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October 17, 2025

John Estep, Buyer

Via FedEx to
Bid Clerk
Department of Administration
Purchasing Division
2019 Washington St E
Charleston WV 25305

**Re: State of West Virginia | RFP for SSO Program Oversight Consulting |
DMT2600000001 – TECHNICAL PROPOSAL**

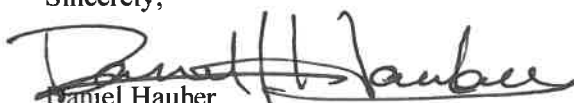
Dear John Estep:

Transportation Resource Associates, Inc. (TRA), is pleased to submit this proposal to the West Virginia Department of Administration, Purchasing Division to provide State Safety Oversight (SSO) consulting services to the West Virginia Department of Multimodal Transportation Facilities (WVDMTF). Please accept this letter as our title page, containing required proposal information. TRA recognizes the critical importance of WVDMTF's SSO program in overseeing the safety and security of the West Virginia University Personal Rapid Transit (PRT) system. Through eight years' experience with the PRT and 34 years of experience with SSO projects, TRA has gained invaluable insight into the mission, vision, goals, and objectives of the WVDMTF.

TRA is proud of its 35-year work history in rail transit safety and security and is especially proud of its work for the State of West Virginia. We seek to provide a dedicated and responsive team of transit experts to help WVDMTF achieve its SSO project goals. We recognize that these goals include, at a high level, increasing rail transit safety within the State, ensuring compliance with Federal Transit Administration requirements, and proactively monitoring both the transit and automated peplemover industries in general and PRT operations in particular for potential hazards and safety issues.

We have reviewed West Virginia's Request for Proposals carefully and are prepared to meet all of its requirements. TRA's team meets and exceeds the experience, training, and certification requirements found therein. Key staff members have been involved in the WV SSO project for several years and can respond (and have responded) to on-site needs in a very timely manner. We seek to demonstrate in an economical proposal format, below, that our firm has a very high level of expertise in SSO and in transit safety and security overall. TRA would be honored to continue its work with the State of West Virginia and to help maintain and increase transit safety within the State. Please contact me at (609) 320-8111 | daniel.hauber@traonline.com with any questions or need for additional information. Thank you for the opportunity to present this proposal.

Sincerely,


Daniel Hauber,
Principal

**Proposal Response to West Virginia
Department of Multimodal Transportation
Facilities
RFP for SSO Program Oversight Consulting,
CRFP 0810 DMT2600000001**



Submitted October 17, 2025
Transportation Resource Associates, Inc.



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**TRA PERSONNEL RESPONDING TO CALLS DURING REGULAR BUSINESS HOURS,
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SECTION 1 – UNDERSTANDING OF AND APPROACH TO PROJECT GOALS

With over 35 years of state safety and security oversight (SSO) experience and eight years' experience with West Virginia Division of Multimodal Transportation Facilities – Transit's (WVDMTF) state safety and security oversight program, TRA has a strong understanding of both Federal requirements and West Virginia's project goals. Our team strives to listen to West Virginia project stakeholders and to stay connected to changes at the Federal level. To be economical in our proposal, we will not reiterate every West Virginia or Federal SSO project requirement, but rather we seek to demonstrate our understanding of the core issues and our most important relevant experience.

It is important to point out that TRA places great value on the professional relationships that make projects like the WV SSO program successful. While TRA is a firm that specializes in technical, transit-oriented work, our core product is people. We strive to work closely and cooperatively with WV and through it with the rail transit agency it oversees.

At a high level, WV and WVDMTF must:

1. Formulate, operate, and report on an SSO program that meets Federal Transit Administration (FTA) requirements as outlined in 49 CFR §674 and other relevant sections. WV has had such a program in place for several years and has worked to ensure that it is scaled to and effective for the West Virginia University (WVU) Personal Rapid Transit (PRT) system, which is the one transit system covered under WV's SSO program.
2. Develop a state program standard detailing requirements for transit agency safety plans and safety management systems (SMS). The SSPS also spells out core WV SSO procedures such as investigation protocols, reporting requirements, and monitoring of findings and corrective action plans.
3. Review and approve transit agency (WVU) safety plans and security plans at least annually.
4. Oversee transit agency (WVU) safety and security plan implementation, including overseeing University internal audits and safety event (accident) investigations, monitoring corrective action plans, and monitoring the overall implementation of the transit agency's safety management system (SMS).
5. Independently audit safety and security plan implementation.
6. Investigate safety events (previously known as accidents).
7. Implement other, specific FTA requirements such as programs for risk-based inspections at the transit agency and ensure the implementation of roadway (or guideway) worker protection programs.
8. Oversee key safety programs including capital improvements and projects.

9. Report regularly and as requested to the FTA on the state's SSO activities and compliance.

TRA seeks to provide the following key qualifications and features to the State of West Virginia:

Key TRA Elements	
Team Features	Details & Relevance
National, WV, and APM SSO experience	TRA has 35 years of SSO experience and currently works with 16 SSO programs across the US, including West Virginia. Further, TRA helps to oversee safety and security of automated people movers across the US, including in Florida, Hawaii, and Michigan and at the Port Authority of New York and New Jersey.
Working relationship with WV and WVU	TRA seeks to work at the direction of WVDMTF and ensure all of our activities reflect the state's desired approach and values. TRA also believes we have a constructive working relationship with WVU, which helps to facilitate safety and security oversight.
Team depth and training	TRA's team includes a designated and experienced project manager and principal, a seasoned lead investigator, and a team of technical experts to meet all possible safety and security needs. TRA maintains a technical training plan and all of its project personnel either have or are working toward their Transit Safety & Security Program (TSSP) and Public Transportation Safety Certification Training Program (PTSCTP) certifications.

The TRA team, including TRA's proposed project manager and its project principal, have seven years of experience with the West Virginia State Safety Oversight (SSO) program, as planned, administered, and operated by the WVDMTF. As part of our work with the WV SSO manager and the WVDMTF team, TRA helped transition the SSO program from the original (49 CFR Part 659) FTA SSO rule to the current requirements under 49 CFR Parts 673 and 674, including helping to revise and reissue the state's Program Standard and associated procedures both for that regulatory transition and at least annually since that time. We are hopeful that our close working relationship with WVDMTF allows us to understand and fully implement the state's SSO priorities in a way that is seamlessly consistent with its preferred approaches and methodologies.

The TRA team is also very familiar with the organization and operation of the WVU Personal Rapid Transit (PRT) system, including its recent history and system upgrades. This project experience is an especially important part of TRA's project understanding. The PRT's revamped organization, with some changes in operations and safety leadership, but with largely consistent personnel, will need to work closely with WV's SSO program, its leadership, and through it, its

contractor staff. There are several areas requiring ongoing attention and coordination, including further development of corrective action plans (CAP), hazard/safety risk management programs, safety data analysis, and safety promotion, as well as other Safety Management System (SMS) elements.

We are hopeful that our positive and cooperative working relationship with WVDMTF, and through it with WVU, and our overall appreciation of WVDMTF's project goals and approach, will allow TRA to continue to build on the state's success and continue to elevate transit safety for the PRT. The remainder of this proposal document spells out the specifics of the proposed project approach, our understanding of WVDMTF's preferred SSO program approach, and our team's ability to meet the state's project needs.

Perhaps one of the most important aspects of SMS overall, and specifically its implementation by WVU and oversight by WVDMTF's SSO program, is *safety culture*. While safety culture is somewhat difficult to define exactly, it can be generally described by the SMS requirements from FTA and the WVDMTF Program Standard, as well as holding safety to be of paramount importance in all aspects of a transportation organization's operations, maintenance, and administration. The TRA team will work with the SSO program manager to evaluate not only specific instances of WVU compliance with the Program Standard, but also the university's consistent and ongoing approach to improving safety, learning from past events and analyses, and taking active steps that increase passenger safety in the future.

Approach & Methodology to Goals/Objectives

TRA has a strong understanding of WV's project requirements – below is a brief description of how TRA commits to fulfilling those requirements.

System Safety Program Standard and Updates (Goals 5.1 and 5.2)

WVDMTF and its SSO program must develop and maintain a System Safety Program Standard and associated procedures. This document includes state requirements for agency safety plans (ASPs) and associated safety management systems (SMSs), both of which must be fulfilled by covered rail transit agencies (in WV, the WVU PRT). The SSPS also dictates minimum WV SSO activities such as review and approval of the WVU ASP, state audits of its implementation, and accident investigation (as well as other activities described below).

TRA will help West Virginia to increase transit safety within the state and to fulfill and comply with FTA SSO requirements

The WV SSO Program Standard dictates ongoing program operations and procedures, as well as WVU Agency Safety Plan minimum content. TRA, working with WVDMTF, will utilize the Program Standard for critical SSO program functions including the following:

1. Evaluating and recommending for approval the WVU Agency Safety Plan (ASP).
2. Evaluating the components of WVU's SMS, including safety management policy, safety risk management, safety assurance, and safety promotion.
3. Evaluating key SMS activities as required in the Program Standard, including WVU CAPs, safety risk assessments, and event investigations.
4. Conducting WVDMTF-led event investigations, external audits, and ongoing oversight activities.

TRA helped WVDMTF formulate its current SSPS to meet MAP-21 requirements in 2016 and has continued to revise that standard on behalf of and at the direction of WVDMTF and in concert with other interested parties. TRA will continue to review and revise the document, preparing a

The FTA's Agency Safety Plan model revolves around safety management systems – SMS.

Perhaps one of the most important aspects of SMS overall, and specifically its implementation by WVU and oversight by WVDPT's SSO program, is safety culture. While safety culture is somewhat difficult to define exactly, it can be generally described by the SMS requirements from FTA and the WVDPT Program Standard, as well as holding safety to be of paramount importance in all aspects of a transportation organization's operations, maintenance, and administration. The TRA team will work with the SSO program manager to

new draft for review and comment by WVDMTF and others, at least on an annual basis. In recent years, additional reviews and revisions have been necessary to accommodate intermediate FTA rule updates such as risk-based inspection (RBI) requirements and roadway worker protection (RWP) rules. TRA will ensure that WV's SSO program continues to proactively identify and address updated FTA requirements, organizational changes, rail transit industry safety trends, and other factors, and will update the program standard whenever needed to ensure ongoing compliance and functionality. Importantly, the team will also be on the lookout for ways to facilitate easier SSO program

implementation, updating language around procedures, deadlines, deliverables, and requirements where appropriate to support overall transit safety goals.

Also, as part of these project goals, TRA will conduct a minimum annual (and additionally as needed) evaluations of the WVU agency safety plan to ensure it comports with WV SSO program standard requirements and with FTA requirements. Based on TRA's experience both in West Virginia and in the transit safety industry nationwide, the team will also look for known issues in the agency safety plan that may affect its implementation or feasibility. The TRA team will complete the agency safety plan checklist associated with the SSPS it previously developed and will use that checklist to recommend to WVDMTF that it either approve the WVU agency safety plan or that it require the University to make revisions to comply with WV requirements.

Also note that, during this annual assessment of WVU's agency safety plan, TRA will examine associated plans and procedures as required by the WV SSPS. One key example is the University's accident investigation plan, which must comport with WV SSO requirements and the SSPS.

To proactively and consistently address possible Program Standard changes, TRA's project manager will maintain a log of potential issues, changes, and improvements that may affect that document. He will review these issues regularly with WVDMTF's SSO manager and cooperatively identify those issues that require immediate attention and those that may be better addressed during annual updates. While Program Standard updates typically dictate changes to the narrative of the document, TRA will also actively identify other tools, such as checklists and diagrams that may clarify either the state's requirements or how WVU may most effectively address them.

Investigation of Accidents and Unacceptable Hazardous Conditions (Goal 5.3)

WV's SSO program must investigate SSO defined *safety events* (or accidents) including fatalities, two or more (defined) injuries, derailment, collisions (as defined), evacuation for life safety reasons, or unintended train movement. Utilizing the state's established investigation procedures and working with its project manager and its lead investigator, TRA will ensure that all reportable accidents are appropriately investigated, reported, and documented. Depending on the accident, this may involve overseeing and participating in a WVU investigation or conducting a state-led investigation.

TRA will assist WVDMTF's SSO program with the following investigation scenarios, ordered by likelihood:

- 1. WVU-led investigation, overseen, reviewed, and accepted by WVDMTF: WVU will lead most investigations, including those of accidents, incidents, and hazards. WVU must submit its investigation procedures to WVDMTF's SSO program at least annually, and as updated throughout the year, for review and approval. The SSO program will*

- review, monitor, and as appropriate, approve and adopt WVU investigations, ensuring that they are conducted objectively and in accordance with both WVU's established programs and consistent with WVDMTF and FTA requirements. TRA will assist WVDMTF in both reviewing individual investigations, as well as ensuring that investigation programs are consistent with WVU's ongoing SMS programs.*
- 2. WVU-led investigation, with active WVDMTF SSO involvement directing additional investigative activities and follow-up as needed: Depending on the specifics of the investigation, WVDMTF will often require WVU to address specific investigative concerns, including providing additional on-site information, analyses, and follow-up (the latter often connected with WVU's CAP processes).*
 - 3. WVU-WVDMTF joint investigation: In some cases, WV's SSO program may require a joint investigation, where both university and state personnel actively engage in on-site and/or follow-up activities. Such investigations may involve collaboration on field investigation, interviews, records reviews, or technical analyses. Depending on the specifics of the investigation, the state may require WVU to lead the investigation report development, the state may lead report development, or the two agencies may agree to share equally in report development.*
 - 4. WVDMTF-led investigation, independent of WVU: The state may identify a need for an independent investigation, either because of the specifics of the event or hazard being investigated, or because of possible issues with the completeness or objectivity of the university's investigation. In such cases, the state will inform the university of its intent, and require WVU to incorporate state findings and develop appropriate corrective action plans.*
 - 5. National Transportation Safety Board (NTSB) investigation: If the NTSB declares its intent to investigate a PRT accident, the state and WVU typically will both act independently, coordinating with the NTSB, as part of its investigation party system.*

For investigations completed by WVU, TRA will analyze interim and final reports in detail to ensure compliance with WV SSO requirements as well as appropriateness to the investigation circumstances at hand. In the case of state-led investigations, TRA will prepare all required interim and final report materials in compliance with state and FTA requirements. In either case, TRA will ensure that the final investigation includes all necessary detail and activities, that it identifies causal and contributing factors, and that it identifies corrective actions to prevent recurrence.

TRA is very well-versed and experienced in the National Transportation Safety Board (NTSB) investigation process and the NTSB's party system. Likewise, TRA has supported several states when the FTA exercises its option to conduct its own investigation or audit state or rail transit agency investigations. TRA will work at WVDMTF's direction to support and lead investigation activities in these areas whenever needed.

While the investigation procedures for unacceptable hazards are similar to those for accidents and safety events, the triggers for such investigations can be somewhat different. WVU, under its safety

management system (SMS) safety risk management element, must have an ongoing process to identify and evaluate hazards in terms of potential likelihood and severity. At the same time, WV SSO (including its contractor team) must assess the WVU safety risk management process as well as conduct the state's own, ongoing identification of hazards and their impact. Reportable hazards may arise from either source, and may be sudden and drastic changes or may be an ongoing issue that eventually exceeded allowable thresholds.

In either case, TRA will conduct hazard investigations as dictated by the WV SSPS and in response to reported or assessed hazards at the PRT. Reporting will follow SSPS requirements, typically with interim and final reports, similar to accident investigations.

There have been several recent examples of accidents, incidents, and hazardous conditions where the SSO program has required the university to provide additional investigative information, to conduct broader analyses, or to amend corrective actions or other responses to address either the issues at hand or overall SMS requirements. TRA's project manager and its technical personnel will work closely with the SSO program manager to identify not only individual investigation steps that the university may need to enhance, but also areas where its investigative or follow-up processes need to be enhanced to improve overall PRT safety.

As detailed below in TRA's team description, both TRA's primary project personnel (including its PM, principal, and lead investigator) and its technical staff (with expertise in all key areas including automated peplemover systems, engineering, organizational safety, and operations) are available to quickly deploy to on-site investigations at WVU's PRT.

Oversight of Corrective Action Plans (Goal 5.3.3)

Corrective action plans, or CAPs, can stem from several sources including internal (WVU) or external (WV SSO) audits, FTA audits, accident investigations (see above), and safety risk management and hazard assessments. Most CAPs (with the notable exception of those for FTA audits of WV SSO) are the responsibility of WVU to develop. The University must meet the WV SSPS CAP requirements (i.e., responsibility for the CAP, description of the actions to be taken, due dates, etc.). TRA will assist WVDMTF in receiving, logging, reviewing, and recommending CAPs either for approval by the state or revision by WVU.

TRA will assist WVDMTF in oversight of CAPs at several levels, including the following:

- 1. Ensuring that WVU develops, maintains, fulfils, and closes out CAPs to address all key issues, including event (accident and incident) investigation findings, hazard and safety risk management analyses, internal audit findings, and external audit findings*
- 2. Ensuring that WVU CAPs address the root cause or core element of each identified safety issue, and that CAPs are clear, achievable, and measurable*

3. *Ensuring that WVU tracks and manages its CAPs within the context of its safety management system, including utilizing safety data, safety performance targets and indicators, and SMS process improvements to successfully and systematically address the core of each CAP safety issue*
4. *Independently, as part of WVDMTF's SSO program, evaluating and tracking each CAP, and verifying ongoing status, interim updates, and final closeout of each CAP by WVU*

Initial review of WVU CAPs is critically important. Equally important, TRA will assist WVDMTF by conducting ongoing reviews of CAP currency, implementation, and verification. These activities also relate to the state's ongoing, risk-based inspection (RBI) program, under which CAP implementation monitoring and verification is a significant component. TRA will work closely with WVDMTF to review new and ongoing WVU CAPs, ensure they are current and appropriate, and that they are implemented and documented completely. Where needed, TRA will also work with WVDMTF to review FTA findings of the WV SSO program and develop and implement state CAPs as required.

Oversight Activities (Goal 5.3.4)

The TRA team will provide WVDMTF with comprehensive SSO support, including the activities and tasks elsewhere in this section and the oversight activities in Goal 5.3.4, including reporting, ongoing tracking and analysis, risk-based inspections, and meetings with the State and WVU as needed. Some of these activities are ad hoc, for example document analyses and responses to external inquiries, while others can and should be scheduled in advance. TRA seeks to be as prepared as possible for these and similar activities, and commits to supporting WVDMTF throughout these important tasks.

