiated development of a Pandemic Response Plan, for future pandemics, for WMATA and University of South Florida, Center for Urban Transit Research (CUTR).
- Reviewed the Preliminary Hazard Analysis for the WMATA Automatic Train Control Laboratory rehabilitation project.
- Developed a Preliminary Hazard Analysis for the WMATA Greenbelt Yard Pilot Automatic Wayside Inspection System (AWIS) project.
- Led the project to re-write the U. S. Department of Transportation, Transportation Safety Institute Rail System Safety Course. Incorporated the requirements of: Safety Management Systems; Title 49 CFR Parts: 670, Public Transportation National Safety Program; 672, Public Transportation Safety Certification Training Program ("Training Rule"); 673, Public Transportation Agency Safety Plans; and 674, State Safety Oversight. The project includes eight (8) modules with an Instructor Guide, Participant Guide, and Power Point slide sets for each module.
- Led the project to re-write the U. S. Department of Transportation, Transportation Safety Institute Transit Industrial Safety Management Course. Incorporated the requirements of Safety Management Systems, various U. S. Department of Labor, Occupational Safety and Health Administration (OSHA) revised regulations, and new (April 2019) requirements for the OSHA 30-Hour Industrial Safety Course.

- Developed the Safety Risk Management section of the Rail Accident Investigation Manual and the Bus Accident Investigation Manual commissioned by the University of South Florida, Center for Urban Transit Research (CUTR) in support of the Federal Transit Administration's Standards Development Program.
- Performed an assessment of the Washington Metropolitan Area Transit Authority (WMATA), Office of Track and Structures' leak injection grouting process.
- Developed a Safety and Security Management Plan for the Southeastern Pennsylvania Transportation Authority (SEPTA) City Hall Station Rehabilitation Project.
- Participated on the team that developed the Public Transportation Agency Safety Plan (PTASP) for the Southeastern Pennsylvania Transportation Authority.
- Led the project to develop an Electrical Safety Plan and Confined Space Program Procedure for the Massachusetts Bay Transportation Authority (MBTA) - Sub-contractor to LTK Engineering Services. Completed a Gap Analysis of the status of the MBTA's Electrical Safety Program and its Confined Space Program.
- Developed a Public Transportation Agency Safety Plan for the Washington Metropolitan Area Transit Authority.
- Conducted a review of the Southeastern Pennsylvania Transportation Authority (SEPTA), Power Department's Electrical Safety Procedure. Extensively revised the procedure to comply with OSHA Standard, Title 29 CFR 1910.269, Electric Power Generation, Transmission and Distribution. Developed pole climbing instructions for SEPTA's Railroad Division, Power Department employees who maintain its overhead catenary system (OCS). These instructions provide guidance on the use of personal fall arrest systems while climbing OCS poles and tower structures.
- Led the safety certification of WMATA rail stations that interface with the construction of the Maryland Transit Administration Purple Line light rail system connecting the WMATA New Carrollton Metrorail Station with the WMATA Bethesda Metrorail Station.
- Participating in the safety certification of the installation of the PROTRAN track employee advanced warning system at WMATA.
- Conducted hazard analyses of the Washington, DC streetcar yard access, wash track and the pantograph maintenance elevated work platform.
- Conducted a gap analysis of the status of the implementation of the WMATA Hearing Conservation Program.
- Reviewed and provided comments on the proposed WMATA "Tagging Relay" as a means of de-energizing third rail traction power as a replacement for the existing Red Tag procedure.
- Participated on a team hazard analysis of the Virginia Railway Express (VRE) Lorton Station platform expansion.
- Participated on the K & J team that developed the Transit Safety Standards Compendium for the University of South Florida Center for Urban Transportation Research (USF-CUTR) as part of a Federal Transit Administration project under MAP-21 and the FAST ACT. This effort involved researching and reviewing thousands of Federal, state, local

and national consensus safety standards across all modes of transportation to determine their applicability to transit and compiling a compendium of safety standards. The compendium was made available for public comment via a notification in the Federal Register.

- Researched and developed MAP-21 and Safety Management Systems (SMS) course content and revised the following courses for the USDOT Transportation Safety Institute (TSI): Transit Rail System Safety, Transit Rail Incident Investigation, Effectively Managing Transit Emergencies, Transit Industrial Safety Management, Crime Prevention Through Environmental Design, Transit System Safety and Security, Substance Abuse Management and Program Compliance, Transit Supervisor Certification, Fundamentals of Bus Collision Investigation, and Relating SMS Principles to TSSP Certificate Training Courses: A Bridge (SMS Gap course).
- Researched and developed a “Model to Assist in Implementing MAP-21 Statutory Requirements of Public Transportation Agency Safety Plans and Developing Interim Public Transportation Agency Safety Plans.”
- Reviewed and revised a Gap Analysis tool for assessing the status of a transit agency’s implementation of its Safety Management System.
- Reviewed and provided comments on the following documents published in the Federal Register by the FTA: Public Transportation Agency Safety Plan, Notice of Proposed Rulemaking (NPRM); States Safety Oversight (SSO), Notice of Proposed Rulemaking (NPRM); Public Transportation Safety Program and Public Transportation National Safety Plan. Participated in the FTA explanatory Webinars for each of the rulemaking proposals and the SSO Final Rule.
- Researched and developed a model for the restructuring and addition of TSI courses to address the implementation of the statutory requirements of MAP-21 and the FAST Act and the regulatory requirements of the following: 49 CFR Part 670, Public Transportation Safety Program; 49 CFR Part 672, Public Transportation Safety Certification Training Program; 49 CFR Part 673, Public Transportation Agency Safety Plan; and 49 CFR Part 674, State Safety Oversight. In addition, other TSI courses will be expanded and restructured to implement the requirements of SMS Component 1 – Safety Management Policy; SMS Component 2, Safety Risk Management and SMS Component 3 – Safety Assurance. This model served as the basis of the model proposed by TSI for the FTA.
- Continued to provide safety management and safety technical support to the Washington Metropolitan Area Transit System (WMATA) Department of Safety and Environmental Management. 1) Performed a hazard analysis of the results of the WMATA “TERM LITE” analysis for assessing its “State of Good Repair” as required by the Asset Management provisions of MAP-21 and 2) Reviewed an Engineering Modification Instruction (210515-C10) for an employee warning system for work areas near which trains must approach a tunnel portal. Managing the SAFE safety certification process for three projects: 1) Orange-Blue Line Rehabilitation of escalators, elevators, station signage and uninterruptible power systems (UPS); 2) Maryland Purple Line Light Rail interfaces with the WMATA Metrorail system; and 3) cable deployment apparatus modifications to a flat car.
- Reviewed and revised a Charlotte Area Transit System (CATS) operations plan for the temporary storage of light rail vehicles (LRVs) on a new segment of track, which was not

yet commissioned for revenue service. Reviewed and provided comments on the final draft of CATS Procedure No. ROD902, "BLE Temporary Non-Revenue Operation & Temporary LRV Storage – North Yard."