TRA will start with the current cadence of standing meetings and interactions with WVDMTF and, with it and on its behalf, with WVU. This includes weekly project management meetings with the State, every-other-week meetings with the University's safety leadership, and minimum quarterly on-site meetings with WVU's PRT organization. TRA will also plan to support WVDMTF in minimum quarterly monitoring meetings with the FTA, as well as the FTA's check ins on topics such as risk-based inspections. TRA will increase or adjust its support of these meetings as directed by the State.

WV's SSO program must conduct at least four risk-based inspections of the WVU PRT each year, of which half must be unannounced inspections. TRA will help WVDMTF plan, execute, and report on these inspections and ensure they are properly integrated into the overall SSO program.

One of the most important SSO functions, and one which TRA is always looking to monitor and evolve. Much of the hard work of transit safety oversight occurs on a day-to-day basis, behind the

scenes, in reviewing and monitoring CAP updates, ensuring thorough and objective investigations, responding to FTA inquiries and requirements, and managing the overall SSO project. TRA provides a suite of support options for WVDMTF, including a single, designated project manager; a lead investigator for accident investigation and hazardous condition support; and a team of technical experts with deep experience in FTA's SSO requirements, SSO project resumes spanning the United States, and vast technical expertise applicable to the PRT., is ongoing collection, analysis, and action on data from the PRT. This includes analyzing risk-based analysis data (typically maintenance, operations, and safety raw data), updates to corrective action plans, logs and details of accidents and incidents, and similar critical information. TRA's work in these areas will include both tactical recommendations to WV's SSO program, such as flagging specific follow up and action items, and more strategic recommendations based on a broader, program-level view of safety trends, organizational issues, and transit industry trends. TRA will utilize this information on an as-needed basis as well as in an SSO project calendar to guide WVDMTF decision-making and FTA compliance throughout the project.

Reporting and Analysis Requirements (Goal 5.3.5)

TRA will work closely with WVDMTF and, using the data analyzed both under this task and under the task above, will prepare FTA-required annual reports, the required annual SSO report to the Governor of West Virginia, as-needed FTA and other stakeholder reports, and other deliverables as needed and as directed by WV. Importantly, TRA will provide support including directly entering data and reports into FTA's electronic reporting systems, where directed by WV's SSO management.

TRA's project manager and its deputy project manager will work with WVDMTF's SSO manager to complete required reports, including the following:

- 1. Ongoing and periodic updates to WVDMTF SSO logs, such as CAP and accident tracking logs, correspondence logs, and findings logs*
- 2. Required periodic and as-needed reports to the FTA, such as through its State Safety Oversight Reporting (SSOR) Tool website, which is integrated with the National Transit Database*
- 3. Periodic reconciliation of SSO and WVU records, such as between the SSO event logs and the SSOR Tool*
- 4. Required and periodic reports from the SSO program, including reports to the state's governor, briefings and updates to the West Virginia Secretary of Transportation and WVU Board of Governors, and reports to PRT management*
- 5. As-needed analyses for the FTA, such as requests for information, CAP updates, accident updates, and capital program oversight updates*
- 6. Periodic and as-needed analyses of WVDMTF records and logs versus those of WVU, in areas such as accidents, CAPs, and findings, and update and issuance of WVDMTF logs as needed*

Both under this task and under the work outlined elsewhere in this section, TRA will perform both data-focused and on-site analyses of PRT operations, maintenance, and safety. Whether as part of triennial audits and reviews, under risk-based inspections, or associated with capital projects, TRA will facilitate WVDMTF reviews and assessments of all aspects of WVU PRT safety. TRA will continue to analyze existing WVU hazards and corrective actions especially as they relate to capital and maintenance improvements along the PRT line, in stations and on the guideway, and with respect to vehicles and maintenance. While some of these initiatives may not be very large from a budget perspective, they often do address critical safety concerns and hazards, and as such merit ongoing monitoring and field verification.

Depending on the specifics of ongoing SSO program operations, TRA will identify and review with the WVDMTF SSO manager any recommendations for specialized reporting tools. Such tools might include databases, specialized spreadsheets, training materials, SMS evaluation tools, or

implementation schedules. In all cases, these recommendations will be focused on elevating rail transit safety and SSO program compliance within the state and will be developed within the framework of the WVDMTF's Program Standard (e.g., utilizing existing requirements for CAP reporting fields or accident investigation data).

Triennial Audit (Goal 5.4)

WV's SSO program must audit, at least once every three years, WVU PRT's implementation of its safety plan and its security plan. Under the current approach, WVDMTF performs these audits on an ongoing basis, across a triennial period. TRA would continue this approach unless the State determines that an all-at-once audit is more advantageous going forward. TRA will assign subject matter experts and skilled analysts to each audit area and will, using pre-developed checklists, determine whether the University is following its safety and security plans, WVDMTF SSPS requirements, and FTA requirements. Importantly, and per FTA requirements, TRA will also help WV determine whether the University's safety and security plans are indeed effective.

Based on the audit approach, TRA will develop draft reports either for each audit area or, if performed all at once, the entire triennial audit. These draft reports will be submitted to the State for review, input, and approval prior to issuance. TRA will strive to help the State develop clear, actionable, and meaningful findings, where needed and ensure that WVU develops clear and actionable corrective actions in response. As noted above, these CAPs, findings, and related activities will be tracked as part of TRA calendar and safety log activities.

Audits by FTA (Goal 5.5)

TRA will provide prep, on-site, follow up, and reporting support to WVDMTF for FTA's triennial audits of the State, as well as for any other FTA audits or inspections (such as any audits that may arise of WV's risk-based inspection program or roadway worker protection oversight). While TRA will provide any and all support that WVDMTF may require, perhaps the most important input that TRA can provide in this area is to help the State be as prepared for audits as possible. This includes being aware of FTA audit requirements and trends throughout the SSO industry. More importantly, it includes ongoing maintenance and proactive management of tasks mentioned above such as accident investigation, CAP tracking, safety data analysis, agency safety plan review and approval, and other key SSO program elements. Put simply, the best audit defense is a good offense – conducting the SSO program in an FTA-compliant manner every day.

General Program Administration (Goal 5.6)

TRA will conduct all of its work for WVDMTF and for the State of West Virginia with the utmost transparency and care. This includes keeping clear logs of status, open work, and completed tasks. It also means ensuring WV access to all TRA deliverables in a format that allows WVDMTF to modify or update those deliverables as needed. TRA recognizes and respects that all of its work under this program is not only the property of the State of West Virginia but is also critical to the State's assurance of rail transit safety. TRA will ensure that project management information and project deliverables and artifacts are in a state that they can be reasonably transferred to the State whenever it may direct.

TRA believes it is critical to field the best and most effective project team for all WV SSO tasks and work. Additional detail on how TRA proposes to staff these mission-critical tasks and goals is included below. In summary, TRA provides the consistency and experience of a project manager and a principal with eight years of WV SSO experience, WV project-focused project analysts, and a deep bench of subject matter experts to ensure thorough analyses, auditing, and investigations. Additional detail is found below.

SECTION 2 – PROJECT EXPERIENCE

Qualifications & Experience (RFP §4.2.2)

TRA has a unique combination of:

- Nationwide rail state safety and security oversight experience spanning 15 current projects and 35 years of experience
- Deep experience not only with automated rail systems and automated people movers (APMs), but also with legacy transit systems and the unique challenges they sometimes can present
- High levels of familiarity with WVDMTF's SSO management, the WVU PRT organization and its key personnel, and the key issues facing both agencies

Below are some examples of TRA's relevant project experience, along with references for these projects. These projects also represent contracts of similar size and scope as evidence of TRA's abilities (RFP § 4.2.1, 4.2.2, and 4.2.4):

<u>PROJECT ONE</u>	
CLIENT: PROJECT NAME: PROJECT LOCATION:	Florida Department of Transportation (FDOT) Rail Fixed Guideway State Safety Oversight Program (SSO) Miami Tampa Jacksonville Orlando Tallahassee, FL
BRIEF NARRATIVE	
Since 2005, TRA has served as the ongoing safety and security contractor to FDOT in its oversight of transit systems in Miami, Jacksonville, and Tampa. In addition to conducting triennial reviews of the Miami-Dade Department of Transportation and Public Works (DTPW) Metrorail and Metromover, the Jacksonville Transit Authority Skyway, and the TECO Line Streetcar, TRA plays a continuing role in safety and security document review; accident/incident investigations; hazard management processes; corrective action plan (CAP) tracking and review; and overall oversight support for FDOT at each of these systems. Both the JTA Skyway and DTPW Metromover are driverless automated people movers (APMs). TRA supported FDOT and the agencies it oversees through their transition to compliance with Title 49 of the United States Code of Federal Regulations (CFR) Parts 672, 673, and 674 by supporting the update of FDOT procedures, reviewing PTASPs, and adapting FDOT's triennial audit approach to best review agency safety management systems. TRA supports FDOT's robust inspection program, which includes quarterly site visits to each covered agency, at a minimum, and conducts targeted risk-based reviews of identified challenges and hazards at the agencies as	

needed. TRA supports FDOT's development and submittal of annual reports to the FTA, develops monthly activity reports for FDOT, and leads monthly calls with each agency. Under separate contracts for FDOT, TRA also provides safety oversight for the driverless APMs at Orlando International and Miami International airports.

GOALS & OBJECTIVES:

TRA and FDOT's goal for this project is to provide comprehensive safety and security oversight in accordance with 49 CFR Parts 670, 672, 673, and 674 requirements, as well as FDOT's expanded requirements under 14-15.017, Florida Administrative Code. FDOT's primary goal is to leverage TRA's subject matter expertise and program management skills to administer a program that helps DTPW, HART, and JTA to mitigate and manage safety risk, develop and administer programs across each agency to assure safety in all work that is done, and develop and administer programs to promote safety both internally within the agency and among its employees, as well as externally to passengers and the public at large. TRA and FDOT's objectives are to provide cooperative technical assistance to each of the covered rail transit agencies (RTAs) as the SSO program core activities are carried out. Core activities of the SSO program include, but are not limited to, triennial safety and security audits; CAP monitoring; accident, incident, and occurrence investigation; safety risk and hazard management; Federal Transit Administration (FTA) reporting; and ongoing RTA document and data reviews and analysis. FDOT and TRA meet on a monthly basis to review safety and security performance in accordance with all FDOT SSO Program Standard and RTA PTASP requirements, and FDOT and TRA provide minimum quarterly scheduled site visits, as well as additional unannounced visits to perform visual inspections, interviews, data reviews, and other in-person assessment activities to verify the successful administration of rail safety and security program activities.

ACHIEVEMENTS:

While TRA has supported the FDOT SSO Program since 2005 in the performance of triennial audits, TRA helped FDOT to centralize the SSO program in 2012, at which time TRA expanded its oversight role to include the rail systems in Jacksonville and Tampa. At that same time, TRA helped FDOT to develop a more engaged program that included the activities described above and the more integrated presence with each of the covered RTAs. TRA worked with FDOT to anticipate safety management system (SMS) changes that were forthcoming from the FTA, and helped FDOT to establish close, cooperative working relationships with each of the covered RTAs during this time, thereby easing the transition into the requirements of 49 CFR Parts 670, 672, 673, and 674. TRA and FDOT continue to evaluate the effectiveness of the SSO program in relation to the safety performance at each of the RTAs and uses the results to develop new methods for requesting and analyzing safety-related data and developing risk-based audit activities. TRA's success in supporting the statewide SSO program that oversees the FTA-funded RTAs has resulted in FDOT's District Offices in Orlando and Miami engagement of TRA to provide ongoing safety oversight support services for FDOT-regulated automated people mover systems at Miami International Airport and Orlando International Airport.

A key achievement of this project has been comprehending safety requirements as they relate to the driverless systems at DTPW, JTA, and the two airports, all of which have APM systems.

TRA has helped each system to develop more robust roadway worker protection program requirements and other changes related to the unique operating environments of these systems. TRA has investigated accidents and hazardous conditions involving each of covered APM systems and monitored the development and administration of CAPs and hazard mitigations.

PROJECT DATA

Principal-in-Charge	Christopher Wallgren, WSO-CSE, TSSP
Project Manager	Christopher Wallgren, WSO-CSE, TSSP
- Phone	(917) 520-2153
- Email	Christopher.Wallgren@traonline.com
Type of Project	State Safety and Security Oversight
Start End Dates	2005 Current

REFERENCE INFORMATION

Agency Entity	Florida Department of Transportation
Name	Ashley Porter
- Title	State Operations and Safety Administrator
- Phone	(850) 414-4070
- Email	Ashley.L.Porter@dot.state.fl.us

PROJECT TWO

CLIENT:	Hawaii Department of Transportation (HDOT)
PROJECT NAME:	HDOT Rail Transit Safety Oversight
PROJECT LOCATION:	Honolulu, HI

BRIEF NARRATIVE

TRA provides technical support for the HDOT SSO program and works to identify, analyze, and address issues related to both overall program structure and oversight of the Honolulu Skyline driverless rail transit system in particular. TRA helped HDOT oversee safety certification for each of Skyline's two construction phases through opening of Skyline Segment 1 (2023) and Segment 2 (2025) for revenue service. TRA supports HDOT in day-to-day safety oversight and anticipates overseeing Segment 3 construction, testing, and certification in future years.

GOALS & OBJECTIVES:

TRA and HDOT's goal for this project to provide oversight and subject matter expertise to the Skyline stakeholders for simultaneous administration of a state safety oversight program covering a rail system in revenue service as well as segments of the same system still under construction.

ACHIEVEMENTS:

TRA has been integrally involved in overseeing Honolulu's rail project, assisting HDOT with oversight of safety certification of construction of three project phases as well as implementation of a new state safety oversight program as project construction phases transitioned to revenue service. Through its auditing activities, TRA has gained much insight into design, construction, and safety and security certification while working on behalf of HDOT. During the construction phase for the interim segment, TRA performed an initial review and approval of the Skyline Agency Safety Plan and Security Plan; analyzed and monitoring pre-revenue service CAPs; and conducted reviews of safety and security. TRA also assisted HDOT in performing pre-revenue service reviews of the interim and final segments of the Skyline.

PROJECT DATA

Principal-in-Charge	Daniel Hauber, WSO-CSE, TSSP, PMP Vice President
Project Manager	Amelija Sorg-Taylor, WSO-CSS, TSSP, PTSCTP
- Phone	(215) 646-9131
- Email	Amelija.Sorgtaylor@traonline.com
Type of Project	State Safety and Security Oversight
Start End Dates	2017 Current

REFERENCE INFORMATION

Agency Entity	Hawaii Department of Transportation
Name	Brandon Eshenour
- Title	Rail Transit Safety Administrator
- Phone	(808) 587-2136
- Email	Brandon.J.Eshenour@hawaii.gov

PROJECT THREE

CLIENT:	Port Authority of New York and New Jersey (PANYNJ)
PROJECT NAME:	AirTrain Safety Oversight Board (ATSOB)
PROJECT LOCATION:	Newark, NJ New York, NY

BRIEF NARRATIVE

In 2004, TRA worked with PANYNJ to establish the AirTrain Safety Oversight Board (ATSOB), an internal board charged with providing safety and security oversight of the AirTrain systems at Newark Liberty International (EWR) and John F. Kennedy International (JFK) airports. The ATSOB is modeled on the federal rail transit state safety and security oversight program codified 49 CFR Parts 673 and 674, even though the systems are not formally subject to the regulations. TRA provided the ATSOB with technical assistance in reviewing safety and security-related issues. Other involvement consisted of the 2004 Pre-revenue baseline safety/security review, the 2007 Triennial Review, the 2011 Triennial Review, the 2014 Triennial Review, and the 2019 Triennial Review for AirTrain JFK, as well as the 2004 Initial baseline safety/security review, the 2008 Triennial Review, the 2011-12 Triennial Review, the 2015 Triennial Review, and the 2019 Triennial Review for AirTrain Newark.

GOALS & OBJECTIVES:

The goal – for both the PANYNJ and TRA – is to administer a comprehensive, independent safety and security oversight program for the AirTrain JFK and AirTrain Newark automated people mover systems that operate between terminals, parking facilities, and external commuter rail and rail transit systems. Together, these systems carry over 100,000 passengers daily, without state or federal regulations covering the systems. The intent is to carry out oversight that meets/exceeds current rail transit safety and security oversight requirements established under 49 CFR Parts 670, 672, 673, and 674. TRA’s subject matter expertise and program management skills to administer a program that helps the AirTrain systems mitigate and manage safety risk, to assure safety in all work that is done, and to promote safety both internally within the agency and among its employees, as well as externally to passengers and the public at large. The objectives are to provide cooperative technical assistance to each system as the ATSOB program core activities are carried out. Core activities of the ATSOB program include, but are not limited to: triennial safety and security audits; corrective action plan (CAP) monitoring; accident, incident, and occurrence investigation; safety risk and hazard management; internal safety data reporting; and ongoing AirTrain system document and data reviews and analysis. PANYNJ and TRA meet on a monthly basis to review safety and security performance in accordance with ATSOB Program Standard and AirTrain Agency Safety Plan requirements. The PANYNJ and ATSOB provide monthly scheduled site visits, as well as additional unannounced visits, to perform visual inspections, interviews, data reviews, and other in-person assessment activities to verify the successful administration of rail safety and security program activities. Other supporting objectives relate to the development of safety certification programs for major capital projects, including the replacement of the legacy AirTrain Newark system, the development of a first-ever, new AirTrain system for LaGuardia International Airport, and the expansion of the AirTrain JFK system.

ACHIEVEMENTS:

A primary achievement of the ATSOB program has been its original development in 2004 and the successful ongoing administration of the program over nearly two decades since. TRA has helped PANYNJ establish a robust safety oversight program through the ATSOB that establishes comprehensive and in-depth safety and security reporting and analysis that exceeds that which is typically in place for airport people mover systems in North America. TRA has worked with PANYNJ to establish detailed safety requirements on the contract operators of the systems and is presently clarifying those requirements for the procurement of the new and expanded AirTrain activities across the three airports. TRA has helped PANYNJ to stay abreast of changes to federal regulations to enhance safety management, while providing critical, ongoing oversight needed to manage and mitigate safety risk, confirm that safety is assured throughout all aspects of the operations and maintenance of the AirTrain system, and promote safety both internally and externally.