- Reviewed and provided comments on Honolulu Rail Project Core Systems Contracts including Communication System, Platform Screen Gate System Subsystem Hazard Analysis and Passenger Train System Subsystem Hazard Analysis.
- Conducted a hazard analysis for WMATA on bus passengers including, front-facing bus seats and passengers sliding out of seats during hard braking incidents, rear and opposing seating and standing on buses. Developed guidance for third-rail testing, fall prevention, and high-visibility safety vests. Reviewed and provided guidance on the Dulles Corridor Phase 2 Project Tie-Breaker Station Hazard Analysis.
- Performed an Operating Hazard Analysis of Langston Stair One, adjacent to the DC Streetcar Yard Spur, a project of the Washington, DC, Department of Transportation.
- Performed 2014 and 2015 updates and revisions of the Charlotte Area Transit System (CATS) Blue Line Extension Safety and Security Management Plan and Safety and Security Certification Plan.
- Reviewed and provided guidance on the Center for Urban Transportation Research (CUTR) research findings, its Florida Bus Collision Report and its report, "Strategies to Prevent, Reduce, and Mitigate Bus Collisions.
- Developed "A Model to Assist in Implementing MAP-21 Statutory Requirements of Public Transportation Agency Safety Plans and Developing Interim Public Transportation Agency Safety Plans."
- Developed white paper, "Decision Summary on Transitioning Away from MIL-STD-882C and Adapting MIL-STD-882E as the Basis for Transit System Safety."
- Developing a Safety Management System (SMS) and a Public Transportation Agency Safety Plan based on SMS principles, MAP-21 and Section 5329(d) (1) of title 49, U.S.C. Requirements for the Washington Metropolitan Area Transit Authority.
- Performed analysis and provided recommendations on the WMATA Dulles Corridor Phase 1 construction and Phase 2 designs of Tie Breaker Stations requiring external access to 750 VDC traction power switchgear by WMATA Power Department personnel.
- Performed a gap analysis of the WMATA Hearing Conservation Program; made recommendations to implement the program. Revised the WMATA Hearing Conservation Procedure.
- Served as project leader for the safety certification of the track geometry vehicle (TGV) procured by WMATA. Developed Certified Items List and performed Operational Hazard Analysis on the track geometry vehicle (TGV).
- Researched and revised a procurement specification for an ANSI Class 2 high visibility safety vests for WMATA operations, maintenance, and support personnel.
- Researched and prepared a document that identified WMATA policies, procedures, rules, plans, manuals, technical materials and documents and training courses required to be reviewed for update or modification as part of the Dulles Silver Line Activation Plan.

- Completed final draft of 2013 WMATA System Safety Program Plan.
- Served as K & J project manager for the safety and security certification contract for the State of Connecticut, Department of Transportation's New Britain-Hartford Busway.

Senior Safety Consultant

March 2008 to August 2012

- Reviewed and provided comments for WMATA on the revisions (2010, 2011, and 2012) of the Tri-State Oversight Committee (TOC) State Safety Oversight Program Standard and Procedures Manual.
- Reviewed and provided extensive comments on the revision of the WMATA Quality Assurance Manual.
- Performed a comprehensive revision of the WMATA SSPP (2010) and performed the TOC required annual SSPP review and update in 2011 and 2012.
- Developed and served as primary author of the "WMATA Accident and Incident Investigation Policy."
- Developed and served as primary author of the WMATA "Hazard Management Procedure."
- Performed a comprehensive review of the WMATA Roadway Worker Protection Manual.
- Participated on the team that developed the WMATA Safety Measurement System, as a subject matter expert, that facilitated the development of the hazard management module including the corrective action plan tracking process.
- Revised the Safety and Security Management Plan (SSMP) for the WMATA 7000 Series Rail Car Procurement Project.
- Assisted in addressing Federal Transit Administration (FTA) State Safety Oversight (SSO) and TOC audit findings and recommendations.
- Conducted a technical assessment of WMATA's safety program resources including developing interview questions for Department of System Safety and Environmental Management (SAFE) staff and operations and maintenance managers. Conducted SAFE staff interviews, reviewed position descriptions for all SAFE staff, developed a comprehensive Safety Responsibility and Task Matrix and assisted WMATA in developing and implementing strategies to address resource requirements.
- Supported WMATA in responding to TOC triennial review findings, and WMATA's response to TOC, FTA and NTSB recommendations.
- Assisted in the development of the WMATA "Internal Safety and Security Audit Procedure."
- Served as K & J project manager for the safety and security certification contract for the State of Connecticut, Department of Transportation's New Britain-Hartford Busway (NBHB).
- Developed Preliminary Hazard Analyses of the NBHB.
- Revised (2009 and 2012) NBHB Safety and Security Management Plan.

- Developed the NBHB Safety and Security Certification Plan as required under the FTA Full Funding Grant Agreement.
- Presented briefings on safety and security certification to NBHB personnel.
- Developed and populated a Hazard Management Tracking Log for implementation by the Charlotte Area Transit Authority (CATS) Office of Safety and Security as a corrective action plan for a finding of an FTA triennial audit of the North Carolina Department of Transportation, State Safety Oversight Agency (NCDOT-SSO).
- Performed comprehensive internal safety audits for CATS and worked with the Office of Safety and Security to develop an ongoing internal safety audit process. Assisted CATS to develop corrective action plans.
- Prepared corrective action plans for CATS for recommendations resulting from February 21, 2012, CATS "Blue Strike Exercise After Action Report/Improvement Plan".
- Performed a Hazard Analysis of the pedestrian crosswalks and the station platform alignment along South Boulevard at the CATS Scaleybank Station.
- Performed an on-site audit and a comprehensive revision of the Massachusetts Bay Transportation Authority (MBTA) System Safety Program Plan to comply with the FTA State Safety Oversight requirements and the Massachusetts Department of Public Utilities (MDPU) regulations.
- Performed an on-site system safety assessment of bus and light rail operations of the Tri-County Metropolitan Transit District of Oregon (Tri-Met).
- Observed, reviewed, and analyzed the Tri-Met Accident Review Board (TARB) and the Transit Change Review Committee (TCRC) processes. The review evaluated how these processes comply with System Safety Program Plan requirements, standard industry practice as well as National Safety Council (NSC) recommendations on accident preventability based on a strict adherence to the standards established and published by the National Safety Council.
- Performed a comprehensive Preliminary Hazard Analysis (PHA) for the Tri-Met Portland to Milwaukie Light Rail extension (PMLR).
- Performed a safety assessment and revised the Pinellas Suncoast Transit Authority (PSTA) System Safety Program Plan in accordance with Florida statutes and regulations.
- Developed a Safety and Security Management Plan and a Safety and Security Certification Program Plan for the New Haven Rail Yard Maintenance Facilities Improvement Program.
- Conducted a System Safety Assessment of the effectiveness of the implementation of the Central Florida Regional Transit Authority (LYNX) Bus System Safety Program Plan, prepared, and submitted a comprehensive assessment report.
- Performed a hazard analysis of the proposed Rochester Genesee Regional Transit Authority transit center.
- Researched and prepared a document on the safety-related statutes, regulations, and codes applicable to Arlington Transit, Arlington County, Virginia.