PROJECT DATA

Principal-in-Charge	Christopher Wallgren, WSO-CSE, TSSP
Project Manager	Christopher Kozub
- Phone	(732) 261-4170
- Email	Christopher.Kozub@traonline.com

Type of Project	State Safety and Security Oversight
Start End Dates	2004 Current
REFERENCE INFORMATION	
Agency Entity	Port Authority of New York & New Jersey
Name	Taylor Brands
- Title	Supervising Safety Engineer
- Phone	(201) 216-2911
- Email	tsbrands@panynj.gov
PROJECT FOUR	
CLIENT:	Pennsylvania Department of Transportation (PennDOT)
PROJECT NAME:	PennDOT State Safety Oversight Agency (SSOA)
PROJECT LOCATION:	Southeastern Pennsylvania Transportation Authority (SEPTA) Philadelphia, PA; Port Authority of Allegheny County (PAAC) Pittsburgh, PA; Cambria County Transit Authority (CamTran) Johnstown, PA
BRIEF NARRATIVE	
For 33 years, TRA has led the PennDOT SSOA contractor team in ongoing safety and security oversight. The PennDOT SSOA oversees SEPTA, PAAC, and CamTran, and TRA has helped PennDOT build and maintain one of the nation's strongest SSO programs. TRA's success with the PennDOT SSOA has served as a model program by the FTA and for other SSOAs nationwide. This comprehensive program utilizes an ongoing, detailed review of light rail, heavy rail, and fixed guideway operations. TRA has primary responsibility for all parts of the program, including developing program standards and reviewing agencies' PTASPs and security plans; conducting numerous triennial audits as well as other safety and security reviews and investigations; monitoring agency SMS implementation; tracking hazards and CAPs; and managing project meetings, records, and reports. TRA has supported PennDOT during multiple audits of the PennDOT SSOA conducted by the FTA, most recently in 2025. GOALS & OBJECTIVES: The PennDOT RTSRP establishes minimum safety standards for all three covered systems; performs audits; and oversees corrective action plans and internal safety reviews; reviews public transportation agencies safety plans and security and emergency preparedness plans; and performs and delegates event investigations. ACHIEVEMENTS: TRA assisted the PennDOT RTSRP achieve certification of its SSO program in conformance with 49 U.S.C. 5329(e) and 49 CFR Part 674 in April 2018 (one year in advance of the federal deadline). Since 2018, TRA has supported PennDOT in the development of Standard Operating Procedures, as well as Safety Standards for roadway worker protection.	

PROJECT DATA	
Principal-in-Charge	Stephen Frazier, WSO-CSSD, TSSP, PTSCTP Principal
Project Manager	Amelija Sorg-Taylor, WSO-CSS, TTSP, PTSCTP
- Phone	(215) 646-9131
- Email	Amelija.Sorgtaylor@traonline.com
Type of Project	State Safety and Security Oversight
Start End Dates	1992 Current
REFERENCE INFORMATION	
Agency Entity	Pennsylvania Department of Transportation State Safety Oversight Agency (PennDOT SSOA)
Name	Elizabeth Bonini
- Title	Director, State Safety Oversight Office
- Phone	(717) 787-1207
- Email	ebonini@pa.gov

SECTION 3 – TEAM ORGANIZATION

TRA's proposed team to support West Virginia's State Safety Oversight Program offers:

- Eight years of experience with West Virginia's SSO program as the incumbent contractor and decades of SSO experience nationwide
- Personnel compliant with FTA's (49 CFR Part 672) required Public Transit Safety Certification Training Program (PTSCTP) (RFP § 4.2.7)
- Membership in the World Safety Organization (please see Mr. Shih's certificate appended to his resume below) (RFP § 4.2.9.2)
- Broad expertise in the areas key to WVDMTF's SSO program, including safety, specifically the Safety Management Systems (SMS) approach; operations; maintenance; emergency preparedness; investigations; audits; hazard management practices and procedures; and SSO program management (RFP § 4.2.5)
- An exceedingly efficient project approach, whether for ongoing tasks, as-needed work, or emergency investigations, utilizing the right personnel at the right time to provide West Virginia with the highest levels of both expertise and efficiency in achieving its project goals. In its time supporting WVDMTF, TRA has demonstrated the ability to plan, coordinate, and handle multiple tasks to meet short- and long-term deadlines. (RFP § 4.2.5, 4.2.8)

TRA pledges to work closely with WVDMTF's SSO manager, and to ensure that all work is performed at his direction and in close communication with him or his designees. We believe strongly that an efficient, effective project team is both technically adept and totally transparent in its work. These will be among our most important guiding principles throughout our work for the state.

TRA's team structure includes:

- A project manager who, in addition to providing technical expertise in SSO, FTA requirements, and transit safety, will provide WVDMTF with a primary contact for all project tasks and concerns. (RFP § 4.2.3)
- A deputy project manager, who also has technical expertise in SSO, FTA requirements, and transit safety, assists the project manager in overseeing completion of SSO tasks and serves as an alternate contact for all project tasks and concerns
- Subject matter experts who can provide deep expertise for audits, investigations, and review of technical concerns and documents (RFP § 4.2.3)
- A lead investigator of all accident/incident and hazards investigations who is an experienced transit professional who has expertise in accident investigations, developing and implementing safety recommendations, Safety Management Systems (SMS), data collection and analysis, and report drafting. TRA's lead investigator is based in Northeast Ohio, approximately three hours' drive from WVU PRT. (RFP § 4.2.6)

- Project analysts who can efficiently and effectively complete project operation and administration tasks including developing and maintaining project calendars, formulating and formatting deliverables, coordinating reporting and technical documents, and assisting the SSO manager and contract personnel with field activities. TRA's team includes a project analyst located in Pittsburgh, Pennsylvania, who is approximately 1.5 hours from Morgantown.
- A project team with key personnel qualified and trained via successful completion of the Public Transportation Safety Certification Program (PTSCP), as required by 49 USC 5329(c) and 49 CFR Part 672, including the Project Manager, Deputy Project Manager, Principal, and several Subject Matter Experts and Project Analysts. Remaining project staff are in progress toward earning their PTSCP certificates in compliance with 49 CFR Part 672 and work under the close direction of the Project Manager. (RFP § 4.2.7)

Project Manager

TRA's proposed project manager, Joshu Shih, WSO-CSM, TSSP, PTSCP, has worked closely with WVDMTF for nearly eight years, and is very familiar with both the state's SSO program and with the WVU's PRT. Mr. Shih also brings SSO experience from several other states, including as contract project manager for SSO programs in Texas, Oregon, and Washington, DC. TRA anticipates the following responsibilities for its project manager:

- Serving as a primary interface with WVDMTF's SSO manager
- Working at WVDMTF's direction to track and update ongoing issues such as WVU CAPs, investigations, internal audits, and overall SMS implementation; FTA regular and as-needed submissions such as technical training plans, annual reports, workload assessments, risk-based inspections, and ad hoc requests for information; and WVDMTF's own, internal tracking logs, scheduling, and program administration
- Assessing ongoing and day-to-day project needs, as well as planned and unplanned tasks, and assigning TRA team members with appropriate skills and capacity to address those issues
- Ensuring ongoing contract compliance, recording, and reporting

TRA's project manager is located in Northern Virginia and can be on site in Charleston or Morgantown in just a few hours as needed.

Deputy Project Manager

Christopher Tirri, TSSP, PTSCP, TRA's proposed deputy project manager, has one and a half years' experience with the WV SSO program. Mr. Tirri can also serve, at the WVDMTF SSO program manager's direction, as a primary interface between the SSO program and WVU. He has provided integral support to the WVDMTF SSO program manager by maintaining certain project schedules and documentation, attending WVU and WVDMTF audits and safety meetings, and

interfacing with WVU PRT management. Mr. Tirri has provided extensive SSO consulting services to several other states' programs as well, including Texas, Missouri, Georgia, and Florida. Mr. Tirri has worked with another driverless fixed-guideway system in Miami under Florida's SSO program.

Project Principal

Daniel Hauber, WSO-CSE, TSSP, PTSCTP, PMP, is TRA's proposed project principal, and has acted as the WV SSO contract project manager during the early phases of TRA's work with the state. He has nearly a quarter century of experience working on SSO programs and projects, and has worked closely with both WVDMTF and WVU managers and stakeholders. Mr. Hauber is located in TRA's Philadelphia office, and can be on site in Morgantown or Charleston in just a few hours.

Subject Matter Experts

In addition to its project management team, TRA is proposing a team of highly-qualified and experienced subject matter experts (SMEs) to support the WVDMTF SSO program.

TRA's project manager, working with WVDMTF's SSO manager, will establish the overall project activities and monitor adherence to program requirements and timelines. Subject matter experts will work at the direction of the project manager to develop specific work plans such as developing plans, schedules, and materials for triennial audits, hazard analyses, or on-site spot checks.

TRA seeks to utilize the right personnel at the right time. WVDMTF will have access to TRA's project management team, its subject matter experts, and its analyst staff throughout the project, but will not be required to have those personnel assigned to the project when they are not needed. If an investigation, safety risk

The TRA team, along with the project manager, deputy project manager, project principal, and lead investigator noted above, offers expertise in overseeing, auditing, and investigating the following areas:

- **Accident, incident, and hazard/safety risk investigations**
- **Safety risk assessments and analyses**
- **SMS assessments and gap analyses**
- **Applicable federal and state laws, rules, and regulations, including, but not limited to, 49 CFR Parts 659, 671, 672, 673, and 674; the MAP-21 Act under 49 USC 5329 State Safety Oversight Program; and other applicable Federal Transit Administration circulars and requirements (RFP § 4.2.3)**
- **SSO Program Activities (data tracking, reports, etc.)**
- **Passenger vehicles**
- **Traction power**
- **Train control, signal systems, and communications**
- **Guideway, stations, structures, and vertical transportation (elevators and escalators)**
- **Automated, fixed-guideway transit operations**
- **Transit-specific emergency preparedness**
- **Safety certification, system modification, and configuration management**

analysis, audit, or investigation must be completed, WVDMTF will have access to a wide array of experts, but is not required to keep each person on a task for the entirety of the project.

Lead Investigator

Pamela McCombe, P.Eng., is TRA's lead investigator of accidents, incidents, and hazards. Ms. McCombe is an experienced transit safety professional with expertise in accident investigations, developing and implementing safety recommendations, Safety Management Systems (SMS), data collection and analysis, and report drafting. Ms. McCombe previously served as the chief safety officer of several rail and rail transit systems, including the Toronto Transit Commission, in Toronto, Ontario, Canada; the Bi-State Development Authority, which owns the MetroLink light rail system in St. Louis, Missouri, and southern Illinois; the Greater Cleveland Regional Transportation Authority in Ohio; and the SunRail commuter rail system serving Orlando, Florida. Ms. McCombe is located in Northeast Ohio and can be on-site in Morgantown or Charleston within a few hours. (RFP § 4.2.6)

Project Analysts

TRA's project analysts possess subject matter knowledge in a broad range of areas and are actively engaged in SSO auditing, oversight, and even management activities nationwide. Analysts provide critical support for on-site and off-site activities, including developing program documentation and reports associated with program administration (e.g., audit reports, periodic project updates, annual reports, etc.). TRA's analysts efficiently provide in-depth analyses and program support, while freeing up SMEs to support the more detailed audit, interview, and review activities.

Team Responsiveness

TRA has a history of responsiveness and attentiveness to client needs, including being on site for accident investigations quickly and for as long as needed. As noted above, TRA's lead investigator is located three hours from Morgantown, and Project Analyst Dylan Lawson is based in Pittsburgh, just 1.5 hours from Morgantown. Additionally, TRA's project manager and project principal both have a history of responding quickly to West Virginia project needs. TRA staff have both responded to accident sites within hours (sometimes minutes) of occurrence, and, in some cases, have remained on site for as long as a week. TRA has responded within hours from its Philadelphia headquarters to incidents in Washington, DC; Salt Lake City; Newark; New York City; Pittsburgh; Dallas; and other locations. We are prepared to help WVDMTF in this same way and ensure the same high level of responsiveness.

Also, note that, for some of our SSO clients, much of our on-site response has been for hazards and safety risks rather than defined safety events. These clients have recognized hazards as a

precursor to potential safety events, and have tried to monitor these areas closely to prevent worse situations. TRA is prepared to bring this same level of responsiveness to serious PRT hazards that may arise, at WVDMTF's direction. Likewise, as part of our work with WVDMTF under ongoing program monitoring, TRA personnel will help WVDMTF analyze incidents and hazards for potential investigation, and to be as proactive as possible in addressing them.

TRA is pleased to submit on the following pages a project organizational chart, a skills matrix for its project team members, as well as the resumes of its project team members. We look forward to continuing our partnership with WVDMTF.

Team Organization Chart



* PTSCP certification in progress.

SERVICES	J. Shih	D. Hauber	C. Tirri	P. McCombe	J. Weisgerber	B. Provenzano	J. Jackson	L. Kochis	D. Lawson
State Safety Oversight	●	○	○	○	○	○	○	○	○
SSO Program Standards and Procedures	○	○	○	○	○	○	○	○	○
Public Transportation Agency Safety Plans (PTASPs)	○	○	○	○	○	○	○	○	○
Safety Management Systems (SMS)	○	○	○	○	○	○	○	○	○
Rail Fixed Guideway Public Transportation Systems (RFGPTS)	○	○	○	○	○	○	○	○	○
Automated Transportation Systems	○	○	○	○	○	○	○	○	○
Triennial On-Site Safety and Security Reviews	○	○	○	○	○	○	○	○	○
Safety, Incident, and Accident Records Review	○	○	○	○	○	○	○	○	○
Accidents and Hazards - Analyses and Assessments - Data Gathering - Investigation - Mitigation - Notification Thresholds	○	○	○	○	○	○	○	○	○
Monitor and Review Accident Investigation Activities	○	○	○	○	○	○	○	○	○
Corrective Action Plans	○	○	○	○	○	○	○	○	○
Data Gathering and Analysis	○	○	○	○	○	○	○	○	○
Trend Analysis	○	○	○	○	○	○	○	○	○
Rail Facilities, Systems, and Vehicles	○	○	○	○	○	○	○	○	○
Physical Inspections	○	○	○	○	○	○	○	○	○
Systems Design, Construction, Operations, and Maintenance	○	○	○	○	○	○	○	○	○
Safety Certification	○	○	○	○	○	○	○	○	○
Emergency Response/Preparedness	○	○	○	○					
Federal Transit Administration (FTA) Coordination	○	○	○	○	○	○	○	○	○
FTA Annual Reports	○	○	○	○	○	○	○	○	○
National Transportation Safety Board (NTSB) Coordination	○	○	○	○	○	○	○	○	
Schedule Development/Milestone Tracking	○	○	○	○	○	○	○	○	○
SSO Program Administration	○	○	○					○	○

TEAM RESUMES AND QUALIFICATIONS

Daniel Hauber

Transportation Resource Associates, Inc.

Principal

Years of Transit Experience: 29

Years with TRA: 28

Daniel Hauber is a Principal at TRA, where he specializes in transportation operations, maintenance, and safety projects. He provides transportation authorities and government agencies with an integrative, management-focused approach to addressing their project needs, and he plans and implements independent, comprehensive audits and assessments and helps clients ensure compliance with both regulations and industry best practices. With over 28 years' experience in rail safety oversight, operations, and maintenance consulting, Mr. Hauber's work focuses on key business process elements such as plans, procedures, rules structures, and implementation practices. Mr. Hauber helps to lead TRA's focus on its customers and project stakeholders and is very proud to work with TRA's outstanding team.

Education

- Masters Certificate, Project Management – Villanova University - 2013
- M.B.A., Business Administration – Temple University - 2004
- B.A., Urban Studies – University of Pennsylvania - 1997

Certifications

- Transit Industrial Safety Management including OSHA 30-hour certification – April 2024
- Transit Safety & Security Professional, Transit Safety Institute – February 2018
- Public Transportation Safety Certification Training Program (Initial Certification September 2019, expires January 2026)
- Project Management Professional (certification no. 1681000, expires December 2025)
- Incident Command System and National Incident Management System courses including ICS-100, ICS-200, NIMS-700, NIMS-800

Selected Relevant Experience

Rail State Safety Oversight

West Virginia Department of Transportation (WVDOT) – State Safety Oversight Program – Morgantown, WV (2018-present)

Mr. Hauber is the project principal for West Virginia's SSO program. Mr. Hauber and TRA assisted West Virginia both in finalizing its Part 659-compliant SSO program and in obtaining the state's SSO certification under MAP-21 and new Part 674 requirements. Since that time, TRA has helped the state to oversee a major safety certification of a new train control and supervisory system and to design and begin implementation of a Federal Transit Administration-compliant risk-based inspection program. Most recently, TRA and West Virginia are working to ensure the University meets FTA and state roadway worker protection requirements. Mr. Hauber has led several on-site

audits and inspections, and has helped to investigate safety events and review associated corrective action plans. He works with TRA's project manager to oversee the contract team.

West Virginia Department of Transportation (WVDOT) – Development of Public Transportation Agency Safety Plans (PTASPs)– Charleston, WV (2019-2022)

TRA, working for West Virginia's Division of Public Transit, developed PTASPs for eight small urban bus transit systems throughout the state. The project included detailed interviews and listening sessions with the transit agencies, information gathering and analysis, authoring of new PTASP sections and content, and provision of PTASP and safety management system (SMS) training for transit agency personnel. Mr. Hauber served as the project principal and helped to ensure consistency and quality across tasks and between transit agencies and was responsible for oversight of project management. He has overseen development of SMS training programs under the contract and is delivering that training to the eight subject agencies (including to managers, administrative personnel, and front-line workers).

Hawaii Department of Transportation (HDOT) – State Safety Oversight Program – Honolulu, HI (2018-present)

Mr. Hauber is the project principal for the Hawaii SSO program and works with TRA's project team to identify, analyze, and address issues related to both overall program structure and the Honolulu Rail Transportation Project (or Skyline) system in particular. Skyline opened its first segment for passenger operations in 2023, with the second segment opening in 2025 and a final segment several years following. With a substantial portion of the project in the construction and testing phases, HDOT and TRA are actively auditing its safety and security certification, testing, and safety programs, in addition to ongoing safety and security capacity of Honolulu's Department of Transportation Services as part of ongoing operations. TRA and Mr. Hauber participate in field audits, ongoing construction and certification meetings, and updates to the ongoing HDOT program such as compliance with Federal Transit Administration risk-based inspection requirements. Mr. Hauber works with TRA's project manager to oversee TRA's contractor team in its planning and execution of HDOT state safety oversight support.

Port Authority of New York and New Jersey (PANYNJ) – AirTrain Safety Oversight Board (ATSOB) – Newark, NJ and New York, NY (2003-present)

Mr. Hauber has been a technical lead for triennial safety audits at both the Newark and JFK Airtrain automated fixed guideway systems. He has been responsible for technical audits in areas including track and guideway maintenance, train control, traction power, passenger stations, elevator/escalator maintenance, training, and operations control centers. Mr. Hauber has been a significant part of technical audits in safety management systems as well, including configuration management, safety certification, hazard management, emergency preparedness, and accident investigation. He has participated in seven comprehensive on-site audits as well as several incremental audits. Mr. Hauber has also led and participated in several on-site incident and hazard investigations, both at Newark and JFK AirTrain sites, including of operational events, engineering and maintenance issues, and organizational safety issues.

Florida Department of Transportation (FDOT) – Rail Fixed Guideway Transit Safety and Security Oversight Program – Jacksonville, Miami, Tampa, and Fort Lauderdale, FL (2005-present)

Mr. Hauber has been a technical auditor on the FDOT team, and has been responsible for reviewing maintenance, operations, and safety topics for Miami Metro Rail (metro/heavy rail mode), Miami Metro Mover (automated peplemover), Jacksonville Skyway (automated peplemover), Miami Airport (automated peplemovers), and Miami-Dade Transit (transit bus). Mr. Hauber has audited Miami-Dade Transit safety in maintenance topics including track, bridges and structures, train control, facilities, traction power, and passenger vehicles. He has also been a primary auditor in areas including roadway worker protection, operations, and system safety. He has been part of the FDOT project team since 2005.

Maryland Department of Transportation (MDOT) – State Safety Oversight Program – Baltimore, MD (2001-present)

Pennsylvania Department of Transportation (PennDOT) – PA State Safety Oversight Agency – Philadelphia, Pittsburgh, and Johnstown PA (1997-present)

Minnesota Department of Public Safety (DPS) – Rail State Safety Oversight Program – Minneapolis and St. Paul, MN (2004-present)

Oregon Department of Transportation (ODOT) – State Safety and Security Oversight Program – Portland, OR (1998-present)

District of Columbia Fire and Emergency Medical Services Department (DCFEMS) – State Safety Oversight Program – Washington, DC.

NJ Transit – River LINE Operations and Maintenance Oversight – Camden, NJ (2025)

TRA provides technical, organizational, safety, and location-specific expertise to a larger contractor team helping NJ Transit to oversee its River LINE operations and maintenance contractor. NJ Transit has tasked the team, including TRA, with providing ongoing, on-site operations and maintenance oversight, conducting a system-wide asset condition assessment, and developing a request for proposals to potentially change the light rail vehicle maintenance contracting structure. Mr. Hauber provides a key interface between NJ Transit and the larger contractor team on the one hand and TRA's technical experts on the other. Mr. Hauber's and TRA's inputs have included overseeing track inspections, grade crossing and signals inspections, and River LINE operations, as well as assessments of contractor and NJ Transit organizational and management structures as they relate to operations, maintenance, and system safety.

Port Authority Trans-Hudson – Investigation of Fire Incidents – Jersey City, NJ (2025)

The Port Authority of New York and New Jersey, the owner of the Port Authority Trans-Hudson (PATH) system, has contracted TRA to review a specific fire incident in Summer of 2025 and to review past, similar incidents and PATH's overall fire/life safety programs. Under this ongoing

project, Mr. Hauber serves as a project principal and also as a safety management and investigative resource to the TRA team.

Los Angeles Metro – Performance Audit of Gold Line Section 2B1 – Los Angeles, CA (2025)

Mr. Hauber led several document reviews and on-site interviews with a focus on Gold Line project safety certification, operations, maintenance, and overall readiness. He was a key participant in several other interviews and participated in a construction site tour and assessment. He worked with the audit team to develop written findings and reporting deliverables for LA Metro, touching on both project-specific and overall organizational issues.

Denver Regional Transportation District, Denver Transit Operators A-Line – Review of Accident and Incident Investigation Programs – Denver, CO (2018-2019)

TRA conducted a review of Denver Transit Operators' (DTO, the contract commuter rail operator) accident and incident investigation programs. The project included thorough review of several representative accident and hazard reports, investigation procedures and tracking logs, and associated processes. TRA re-designed and oriented DTO safety personnel on several accident reporting forms. Finally, TRA designed and delivered a management-level training on accident investigation, with a focus on root cause analysis.

Connecticut Department of Transportation (CTDOT) – Multi-Modal Transportation Safety (Risk Management) Program Review – Hartford, CT (2018-2019)

Mr. Hauber was the project principal for this comprehensive assessment of CTDOT's safety and risk programs. The effort covered internal functions such as highway, engineering, railroad, and transit operations, as well as contractor operations and interface with other stakeholders. The project examined internal, CTDOT plans and programs, as well as external regulatory requirements and best practices. The final assessment deliverables included a comprehensive rewrite of the state's risk and safety program plans, and detailed recommendations for process improvements.

Professional Activities and Affiliations

- Member, Project Management International and local chapters
- Graduate, Citizens Academy, 2005 – Federal Bureau of Investigation, Philadelphia Office
- Delegate, 2017 APTA International Study Mission to Asia (Hong Kong, Singapore, Japan)
- Delegate, 2019 APTA International Study Mission to Europe (Vienna, Hamburg, Helsinki)

Joshu Shih, TSSP, PTSCTP, WSO-CSM

Transportation Resource Associates, Inc.

Senior Project Manager

Years of Transit Experience: 15

Years with TRA: 15

Mr. Shih is a transit operations expert who manages and participates in numerous TRA reviews of public transportation operations, maintenance, safety, and security across North America. During his original tenure at TRA from 2007 and 2010, and since his return to TRA in 2013, Mr. Shih has served in a variety of roles in TRA projects, from project management and analysis to subject matter expertise in transit operations and operations training and facilities maintenance. Mr. Shih is based in the Washington, DC area office and manages several State Safety Oversight (SSO) project teams, serving as the main TRA point of contact to SSO clients and coordinating TRA services provided to clients. Mr. Shih applies his overall expertise in transit, transit operations, and operations training, delivering practical and useful work products to TRA's clients throughout state departments of transportation and the North American public transportation industry.

Education

- M.C.P., City and Regional Planning – University of Pennsylvania, 2007
- B.A., Psychology and Finance – Washington University in St. Louis, 2002

Certifications

- Transit Safety & Security Program (TSSP) Certificate – U.S. Department of Transportation, Transportation Safety Institute (TSI) – 2016
- Public Transportation Safety Certification Training Program (PTSCTP) Certificate, U.S. Department of Transportation, Federal Transit Administration (FTA) – initial certification October 2018 (expires November 2026)
- World Safety Organization, Certified Safety Professional (expires – May 2026)

Selected Relevant Experience

State Safety Oversight

West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Transit Section (WVDOT-DMTF-PT) – State Safety Oversight Program – Morgantown, WV (2017-Present): Mr. Shih is the project manager for TRA's support to WVDOT in its State Safety Oversight Program, covering the Morgantown Personal Rapid Transit (MPRT) System at West Virginia University (WVU). Mr. Shih evaluates WVDOT-DMTF-PT and MPRT plans, policies, and procedures for compliance with Federal regulations, including 49 CFR Parts 672, 673, and 674. Mr. Shih also supported TRA's technical assistance to WVDOT-DMTF-PT in achieving MAP-21 certification from FTA, as well as WVDOT-DMTF-PT's oversight of WVU's safety certification of communications-based train control (CBTC) upgrades in summer 2018. In September 2020, Mr. Shih led a WVDOT-DMTF-PT triennial audit of the MPRT's rules compliance, operations training, maintenance training, and drug and alcohol testing programs. In

March 2021, Mr. Shih led a WVDOT-DMTF-PT triennial audit of the MPRT's internal safety review program. In August 2021, Mr. Shih led a TRA team that supported WVDOT-DMTF-PT in an FTA audit of the WVDOT-DMTF-PT State Safety Oversight Program and did so again in August 2024. In October 2022, Mr. Shih led a WVDOT-DMTF-PT triennial audit of the MPRT's safety assurance processes, as well as a WVDOT-DMTF-PT triennial audit of the drug and alcohol testing program at MRT in May 2023. Mr. Shih also guided the TRA team that assisted WVDOT-DMTF-PT in establishing its FTA-mandated risk-based inspections program covering WVU PRT.

Oregon Department of Transportation (ODOT) – State Safety Oversight Program – Portland, OR (2008, 2015-Present): Mr. Shih manages TRA's support to the Oregon Rail Transit State Safety Oversight (SSO) Program, which covers the Portland Streetcar and the Tri-County Metropolitan Transit District of Oregon's (TriMet's) Metropolitan Area Express (MAX) light rail system. ODOT retained TRA in October 2024 for full-time SSO support, and Mr. Shih manages these efforts. He has managed TRA's support to ODOT for the 2023 Triennial Audit of the Portland Streetcar; the 2018 Triennial Audits of the Tri-County Metropolitan District of Oregon (TriMet) and Portland Streetcar; the 2015 Triennial Audits of TriMet and Portland Streetcar; and the 2015 Pre-Revenue Reviews of TriMet's Orange Line extension and Portland Streetcar's "Complete the Loop" extension. In these reviews, Mr. Shih also served as the subject matter expert for rail operations and operations training; drug and alcohol testing program; stations maintenance; and also, station-pedestrian interface. Additionally, in 2019 and early 2020, Mr. Shih managed TRA team that performed a mock audit of the ODOT SSO Program in preparation for an upcoming FTA audit. From 2016 to 2017, Mr. Shih also managed TRA's support of ODOT in enacting SSO program enhancements to achieve MAP-21 compliance. TRA support to ODOT for those program enhancements included development of a new Program Standard compliant with 49 CFR Part 674, procedures for Accident Investigation and Corrective Action Plan, and a Conflict-of-Interest Policy. These products were essential components to ODOT's application to FTA for MAP-21 certification.

Texas Department of Transportation (TxDOT) – State Safety Oversight Program – Dallas and Galveston, TX (2008-2009, 2015-Present): Mr. Shih manages the TRA project team that supports TxDOT in its oversight of the Dallas Area Rapid Transit (DART) light rail system, the Dallas Streetcar, and the McKinney Avenue Transit Authority (MATA) trolley system in Dallas. Previously, Mr. Shih managed TRA's prior support to TxDOT in its oversight of the Metropolitan Transit Authority of Harris County (Houston METRO) light rail system and the Galveston Island Trolley (GIT). Mr. Shih currently oversees TRA's day-to-day support to TxDOT for activities including accident and incident investigation, Corrective Action Plan (CAP) reviews and approvals, convening monthly teleconferences with and quarterly site visits to transit agencies, and responding to FTA requests for information and safety advisories, overseeing transit agency implementation of Safety Management Systems (SMS), and TxDOT implementation of risk-based inspections (RBI). Mr. Shih's key activities managed in support to TxDOT include Triennial State Safety Oversight (SSOA) Audits of Houston METRO in 2015 and 2018; DART in 2015, 2021, and 2024; Dallas Streetcar in 2019 and 2022; and MATA in 2019 and 2022, as well as the Special Review of MATA in 2017 and a Pre-Revenue Review of GIT in 2021. In his audit support to TxDOT, Mr. Shih has reviewed the drug and alcohol testing program; contractor safety training

and requirements; hazardous materials; stations and shop safety; and rail operations and operations training.

Washington Metrorail Safety Commission (WMSC) – State Safety Oversight Program – Washington, DC (2018-Present): Mr. Shih is TRA’s project manager for its support to WMSC, which is the State Safety Oversight Agency covering the Washington Metropolitan Area Transit Authority (WMATA) Metrorail system. Mr. Shih facilitates WMSC’s requests for TRA subject matter experts to support WMSC on task orders for support in executing its State Safety Oversight program over WMATA.

Maryland Department of Transportation (MDOT) – Rail Safety and Security Oversight Program – Baltimore, MD (2008-2009, 2013-2016): Mr. Shih served as a subject matter expert for MDOT in variety of reviews of the Maryland Transit Administration (MTA). In the 2013 MDOT Triennial Review of MTA, Mr. Shih audited MTA Light Rail and Metro Operations and Operations Training, during which he interviewed MTA personnel and performed field evaluations of MTA Light Rail and Metro train operations, Control Center operations, and operations training programs. Mr. Shih also supported MDOT in its execution of the 2014 Federal Transit Administration (FTA) Right-of-Way Worker Protection Safety Advisory and 2015 FTA Tunnel Ventilation Systems Safety Advisory. During the execution of both Safety Advisories, Mr. Shih interviewed MTA personnel; reviewed MTA plans, policies, and procedures; and evaluated MTA practices in the field.

Tri-State Oversight Committee (TOC) – State Safety & Security Oversight Program of Washington Metropolitan Area Transit Authority (WMATA) – Washington, DC (2008-2009, 2013-2018): Mr. Shih was TRA’s project manager for support to the TOC until it was replaced by the Washington Metrorail Safety Commission (WMSC) in 2018. He managed TRA staff in their technical assistance for TOC and supported TOC in review and analysis of WMATA accident/incident investigations, corrective action plans, and hazard reports. Mr. Shih also supported TOC in review of safety and security certification of WMATA capital projects, including Phases 1 and 2 of the Metrorail Silver Line and the 7000-Series Railcar Procurement. Mr. Shih participated in numerous TOC triennial safety and security audits of Metrorail, during which he performed field inspections of WMATA vehicles, infrastructure, and facilities; reviewed WMATA documents; and interviewed WMATA personnel. Mr. Shih has served as a subject matter expert in TOC audits of WMATA stations maintenance and rail operations and operations training. Mr. Shih also supported TOC in its coordination with FTA WMATA Safety Oversight (FWSO) in FWSO’s safety oversight duties over WMATA. Mr. Shih currently manages TRA support for the WMSC.

Florida Department of Transportation (FDOT) – State Safety and Security Oversight Program – Orlando, FL (2021): Mr. Shih served as a rail operations, rail operations training, drug and alcohol testing program, and system safety subject matter expert in the 2021 FDOT Triennial Audit of the Greater Orlando Aviation Authority (GOAA) automated people mover (APM) systems. Mr. Shih audited GOAA for its and its operations and maintenance (O&M) contractors’ compliance with the GOAA System Safety Program Plan (SSPP); GOAA plans, policies, and

procedures; and the contractors' own plans, policies, and procedures. Mr. Shih interviewed GOAA and GOAA APM O&M contractor personnel.

Virginia Department of Rail and Public Transportation (DRPT) – State Safety and Security Oversight Program – Norfolk, VA (2018-2019): Mr. Shih served as a rail operations and drug and alcohol testing program subject matter expert for DRPT in its September 2018 Triennial Audit of rail operations and rail operations training and the drug and alcohol testing program at the Hampton Roads Transit (HRT) Tide light rail system. Mr. Shih also participated in an April 2019 DRPT inspection of HRT vehicles and signals maintenance. In his work at HRT, Mr. Shih interviewed HRT personnel; reviewed documents and records; and made field observations of HRT's control center, grade crossings, and maintenance-of-way facilities. Mr. Shih also observed HRT personnel performing preventive maintenance of rail vehicles.

Pennsylvania Department of Transportation (PennDOT) State Safety Oversight Agency (SSOA) – Philadelphia and Pittsburgh, PA (2007-2010, 2013-2015): Mr. Shih performed a variety of operational safety reviews in the field at two of the rail transit systems covered by RTSRP: Southeastern Pennsylvania Transportation Authority (SEPTA), serving Philadelphia, and Pittsburgh Regional Transit (PRT). Mr. Shih previously maintained the PennDOT SSOA accident/incident database and met regularly with SEPTA System Safety personnel to discuss open accident/incident investigations. Mr. Shih has performed a variety of PennDOT SSOA reviews at both SEPTA and PRT, including subway emergency egress and equipment; subway tunnel inspections; operations and operations training; operations control center; procurement; traction power; rule compliance; vehicle inspections; station safety and maintenance; shop safety inspections; and roadway worker protection.

Christopher Tirri

Transportation Resource Associates, Inc.

Senior Project Analyst

Years of Transit Experience: 2.5

Years with TRA: 2.5

Mr. Tirri is a Senior Project Analyst and is currently assigned to the State Safety Oversight (SSO) programs with the West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit Section (WVDOT-DMTF-PT), the Florida Department of Transportation (FDOT), the Georgia Department of Transportation (GDOT), the Missouri Department of Transportation (MoDOT), and the Texas Department of Transportation (TxDOT). Mr. Tirri has also completed special assessments or audits for the Delaware River Port Authority (DRPA)/Port Authority Transit Corporation (PATCO) and the Oregon Department of Transportation (ODOT). Mr. Tirri offers support in all areas of SSO program management, chiefly triennial audit reviews and reporting, Public Transportation Agency Safety Plan (PTASP) reviews and implementation; Roadway Worker Protection (RWP) Program development; site reviews of agency operations and reporting; corrective action plan (CAP) development, monitoring, and reviews; reportable event reviews and monitoring; and risk-based inspection (RBI) implementation.

Education

- B.A., English & American Literature, Hofstra University – 2012
- M.A., English, University of Delaware – 2014
- M.S., Urban & Regional Planning, Rowan University – 2022

Certifications

- Public Transportation Safety Certification Training Program (PTSCTP) – April 2024
- Transit Safety and Security Program – April 2025

Selected Work Experience

West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit Section (WVDOT-DMTF-PT) – State Safety Oversight Program – Morgantown, WV (2024-Present): Mr. Tirri serves as the deputy project manager for WVDOT-DMTF-PT's oversight of the West Virginia University Personal Rapid Transit (WVU PRT) system. As such, he manages daily oversight activities, including CAP and reportable event reviews, as well as the organization, conduct, and reporting of semi-annual triennial audits. He has led three triennial audits of WVU PRT thus far in June 2024, November 2024, and May 2025. He is currently preparing materials for the October 2025 Triennial Audit.