Director

- Directed the operational safety, fire life safety, emergency management, system safety engineering, safety training, safety and security certification, internal safety audit, occupational safety and health, environmental oversight and industrial hygiene, construction safety, safety data acquisition and analysis and reporting activities of professional staff.
- Designated as the acting chief safety officer whenever the chief safety officer was absent or unavailable.
- Monitored the effective implementation of the above-referenced activities/requirements of the WMATA System Safety Program Plan by the responsible operating, maintenance, support, and construction departments.
- Served as primary WMATA liaison to the Tri-State Oversight Committee (TOC) established in accordance with the FTA State Safety Oversight regulations (Title 49 CFR Part 659).
- Acquired safety and operations performance data from operating departments, performed data analysis to identify trends and produced and presented monthly, quarterly, and annual data reports for WMATA executives, the Board of Directors, and the TOC.
- Directed WMATA's reporting of safety data to the FTA National Transit Database.
- Monitored the effective implementation of TOC approved recommendations and corrective actions by responsible operating, maintenance, support, engineering, and construction organizations.
- Served as primary WMATA liaison to the National Transportation Safety Board (NTSB) for accident investigations and implementation of NTSB recommendations. Directed internal incident and accident investigations and implementation of recommendations and corrective actions
- Directed the system safety and security certification process for major construction projects including New York Avenue Station.
- Directed the WMATA internal system safety audit process in accordance with TOC procedures. Directed the drafting of an internal safety audit procedure.
- Directed the development, implementation, and maintenance of the WMATA Continuity of Operations Plan (COOP).
- Served as primary WMATA liaison to the Metropolitan Washington Council of Governments (COG) Fire Chiefs Committee. This committee was comprised of Fire Chiefs from all the jurisdictions in the Washington DC metropolitan area.
- Served as primary author and implementer of the WMATA SSPP and comprehensive safety policies, plans, procedures, and programs.

- Directed the WMATA Emergency Response Training Facility. This first-of-its-kind facility is used by WMATA, other transit agencies, fire departments, federal, state, and local law enforcement agencies, and military counter-terrorism forces to train personnel to respond to emergencies and incidents in a public transportation tunnel environment.
- Advised members of the WMATA Board of Directors, executive and senior management regarding the organizational impact of changes to safety and environmental regulations and State Safety Oversight procedures.
- Briefed executive management and the Board of Directors on the status of major accident investigations and the implementation of NTSB Recommendations.
- Developed, justified, and implemented a million dollar plus budget for the office. Evaluated WMATA capital budget priorities pursuant to safety implications and requirements. Developed an office organization within budget constraints to implement the duties and responsibilities of the office.
- Served as primary safety organization contact for American Public Transportation Association (APTA) safety audits of the WMATA rail system for nearly two decades beginning with APTA's pilot rail safety audit of WMATA in 1988 and bus safety audits (2005-2007).

**Washington Metro Area Transit Authority (WMATA)
Washington, DC**

April 1997 July 2003

Director

- Directed the industrial safety, industrial hygiene, environmental oversight, construction safety, safety training, safety data analysis and reporting, accident investigation, internal safety auditing, and workers' compensation activities of professional staff.
- Designated as the acting chief safety officer whenever chief safety officer was absent or unavailable.
- Monitored the effective implementation of the above-referenced activities and requirements of the WMATA System Safety Program Plan by the responsible operating, maintenance, support, and construction departments.
- Served as WMATA liaison to the TOC established in accordance with the FTA State Safety Oversight regulations (Title 49 CFR Part 659).
- Acquired safety and operations performance data from operating departments and the Office of Risk Management performed data analysis to identify trends, produced, and presented monthly, quarterly, and annual data reports for WMATA executives, the Board of Directors, and the TOC.
- Directed WMATA's reporting of safety data to the FTA National Transit Database.
- Served on the technical review panel to select a contractor to serve as a third-party liability and workers' compensation program administrator and a contractor to maintain WMATA's comprehensive safety and risk management database.
- Directed and provided management oversight of the WMATA safety and risk management database, which was considered by data acquisition contractors and

other transit agencies to be the most comprehensive and valuable safety and risk management database in the transit industry.

- Monitored the effective implementation of TOC approved recommendations and corrective actions (related to occupational safety and health and environmental management) by responsible operating, maintenance, support, engineering, and construction departments.
- Served as primary WMATA liaison to the National Transportation Safety Board (NTSB) for accident investigations and implementation of NTSB Recommendations. Directed internal incident and accident investigations and implementation of internal recommendations and corrective actions.
- Directed efforts to develop and implement an ISO 14000 Environmental (including safety and occupational health) Management System at WMATA as part of an FTA Technical Assistance program.
- Directed the safety management oversight activities of professional construction safety staff that monitored the safety compliance of contractors that worked on WMATA construction and rehabilitation projects.
- Rewrote the Construction Safety Manual as the WMATA Construction Safety and Environmental Manual (CSEM) that provided guidelines for contractors to comply with safety and environmental regulations and contract specifications.
- Directed the development of a comprehensive WMATA contractor employee safety training program that required annual safety training and identification cards to signify that the required safety training had been attended and that the required annual retraining was completed.
- Directed professional staff in the development of project-specific contract safety specifications for the wide variety of WMATA projects including Metrorail extensions, new bus and rail facilities and rehabilitation, replacement, and renovation of Metrorail, Metrobus facilities, and vertical transportation equipment,
- Established the safety review process by which the safety-related aspects of projects were evaluated to ensure contractor compliance with regulations and the Metrorail Safety Rules and Procedures Handbook (MSRPH). Worked with safety staff and operations staff to establish the Site-Specific Work Plan (SSWP) required of all contractors working in the operating Metrorail and Metrobus systems.
- Provided direction to staff on the system safety and security certification process for major construction projects including Franconia-Springfield Station, Inter-city Green Line Extension, Glenmont Station, Largo Extension, the New Carrollton Metrorail Yard expansion project and various parking facility projects.
- Served as primary author and implementer of the WMATA SSPP. Served on the committee that reviewed and revised the MSRPH. Developed the WMATA Safety Procedures Manual. Directed the development and publication of the WMATA Industrial Safety Handbook. Served on the WMATA Corporate Matrix Team that developed, reviewed, and revised WMATA policies ("Policy/Instructions") for implementation throughout the Authority.

- Directed staff efforts in the development and implementation of the WMATA Safety Management Course, which was mandatory for all managers and supervisors. At the foundation of this course was the National Safety Council's Supervisor's Safety Course.
- Directed staff efforts in developing and providing comprehensive safety training to WMATA employees and contractors. This included training in permit entry confined spaces, energy control methods, personal protective equipment, respiratory protection, hearing conservation, contractor safety on Metrorail, bloodborne pathogens and hazard communication.
- Advised members of the WMATA Board of Directors, executive and senior management regarding the organizational impact of changes to safety and environmental regulations and State Safety Oversight procedures.
- Briefed executive management and the Board of Directors on the status of major accident investigations and the implementation of NTSB Recommendations.
- Collaborated with the Director of Transit Engineering, Director, Office of System Safety, Fire/Life Safety & Emergency Management and Director of Quality Assurance to develop a process that would facilitate the safety and quality assurance review of Engineering Modification Instructions which was the method to manage proposed changes to rail facilities, equipment, vehicles, and systems.
- Developed, justified, and implemented a multi-million-dollar budget for the office. Evaluated WMATA capital budget priorities pursuant to safety implications and requirements. Developed an office organization within budget constraints to implement the duties and responsibilities of the office.
- Obtained designation by the World Safety Organization as a Certified Safety and Security Director. (Previously held designation of Certified Safety Manager.)
- Served on a team that performed a comprehensive safety audit of the MTA Metro-North Railroad as part of the American Public Transportation Association (APTA) Safety Review Program.
- Served as primary safety organization contact for APTA safety audits of WMATA rail system for nearly two decades beginning with APTA's pilot rail safety audit of WMATA in 1988 and bus safety audits (2005-2007).
- Served as associate staff and subsequently senior associate staff for the Department of Transportation, Transportation Safety Institute. Developed, revised, and facilitated courses in Effectively Managing Transit Emergencies and Transit Industrial Safety Management at the following transit agencies: Los Angeles Transit Authority, Bi-State Transit Authority, Greater Cleveland Regional Transit Authority, Houston Metropolitan Transit Authority, Maryland Transit Administration, San Francisco – MUNI and Tren Urbano, San Juan, Puerto Rico. (1999-2004)
- Facilitated courses in transit emergency management and industrial safety management at Jacksonville Transit Authority and Tampa for the Center for Urban Transportation Research at the College of Engineering of the University of South Florida.

Acting Chief Safety Officer

January 1996 to April 1997

- Served as the acting chief safety officer of WMATA, directed the operational safety, fire/life safety, emergency management, safety engineering, safety training, occupational safety and health, environmental oversight and industrial hygiene, construction safety, safety data analysis, and reporting activities of professional staff.
- Monitored the effective implementation of the above-referenced activities and requirements of the WMATA SSPP by the responsible operating, maintenance, support, and construction departments.
- Served as primary WMATA liaison working with representatives of the governments of the District of Columbia, Maryland, and Virginia to develop and establish the Tri-State Oversight Committee in accordance with the FTA State Safety Oversight regulations (Title 49 CFR Part 659).
- Served as primary WMATA liaison to the NTSB for accident investigations and implementation of NTSB recommendations. Directed internal incident and accident investigations and implementation of internal recommendations and corrective actions.
- Acquired safety and operations performance data from operating departments, performed data analysis to identify trends and produced and presented monthly, quarterly, and annual data reports to WMATA executives and the Board of Directors.
- Reported WMATA's safety data to the FTA National Transit Database.
- Collaborated with the Office of Risk Maintenance, Operations, and the risk management database contractor to identify accident, injury, incident, and illness data required for developing, tracking, and trending WMATA safety indicators.
- Served on the technical review panel to select a contractor to serve as a third-party liability and workers' compensation program administrator and a contractor to maintain WMATA's risk management database.
- Served as primary author and implementer of the WMATA SSPP and numerous safety policies, procedures, and programs.
- Served on the WMATA Corporate Matrix Team that developed, reviewed, and revised WMATA policies ("Policy/Instructions") for implementation throughout the Authority.
- Advised members of the WMATA Board of Directors, executive and senior management regarding the organizational impact of changes to safety and environmental regulations and State Safety Oversight procedures.
- Briefed executive management and the Board of Directors on the status of major accident investigations and the implementation of NTSB Recommendations.
- Developed, justified, and implemented a million dollar plus budget for the office. Evaluated WMATA capital budget priorities pursuant to safety implications and requirements. Developed an office organization within budget constraints to implement the duties and responsibilities of the office.

Environmental Management Oversight Administrator

December 1993 to 1996

- Served as a senior manager with responsibility for environmental management oversight.
- Developed the WMATA Environmental Policy Manual.

- Developed a comprehensive audit program to evaluate the effectiveness of the environmental management systems and environmental compliance at all Authority facilities.
- Advised the director and Authority senior managers and executives on matters of industrial hygiene and occupational and system safety.
- Served on an advisory committee to the FTA for the development of an environmental management manual for the transit industry.
- Served as acting director of the Office of Safety and Risk Management during the director's absence.

**Office of Safety and Fire Protection
Washington Metro Area Transit Authority (WMATA)
Washington, DC**

November 1992 to June 1994

Acting Manager

- Managed the system safety, occupational safety, industrial hygiene, safety training, emergency management training and coordination, accident investigation and fire protection functions at WMATA as acting manager of the Office of Safety and Fire Protection.
- Responsible for the day-to-day administration of WMATA's SSPP. Completed a comprehensive revision of this document.
- Supervised a staff of eight professional employees.

Senior System Safety Engineer

August 1986 to November 1992

- Served as supervisor of the Occupational Health and Safety Section and as such was responsible for the development of WMATA industrial hygiene and safety policy and procedures, devising and implementing complex industrial hygiene and safety engineering studies, chairing accident investigation committees, and supervision of professional staff.
- Served as the primary WMATA liaison for investigations and inspections by Federal and state regulatory agencies.
- Served as a member of the Industrial and Environmental Safety Subcommittee of APTA and a member of the District of Columbia Local Emergency Planning Committee.
- Performed safety design reviews to ensure that designs for major Metrorail extensions and facilities and Metrobus facilities complied with WMATA safety related design criteria and OSHA regulatory requirements.
- Attended substantial completion inspections of Metrorail and Metrobus facilities to determine if facilities and systems complied with WMATA safety design criteria and OSHA regulatory requirements.
- Developed the WMATA "Bloodborne Pathogens Procedure" and training course and provided training to affected WMATA personnel.

- Developed the WMATA Respiratory Protection program and procedure, worked with the Medical Services Branch to develop an annual medical examination program for designated maintenance employees.
- Developed the Permit Entry Confined Spaces program and procedure and provided required training to designated employees.
- Designated as a “Registered Environmental Manager” by the National Registry of Environmental Professionals

System Safety Engineer

May 1985 to August 1986

- Investigated employee and vehicle accidents, served on the Metrorail Safety Rules and Procedures Committee, developed standard operating procedures, monitored the projects to ensure compliance with safety criteria and regulations, and performed industrial hygiene and environmental safety studies and evaluations.
- Revised the Safety Rules section of the WMATA Metrorail Safety Rules and Procedures Handbook.
- Led the effort to implement WMATA compliance with the State of Maryland Hazardous and Toxic Substances Act and the Federal Hazard Communication Standard.
- Developed the "Hazard Communication Procedure" that provided guidelines to ensure compliance with the OSHA and Virginia Hazard Communication Standard and the State of Maryland Hazardous and Toxic Substances Act.
- Performed safety design reviews to ensure that designs for major Metrorail extensions and Metrobus facilities complied with WMATA safety related design criteria and OSHA regulatory requirements.
- Attended substantial completion inspections of Metrorail and Metrobus facilities to determine if facilities and systems complied with WMATA safety design criteria and OSHA regulatory requirements.