Florida Department of Transportation (FDOT) – Rail Fixed Guideway Transit Safety and Security Oversight Program – Jacksonville, Miami, and Tampa, FL (2023-Present): TRA supports FDOT's SSO program as a technical contractor for the state's rail fixed guideway public transportation systems, which range from automated guideways operating on exclusive rights-of-way to streetcars operating with mixed traffic. Mr. Tirri assists FDOT with ongoing reviews of program safety and security plans; tracking and reporting on employee training and maintenance

and inspection activities; analyzing unusual occurrence data for both the Metromover and Metrorail systems; performing monthly CAP reviews; and conducting routine teleconferences and site visits. He participated in his first FDOT triennial audit of Miami-Dade County's Department of Transportation and Public Works (DTPW) in March 2024, his first FDOT triennial audit of the Hillsborough Area Regional Transportation Authority's (HART) streetcar system, and he is currently preparing materials for his first FDOT triennial audit of the Jacksonville Transportation Authority (JTA) in November 2025.

Georgia Department of Transportation (GDOT) – State Safety and Security Oversight Program – Atlanta, GA (2023-Present): TRA supports GDOT's SSO program as a technical contractor for the Metropolitan Atlanta Rapid Transit Authority (MARTA), which operates both heavy rail and streetcar systems. Mr. Tirri supports GDOT with conducting triennial audits; implementing its RBI Program; drafting formal written communications with MARTA; performing ongoing reviews of program safety and security plans; and conducting reviews of MARTA's Accident Investigation Final Reports (AIFRs) and CAPs. He participated in his first GDOT triennial audit of MARTA's Security and Emergency Preparedness Plan (SEPP) in August 2023, and he is currently preparing materials for his first GDOT triennial audit of MARTA Safety in September 2025.

Missouri Department of Transportation (MoDOT) - Rail Safety and Security Oversight Program – St. Louis and Kansas City, MO (2023-Present): TRA supports MoDOT's SSO program as a technical contractor for the Kansas City Streetcar (KC Streetcar) and the Loop Trolley. Mr. Tirri supports MoDOT with formal letter correspondence for all CAP, event investigation, and plan reviews; triennial audits and report writing; hours of service reviews; board presentations; site visits; and meeting agendas and minutes. He participated in his first MoDOT triennial audit of the Loop Trolley in September 2023, his first Bi-State Safety Oversight (BSSO) triennial audit of Bi-State Development (BSD) in September 2024, and he is currently preparing materials for his first MoDOT triennial audit of KC Streetcar in September 2025.

Texas Department of Transportation (TxDOT) – State Safety and Security Oversight Program – Dallas and Houston, TX (2023-Present): TRA supports TxDOT's SSO program as a technical contractor for four of the state's transit agencies: Dallas Area Rapid Transit (DART), Dallas Streetcar, Galveston Island Trolley (GIT), and McKinney Avenue Transit Authority (MATA). Mr. Tirri supports TxDOT with organizing and conducting triennial audits, including being the lead writer on audit reports; conducting site visits and drafting site visit memos; observing internal reviews and conducting SSOA reviews of the RTAs' ISR reports; performing PTASP reviews; and reviewing and monitoring CAPs and event investigations. Mr. Tirri also coordinates internal weekly touchpoints to review outstanding event investigations and CAPs. He participated in his first TxDOT triennial audit of GIT in June 2024, his first TxDOT triennial audit of DART in September 2024, his first TxDOT triennial audit of MATA in April 2025, and his first TxDOT triennial audit of Dallas Streetcar in July 2025, for which he served as the lead on-site audit coordinator.

Pamela J. McCombe, M. Eng., P. Eng.

Transportation Resource Associates, Inc

Senior Director, Engineering and Safety

Years of Transit Experience: 35

Years at TRA: 2.5

Pamela J. McCombe, a Canadian Professional Engineer, has demonstrated her leadership and safety management skills throughout her career. She has successfully directed the safety departments at the SunRail Commuter Rail System, the Greater Cleveland Regional Transit Authority, the St. Louis Transit Authority (Bi-State Development Agency), and the Toronto Transit Commission. She is well acquainted with the regulations of both the Federal Railroad Administration and the Federal Transit Administration. Pamela's areas of specialization include Safety Management Systems, Safety and Security Certification, and Incident Investigations, making her a competent professional in the field.

Education

- M.Eng, Master of Engineering (Transportation) – University of Toronto
- B.S., Civil Engineering – University of Manitoba
- French – University of Nice, France
- Science – University of Winnipeg

Certifications

- Former Senior Instructor, Transportation Safety Institute
- Certified Safety Auditor
- Track, Overhead Catenary, Substation, and Signals Inspection
- TSA Certifications
- Aircraft Emergency Evacuation Training
- Certified Occupational Safety Specialist
- Root Cause Analysis - Trainer

Professional Activities and Affiliations

- American Public Transportation Association Operations Working Group – Committee Member
- USDOT's Transit Rail Advisory Committee for Safety – Former Member

Automated People Mover Oversight (Active)

West Virginia Department of Transportation - Division of Multimodal Transportation Facilities - Public Transit (WVDOT-DMTF-PT) – State Safety Oversight Program – Morgantown, WV (2023- Present): McCombe provides technical safety oversight of the West Virginia University Personal Rapid Transit (WVU PRT) by participating in on-site triennial audits and risk-based inspections of WVU PRT.

Port Authority of New York and New Jersey (PANYNJ) – AirTrain Safety Oversight Board (ATSOB) – New York City, NY and Newark, NJ (2025-Present): McCombe provides technical guidance for the ATSOB’s safety oversight of the driverless AirTrains at John F. Kennedy International Airport (AirTrain JFK) and Newark Liberty International Airport (AirTrain Newark) and participates in audits and investigations.

Other Selected Experiences (Active)

Port Authority of New York and New Jersey (PANYNJ) – Technical Assistance for Port Authority Trans-Hudson (PATH) – Jersey City, NJ (2025-Present): McCombe is participating in an independent system review of fire safety on PATH, which entails coordination with the National Transportation Safety Board (NTSB), investigations into fire-related safety events yielding root cause analyses, and a system-wide fire-life safety audit.

OC Transpo – Technical Assistance for the Ottawa, Canada, Light Rail System (2024 to present): McCombe supported OC Transpo in developing a safety certification framework that includes configuration management. McCombe participated in researching and preparing reports to verify the changes made to the Confederation Line since 2019. These reports were used to evaluate the engineering and safety assurance case, supporting the safety validation of its eastern expansion under the Stage 2 Confederation Line Expansion project. McCombe also conducted an assessment and prepared a report on the engineering changes in response to the failures of the cartridge bearing assembly on its light rail vehicles.

Washington Metrorail Safety Commission (WMSC) – The District of Columbia, Maryland, and Virginia (2023 to Present): McCombe supports the State Safety Oversight (SSO) in multiple areas, including the review of safety certification documentation for the Washington Metropolitan Area Transportation Authority (WMATA) new railcars, and the development of comprehensive audit guides for WMSC in various technical areas. McCombe also provided guidance and support for various occupational safety issues.

Georgia Department of Transportation (GDOT) – State Safety Oversight – Atlanta, GA (2023 to Present): McCombe supports the GDOT SSO program in various areas. Participates in providing technical support to GDOT regarding audits, risk-based inspections, and corrective action plans.

Missouri Department of Transportation (MoDOT) – State Safety Oversight Program (2023 to Present): McCombe supports the MoDOT SSO program by completing the new railcar safety certification review for the streetcar extension in Kansas City. Participates in providing technical support to MoDOT regarding audits, risk-based inspections, and corrective action plans.

Texas Department of Transportation (TxDOT) - State Safety and Security Oversight Program, Dallas, TX (2023 to present): McCombe participates in audits, inspections,

corrective action and document reviews for the Dallas Area Rapid Transit (DART) and the McKinney Avenue Transit Authority (MATA.)

Pennsylvania Department of Transportation (PennDOT) – Rail Transit Safety Review Program (RTSRP) – Philadelphia, Pittsburgh, (2023 to Present): Ms. McCombe participated in a variety of safety and security oversight activities for the Pennsylvania State Safety Oversight Agency, including triennial audits, specialized audits, and technical assistance.

Other Selected Experiences (Previous)

Texas Commuter Rail Systems - TEXRail and Texas Railway Express (TRE) - Dallas and Fort Worth, TX (2023 to Present): McCombe conducted a gap analysis and prepared associated reports for both commuter rail systems under the Federal Railroad Administration's requirements.

Massachusetts Bay Transportation Authority (MBTA) – Safety and Security Technical Assistance (2023 to Present): McCombe implemented corrective action plans to address Federal Directives 22-10 and 22-11 from the Federal Transit Administration's (FTA's) Safety Management Inspection. McCombe directed and prepared various reports and educational visuals to identify and escalate safety hazards, facilitate employee safety reporting pathways, conduct meeting facilitation and safety risk management training, and manage MBTA safety committee processes. She managed day-to-day project organization, scheduling, and internal strategy to ensure the client met FTA deadlines.

Bus Rapid Transit (BRT) - Milwaukee County Transit System and Capital Metro: McCombe was responsible for all safety and security certification aspects of new BRT systems.

Bus Rapid Transit, Arterial Rapid Transit, Streetcar Extension, Postmortem Projects, Rapid Station Extension, Traction Power Substation, and Auxiliary Electrical Room Replacement Program- Metropolitan Atlanta Regional Transit Authority (MARTA), Atlanta, GA: McCombe was responsible for implementing safety and security certification.

Strategies for Reducing Railroad Trespassing, Florida Department of Transportation (FDOT) Freight and Multi-Modal Operations Office, Tallahassee, FL: McCombe was responsible for evaluating and mitigating trespassing fatalities on the Central Florida Rail Corridor, from root cause analytics to preparation of conceptual plans for engineering controls and public outreach for FRA funding. Initiated the first Trespassing and Suicide Task Force.

SunRail Commuter Rail System, Florida Department of Transportation (FDOT) District 5, GEC Contract, Orlando, FL: McCombe managed all aspects of safety and security certification work of the SunRail commuter rail project, and safety and security oversight of the Operations and Maintenance contractors.

Rail Runner Commuter Rail System, Rio Metro Regional Transit District, Albuquerque, NM: McCombe was the engineer responsible for conducting the positive train control exception risk assessment in accordance with FRA regulations.

Greater Cleveland Regional Transit Authority, Cleveland, OH: McCombe was responsible for rail, bus, bus rapid transit (BRT) and para-transit safety, construction safety, safety and security certification, and environmental management.

Bi-State Development Agency (Metro Transit System), St. Louis, MO: McCombe was responsible for agency-wide bus and rail safety, safety and security certification, construction safety, and environmental work.

Toronto Transit Commission (TTC), Toronto, ON, Canada: McCombe held various progressive positions (service planning, finance, engineering, land development, environmental, inventory planning) to become the Manager of Safety for all modes (bus, subway, light rail, streetcar, and people mover). Led the TTC's safety department and managed the primary investigation of the notable 1995 Russell Hill subway accident. McCombe established the first safety and security certification program and the first safety and environmental auditing program.

Bon Provenzano, P.E., TSSP, PTSCTP, ASQ CSSBB, PMP, MS
Transportation Resource Associates, Inc.
Director, Systems Safety Engineering
Years of Transit Experience: 11
Years with TRA: 3

SSO, Agency and O&M Support: Mr. Provenzano is a licensed Professional Engineer and Transit System Safety Engineering SME who provides support for Signaling, Communications and Transit Operations. He has created, implemented and monitored Safety and Quality systems for diverse transit projects and operations such as Positive Train Control for Metro-North Railroad and Long Island Rail Road, AirTrain JFK and AirTrain Newark. Through a combination of hands-on inspection, audits, incident investigations, training and direct oversight, he has built proactive systems to foster the safety of passengers, staff and assets of multiple transit systems.

Education

- Graduate Certificate, Safety Engineering – University of Alabama at Birmingham – expected 2026
- Graduate Certificate, Railroad Engineering – University of Illinois at Urbana-Champaign – 2022
- Master of Sustainable Transportation – University of Washington at Seattle – 2016
- M.S., Transportation Management – Florida Institute of Technology – 2015
- Graduate Certificate, Project Management – State University of New York – 2013
- B.S., Applied Mathematics – University of Illinois at Urbana-Champaign – 1995

Licenses and Certifications

- Professional Engineer (Industrial and Systems), New York State Department of Education – November 2023
- Public Transportation Safety Certification Training Program (PTSCTP) for State Safety Oversight Agencies (SSOA) – U.S. Department of Transportation, Transportation Safety Institute (TSI) – September 2023
- Rail Transit Safety and Security Program (TSSP) Certification – U.S. Department of Transportation, Transportation Safety Institute (TSI) – December 2021
- Project Management Professional, Project Management Institute – February 2013
- Certified Six Sigma Black Belt, American Society for Quality – October 2012

Relevant Training

- Transit Industrial Safety Management (OSHA 30-Hour General Industry Safety and Health) – U.S. Department of Transportation, Transportation Safety Institute (TSI) – May 2024
- Safe Movement of Trains in and out of Yards and Shops - Massachusetts Bay Transportation Authority (MBTA) – December 2022
- Risk Management Specialized Credential – American Society for Quality – January 2022
- Alstom 8D Training for Rail Incident Investigations – December 2021

- Alstom Management of Railroad Safety Events – December 2021
- OSHA 10-hour Construction Safety and Health – OSHA Mid-Atlantic – October 2020
- Bombardier HSE Front Line Management – September 2019
- Current Transportation Workers Identification Credential (TWIC) card
- Current CPR and First Aid training
- Rail Transit Agency Training
 - RWPS/Guideway Safety Certification – AirTrain Newark, AirTrain JFK, Metro-North Railroad, Long Island Rail Road, Pittsburgh Regional Transit (PRT), Metropolitan Atlanta Rapid Transit Authority (MARTA), Maryland Department of Transportation (MDOT), Miami-Dade Transit, Dallas Area Rapid Transit (DART), Southeastern Pennsylvania Transportation Authority (SEPTA), DC Streetcar, Utah Transit Authority, Jacksonville Skyway, Massachusetts Bay Transportation Authority (MBTA), Washington Metropolitan Area Transit Authority (WMATA), St. Louis MetroLink, New Jersey Transit River Line
- AirTrain Newark Advanced Training and Exams
 - System Schematics
 - Lock Out Tag Out (LOTO)

Selected Relevant Experience

State Safety Oversight

West Virginia Department of Transportation (WVDOT) – State Safety and Security Oversight Program – Morgantown, WV (2023 to present): Mr. Provenzano provides technical expertise in APM signaling and train control, conducts incident investigations, risk-based inspections, and CAP reviews for the Morgantown Personal Rapid Transit (PRT) system. He collaborated with WVDOT SSOA and the Morgantown Personal Rapid Transit group on responses to Federal Transit Administration (FTA) Safety Advisory 22-2 for Signal System Safety and Train Control. He led the 2024 triennial safety audit of power, signals and vehicle maintenance. In 2025, Mr. Provenzano investigated a vehicle collision caused by a failure of communications-based train control (CBTC).

Florida Department of Transportation (FDOT) – Rail Fixed Guideway Transit Safety and Security Oversight Program – Jacksonville and Miami, FL (2022 to present): Mr. Provenzano provides technical subject matter expertise to FDOT on major systems upgrades including the Miami Metromover Automated People Mover (APM) Communications Based Train Control (CBTC) and switch renewals and obsolescence redesigns to the Jacksonville Skyway monorail transponder and interrogator systems. He provides signaling and power oversight of maintenance activities for Miami Metromover APM, Miami International Airport (MIA) APMs, Orlando International Airport (MCO) APMs and the Jacksonville Skyway monorail. He has performed safety inspections of Metromover and Skyway signaling, power, vehicle and facilities maintenance. Additionally, he provides technical support for Corrective Action Plan (CAP) activities and accident/incident investigations, such as the 2023 Miami MIA Mover vehicle collision and the 2023 Jacksonville Skyway wayside arc flash event. He performs

regular site visits and risk-based inspections at Miami and Jacksonville systems and has conducted multiple triennial safety audits on both.

Hawaii Department of Transportation (HDOT) – State Safety Oversight Program – Honolulu, HI (2023 to present): Mr. Provenzano led the first ever HDOT triennial safety audit of the Operations and Maintenance facility, focusing on shop maintenance practices, shop equipment and related training. In doing so, he and the TRA HDOT support team collaboratively established the local process for conducting and reporting FTA-compliant audits. Prior to revenue service, he provided HDOT with a detailed review of incompatible track circuit and vehicle geometry that resulted in a vehicle-to-vehicle collision, indicating the need for rail control software revisions to prevent further collisions. During commissioning of the initial operating segment, Mr. Provenzano provided critical review of integration, test and commissioning results for Automatic Train Control (ATC), communications and camera-based security systems. Mr. Provenzano advised the Operations and Maintenance group on how to correctly calculate and report FTA-compliant mean distance between failure statistics. Mr. Provenzano has been closely involved in the review of modifications to cybersecurity architecture. Additionally, he performs safety certification review for each segment as it comes into revenue service.

Port Authority of New York and New Jersey (PANYNJ) – AirTrain Safety Oversight Board (ATSOB) – New York, New York and Newark, New Jersey (2024 to present): Given his extensive operations, maintenance and engineering experience with PANYNJ automated people mover systems, Mr. Provenzano provides technical subject matter expert support to the ATSOB. This includes participation in the 2024 Safety Management Systems triennial safety audit and leading the 2024 vertical transportation and 2025 guideway maintenance triennial safety audits. Additionally, Mr. Provenzano provides PANYNJ with safety certification oversight of the replacement system at Newark Airport.

Michigan Department of Transportation (MDOT) – State Safety and Security Oversight Program – Detroit, MI (2023 to present): Mr. Provenzano provides technical subject matter expertise for both the Detroit People Mover (DPM). He audited both systems and then collaborated with MDOT SSOA on responses to Federal Transit Administration (FTA) Safety Advisory 22-2 for Signal System Safety and Train Control. He investigated a DPM wheel dampening ring detachment event and made Engineering recommendations for improved design and maintenance. Additionally, Mr. Provenzano provided MDOT with Reliability, Availability, Maintainability and Safety (RAMS) expertise in setting system KPIs. He is currently supporting safety certification of the DPM vehicle replacement program.