Office of Safety

October 1983 to May 1985

**Washington Metro Area Transit Authority (WMATA)
Washington, DC**

Senior Safety Compliance Officer

- Conducted complex industrial hygiene and environmental safety evaluations, developed, and evaluated the effectiveness of health and safety standards, such as chemical control procedures, hearing conservation and respiratory protection programs.
- Developed a safety inspection procedure to guide the performance of occupational safety and health inspections of WMATA facilities and activities.
- Supervised the performance of occupational safety and health inspections of WMATA facilities.
- Performed safety design reviews to ensure that designs for major Metrorail extensions and Metrobus facilities complied with WMATA safety related design criteria and OSHA regulatory requirements.
- Attended substantial completion inspections of Metrorail and Metrobus facilities to determine conformance with WMATA safety design criteria and OSHA regulatory requirements.

Safety Inspector/Specialist

November 1981 to October 1983

- Commenced employment with WMATA as a safety inspector/specialist. Duties included conducting industrial hygiene studies and safety inspections of all WMATA facilities to evaluate compliance with applicable standards and codes and investigate accidents.
- Developed a program to assess and approve all chemicals that were used by WMATA personnel or on WMATA property in accordance with the Hazard Communication regulation.

Education

Graduate School of Management and Technology University of Maryland

Masters, Management and Administration
Major project in Environmental Auditing
Graduate course in auditing environmental safety management systems

School of Engineering George Washington University

Graduate courses in public and environmental health and epidemiology and statistics

Albright College Reading, Pennsylvania

Bachelor of Science, Psychology/Biology

Professional Development 2020 – 1977

Completed Public Health 101 Series—Introduction to Epidemiology presented by the Center for Disease Control and Prevention (CDC), August 5, 2020.

Completed the Safety Management Systems (SMS) Awareness – FTA E-learning course, September 2020.

Awarded the Board of Certified Safety Professionals, Safety Management Specialist (SMS) certification, March 9, 2019.

Attended the Rail System Safety Course (revised course) – February 4 – 8, 2019, presented by the U. S. Department of Transportation, Transportation Safety Institute on behalf of the Federal Transit Administration.

Awarded the ASSP Risk Assessment Certificate by the American Society of Safety Professionals, September 7, 2018.

- Risk Assessment Course – August 6 – 8, 2018
- Completion of the ASSP Risk Assessment final project – August 2018
- ASSP Essential Risk Assessment Tools for Safety Professionals – March/April 2018

Safety Management Principles for Transit – August 27 – 29, 2018, presented by the U. S. Department of Transportation, Transportation Safety Institute on behalf of the Federal Transit Administration.

Safety Management Systems (SMS) Awareness – FTA E-learning, August 2016.
Rail Nomenclature – FTA E-learning, August 2016.
SMS Safety Assurance – TSI Partner Classroom course, September 2016.
Transportation Safety Institute, Associate Staff (1999 to 2002)
Transportation Safety Institute, Senior Associate Staff (2002 to 2004)

Safety Management Systems (SMS) Principles, five (5) day course presented by the MITRE Corporation Aviation Institute, December 9-13, 2013. (Based on U.S. Department of Transportation, Federal Aviation Administration SMS programs. The principles covered in this course provided the foundation for the development of the U.S. Department of Transportation, Federal Transit Administration SMS 100 Course.)

Safety Management Systems Implementation and Operation Course (SMS II), three (3) day course presented by the MITRE Corporation Aviation Institute, April 8-10, 2014.

Safety Management Systems Audit and Evaluation Course, one (1) day course presented by the MITRE Corporation Aviation Institute, April 11, 2014.

Environmental Safety Management Systems ISO 14000, Federal Transit Administration - Virginia Technical University (Virginia Tech) Technical Assistance Program, 2004 and 2005. Included 96 Hours of classroom training.

Evaluating Risks – the Significance of the Hierarchy of Controls – Defining a Semi-Quantitative Approach to Residual Risk Calculations. Webinar presented by the American Society of Safety Engineers on December 10, 2015.

Attended over 2570 hours of professional development courses, workshops and seminars in Safety Management Systems, safety risk management, rail system safety, industrial safety, construction safety, transit system security, emergency management, industrial hygiene, fire/life safety, OSHA regulations and environmental laws and regulations, workers' compensation, occupational accident investigation, rail accident investigation, bus accident investigation and environmental management.

Certifications / Registrations

- Board of Certified Safety Professionals, Safety Management Specialist (SMS)
- World Safety Organization, Certified Safety and Security Director (WSO-CSSD)
- Certified Transit Safety and Security Practitioner (TSI-TSSP)
- FTA Public Transportation Safety Certification Training Program (PTSCPT) for Rail

Affiliations

- Board of Certified Safety Professionals
- American Society of Safety Professionals
- Chesapeake Chapter, American Society of Safety Professionals
- World Safety Organization, member of the Certification Review Board

Steve J. Tima, Jr., CSP, TSSP, PTSCTP

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Professional Experience

K&J Safety and Security Consulting Services, Inc.
West Mifflin, PA

March 2022 to Present

Senior Safety Consultant

- Provided technical review of Transit Agency Safety Plans (ASPs) for new rail property start-ups and existing transit railroads and Bus systems.
- Perform GAP Analysis of various transportation systems to ensure compliance with the agency's safety plan.
- Perform compliance assessment of transportation railroads to determine compliance with 49 CFR Part 270 and Part 673.

First Group America/First Student
Pittsburgh, PA

2015 to 2020

Region Safety Manager – First Student

- Safety Oversight for multiple operating locations in FL, GA, NC, PA, TN, VA.
- Regional safety support to Region SVP, Area General Managers, Maintenance Managers and Employee Relations Managers.
- Provide safety management support to Location Managers, Maintenance Managers, Location Safety Managers, Trainers, Mechanics, Bus Operators and Attendants.
- Conduct and Coordinate Safety Onboarding, Be Safe and Reasonable Suspicion Training for managers and Train-the-Trainer training for driver trainers.
- Coordinate and participate with distribution of safety campaigns, safety net activities and safety audits.
- Assist with compliance guidance regarding applicable safety, health & environmental regulations and contractual agreements.
- Statistical analysis and review / Develop action plans with Location Managers for corrective action and improvement.
- Conduct and assist with incident investigation and compile reports.

- Coordinated training activities for new contract start-up in Chattanooga, TN for 200 drivers and 100 attendants including trainer travel and scheduling and classroom/skill station/on-the-road training arrangements and scheduling.
- Provide feedback and suggestions to corporate safety for new program development and rollout including participation with writing/editing new materials and PowerPoint slide layout.

**Port Authority of Allegheny County
Pittsburgh, PA**

1985 to 2015

Manager of Safety – Bus Operations

- Supervise Safety Specialist.
- Conduct Orientation Training for Operations and Maintenance Employees.
- Participate on Executive Review Committees – incidents/accidents, legislative/oversight response.
- Author and Manage Capital Projects / Safety Oversight / Construction Review & Oversight.
- Conduct audits of Training, Preventive Maintenance and Safety Programs.
- Compile/Compose Accident Investigation Team Reports.
- Write Technical Responses for Senior Staff.
- Train and Mentor New Safety Specialists.

Senior Safety Specialist

2008 to 2014

- Write and Revise Operations and Industrial Safety Training Programs.
- Write and Revise Safety Procedures - Personal Protective Equipment, Confined Space Entry.
- Conduct Industrial Hygiene Surveys /Compose Reports – Illumination, Noise, Indoor Air Quality.
- Witness for Arbitrations and Workers' Compensation Appeal Hearings.
- Assist Procurement and Maintenance Departments with Selection and Purchasing of Safety and Personal Protective Equipment.
- Member of Bus Procurement Advisory Committee.

Additional Positions held at Port Authority of Allegheny County:

- Safety Specialist II
- Safety Specialist
- Assistant Manager of Safety & Accident Prevention
- Safety Coordinator

Education

Indiana University of Pennsylvania Indiana, PA

BS, Safety Management – Specialization in Occupational Safety and Health

University of Pittsburgh Pittsburgh, PA

Hazardous/Toxic Waste Management

- U.S. Department of Homeland Security (Transportation Threat and Vulnerability Assessment)
- U.S. Department of Transportation (Mass Transit Accident Investigation, Rail System Safety, and Alternative Fuels Safety)
- American Society of Safety Professionals (ASSP) (Pandemic Challenges, How to Return to Work Safely)

Certifications / Registrations

- Certified Safety Professional (CSP), Comprehensive Practice
- Commercial Driver's License (CDL), Class B with PN Endorsement
- Certified Transit Safety and Security Practitioner (TSI-TSSP)
- FTA Public Transportation Safety Certification Training Program (PTSCTP) for Rail

Affiliations

- American Society of Safety Professionals
 - o Transportation Practice Specialty (TPS) and Western Pennsylvania (WPAP) Chapter
 - o WPA Chapter Government Affairs Chair (2000-2012), provide legislative updates, newsletter articles
 - o TPS Advisory Board (2004-2007), advise members regarding transportation/transit issues
 - o WPA Chapter President (1998-1999), direct and preside over all chapter business and activities
- National Safety Council
 - o Transit/School Bus Section Co-Chairman (2018-2020)
 - o Transit Section Chairman (2007-2009)
 - o Transportation Safety Division Executive Committee (2007-2009)
 - o Transportation Safety Division and Transit Section member
- National Transit Institute – Member of Agenda Setting Summit Committee

Wendy A. Perez, WSO-CSSD, TSSP, PTSCTP

629 NW 179th Circle, Edmond, OK 73012 | (405) 315-8076 | wperez@kjsafety.com

Professional Experience

K&J Safety and Security Consulting Services, Inc.
Edmond, OK

October 2021 to Present

Safety Consultant

- Conduct SMS Compliance Audits of transit agencies
- Develop and implement SMS programs for transit agencies
- Perform safety and security certification consulting services on various projects

Herzog Transit Services, Inc.
Oklahoma City Streetcar

January 2018 to October 2021

Safety and Security Manager

- Served as part of the startup management team for the OKC Streetcar.
- Assisted in curating and implementing the first streetcar Safety Management System (SMS) at the OKC Streetcar.
- Designated Employee Representatives (DER) for the Drug and Alcohol screening following DOT 49 CFR part 40.
- Continued Responsibilities:
 - Implement and promote a culture of safety in the Operations and Maintenance departments.
 - Create, review, and modify agency's plans and procedures (PTASP, SSEPP, EAP, COOP etc.),
 - Ensure OMC compliance with agency safety plans and documents,
 - Provide all safety related training,
 - Study and provide current information on government regulations for Occupational Safety and Health (OSHA), Federal Transit Administration (FTA) and provide guidance to Management and Supervisors regarding new applicable regulations and standards,
 - Conduct safety inspections of the jobsite, public areas, adjacent thereto, take necessary and timely corrective actions to eliminate unsafe acts or conditions,
 - Participate in development of emergency response drills,

- Establish and implement a safety-training program for supervisors and employees as applicable to their specific jobs and assist in Daily Safety Meetings and Job Hazard Analysis development,
- Provide support during employee recertification,
- Collect reports required for records and evaluations of performance of Safety and Accident Prevention Programs (SMS),
- Perform and participate in departmental safety and security audits,
- Complete and review Incident and Injury reports as required to assure timely submission and to initiate corrective actions to prevent reoccurrence
- Conduct and oversee all accident investigations including the preparation of required reports for timely submission,
- Coordinate with corporate on all workers comp claims,
- Ensure that all sub-contractors employees comply with jobsite safety rules and regulations.
- Review spare parts and equipment procurement,
- Managing and updating the SSEPP,
- Providing input in the preparation and review of system Rulebook, special orders and procedures,
- Providing safety input & approval in the purchase of equipment and chemicals,
- Verifying that all departments are compliant with the PTASP, SSEPP, OSHA and EPA regulation,
- Following up on CAPs,
- Performing compliance inspections and audits throughout the system,
- Coordinating and participating with the client in safety & security drills,
- Investigating all hazards, incidents, occurrences and accidents per the Governing Documents,
- Providing and modifying all required safety report and logs per the Governing Documents,
- Ensuring compliance with FTA Drug and Alcohol program requirements,
- Providing support to the RTA during external audits (SSO, FTA triennial, etc.), and
- Carry out other such duties as assigned or requested by the company.

**ACI-Herzog (A Joint Venture)
Alternate Concepts, Inc.
Tren Urbano Rail Transit System**

**2016 to 2017
2003 to 2016**

Training Supervisor

2009 to 2017

- 2016: Member of ACI-Herzog Mobilization Team responsible of updating all plans according to local and federal regulations for the company's operation and maintenance contract extension. In charge of developing the following baseline documentation: Training Plan, Operations Plan, Operating Rule Book, Abnormal and Emergency Operations Plan, and Revenue Service Delivery Plan.
- Assist the Deputy General Manager to create curriculums, instructional materials, schedule, coordinate and provide trainings company-wide according to local and Federal regulations.
- Provided assessment regarding the application of Operating Safety Rules and Standard Operating Procedures related to Operations and Transportation to the General Manager.
- Provide training to all Tren Urbano employees, contractors, and external emergency response personnel, including familiarization and introduction to rail system, right of way (ROW) safety rules certification.
- Responsible for maintaining up to date company's training files and database.
- Responsible for the development, design and implementation of Training Plans.
- Rules and Standard Operating Procedures Committee (RASOPC) member-Committee in charge of the revision of Operating Rule Book and Standard Operating Procedures.
- Safety Committee member- Committee in charge of communicating and promoting safety in the workplace.
- Reviewed the development of the System Safety Program Plan (SSPP) and System Security and Emergency Preparedness Plan (SSEPP). In charge of training the approved SSPP and SSEPP to Operating Personnel.
- In charge of OCC personnel training, education assessment, evaluation, recertification, and continuing education to improve personnel response regarding safety, operations, and unusual occurrences.
- Facilitate the coordination, execution, and evaluation of operational Safety drills.
- Assist in incident/accidents investigations, development and implementation of lessons learned to all employees to embrace safety awareness and minimize work related incidents.