United Airlines – George Bush Intercontinental Airport (IAH) – WEDway Subway – Houston, TX (2025): Mr. Provenzano led the safety certification process design, execution, and reporting for systems modifications to the WEDway Subway APM, which were required to support the IAH Terminal Redevelopment Program.

Operations and Maintenance

Port Authority of New York and New Jersey – AirTrain JFK (2022)

Mr. Provenzano served as Safety, Health and Environmental Consultant for the Port Authority of New York and New Jersey Rail Operations team overseeing the O&M contract of AirTrain JFK and safety of airport redevelopment activities around the AirTrain guideway. He supported O&M Safety through incident investigation, SOP review and development, risk-based task audits, and corrective action development. Furthermore, he supported AirTrain system safety during airport redevelopment through construction site safety inspections leading to specific actions to protect the AirTrain guideway, including support column protection, construction machinery placement, sizing of excavators, and Safety Spotter protocols. He also created a guideway-specific Drone inspection safety plan, which incorporated FAA Part 107 standards and basic physics of flight to redefine the limits of approach and related safety requirements for unmanned aerial inspections.

Port Authority of New York and New Jersey – AirTrain Newark (2105 – 2017)

Mr. Provenzano served as Quality Manager with direct oversight of Systems Assurance on the O&M contract for service on AirTrain Newark, including hands-on management of system and vehicle inspection, document and configuration management, material control, training, and leading incident investigations. In coordination with Engineering, he implemented a Material Control Board to disposition failed components and identify opportunities for design improvements. He personally conducted daily undercar and guideway inspections and, as required, recommended corrective and preventative actions to Maintenance and Engineering. In addition, he reviewed and approved development of SOPs and working plans for the Capital Asset Replacement Program (CARP). In all aspects of this role, he partnered closely with onsite Safety Management to develop proactive programs to increase both Quality and Safety at the site, such as Manager Safety tours aligned with the corporate Six Critical Risks, enhancement of Workmanship standards through IPC 620 training, and expansion of the Inspection team to verify accuracy of maintenance and CARP activities.

John Weisgerber, P.E.

Transportation Resource Associates, Inc.

Senior Director, Engineering

Years of Transit Experience: 47 years (railroad and transit experience)

Years with TRA: 9

Mr. Weisgerber has provided safety oversight support for State Safety Oversight (SSO) programs throughout the U.S., including triennial audits of track, structures, traction power, train control and vehicle maintenance programs. Mr. Weisgerber has extensive experience inspecting and testing transit and railroad infrastructure, including track geometry, track strength, and ultrasonic testing for domestic and international railroads and a number of domestic rail transit agencies, including at driverless fixed-guideway systems. He has been involved in evaluations of a variety of rolling stock, including freight locomotives and rail transit vehicles for overall performance and for specific properties. Mr. Weisgerber has over 45 years of experience involved with the infrastructure and rolling stock of railroads and rail transit systems. He has worked with most of the Class 1 railroads as well as a number of short lines in North America and with a number of railroads in other countries. He has also worked with the maintenance and engineering departments of a number of US transit agencies. He is highly familiar with many operating and maintenance practices of the various railroads and transit agencies.

Education

- B.E.E. Electrical Engineering – Georgia Institute of Technology – Co-op Division – 1982
- Derailment Investigation and Prevention Seminar - 2015

Certifications/Licenses

- Registered Professional Engineer, PE-052235-E, Pennsylvania, 1997
- Transit Safety & Security Professional, Transit Safety Institute – April 2023
- Public Transportation Safety Certification Training Program – Initial Certification November 2023
- ICS-100, Introduction to Incident Command System, Emergency Management Institute – March 2019
- ICS-200, Basic Incident Command System for Initial Response, Emergency Management Institute – May 2019
- ICS-700, Introduction to the National Incident Management System, Emergency Management Institute – May 2019
- ICS-800, National Response Framework Introduction, Emergency Management Institute – May 2019
- OSHA 30-Hour General Industry – July 2024

Professional Activities and Affiliations

- Institute of Electrical and Electronic Engineers – Member
- American Public Transportation Association – Member
- American Railway Engineering and Maintenance-of-Way Association - Member

Selected Relevant Experience

State Safety Oversight

West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit Section (WVDOT-DMTF-PT) – State Safety and Security Oversight Program – Morgantown, WV (2019 to present): Mr. Weisgerber serves as a subject matter expert to WVDOT-DMTF-PT. He reviews and advises WVDOT-DMTF-PT on the West Virginia University Personal Rapid Transit's (WVU PRT) guideway structural maintenance and vehicle programs. He has reviewed the PRT structures inspection procedures and reports as part of the routine inspection visits. He participated in two SSO triennial safety and security audits of the West Virginia University Personal Rapid Transit (PRT) and was responsible for reviewing the safety programs, including drug/alcohol, training, security and emergency management, accident and incident response and investigation, hazard management, and hazardous materials management.

Florida Department of Transportation (FDOT) – Rail Fixed Guideway Transit Safety and Security Oversight Program – Jacksonville, Miami, Tampa, and Fort Lauderdale, FL (2016 to present): Mr. Weisgerber is active in the oversight of Miami DTPW track, structures, traction power, train control, and vehicle maintenance for both Metrorail and Metromover on an on-going basis. He has provided technical support for the DTPW Track and Guideway department inspection and maintenance operations. He participated in three SSO triennial safety and security audits of DTPW Metrorail and Metromover and reviewed inspection/maintenance practices of the track, structures, traction power, and train control departments. He participated in three SSO triennial safety and security audits of the TECO Line Streetcar Track Department in Tampa. He was responsible for reviewing the inspection/maintenance practices and procedures, the current state and the reporting practices of the Track Department. He also participated in three SSO triennial safety and security audits of the Jacksonville Transit Authority Skyway. He was responsible for reviewing the maintenance and inspections of the guideway and structures, the train control system, and the traction power. In addition, he reviewed the Roadway Worker Protection Program and General Employee/Contractor Safety procedures of JTA. He participates in the ongoing oversight of these three RTAs with regular visits to review inspection and maintenance practices and documentation. He also reviews incident and hazard reports submitted by these RTAs to FDOT as required by the FTA.

Port Authority of New York and New Jersey (PANYNJ) – AirTrain Safety Oversight Board (ATSOB) – Newark, NJ and New York, New York (2017 to present): Mr. Weisgerber participated in the ATSOB SSO 2019 triennial safety and security audit of AirTrain JFK guideway maintenance and traction power system maintenance. AirTrain JFK is a driverless, automated system serving John F. Kennedy International Airport in New York.

Pennsylvania Department of Transportation (PennDOT) – State Safety Oversight Agency – Philadelphia, Pittsburgh, and Johnstown, PA (2016 to present): Mr. Weisgerber participated in

the PennDOT SSO triennial safety and security audit of SEPTA Structures (two audits), SEPTA Technical Training, SEPTA Track Maintenance (two audits), SEPTA Signals (two audits), SEPTA Vertical Transportation (three audits), SEPTA Non-revenue Vehicles (three audits), Pittsburgh Regional Transit Structures (two audits), Pittsburgh Regional Transit Track (two audits), Pittsburgh Regional Transit Signals, Pittsburgh Regional Transit Station Maintenance, and the CamTran Structures. Mr. Weisgerber has also participated in the NTSB investigations of the SEPTA Market-Frankford accident at 69th Street Yard, the SEPTA Norristown High-Speed Line accident at 69th Street Transportation Center, the SEPTA Broad Street Line passenger fatality and the SEPTA Broad Street Line employee fatality. In addition, Mr. Weisgerber has participated in the recovery program of the SEPTA M4 Body Bolster failures and repairs and the SEPTA M4 Grounding Brushes failures, as well as the investigations of the Pittsburgh Regional Transit Library Line flooding incident and the Pittsburgh Regional Transit Station Square closure due to the Norfolk Southern derailment.

He also reviews the agency reports of hazards, incidents and CAP closure requests on all three agencies for thoroughness and technical accuracy of the causes and the responses to the events.

Washington Metrorail Safety Commission (WMSC) –State Safety & Security Oversight Program of Washington Metropolitan Area Transit Authority (WMATA) – Washington, DC (2018 to present): Mr. Weisgerber participated in the WMSC SSO triennial safety and security audit of the WMATA inspection/maintenance of elevated structures (2020 and 2022), non-revenue maintenance vehicles (2020 and 2023), elevators/escalators (2021), track (2022) and revenue vehicles (2021 and 2023). Mr. Weisgerber provides on-going support to WMSC as a track and structures subject matter expert for event investigations, reviewing corrective action plans, and on-site inspections.

Hawaii Department of Transportation (HDOT) – State Safety Oversight Program – Honolulu, HI (2017 to present): Mr. Weisgerber provided support to the SSO program for the Skyline startup in Honolulu. He reviewed the documentation (SOPs and maintenance practices) under development by Hitachi Rail Honolulu, as well as hazard mitigations and incident reports.

Mr. Weisgerber supports the HDOT SSO program with Skyline in service. He is responsible for providing technical assistance regarding track, structures, and traction power.

Texas Department of Transportation (TxDOT) – State Safety Oversight Program – Dallas and Houston, TX (2018 to present): Mr. Weisgerber participated in the TxDOT triennial safety and security Audit of the Houston Metrorail light rail track and vehicles departments. He reviewed the maintenance and inspection practices and procedures, the current state and the reporting practices of the track and the revenue vehicles departments. Mr. Weisgerber participated in the TxDOT triennial safety and security audit of the McKinney Avenue Transit Authority (MATA) trolley track and vehicle departments. He reviewed the maintenance and inspection practices and procedures, the current state and the reporting practices of the track and the revenue vehicles departments. Mr. Weisgerber participated in the investigation of the causes and lessons learned from incidents and investigation into the shutdown of the MATA Trolley Barn. He reviewed

maintenance documents and engineering drawings of the system. He also participated in inspections of the track, the vehicles and the overhead catenary system. Mr. Weisgerber participated in the TxDOT triennial safety and security audit of the Dallas Streetcar (DSC) track and technical training departments. He reviewed the maintenance and inspection practices and procedures, the current state and the reporting practices of the track department and a review of the technical training procedures and requirements. Mr. Weisgerber has participated in two TxDOT triennial safety and security audits of the DART track, communications, and signals departments. He reviewed the maintenance and inspection practices and procedures, the current state and the reporting practices. Mr. Weisgerber also reviewed the structures inspections department.

He also provides on-going reviews of the agency reports from all of the RTAs of incidents and hazards for thoroughness and technical accuracy of the causes and the responses to the events. He supported TxDOT in reviewing the restart of the Galveston Island Streetcar. He was responsible for reviewing the inspection and maintenance procedures and the readiness of the system infrastructure in preparation to restart revenue service after the system was shut down as a result of damage from Hurricane Ike in 2008.

Michigan Department of Transportation (MDOT) – State Safety and Security Oversight Program – Detroit, MI (2016, 2019 to present): Mr. Weisgerber participated in two SSO triennial safety and security audits of the Detroit People Mover Maintenance Department. The Detroit People Mover is a driverless, automated guideway transit system in downtown Detroit. He was responsible for reviewing the maintenance and inspection practices and procedures, the current state and reporting practices of the staff responsible for Track, Traction Power, Train Control, and Vehicles. He supported MDOT in reviewing the restart of the Detroit People Mover. He was responsible to review the inspection and maintenance procedures and the readiness of the system infrastructure in preparation to restart revenue service after the system was shut down as a result of the Covid Pandemic in June 2020.

Jason Jackson, MBA, TSSP, PTSCTP

Transportation Resource Associates, Inc

Senior Consultant

Years of Transit Experience: 24

Years at TRA: 0.5

Jason Jackson is a safety and security transit professional with over 24 years of experience in the industry, including 12+ years of safety management experience and more than 11 years dedicated to rail vehicle maintenance. He spent time in various roles at Dallas Area Rapid Transit before beginning his consulting career. Mr. Jackson specializes in Safety Management Systems; rail vehicle system safety; accident, incident, and hazard investigations; process improvement; and corrective action implementation.

Education

- MBA, Devos Graduate School of Management - Northwood University
- BBA - Northwood University
- AAS Electronic Engineering – ITT Technical

Certifications

- Public Transportation Safety Certification Training Program (PTSCTP)
- Transit Safety and Security Program (TSSP)

Professional Activities and Affiliations

- North Texas COMTO – Member

Selected Relevant Experience

West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit Section (WVDOT-DMFT-PT) State Safety Oversight Program, Morgantown, WV (2025-Present). Mr. Jackson reviewed West Virginia University Personal Rapid Transit (WVU PRT) draft Guideway Worker Protection documentation to ensure compliance with applicable regulations and safety management system (SMS) requirements. Mr. Jackson served on a triennial safety audit team, evaluating the WVU PRT's SMS implementation through its revenue vehicle maintenance processes and documenting findings to support federal oversight processes.

Texas Department of Transportation (TxDOT) State Safety Oversight (SSO) Program, Dallas and Galveston, TX (2025-Present). Mr. Jackson serves as a consultant to the TxDOT SSO Program in its oversight of Dallas Area Rapid Transit (DART) light rail, the Dallas Streetcar, the McKinney Avenue Transit Authority (MATA) in Dallas, and the Galveston Island Trolley (GIT). Mr. Jackson conducted comprehensive DART braking log reviews to assess operational integrity and confirm proper application of braking systems during service. He also participated in a preliminary DART light rail vehicle journal bearing failure investigation, analyzing component degradation and manufacturer specifications to support

root cause determination. Mr. Jackson also participated in a hazard identification review, examining evidence of critical maintenance neglect and contributing to the evaluation of DART's risk mitigation strategy. Mr. Jackson served on a National Transportation Safety Board (NTSB)-supported post-incident investigation panel analyzing a destructive interface event at DART to identify causal factors and agency response effectiveness. He also supports system safety certification and hazard analysis activities for a new DART infill station project, providing real-time field evaluations of design and construction safety characteristics. At GIT, performed an on-site Risk-Based Inspection (RBI) focused on Roadway Worker Protection (RWP) practices, identifying procedural strengths and potential compliance vulnerabilities. Mr. Jackson executed on-site vehicle condition assessments of the Dallas Streetcar fleet to evaluate readiness and adherence to safety and maintenance standards. Also supported a review of the end of line station features to include bumping posts. At MATA, Mr. Jackson responded to a TxDOT-led investigation involving a transit vehicle collision, reviewing operational data, incident sequence, and contributing factors alongside state investigators. He also conducted an RBI of maintenance documentation and practices, evaluating recordkeeping integrity and consistency with agency technical specifications.

Hawaii Department of Transportation (HDOT) Rail Transit Safety Oversight Program, Honolulu, HI (2025-Present)

Mr. Jackson analyzed agency safety and maintenance data from the Honolulu Skyline driverless rail transit system to prioritize future RBI activities, identifying systemic risk indicators and data anomalies influencing operational reliability. He provided recommendations to help minimize the impact of environmental and operational variables on overall system safety and performance.

Oregon Department of Transportation (ODOT) State Safety Oversight (SSO) Program, Portland, OR (2025-Present). Mr. Jackson conducted an RBI at the Tri-County Metropolitan District of Oregon's (TriMet) Metropolitan Area Express (MAX) light rail system centered on staffing and resource constraints at TriMet's Rail Equipment Maintenance department, identifying operational risks linked to personnel shortages and recommending mitigation measures to maintain safety oversight continuity. Mr. Jackson also conducted an RBI of the Portland Streetcar on staffing levels and safety coverage, assessing the operational impact of workforce constraints on the agency's ability to sustain compliance with RWP and maintenance protocols.

Experience Prior to TRA

Dallas Area Rapid Transit (DART) –Agency Safety and Compliance/Fleet Maintenance, Dallas, TX (2001-2022). Over a 20+ year tenure at DART, Jason served in a senior leadership capacity with the Agency Safety & Compliance Department. His duties included the management of regulatory audits, serving as the liaison between City of Dallas Streetcar personnel and DART Safety, oversight of critical safety and compliance functions to include the management of safety data systems to track performance metrics, identify trends, and ensure adherence to federal and state regulations where applicable. Jason also served as a reviewer in the accident appeal process. Prior to assuming the role of Senior Manager of Safety Data and Compliance, Jason instructed hundreds of Railway Worker Protection classes during his time at DART.

Mr. Jackson began his career with DART in the Fleet Maintenance Department, specializing in rail vehicle maintenance and operations in the facilities and in the field. As a member of the Rail Fleet Maintenance

management team, he oversaw vehicle maintenance operations, was certified to operate rail vehicles, identified recurring mechanical issues, managed a team of technicians and other skilled shop personnel, conducted quality assurance inspections, coordinated with Operations Control Center (OCC) and Yard Operations Control (YOC).

DART & City of Dallas Streetcar - Consultant – Internal Safety Reviewer, Dallas, TX (2023-2024)

Prior to joining TRA, Mr. Jackson returned as consultant support to DART Agency Safety and Compliance to conduct internal safety reviews for DART and the Dallas Streetcar system. These reviews involved evaluating compliance with safety policies and procedures, examining SMS integration efforts across multiple operating modes, and providing recommendations and findings to strengthen agency safety.

New Orleans Regional Transit Authority (NORTA) – Consultant, New Orleans, LA (2022-2025)

Investigated trolley car derailments and other rail related incidents to determine root causes and recommend safety improvements. Reviewed and assessed a broad range of agency safety documents for consistency with SMS principles and FTA requirements. Provided guidance on document revisions to strength and safety, accountability, and system wide hazard controls.

Metropolitan Transit Authority of Harris County (Houston METRO) – Internal Safety Reviewer & Consultant, Houston, TX (2022-2025)

Performed SMS based Internal Safety Reviews focused on the data available in the PTASP and TxDOT Program Standard. Evaluated Environmental Health and Safety (EHS) practices across operations. Participated in a focused audit of the agency's Industrial Safety Manual, assessing content accuracy, procedural alignment, and regulatory compliance. Delivered recommendations to update and enhance agency wide safety documentation.

Maryland Transit Administration (MTA) – Internal Safety Reviewer & Consultant, Baltimore, MD (2022-2025)

Led accident investigations for both MTA Metro and Light Rail operations, identifying root causes and contributing factors to support safety mitigations on behalf of the office of safety and risk management. Managed the hazard log processes for Light Rail and Metro modes, ensuring timely updates, risk assessments, and closure tracking in accordance with SMS guidelines. Participated in the development, implementation, and monitoring of corrective action plans. Conducted three Internal Safety Reviews and an audit of the System Safety and Emergency Preparedness Program (SSEPP), contributing to ongoing compliance with federal and state safety requirements.

Southeastern Pennsylvania Transportation Authority (SEPTA) – Consultant, Philadelphia, PA (2022-2025)

Conducted comprehensive safety risk assessments, and hazard analysis in support of the existing SMS framework. Developed new processes and documents to aid in the safety risk assessment process. Reviewed, updated, and prioritized backlogged hazards, and corrective action plans (CAPs) to bring the agency into alignment with his safety performance goals. Developed actionable risk mitigation strategies to address, high priority items, and the agency's hazard tracking databases.

Charlotte Area Transit System (CATS) – Consultant, Charlotte, NC (2022-2025)

Served as part of a multidisciplinary team conducting FTA aligned triennial audits of Charlotte Area Transit System. Evaluated agency maintenance programs, reviewed historical maintenance data, inspected maintenance and operations facilities, and assessed the staffing levels against operational and safety demands. Performed document reviews to verify compliance with internal procedures and federal requirements and conducted targeted staff interviews to validate the effectiveness of safety policies, maintenance protocols, and training practices.

Lauri Kochis, PTSCTP

Transportation Resource Associates, Inc.

Project Analyst

Years of Transit Experience: 1.5

Years with TRA: 1.5

Ms. Kochis is a project analyst currently assigned to the State Safety Oversight (SSO) programs within the West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit Section (WVDOT-DMTF-PT), the District of Columbia Fire and Emergency Medical Services (DCFEMS), the Pennsylvania Department of Transportation (PennDOT), and the Texas Department of Transportation (TxDOT). Ms. Kochis supports these clients in all areas of SSO program management, including regulatory compliance with the Federal Transit Administration (FTA), audits and inspection programs, accident investigations, hazard management, and corrective action plans (CAPs).

Education

- BA, English, Penn State University – 1995
- MS, City & Regional Planning, Temple University – 2022

Certifications

- Public Transportation Safety Certification Training Program (PTSCTP) – August 2025
- Transit Safety and Security Program (TSSP) – In Progress

Relevant Experience

West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit (WVDOT-DMTF-PT) – State Safety Oversight Program – Morgantown, WV (2024- Present): Ms. Kochis assists WVDOT-DMTF-PT with the state safety oversight of the West Virginia University Personal Rapid Transit (WVU PRT) system. She monitors WVU PRT's hazard logs and safety reports and works to ensure CAPs are developed, implemented, and verified. Ms. Kochis contributes to ongoing reviews of safety event investigations, program safety plans, internal audit reports, and program standard development. She conducts site visits to attend quarterly meetings with the SSO and perform ride checks and station inspections throughout the system. Ms. Kochis participated in the 2024 FTA audit of the SSO program and helped develop CAPs based on the findings. She participated in the May 2025 triennial audit of WVU PRT which included document review, staff interviews, and report writing. She also attends weekly SSO meetings, bi-weekly RTA meetings and monthly WVU PRT Safety Committee meetings. Ms. Kochis also conducted reviews of WVU PRT's Guideway Worker Protection manual to ensure compliance with 49 CFR Part 671.

District of Columbia Fire and Emergency Medical Services (DCFEMS) – Safety and Security Oversight Program – District of Columbia (2024-Present): TRA supports DCFEMS’ safety and security oversight activities of the DC Streetcar as a technical contractor. Ms. Kochis is the lead analyst with the District of Columbia Department of Transportation (DDOT), DCFEMS, and the FTA to support the SSO program, which is administered as an independent office from DCFEMS’ operational and emergency response duties. Her contributions include ongoing reviews of agency safety plans, SSOR reporting, program standard development, and internal and external audit coordination and execution. She reviews accident and incident reports and works collaboratively with DDOT and DC Streetcar (DCS) to ensure CAPs are developed and implemented. Ms. Kochis facilitates monthly meetings with DCFEMS, DDOT and the RTA and visits the system monthly to review Streetcar Control Center logs and perform ride checks and station inspections. In August 2024, she helped conduct the DCS triennial audit, which included site visits and inspections, staff interviews, document review, and report writing. Also in August 2024, she participated in DDOT’s Internal Safety Review. Ms. Kochis participated in SSO-led risk-based inspections in 2025.

Texas Department of Transportation (TxDOT) – State Safety and Security Oversight Program – Dallas and Galveston, TX (2024-Present): TRA supports TxDOT’s SSO program as a technical contractor for four of the state’s transit agencies: Dallas Area Rapid Transit (DART), Dallas Streetcar, Galveston Island Trolley (GIT), and McKinney Avenue Transit Authority (MATA). Ms. Kochis conducts monthly hazard log reviews, ongoing safety event investigations, PTASP reviews, and internal review observations. She monitors CAP development and verification and participates in weekly touchpoints to review outstanding safety event investigations and CAP progress, as well as monthly meetings with all four agencies. Ms. Kochis has participated in multiple TxDOT audits including GIT’s triennial in June 2024, DART’s triennial in September 2024, and Dallas Streetcar’s triennial in September 2025. During triennial audits, she has conducted maintenance shop, track, and traction power substation inspections, ride reviews, document collection and reviews, staff interviews, and report writing. Ms. Kochis has also participated in risk-based inspections at each of the agencies which included site visits, shop and infrastructure reviews, and report writing. She has conducted reviews of DART’s and GIT’s roadway worker protection program manuals to ensure compliance with 49 CFR Part 671.

Pennsylvania Department of Transportation (PennDOT) – State Safety Oversight Program – Philadelphia, PA (2024-Present): Ms. Kochis supports PennDOT’s SSO program through the performance of monthly station inspections and ride checks for the Southeastern Pennsylvania Transportation Authority’s (SEPTA) Market Frankford Line, Broad Street Line, Norristown High Speed Line, and the Subway Surface Trolley Lines. These inspections and ride checks are documented through formal report writing and photography and are submitted to the SSO within 24 hours. She participated in SEPTA’s internal safety and security review of its Drug & Alcohol program in July 2025. Ms. Kochis attends monthly Local Safety Committee meetings for the Market Frankford and Broad Street Lines.

Georgia Department of Transportation (GDOT) – State Safety and Security Oversight Program – Atlanta, GA (2025): TRA supports GDOT’s SSO program as a technical contractor for the Metropolitan Atlanta Rapid Transit Authority (MARTA), which operates both heavy rail and streetcar systems. Ms. Kochis participated in the GDOT triennial audit of MARTA’s Streetcar system in September 2025 where she conducted maintenance shop inspections, station reviews, document collection and review, staff interviews, and report writing.

Oregon Department of Transportation (ODOT) – State Safety and Security Oversight Program – Portland, OR (2024): In December 2024, Ms. Kochis helped conduct site inspections of the operations and maintenance departments at both Tri-County Metropolitan District of Oregon (TriMet) and Portland Streetcar. This site visit included shop inspections, staff interviews, system familiarization, and ride reviews at both TriMet and Portland Streetcar.

Port Authority of New York and New Jersey (PANYNJ) – AirTrain Safety Oversight Board (ATSOB) – New York, NY (2024): The ATSOB provides safety and security oversight of the AirTrain Automated People Mover (APM) system at John F. Kennedy International Airport. The APM system is overseen by the independent body of PANYNJ, organized as the AirTrain Safety Oversight Board. The ATSOB is not an SSOA under FTA jurisdiction; however, it mirrors all federal requirements for transit agency safety and security. In April 2024, Ms. Kochis participated in the triennial audit of APM operations at JFK, which included pre-audit coordination, scheduling, document review, staff interviews, OCC observations, and ride checks.

Dylan Lawson, EIT
Transportation Resource Associates, Inc.
Project Analyst
Years of Transit Experience: 1.5
Years with TRA: 1.5

Mr. Lawson is a project analyst providing support on audit and inspection activities for western Pennsylvania transit properties in addition to providing support on the West Virginia State and New Jersey Transit projects. Through a background in chemical engineering and sustainability, a unique perspective is applied to safety considerations to hold paramount the wellbeing of passengers and transit staff. Using collected observations, he also supports the reporting responsibilities for state safety oversight, considering current standards to formulate findings of noncompliance for corrective actions. He has also been integral in developing the risk-based inspection program, having skills in performing detailed data analysis to target and prioritize inspections.

Education:

- B.S., Chemical Engineering – University of Pittsburgh – 2023

Training and Certifications:

- Engineer In Training
- ICS 100, Introduction to Incident Command System – May 2024
- ICS 200, Basic Incident Command System for Initial Response – May 2024
- ICS 700, An Introduction to the National Incident Management System – May 2024
- ICS 800, National Response Framework, An Introduction – May 2024
- Roadway Worker Protection – Pittsburgh Regional Transit – May 2024
- Safety Management System Awareness – May 2024
- Rail Nomenclature – May 2024
- Transit Rail System Safety – February 2025
- SMS Principles for Transit – May 2025
- OSHA 30 – November 2024

Selected Relevant Experience

West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit Section (WVDOT-DMTF-PT), Morgantown, WV (September 2024 – Present):

Mr. Lawson's involvement in the West Virginia State Safety Oversight project entails covering quarterly meetings onsite and attending triennial audits as they are scheduled. Mr. Lawson prepares technical reports and detailed notes following these activities and disseminates the information amongst the West Virginia team to include internal team members and representatives of West Virginia Department of Transportation.

Pennsylvania Department of Transportation (PennDOT) – State Safety Oversight Agency – Philadelphia, Pittsburgh, and Johnstown, PA (April 2024 to present):

Mr. Lawson provides support to the PennDOT SSOA team through involvement in safety assurance activities such as inspections, audits, stations and operations reviews, and CAP closure. As a project analyst, he notes observations during audit activities and compiles information into reports for PennDOT and the transit agencies. Additionally, he works on data management, logging DIHI analyses and monthly hazards into internal tracking software. The administrative work Mr. Lawson does also encompass meeting organization and note taking as well as the preparation of scheduling and agendas for meeting items. Considering the new risk-based inspection requirements, Mr. Lawson has been keyed into all conversation to determine the direction of the risk-based inspection program to include ideating updates to strengthen the program and preparing automated data analysis systems.

Transit Agency Consultant

Hudson Bergen Light Rail – New Jersey Transit (December 2024 – February 2025):

Mr. Lawson was contracted by Hudson Bergen Light Rail to conduct an internal audit on behalf of the Safety Department. The audit's scope consisted of the agency's safety plan and safety management system implementation, safety management policy, safety risk management, and safety assurance to include safety performance measures, notifications and investigations of safety events, and compliance with operations rules and procedures. Mr. Lawson's involvement in the project ended in February 2025 upon submission of the audit's final report to the client.

Transit Agency Consultant

Denton County Transportation Authority – Denton, TX (April 2025 – July 2025)

Mr. Lawson was contracted by Denton County Transportation Authority (DCTA) to perform an exhaustive assessment of DCTA's documentation, procedures, and compliance with regulatory requirements. The scope of work consisted of reviewing DCTA's Public Transportation Agency Safety Plan and verifying if the agency followed its own policies and procedures. A checklist of actionable items was developed to establish a plan of implementation to address identified deficiencies ahead of a planned Federal Transportation Authority audit.

Emma Forbes

Transportation Resource Associates, Inc. (TRA)

Senior Project Analyst

Years of Transit Experience: 2

Years with TRA: 2

Emma Forbes is a senior project analyst supporting the West Virginia Department of Transportation – Division of Multimodal Transportation Facilities – Public Transit Section (WVDOT-DMTF-PT) State Safety Oversight (SSO) Program, the Port Authority of New York and New Jersey (PANYNJ), and multiple other State Safety Oversight Agencies (SSOAs). Forbes is experienced in implementing the regular activities of state safety oversight in accordance with Federal Transit Administration (FTA) requirements as well as guiding automated people mover (APM)/driverless systems in bolstering their unique safety management systems (SMSs). Forbes also has managed specialized projects for clients that include rail transit agencies (RTAs), such as executing requirements from a Safety Management Inspection; creating research reports on international transit policies or new regulations; and designing educational guides, safety posters, one-sheet briefs, and training materials. Forbes frequently conducts field reviews of agency operations, stations conditions, and employee safety practices. Forbes has also lectured graduate-level students on engineering, design, and ethics.

Education

- B.A. – Harvard University

Certifications

- Roadway Worker Protection Certification
 - Hampton Roads Transit – March 2024
 - Utah Transit Authority – July 2024
 - Southeastern Pennsylvania Transportation Authority – December 2024 (recert.)
 - AirTrain JFK – December 2024
- Transportation Safety Institute Courses
 - SMS Awareness – May 2023
 - Rail Nomenclature – May 2023
 - SMS Principles for Transit – July 2024
 - Safety, Security, and Emergency Management Considerations for FTA Capital Projects – September 2024

Automated People Mover Oversight (Active)

West Virginia Department of Transportation - Division of Multimodal Transportation Facilities - Public Transit (WVDOT-DMTF-PT) – State Safety Oversight Program – Morgantown, WV (2023- Present): Forbes assists in safety oversight of the West Virginia University Personal Rapid Transit (WVU PRT) by participating in on-site triennial audits and risk-based inspections of WVU PRT; providing writing for oversight documents such as the Annual

Report, Technical Training Plan, Program Standard, and Risk-Based Inspection Manual; and reviewing technical documentation WVU PRT submits, the most recent example being a draft of the agency's Guideway Worker Protection Manual in-progress. Forbes formerly gained experience with the system and its leadership by attending weekly and quarterly meetings with agency management.

Port Authority of New York and New Jersey (PANYNJ) – AirTrain Safety Oversight Board (ATSOB) – New York City, NY and Newark, NJ (2023-Present): Forbes is a Project Specialist for the ATSOB's safety oversight of the driverless AirTrains at John F. Kennedy International Airport (AirTrain JFK) and Newark Liberty International Airport (AirTrain Newark). Forbes attends weekly meetings with the AirTrains' management; directs ATSOB's triennial audit cycles and risk-based inspection program; participates in audits, inspections, field reviews, and drills at both AirTrains; reviews corrective action plans (CAPs) and event investigation reports from both AirTrains; and manages ATSOB's databases. Forbes leads the updates of major ATSOB program documents, such as the Program Standard, incorporating any newly-issued rules, regulations, and standards. Forbes also designs familiarization and educational materials for use at the AirTrains, which has included a hazard identification guide, a guide to creating and implementing CAPs, and a research report on the safety risks of lithium-ion battery-powered devices on transit.

Other Selected Experiences (Active)

Port Authority of New York and New Jersey (PANYNJ) – Technical Assistance for Port Authority Trans-Hudson (PATH) – Jersey City, NJ (2025-Present): Forbes is the Lead Analyst for an independent system review of fire safety on PATH, which entails coordination with the National Transportation Safety Board (NTSB), investigations into fire-related safety events yielding root cause analyses, and a system-wide fire-life safety audit. In preparation for those activities, Forbes currently oversees internal meetings, task organization, and project planning, and reviews technical documents.

Pennsylvania Department of Transportation (PennDOT) – State Safety Oversight Program – Philadelphia and Pittsburgh, PA (2023-Present): Forbes conducts stations and operations reviews of Southeastern Pennsylvania Transportation Authority (SEPTA) lines monthly and assists with related data storage and transmittal. Forbes helps edit and manage annual updates to key SSO program documents, including the PennDOT SSOA Program Standard. Previously, Forbes visualized data from all the 2023 field reviews of SEPTA and Pittsburgh Regional Transit (PRT) to identify any trending safety concerns for monitoring and continuous improvement within the agencies. Forbes also participated in triennial audits of SEPTA and PRT and created presentation materials on the lessons learned from the Safety Management Inspection of SEPTA to share with other state safety oversight programs.

Washington Metrorail Safety Commission (WMSC) – State Safety Oversight Program – The District of Columbia, Maryland, and Virginia (2023–Present): Forbes is WMSC's designated reporter for State Safety Oversight Reporting (SSOR), continuously uploading into SSOR and monitoring all corrective action plans (CAPS) and internal audit reports created by Washington

Metropolitan Area Transportation Authority (WMATA) and triennial audit reports produced by WMSC. Formerly, Forbes created WMSC's Technical Training Plan (TTP) for Risk-Based Inspection (RBI) submission to the FTA and collaborated with subject matter experts to develop comprehensive guides for auditing WMATA by technical areas.

Other Selected Experiences (Previous)

Department of Rail and Public Transportation (DRPT) – State Safety Oversight Program – Norfolk, VA (2024-2025): Forbes conducted on-site inspections of HRT, participated in triennial audits, updated the SSO's monthly database, assisted in an analysis of the agency's post-event drug and alcohol testing practices, and assisted with preparation for the FTA 2024 audit of DRPT.

Massachusetts Bay Transportation Authority (MBTA) – Safety Technical Assistance – Boston, MA (2023-2024): Forbes assisted MBTA with implementing CAPs to address Federal Directives 22-10 and 22-11. In addition to creating materials for CAPs, Forbes managed day-to-day project organization, including schedules, meetings, and internal strategies to ensure the client met FTA deadlines and requirements. Additionally, Forbes assisted on site with a system-wide gap analysis, designed educational posters for identifying and escalating safety hazards at the agency, and revised checklists for the MBTA Internal Safety Audit program.

Central Puget Sound Regional Transit Authority (Sound Transit) – Safety Technical Assistance – Seattle, WA (2024): Forbes provided research, analysis, interviews, and writing for a Link Light Rail Operations Analysis, which evaluated the Intergovernmental Agreement (IGA) between Sound Transit and King County Metro. This analysis identified areas for improvement in the current IGA and suggested revisions for the next iteration. Additionally, Forbes created the project management plan for the execution of this task.

Utah Department of Transportation (UDOT) – State Safety Oversight Program – Salt Lake City, UT (2024): Forbes assisted in UDOT's latest triennial audit of Utah Transit Authority's (UTA's) track, engineering, and non-revenue vehicle maintenance processes. Forbes has also consulted data analysis, database management, and CAP reviews for UDOT.