Operations Control Center (OCC) Instructor

2006 to 2009

- In charge of development and implementation of OCC personnel training, recertification, and continuing education in compliance with operating rules, procedures, and federal regulations.

Operations Control Center (OCC) Line Controller

2003 to 2009

- Part of OCC team in charge of completing the System Demonstration Test to obtain federal approval for revenue service operations.
- Coordinate and control Tren Urbano's revenue service, Right of Way maintenance and train testing from the Operational Control Center (OCC) using SCADA and ATS system. Maintain passenger safety and on-time performance according to contract.

Siemens Transportation Partnership, Inc. Tren Urbano Rail Transit System

2002 to 2003

Permit to Work Officer

- Responsible for the weekly Track Allocation during Phase 1 (construction): coordination of all weekly construction related activities and train testing schedule during System Demonstration by implementing safety procedures, federal and OSHA regulations.
- Assist the Commissioning Safety Department by offering safety training and seminars to embrace a high level of safety awareness on the construction site.

Education

University of Puerto Rico Mayaguez Campus, Puerto Rico B.S. in Industrial Engineering

5 years curriculum (180 credit hours) accredited by Accreditation Board of Engineering and Technology (ABET) as a professional engineering curriculum

Certifications / Registrations

- FTA- Public Transportation Safety Certification Training Program for Rail (PTSCTP)
- WSO-CSSD World Safety Organization- Certified safety and Security Director
- US DOT Transportation Safety Institute (TSI), Transit Safety and Security Program Certificate (TSSP)
- OSHA 501- OSHA Outreach Trainer Class for General Industry
- US DOT TSI, Transit Safety and Security Audit
- Transportation Security Administration (TSA)- First Observer certified
- FTA: The Role of Transit Agencies, SMS Managers, Key Personnel
- NTI (National Transit Institute) All-Hazards Awareness and Preparedness for Transit Employees
- AVO- Electrical Safety for Overhead Contact Systems certificate
- US DOT TSI, Advanced Rail Incident Investigation Certificate
- Defensive Driving- Smith System Certificate
- US DOT TSI, Curbing Transit Distracted Driving
- Employee of the Year Award – 2011

- NTI (National Transit Institute), Rail Operations Control Center response to Weapons of Mass Destruction (WMD) Incidents Certificate
- NTI (National Transit Institute) All-Hazards Awareness and Preparedness for Transit Employees
- Substance Abuse Management and Program Compliance
- FEMA IS-100.b Introduction to Incident Command System
- FEMA IS-200.b ICS for Single Resources and Initial Action Incidents
- FEMA IS-300 Intermediate ICS for Expanding Incidents- Unified Command
- FEMA IS-700.a National Incident management Systems (NIMS)
- US DOT TSI, Fatigue and Sleep Apnea Awareness for Transit Employees Training
- OSHA 511 Occupational Safety and Health Standards for General Industry
- Voluntary work, reading, cycling

Professional Experience

K&J Safety and Security Consulting Services, Inc.
Memphis, TN

September 2022 to Present

Safety and Security Consultant

- Duties include supporting agency safety and security certification projects and developing project risk assessments (PHAs, TVAs, OHAs, and O&SHA). Development of various certification checklists such as DCCC, SITCC, CSCC/CCC, and the creation of the project-specific SSCVR.
- Support project SSCR and FLS Committee meetings, Safety Certification Working Group (SCWG), and PHA Working Group meetings.
- Support agency Internal Safety and Security Auditing program in support of Safety Management Systems (SMS) implementation.

Memphis Area Transit Authority
Trolley Division

August 2019 to September 2022

Rail Quality Assurance Manager

- Responsible for the day-to-day management of quality management systems; developing and implementing new quality assurance processes where necessary or expanding on existing processes; and actively supporting management to ensure that all products, services, processes, procedures, and documentation meet quality requirements.
- Ensure the accuracy and integrity of controlled documents through proper versioning, storage, and distribution; monitor the flow and storage of forms and other records pertaining to rail operations and maintenance.
- Support internal and regulatory audits by conducting interviews, reviewing documents and records, producing checklists, reports, or other materials, and communicating with regulators as needed.
- Facilitate the tracking and implementation of system configuration changes; ensure that all proposed configuration changes are documented according to department policies and other agency or regulatory requirements.
- Support staff training, qualification, and certification through the development of curricula and instructional materials, proper retention of training and certification records, and monitoring staff qualifications according to departmental, agency, or regulatory requirements.

- On-site administrator for asset management software (Trapeze) for rail and infrastructure maintenance; monitor virtual shop activity to ensure compliance with department policies, agency or regulatory requirements, and industry best practices; support staff by providing technical support and conducting training as necessary

Trolley Division
Document Control Manager

February 2017 to July 2019

- Built a bespoke document management system using Microsoft SharePoint and other tools.
- Facilitated the safety and security certification of capital projects; managed documentation, developed custom tracking tools, and assisted in designing a certification paradigm for the Main Street Line Restart.
- Designed and implemented an asset management environment for rail and infrastructure maintenance; trained front-line employees and created tools for quality assurance in asset maintenance.

Trolley Division
Technical Writer

June 2016 to February 2017

- Worked closely with subject matter experts to revise or develop policies, standard operating procedures, training programs, public relations material, and more.
- Cultivated an extensive library of photographs, schematics, system maps, and other tools to support policy and procedure development and use as public relations collateral.

Education

University of Tennessee-Knoxville
M.A. in English

Harding University
B.A. in English Education

Certifications / Registrations

- Certified Transit Safety and Security Practitioner (TSI-TSSP)
- FTA Public Transportation Safety Certification Training Program (PTSCTP) for Rail
- World Safety Organization, Certified Safety and Security Director (WSO-CSSD)- Pending

APPENDIX B - PRICING

K&J has implemented several steps to ensure that project cost control is monitored and maintained. K&J has numerous regional offices throughout the United States to better serve our clients and minimize the rising cost of travel. For the RTA contract, K&J proposes to utilize staff from satellite offices and staff located locally (such as our Pensacola, Florida Office). K&J's Pensacola, Florida office is less than a 3-hour drive to the RTA Headquarters allowing K&J staff to get to RTA quickly and cost-effectively as possible to keep travel costs to a minimum. Travel will be scheduled only as necessary to complete tasking that must be on-site at RTA facilities.

K&J regional offices are low-cost-to-maintain spaces that translate into significant cost savings for our clients. K&J does not feel that large, expensive office space in costly metropolitan centers translates into a better and more cost-effective product for our clients. Because of this cost management effort, K&J is proposing to utilize the same structure we have used at the NORTA since January 2015, when we were working under the RTA Safety and Compliance Consultant contract requirements.

Additionally, K&J has **never** had to go to arbitration with a client over fees and has **never** asked for a change order due to poor cost estimation or a lack of understanding of a client's project scope.