EXHIBIT C • COST FORM (SEPARATELY SUBMITTED)

PROPOSAL FORMS 1 THROUGH 4

REQUEST FOR PROPOSAL

WVDMTF Transit Section-SSO Consulting

b. If the manufacturer represents that the vehicle was previously tested, the vehicle being sold should have the identical configuration and major components as the vehicle in the test report, which must be provided to the recipient prior to the recipient's final acceptance of the first vehicle. If the configuration or components are not identical, the manufacturer shall provide a description of the change and the manufacturer's basis for concluding that it is not a major change requiring additional testing.

c. Buses tested on or after October 31, 2016, must receive a pass/fail test and a passing score.

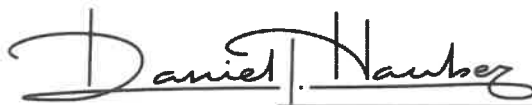
31. Pre-Award and Post-Delivery Audit Requirements

The CONTRACTOR agrees to comply with 49 U.S.C. § 5323(m) and FTA's implementing regulation at 49 C.F.R. Part 663 and to submit the following certifications:

a. Buy America Requirements (>\$150,000): The CONTRACTOR shall complete and submit a declaration certifying either compliance or noncompliance with Buy America. If the Bidder/Offeror certifies compliance with Buy America, it shall submit documentation which lists 1) component and subcomponent parts of the rolling stock to be purchased identified by manufacturer of the parts, their country of origin and costs; and 2) the location of the final assembly point for the rolling stock, including a description of the activities that will take place at the final assembly point and the cost of final assembly.

b. Solicitation Specification Requirements: The CONTRACTOR shall submit evidence that it will be capable of meeting the bid specifications.

c. Federal Motor Vehicle Safety Standards (FMVSS): The CONTRACTOR shall submit 1) manufacturer's FMVSS self-certification sticker information that the vehicle complies with relevant FMVSS or 2) manufacturer's certified statement that the contracted buses will not be subject to FMVSS regulations.



Daniel T. Hauber, Managing Principal
Signature and Title of Authorized Official

REQUEST FOR PROPOSAL

WVDMTF Transit Section-SSO Consulting

Attachment E:

Bid Form #1

CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential contractor for a major third party contract),

Transportation Resource Associates, Inc. (COMPANY NAME) certifies to the best of its knowledge and belief, that it and its principals:

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 or contract under a public 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 governmental 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 (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify to any of the statements in this certification, the participant shall attach an explanation to this certification.)

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT),

Transportation Resource Associates, Inc., 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. SECTIONS 3801 ET SEQ. ARE APPLICABLE THERETO.



Daniel T. Hauber, Managing Principal

Signature and Title of Authorized Official

REQUEST FOR PROPOSAL

WVDMTF-Transit CRQM DMT25*09 (SSO Consulting)

Bid Form #2

CERTIFICATION OF RESTRICTIONS ON LOBBYING

The undersigned (Vendor, Contractor) certifies, to the best of his or her knowledge and belief, that:

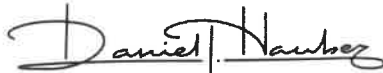
1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection 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 making lobbying contacts to 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. [as amended by "Government Wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, et seq.)]
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was 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 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). 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. [Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Vendor, Transportation Resource Associates, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Vendor understands and agrees that the provisions of 31 U.S.C. § 3801, et seq., apply to this certification and disclosure, if any.

10/17/2025

Date



Authorized Signature

Daniel T. Hauber, Managing Principal

Title

REQUEST FOR PROPOSAL

WVDMTF-Transit CRQM DMT25*09 (SSO Consulting)

BID FORM #3

REQUIRED BID FOR TO BE SUBMITTED WITH BID

VENDOR'S CERTIFICATION OF UNDERSTANDING AND ACCEPTANCE

The Vendor hereby certifies that all Technical Specifications and Contract Terms and Conditions have been carefully reviewed, are fully understood and shall be adhered to in the performance and completion of any contract resulting from this bid.

October 17, 2025

Date



Authorized Signature

Daniel T. Hauber, Managing Principal

Title

Transportation Resource Associates, Inc.

Company Name

SPECIFICATION COMPLIANCE

NOTE: Please check if what is offered is in exact compliance with specifications. **Any discrepancies must be listed as an attachment to the bid proposal. Exact dimensions and/or descriptions must be provided as a part of the Vendor's bid proposal when submitted.**

 X

Bid proposal submitted meets and/or exceeds all specification requirements.

Bid proposal submitted contains deviations from specification requirements. Detailed descriptions of these deviations have been provided with this bid proposal.

REQUEST FOR PROPOSAL
WVDMTF-Transit CRQM DMT25*09 (SSO Consulting)

BID FORM #4

DISADVANTAGED BUSINESS ENTERPRISE
VENDORS/ MANUFACTURERS CERTIFICATION

REQUIRED BID FOR TO BE SUBMITTED WITH BID

(Check appropriate statement)

_____ The Vendor, if a transit vehicle manufacturer, hereby certifies that it has complied with the requirements of 49 CFR Section 26.49 by submitting an annual DBE goal to the Federal Transit Administration (FTA). The goal has either been approved or not disapproved by FTA.

X _____ The Vendor, if a non-manufacturing supplier, hereby certifies that the manufacturer of the transit vehicle to be supplied has complied with the above-referenced requirement of 49 CFR Section 26.49.

October 17, 2025

Date



Authorized Signature

Daniel T. Hauber, Managing Principal

Title

Transportation Resource Associates, Inc.

Company Name

CERTIFICATIONS AND MEMBERSHIPS (RFP §4.2.9.1 & .2)



WORLD SAFETY ORGANIZATION

This Is to Certify That

Joshu Shih

Has Met the Requirements and Is Conferred the WSO

Certified Safety Manager

Transit Rail

Credential by the WSO Certification/Accreditation Board

as Witnessed and Certified by the Seal of the World Safety Organization.

No. **1418**

ISSUE DATE:
1 May 2024

WSO Certification

2024-2025

A stylized signature of the Chairman of the Board, written in dark ink.

Chairman of the Board

World Management Center
Warrensburg, Missouri, USA



*The WSO Certification Program
is internationally accredited
in compliance with ISO/IEC 17024:2012.*



U.S. Department
of Transportation

I, Daniel Hauber verify that I have received my OSHA card.
(name)

Daniel Hauber 03 Jun 2024
Signature & Date

**Please sign and return this document. You may scan and return this via email to:
lauren.stewart.ctr@dot.gov or return in the mail:

U.S. Department of Transportation
RTI-80 Attn: Lauren Stewart
FIB RM 153
6500 South MacArthur Blvd.
Oklahoma City, OK 73169
405-954-3682

 Occupational Safety and Health Administration	18-900513280
This card acknowledges that the recipient has successfully completed	
30-hour General Industry Safety and Health	
This card issued for	
DANIEL HAUBER	
Trainer Name	Date of Issue
TELLIS T. CHANDLER	04/26/2024

United States Department of Transportation
Transportation Safety Institute Certificate

This is to certify that

Daniel Hauber

*Has successfully completed the requirements of, and is hereby awarded the
Federal Transit Administration and Transportation Safety Institute's*

Transit Safety and Security Program Certificate
(Transit Rail Program)



Earned on the 9th day of February 2018



Christine A. Lawrence

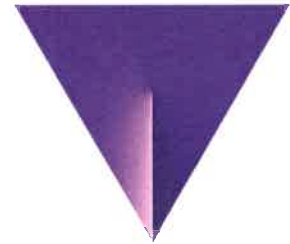
Acting Manager, Transit Safety & Security Division

Keri Woman

Director, Transportation Safety Institute



Project
Management
Institute.



THIS IS TO CERTIFY THAT

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE IN
ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL PROFESSIONAL CERTIFICATION

Project Management Professional (PMP)[®]

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Ike Nwankwo, PMP | Chair, Board of Directors



Pierre Le Manh | President & CEO

Certification Number: □ □ □ □ □ □

Original Grant Date: □ □ □ □ □ □ □ □

Expiration Date: □ □ □ □ □ □ □ □



Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

DANIEL T HAUBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00700.b

**An Introduction to the National Incident
Management System**

Issued this 17th Day of May, 2019



0.4 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

DANIEL T HAUBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00200.c

Basic Incident Command System for Initial Response



Issued this 17th Day of May, 2019



0.4 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Manager. Agency



U.S. Department of Transportation

**THE FEDERAL TRANSIT ADMINISTRATION,
OFFICE OF TRANSIT SAFETY AND OVERSIGHT**

Certifies that

Daniel T. Hauber

Has successfully completed

**THE PUBLIC TRANSPORTATION SAFETY CERTIFICATION TRAINING PROGRAM
FOR STATE SAFETY OVERSIGHT AGENCIES**

And is therefore awarded this

Certificate of Completion

Issued: January 2024

A handwritten signature in black ink, appearing to read "Joe P. DeLorenzo", written over a horizontal line.

Joe DeLorenzo, Associate Administrator for Transit Safety and Oversight and Chief Safety Officer

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

DANIEL T HAUBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00100.c

Introduction to Incident Command System, ICS-100

Issued this 28th Day of March, 2019



0.2 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency

Emergency Management Institute



FEMA

This Certificate of Achievement is to acknowledge that

DANIEL T HAUBER

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

IS-00800.c

National Response Framework, An Introduction

Issued this 21st Day of May, 2019



0.3 IACET CEU

Michael J. Sharon
Deputy Superintendent
Emergency Management Institute
Federal Emergency Management Agency



Member Organization Directory Search Results

[New Search](#)

* [Transportation Resource Associates, Inc.](#)

Philadelphia, PA 19103

(215) 546-9110

<https://www.traonline.com>

† = DBE, WBE and MBE

* = business member



1300 I Street NW

Suite 1200 East

Washington, DC 20005

Telephone: (202) 496-4800

[Logo Usage](#)

[Privacy Policy](#)



U.S. Department of Transportation

THE FEDERAL TRANSIT ADMINISTRATION,
OFFICE OF TRANSIT SAFETY AND OVERSIGHT

Certifies that

Jason Jackson

Has successfully met the recertification requirements of the

THE PUBLIC TRANSPORTATION SAFETY CERTIFICATION
TRAINING PROGRAM FOR RAIL

And is therefore awarded this

Recertification Certificate

Issued: March 14, 2025

A handwritten signature in black ink, appearing to read "Joe P. Delorenzo".

Joe Delorenzo, Associate Administrator for Transit Safety and Oversight and Chief Safety Officer



U.S. Department of Transportation

**THE FEDERAL TRANSIT ADMINISTRATION,
OFFICE OF TRANSIT SAFETY AND OVERSIGHT**

Certifies that

Joshu Shih

Has successfully met the recertification requirements of the

**THE PUBLIC TRANSPORTATION SAFETY CERTIFICATION TRAINING
PROGRAM FOR STATE SAFETY OVERSIGHT AGENCY**

And is therefore awarded this

Recertification Certificate

Issued: October 2024

A handwritten signature in black ink, appearing to read "Joe P. DeLorenzo".

Joe DeLorenzo, Associate Administrator for Transit Safety and Oversight and Chief Safety Officer

Individual Training Plan (ITP)
State Safety Oversight Agency (SSOA) Track

Participant's Information

Enrollment Date: 7/12/2024

Name Dylan Lawson

Email Address dylan.lawson@traonline.com

Agency TRA

Job Title Project Analyst

Courses to be Completed

1. SMS Awareness (Online course)
2. SMS Safety Assurance (e-Learning course)
3. SMS Principles for Transit
4. Effectively Managing Transit Emergencies
5. Transit Rail System Safety
6. Transit Rail Incident Investigation
7. SMS Principles for SSO Programs

You will have three years from your date of enrollment to complete the courses identified above.

You must complete refresher training every two years after completing the courses specified in your ITP. State Safety Oversight Agencies (SSOAs) will determine refresher training requirements for SSOA personnel and contractors, and Rail Transit Agencies (RTAs) and bus transit agencies will determine refresher training requirements for their personnel and contractors. Refresher training must include, at a minimum, one hour of safety oversight training.

Contractors must complete the refresher training specified by each agency they support.

How to Register for Courses

Go to the FTA-sponsored Transportation Safety Institute (TSI) website to register for courses.

<https://tsi-dot.csod.com/client/tsi-dot/default.aspx>

You must create an account on the TSI website in order to register for a course. Follow the steps listed below to create a TSI account.

- Go to the USDOT Transportation Safety Institute website
- Select the link 'Public Transportation Safety (FTA)'

This link is located under the "Select your training topic to view course catalog or create a profile" heading in the gray box on the right side of the page.

- Scroll down to the box titled 'Welcome to Transit', and select the "sign up for account"
- Complete the required fields and click 'Log In' at the bottom of the page

To register for a course:

- Log into your TSI account with your email or username and password
- Select 'Search Catalog' to search for and view specific courses
- Click 'Request' to request a seat in the class

Contact TSI at transit@dot.gov or (405) 954-3682 with questions about course registration.

United States Department of Transportation Transportation Safety Institute Certificate

This is to certify that

John B. Weisgerber

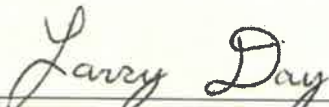
*Has successfully completed the requirements of, and is hereby awarded the
Federal Transit Administration and Transportation Safety Institute's*

Transit Safety and Security Program Certificate (Transit Rail Program)

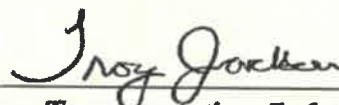


Earned on the 21st day of April, 2023





Manager, Transit Safety & Security Division



Director, Transportation Safety Institute



U.S. Department of Transportation

THE FEDERAL TRANSIT ADMINISTRATION,
OFFICE OF TRANSIT SAFETY AND OVERSIGHT

Certifies that

John Weisgerber

Has successfully completed

THE PUBLIC TRANSPORTATION SAFETY CERTIFICATION TRAINING PROGRAM
FOR STATE SAFETY OVERSIGHT AGENCIES

And is therefore awarded this

Certificate of Completion

Completed: November 9, 2023

A handwritten signature in black ink, appearing to read "Joe P. DeLorenzo", written over a horizontal line.

Joe DeLorenzo, Associate Administrator for Transit Safety and Oversight and Chief Safety Officer

Individual Training Plan (ITP)
State Safety Oversight Agency (SSOA) Track

Participant's Information

Enrollment Date: 3/26/2024

Name	Lauri Kochis	Email Address	lauri.kochis@traonline.com
Agency	TRA	Job Title	Project Analyst

1. SMS Awareness (Online course)
2. SMS Safety Assurance (e-Learning course)
3. SMS Principles for Transit
4. Effectively Managing Transit Emergencies
5. Transit Rail System Safety
6. Transit Rail Incident Investigation
7. SMS Principles for SSO Programs

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<https://tsi-dot.csod.com/client/tsi-dot/default.aspx>

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- Select the link 'Public Transportation Safety (FTA)'

This link is located under the "Select your training topic to view course catalog or create a profile" heading in the gray box on the right side of the page.

- Scroll down to the box titled 'Welcome to Transit', and select the "sign up for account"
- Complete the required fields and click 'Log In' at the bottom of the page

To register for a course:

- Log into your TSI account with your email or username and password
- Select 'Search Catalog' to search for and view specific courses
- Click 'Request' to request a seat in the class

Contact TSI at transit@dot.gov or (405) 954-3682 with questions about course registration.

Individual Training Plan (ITP)
State Safety Oversight Agency (SSOA) Track

Participant's Information

Enrollment Date: 8/22/2023

Name	Emma Forbes	Email Address	emma.forbes@traonline.com
Agency	Transportation Resource Associates (TRA)	Job Title	Project Analyst

1. SMS Awareness (Online course)
2. SMS Safety Assurance (e-Learning course)
3. SMS Principles for Transit
4. Effectively Managing Transit Emergencies
5. Transit Rail System Safety
6. Transit Rail Incident Investigation
7. SMS Principles for SSO Programs

You will have three years from your date of enrollment to complete the courses identified above.

You must complete refresher training every two years after completing the courses specified in your ITP. State Safety Oversight Agencies (SSOAs) will determine refresher training requirements for SSOA personnel and contractors, and Rail Transit Agencies (RTAs) and bus transit agencies will determine refresher training requirements for their personnel and contractors. Refresher training must include, at a minimum, one hour of safety oversight training.

Contractors must complete the refresher training specified by each agency they support.

How to Register for Courses

Go to the FTA-sponsored Transportation Safety Institute (TSI) website to register for courses.

<https://tsi-dot.csod.com/client/tsi-dot/default.aspx>

You must create an account on the TSI website in order to register for a course. Follow the steps listed below to create a TSI account.

- Go to the USDOT Transportation Safety Institute website
- Select the link 'Public Transportation Safety (FTA)'

This link is located under the "Select your training topic to view course catalog or create a profile" heading in the gray box on the right side of the page.

- Scroll down to the box titled 'Welcome to Transit', and select the "sign up for account"
- Complete the required fields and click 'Log In' at the bottom of the page

To register for a course:

- Log into your TSI account with your email or username and password
- Select 'Search Catalog' to search for and view specific courses
- Click 'Request' to request a seat in the class

Contact TSI at transit@dot.gov or (405) 954-3682 with questions about course registration.



U.S. Department of Transportation

**THE FEDERAL TRANSIT ADMINISTRATION,
OFFICE OF TRANSIT SAFETY AND OVERSIGHT**

Certifies that

Bon Provenzano

Has successfully completed

**THE PUBLIC TRANSPORTATION SAFETY CERTIFICATION TRAINING PROGRAM
FOR STATE SAFETY OVERSIGHT AGENCIES**

And is therefore awarded this

Certificate of Completion

Completed: September 28, 2023

A handwritten signature in black ink, appearing to read "Joe P. DeLorenzo", written over a horizontal line.

Joe DeLorenzo, Associate Administrator for Transit Safety and Oversight and Chief Safety Officer

Individual Training Plan (ITP)
State Safety Oversight Agency (SSOA) Track

Participant's Information

Enrollment Date: 3/22/2023

Name	Pamela McCombe	Email Address	pamela.mccombe@traonline.com
Agency	TRA	Job Title	Senior Director, Engineering and Safety

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United States Department of Transportation Transportation Safety Institute Certificate

This is to certify that

Bon Provenzano

*Has successfully completed the requirements of, and is hereby awarded the
Federal Transit Administration and Transportation Safety Institute's*

Transit Safety and Security Program Certificate (Transit Rail Program)



Earned on the 10th day of December, 2021



Christine A. Lawrence

Acting Manager, Transit Safety & Security Division

Tracy Jordan

Director, Transportation Safety Institute