K&J guarantees that the rates listed below apply to this project for the contract term.

Pricing Schedule (1-A, 1-B, and 1-C)

The following pricing schedule is listed below. K&J proposes to deliver 12 one-week on-site training classes (25 participants per class), which includes all 21 topics listed in the Statement of Work. This delivery schedule will be cost-advantageous for RTA and allow for the optimum number of students to be trained at a time. RTA may opt to reduce the number of participants per class. However, this will increase the number of deliveries required to complete the training and the overall cost to RTA.

K&J is flexible and can deliver topics individually or combine several topics for one session, depending on RTA's needs. Topic pricing is listed below if RTA chooses this option.

1-A Baseline Estimate for Training			
Base Bid - Assumes 300 individuals to be trained per RTA's RFP Q&A response = 12 one-week deliveries			
Assumptions: 25 target participants times 21 areas for initial delivery = 525 baseline (subject to change)			
Line	Quantity	Unit Price	Unit Price Extension (Quantity Times Unit Price)
Instruction and materials: on-site (1 week/25 participants/2 instructors)/Combines and covers all 21 topics listed in the SOW)	12	\$14,900.00	\$178,800.00
Course Design and Development for the one-week course	1	\$10,000.00	\$10,000.00
Delivery of the train-the-trainer (up to 5 participants) if required	1	\$15,000.00	\$15,000.00
Other fees (fill in as appropriate)			
Optional services e.g, computer-based training, video	\$10,500.00 / VLT per one week class	\$0.00 / instructor manual (cost included w/ course development)	\$0.00 / other
	\$0.00 / video N/A	\$0.00 / toolbox talk or job aid N/A	\$10.00/ each OSHA card - processing fee (if applicable)
Optional Cost to deliver ad hoc 1-6 topics on-site per day	K&J can deliver multiple topics in one day (1-25 participants) = \$3,500/day		
Extra participant	\$30.00 per person above the 25 target participants for each class up to 30 participants per class		
Administrative/project management/other fees	Please describe: Administrative services (certificates, rosters, printing, etc.) and project management with regards to the training delivery is included in the lump sum unit price above for the one-week delivery.		

1-B Estimate for Additional Training Not Covered in 1-A			
Base Bid			
Areas/Courses Covered:			
N/A - K&J proposes all 21 topics in the one-week course and is priced in 1-A			
Line	Quantity	Unit Price	Unit Price Extension (Quantity Times Unit Price)
Instruction and materials		\$0.00	\$0.00
On-site		\$0.00	\$0.00
		\$0.00	\$0.00
Delivery of the train-the-trainer	5	\$0.00	\$0.00
Other fees (fill in as appropriate)			
Course design and development	\$0.00 per class OR \$0.00 Please describe:		
Optional services e.g, computer-based training, video	\$0.00 / CBT	\$0.00 / instructor manual	\$0.00 / other
	\$0.00 / video	\$0.00 / toolbox talk or job aid	
	Please describe:		
Extra participant	\$0.00 per person		
Administrative/project management/other fees	Please describe:		

1-C Program Development and Other			
Line	Quantity	Unit Price	Unit Price Extension (Quantity Times Unit Price)
Training Plan for RTA	1	\$10,000.00	\$10,000.00
Certificate Template	1	No charge	No charge
Course Evaluation Template	1	No charge	No charge
Master OSHA Program/Plan (covers all 21 topics)	1	\$25,000.00	\$25,000.00
Additional Topic/Plan Cost as identified during contract	1	\$5,000.00	\$5,000.00
Cost information for other services not shown above (fill in as appropriate)*			
Technical assistance/hour	40	\$90.00	\$3,600.00
Program Manager/hour	40	\$120.00	\$4,800.00
Project management/hour	100	\$115.00	\$11,500.00
Administrative/other/hour	40	\$50.00	\$2,000.00
Supporting activities, such as hazard analysis, quality assurance audits or observations, technical assessments or evaluations (such as noise testing and PPE assessments), documentation/records review, development of other programs, plans, or policies and SOP in accordance with OSHA, post-accident retraining, refresher training, training in other formats, briefings, presentations to mgmt, or other activities requested by RTA	TBD/Upon RTA request	\$75-\$120/hr depending on RTA activity requested and subject matter expert(s) required for the tasking	TBD Upon RTA Request

*Rates are fully loaded, including profit.

Labor Rates Price Schedule (By Labor Category Only) for Additional Supporting Activities

The following labor rates are provided below for additional supporting activities listed in the RFP and additional supporting activities and training listed in the Technical Proposal that RTA may choose for K&J to perform during the contract period of performance. The labor category will depend on the requested activities and subject matter experts required for individual tasking. K&J guarantees the rates listed below for the contract term.

<u>Labor Category</u>	<u>Year 1 Fully-Loaded Hourly Rates (2023-2024)*</u>
Program Manager	\$120.00
Project Manager	\$115.00
Registered Professional	\$100.00
Certified Professional	\$90.00
Staff Professional	\$85.00
Technician	\$75.00
Administrative and Clerical Staff	\$50.00

**Rates are fully loaded, including profit.*

Labor rate % increase for Year 2 (2024 - 2025) - 0.00%

Labor rate % increase for Year 3 (2025 - 2026) - 2.50%

Labor rate % increase for Year 4 (2026 - 2027) - 0.00%

Labor rate % increase for Year 5 (2027 - 2028) - 2.50%

Program Manager – Individual qualified and responsible for managing day-to-day project activities and reporting. President or Principal possessing contractual authority to handle all administrative matters as the primary point of contact with the RTA Contract Administrator.

Project Manager - Senior individual responsible for oversight and technical direction of all Tasks and Projects assigned within the account and delegating work assignments. The primary point of contact with the RTA Project Manager.

Registered Professional - Board-licensed professionals such as CSP, WSO, PE, CEM, CFPS, TSSP, PTSCTP, FCP, REM, and BCCP-SMS.

Certified Professional - Possesses certifications in accident investigation, accident reconstruction, hazardous materials management, fire investigation, and training.

Staff Professional - Other staff, qualified through education, training, or experience to perform the scope of work.

Technician - Technical Specialists such as Track, Power, Signals, Trainers, and Operations.

Administrative/Clerical Staff – Staff that can support the Program Manager, Project Manager, and Project Staff.

Travel Expenses

For those activities requiring K&J staff to be onsite at RTA, travel expenses (Other Direct Costs - ODCs) will be incurred and, as such, will need to be passed on to RTA.

K&J does **NOT** mark up ODC and follows the Federal guidelines for allowable ODC reimbursements codified in the General Schedule Administration (GSA). K&J is more than willing to evaluate other reimbursement requirements if RTA requires K&J to follow state, agency, or other guidelines for travel reimbursements.

Typical ODC reimbursements include:

- ✓ Airfare (economy fare)
- ✓ Mileage (GSA rate)
- ✓ Per Diem (GSA rate – based on locale)
- ✓ Lodging (GSA rate – based on locale)
- ✓ Parking (actual cost)